

2021 Annual Report

Plexus Profile



About Plexus Corp.

Since 1979, Plexus (Nasdaq: PLXS) has been partnering with leading companies to deliver customer service excellence and innovative, comprehensive solutions throughout a product's lifecycle. Plexus is a global leader in the Electronics Manufacturing Services ("EMS") industry supported by a team of approximately 19,200 individuals. Our vision is to help create the products that build a better world. Our mission is to be the leader in highly complex products and demanding regulatory environments. Our strategy to fulfill our vision and mission remains consistent and can be summarized in four parts: market focus, superior execution, passion meets purpose and discipline by design.

Plexus has partnerships with approximately 140 customers in the Industrial, Healthcare/Life Sciences and Aerospace/Defense market sectors. We leverage our expertise to understand the unique needs of our customers' markets and have aligned our processes to provide flexibility, create efficiency and deliver superior quality.

With integrated design and development, supply chain solutions, new product introduction, manufacturing and aftermarket services, we proactively tackle tough challenges throughout a product's lifecycle. It is how our teams strive to create innovative and efficient paths to get products to market.

Design and Development – Plexus was established with engineering as a core competency and has built a reputation for success. Our customers are able to partner with a collaborative team of over 600 development engineers to create new products. Using the same tools and processes throughout our seven Design Centers worldwide, we leverage the latest technology and state-of-the-art design automation methodologies to provide comprehensive new product development and product commercialization solutions.

Supply Chain Solutions – Delivering an optimal supply chain solution is more than simply getting a product where it needs to be on time. We take a unique approach. Our supply chain experts engage in all of Plexus' integrated solutions, working closely with our engineers to identify opportunities for supply chain optimization early in the design stage. At Plexus, we take pride in managing the full supply chain to minimize cost, mitigate risk and provide a flexible, scalable solution for our customers.

New Product Introduction – When introducing a new product, customers need to move quickly. Plexus offers a dedicated team focused on decreasing time to market with a full suite of integrated new product introduction services. Through early integration and collaboration, customers can take advantage of Plexus' capabilities, such as design for excellence (DFX), specialized design of test solutions and rapid prototyping, while the program is advanced by a dedicated Plexus team that supports a transition to volume manufacturing.

Manufacturing – Our approach to manufacturing focuses on innovation, continuous improvement and superior quality and delivery. With a global footprint and scalable operations, we aim to tailor our manufacturing environment to meet each customer's needs worldwide. As we strive for zero defects, we empower all employees with the knowledge that exceptional quality begins with each individual member of our team. We believe our capabilities and our culture position us to support the complex technology and regulatory needs of the industries we serve and to provide customers with innovative and dependable manufacturing services.

Aftermarket Services – From product deployment through a product's end of life, Plexus offers a full range of aftermarket services with the ability to support customers in all regions in which we operate. With a focus on promoting sustainability, we help our customers manage and extend the lifecycle of their products through an optimized level of service. With services such as depot repair, service parts logistics management, order management, distribution and warehousing and recycling, we are committed to protecting and supporting the success of each customer's product in the marketplace.

To learn more about Plexus, please visit plexus.com.

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-K

(Mark One)

- ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**
For the fiscal year ended October 2, 2021
- OR**
- TRANSITION REPORT PURSUANT TO SECTION 13 or 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**
For the transition period from _____ to _____
Commission File Number 001-14423



PLEXUS CORP.

(Exact name of registrant as specified in charter)

Wisconsin

(State or other jurisdiction of incorporation)

39-1344447

(I.R.S. Employer Identification No.)

One Plexus Way

Neenah, Wisconsin 54957

(Address of principal executive offices) (Zip Code)

Telephone Number (920) 969-6000

(Registrant's telephone number, including Area Code)

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Trading Symbol</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$0.01 par value	PLXS	The Nasdaq Global Select Market

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes No

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer Accelerated filer Non-accelerated filer
Smaller reporting company Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of April 3, 2021, 28,658,737, shares of common stock were outstanding, and the aggregate market value of the shares of common stock (based upon the \$93.47 closing price of the registrant's common stock on the last trading day of its fiscal second quarter, as reported on the Nasdaq Global Select Market) held by non-affiliates (excludes 539,282 shares reported as beneficially owned by directors and executive officers – does not constitute an admission as to affiliate status) was approximately \$2.6 billion.

As of November 15, 2021, there were 27,998,920 shares of common stock outstanding.

DOCUMENTS INCORPORATED BY REFERENCE:

Parts of Registrant's Proxy Statement for the 2022 Annual Meeting of Shareholders are incorporated by reference into Part III of this Report.

PLEXUS CORP.
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October 2, 2021

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"SAFE HARBOR" CAUTIONARY STATEMENT UNDER THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995:

The statements contained in this Form 10-K that are guidance or which are not historical facts (such as statements in the future tense and statements including believe, expect, intend, plan, anticipate, goal, target and similar terms and concepts), including all discussions of periods which are not yet completed, are forward-looking statements that involve risks and uncertainties. These risks and uncertainties include the evolving effect, which may intensify, of COVID-19 on our employees, customers, suppliers, and logistics providers, including the impact of governmental actions being taken to curtail the spread of the virus. Other risks and uncertainties include, but are not limited to: the effects of shortages and delays in obtaining components as a result of economic cycles, natural disasters or otherwise; the risk of customer delays, changes, cancellations or forecast inaccuracies in both ongoing and new programs; the lack of visibility of future orders, particularly in view of changing economic conditions; the economic performance of the industries, sectors and customers we serve; the effects of tariffs, trade disputes, trade agreements and other trade protection measures; the effects of the volume of revenue from certain sectors or programs on our margins in particular periods; our ability to secure new customers, maintain our current customer base and deliver product on a timely basis; the risks of concentration of work for certain customers; the particular risks relative to new or recent customers, programs or services, which risks include customer and other delays, start-up costs, potential inability to execute, the establishment of appropriate terms of agreements, and the lack of a track record of order volume and timing; the effects of start-up costs of new programs and facilities or the costs associated with the closure or consolidation of facilities; possible unexpected costs and operating disruption in transitioning programs, including transitions between Company facilities; the risk that new program wins and/or customer demand may not result in the expected revenue or profitability; the fact that customer orders may not lead to long-term relationships; our ability to manage successfully and execute a complex business model characterized by high product mix and demanding quality, regulatory, and other requirements; the risks associated with excess and obsolete inventory, including the risk that inventory purchased on behalf of our customers may not be consumed or otherwise paid for by the customer, resulting in an inventory write-off; risks related to information technology systems and data security; the ability to realize anticipated savings from restructuring or similar actions, as well as the adequacy of related charges as compared to actual expenses; increasing regulatory and compliance requirements; the effects of U.S. Tax Reform, any tax law changes as a result of change in U.S. presidential administration, and of related foreign jurisdiction tax developments; current or potential future barriers to the repatriation of funds that are currently held outside of the United States as a result of actions taken by other countries or otherwise; the potential effects of jurisdictional results on our taxes, tax rates, and our ability to use deferred tax assets and net operating losses; the weakness of areas of the global economy; the effect of changes in the pricing and margins of products; raw materials and component cost fluctuations; the potential effect of fluctuations in the value of the currencies in which we transact business; the effects of changes in economic conditions, political conditions and tax matters in the United States and in the other countries in which we do business (including as a result of the United Kingdom's exit from the European Union); the potential effect of other world or local events or other events outside our control (such as changes in energy prices, terrorism, global health epidemics and weather events); the impact of increased competition; an inability to successfully manage human capital; changes in financial accounting standards; and other risks detailed herein and in our other Securities and Exchange Commission filings.

In addition, see Risk Factors in Part I, Item 1A and Management's Discussion and Analysis of Financial Condition and Results of Operations in Part II, Item 7 for a further discussion of some of the factors that could affect future results.

* * *

PART I

ITEM 1. BUSINESS

Overview

Plexus Corp. and its subsidiaries (together "Plexus," the "Company," or "we") participate in the Electronic Manufacturing Services ("EMS") industry. Since 1979, we have been partnering with companies to create the products that build a better world. We are a team of approximately 19,200 individuals who are dedicated to providing global Design and Development, Supply Chain Solutions, New Product Introduction, Manufacturing and Aftermarket Services. We are a global leader that specializes in serving customers in industries with highly complex products and demanding regulatory environments. We deliver customer service excellence to leading global companies in the Industrial, Healthcare/Life Sciences and Aerospace/Defense market sectors by providing innovative, comprehensive solutions throughout the product's lifecycle. We provide these innovative solutions to customers in the Americas ("AMER"), Asia-Pacific ("APAC") and Europe, Middle East and Africa ("EMEA") regions.

Our Vision, Mission and Strategy

Our vision is to help create the products that build a better world. Our mission is to be the leader in highly complex products and demanding regulatory environments. Our strategy to fulfill our vision and mission remains consistent and can be summarized in four parts: market focus, superior execution, passion meets purpose and discipline by design.

- **Market Focus** – We engineer innovative solutions for customers in growth markets and focus on partnering with leading as well as disruptive global companies in the Industrial, Healthcare/Life Sciences and Aerospace/Defense sectors.
- **Superior Execution** – Superior execution is foundational to our differentiation. We are dedicated partners to our customers, committed to achieving zero defects and perfect delivery through operational excellence.
- **Passion Meets Purpose** – Through our collective passion, we drive purpose to our actions and decisions in pursuit of operational excellence. Guided by our values and leadership behaviors, we do the right thing to support our team members, communities and customers.
- **Discipline by Design** – Finally, we are committed to delivering shareholder value over the long term through a consistent and disciplined financial model focused on driving industry-leading revenue growth and superior return on invested capital.

To deliver on our strategy, we align our operations, processes, workforce and financial metrics to create a high performance, accountable organization with a talented and engaged workforce deeply passionate about driving growth through customer service excellence. We also promote a collaborative, customer-centric culture that continuously evaluates and optimizes our business processes with a goal of creating shareholder value. Finally, we execute to customer-driven and sector-based go-to-market strategies.

Financial Model

Our financial model aligns with our business strategy. Our primary long-term focus is to earn a return on invested capital ("ROIC") 500 basis points above our weighted average cost of capital ("WACC"), which we refer to as "economic return." We review our internal calculation of WACC annually; for fiscal 2021, our WACC was 8.1%. We believe economic return is a fundamental driver of shareholder value. By exercising discipline to generate an economic return, our goal is to ensure that we create value for our shareholders. For more information regarding ROIC and economic return, which are non-GAAP financial measures, refer to "Management's Discussion and Analysis of Financial Condition - Results of Operations - Return on Invested Capital ("ROIC") and economic return" in Part II, Item 7. For a reconciliation of ROIC and economic return to our financial statements that were prepared using generally accepted accounting principles in the U.S. ("U.S. GAAP" or "GAAP"), see Exhibit 99.1 to this annual report on Form 10-K, which exhibit is incorporated herein by reference.

Relative to our competition, overriding factors such as lower manufacturing volumes, production flexibility, unique fulfillment requirements and complex regulatory requirements typically result in higher investments in inventory and selling and administrative costs for us. The cost variance from our competitors is especially evident relative to those that provide EMS services for high-volume, less complex products, with less stringent requirements (e.g., consumer electronics).

Operations

Plexus is a Wisconsin-headquartered corporation with approximately 19,200 employees, including over 4,400 engineers and technologists dedicated to product development and design, test equipment development and design, and manufacturing process

development and control, all of whom operate from 26 active facilities, totaling approximately 4.5 million square feet. Plexus' newest facility located in Bangkok, Thailand, opening in fiscal 2022, will expand Plexus' current capacity by approximately 400,000 square feet. Plexus' facilities are strategically located to support the global supply chain, engineering, manufacturing and aftermarket service needs of customers in our targeted market sectors.

Go-to-Market Strategy

We accomplish our go-to-market strategy through the three market sectors we serve, Industrial, Healthcare/Life Sciences and Aerospace/Defense. Each sector has a market sector vice president, as well as business development and customer management leaders who together oversee and provide leadership to teams that include business development leaders, customer management leaders, supply chain, engineering and manufacturing subject matter experts, and market sector analysts. These teams maintain expertise related to each market sector and execute sector strategies aligned to that market's unique delivery, quality and regulatory requirements.

Our market sector teams help define Plexus' strategy for growth with a particular emphasis on expanding the value-add solutions we offer customers. Our sales and marketing efforts focus on targeting new customers and expanding our engagements with existing customers. We believe our ability to provide a full range of services that complement the entire product lifecycle across a global footprint provides a business advantage.

Solutions

With integrated design and development, supply chain solutions, new product introduction, manufacturing and aftermarket services, we proactively tackle tough challenges throughout the product lifecycle. It is how our teams strive to create innovative and efficient paths to get products to market.

- **Design and Development** – Plexus was established with engineering as a core competency and has built a reputation for success. Our customers are able to partner with a collaborative team of over 600 development engineers to create new products. Using the same tools and processes throughout our seven Design Centers worldwide, we leverage the latest technology and state-of-the-art design automation methodologies to provide comprehensive new product development and product commercialization solutions.
- **Supply Chain Solutions** – Delivering an optimal supply chain solution is more than simply getting a product where it needs to be on time. We take a unique approach. Our supply chain experts engage in all of Plexus' integrated solutions, working closely with our engineers to identify opportunities for supply chain optimization early in the design stage. At Plexus, we take pride in managing the full supply chain to minimize cost, mitigate risk and provide a flexible, scalable solution for our customers.
- **New Product Introduction** – When introducing a new product, customers need to move quickly. Plexus offers a dedicated team focused on decreasing time to market with a full suite of integrated new product introduction services. Through early integration and collaboration, customers can take advantage of Plexus' capabilities, such as design for excellence (DFX), specialized design of test solutions and rapid prototyping, while the program is advanced by a dedicated Plexus team that supports a transition to volume manufacturing.
- **Manufacturing** – Our approach to manufacturing focuses on innovation, continuous improvement and superior quality and delivery. With a global footprint and scalable operations, we aim to tailor our manufacturing environment to meet each customer's needs worldwide. As we strive for zero defects, we empower all employees with the knowledge that exceptional quality begins with each individual member of our team. We believe our capabilities and our culture position us to support the complex technology and regulatory needs of the industries we serve and to provide customers with innovative and dependable manufacturing services.
- **Aftermarket Services** – From product deployment through a product's end of life, Plexus offers a full range of aftermarket services with the ability to support customers in all regions in which we operate. We help our customers manage and extend the lifecycle of their products through an optimized level of service. With services such as depot repair, service parts logistics management, order management, distribution and warehousing and recycling, we are committed to protecting and supporting the success of each customer's product in the marketplace.

We provide most of our optimized solutions on a turnkey basis, and we typically procure all materials required for product assembly. We provide select services on a consignment basis, meaning the customer supplies the necessary materials and Plexus provides the labor and other services required for product assembly. In addition to manufacturing, turnkey service requires material procurement and warehousing and involves greater resource investments than consignment services. Other than certain test equipment, manufacturing equipment and software used for internal operations, we do not design or manufacture our own proprietary products.

Regulatory Requirements

All Plexus manufacturing and engineering facilities are certified to a baseline Quality Management System standard per ISO9001:2015. We have capabilities to assemble finished medical devices meeting FDA Quality Systems Regulation requirements and similar regulatory requirements in other countries.

We have additional certifications and/or registrations held by certain facilities in the following regions:

	AMER	APAC	EMEA
Medical Standard ISO 13485:2016	X	X	X
21 CFR Part 820 (FDA) (Finished Medical)	X	X	X
JMGP accreditation	X	X	X
GMP-Korea certification		X	X
ANVISA accreditation	X	X	X
NPMA (National Medical Products Administration) registration		X	
ISO 14001(environmental management)	X	X	X
ISO 45001 (occupational health and safety)		X	X
ANSI/ESD (Electrostatic Discharge Control Program) S20.20	X	X	
ITAR (International Traffic and Arms Regulation) self-declaration	X		
Aerospace Standard AS9100	X	X	X
NADCAP certification	X	X	X
FAR 145 certification (FAA repair station)	X		
EASA repair approval	X		
ATEX/IECEX certification			X
IRIS certification (Railway)		X	
ISO 50001:2011 (energy management)			X

Customers and Market Sectors Served

Our customers range from large multinational companies to smaller emerging technology companies. During fiscal 2021, we served approximately 140 customers. General Electric Company ("GE") accounted for 11.2%, 11.7% and 12.4% of our net sales during fiscal 2021, 2020 and 2019, respectively. No other customer accounted for 10.0% or more of our net sales in any of the last three fiscal years. Net sales to our largest customers may vary from time to time depending on the size and timing of customer program commencements, terminations, delays, modifications and transitions. We generally do not obtain firm, long-term purchase commitments from our customers. Customers' forecasts can and do change as a result of changes in their end-market demand and other factors, including global economic conditions. Any material change in forecasts or orders from these major accounts, or other customers, could materially affect our results of operations. The loss of any major customer could have a significant negative impact on our financial results. In addition, as our percentage of net sales to customers in a specific sector becomes larger relative to other sectors, we will become increasingly dependent upon the economic and business conditions affecting that sector. Many of our large customers, including GE, contract with us through multiple independent divisions, subsidiaries, production facilities or locations. We believe that in most cases our sales to any one such division, subsidiary, facility or location are independent of sales to others.

The distribution of our net sales by market sectors for the indicated fiscal years is shown in the following table. In fiscal 2021, we consolidated the prior Industrial/Commercial and Communications market sectors to form the Industrial market sector:

Industry	2021	2020	2019
Industrial*	46%	45%	43%
Healthcare/Life Sciences	39%	37%	38%
Aerospace/Defense	15%	18%	19%
Total net sales	100%	100%	100%

*Prior periods have been revised to reflect the consolidation of the Industrial/Commercial and Communications sector.

Although our current business development focus is based on our targeted market sectors of Industrial, Healthcare/Life Sciences and Aerospace/Defense, we evaluate our financial performance and allocate our resources geographically (see Note 11 "Reportable Segments, Geographic Information and Major Customers" in Notes to Consolidated Financial Statements regarding our reportable segments). Plexus offers a uniform array of services for customers in each market sector and, aside from the specific go-to-market teams, generally we do not dedicate operational equipment, personnel, facilities or other resources to particular market sectors, nor do we internally track our costs and resources per market sector.

Plexus serves a diverse customer landscape that includes industry-leading, branded product companies, along with other technology pioneering start-ups and emerging companies that may or may not maintain manufacturing capabilities. In addition to prime technology advancements, key government and policy trends impact our business, including the U.S. Food and Drug Administration's ("FDA") approval of new medical devices, defense procurement practices and other government and regulatory processes. Plexus may benefit from increasing trends by original equipment manufacturers to outsource the design, manufacture and service of their products.

Materials and Suppliers

We typically purchase raw materials, including printed circuit boards and electronic components, from manufacturers and distributors. Under certain circumstances, we will purchase components from brokers, customers or competitors. The key electronic components we purchase include: specialized components, semiconductors, interconnect products, electronic subassemblies (including memory modules, power supply modules and cable and wire harnesses), inductors, resistors and capacitors.

We also purchase non-electronic, typically custom engineered, components used in manufacturing and higher-level assembly. These components include molded/formed plastics, sheet metal fabrications, aluminum extrusions, robotics, motors, vision sensors, motion/actuation, fluidics, displays, die castings and various other hardware and fastener components. These components are sourced from both Plexus preferred suppliers and customer directed suppliers. Components range from standard to highly customized and vary widely in terms of market availability and price.

Component shortages and subsequent allocations by our suppliers are an inherent risk to the electronics industry and have particularly been an issue for us and the industry during fiscal 2021. We discuss the causes of these shortages more fully in "Risk Factors" in Part I, Item 1A herein.

Plexus' global supply chain management organization attempts to mitigate potential supply chain risks and ensure a steady flow of components and products at competitive prices. We strive to achieve these goals through advanced supply chain solutions we develop in partnership with our customers, a commitment to strong supplier partnerships, risk management tools, proprietary supply chain risk algorithms and global expediting processes. Plexus can often influence the selection of new product components, primarily when engaged to provide design and development solutions.

Competition

Plexus operates in a highly competitive market, with a goal to be best-in-class at meeting the unique needs of our customers. With integrated design and development, supply chain solutions, new product introduction, manufacturing and aftermarket services, we proactively tackle tough challenges throughout the product lifecycle. A number of competitors may provide electronics manufacturing and engineering services similar to Plexus. Others may be more established in certain industry sectors, or have greater financial, manufacturing or marketing resources. Smaller competitors compete mainly in specific sectors and within limited geographic areas. Plexus also competes with in-house capabilities of current and potential customers. Plexus maintains awareness and knowledge of our competitors' capabilities in order to remain highly competitive within our target markets.

Intellectual Property

We own various service marks that we use in our business, which are registered in the trademark offices of the United States and other countries. Although we own certain patents, they are not currently material to our business. We do not have any material copyrights.

Information Technology

Our core solutions for manufacturing facilities include a single-instance Enterprise Resource Planning ("ERP") system, as well as Product Data Management and Advanced Planning and Scheduling systems, along with consistent solutions for warehouse management and shop floor execution, that support our global operations. This consistency augments our other management information systems, allowing us to standardize our ability to translate data from multiple production facilities into operational and financial information required by the business. The related software licenses are of a general commercial character on terms

customary for these types of agreements. In addition, taking advantage of virtualization technology, we are able to see gains in efficiency and up-time supporting our critical operations.

We strive to promote innovation technologies, solutions and processes within our information technology ("IT") infrastructure to enable Plexus to differentiate from our competition. As technology solutions continue to evolve, so do the myriad of risks introduced to the organization. The delivery of business value through technology is highly dependent on the holistic identification and management of information technology risks. Plexus' IT Risk Management Program promotes data-driven decision making through a collaborative effort to improve IT and cybersecurity resiliency, including a governance framework that facilitates awareness, oversight accountabilities and risk management activities across the business. Continuously enhancing our environment to meet the increasing needs of cybersecurity and privacy regulations remains a top priority. We discuss the risks relating to cybersecurity and their potential impact on us more fully in "Risk Factors" in Part I, Item 1A herein.

Compliance with Laws and Regulations

As a global public company that supports manufacturing, designing and servicing highly complex products in demanding regulatory environments, our operations are subject to a variety of laws, regulations and compliance obligations. We strive to implement robust internal controls, quality management systems and management systems of compliance that govern our internal actions and mitigate our risk of non-compliance. We also make efforts to identify non-compliance concerns through internal and external audits, risk assessments as well as an ethics hotline reporting system.

We are also subject to a variety of regulations associated with environmental compliance, as well as those governing employee health and safety. These regulations are related to topics such as: monitoring, tracking and reporting of air and water emissions; handling and disposing of hazardous chemicals used during our manufacturing process; and evaluating and mitigating employee health and safety hazards in our facilities.

We believe that we are in material compliance with all such applicable laws and regulations, and we do not anticipate any significant additional expenditures related to maintaining our compliance. However, due to the sometimes rapidly evolving nature of these laws and regulations (including as a result of COVID-19), geopolitical complexity and uncertainty and changing requirements applicable to our environmental, social and governance ("ESG") program, there can be no assurance that current expenditures will be adequate or that violations will not occur. Any violations could result in fines, penalties, customer disengagements or reputational damage that may have a material impact on our financial performance. See "Risk Factors" in Part I, Item 1A, herein, for more detail around risks pertaining to compliance with laws and regulations.

Environmental, Social and Governance

Consistent with our vision to help our customers create the products that build a better world, we are committed to building a better world by the way in which we operate. Plexus' ESG program strives to build strong communities, protect our environment, develop our team members in a culture that is both diverse and inclusive, embraces strong governance practices in the interest of our shareholders and sets similar expectations of our supply chain partners. When we focus on improving outcomes for all of our stakeholders, we maximize our ability to achieve our strategic objectives and deliver long-term financial value for our shareholders. Plexus has established an ESG program that focuses on five key areas: (1) responsible employer; (2) community partner; (3) global citizen; (4) industry steward; and (5) corporate governance.

- **Responsible Employer** – We advocate for diversity, combat human trafficking, encourage and provide employee development opportunities, strive to ensure safe and healthy working conditions, promote an appropriate work/life balance for our employees, encourage wellness initiatives and reinforce responsible values in our culture.
- **Community Partner** – We promote and financially contribute to science, technology, engineering and mathematics ("STEM") programs, as well as causes that make a meaningful impact to the communities in which we operate. We encourage our employees' involvement in community charitable organizations, as well as volunteerism, and we partner with community organizations to promote local business.
- **Global Citizen** – We actively work to reduce waste, water use and greenhouse gas emissions from our operations and work with suppliers to develop similar programs. We partner with customers to help design more efficient and environmentally friendly products as well as limit product end of life environmental impact through our aftermarket services solution.
- **Industry Steward** – We take an active role in industry coalitions focused on reducing impacts to the environment, maintaining strong ethical practices and establishing safe and healthy working conditions around the world. We train our supply chain on important social initiatives, such as detecting and preventing forced labor, and we collaborate with customers to advance sustainability efforts.

- **Corporate Governance** – Strong leadership and a culture of accountability are foundational at Plexus. Our executive management, in collaboration with our Board of Directors, competently and ethically manage Plexus’ operations for the long-term benefit of shareholders.

Plexus is committed to responsible business practices throughout our global operations. As a member of the Responsible Business Alliance ("RBA"), we have taken an active role in improving not only our own practices, but influencing and holding others accountable throughout our supply chain. In addition to RBA membership, we consider a variety of standards for responsible practices, including, but not limited to, local and federal legal requirements in the jurisdictions where we operate, the Sustainability Accounting Standards Board ("SASB") and the Carbon Disclosure Project.

Human Capital Management

We are driven to differentiate Plexus with our talent and by our culture. How we manage our human capital is critical to how we deliver on our strategy and create sustained growth and value for our shareholders.

Purpose and Culture

We recognize that a great culture is foundational to the success of our vision to create the products that build a better world. We are proud of our culture and the recognition we have received over the years as a great place to work. In building a great culture, we embrace four "non-negotiables":

- **Our Values and Leadership Behaviors** – Our Values and Leadership Behaviors establish the foundation upon which our culture is built, representing key expectations we have of our employees and emblematic of the work environment we strive to create. Our 10 Values and Leadership Behaviors are: Customer Focus, Relationships and Teamwork, Excellence, Open Communication, Integrity, Prioritize our People, Solve Problems, Be Courageous, Be Strategic and Innovate.
- **Quality Begins with Me** – We instill personal responsibility for quality in our employees through our Quality Begins with Me culture; a commitment to delivering zero defects and continuous improvement. A culture concentrated on each individual’s pledge that quality is critical to achieving our strategic goal of superior execution in delivering highly complex products in demanding regulatory environments.
- **5Es of Customer Service Excellence** – Through the 5Es of Customer Service Excellence, we describe for our employees what is required to exceed our customer’s expectations and enable growth through customer service excellence. In all aspects of our engagements, with both internal and external customers, we reflect the 5Es: We are Empathetic, Entrepreneurial, Empowered, Engaged, and we Ensure Accountability.
- **One Plexus** – One Plexus reflects our sentiment that we are stronger together than the sum of our parts. We embrace the One Plexus mentality through collaboration to ensure consistent operations, globally, and leverage the strengths and best practices of all facets of the organization to drive the best solutions for our customers.

Commitment to Values and Ethics

Along with our Values and Leadership Behaviors, we act in accordance with our Code of Conduct and Business Ethics ("Code of Conduct"), which creates expectations and provides guidance for all employees to make the right decisions. Our Code of Conduct includes topics such as anti-corruption, discrimination, harassment, privacy, appropriate use of company assets, protecting confidential information and reporting Code of Conduct violations. It is used to reinforce our passion for operating in a fair, honest, responsible and ethical manner and articulates our responsibilities as a trusted leader in the business community. The Code of Conduct also emphasizes the importance of having an open, welcoming environment in which all employees feel empowered to do what is right and are encouraged to voice concerns should violations of the Code of Conduct be observed. All employees are required to complete the training on the Code of Conduct annually.

Diversity and Inclusion

At Plexus, diversity and inclusion ("D&I") does not simply mean representation. It means encouraging engagement, inclusion of all employees’ ideas and perspectives and association among the global locations in which we operate—proudly representing the more than 14 countries our team members call home. We have adopted the following D&I mission statement at Plexus, which is directly incorporated into our Code of Conduct:

"Our people create our best Plexus. Ingrained in our culture of inclusion is the philosophy that each individual offers diverse perspectives, backgrounds and experiences that create great outcomes when we are united as a team. We respect our people and embrace our differences. We welcome everyone and value the ideas generated by our collective uniqueness. We aspire that all of our teammates reach their full potential and we encourage them to simply, BE YOU!"

Our strategy to enhance diversity at Plexus and to foster an inclusive culture includes the following:

- **D&I Committee and Board Oversight** – To oversee strategic objectives and to ensure appropriate accountabilities exist to support our diversity and inclusion efforts, our executive leadership committee structure includes a Diversity and Inclusion Committee, made up of key members of executive management, including our Chief Executive Officer. In addition, our Compensation and Leadership Development Committee of our Board of Directors reviews the initiatives and results to cultivate a diverse workforce and inclusive culture.
- **Employee Resource Groups** – Our Employee Resource Groups ("ERGs") are voluntary, employee-driven groups organized around common interests and legitimate business purposes. Plexus current ERGs include Plexus Young Professionals ("PYP"), UnusPlexus and Women in Network ("WiN"). The goal of PYP is to create an environment that fosters collaboration and development for the young professionals at Plexus. UnusPlexus' purpose is to celebrate the different cultures and diversity existing within Plexus. WiN has a mission to champion the advancement of women in their professional and personal development through various career and life changes. These groups are directly supported by executive-level leadership and management engages regularly in support of ERG programming. Plexus supports further expansion and enhancement efforts of existing ERGs as well as employee-driven creation of new ERGs.
- **Mentoring & Training** – Plexus has established a formal mentoring program that aids in the development and retention of diverse talent, with a specific focus on future leaders within our underrepresented populations. In addition, the Company has invested in D&I leadership training on the value of diversity and how best to foster an inclusive culture. This training focuses on enhancing understanding of unconscious bias and enhancing the skills to being an inclusive leader.
- **Gender & Underrepresented Minorities Recruitment Strategy** – Our talent acquisition teams have a strategic initiative to widen the funnel of talent seeking to join Plexus. Efforts in this space are customized by geography based on the current workforce dynamic. This includes partnerships with organizations such as Society of Women Engineering ("SWE"), universities with diverse student populations and minority groups supporting underrepresented minorities with leadership aspirations across many disciplines.
- **Employee Benefits & Programs** – Plexus has a number of policies and benefits in place to support the unique needs and overall wellbeing of our team members and their families, including flexible workplace, paid parental leave and a Plexus Wellness Program to ensure our employees have access to the resources they need to lead healthy, balanced lives.
- **Community Involvement & Volunteerism** – Community involvement, volunteering and charitable giving are important to ensure we are investing and promoting positive impacts in the communities in which we operate and where our employees live. We offer an employee charitable match program in our AMER region for employees to use, and we plan to implement a similar program in our EMEA and APAC regions. Plexus also offers employees paid, volunteer time off for team members who want to give back at qualified organizations or community events.

Talent Development & Acquisition

In the pursuit of excellence, we nurture and grow our people. Our commitment to holistic talent management means that we expect and reward high performance and address underperformance with urgency, candor and empathy. Our team members receive and provide feedback with humility and a sincere interest to continuously improve. We engage in regular talent reviews to calibrate on the performance and potential of our teammates, their development needs, career pathing and the strength of our succession plans. Competency-based training, leadership development programs and online learning provide the foundation for a learning culture and ongoing development for team members at all levels. While our goal is to develop our own talent, we recruit technical, new graduate and experienced talent by valuing potential as well as experience and personality traits that align with our Values and Leadership Behaviors.

Employee Engagement

At every facility, in every organization and at all levels, we strive to continuously improve the engagement of our teammates. We survey employee engagement annually through our employee net promotor score and we identify and act on areas of opportunity to enhance our work environment and increase employee satisfaction.

Compensation

Our philosophy is to competitively compensate all employees for their contributions to Plexus and to appropriately motivate employees to provide value to Plexus' shareholders. To ensure compensation is competitive, performance-based and fair, we are disciplined in the way we establish and evaluate pay. We assign each role a pay range based on its job accountabilities and the pay practices for similar roles in the marketplace. Employees are compensated within their applicable pay range based on a

number of factors, including the employee's education, experience, performance and potential. At least annually, we reevaluate employee pay based on these criteria. Short and long-term incentive pay is designed to be competitive, improve employee retention, reward employees for performance supporting our strategic objectives and align employees with the interests of shareholders to deliver both short-term and long-term results. Approximately 20.0% and 3.1% of our employees participate in our short and long-term incentive programs, respectively.

Worker Rights, Health, and Safety

We are committed to complying with applicable laws, including those associated with labor and employment, across all areas of our operations. In addition, as an active member of RBA, we abide by their global standards, irrespective of legal requirements, regarding the treatment of workers. These include prevention of excessive working hours and unfair wages, controls to prohibit child labor and human trafficking and bolstering workplace health and safety measures. We are one of several companies actively partnering with the RBA to abolish human trafficking by holding foreign labor agencies accountable to upholding sound recruiting processes.

To protect team members during the COVID-19 outbreak, Plexus has progressively implemented measures to safeguard our employees from COVID-19 infection and exposure based on those established by the U.S. Centers for Disease Control, U.S. Occupational Health and Safety as well as the World Health Organization. These safeguards consist of policies, procedures, protocols and guidance related to, among other things, COVID-19 symptom awareness, effective hygiene practices, travel restrictions, visitor vetting and screening, social distancing, face covering expectations, work-from-home requirements, enhanced workplace cleaning and decontamination. In addition, we have hosted free on-site vaccination clinics at our facilities and provided free transportation to vaccination sites for our employees in the United States, Mexico, Malaysia and Romania in order to make it as easy as possible for employees to be vaccinated.

Human Capital Management Governance

As part of our governance structure, we have established an Organizational Performance Committee, an executive body comprised of the Chief Executive Officer, VP of Human Resources and other executives that oversee our human capital strategy. In addition, our VP of Human Resources and other key leaders within our Human Resources organization provide a quarterly update to the Compensation and Leadership Development Committee of the Board of Directors on our strategy for talent development and retention, including succession planning for key talent. Management also updates the Board of Directors regularly on employee-related policies and efforts intended to protect our employees and to preserve our corporate culture, such as the regular review of our Code of Conduct and Business Ethics, diversity and inclusion initiatives, employee net promoter survey results and our ethics hotline activity. The Board of Directors also maintains regular visibility into our COVID-19 response strategy.

Employee Data

We employ approximately 19,200 team members. Of these, 49.9% are female, 50.0% are male and 0.1% choose not to identify. The majority of our workforce, 52.4%, is located in our APAC region, while 35.5% and 12.1% of our employees are located in our AMER and EMEA regions, respectively. Approximately 2,050 and 190 of our respective employees in Mexico and the United Kingdom are covered by union agreements. These union agreements are typically renewed at the beginning of each year, although in a few cases these agreements may last two or more years. Our employees in China, Germany, Malaysia, Romania and the United States are not covered by union agreements. We have no history of labor disputes at any of our facilities, and we believe that our employee relationships are positive and stable. Given the quick response times required by our customers, we seek to maintain flexibility to scale our operations as necessary to maximize efficiency. To do so, we use skilled temporary labor in addition to our full-time employees.

Additional Information

Our global headquarters is located at One Plexus Way, Neenah, Wisconsin, 54957. Plexus maintains a website at www.plexus.com. As soon as is reasonably practical, after we electronically file or furnish all reports to the Securities and Exchange Commission ("SEC"), we provide online copies of such reports, free of charge. These reports include: Proxy Statements, Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, Specialized Disclosure Reports on Form SD and amendments to those reports. These reports are also accessible at the SEC's website at www.sec.gov. Our Code of Conduct and Business Ethics is also posted on our website. You may access these SEC reports and the Code of Conduct and Business Ethics by following the links under "Investors" at our website.

ITEM 1A. RISK FACTORS

Material risk factors to our business and financial performance are those that may impact our strategy, which is centered around four strategic pillars: *Market Focus*, *Superior Execution*, *Passion Meets Purpose* and *Discipline by Design*. This section lays out a number of material risks that may impact those strategic pillars. Other sections of this report also include risks that may impact our strategic business objectives and affect our financial performance. The risks included herein and elsewhere in this report are not exhaustive. In addition, due to the dynamic nature of our business, new risks may emerge from time to time and it is not possible for management to predict or assess the impact of all such risks on our business.

Risks impacting our MARKET FOCUS – *We engineer innovative solutions for customers in growth markets with highly complex products and demanding regulatory environments.*

The end markets we serve require technologically advanced products and such markets may be impacted by a number of factors that could adversely impact our customers' demand.

Factors affecting the technology-dependent end markets that we serve could adversely affect our customers and, as a result, Plexus. These factors include:

- customers' ability or inability to adapt to rapidly changing technologies and evolving industry standards that can result in short product life-cycles or product obsolescence
- customers' ability or inability to develop and market their products, some of which are new and untested, and
- the potential failure of our customers' products to gain widespread commercial acceptance.

Even if our customers successfully respond to these market challenges, their responses, including any consequential changes we must make in our business relationships, services offered, or to our operations, can affect our production cycles, inventory management and results of operations.

Our customers do not make long-term commitments to us and may cancel or change their production requirements.

We generally do not obtain firm, long-term purchase commitments from our customers, and frequently do not have visibility as to their future demand for our services. Customers also cancel, change or delay design, production or aftermarket service quantities and schedules, or fail to meet their forecasts for a number of reasons beyond our control. Customer expectations can change rapidly, requiring us to take on additional commitments or risks. In addition, customers may fail to meet their commitments to us or our expectations. Cancellations, reductions or delays by a significant customer, or by a group of customers, could seriously harm our operating results and negatively affect our working capital levels. Such cancellations, reductions or delays have occurred from time to time and may continue to occur in the future. This risk continues to be heightened by potential volatility in end market demand for our customers' products or our services likely as a result of the ongoing COVID-19 pandemic.

In addition, we make significant decisions based on our estimates of customers' demand, including determining the levels of business that we will seek and accept, production schedules, component procurement commitments, working capital (including inventory) management, facility and capacity requirements, personnel needs and other resource requirements. The short-term nature of our customers' commitments and the possibility of rapid changes in demand for their products affect our ability to accurately estimate their future requirements. Because certain of our operating expenses are fixed, a reduction in customer demand can harm our operating results. The need for us to correctly anticipate component needs is amplified in times of shortages. The current environment of tight component supply, which continues to be impacted by global pandemic-related interruptions, can increase the difficulties and cost of anticipating changing demand. Moreover, because our margins vary across customers and specific programs, a reduction in demand with higher margin customers or programs will have a more significant adverse effect on our operating results.

Rapid increases in customer demand may stress personnel and other capacity resources. We may not have sufficient resources, including personnel and components, at any given time to meet all of our customers' demands or to meet the requirements of a specific program, which could result in a loss of business from such customers.

The majority of our net sales come from a relatively small number of customers and a limited number of market sectors; if we lose a major customer or program or if there are challenges in those market sectors, then our net sales and operating results could decline significantly.

Net sales to our 10 largest customers have represented a majority of our net sales in recent periods. Our 10 largest customers accounted for 55.2% of our net sales fiscal 2021 and 2020. During each of these periods there was one customer that represented 10.0% or more of our net sales.

Our major customers may vary from period to period, and our major customers may not continue to purchase services from us at current levels, or at all, particularly given the volatile or temporary nature of certain programs. In any given period, a higher portion of our sales may be concentrated with customers or projects with relatively lower margins, which could adversely affect our results. We have experienced from time to time, and in the future may experience, significant disengagements with customers or of programs, adverse changes in customer supply chain strategies and the end of life of significant programs. Especially given our discrete number of customers, the loss of, or significant reductions in net sales to, any of our major customers or our failure to make appropriate choices as to the customers we serve could seriously harm our business and results of operations.

In addition, we focus our sales efforts on customers in only a few market sectors, as identified in Part I, Item 1, herein. Each of these sectors is subject to macroeconomic conditions, as well as trends and conditions that are sector specific. Any weakness in our customers' end markets could affect our business and results of operations. Economic, business or regulatory conditions that affect the sector, or our failure to choose to do business in appropriate sectors, can particularly impact us. For instance, sales in the Healthcare/Life Sciences sector are substantially affected by trends in the healthcare industry, such as government reimbursement rates and uncertainties relating to the U.S. healthcare sector, generally. In addition, the Healthcare/Life Sciences sector is affected by global health pandemics, such as COVID-19, which has created both opportunities and challenges for us. For example, the pandemic initially caused an increase in sales specific to products supporting pandemic relief efforts and critical care products, which demand has now leveled out or softened. More recently, sales related to elective procedures or other non-critical care products, which weakened at the outset of the pandemic, have strengthened. Commercial aerospace continues to be impacted by the COVID-19 pandemic, resulting in decreased demand from our commercial aerospace customers. Additionally, the semiconductor industry has historically been subject to significant cyclicality and volatility. Further, potential reductions in U.S. government agency spending, including those due to budget cuts or other political developments or issues, could affect opportunities in all of our market sectors.

We rely on timely and regular payments from our customers, and the inability or failure of our major customers to meet their obligations to us or their bankruptcy, insolvency or liquidation may adversely affect our business, financial condition and results of operations. We also have receivables factoring agreements in place; therefore, deterioration in the payment experience with or credit quality of our major customers we factor, or issues with the banking counterparties to our factoring agreements, could have a material adverse effect on our financial condition and results of operations due to our inability to factor such receivables.

From time to time, our customers have been affected by merger, acquisition, divestiture and spin-off activity. While these transactions may present us with opportunities to capture new business, they also create the risk that these customers will partially reduce their purchases or completely disengage from us as a result of transitioning such business to our competitors or their internal operations.

We and our customers are subject to increasingly extensive government regulations, legal requirements and industry standards; a failure to comply with current and future regulations, requirements and standards could have an adverse effect on our business, customer relationships, reputation and profitability.

We are subject to extensive government regulation, legal requirements and industry standards (as well as customer-specific standards) relating to the products we design, manufacture and service as well as how we conduct our business. This includes regulations and standards relating to labor and employment practices, workplace health and safety, the environment, sourcing and import/export practices, the market sectors we support and many other facets of our operations. The regulatory climate in the U.S. and other countries has become increasingly complex and fragmented, and regulatory enforcement activity has increased in recent periods. A failure to comply with laws, regulations or standards applicable to our business can result in, among other consequences, fines, injunctions, civil penalties, criminal prosecution, recall or seizure of devices, total or partial suspension of production, including debarment, and could have an adverse effect on our reputation, customer relationships, profitability and results of operations.

Our Healthcare/Life Sciences sector is subject to statutes and regulations covering the design, development, testing, manufacturing, labeling and servicing of medical devices and the reporting of certain information regarding their safety, including Food and Drug Administration regulations and similar regulations in other countries. We also design, manufacture and service products for certain industries, including certain applications where the U.S. government is the end customer, that face significant regulation by the Department of Defense, Department of State, Department of Commerce, Federal Aviation Authority and other governmental agencies in the U.S. as well as in other countries, and also under the Federal Acquisition Regulation. In addition, whenever we pursue business in new sectors and subsectors, or our customers pursue new technologies or markets, we need to navigate the potentially heavy regulatory and legislative burdens of such sectors, as well as standards of quality systems, technologies or markets.

The regulatory climate can itself affect the demand for our services. For example, government reimbursement rates and other regulations, as well as the financial health of healthcare providers, and changes in how healthcare in the U.S. and other countries is structured, and how medical devices are taxed, could affect the willingness and ability of end customers to purchase the products of our customers in the Healthcare/Life Sciences sector as well as impact our margins.

Our customers are also required to comply with various government regulations, legal requirements and industry standards, including many of the industry-specific regulations discussed above. Our customers' failure to comply could affect their businesses, which in turn would affect our sales to them. In addition, if our customers are required by regulation or other requirements to make changes in their product lines, these changes could significantly disrupt particular programs we have in place for these customers and create inefficiencies in our business. Failure of our customers to identify or flow down any such requirements to Plexus could result in production of non-compliant product, which could restrict their ability to sell such products, thus affecting our sales to them.

Increased competition may result in reduced demand or reduced prices for our services.

Our industry is highly competitive. We compete against numerous providers with global operations, as well as those which operate on only a local or regional basis. In addition, current and prospective customers continually evaluate the merits of designing, manufacturing and servicing products internally and may choose to design, manufacture or service products (including products or product types that we currently design, manufacture or service for them) themselves rather than outsource such activities. Consolidations and other changes in our industry may result in a changing competitive landscape. Our competitors may:

- respond more quickly than us to new or emerging technologies
- have greater name recognition, critical mass and geographic and market presence
- be better able to take advantage of acquisition opportunities
- adapt more quickly to changes in customer requirements
- have lower internal cost structures
- have greater direct buying power with component suppliers and distributors
- devote greater resources to the development, promotion and sale of their services and execution of their strategy, and
- be better positioned to compete on price for their services.

Our manufacturing processes are generally not subject to significant proprietary protection, and companies with greater resources or a greater market presence may enter our market or otherwise become increasingly competitive. Increased competition could result in significant price reductions, reduced sales and margins, or loss of market share.

We may fail to successfully complete future acquisitions or strategic arrangements, and may not successfully integrate acquired operations or recognize the anticipated benefits, which could adversely affect our operating results.

While we have primarily chosen an organic growth strategy in recent years, if we were to pursue future growth through acquisitions, including the acquisition of operations divested by our customers, or similar transactions, this would involve significant risks that could have a material adverse effect on us. These include operating risks such as the inability to successfully integrate businesses, systems and personnel; impacts on customer programs and relationships; and an inability to realize anticipated synergies or economies of scale. They also include financial risks such as the use of cash or incurrence of additional debt and interest expense, the potential volatility or weakness in our stock price as a result of the announcement of such transactions, the incurrence of large write-offs or write-downs and other potential financial impacts.

Risks impacting our SUPERIOR EXECUTION – *We are dedicated partners to our customers, committed to achieving zero defects and perfect delivery through operational excellence.*

We have a complex business model, and our failure to properly manage or execute on that model could adversely affect our operations, financial results and reputation.

Our business model focuses on products and services that are highly complex and subject to demanding regulatory requirements. Our customers' products typically require significant production and supply-chain flexibility necessitating optimized solutions across an integrated global platform. The products we design, manufacture and service are also typically complex, heavily regulated and require complicated configuration management and direct order fulfillment capabilities to global end customers.

Our business model requires a great degree of attention, flexibility and resources. These resources include working capital, management and technical personnel, and the development and maintenance of systems and procedures to manage diverse manufacturing, regulatory and service requirements for multiple programs of varying sizes simultaneously, including in multiple locations and geographies. We also depend on securing and ramping new customers and programs as well as transitioning production for new customers and programs, which creates added complexities related to managing the start-up risks of such projects, especially for companies that did not previously outsource such activities.

The complexity of our model, which encompasses a broad range of services including design and development, supply chain solutions, new product introduction, manufacturing and aftermarket services, often results in complex and challenging contractual obligations and unique customer requirements. In addition, program complexity and associated customer expectations have increased in recent years with respect to certain capabilities, commitments, allocation of risk and compliance with third party standards, requiring extraordinary measures to ensure operational execution and compliance within unique, non-standard engagements. This is especially relevant to our expanding aftermarket services business, where each customer program presents unique logistical, operational and supply chain risks that differ from those found in our manufacturing or engineering engagements. If we fail to meet those obligations, or are otherwise unable to execute on our commitments or unsuccessfully mitigate such risks, then it could result in claims against us, regulatory violations, or adversely affect our reputation and our ability to obtain future business, as well as impair our ability to enforce our rights (including those related to payment) under those contracts. A failure to adequately understand unique customer requirements may also impact our ability to estimate and ultimately recover associated costs, adversely affecting our financial results.

Many of the markets for our manufacturing, engineering, aftermarket and other services are characterized by rapidly changing technology and evolving process developments. Our internal processes are also subject to these factors. The sustained success of our business will depend upon our continued ability to:

- retain qualified engineering and technical personnel, and attract additional qualified personnel, especially in times of tight labor markets
- choose, maintain and enhance appropriate technological and service capabilities
- successfully manage the implementation and execution of information systems
- develop and market services that meet changing customer needs
- effectively execute our services and perform to our customers' expectations, and
- successfully anticipate, or respond to, technological changes on a cost-effective and timely basis.

Although we believe that our operations utilize the technologies, equipment and processes that are currently required by our customers, we cannot be certain that we will maintain or develop the capabilities required by our customers in the future. The emergence of new technologies, industry standards or customer requirements may render our technical personnel, equipment, inventory or processes obsolete or noncompetitive. In addition, we may have to acquire new skills, technologies and equipment to remain competitive, as well as offer new or additional services, all of which may require significant expense or capital investment that could reduce our liquidity and negatively affect our operating results. Our failure to anticipate and adapt to our customers' changing technological needs and requirements, or to perform to their expectations or standards, as well as our need to maintain our personnel and other resources during times of fluctuating demand, could have an adverse effect on our business.

There may be problems with the products we design, manufacture or service that could result in liability claims against us, reduced demand for our services and damage to our reputation.

We design, manufacture and service products to our customers' specifications, many of which are highly complex, for industries such as healthcare, aerospace and defense that have higher risk profiles. Despite our quality control and quality assurance efforts, problems may occur, or may be alleged, in the design, manufacturing or servicing of these products, including as a result of business continuity issues. Whether or not we are responsible, problems in the products we manufacture, whether real or alleged, whether caused by faulty customer specifications, the design or manufacturing processes, servicing or a component defect, may result in delayed shipments to customers or reduced or canceled customer orders. If these problems were to occur in large quantities or too frequently, our business reputation may also be tarnished. In addition, such problems may result in liability claims against us, whether or not we are responsible. These potential claims may include damages for the recall of a product or injury to person or property.

Even if customers or third parties, such as component suppliers, are responsible for defects, they may not, or may not be able to, assume responsibility for any such costs or required payments to us. While we seek to secure contractual protection and/or to insure against many of these risks, we may not have practical recourse against certain suppliers, and contractual protections, insurance coverage or supplier warranties, as well as our other risk mitigation efforts, may be inadequate, not cost effective or unavailable, either in general or for particular types of products or issues. We occasionally incur costs defending claims, and any such disputes could adversely affect our business relationships.

We experience component shortages, price fluctuations and supplier quality concerns.

We generally do not have long-term supply agreements. We have experienced from time to time and are currently experiencing significant component shortages and longer lead times due to supplier capacity constraints or their failure to deliver. The delays and shortages we experienced in fiscal 2021, and continue to experience, are the result of the global pandemic's impact on our suppliers and logistics providers, exacerbated by the general improvement in worldwide economic conditions as economies have emerged from the pandemic. Supply chain constraints can also be caused by world events, such as government policies, tariffs, trade wars, trade disputes and trade protection measures, terrorism, armed conflict, natural disasters, economic recession, increased demand due to economic growth, preferential allocations and other localized events. Further, we rely on a limited number of suppliers for many of the components used in the assembly process and, in some cases, may be required to use suppliers that are the sole provider of a particular component. Such suppliers may encounter quality problems, labor disputes, financial difficulties or business continuity issues that could preclude them from delivering components timely or at all. Supply shortages and delays in deliveries of components may result in delayed production of assemblies, which reduces our revenue and operating profit for the periods affected. Additionally, a delay in obtaining a particular component may result in other components for the related program being held for longer periods of time, increasing working capital, risking inventory obsolescence and negatively impacting our cash flow. We are currently experiencing higher inventory levels as a result of component shortages.

Due to the highly competitive nature of our industry, an inability to obtain sufficient inventory on a timely basis or successfully execute on our business continuity processes, could also harm relationships with our customers and lead to loss of business to our competitors.

In addition, components that are delivered to us may not meet our specifications or other quality criteria. Certain components provided to us may be counterfeit or violate the intellectual property rights of others. The need to obtain replacement materials and parts may negatively affect our manufacturing operations. The inadvertent use of any such parts or products may also give rise to liability claims. Further, the commitments made to us by our suppliers, and the terms applicable to such relationships, may not match all the commitments we make to, and the terms of our arrangements with, our customers, and such variations may lead us to incur additional expense or liability and/or cause other disruptions to our business.

Component supply shortages and delays in deliveries, along with other factors such as tariffs and trade disputes, can also result in increased pricing. While many of our customers permit quarterly or other periodic adjustments to pricing based on changes in component prices and other factors, we may bear the risk of price increases that occur between any such repricing or, if such repricing is not permitted, during the balance of the term of the particular customer contract. Conversely, as a result of our pricing strategies and practices, component price reductions have contributed positively to our operating results in the past. Our inability to continue to benefit from such reductions in the future could adversely affect our operating results.

Our services involve other inventory risk.

Most of our services are provided on a turnkey basis, under which we purchase some, or all, of the required materials and components based on customer forecasts or orders. Although, in general, our commercial contracts with our customers obligate our customers to ultimately purchase inventory ordered to support their forecasts or orders, we generally finance these purchases initially. In addition, suppliers may require us to purchase materials and components in minimum order quantities that may exceed customer requirements. A customer's cancellation, delay or reduction of forecasts or orders can also result in excess inventory or additional expense to us. Engineering changes by a customer may result in obsolete materials or components. While we attempt to cancel, return or otherwise mitigate excess and obsolete inventory, require customers to reimburse us for these items and/or price our services to address related risks, we may not actually be reimbursed timely or in full, be able to collect on these obligations or adequately reflect such risks in our pricing. In addition to increasing inventory in certain instances to support new program ramps, we may also increase inventory if we experience component shortages or longer lead times for certain components in order to maintain a high level of customer service. In such situations, we may procure components earlier, which has led to an increase in inventory in the short term and may lead to increased, excess, or obsolete inventory in the future. Excess or obsolete inventory, the need to acquire increasing amounts of inventory due to shortages, customer demand or otherwise, or other failures to manage our working capital, could adversely affect our operating results, including our return on invested capital.

In addition, we provide managed inventory programs for some of our customers under which we hold and manage finished goods or work-in-process inventories. These managed inventory programs may result in higher inventory levels, further reduce our inventory turns and increase our financial exposure with such customers. In addition, our inventory may be held at a customer's facility or warehouse, or elsewhere in a location outside of our control, which may increase the risk of loss. Even though our customers generally have contractual obligations to purchase such inventories from us, we remain subject to customers' credit risks as well as the risk of potential customer default and the need to enforce those obligations.

An inability to successfully manage the procurement, development, implementation or execution of information systems, or to adequately maintain these systems and their security, as well as to protect data and other confidential information, may adversely affect our business and reputation.

As a global company with a complex business model, we are heavily dependent on our information systems to support our customers' requirements and to successfully manage our business. Any inability to successfully manage the procurement, development, implementation, execution or maintenance of our information systems, including matters related to system and data security, cybersecurity, privacy, reliability, compliance, performance and access, as well as any inability of these systems to fulfill their intended purpose within our business, could have an adverse effect on our business.

In the ordinary course of business, we collect and store sensitive data and information, including our proprietary and regulated business information and that of our customers, suppliers and business partners, as well as personally identifiable information about our employees. Our information systems, like those of other companies, are susceptible to malicious damage, intrusions and outages due to, among other events, viruses, cyber threats, industrial espionage (internal or external), hacking, break-ins and similar events, other breaches of security, natural disasters, power loss or telecommunications failures. Due to the intellectual property we maintain on our systems related to high technology components, sub-components, manufacturing processes and our customers' products, we are a likely target from various external and internal cyber threats, such as lone attackers, competitors, our customers' competitors and nation states seeking to gain access to such intellectual property, as well as both unintentional and malicious internal threats. In addition, lone and organized crime elements have been known to extort money by encrypting their victims' data (ransomware) and utilize their victims' resources for unauthorized mining of cryptocurrency.

The increasing sophistication of cyberattacks requires us to continually evaluate the threat landscape and new technologies and processes intended to detect and prevent these attacks. There can be no assurance that the security measures and systems configurations we choose to implement will be sufficient to protect the data we manage. Any theft or misuse of information resulting from a security breach could result in, among other things, loss of significant and/or sensitive information, litigation by affected parties, financial obligations resulting from such theft or misuse, higher insurance premiums, governmental investigations, fines and penalties, negative reactions from current and potential future customers, and reputational damage, any of which could adversely affect our financial results. Also, the time and funds spent on monitoring and mitigating our exposure and responding to breaches, including the training of employees, the purchase of protective technologies and the hiring of additional employees and consultants to assist in these efforts could adversely affect our financial results. This risk is enhanced as a result of an increase in our remote workforce due to the global pandemic and evolving flexible workplace practices, for example by reason of utilizing home networks that may lack encryption or secure password protection, virtual meeting/conference security concerns and increase of phishing/cyber-attacks around our remote workforce's digital resources.

Moreover, we are subject to increasing expectations and data security requirements from our customers, generally, as well as specific data handling requirements due to the nature of their end products, including those related to the Export Administration Regulations/International Traffic in Arms, Federal Acquisition Regulation, Defense Federal Acquisition Regulation Supplement and Cybersecurity Maturity Model Certification. Any operational failure or breach of security from increasingly sophisticated cyber threats could lead to the loss or disclosure of our or our customers' financial, product or other confidential information, result in adverse regulatory or other legal actions and have a material adverse effect on our business and reputation. In addition, we must comply with increasingly complex and rigorous regulatory standards enacted to protect business and personal data in the U.S. and elsewhere. For example, the European Union's General Data Protection Regulation (the "GDPR") and similar legislation in jurisdictions in which we operate impose additional obligations on companies regarding the handling of personal data and provides certain individual privacy rights to persons whose data is stored. Compliance with existing, proposed and recently enacted laws and regulations can be costly. Failure to comply with these regulatory standards could subject us to legal and reputational risks. Misuse of or failure to secure personal information could also result in violation of data privacy laws and regulations, proceedings against us by governmental entities or others, fines and penalties, damage to our reputation and credibility and could have a negative impact on our business and results of operations.

Plexus is a multinational corporation and operating in multiple countries exposes us to increased risks, including adverse local developments and currency risks.

We have operations in many countries; operations outside of the U.S. in the aggregate represent a majority of our net sales and operating income, with a particular concentration in Malaysia. In addition, although we have repatriated a substantial amount of cash since the enactment of the U.S. Tax Cuts and Jobs Act ("U.S. Tax Reform") in 2017, a significant amount of our cash balances remain held outside of the U.S., with a particular concentration in Malaysia and China. We purchase a significant number of components manufactured in various countries. These international aspects of our operations, which are likely to increase over time, including with the introduction of a new manufacturing facility in Bangkok, Thailand, subject us to the following risks that could materially impact our operations and operating results:

- economic, political or civil instability
- transportation delays or interruptions
- exchange rate fluctuations
- potential disruptions or restrictions on our ability to access cash amounts held outside of the U.S.
- changes in labor markets, such as government-mandated wage increases, increases to minimum wage requirements, changes in union-related laws and regulations, limitations on immigration or the free movement of labor or restrictions on the use of migrant workers, and difficulties in appropriately staffing and managing personnel in diverse cultures
- compliance with laws, such as the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act and GDPR, applicable to companies with global operations
- changes in the taxation of earnings both in the U.S. and in other countries
- reputational risks related to, among other factors, varying standards and practices among countries
- changes in duty rates
- significant natural disasters and other events or factors impacting local infrastructure
- the impact of the United Kingdom's exit from the European Union ("Brexit")
- the effects of other international political developments, such as tariffs, embargoes, sanctions, boycotts, trade wars, energy disruptions, trade agreements and changes in trade policies, including those which may be effected by the U.S. and other countries' political reactions to those actions, and
- regulatory requirements and potential changes to those requirements.

As our international operations continue to expand, our failure to appropriately address foreign currency transactions or the currency exposures associated with assets and liabilities denominated in non-functional currencies could adversely affect our consolidated financial condition, results of operations and cash flows. In addition, developments affecting particular countries can adversely affect our ability to access cash or other assets held in such countries.

A significant portion of our operations currently occurs in the APAC region, particularly in Malaysia. The concentration of our operations, assets and profitability in that region exposes us to adverse developments, economic, political or otherwise, in those countries.

Changes in policies by or changes in elected officials of the U.S. or other governments could negatively affect our operating results due to trade wars, changes in duties, tariffs or taxes, currency exchange rate fluctuations, or limitations on currency or fund transfers, as well as government-imposed restrictions on producing certain products in, or shipping them to, specific countries. The United States-Mexico-Canada Agreement (the "USMCA"), became effective July 1, 2020. While certain aspects of the USMCA may be positive, others, including potentially higher regulatory compliance costs, may have a negative impact

on our business and adversely affect our operations in Mexico. Also, our current facilities in Mexico operate under the Mexican Maquiladora (“IMMEX”) program. This program provides for reduced tariffs and eased import regulations. We could be adversely affected by changes in the IMMEX program or our failure to comply with its requirements.

Additionally, continued uncertainty regarding commercial dealings, tariffs and other trade protection measures between the U.S. and China may affect our ability to do business in China, may impact the cost of our products originating in China and may impact the demand for our products manufactured in China in the event our customers reduce their operations in China. These actions could also affect the cost and/or availability of components that we procure from suppliers in China. Government-imposed restrictions on where we can produce certain types of products or source components or with whom we can conduct business, such as named companies or industries identified in the 2021 National Defense Authorization Act, could limit our ability to sell or manufacture products or services in China, or source components from certain companies or geographies. These factors can negatively affect our revenues, costs and profitability as a result of having to minimize engagements in China or requiring us to shift such production or the sourcing of components to the U.S. or other higher-cost locations.

Given the lack of comparable precedent, the financial, trade and other legal implications of Brexit, or how such implications might affect us (as we also have operations in Scotland), remain unclear. Brexit could, among other impacts, disrupt trade and the movement of goods, services and people between the U.K. and the E.U. or other countries, disrupt the stability of the E.U. generally and lead to a downturn in consumer sentiment. This could result in overall negative economic growth, as well as create legal, political, regulatory and global economic uncertainty. These and other potential implications could adversely affect our business and financial results.

Natural disasters, breaches of security and other events outside our control, and the ineffective management of such events, may harm our business.

Some of our facilities are located in areas that may be impacted by natural disasters, including tornadoes, hurricanes, earthquakes, water shortages, tsunamis and floods. All facilities are subject to other natural or man-made disasters such as those related to weather events or global climate change, fires, acts of terrorism or war, breaches of security, theft or espionage, workplace violence and failures of utilities. If such an event was to occur and we did not have an effective business continuity plan in place, our business could be harmed due to the event itself or due to our inability to effectively manage the effects of the particular event, with the impact of the event potentially magnified in areas where we have multiple facilities in close proximity. For example, we maintain significant production capacity in Penang, Malaysia, and an isolated event in that geography could materially hinder our production capabilities. Potential harms include the loss of business continuity, the loss of business data and damage to infrastructure.

In addition, some of our facilities possess certifications necessary to work on specialized products that our other locations lack. If work is disrupted at one of these facilities, it may be impractical or we may be unable to transfer such specialized work to another facility without significant costs and delays. Thus, any disruption in operations at a facility possessing specialized certifications could adversely affect our ability to provide products and services to our customers, and potentially have a negative affect our relationships and financial results.

Although we have implemented policies and procedures with respect to physical security, we remain at risk of unauthorized access to our facilities and the possible unauthorized use or theft of inventory, information or other physical assets. If unauthorized persons gain physical access to our facilities, or our physical assets or information are stolen, damaged or used in an unauthorized manner (whether through outside theft or industrial espionage), we could be subject to, among other consequences, negative publicity, governmental inquiry and oversight, loss of government contracts, litigation by affected parties or other future financial obligations related to the loss, misuse or theft of our or our customers’ data, inventory or physical assets, any of which could have a material adverse effect on our reputation and results of operations.

A failure to comply with customer-driven policies and standards, and third-party certification requirements or standards could adversely affect our business and reputation.

In addition to government regulations and industry standards, our customers may require us to comply with their own or third-party quality standards, commercial terms, or other business policies or standards, which may be more restrictive than current laws and regulations as well as our pre-existing policies and/or terms with our suppliers, before they commence, or continue, doing business with us. Such policies or standards may be customer-driven, established by the industry sectors in which we operate or imposed by third party organizations.

Our compliance with these heightened and/or additional policies, standards and third-party certification requirements, and managing a supply chain in accordance therewith, could be costly, and our failure to comply could adversely affect our operations, customer relationships, reputation and profitability. In addition, our adoption of these standards could adversely affect our cost competitiveness, ability to provide customers with required service levels and ability to attract and retain employees in jurisdictions where these standards vary from prevailing local customs and practices. In certain circumstances, to meet the requirements or standards of our customers we may be obligated to select certain suppliers or make other sourcing choices, and we may bear responsibility for adverse outcomes even if these matters are as the result of third-party actions or outside of our control.

Intellectual property infringement claims against our customers or us could harm our business.

Although our manufacturing processes are generally not subject to significant proprietary protection, our services may and the products offered by our customers do involve the creation and use of intellectual property rights, which subject us and our customers to the risk of claims of intellectual property infringement from third parties. In addition, our customers may require that we indemnify them against the risk of intellectual property infringement. If any claims are brought against us or our customers for infringement, whether or not these have merit, then we could be required to expend significant resources in defense of those claims. In the event of an infringement claim, we may be required to spend a significant amount of money to develop non-infringing alternatives or obtain licenses. We may not be successful in developing alternatives or obtaining licenses on reasonable terms or at all. Infringement by our customers could cause them to discontinue production of some of their products, potentially with little or no notice, which may reduce our net sales to them and disrupt our production.

Additionally, if third parties on whom we rely for products or services, such as component suppliers, are responsible for an infringement (including through the supply of counterfeit parts), we may or may not be able to hold them responsible and we may incur costs in defending claims or providing remedies. Such infringements may also cause our customers to abruptly discontinue selling the impacted products, which would adversely affect our net sales of those products and could affect our customer relationships more broadly. Similarly, claims affecting our suppliers could cause those suppliers to discontinue selling materials and components upon which we rely.

Risks impacting our PASSION MEETS PURPOSE – *We are united as a team. We are guided by our values and leadership behaviors. We do the right thing to support our team members, communities and customers.*

We depend on our workforce, and the inability to attract, develop and retain personnel or other personnel disruptions may harm our business.

If we fail to attract, develop and retain sufficient qualified personnel, including key leadership positions and highly skilled technical roles, our operations and, consequently, our financial results, could be adversely affected. A number of factors may adversely affect labor availability in one or more of our locations, including local labor laws and practices or union activities, wage pressure and changing wage requirements, increasing healthcare costs, restrictions on immigration or labor mobility, local competition, high employment rates and high turnover rates. These labor-related issues and labor shortages have become more pronounced likely as a result of the COVID-19 outbreak. We could also be subject to inflationary or other general labor cost increases due to current economic condition, which may increase our costs. If we are unable to offset these labor cost increases through price increases, growth or operational efficiencies, these inflationary or general labor cost increases could have a material adverse effect on our operating results and cash flows. Further, our adoption of certain third-party health, safety and other employment-related regulatory standards could adversely affect our ability to attract and retain employees in jurisdictions where these standards vary from prevailing local customs and practices. Additionally, any of these factors could drive an increase in turnover rates within our existing workforce, which could lead to decreased efficiency and increased costs, such as increased over time to meet demand and increased wage rates to attract and retain employees.

We also depend on good relationships with our workforce, generally. Monitoring employee engagement and maintaining a healthy workplace culture based on our values and leadership behaviors is important to developing these good relationships and retaining a committed workforce. A failure to foster a strong, healthy culture, or a failure to adopt or maintain competitive policies and practices that enhance our workplace culture, such as those related to diversity and inclusion, workplace flexibility or other employee benefits, could adversely impact our ability to attract, develop and retain personnel and could substantially affect our operations and financial results.

From time to time, there are changes and developments, such as retirements, promotions, transitions, disability, death and other terminations of service that affect our executive officers and other key employees, including those that are unexpected. Transitions or other changes in responsibilities among officers and key employees without having identified and ready

successors for these critical roles, particularly when such changes are unanticipated, unplanned or not executed effectively, inherently can cause disruptions to our business and operations, as well as harm our reputation, which could have an effect on our results. Further, as we grow in size and complexity, a failure to continuously focus on the development of personnel and plan for the succession of critical roles may result in shortfalls in the talent required to execute effectively and affect our operations and financial results.

Global climate change and related emphasis on environmental, social and governance ("ESG") matters by various stakeholders could negatively affect our business.

Customer, investor and employee expectations relating to ESG have been rapidly evolving and increasing. In addition, government organizations are enhancing or advancing legal and regulatory requirements specific to ESG matters. The heightened stakeholder focus on ESG issues related to our business requires the continuous monitoring of various and evolving laws, regulations, standards and expectations and the associated reporting requirements. A failure to adequately meet stakeholder expectations may result in noncompliance, the loss of business, reputational impacts, diluted market valuation, an inability to attract customers and an inability to attract and retain top talent. In addition, our adoption of certain standards or mandated compliance to certain requirements could necessitate additional investments that could impact our profitability.

Specifically, certain stakeholders are beginning to require that we provide information on our plans relating to certain climate-related matters such as greenhouse gas emissions. Further, increased public awareness and concern regarding global climate change may result in new or enhanced legal requirements to reduce or mitigate the effects of greenhouse gas emissions. There continues to be a lack of consistent climate legislation, which creates economic and regulatory uncertainty. Such uncertainty may have an impact on our business, from the demand for our customers' products in various industries to our costs of compliance in the manufacturing and servicing of our customers' products, all of which may impact our results of operations.

Climate changes, such as extreme weather conditions, create financial risk to our business. Global physical climate changes, including unseasonable weather conditions, could result in reduced demand or product obsolescence for certain of our customers' products and/or price modifications for our customers' products and the resources needed to produce them. This could in turn put pressure on our manufacturing costs and result in reduced profit margin associated with certain of our customer programs, or loss of customer programs that we may not be able to replace.

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

Risks impacting our DISCIPLINE BY DESIGN – *We hold ourselves accountable to delivering shareholder value through consistent application of a disciplined financial model.*

Our financial condition and results of operations may be materially adversely affected by the ongoing coronavirus (COVID-19) outbreak.

The full extent to which the COVID-19 outbreak will impact our business and operating results will depend on future developments that are highly uncertain and cannot be accurately predicted, including new medical and other information that may emerge concerning COVID-19 and the actions by governmental entities or others to contain it or treat its impact.

The continuing COVID-19 outbreak, including the spread of its variants, poses the risk that we or our employees, suppliers, customers and others may be restricted or prevented from conducting business activities for indefinite or intermittent periods of time, including as a result of employee health and safety concerns, shutdowns, shelter in place orders, travel restrictions and other actions and restrictions that may be prudent or required by governmental authorities. For example, in fiscal 2021, our operations across the globe were impacted at various times due to quarantines, travel restrictions, government-mandated workforce limitations and other factors affecting us and our suppliers. In addition, we experienced a temporary reduction of our operating capacity in Malaysia during our third and fourth quarters of fiscal 2021 as a result of government-mandated actions to control the spread of COVID-19. Finally, while our facilities, and those of some of our suppliers, have been classified as essential or otherwise permitted to operate in jurisdictions in which facility closures have been mandated, we can give no assurance that this will not change in the future or that we or our suppliers will continue to be permitted to conduct business in each of the jurisdictions in which we operate.

In addition to government-imposed shutdowns or restrictions on our business activities due to COVID-19, governments may impose vaccine or testing requirements on some or all of our employees. On September 9, 2021, President Biden issued an executive order which requires U.S.-based contractors and subcontractors that work on or in support of contracts with the U.S. Government be fully vaccinated unless otherwise exempt for approved medical or religious exemptions. Further, on September 9, 2021, President Biden instructed the Occupational Safety and Health Administration ("OSHA") to develop an Emergency Temporary Standard ("ETS") mandating either full vaccination or weekly testing of employees for employers with more than 100 employees. The ETS on vaccination and testing was officially filed in the Office of the Federal Register on November 4, 2021, and became effective when published on November 5, 2021. We have been assessing the applicability of these executive actions to our business and are taking steps to prepare to comply, as required. Other jurisdictions in which we operate may also mandate vaccinations or testing. Implementation of mandatory vaccinations or weekly testing requirements may result in increased costs of compliance, labor attrition, including critically skilled labor, difficulty attracting and retaining future employees and loss of revenues associated with U.S. government contracts or subcontracts, all of which could have a material adverse effect on our business, financial condition and results of operations.

We also have modified our business practices for the continued health and safety of our employees. We may take further actions, or be required to take further actions, that are in the best interests of our employees. Our suppliers and customers have also implemented such measures, which has resulted in, and we expect it will continue to result in, disruptions or delays and higher costs. The implementation of health and safety practices by us, our suppliers, or our customers could impact customer demand, supplier deliveries, our productivity and costs, which could have a material adverse impact on our business, financial condition, or results of operations.

While we currently believe we have ample liquidity to manage the financial impact of COVID-19, we can give no assurance that this will continue to be the case if the impact of COVID-19 is prolonged or if there is an extended impact on us or the economy generally. Further, the impacts of COVID-19 have caused significant uncertainty and volatility in the credit markets. If our liquidity or access to capital becomes significantly constrained, or if costs of capital increase significantly due to the impact of COVID-19 as result of volatility in the capital markets, a reduction in our creditworthiness or other factors, then our financial condition, results of operations and cash flows could be materially adversely affected.

Our management of the impact of COVID-19 has and will continue to require significant investment of time from our management and employees, as well as resources across our enterprise. The focus on managing and mitigating the impacts of COVID-19 on our business may cause us to divert or delay the application of our resources toward existing or new initiatives or investments, which could have a material adverse impact on our results of operations.

The foregoing and other continued disruptions to our business as a result of COVID-19 has had and could continue to have a material adverse effect on our business, results of operations and financial condition.

Challenges associated with the engagement of new customers or programs, the provision of new services, or start-up costs and inefficiencies related to new, recent or transferred programs could affect our operations and financial results.

Our engagement with new customers, as well as the addition of new programs or types of services for existing customers, can present challenges in addition to opportunities. We must initially determine whether it would be in our interests from a business perspective to pursue a particular potential new customer, program or service, including evaluating whether the customer, program or service fits with our value proposition as well as its potential end-market success. If we make the decision to proceed, we need to ensure that our terms of engagement, including our pricing and other contractual provisions, appropriately reflect the strategic nature of the customer, anticipated costs, risks and rewards. The failure to make prudent engagement decisions or to establish appropriate terms of engagement could adversely affect our profitability and margins.

Also, there are inherent risks associated with the timing and ultimate realization of anticipated revenue from a new program or service; these factors can sometimes extend for a significant period. Some new programs or services require us to devote significant capital and personnel resources to new technologies and competencies. We may not meet customer expectations, which could damage our relationships with the affected customers and impact our ability to deliver conforming product or services on a timely basis. Further, the success of new programs may depend heavily on factors such as product reliability, market acceptance, regulatory approvals or economic conditions. The failure of a new program to meet expectations on these factors, or our inability to effectively execute on a new program's or service's requirements, could result in lost financial opportunities and adversely affect our results of operations.

In recent years, ramping new programs has been a key contributor to our revenue growth. The management of resources in connection with the establishment of new or recent programs and customer relationships, as well as program transfers between facilities and geographies, and the need to estimate required resources in advance of production can adversely affect our gross

and operating margins and level of working capital. These factors are particularly evident in the early stages of the life-cycle of new programs, which typically lack a track record of order volume and timing as well as production efficiencies in the early stages. We typically manage multiple new programs at any given time; therefore, we are exposed to these factors in varying magnitudes.

The effects of these start-up costs and inefficiencies can also occur when we transfer programs between locations and geographies. We conduct these transfers on a regular basis to meet customer needs, seek long-term efficiencies or respond to market conditions, as well as due to facility openings and closures. We may also be required to transfer projects between facilities due to tariffs and other trade measures impacting particular countries such as China. Although we try to recover costs from our customers and minimize the potential losses arising from transitioning customer programs between our facilities and geographies, we may not be successful and there are inherent risks that such transitions can result in operational inefficiencies and the disruption of programs and customer relationships.

While these factors tend to affect new, recent or transferred programs, they can also impact more mature or maturing programs and customer relationships, especially programs where end-market demand can be somewhat volatile.

Failure to manage periods of growth or contraction may seriously harm our business.

Our industry frequently sees periods of expansion and contraction. We regularly contend with these issues and must carefully manage our business to meet changing customer and market requirements. If we fail to manage these growth and contraction decisions effectively, as well as fail to realize the anticipated benefits of these decisions, we can find ourselves with either excess or insufficient resources and our business, as well as our profitability, may suffer. Expansion and consolidation, including the transfer of operations to new or other facilities or due to acquisitions, can inherently include additional costs and start-up inefficiencies. For example, we are expanding our geographic locations and constructing a new manufacturing facility in Bangkok, Thailand, to supplement our footprint in the Asia-Pacific region. In addition, we may expand our operations in new geographical areas where currently we do not operate. If we are unable to effectively manage this or other expansions or consolidations, or related anticipated net sales are not realized, our operating results could be adversely affected. Other risks of current or future expansions, acquisitions and consolidations include:

- the inability to successfully integrate additional facilities or incremental capacity and to realize anticipated efficiencies, economies of scale or other value
- challenges faced as a result of transitioning programs
- incurrence of restructuring costs or other charges that may be insufficient or may not have their intended effects
- additional fixed or other costs, or selling and administrative expenses, which may not be fully absorbed by new business
- a reduction of our return on invested capital, including as a result of excess inventory or excess capacity at new facilities, as well as the increased costs associated with opening new facilities
- difficulties in the timing of expansions, including delays in the implementation of construction and manufacturing plans
- diversion of management's attention from other business areas during the planning and implementation of expansions
- strain placed on our operational, financial and other systems and resources, and
- inability to locate sufficient customers, employees or management talent to support the expansion.

Periods of contraction or reduced net sales, or other factors affecting particular sites, create other challenges. We must determine whether facilities remain viable, whether staffing levels need to be reduced and how to respond to changing levels of customer demand. While maintaining excess capacity or higher levels of employment entail short-term costs, reductions in capacity or employment could impair our ability to respond to new opportunities and programs, market improvements or to maintain customer relationships. Our decisions to reduce costs and capacity can affect our short-term and long-term results. When we make decisions to reduce capacity or to close facilities, we frequently incur restructuring costs.

In addition, to meet our customers' needs, particularly when the production requirements of certain products are site-specific, to achieve increased efficiencies, or to address factors affecting specific locations, such as tariffs and trade disputes, we sometimes require additional capacity in one location while reducing capacity in another. Since customers' needs and market conditions can vary and change rapidly, we may find ourselves in a situation where we simultaneously experience the effects of contraction in one location and expansion in another location. We may also encounter situations where our lack of a physical presence in certain locations may limit or foreclose opportunities.

Changes in tax laws, potential tax disputes, negative or unforeseen tax consequences or further developments affecting our deferred tax assets could adversely affect our results.

Our effective tax rate is highly dependent upon the geographic mix of earnings across the jurisdictions where we operate. Changes in tax laws or tax rates in those jurisdictions, including, but not limited to, as a result of actions by the U.S. (including additional guidance and interpretations related to U.S. Tax Reform or potential passage of tax regulation changes under the U.S. presidential administration) or other countries, could continue to have a material impact on our operating results. Among other things, we have been, and are expected to continue to be, affected by the global intangible low-taxed income provisions added by U.S. Tax Reform and related new tax legislation, interpretations and guidance. Our effective tax rate may also be impacted by tax holidays and other various tax credits granted by local taxing authorities. In addition, the implementation of U.S. Tax Reform has required the use of estimates, which may be refined in future periods. All incentives, including a tax holiday granted to our Malaysian subsidiary, are subject to certain terms and conditions. While we expect to comply with these conditions, we would experience adverse tax consequences if we are found to not be in compliance or if the terms and conditions of the tax holiday are unfavorably altered by the local taxing authorities, changes to U.S. tax policy or the establishment of a global minimum tax.

Our taxable income in any jurisdiction is dependent upon the local taxing authority's acceptance of our operational and intercompany transfer pricing practices as being at "arm's length." Due to inconsistencies among jurisdictions in the application of the arm's length standard, our transfer pricing methods may be challenged and, if not upheld, could increase our income tax expense. Risks associated with transfer pricing adjustments are further highlighted by the global initiative from the Organisation for Economic Cooperation and Development called the Base Erosion and Profit Shifting ("BEPS") project. The BEPS project is challenging longstanding international tax norms regarding the taxation of profits from cross-border business. Given the scope of our international operations and the fluid and uncertain nature of how the BEPS project might ultimately lead to future legislation, it is difficult to assess how any changes in tax laws would impact our income tax expense.

We review the probability of the realization of our net deferred tax assets each period based on forecasts of taxable income by jurisdiction. This review uses historical results, projected future operating results based upon approved business plans, eligible carryforward periods, tax planning opportunities and other relevant considerations. Adverse changes in the profitability and financial outlook in each of our jurisdictions may require the creation of an additional valuation allowance to reduce our net deferred tax assets. Such changes could result in material non-cash expenses in the period in which the changes are made.

We may fail to secure or maintain necessary additional financing or capital.

Although we have credit facilities, we cannot be certain that our existing credit arrangements will provide all of the financing capacity that we will need in the future or that we will be able to change the credit facilities or revise covenants, if necessary, to accommodate changes or developments in our business and operations and/or increased working capital needs. In addition, if we do not comply with the covenants under our credit facility, our ability to borrow under that facility would be adversely affected. In addition, it is possible that counterparties to our financial agreements, including our credit facility and receivables factoring programs, may not be willing or able to meet their obligations, either due to instability in the global financial markets or otherwise, which could, among other impacts, increase the duration of our cash collection cycle. While we currently believe we have ample liquidity to manage the financial impact of COVID-19, we can give no assurance that this will continue to be the case if the impact of COVID-19 is prolonged or if there is an extended impact on us or the economy in general.

Our future success may depend on our ability to obtain additional financing and capital to support possible future growth and future initiatives. In addition, we also have receivables factoring programs. Many of our borrowings are at variable interest rates and therefore our interest expense is subject to increase if rates increase.

We may seek to raise capital by issuing additional common stock, other equity securities or debt securities, modifying our existing credit facilities or obtaining new facilities, or through a combination of these methods. We may not be able to obtain capital when we want or need it, and capital may not be available on satisfactory terms. If we issue additional equity securities or convertible securities to raise capital, it may be dilutive to shareholders' ownership interests; we may not be able to offer our securities on attractive or acceptable terms in the event of volatility or weakness in our stock price. Furthermore, any additional financing may have terms and conditions that adversely affect our business, such as restrictive financial or operating covenants, and our ability to meet any current or future financing covenants will largely depend on our financial performance, which in turn will be subject to general economic conditions and financial, business and other factors.

The elimination of the London Interbank Offering Rate ("LIBOR") could adversely affect our business, results of operations or financial condition.

Borrowings under our credit facilities use LIBOR as a benchmark for establishing the applicable interest rate. The U.K.'s Financial Conduct Authority announced that after 2021 it would no longer persuade or compel panel banks to submit the rates required to calculate LIBOR. The consequences of these developments with respect to LIBOR cannot be entirely predicted but could result in an increase in the cost of our variable rate indebtedness causing a negative impact on our financial position, liquidity and results of operations. Specifically, the use of an alternative reference rate could result in increased costs, including increased interest expense on our borrowings, and increased borrowing costs in the future. Management continues to evaluate the LIBOR exposure risks.

ITEM 1B. UNRESOLVED SEC STAFF COMMENTS

None.

ITEM 2. PROPERTIES

Our facilities are comprised of an integrated network of manufacturing and engineering centers with our corporate headquarters located in Neenah, Wisconsin. We own or lease facilities with approximately 4.5 million square feet of active capacity. This includes approximately 2.1 million square feet in AMER, approximately 2.0 million square feet in APAC and approximately 0.4 million square feet in EMEA. Our active facilities as of October 2, 2021 are described in the following table:

Location	Type	Size (sq. ft.)	Owned/Leased
AMER			
Neenah, Wisconsin	Manufacturing	418,000	Owned
Guadalajara, Mexico (1)	Manufacturing/Engineering	741,000	Leased
Nampa, Idaho	Manufacturing	216,000	Owned
Appleton, Wisconsin	Manufacturing	205,000	Owned
Buffalo Grove, Illinois (1)	Manufacturing	189,000	Leased
Neenah, Wisconsin	Global Headquarters	104,000	Owned
Neenah, Wisconsin	Engineering	90,000	Leased
Raleigh, North Carolina	Engineering	41,000	Leased
Portland, Oregon	Manufacturing	29,000	Leased
APAC			
Penang, Malaysia (1)	Manufacturing/Engineering	1,480,000	Owned
Hangzhou, China (1)	Manufacturing	245,000	Leased
Xiamen, China	Manufacturing	133,000	Owned
Xiamen, China (1)	Manufacturing	122,000	Leased
Kaki Bukit, Singapore	Manufacturing	12,000	Leased
EMEA			
Oradea, Romania	Manufacturing/Engineering	296,000	Owned
Livingston, Scotland	Manufacturing/Engineering	62,000	Leased
Kelso, Scotland	Manufacturing	57,000	Owned
Darmstadt, Germany	Engineering	21,000	Leased

(1) The facilities in Guadalajara, Mexico, Buffalo Grove, Illinois, Penang, Malaysia, Hangzhou, China, and Xiamen, China include more than one building.

In the second quarter of fiscal 2021, construction began on a new manufacturing facility in Bangkok, Thailand. Construction is anticipated to be completed in the latter half of fiscal 2022. In the fourth quarter of fiscal 2021, we took possession of a leased manufacturing facility in Haining, China. It is expected to become an active facility in the second quarter of fiscal 2022.

ITEM 3. LEGAL PROCEEDINGS

We are party to certain lawsuits and legal proceedings in the ordinary course of business. Management does not believe that these proceedings, individually or in the aggregate, will have a material adverse effect on our consolidated financial position, results of operations or cash flows.

ITEM 4. MINE SAFETY DISCLOSURES

Not applicable.

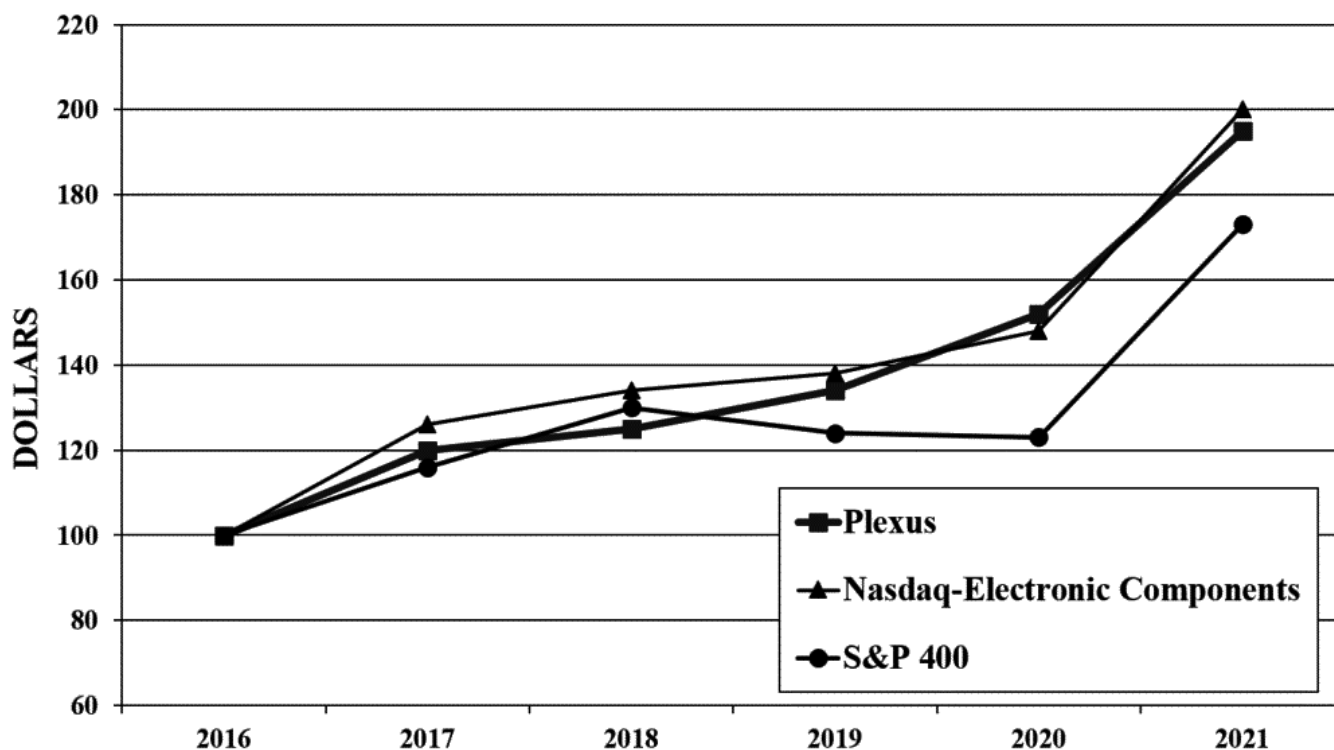
PART II

ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

Performance Graph

Our common stock trades on the Nasdaq Stock Market in the Nasdaq Global Select Market tier (symbol: PLXS).

The following graph compares the cumulative total return on Plexus common stock with the Nasdaq Stock Market Index for U.S. Companies and the Nasdaq Stock Market Index for Electronic Components Companies, both of which include Plexus. The values on the graph show the relative performance of an investment of \$100 made on September 30, 2016, in Plexus common stock and in each of the indices as of the last business day of the respective fiscal year.



Comparison of Cumulative Total Return

	2016	2017	2018	2019	2020	2021
Plexus	\$100	\$120	\$125	\$134	\$152	\$195
Nasdaq-Electronic Components	100	126	134	138	148	200
S&P 400	100	116	130	124	123	173

Shareholders of Record

As of November 15, 2021, we had 390 shareholders of record.

Dividends

We have not paid any cash dividends in the past. We currently anticipate that in the foreseeable future the majority of earnings will be retained to finance the development of our business through capital expenditures and working capital requirements, as well as execution upon our share repurchase authorizations as management deems appropriate and market conditions may allow. However, our Board of Directors evaluates from time to time potential uses of excess cash, which in the future may include additional share repurchases, a special dividend or recurring dividends. See also Part II, Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations - Liquidity and Capital Resources," for additional discussion of our intentions regarding dividends as well as a description of loan covenants that could restrict our ability to make future dividend payments.

Issuer Purchases of Equity Securities

The following table provides the specified information about the repurchases of shares by us during the three months ended October 2, 2021:

Period	Total number of shares purchased	Average price paid per share	Total number of shares purchased as part of publicly announced plans or programs	Maximum approximate dollar value of shares that may yet be purchased under the plans or programs (1)
July 4, 2021 to July 31, 2021	126,637	\$ 87.36	126,637	\$ 15,064,154
August 1, 2021 to August 28, 2021	144,212	88.40	144,212	2,316,330
August 29, 2021 to October 2, 2021	60,072	90.55	60,072	\$ 46,876,967
	<u>330,921</u>	<u>\$ 88.39</u>	<u>330,921</u>	

(1) On August 13, 2020, the Board of Directors approved a new share repurchase plan under which we are authorized to repurchase up to \$50.0 million of our common stock (the "2021 Program"). On November 18, 2020, the Board of Directors approved an additional \$50.0 million in share repurchase authority under the existing 2021 Program such that there then existed a total of \$100.0 million in share repurchase authority under the program. On August 11, 2021, the Board of Directors approved a new share repurchase program that authorizes the Company to repurchase up to \$50.0 million of its common stock (the "2022 Program"). The 2022 Program commenced upon completion of the 2021 Program during the fourth quarter of fiscal 2021. The 2022 Program has no expiration. The table above reflects the maximum dollar amount remaining available for purchase under the 2022 Program as of October 2, 2021.

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

OVERVIEW

Plexus Corp. and its subsidiaries (together "Plexus," the "Company," or "we") participate in the Electronic Manufacturing Services ("EMS") industry. Since 1979, we have been partnering with companies to create the products that build a better world. We are a team of approximately 19,200 individuals who are dedicated to providing Design and Development, Supply Chain Solutions, New Product Introduction, Manufacturing and Aftermarket Services. We are a global leader that specializes in serving customers in industries with highly complex products and demanding regulatory environments. Plexus delivers customer service excellence to leading companies by providing innovative, comprehensive solutions throughout a product's lifecycle. We engineer innovative solutions for customers in growth markets and focus on partnering with leading global companies in the Industrial, Healthcare/Life Sciences and Aerospace/Defense market sectors. We deliver comprehensive end-to-end solutions in the Americas ("AMER"), Asia-Pacific ("APAC") and Europe, Middle East and Africa ("EMEA") regions.

The following Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") is intended to provide an analysis of both short-term results and future prospects from management's perspective, including an assessment of the financial condition and results of operations, events and uncertainties that are not indicative of future operations and any other financial or statistical data that we believe will enhance the understanding of our company's financial condition, cash flows and other changes in financial condition and results of operations. The information should be read in conjunction with our consolidated financial statements included herein and "Risk Factors" included in Part I, Item 1A herein.

A discussion regarding our financial condition and results of operations for fiscal 2021 compared to fiscal 2020 is presented below. A discussion regarding our financial condition and results of operations for fiscal 2020 compared to fiscal 2019 can be found under Part II, Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations," in our Annual Report on the Form 10-K for the fiscal year ended October 3, 2020, which was filed with the SEC on November 20, 2020, and is available on the SEC's website at www.sec.gov as well as our Investor Relations website at www.plexus.com.

COVID-19 Update

We continue to monitor the global outbreak and spread of COVID-19 and take steps to mitigate the potential risks to us posed by its spread and related circumstances and impacts.

The health and safety of our employees is a top priority for us. We have progressively implemented measures to safeguard our employees from the COVID-19 infection and exposure and have made significant efforts to mitigate the effects of regulatory authority restrictions on our operations through a combination of adjustments in our shift patterns, flexible work arrangements, productivity improvements, facility enhancements to support social distancing and optimizing employee capability to work from home, if needed. These efforts will continue as requirements change, new risks are identified and infections impact us.

We have experienced labor shortages due to COVID-19 quarantines or workforce curtailments, particularly in Malaysia during the latter half of fiscal 2021, as the virus spread. Due to high vaccination rates among our team in Malaysia recently achieved, we do not expect the labor challenges in the region to persist. However, the spread and resurgence of the COVID-19 virus in other jurisdictions we operate may make our ability to mitigate the impacts of the pandemic on our productivity more challenging.

We remain in close contact with our suppliers to understand the impacts of COVID-19 on their businesses and operations. Our suppliers may face challenges in maintaining an adequate workforce or securing materials from their own suppliers as a result of COVID-19. We have experienced, and expect to continue to experience in fiscal 2022, an inability to procure certain components and materials on a timely basis due to worsening supply chain shortages likely as a result of the COVID-19 pandemic. We continue to take steps to validate our suppliers' ability to deliver to us on time, but anticipate that the extended lead times will require us to make additional investments in inventory to satisfy customer demand.

The combination of labor reductions, particularly in Malaysia, and worsening supply chain constraints has impacted our ability to meet customer demand, and as a result, negatively impacted revenue compared to expectations. The global supply chain constraints will limit our ability to capture the robust demand from our customers entering fiscal 2022. We continue to maintain additional resources to help mitigate component constraint challenges and the operating inefficiencies COVID-19 has created, but note these inefficiencies place additional burden on operating results.

The global supply chain constraints have led to inflation in many of the components we acquire, as well as labor and operating costs. While we have been largely able to mitigate the impacts of inflation through our contractual rights with customers on

pricing, the inability to offset these costs in future periods or the impacts of continued inflation on end markets and our customers may affect our operating results.

We believe we are positioned with a strong balance sheet. As of the end of fiscal 2021, cash and cash equivalents and restricted cash were \$271 million, while debt, finance lease obligations and other financing were \$253 million. Borrowings under our Credit Facility as of October 2, 2021 were \$55 million, leaving \$295 million of our revolving commitment of \$350 million available for use as of October 2, 2021. Refer to Note 4, "Debt, Finance Lease Obligations and Other Financing," in Notes to Consolidated Financial Statements and "Management's Discussion and Analysis Liquidity and Capital Resources" in Part II, Item 7 for further information.

RESULTS OF OPERATIONS

Consolidated Performance Summary. The following table presents selected consolidated financial data for the indicated fiscal years (dollars in millions, except per share data):

	2021	2020
Net sales	\$ 3,368.9	\$ 3,390.4
Cost of sales	3,045.6	3,077.7
Gross profit	323.3	312.7
Gross margin	9.6 %	9.2 %
Operating income	176.3	153.4
Operating margin	5.2 %	4.5 %
Other expense	15.9	18.0
Income tax expense	21.5	17.9
Net income	138.9	117.5
Diluted earnings per share	\$ 4.76	\$ 3.93
Return on invested capital*	15.4 %	14.0 %
Economic return*	7.3 %	5.2 %

*Non-GAAP metric; refer to "Return on Invested Capital ("ROIC") and economic return" below for more information and Exhibit 99.1 for a reconciliation.

Net sales. Fiscal 2021 net sales decreased \$21.5 million, or 0.6%, as compared to fiscal 2020.

Net sales are analyzed by management by geographic segment, which reflects our reportable segments, and by market sector. Management measures operational performance and allocates resources on a geographic segment basis. Our global business development strategy is based on our targeted market sectors. Beginning in fiscal 2021, we consolidated the previously reported Industrial/Commercial and Communications market sectors to form the Industrial market sector. Prior period amounts have been reclassified to conform to the current period presentation.

As a percentage of consolidated net sales, net sales attributable to customers representing 10% or more of consolidated net sales as well as the percentage of net sales attributable to our ten largest customers for the indicated fiscal years were as follows:

	2021	2020
General Electric Company ("GE")	11.2 %	11.7 %
Top 10 customers	55.2 %	55.2 %

A discussion of net sales by reportable segment is presented below for the indicated fiscal years (in millions):

	2021	2020
Net sales:		
AMER	\$ 1,317.4	\$ 1,327.8
APAC	1,850.6	1,824.8
EMEA	312.7	349.1
Elimination of inter-segment sales	(111.8)	(111.3)
Total net sales	<u>\$ 3,368.9</u>	<u>\$ 3,390.4</u>

AMER. Net sales for fiscal 2021 in the AMER segment decreased \$10.4 million, or 0.8%, as compared to fiscal 2020. The decrease in net sales was driven by overall net decreased customer end-market demand, primarily within the Healthcare/Life Sciences sector and with commercial aerospace customers in the Aerospace/Defense sector likely as a result of COVID-19. The decrease was also driven by a reduction in net sales of \$12.6 million due to disengagements with customers and a \$14.1 million decrease for end-of-life products. These decreases were partially offset by a \$72.9 million increase in production ramps for new customers, partially inclusive of increased demand likely as a result of COVID-19, and a \$30.4 million increase in production ramps of new products for existing customers.

APAC. Net sales for fiscal 2021 in the APAC segment increased \$25.8 million, or 1.4%, as compared to fiscal 2020. The increase in net sales was driven by a \$19.5 million increase in production ramps of new products for existing customers and overall net increased customer end-market demand, partially inclusive of decreased demand likely as a result of COVID-19. These increases were partially offset by a \$6.0 million decrease in the partial loss of a program with an existing customer, a \$5.4 million decrease for an end-of-life product as well as reduced operating capacity due to mandated workforce curtailments for manufacturers in certain parts of the region.

EMEA. Net sales for fiscal 2021 in the EMEA segment decreased \$36.4 million, or 10.4%, as compared to fiscal 2020. The decrease in net sales was driven by overall net decreased customer end-market demand, inclusive of decreased demand likely as a result of COVID-19, and a \$14.0 million decrease for an end-of-life product likely as a result of COVID-19.

Our net sales by market sector for the indicated fiscal years were as follows (in millions):

	2021	2020
Net sales:		
Industrial	\$ 1,549.0	\$ 1,520.4
Healthcare/Life Sciences	1,326.9	1,258.4
Aerospace/Defense	493.0	611.6
Total net sales	<u>\$ 3,368.9</u>	<u>\$ 3,390.4</u>

Industrial. Net sales for fiscal 2021 in the Industrial sector increased \$28.6 million, or 1.9%, as compared to fiscal 2020. The increase was driven by overall net increased customer end-market demand, a \$23.8 million increase in production ramps for new customers and a \$6.6 million increase in production ramps of new products for existing customers. The increase was partially offset by a decrease of \$16.1 million due to disengagements with customers, a \$5.4 million decrease for end-of-life products as well as reduced operating capacity due to mandated workforce curtailments for manufacturers in certain parts of the APAC region.

Healthcare/Life Sciences. Net sales for fiscal 2021 in the Healthcare/Life Sciences sector increased \$68.5 million, or 5.4%, as compared to fiscal 2020. The increase in net sales was driven by a \$40.2 million increase in production ramps of new products for existing customers. The increase was also due to a \$37.8 million increase in production ramps for a new customer and overall net increased customer end-market demand, both inclusive of increased demand likely as a result of COVID-19. The increase was partially offset by a \$28.1 million decrease for end-of-life products, partially as a result decreased demand in critical care products likely due to COVID-19, a \$6.0 million decrease due to the partial loss of a program with an existing customer as well as reduced operating capacity due to mandated workforce curtailments for manufacturers in certain parts of the APAC region.

Aerospace/Defense. Net sales for fiscal 2021 in the Aerospace/Defense sector decreased \$118.6 million, or 19.4%, as compared to fiscal 2020. The decrease was driven by net decreased customer end-market demand, primarily with commercial aerospace customers likely due to COVID-19. The decrease was partially offset by a \$20.0 million increase in production ramps for new customers.

Cost of sales. Cost of sales for fiscal 2021 decreased \$32.1 million, or 1.0%, as compared to fiscal 2020. Cost of sales is comprised primarily of material and component costs, labor costs and overhead. In fiscal 2021 and 2020, approximately 89% of the total cost of sales was variable in nature and fluctuated with sales volumes. Approximately 88% of these costs in fiscal 2021 and 87% of these costs in 2020 were related to material and component costs.

As compared to fiscal 2020, the decrease in cost of sales in fiscal 2021 was primarily driven by the decrease in net sales, favorable customer mix and decreased costs associated with COVID-19. These decreases were partially offset by an increase in fixed costs.

Gross profit. Gross profit for fiscal 2021 increased \$10.6 million, or 3.4%, as compared to fiscal 2020. Gross margin of 9.6% increased 40 basis points compared to fiscal 2020. The primary driver of the increase in gross profit and gross margin as compared to fiscal 2020 was the favorable customer mix as well as decreased employee compensation and supplies costs associated with COVID-19. This was partially offset by the decrease in net sales and an increase in fixed costs.

Operating income. Operating income for fiscal 2021 increased \$22.9 million, or 14.9%, as compared to fiscal 2020 as a result of the increase in gross profit, a \$9.6 million decrease in selling and administrative expenses ("S&A") and a \$2.7 million decrease in restructuring and impairment charges. The decrease in S&A was primarily due to a decrease in bad debt expense and a decrease in incentive compensation expenses. Operating margin of 5.2% increased 70 basis points compared to fiscal 2020, primarily due to the increase in gross margin and reduction of S&A as a result of factors previously discussed.

A discussion of operating income by reportable segment for the indicated fiscal years is presented below (in millions):

	2021	2020
Operating income (loss):		
AMER	\$ 62.3	\$ 38.1
APAC	238.8	246.6
EMEA	(0.9)	1.5
Corporate and other costs	(123.9)	(132.8)
Total operating income	<u>\$ 176.3</u>	<u>\$ 153.4</u>

AMER. Operating income increased \$24.2 million in fiscal 2021 as compared to fiscal 2020, primarily as a result of a positive shift in customer mix, improvements in labor productivity, reduced fixed costs and decreased costs associated with COVID-19. In addition, there was a decrease in S&A primarily due to a decrease in bad debt expense. This was partially offset by a decrease in net sales.

APAC. Operating income decreased \$7.8 million in fiscal 2021 as compared to fiscal 2020, primarily as a result of reductions in labor productivity, an increase in fixed costs to support new program ramps and a negative shift in customer mix. This was partially offset by an increase in net sales and a decrease in S&A.

EMEA. Operating income decreased \$2.4 million in fiscal 2021 as compared to fiscal 2020 primarily as a result of decreased net sales, a decrease in labor productivity and an increase in S&A. This was partially offset by a positive shift in customer mix.

Other expense. Other expense for fiscal 2021 decreased \$2.1 million as compared to fiscal 2020. The decrease in other expense for fiscal 2021 was primarily due to the decrease in interest expense of \$1.9 million and factoring fees of \$1.2 million. The decrease was partially offset by an increase of \$0.6 million in foreign exchange losses as well as a decrease of \$0.5 million in interest income.

Income taxes. Income tax expense for fiscal 2021 was \$21.5 million compared to \$17.9 million for fiscal 2020. The increase is primarily due to the geographic distribution of worldwide earnings and an increase in pre-tax income.

Our annual effective tax rate varies from the U.S. statutory rate of 21.0% primarily due to the geographic distribution of worldwide earnings as well as a tax holiday granted to a subsidiary located in the APAC segment where we derive a significant portion of our earnings. Our effective tax rate may also be impacted by disputes with taxing authorities, tax planning activities, adjustments to uncertain tax positions and changes in valuation allowances.

We have been granted a tax holiday for a foreign subsidiary operating in the APAC segment. This tax holiday will expire on December 31, 2034, and is subject to certain conditions with which we expect to continue to comply. In fiscal 2021 and 2020, the holiday resulted in tax reductions, net of the impact of the global intangible low-taxed income ("GILTI") provisions of the U.S. Tax Cuts and Jobs Act ("U.S. Tax Reform"), of approximately \$34.4 million (\$1.20 per basic share, \$1.18 per diluted share) and \$28.3 million (\$0.97 per basic share, \$0.95 per diluted share), respectively.

See also Note 6, "Income Taxes," in Notes to Consolidated Financial Statements for additional information regarding our tax rate.

The annual effective tax rate for fiscal 2022 is expected to be approximately 13.0% to 15.0% assuming no changes to tax laws.

Net Income. Net income for fiscal 2021 increased \$21.4 million, or 18.2%, from fiscal 2020 to \$138.9 million. Net income increased primarily as a result of the increase in operating income, partially offset by the increase in tax expense as previously discussed.

Diluted earnings per share. Diluted earnings per share increased to \$4.76 in fiscal 2021 from \$3.93 in fiscal 2020 primarily as a result of increased net income due to the factors discussed above and a reduction in diluted shares outstanding due to repurchase activity under our share repurchase plans.

Return on Invested Capital ("ROIC") and economic return. We use a financial model that is aligned with our business strategy and includes a ROIC goal of 500 basis points over our weighted average cost of capital ("WACC"), which we refer to as "economic return."

Non-GAAP financial measures, including ROIC and economic return, are used for internal management goals and decision making because such measures provide management and investors additional insight into financial performance. In particular, we provide ROIC and economic return because we believe they offer insight into the metrics that are driving management decisions because we view ROIC and economic return as important measures in evaluating the efficiency and effectiveness of our long-term capital requirements. We also use ROIC as a performance criteria in determining certain elements of compensation and certain compensation incentives are based on economic return performance.

We define ROIC as tax-effected operating income before restructuring and other special items divided by average invested capital over a rolling five-quarter period for the fiscal year. Invested capital is defined as equity plus debt and operating lease liabilities, less cash and cash equivalents. Other companies may not define or calculate ROIC in the same way. ROIC and other non-GAAP financial measures should be considered in addition to, not as a substitute for, measures of our financial performance prepared in accordance with U.S. generally accepted accounting principles ("GAAP").

We review our internal calculation of WACC annually. Our WACC was 8.1% for fiscal 2021 and 8.8% for fiscal 2020. By exercising discipline to generate ROIC in excess of our WACC, our goal is to create value for our shareholders. Fiscal 2021 ROIC of 15.4% reflects an economic return of 7.3%, based on our weighted average cost of capital of 8.1%, and fiscal 2020 ROIC of 14.0% reflects an economic return of 5.2%, based on our weighted average cost of capital of 8.8% for that fiscal year.

For a reconciliation of ROIC, economic return and adjusted operating income (tax effected) to our financial statements that were prepared using GAAP, see Exhibit 99.1 to this annual report on Form 10-K, which exhibit is incorporated herein by reference.

Refer to the table below, which includes the calculation of ROIC and economic return for the indicated fiscal years (dollars in millions):

	2021	2020
Adjusted operating income (tax effected)	\$ 156.2	\$ 137.1
Average invested capital	1,014.7	980.0
After-tax ROIC	15.4 %	14.0 %
WACC	8.1 %	8.8 %
Economic return	7.3 %	5.2 %

LIQUIDITY AND CAPITAL RESOURCES

Cash and cash equivalents and restricted cash were \$270.5 million as of October 2, 2021, as compared to \$387.9 million as of October 3, 2020.

As of October 2, 2021, 88% of our cash and cash equivalents balance was held outside of the U.S. by our foreign subsidiaries. With the enactment of U.S. Tax Reform, we believe that our offshore cash can be accessed in a more tax efficient manner than before U.S. Tax Reform. Currently, we believe that our cash balance, together with cash available under our Credit Facility,

will be sufficient to meet our liquidity needs and potential share repurchases, if any, for the next twelve months and for the foreseeable future.

Our future cash flows from operating activities will be reduced by \$53.6 million due to cash payments for U.S. federal taxes on the deemed repatriation of undistributed foreign earnings that are payable over an eight year period that began in fiscal 2019 with the first payment. The table below provides the expected timing of these future cash outflows, in accordance with the following installment schedule for the remaining five years (in millions):

2022	\$	5.6
2023		5.6
2024		10.6
2025		14.2
2026		17.6
Total	<u>\$</u>	<u>53.6</u>

Cash Flows. The following table provides a summary of cash flows for fiscal 2021 and 2020 (in millions):

	<u>2021</u>	<u>2020</u>
Cash provided by operating activities	\$ 142.6	\$ 210.4
Cash used in investing activities	(57.0)	(49.9)
Cash used in financing activities	(203.9)	(1.5)
Effect of exchange rate changes on cash and cash equivalents	0.9	2.6
Net increase (decrease) in cash and cash equivalents and restricted cash	<u>\$ (117.4)</u>	<u>\$ 161.6</u>

Operating Activities. Cash flows provided by operating activities were \$142.6 million for fiscal 2021, as compared to \$210.4 million for fiscal 2020. The decrease was primarily due to cash flow (reductions) improvements of:

- \$21.4 million increase in net income.
- \$(150.1) million in inventory cash flows driven by increased inventory levels to support the ramp of customer programs and longer lead times for certain components as a result of supply chain constraints heightened by the COVID-19 outbreak.
- \$(42.3) million in accounts receivable cash flows, which resulted from decreased factoring activity, the timing of customer shipments and payments as well as the mix of customer payment terms.
- \$(29.4) million in other current and non-current asset cash flows, driven by an increase in prepaid expenses and miscellaneous receivables.
- \$40.8 million in other current and non-current liabilities cash flows driven by an increase in advance payments from customers.
- \$46.7 million in accounts payables cash flows driven by increased purchasing activity to support the ramp of customer programs and supply chain constraints to obtain certain components heightened by the COVID-19 outbreak.
- \$25.5 million in customer deposit cash flows driven by significant deposits received from two customers in the current year to cover certain inventory balances, partially offset by three significant deposits received in the prior year.
- \$21.1 million in contract assets cash flows, driven by consistent demand from customers who recognized revenue over time in the current year compared to growing demand in the prior year.

The following table provides a summary of cash cycle days for the periods indicated (in days):

	Three Months Ended	
	October 2, 2021	October 3, 2020
Days in accounts receivable	56	48
Days in contract assets	13	11
Days in inventory	116	85
Days in accounts payable	(76)	(57)
Days in cash deposits	(24)	(18)
Annualized cash cycle	85	69

We calculate days in accounts receivable and contract assets as each balance sheet item for the respective quarter divided by annualized sales for the respective quarter by day. We calculate days in inventory, accounts payable and cash deposits as each balance sheet line item for the respective quarter divided by annualized cost of sales for the respective quarter by day. We calculate annualized cash cycle as the sum of days in accounts receivable, days in contract assets and days in inventory, less days in accounts payable and days in cash deposits.

As of October 2, 2021, annualized cash cycle days increased sixteen days compared to October 3, 2020 due to the following:

Days in accounts receivable for the three months ended October 2, 2021 increased eight days compared to the three months ended October 3, 2020. The increase is primarily attributable to the timing of customer shipments and payments, mix of customer payment terms and a decrease in factored receivables.

Days in contract assets for the three months ended October 2, 2021 increased two days compared to the three months ended October 3, 2020. The increase is primarily attributable to overall decreased net sales.

Days in inventory for the three months ended October 2, 2021 increased thirty-one days compared to the three months ended October 3, 2020. The increase is due to increased inventory levels to support the ramp of customer programs and longer lead times for certain components as a result of supply chain constraints heightened by the COVID-19 outbreak, as well as the decrease in net sales.

Days in accounts payable for the three months ended October 2, 2021 increased nineteen days compared to the three months ended October 3, 2020. The increase is due to increased purchasing activity and supply chain constraints to obtain certain components heightened by the COVID-19 outbreak, as well as the decrease in net sales.

Days in cash deposits for the three months ended October 2, 2021 increased six days compared to the three months ended October 3, 2020. The increase was primarily attributable to significant deposits received from three customers to cover certain inventory balances.

Free Cash Flow. We define free cash flow ("FCF"), a non-GAAP financial measure, as cash flow provided by operations less capital expenditures. FCF was \$85.5 million for fiscal 2021 compared to \$160.3 million for fiscal 2020, a decrease of \$74.8 million.

Non-GAAP financial measures, including FCF, are used for internal management assessments because such measures provide additional insight to investors into ongoing financial performance. In particular, we provide FCF because we believe it offers insight into the metrics that are driving management decisions. We view FCF as an important financial metric as it demonstrates our ability to generate cash and can allow us to pursue opportunities that enhance shareholder value. FCF is a non-GAAP financial measure that should be considered in addition to, not as a substitute for, measures of our financial performance prepared in accordance with GAAP.

A reconciliation of FCF to our financial statements that were prepared using GAAP follows (in millions):

	2021	2020
Cash flows provided by operating activities	\$ 142.6	\$ 210.4
Payments for property, plant and equipment	(57.1)	(50.1)
Free cash flow	\$ 85.5	\$ 160.3

Investing Activities. Cash flows used in investing activities were \$57.0 million for fiscal 2021 compared to \$49.9 million for fiscal 2020. The increase in cash used in investing activities was due to a \$7.0 million increase in capital expenditures, primarily due to our manufacturing footprint expansion in Bangkok, Thailand.

We utilized available cash and operating cash flows as the sources for funding our operating requirements during fiscal 2021. We currently estimate capital expenditures for fiscal 2022 will be approximately \$100.0 million to \$120.0 million, with manufacturing footprint expansion in Bangkok, Thailand, being the primary use of our capital expenditures. The remainder is expected to be used to support new program ramps and replace older equipment.

Financing Activities. Cash flows used in financing activities were \$203.9 million for fiscal 2021 compared to \$1.5 million for fiscal 2020. The increase was primarily attributable to an increase in net payments on the Credit Facility of \$126.0 million, an increase of \$67.1 million in cash used to repurchase our common stock and a \$9.3 million decrease in proceeds from the exercise of stock options.

On August 20, 2019, the Board of Directors approved a share repurchase program under which we were authorized to repurchase \$50.0 million of our common stock (the "2019 Program"). The 2019 Program commenced upon completion of share repurchase programs. During fiscal 2021 and 2020, the Company repurchased 73,560 and 609,935 shares under this program for \$5.3 million and \$41.4 million at an average price of \$72.44 and \$67.86 per share, respectively.

On August 13, 2020, the Board of Directors approved a share repurchase program under which we were authorized to repurchase up to \$50.0 million of our common stock (the "2021 Program"). On November 18, 2020, the Board of Directors approved an additional \$50.0 million in share repurchase authority under the existing 2021 Program such that there then existed a total of \$100.0 million in share repurchase authority under the program. The 2021 program commenced upon completion of the 2019 Program during the first quarter of fiscal 2021. During fiscal 2021, the Company repurchased 1,171,246 shares under this program for \$100.0 million at an average price of \$85.40 per share.

On August 11, 2021, the Board of Directors approved a new share repurchase program under which we were authorized to repurchase up to \$50.0 million of its common stock (the "2022 Program"). The 2022 Program commenced upon completion of the 2021 Program. The 2022 Program has no expiration. During fiscal 2021, the Company repurchased 34,381 shares under this program for \$3.1 million at an average price of \$90.16 per share. As of October 2, 2021, \$46.9 million of authority remained under the 2022 Program.

All shares repurchased under the aforementioned programs were recorded as treasury stock.

On June 15, 2018, we entered into a Note Purchase Agreement (the "2018 NPA") pursuant to which we issued an aggregate of \$150.0 million in principal amount of unsecured senior notes, consisting of \$100.0 million in principal amount 4.05% Series A Senior Notes, due on June 15, 2025, and \$50.0 million in principal amount of 4.22% Series B Senior Notes, due on June 15, 2028 (collectively, the "2018 Notes"), in a private placement. The 2018 NPA includes customary operational and financial covenants with which we are required to comply, including, among others, maintenance of certain financial ratios such as a total leverage ratio and a minimum interest coverage ratio. The 2018 Notes may be prepaid in whole or in part at any time, subject to payment of a make-whole amount; interest on the 2018 Notes is payable semiannually. As of October 2, 2021, we were in compliance with the covenants under the 2018 NPA.

On May 15, 2019, we refinanced our then-existing senior unsecured revolving credit facility by entering into a new five-year senior unsecured revolving credit facility (referred to as the "Credit Facility"), which expanded the maximum commitment from \$300.0 million to \$350.0 million and extended the maturity from July 5, 2021 to May 15, 2024. The maximum commitment under the Credit Facility may be further increased to \$600.0 million, generally by mutual agreement of the lenders and us, subject to certain customary conditions. During fiscal 2021, the highest daily borrowing was \$148.0 million; the average daily borrowings were \$70.0 million. We borrowed \$376.0 million and repaid \$321.0 million of revolving borrowings ("revolving commitment") under the Credit Facility during fiscal 2021. As of October 2, 2021, we were in compliance with all financial covenants relating to the Credit Facility, which are generally consistent with those in the 2018 NPA discussed above. We are required to pay a commitment fee on the daily unused revolving commitment based on our leverage ratio; the fee was 0.10% as of October 2, 2021.

To further ensure our ability to meet our working capital and fixed capital requirements, on April 29, 2020, we entered into Amendment No. 1 to the Credit Facility (the "Amendment") in response to the COVID-19 outbreak, which amended the Credit Facility, dated as of May 15, 2019. The Amendment modified certain provisions of the Credit Facility to, among other things, provide Term Loans for \$138.0 million. Term Loans borrowed under the new facility were funded in a single draw on May 4, 2020 and were scheduled to mature on April 28, 2021. On January 29, 2021, we terminated the Term Loans through repayment of the \$138.0 million outstanding using borrowings from the revolving commitment under the Credit Facility. Outstanding

Term Loans bore interest, at our option, at a eurocurrency rate (subject to a floor of 1.0%) plus a margin of 1.75% per annum or at a base rate (subject to a floor of 2.0%) plus a margin of 0.75% per annum.

The Credit Facility and the 2018 NPA allow for the future payment of cash dividends or the repurchase of shares provided that no event of default (including any failure to comply with a financial covenant) exists at the time of, or would be caused by, the dividend payment or the share repurchases. We have not paid cash dividends in the past. However, we evaluate from time to time potential uses of excess cash, which in the future may include share repurchases above those already authorized, a special dividend or recurring dividends.

We have Master Accounts Receivable Purchase Agreements with MUFG Bank, New York Branch (formerly known as The Bank of Tokyo-Mitsubishi UFJ, Ltd.) (the "MUFG RPA"), HSBC Bank (China) Company Limited, Xiamen branch (the "HSBC RPA") and other agreements with banks, under which we may elect to sell receivables, at a discount, on an ongoing basis. These facilities are uncommitted facilities. The maximum facility amount under the MUFG RPA as of October 2, 2021 is \$340.0 million. The maximum facility amount under the HSBC RPA as of October 2, 2021 is \$60.0 million. The MUFG RPA will be automatically extended each year unless any party gives no less than 10 days prior notice that the agreement should not be extended. The terms of the HSBC RPA are generally consistent with the terms of the MUFG RPA previously discussed.

We sold \$730.5 million and \$834.4 million of trade accounts receivable under these programs during fiscal 2021 and 2020, respectively, in exchange for cash proceeds of \$728.4 million and \$831.2 million, respectively. As of October 2, 2021 and October 3, 2020, \$176.0 million and \$244.3 million, respectively, of accounts receivables sold under trade accounts receivable programs and subject to servicing by us remained outstanding and had not yet been collected.

In all cases, the sale discount was recorded within "Miscellaneous, net" in the Consolidated Statements of Comprehensive Income in the period of the sale. For further information regarding the receivable sale programs, see Note 14, "Trade Accounts Receivable Sale Programs," in Notes to Consolidated Financial Statements.

Based on current expectations, we believe that our projected cash flows provided by operations, available cash and cash equivalents, potential borrowings under the Credit Facility and our leasing capabilities should be sufficient to meet our working capital and fixed capital requirements, as well as execution upon our share repurchase authorizations as management deems appropriate, for the next twelve months. We believe we are positioned with a strong balance sheet as we face the future challenges presented by COVID-19. As of the end of the fourth quarter of fiscal 2021, cash and cash equivalents and restricted cash were \$271 million, while debt, finance lease obligations and other financing were \$253 million. In addition to our strong balance sheet, we have significant funding availability through our Credit Facility, should future needs arise. If our future financing needs increase, then we may need to arrange additional debt or equity financing. Accordingly, we evaluate and consider from time to time various financing alternatives to supplement our financial resources. However, we cannot be assured that we will be able to make any such arrangements on acceptable terms.

CONTRACTUAL OBLIGATIONS, COMMITMENTS AND OFF-BALANCE SHEET OBLIGATIONS

Our disclosures regarding contractual obligations and commercial commitments are located in various parts of our regulatory filings. Information in the following table provides a summary of our contractual obligations and commercial commitments as of October 2, 2021 (dollars in millions):

Contractual Obligations	Payments Due by Fiscal Year				
	Total	2022	2023-2024	2025-2026	2027 and thereafter
Debt Obligations (1)	\$ 236.0	\$ 61.2	\$ 12.3	\$ 108.3	\$ 54.2
Finance Lease Obligations	120.9	9.4	12.8	10.4	88.3
Operating Lease Obligations	55.3	10.8	16.2	10.3	18.0
Purchase Obligations (2)	1,619.1	1,424.1	192.8	1.5	0.7
Repatriation Tax on Undistributed Foreign Earnings (3)	53.6	5.6	16.2	31.8	—
Other Liabilities on the Balance Sheet (4)	18.8	4.5	3.1	0.2	11.0
Other Liabilities not on the Balance Sheet (5)	8.3	3.8	1.2	—	3.3
Total Contractual Cash Obligations	<u>\$ 2,112.0</u>	<u>\$ 1,519.4</u>	<u>\$ 254.6</u>	<u>\$ 162.5</u>	<u>\$ 175.5</u>

- 1) Debt obligations includes \$150.0 million in principal amount of 2018 Notes and \$55.0 million of borrowings on the revolving commitment of the Credit Facility, as well as interest.
- 2) Purchase obligations consist primarily of purchases of inventory and equipment in the ordinary course of business.
- 3) Repatriation tax on undistributed foreign earnings consists of U.S. federal income taxes on the deemed repatriation of undistributed foreign earnings due to U.S. Tax Reform. Refer to "Liquidity and Capital Resources" above for further detail.
- 4) Other obligations on the balance sheet included deferred compensation obligations to certain of our former and current executive officers, as well as other key employees, other financing obligations arising from information technology maintenance agreements and asset retirement obligations related to our buildings. We have excluded from the above table the impact of approximately \$4.6 million, as of October 2, 2021, related to unrecognized income tax benefits. We cannot make reliable estimates of the future cash flows by period related to these obligations.
- 5) Other obligations not on the balance sheet consist of guarantees and a commitment for salary continuation and certain benefits in the event employment of one executive officer is terminated without cause. Excluded from the amounts disclosed are certain bonus and incentive compensation amounts, which would be paid on a prorated basis in the year of termination.

DISCLOSURE ABOUT CRITICAL ACCOUNTING ESTIMATES

Our accounting policies are disclosed in Note 1 "Description of Business and Significant Accounting Policies" of Notes to Consolidated Financial Statements. During fiscal 2021 there were no material changes to these policies. Our more critical accounting estimates are described below:

Revenue Recognition: Revenue is recognized over time for arrangements with customers for which: (i) our performance does not create an asset with an alternative use to us, and (ii) we have an enforceable right to payment, including reasonable profit margin, for performance completed to date. If either of the two conditions noted above are not met to recognize revenue over time, revenue is recognized following the transfer of control of such products to the customer, which typically occurs upon shipment or delivery depending on the terms of the underlying arrangement.

For contracts requiring over time revenue recognition, we calculate the revenue to recognize using the costs incurred to date plus a reasonable profit margin. We use historical information to estimate the profit margin associated with the performance obligation that is satisfied over time. We reevaluate our estimate of profit margins on a quarterly basis. While experience has shown that trends in profit margins are not volatile, changes in pricing or cost efficiencies could create significant fluctuations for certain performance obligations. As actual experience becomes available, we use the data to update the historical averages and compare the results to estimates. Based on review of profits margins we update our estimate to the model as necessary.

See Note 15 "Revenue from Contracts with Customers" of Notes to Consolidated Financial Statements for further information on our revenue recognition policies.

Income Taxes: Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases and operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. We maintain valuation allowances when it is more likely than not that all or a portion of a deferred tax asset will not be realized. In determining whether a valuation allowance is required, we take into account such factors as:

- *Prior earnings history.* A pattern of recent financial reporting losses in a jurisdiction is heavily weighted as a source of negative evidence. We also consider the strength and trend of earnings, as well as other relevant factors. In certain circumstances, historical earnings may not be as relevant due to changes in our business operations;
- *Expected future earnings.* Future reversals of existing temporary differences are heavily weighted sources of objectively verifiable positive evidence. Projections of future taxable income exclusive of reversing temporary differences are an additional source of positive evidence;
- *Tax planning strategies.* If necessary and available, tax planning strategies would be implemented to accelerate taxable amounts to utilize expiring carryforwards. These strategies would be a source of additional positive evidence.

See Note 6 "Income Taxes" of Notes to Consolidated Financial Statements for further information on our income tax policies.

NEW ACCOUNTING PRONOUNCEMENTS

See Note 1, "Description of Business and Significant Accounting Policies," in Notes to Consolidated Financial Statements regarding recent accounting pronouncements.

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

We are exposed to market risk from changes in foreign exchange and interest rates. We selectively use financial instruments to reduce such risks. We do not use derivative financial instruments for speculative purposes.

Foreign Currency Risk

Our international operations create potential foreign exchange risk. Our policy is to selectively hedge our foreign currency denominated transactions in a manner that partially offsets the effects of changes in foreign currency exchange rates. We typically use foreign currency contracts to hedge only those currency exposures associated with certain assets and liabilities denominated in non-functional currencies. Corresponding gains and losses on the underlying transaction generally offset the gains and losses on these foreign currency hedges. We cannot predict changes in currency rates, nor the degree to which we will be able to manage the impacts of currency exchange rate changes, including the impacts on currency exchange rates related to the COVID-19 outbreak. Such changes could have a material effect on our business, results of operations and financial condition.

Our percentages of transactions denominated in currencies other than the U.S. dollar for the indicated fiscal years were as follows:

	2021	2020
Net Sales	10%	10%
Total Costs	16%	16%

We have evaluated the potential foreign currency exchange rate risk on transactions denominated in currencies other than the U.S. dollar for the periods presented above. Based on our overall currency exposure, as of October 2, 2021, a 10.0% change in the value of the U.S. dollar relative to our other transactional currencies would not have a material effect on our financial position, results of operations, or cash flows.

Interest Rate Risk

We have financial instruments, including cash equivalents and debt, which are sensitive to changes in interest rates. The primary objective of our investment activities is to preserve principal, while maximizing yields without significantly increasing market risk. To achieve this, we limit the amount of principal exposure to any one issuer. We cannot predict changes in interest rates, including the impacts on interest rates related to the COVID-19 outbreak.

As of October 2, 2021, our only material interest rate risk is associated with our Credit Facility. Revolving commitments under the Credit Facility bear interest, at our option, at a eurocurrency or base rate plus, in each case, an applicable interest rate margin based on our then-current leverage ratio (as defined in the Credit Facility). As of October 2, 2021, the borrowing rate under the Credit Facility was LIBOR plus 1.00%. Borrowings under the 2018 NPA are based on a fixed interest rate, thus mitigating much of our interest rate risk. Based on our overall interest rate exposure, as of October 2, 2021, a 10.0% change in interest rates would not have a material effect on our financial position, results of operations, or cash flows.

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

**PLEXUS CORP.
List of Financial Statements and Financial Statement Schedule
October 2, 2021**

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NOTE: All other financial statement schedules are omitted because they are not applicable or the required information is included in the Consolidated Financial Statements or notes thereto.

Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of Plexus Corp.

Opinions on the Financial Statements and Internal Control over Financial Reporting

We have audited the consolidated financial statements, including the related notes, of Plexus Corp. and its subsidiaries (the “Company”) as listed in the accompanying index (collectively referred to as the “consolidated financial statements”). We also have audited the Company's internal control over financial reporting as of October 2, 2021, based on criteria established in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of October 2, 2021 and October 3, 2020, and the results of its operations and its cash flows for each of the three years in the period ended October 2, 2021 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of October 2, 2021, based on criteria established in *Internal Control - Integrated Framework (2013)* issued by the COSO.

Basis for Opinions

The Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management's Annual Report on Internal Control Over Financial Reporting appearing under Item 9A. Our responsibility is to express opinions on the Company's consolidated financial statements and on the Company's internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

Definition and Limitations of Internal Control over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Critical Audit Matters

The critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that was communicated or required to be communicated to the audit committee and that (i) relates to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Arrangements with customers for which revenue is recognized over time

As described in Note 15 to the consolidated financial statements, approximately 91% of the Company's revenue for the year ended October 2, 2021 was recognized as products were produced or services were rendered over time. Revenue is recognized over time for arrangements with customers for which (i) the Company's performance does not create an asset with an alternative use to the Company and (ii) the Company has an enforceable right to payment, including a reasonable profit margin, for performance completed to date. Determining if an enforceable right to payment includes a reasonable profit margin requires judgment and is assessed on a contract by contract basis. If either of these two conditions are not met to recognize revenue over time, revenue is recognized following the transfer of control of such products to the customer, which typically occurs upon shipment or delivery depending on the terms of the underlying arrangement. Management recognizes revenue over time using a cost-based input measurement of progress. Under this method, the extent of progress towards completion is measured based on the costs incurred to date. Revenue recognized over time is estimated based on costs incurred to date plus a reasonable profit margin.

The principal considerations for our determination that performing procedures relating to arrangements with customers for which revenue is recognized over time is a critical audit matter are the significant judgment by management in (i) determining which arrangements with customers meet the criteria for revenue to be recognized over time and (ii) estimating a reasonable profit margin related to the amount of revenue to be recognized for in-progress performance obligations. This in turn led to significant auditor judgment, subjectivity, and effort in performing procedures to evaluate which arrangements meet the criteria for revenue to be recognized over time, management's estimate of reasonable profit margins, and management's determination of costs incurred to date.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to the revenue recognition process, including controls relating to management's determination of which arrangements with customers met the criteria for revenue to be recognized over time and estimating the amount of revenue recognized for these arrangements. These procedures also included, among others, (i) testing management's process for determining which arrangements with customers met the criteria for revenue to be recognized over time, (ii) testing the accuracy and completeness of costs incurred to date for selected arrangements, (iii) evaluating the reasonableness of management's estimate of profit margins, and (iv) testing the appropriateness of the timing and amount of revenue recognized based on the underlying inputs and estimates for selected arrangements.

/s/ PricewaterhouseCoopers LLP
Milwaukee, Wisconsin
November 19, 2021

We have served as the Company's auditor since at least 1985. We have not been able to determine the specific year we began serving as auditor of the Company.

PLEXUS CORP. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
for the fiscal years ended October 2, 2021, October 3, 2020 and September 28, 2019
(in thousands, except per share data)

	2021	2020	2019
Net sales	\$ 3,368,865	\$ 3,390,394	\$ 3,164,434
Cost of sales	<u>3,045,569</u>	<u>3,077,688</u>	<u>2,872,596</u>
Gross profit	323,296	312,706	291,838
Selling and administrative expenses	143,761	153,331	148,105
Restructuring and impairment charges	<u>3,267</u>	<u>6,003</u>	<u>1,678</u>
Operating income	176,268	153,372	142,055
Other income (expense):			
Interest expense	(14,253)	(16,162)	(12,853)
Interest income	1,372	1,878	1,949
Miscellaneous, net	<u>(2,976)</u>	<u>(3,691)</u>	<u>(5,196)</u>
Income before income taxes	160,411	135,397	125,955
Income tax expense	<u>21,499</u>	<u>17,918</u>	<u>17,339</u>
Net income	<u>\$ 138,912</u>	<u>\$ 117,479</u>	<u>\$ 108,616</u>
Earnings per share:			
Basic	<u>\$ 4.86</u>	<u>\$ 4.02</u>	<u>\$ 3.59</u>
Diluted	<u>\$ 4.76</u>	<u>\$ 3.93</u>	<u>\$ 3.50</u>
Weighted average shares outstanding:			
Basic	<u>28,575</u>	<u>29,195</u>	<u>30,271</u>
Diluted	<u>29,167</u>	<u>29,916</u>	<u>31,074</u>
Comprehensive income:			
Net income	\$ 138,912	\$ 117,479	\$ 108,616
Other comprehensive income (loss):			
Derivative instrument and other fair value adjustments	(1,165)	1,831	1,050
Foreign currency translation adjustments	<u>3,240</u>	<u>10,894</u>	<u>(6,855)</u>
Other comprehensive income (loss)	<u>2,075</u>	<u>12,725</u>	<u>(5,805)</u>
Total comprehensive income	<u>\$ 140,987</u>	<u>\$ 130,204</u>	<u>\$ 102,811</u>

The accompanying notes are an integral part of these consolidated financial statements.

PLEXUS CORP. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
as of October 2, 2021 and October 3, 2020
(in thousands, except per share data)

	2021	2020
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 270,172	\$ 385,807
Restricted cash	341	2,087
Accounts receivable, net of allowances of \$1,188 and \$3,597, respectively	519,684	482,086
Contract assets	115,283	113,946
Inventories, net	972,312	763,461
Prepaid expenses and other	53,094	31,772
Total current assets	1,930,886	1,779,159
Property, plant and equipment, net	395,094	383,661
Operating lease right-of-use assets	72,087	69,879
Deferred income taxes	27,385	21,422
Other assets	36,441	35,727
Total non-current assets	531,007	510,689
Total assets	\$ 2,461,893	\$ 2,289,848
 LIABILITIES AND SHAREHOLDERS' EQUITY		
Current liabilities:		
Current portion of long-term debt and finance lease obligations	\$ 66,313	\$ 146,829
Accounts payable	634,969	516,297
Customer deposits	204,985	159,972
Accrued salaries and wages	75,394	76,927
Other accrued liabilities	147,042	103,492
Total current liabilities	1,128,703	1,003,517
Long-term debt and finance lease obligations, net of current portion	187,033	187,975
Long-term accrued income taxes payable	47,974	53,899
Long-term operating lease liabilities	37,970	36,779
Deferred income taxes payable	5,677	6,433
Other liabilities	26,304	23,765
Total non-current liabilities	304,958	308,851
Total liabilities	1,433,661	1,312,368
Commitments and contingencies		
Shareholders' equity:		
Preferred stock, \$0.01 par value, 5,000 shares authorized, none issued or outstanding	—	—
Common stock, \$0.01 par value, 200,000 shares authorized, 53,849 and 53,525 shares issued, respectively, and 28,047 and 29,002 shares outstanding, respectively	538	535
Additional paid-in capital	639,778	621,564
Common stock held in treasury, at cost, 25,802 and 24,523 shares, respectively	(1,043,091)	(934,639)
Retained earnings	1,433,991	1,295,079
Accumulated other comprehensive loss	(2,984)	(5,059)
Total shareholders' equity	1,028,232	977,480
Total liabilities and shareholders' equity	\$ 2,461,893	\$ 2,289,848

The accompanying notes are an integral part of these consolidated financial statements.

PLEXUS CORP. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY
for the fiscal years ended October 2, 2021, October 3, 2020 and September 28, 2019
(in thousands)

	2021	2020	2019
Common stock - shares outstanding			
Beginning of period	29,002	29,004	31,838
Exercise of stock options and vesting of other share-based awards	323	608	350
Treasury shares purchased	(1,278)	(610)	(3,184)
End of period	<u>28,047</u>	<u>29,002</u>	<u>29,004</u>
Total stockholders' equity, beginning of period	<u>\$ 977,480</u>	<u>\$ 865,576</u>	<u>\$ 921,143</u>
Common stock - par value			
Beginning of period	535	529	526
Exercise of stock options and vesting of other share-based awards	3	6	3
End of period	<u>538</u>	<u>535</u>	<u>529</u>
Additional paid-in capital			
Beginning of period	621,564	597,401	581,488
Share-based compensation expense	24,326	24,280	21,335
Exercise of stock options and vesting of other share-based awards, including tax withholding	(6,112)	(117)	(5,422)
End of period	<u>639,778</u>	<u>621,564</u>	<u>597,401</u>
Treasury stock			
Beginning of period	(934,639)	(893,247)	(711,138)
Treasury shares purchased	(108,452)	(41,392)	(182,109)
End of period	<u>(1,043,091)</u>	<u>(934,639)</u>	<u>(893,247)</u>
Retained earnings			
Beginning of period	1,295,079	1,178,677	1,062,246
Net income	138,912	117,479	108,616
Cumulative effect adjustment for adoption of new accounting pronouncements (1)	—	(1,077)	7,815
End of period	<u>1,433,991</u>	<u>1,295,079</u>	<u>1,178,677</u>
Accumulated other comprehensive loss			
Beginning of period	(5,059)	(17,784)	(11,979)
Other comprehensive income (loss)	2,075	12,725	(5,805)
End of period	<u>(2,984)</u>	<u>(5,059)</u>	<u>(17,784)</u>
Total stockholders' equity, end of period	<u>\$ 1,028,232</u>	<u>\$ 977,480</u>	<u>\$ 865,576</u>

(1) See Note 1, "Description of Business and Significant Accounting Policies," for a discussion of recently adopted accounting pronouncements.

The accompanying notes are an integral part of these consolidated financial statements.

PLEXUS CORP. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
for the fiscal years ended October 2, 2021, October 3, 2020 and September 28, 2019
(in thousands)

	2021	2020	2019
Cash flows from operating activities			
Net income	\$ 138,912	\$ 117,479	\$ 108,616
Adjustments to reconcile net income to net cash flows from operating activities:			
Depreciation and amortization	61,014	56,690	52,206
Deferred income taxes	(3,388)	(3,583)	(9,764)
Share-based compensation expense and related charges	24,763	24,280	21,335
Provision for allowance for doubtful accounts	(2,405)	2,405	—
Asset impairment charges	—	3,052	—
Other, net	1,855	1,358	204
Changes in operating assets and liabilities, excluding impacts of acquisition:			
Accounts receivable	(33,477)	8,796	(96,694)
Contract assets	(1,385)	(22,488)	(14,526)
Inventories	(206,510)	(56,420)	18,798
Other current and non-current assets	(26,028)	3,343	(3,728)
Accrued income taxes payable	(8,746)	(9,570)	4,125
Accounts payable	111,781	65,097	(56,724)
Customer deposits	44,359	18,864	49,652
Other current and non-current liabilities	41,832	1,065	41,800
Cash flows provided by operating activities	<u>142,577</u>	<u>210,368</u>	<u>115,300</u>
Cash flows from investing activities			
Payments for property, plant and equipment	(57,099)	(50,088)	(90,600)
Other, net	126	237	1,241
Cash flows used in investing activities	<u>(56,973)</u>	<u>(49,851)</u>	<u>(89,359)</u>
Cash flows from financing activities			
Borrowings under debt agreements	376,739	679,042	1,084,500
Payments on debt and finance lease obligations	(466,063)	(638,298)	(993,588)
Debt issuance costs	—	(699)	(603)
Repurchases of common stock	(108,452)	(41,392)	(182,109)
Proceeds from exercise of stock options	3,555	12,827	2,614
Payments related to tax withholding for share-based compensation	(9,664)	(12,938)	(8,033)
Cash flows used in financing activities	<u>(203,885)</u>	<u>(1,458)</u>	<u>(97,219)</u>
Effect of exchange rate changes on cash and cash equivalents	900	2,581	(154)
Net (decrease) increase in cash and cash equivalents and restricted cash	<u>(117,381)</u>	<u>161,640</u>	<u>(71,432)</u>
Cash and cash equivalents and restricted cash:			
Beginning of period	387,894	226,254	297,686
End of period	<u>\$ 270,513</u>	<u>\$ 387,894</u>	<u>\$ 226,254</u>
Supplemental disclosure information:			
Interest paid	<u>\$ 14,116</u>	<u>\$ 14,885</u>	<u>\$ 15,701</u>
Income taxes paid	<u>\$ 39,932</u>	<u>\$ 31,458</u>	<u>\$ 26,277</u>

The accompanying notes are an integral part of these consolidated financial statements.

Plexus Corp.
Notes to Consolidated Financial Statements

1. Description of Business and Significant Accounting Policies

Description of Business: Plexus Corp. and its subsidiaries (together "Plexus," the "Company," or "we") participate in the Electronic Manufacturing Services ("EMS") industry. Since 1979, we have been a dedicated partner to companies by providing Design and Development, Supply Chain Solutions, New Product Introduction, Manufacturing, and Aftermarket Services. We offer advanced design and production capabilities, allowing our customers to concentrate on their core competencies. We help accelerate our customers' time to market, streamline supply chain engagements, reduce their investment in engineering and manufacturing capacity, and optimize total product cost. We are a global leader with approximately 19,200 individuals that specializes in serving customers in the Industrial, Healthcare/Life Sciences, and Aerospace/Defense market sectors with highly complex products and demanding regulatory environments. We deliver comprehensive end-to-end solutions in the Americas ("AMER"), Asia-Pacific ("APAC") and Europe, Middle East, and Africa ("EMEA") regions.

Significant Accounting Policies

Consolidation Principles and Basis of Presentation: The consolidated financial statements have been prepared in accordance with generally accepted accounting principles in the United States of America ("GAAP") and include the accounts of Plexus Corp. and its subsidiaries. All intercompany transactions have been eliminated. Certain prior period amounts have been reclassified to conform to the current period presentation.

The Company's fiscal year ends on the Saturday closest to September 30. The Company also uses a "4-4-5" weekly accounting system for the interim periods in each quarter. Each quarter, therefore, ends on a Saturday at the end of the 4-4-5 period. Periodically, an additional week must be added to the fiscal year to re-align with the Saturday closest to September 30. Fiscal 2020 included 53 weeks; therefore, the first quarter of fiscal 2020 included 14 weeks while all other fiscal quarters presented herein included 13 weeks. Fiscal 2021 and fiscal 2019 each included 52 weeks.

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts reported in the Consolidated Financial Statements and notes thereto. The full extent to which the COVID-19 outbreak will impact the Company's business and operating results will depend on future developments that are highly uncertain and cannot be accurately predicted. The Company has considered information available as of the date of issuance of these financial statements and is not aware of any specific events or circumstances that would require an update to its estimates or judgments, or a revision of the carrying value of its assets or liabilities. These estimates may change as new events occur and additional information becomes available. Actual results could differ materially from these estimates.

Cash and Cash Equivalents and Restricted Cash: Cash equivalents include short-term highly liquid investments and are classified as Level 1 in the fair value hierarchy described below. Restricted cash represents cash received from customers to settle invoices sold under accounts receivable purchase agreements that the Company continues servicing and is contractually required to be set aside. The restrictions will lapse when the cash is remitted to the purchaser of the receivables. Restricted cash is also classified as Level 1 in the fair value hierarchy described below.

As of October 2, 2021 and October 3, 2020, cash and cash equivalents and restricted cash consisted of the following (in thousands):

	2021	2020
Cash	\$ 173,018	\$ 121,320
Money market demand accounts and other	97,154	264,487
Restricted cash	341	2,087
Total cash and cash equivalents and restricted cash	<u>\$ 270,513</u>	<u>\$ 387,894</u>

Inventories: Inventories are valued at the lower of cost or market. Cost is determined by the first-in, first-out ("FIFO") method. Valuing inventories at the lower of cost or market requires the use of estimates and judgment. Customers may cancel their orders, change production quantities or delay production for a number of reasons that are beyond the Company's control. Any of these, or certain additional actions, could impact the valuation of inventory. Any actions taken by the Company's customers that could impact the value of its inventory are considered when determining the lower of cost or market valuations.

In certain instances, in accordance with contractual terms, the Company receives customer deposits to offset inventory risks.

Plexus Corp.

Notes to Consolidated Financial Statements

Property, Plant and Equipment and Depreciation: Property, plant and equipment is stated at cost and depreciated using the straight-line method over the estimated useful lives of the respective assets. Estimated useful lives for major classes of depreciable assets are generally as follows:

Buildings and improvements	5-39 years
Machinery and equipment	3-7 years
Computer hardware and software	3-10 years

Certain facilities and equipment held under finance leases are classified as property, plant and equipment and amortized using the straight-line method over the term of the lease and the related obligations are recorded as liabilities. Amortization of assets held under finance leases is included in depreciation expense (see Note 3, "Property, Plant and Equipment") and the financing component of the lease payments is classified as interest expense. Maintenance and repairs are expensed as incurred.

The Company capitalizes significant costs incurred in the acquisition or development of software for internal use. This includes costs of the software, consulting services and compensation costs for employees directly involved in developing internal use computer software.

Impairment of Long-Lived Assets: Long-lived assets, including property, plant and equipment, operating lease right-of-use assets and intangible assets with finite lives are reviewed for impairment and written down to fair value when facts and circumstances indicate that the carrying value of long-lived assets or asset groups may not be recoverable through estimated future undiscounted cash flows. If an impairment has occurred, a write-down to estimated fair value is made and the impairment loss is recognized as a charge against current operations. The impairment analysis is based on management's assumptions, including future revenue and cash flow projections. Circumstances that may lead to impairment of property, plant and equipment, operating lease right-of-use assets and intangible assets with finite lives include reduced expectations for future performance or industry demand and possible further restructurings, among others.

Revenue Recognition: Revenue is recognized over time for arrangements with customers for which: (i) the Company's performance does not create an asset with an alternative use to the Company, and (ii) the Company has an enforceable right to payment, including reasonable profit margin, for performance completed to date. Revenue recognized over time is estimated based on costs incurred to date plus a reasonable profit margin. If either of the two conditions noted above are not met to recognize revenue over time, revenue is recognized following the transfer of control of such products to the customer, which typically occurs upon shipment or delivery depending on the terms of the underlying arrangement.

The Company recognizes revenue when a contract exists and when, or as, it satisfies a performance obligation by transferring control of a product or service to a customer. Contracts are accounted for when they have approval and commitment from both parties, the rights of the parties are identified, payment terms are identified, the contract has commercial substance and collectability of consideration is probable. A performance obligation is a promise in a contract to transfer a distinct good or service to the customer.

The Company generally enters into a master services arrangement that establishes the framework under which business will be conducted. These arrangements represent the master terms and conditions of the Company's services that apply to individual orders, but they do not commit the customer to work with, or to continue to work with, the Company nor do they obligate the customer to any specific volume or pricing of purchases. Moreover, these terms can be amended in appropriate situations. Customer purchase orders are received for specific quantities with predominantly fixed pricing and delivery requirements. Thus, for the majority of our contracts, there is no guarantee of any revenue to the Company until a customer submits a purchase order. As a result, the Company generally considers its arrangement with a customer to be the combination of the master services arrangement and the purchase order. Most of the Company's arrangements with customers create a single performance obligation as the promise to transfer the individual manufactured product or service is capable of being distinct.

The Company's performance obligations are satisfied over time as work progresses or at a point in time. A performance obligation is satisfied over time if the Company has an enforceable right to payment, including a reasonable profit margin. Determining if an enforceable right to payment includes a reasonable profit margin requires judgment and is assessed on a contract by contract basis.

If an enforceable right to payment for work-in-process does not exist, revenue is recognized following the transfer of control of such products to the customer, which typically occurs upon shipment or delivery depending on the terms of the underlying contract.

Plexus Corp.

Notes to Consolidated Financial Statements

For contracts requiring over time revenue recognition, the selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services to be provided. The Company uses a cost-based input measurement of progress because it best depicts the transfer of assets to the customer, which occurs as costs are incurred during the manufacturing process or as services are rendered. Under the cost-based measure of progress, the extent of progress towards completion is measured based on the costs incurred to date.

Generally, there are no subjective customer acceptance requirements or further obligations related to goods or services provided; if such requirements or obligations exist, then a sale is recognized at the time when such requirements are completed and such obligations are fulfilled.

The Company does not allow for a general right of return. Net sales include amounts billed to customers for shipping and handling and out-of-pocket expenses. The corresponding shipping and handling costs and out-of-pocket expenses are included in cost of sales. Taxes assessed by a governmental authority that are both imposed on and concurrent with a specific revenue-producing transaction, that are collected by the Company from a customer, are excluded from net sales.

Net sales from engineering design and development services, which are generally performed under contracts with a duration of twelve months or less, are typically recognized as program costs are incurred by utilizing the proportional performance model. The completed performance model is used if certain customer acceptance criteria exist. Any losses are recognized when anticipated. Net sales from engineering design and development services were less than 5.0% of consolidated net sales for each of fiscal 2021, 2020 and 2019.

Income Taxes: Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases and operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The Company maintains valuation allowances when it is more likely than not that all or a portion of a deferred tax asset will not be realized. In determining whether a valuation allowance is required, the Company takes into account such factors as prior earnings history, expected future earnings, carryback and carryforward periods, and tax strategies that could potentially enhance the likelihood of the realization of a deferred tax asset.

Foreign Currency Translation & Transactions: The Company translates assets and liabilities of subsidiaries operating outside of the U.S. with a functional currency other than the U.S. dollar into U.S. dollars using exchange rates in effect at the relevant balance sheet date and net sales, expenses and cash flows at the average exchange rates during the respective periods. Adjustments resulting from translation of the financial statements are recorded as a component of "Accumulated other comprehensive loss." Exchange gains and losses arising from transactions denominated in a currency other than the functional currency of the entity involved and remeasurement adjustments for foreign operations where the U.S. dollar is the functional currency are included in the Consolidated Statements of Comprehensive Income as a component of "Miscellaneous, net." Exchange (losses) gains on foreign currency transactions were \$(1.1) million, \$(0.4) million and \$0.5 million for fiscal 2021, 2020 and 2019, respectively. These amounts include the amount of gain recognized in income during each fiscal year due to forward currency exchange contracts entered into to hedge recognized assets or liabilities ("non-designated hedges") the Company entered into during each respective year. Refer to Note 5, "Derivatives and Fair Value Measurements," for further details on derivatives.

Derivatives: All derivatives are recognized on the balance sheets at fair value. The Company periodically enters into forward currency exchange contracts and interest rate swaps. On the date a derivative contract is entered into, the Company designates the derivative as a non-designated hedge or a hedge of a forecasted transaction or of the variability of cash flows to be received or paid related to a recognized asset or liability (a "cash flow" hedge). The Company does not enter into derivatives for speculative purposes. Changes in the fair value of non-designated derivatives are recorded in earnings as are the gains or losses related to the hedged asset or liability. Changes in the fair value of a derivative that qualifies as a cash flow hedge are recorded in "Accumulated other comprehensive loss" within shareholders' equity, until earnings are affected by the variability of cash flows. Certain forward currency exchange contracts are treated as cash flow hedges and, therefore, \$(2.2) million, \$1.8 million and \$1.1 million was recorded in "Accumulated other comprehensive loss" for fiscal 2021, 2020 and 2019, respectively. See Note 5, "Derivatives and Fair Value Measurements," for further information.

Earnings Per Share: The computation of basic earnings per common share is based upon the weighted average number of common shares outstanding and net income. The computation of diluted earnings per common share reflects additional dilution from share-based awards, excluding any with an antidilutive effect. See Note 7, "Earnings Per Share," for further information.

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Notes to Consolidated Financial Statements

Share-based Compensation: The Company measures all grants of share-based payments to employees, including grants of employee stock options, at fair value and expenses them in the Consolidated Statements of Comprehensive Income over the service period (generally the vesting period) of the grant. See Note 9, "Benefit Plans," for further information.

Comprehensive Income (Loss): The Company follows the established standards for reporting comprehensive income (loss), which is defined as the changes in equity of an enterprise except those resulting from shareholder transactions.

Accumulated other comprehensive loss consists of the following as of October 2, 2021 and October 3, 2020 (in thousands):

	2021	2020
Foreign currency translation adjustments	\$ (3,261)	\$ (6,501)
Cumulative derivative instrument and other fair value adjustments	277	1,442
Accumulated other comprehensive loss	<u>\$ (2,984)</u>	<u>\$ (5,059)</u>

Refer to Note 5, "Derivatives and Fair Value Measurements," for further explanation regarding the change in fair value of derivative instruments that is recorded to "Accumulated other comprehensive loss."

Use of Estimates: The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Fair Value of Financial Instruments: The Company holds financial instruments consisting of cash and cash equivalents, restricted cash, accounts receivable, certain deferred compensation assets held under trust arrangements, accounts payable, debt, derivatives and finance and operating lease obligations. The carrying values of cash and cash equivalents, restricted cash, accounts receivable, accounts payable and finance and operating lease obligations as reported in the consolidated financial statements approximate fair value. Derivatives and certain deferred compensation assets held under trust arrangements are recorded at fair value. Accounts receivable are reflected at net realizable value based on anticipated losses due to potentially uncollectible balances. Anticipated losses are based on management's analysis of historical losses and changes in customers' credit status. The fair value of the Company's debt excluding finance lease and other financing obligations was \$217.1 million and \$299.3 million as of October 2, 2021 and October 3, 2020, respectively. The carrying value of the Company's debt was \$205.0 million and \$288.0 million as of October 2, 2021 and October 3, 2020, respectively. The Company uses quoted market prices when available or discounted cash flows to calculate fair value. If measured at fair value in the financial statements, long-term debt (including the current portion) would be classified as Level 2 in the fair value hierarchy described below. The fair values of the Company's derivatives are disclosed in Note 5, "Derivatives and Fair Value Measurements." The fair values of the deferred compensation assets held under trust arrangements are discussed in Note 9, "Benefit Plans."

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (or exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The accounting guidance establishes a fair value hierarchy based on three levels of inputs that may be used to measure fair value. The input levels are:

Level 1: Quoted (observable) market prices in active markets for identical assets or liabilities.

Level 2: Inputs other than Level 1 that are observable, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the asset or liability.

Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the asset or liability.

Business and Credit Concentrations: Financial instruments that potentially subject the Company to concentrations of credit risk consist of cash, cash equivalents, trade accounts receivable and derivative instruments, specifically related to counterparties. In accordance with the Company's investment policy, the Company's cash, cash equivalents and derivative instruments were placed with recognized financial institutions. The Company's investment policy limits the amount of credit exposure in any one issue and the maturity date of the investment securities that typically comprise investment grade short-term debt instruments. Concentrations of credit risk in accounts receivable resulting from sales to major customers are discussed in Note 11, "Reportable Segments, Geographic Information and Major Customers". The Company, at times, requires cash deposits for services performed. The Company also closely monitors extensions of credit.

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Notes to Consolidated Financial Statements

Recently Adopted Accounting Pronouncements:

In May 2014, the FASB issued ASU 2014-09, which requires an entity to recognize revenue relating to contracts with customers that depicts the transfer of promised goods or services to customers in an amount reflecting the consideration to which the entity expects to be entitled in exchange for such goods or services ("Topic 606"). On September 30, 2018, the Company adopted and applied Topic 606 to all contracts using the modified retrospective method of adoption. Upon adoption, the Company recognized an increase to its fiscal 2019 beginning retained earnings balance of \$7.8 million.

In February 2016, the FASB issued ASU 2016-02 ("Topic 842"), which is intended to improve financial reporting of lease transactions by requiring lessees to recognize most leases as a right-of-use ("ROU") asset and lease liability on their balance sheets for the rights and obligations created by leases, but record expenses on their income statements in a similar manner. Topic 842 also requires disclosures regarding the amount, timing and judgments related to accounting for an entity's leases and related cash flows. On September, 29, 2019, the Company adopted Topic 842 using the modified retrospective method of adoption, which allows financial information for comparative periods prior to adoption not to be updated. Upon adoption, the Company recognized a \$1.1 million reduction in retained earnings as a result of two existing build-to-suit arrangements for facilities in Guadalajara, Mexico that were reassessed to be finance leases under the new standard.

In June 2016, the FASB issued ASU 2016-13, which replaces the current incurred loss impairment methodology with a methodology that reflects expected credit losses and required consideration of a broader range of reasonable and supportable information to inform credit loss estimates. The Company adopted this guidance during the first quarter of fiscal 2021 with no material impact to the Company's Consolidated Financial Statements.

Recently Issued Accounting Pronouncements Not Yet Adopted:

The Company believes that no other recently issued accounting standards will have a material impact on its Consolidated Financial Statements, or apply to its operations.

2. Inventories

Inventories as of October 2, 2021 and October 3, 2020 consisted of the following (in thousands):

	2021	2020
Raw materials	\$ 860,538	\$ 630,833
Work-in-process	48,356	53,602
Finished goods	63,418	79,026
Total inventories, net	<u>\$ 972,312</u>	<u>\$ 763,461</u>

In certain circumstances, per contractual terms, customer deposits are received by the Company to offset inventory risks. The total amount of customer deposits related to inventory and included within current liabilities on the accompanying Consolidated Balance Sheets as of October 2, 2021 and October 3, 2020 was \$200.6 million and \$154.6 million, respectively.

3. Property, Plant and Equipment

Property, plant and equipment as of October 2, 2021 and October 3, 2020 consisted of the following (in thousands):

	2021	2020
Land, buildings and improvements	\$ 336,939	\$ 334,083
Machinery and equipment	420,172	403,894
Computer hardware and software	167,584	147,723
Capital assets in progress	28,085	16,279
Total property, plant and equipment, gross	<u>952,780</u>	<u>901,979</u>
Less: accumulated depreciation	<u>(557,686)</u>	<u>(518,318)</u>
Total property, plant and equipment, net	<u>\$ 395,094</u>	<u>\$ 383,661</u>

Plexus Corp.**Notes to Consolidated Financial Statements**

Assets held under finance leases and included in property, plant and equipment as of October 2, 2021 and October 3, 2020 consisted of the following (in thousands):

	2021	2020
Buildings and improvements	35,360	\$ 35,360
Machinery and equipment	26,657	11,374
Total property, plant and equipment held under finance leases, gross	62,017	46,734
Less: accumulated amortization	(23,360)	(10,326)
Total property, plant and equipment held under finance leases, net	<u>\$ 38,657</u>	<u>\$ 36,408</u>

As of October 2, 2021, October 3, 2020 and September 28, 2019, accounts payable included approximately \$17.3 million, \$6.7 million and \$10.0 million, respectively, related to the purchase of property, plant and equipment, which have been treated as non-cash transactions for purposes of the Consolidated Statements of Cash Flows.

4. Debt, Finance Lease Obligations and Other Financing

Debt and finance lease obligations as of October 2, 2021 and October 3, 2020, consisted of the following (in thousands):

	2021	2020
4.05% Senior Notes, due June 15, 2025	\$ 100,000	\$ 100,000
4.22% Senior Notes, due June 15, 2028	50,000	50,000
Borrowings under the revolving commitment	55,000	—
Term loans, due April 28, 2021	—	138,000
Finance lease and other financing obligations	49,279	48,435
Unamortized deferred financing fees	(933)	(1,631)
Total obligations	253,346	334,804
Less: current portion	(66,313)	(146,829)
Long-term debt and finance lease obligations, net of current portion	<u>\$ 187,033</u>	<u>\$ 187,975</u>

On June 15, 2018, the Company entered into a Note Purchase Agreement (the "2018 NPA") pursuant to which it issued an aggregate of \$150.0 million in principal amount of unsecured senior notes, consisting of \$100.0 million in principal amount of 4.05% Series A Senior Notes, due on June 15, 2025, and \$50.0 million in principal amount of 4.22% Series B Senior Notes, due on June 15, 2028 (collectively, the "2018 Notes"), in a private placement. The 2018 NPA includes customary operational and financial covenants with which the Company is required to comply, including, among others, maintenance of certain financial ratios such as a total leverage ratio and a minimum interest coverage ratio. The 2018 Notes may be prepaid in whole or in part at any time, subject to payment of a make-whole amount; interest on the 2018 Notes is payable semiannually. As of October 2, 2021, the Company was in compliance with the covenants under the 2018 NPA.

On May 15, 2019, the Company refinanced its then-existing senior unsecured revolving credit facility by entering into a new 5-year senior unsecured revolving credit facility (referred to as the "Credit Facility"), which expanded the maximum commitment from \$300.0 million to \$350.0 million and extended the maturity from July 5, 2021 to May 15, 2024. The maximum commitment under the Credit Facility may be further increased to \$600.0 million, generally by mutual agreement of the Company and the lenders, subject to certain customary conditions. During fiscal 2021, the highest daily borrowing was \$148.0 million; the average daily borrowings were \$70.0 million. The Company borrowed \$376.0 million and repaid \$321.0 million of revolving borrowings ("revolving commitment") under the Credit Facility during fiscal 2021. As of October 2, 2021, the Company was in compliance with all financial covenants relating to the Credit Facility, which are generally consistent with those in the 2018 NPA discussed above. The Company is required to pay a commitment fee on the daily unused revolving commitment based on the Company's leverage ratio; the fee was 0.125% as of October 2, 2021.

To further ensure our ability to meet our working capital and fixed capital requirements, on April 29, 2020, the Company entered into Amendment No. 1 to the Credit Facility (the "Amendment") in response to the COVID-19 outbreak, which amended the Credit Facility, dated as of May 15, 2019. The Amendment modified certain provisions of the Credit Facility to, among other things, provide for a 364 day unsecured delayed draw term loans ("Term Loans") for \$138.0 million. Term Loans borrowed under the new facility were funded in a single draw on May 4, 2020 and were scheduled to mature on April 28, 2021.

Plexus Corp.

Notes to Consolidated Financial Statements

On January 29, 2021, the Company terminated the Term Loans through repayment of the \$138.0 million outstanding using borrowings from the revolving commitment under the Credit Facility. Outstanding Term Loans bore interest, at the Company's option, at a eurocurrency rate (subject to a floor of 1.0%) plus a margin of 1.75% per annum or at a base rate (subject to a floor of 2.0%) plus a margin of 0.75% per annum.

The aggregate scheduled maturities of the Company's debt obligations as of October 2, 2021, are as follows (in thousands):

2022	\$	55,000
2023		—
2024		—
2025		100,000
2026		—
Thereafter		50,000
Total	\$	<u>205,000</u>

The aggregate scheduled maturities of the Company's finance leases and other financing obligations as of October 2, 2021, are as follows (in thousands):

2022	\$	11,313
2023		4,118
2024		943
2025		609
2026		664
Thereafter		31,632
Total	\$	<u>49,279</u>

The Company's weighted average interest rate on finance lease obligations was 17.4% and 17.7% as of October 2, 2021 and October 3, 2020, respectively.

5. Derivatives and Fair Value Measurements

All derivatives are recognized in the accompanying Consolidated Balance Sheets at their estimated fair value. The Company uses derivatives to manage the variability of foreign currency obligations. The Company has cash flow hedges related to forecasted foreign currency obligations, in addition to non-designated hedges to manage foreign currency exposures associated with certain foreign currency denominated assets and liabilities. The Company does not enter into derivatives for speculative purposes.

The Company designates some foreign currency exchange contracts as cash flow hedges of forecasted foreign currency expenses. Changes in the fair value of the derivatives that qualify as cash flow hedges are recorded in "Accumulated other comprehensive loss" in the accompanying Consolidated Balance Sheets until earnings are affected by the variability of the cash flows. In the next twelve months, the Company estimates that \$1.0 million of unrealized losses, net of tax, related to cash flow hedges will be reclassified from other comprehensive income (loss) into earnings. Changes in the fair value of the non-designated derivatives related to recognized foreign currency denominated assets and liabilities are recorded in "Miscellaneous, net" in the accompanying Consolidated Statements of Comprehensive Income.

The Company enters into forward currency exchange contracts for its operations in Malaysia and Mexico on a rolling basis. The Company had cash flow hedges outstanding with a notional value of \$107.4 million as of October 2, 2021, and a notional value of \$96.8 million as of October 3, 2020. These forward currency contracts fix the exchange rates for the settlement of future foreign currency obligations that have yet to be realized. The total fair value of the forward currency exchange contracts was a \$1.0 million liability as of October 2, 2021, and a \$1.2 million asset as of October 3, 2020.

The Company had additional forward currency exchange contracts outstanding as of October 2, 2021, with a notional value of \$38.6 million; there were \$15.8 million such contracts outstanding as of October 3, 2020. The Company did not designate these derivative instruments as hedging instruments. The net settlement amount (fair value) related to these contracts is recorded on the Consolidated Balance Sheets as either a current or long-term asset or liability, depending on the term, and as an element of

Plexus Corp.

Notes to Consolidated Financial Statements

"Miscellaneous, net" in the Consolidated Statements of Comprehensive income. The total fair value of these derivatives was a \$0.2 million liability as of October 2, 2021, and a less than \$0.1 million asset as of October 3, 2020.

The tables below present information regarding the fair values of derivative instruments (as defined in Note 1, "Description of Business and Significant Accounting Policies") and the effects of derivative instruments on the Company's Consolidated Financial Statements:

Fair Values of Derivative Instruments (in thousands)

	Derivative Assets			Derivative Liabilities		
	Balance sheet classification	October 2, 2021	October 3, 2020	Balance sheet classification	October 2, 2021	October 3, 2020
		Fair Value	Fair Value		Fair Value	Fair Value
Derivatives designated as hedging instruments						
Foreign currency forward contracts	Prepaid expenses and other	\$ 76	\$ 1,830	Other accrued liabilities	\$ 1,119	\$ 641

Fair Values of Derivative Instruments (in thousands)

	Derivative Assets			Derivative Liabilities		
	Balance sheet classification	October 2, 2021	October 3, 2020	Balance sheet classification	October 2, 2021	October 3, 2020
		Fair Value	Fair Value		Fair Value	Fair Value
Derivatives not designated as hedging instruments						
Foreign currency forward contracts	Prepaid expenses and other	\$ 133	\$ 70	Other accrued liabilities	\$ 356	\$ 58

The Effect of Cash Flow Hedge Accounting on Accumulated Other Comprehensive Loss ("OCL") (in thousands)

for the Twelve Months Ended

	Amount of Gain (Loss) Recognized in OCL on Derivatives		
	October 2, 2021	October 3, 2020	September 28, 2019
Derivatives in cash flow hedging relationships			
Foreign currency forward contracts	\$ 1,238	\$ 446	\$ (629)

Derivative Impact on Gain (Loss) Recognized in Consolidated Statements of Comprehensive Income (in thousands)

for the Twelve Months Ended

	Classification of Gain (Loss) Reclassified from Accumulated OCL into Income	Amount of Gain (Loss) Reclassified from Accumulated OCL into Income		
		October 2, 2021	October 3, 2020	September 28, 2019
Derivatives in cash flow hedging relationships				
Foreign currency forward contracts	Cost of sales	\$ 3,205	\$ (1,278)	\$ (1,506)
Foreign currency forward contracts	Selling and administrative expenses	\$ 265	\$ (107)	\$ (173)
	Location of Gain (Loss) Recognized on Derivatives in Income	Amount of Gain (Loss) on Derivatives Recognized in Income		
		October 2, 2021	October 3, 2020	September 28, 2019
Derivatives not designated as hedging instruments				
Foreign currency forward contracts	Miscellaneous, net	\$ 98	\$ (330)	\$ 2,098

Fair Value Measurements:

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (or exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The Company uses quoted market prices when available or discounted cash flows to calculate fair value. The accounting guidance establishes a fair value hierarchy based on three levels of inputs that may be used to measure fair value. The input levels are:

Level 1: Quoted (observable) market prices in active markets for identical assets or liabilities.

Level 2: Inputs other than Level 1 that are observable, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the asset or liability.

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Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the asset or liability.

The following table lists the fair values of assets of the Company's derivatives as of October 2, 2021 and October 3, 2020, by input level:

Fair Value Measurements Using Input Levels (Liability)/Asset (in thousands)				
Fiscal year ended October 2, 2021	Level 1	Level 2	Level 3	Total
Derivatives				
Foreign currency forward contracts	\$ —	\$ (1,266)	\$ —	\$ (1,266)
Fiscal year ended October 3, 2020				
Derivatives				
Foreign currency forward contracts	\$ —	\$ 1,201	\$ —	\$ 1,201

The fair value of foreign currency forward contracts is determined using a market approach, which includes obtaining directly or indirectly observable values from third parties active in the relevant markets. Inputs in the fair value of the foreign currency forward contracts include prevailing forward and spot prices for currency.

6. Income Taxes

The domestic and foreign components of income (loss) before income tax expense for fiscal 2021, 2020 and 2019 were as follows (in thousands):

	2021	2020	2019
U.S. (1)	\$ (33,409)	\$ (69,102)	\$ (42,806)
Foreign (1)	193,820	204,499	168,761
	<u>\$ 160,411</u>	<u>\$ 135,397</u>	<u>\$ 125,955</u>

(1) The U.S. and Foreign components of income (loss) before income tax expense include the elimination of intercompany foreign dividends paid to the Company's U.S. operations.

Income tax expense (benefit) for fiscal 2021, 2020 and 2019 were as follows (in thousands):

	2021	2020	2019
Current:			
Federal	\$ 9,217	\$ 8,779	\$ 15,160
State	524	23	—
Foreign	15,146	12,699	11,943
	<u>24,887</u>	<u>21,501</u>	<u>27,103</u>
Deferred:			
Federal	(1,153)	(6,498)	(3,498)
State	1	3	827
Foreign	(2,236)	2,912	(7,093)
	<u>(3,388)</u>	<u>(3,583)</u>	<u>(9,764)</u>
	<u>\$ 21,499</u>	<u>\$ 17,918</u>	<u>\$ 17,339</u>

Plexus Corp.**Notes to Consolidated Financial Statements**

The following is a reconciliation of the federal statutory income tax rate to the effective income tax rates reflected in the Consolidated Statements of Comprehensive Income for fiscal 2021, 2020 and 2019:

	2021	2020	2019
Federal statutory income tax rate	21.0 %	21.0 %	21.0 %
(Decrease) increase resulting from:			
Foreign tax rate differences	(20.3)	(24.0)	(21.0)
Withholding tax on dividends	2.9	1.9	(5.4)
Permanent differences	(0.6)	(2.6)	(1.3)
Excess tax benefits related to share-based compensation	(0.9)	(3.0)	(1.3)
Global intangible low-taxed income ("GILTI")	6.4	13.8	11.7
Audit settlements	5.0	—	—
Non-deductible compensation	3.8	2.2	1.5
Valuation allowances	(3.7)	3.6	1.5
Deemed repatriation tax	—	—	5.6
Other, net	(0.2)	0.3	1.5
Effective income tax rate	<u>13.4 %</u>	<u>13.2 %</u>	<u>13.8 %</u>

The effective tax rate for fiscal 2021 was relatively consistent compared to the effective tax rate for fiscal 2020. The effective tax rate for fiscal 2020 was lower than the effective tax rate for fiscal 2019 primarily due to the geographic distribution of worldwide earnings. During fiscal 2019, the Company reasserted that certain historical undistributed earnings of two foreign subsidiaries would be permanently reinvested, which provided a \$10.5 million benefit to the effective tax rate. The impact of the changes in the Company's assertion has been included in "Withholding tax on dividends" in the effective income tax reconciliation above.

During fiscal 2021, the Company recorded a \$5.9 million decrease to its valuation allowance primarily due to a net decrease of the valuation allowance in the EMEA segment driven by the release of the valuation allowance against the net deferred tax assets of a foreign subsidiary. This is partially offset by continuing losses in certain jurisdictions within the AMER segment.

During fiscal 2020, the Company recorded a \$4.8 million increase to its valuation allowance due to continuing losses in certain jurisdictions within the AMER and EMEA segments, partially offset by an expiration of net operating losses that had a valuation allowance recorded.

During fiscal 2019, the Company recorded a \$1.9 million increase to its valuation allowance due to continuing losses in certain jurisdictions within the AMER and EMEA segments, partially offset by an expiration of net operating losses that had a valuation allowance recorded.

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Notes to Consolidated Financial Statements

The components of the net deferred income tax assets as of October 2, 2021 and October 3, 2020, were as follows (in thousands):

	2021	2020
Deferred income tax assets:		
Loss/credit carryforwards	\$ 28,234	\$ 31,854
Inventories	15,231	14,450
Accrued employee benefits	14,488	14,833
Accrued liabilities	6,410	7,015
Lease obligation	18,977	17,854
Other	6,719	5,434
Total gross deferred income tax assets	<u>90,059</u>	<u>91,440</u>
Less valuation allowances	<u>(30,321)</u>	<u>(34,948)</u>
Deferred income tax assets	<u>59,738</u>	<u>56,492</u>
Deferred income tax liabilities:		
Property, plant and equipment	19,055	20,923
Right-of-use asset	12,279	11,213
Tax on unremitted earnings	4,654	5,339
Acceleration of revenue under Topic 606	2,042	4,028
Deferred income tax liabilities	<u>38,030</u>	<u>41,503</u>
Net deferred income tax assets/(liabilities)	<u>\$ 21,708</u>	<u>\$ 14,989</u>

During fiscal 2021, the Company's valuation allowance decreased by \$4.6 million. This decrease is the result of decreases to the valuation allowances against the net deferred tax assets in the EMEA region of \$5.6 million, partially offset by increases to the valuation allowances in the AMER region of \$1.0 million.

As of October 2, 2021, the Company had approximately \$206.1 million of pre-tax state net operating loss carryforwards that expire between fiscal 2022 and 2042. Certain state net operating losses have a full valuation allowance against them. The Company also had approximately \$71.3 million of pre-tax foreign net operating loss carryforwards that expire between fiscal 2022 and 2028 or are indefinitely carried forward. Certain foreign net operating losses have a full valuation allowance against them.

The Company has been granted a tax holiday for a foreign subsidiary in the APAC segment. This tax holiday will expire on December 31, 2034, and is subject to certain conditions with which the Company expects to continue to comply. During fiscal 2021, 2020 and 2019, the tax holiday resulted in tax reductions, net of the impact of the GILTI provisions of U.S. Tax Reform, of approximately \$34.4 million (\$1.20 per basic share, \$1.18 per diluted share), \$28.3 million (\$0.97 per basic share, \$0.95 per diluted share) and \$23.9 million (\$0.79 per basic share, \$0.77 per diluted share), respectively.

The Company does not provide for taxes that would be payable if certain undistributed earnings of foreign subsidiaries were remitted because the Company considers these earnings to be permanently reinvested. The deferred tax liability that has not been recorded for these earnings was approximately \$10.3 million as of October 2, 2021.

The Company has approximately \$4.6 million of uncertain tax benefits as of October 2, 2021. The Company has classified these amounts in the Consolidated Balance Sheets as "Other liabilities" (non-current) in the amount of \$3.9 million and an offset to "Deferred income taxes" (non-current asset) in the amount of \$0.7 million as the payment is not anticipated within one year.

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The following is a reconciliation of the beginning and ending amounts of unrecognized income tax benefits for the indicated fiscal years (in thousands):

	2021	2020	2019
Balance at beginning of fiscal year	\$ 2,096	\$ 2,270	\$ 5,841
Gross increases for tax positions of prior years	623	509	62
Gross increases for tax positions of the current year	2,161	465	39
Gross decreases for tax positions of prior years	(245)	(1,148)	(3,672)
Balance at end of fiscal year	<u>\$ 4,635</u>	<u>\$ 2,096</u>	<u>\$ 2,270</u>

The amount of unrecognized tax benefits that, if recognized, would impact the effective tax rate is \$3.9 million and \$1.3 million for the fiscal years ended October 2, 2021 and October 3, 2020, respectively.

The Company recognizes accrued interest and penalties related to unrecognized tax benefits in income tax expense. The total accrued penalties and net accrued interest with respect to income taxes was approximately \$0.1 million for fiscal 2021 and 2020, and approximately \$0.2 million for fiscal 2019. The Company recognized less than \$0.1 million of expense for accrued penalties and net accrued interest in the Consolidated Statements of Comprehensive Income for fiscal 2021, 2020 and 2019.

It is possible that a number of uncertain tax positions may be settled within the next 12 months. Settlement of these matters is not expected to have a material effect on the Company's consolidated results of operations, financial position and cash flows.

The Company files income tax returns, including returns for its subsidiaries, with federal, state, local and foreign taxing jurisdictions. The following tax years remain subject to examination by the respective major tax jurisdictions:

<i>Jurisdiction</i>	<i>Fiscal Years</i>
China	2016-2021
Germany	2019-2021
Malaysia	2017-2021
Mexico	2016-2021
Romania	2014-2021
United Kingdom	2018-2021
United States	
Federal	2015, 2017-2021
State	2003-2006, 2009-2021

7. Earnings Per Share

The following is a reconciliation of the amounts utilized in the computation of basic and diluted earnings per share for fiscal 2021, 2020 and 2019 (in thousands, except per share amounts):

	2021	2020	2019
Net income	<u>\$ 138,912</u>	<u>\$ 117,479</u>	<u>\$ 108,616</u>
Basic weighted average common shares outstanding	28,575	29,195	30,271
Dilutive effect of share-based awards and options outstanding	592	721	803
Diluted weighted average shares outstanding	<u>29,167</u>	<u>29,916</u>	<u>31,074</u>
Earnings per share:			
Basic	<u>\$ 4.86</u>	<u>\$ 4.02</u>	<u>\$ 3.59</u>
Diluted	<u>\$ 4.76</u>	<u>\$ 3.93</u>	<u>\$ 3.50</u>

In each of the fiscal 2021, 2020 and 2019, share-based awards for less than 0.1 million shares were not included in the computation of diluted earnings per share as they were antidilutive.

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Notes to Consolidated Financial Statements

8. Leases

The Company's lease portfolio includes both real estate and non-real estate type leases which are accounted for as either finance or operating leases. Real estate leases generally include office, warehouse and manufacturing facilities and non-real estate leases generally include office equipment and vehicles. The Company determines if a contract is or contains a lease at inception. The Company's leases have remaining lease terms of less than 1 year to 39 years. Renewal options that are deemed reasonably certain are included as part of the lease term for purposes of calculating the right-of-use ("ROU") asset and lease liability. Variable lease payments are generally expensed as incurred and include certain index-based changes in rent, certain nonlease components, such as maintenance and other services provided by the lessor, and other charges included in the lease. The Company elected the practical expedient to not separate lease and nonlease components, as such nonlease components are included in the calculation of the ROU asset and lease liability and included in the lease expense over the term of the lease. The Company uses a discount rate to calculate the ROU asset and lease liability. When the implicit rate is known or provided in the lease documents, the Company is required to use this rate. In cases in which the implicit rate is not known, the Company uses an estimated incremental borrowing rate.

Operating lease ROU assets and lease liabilities are recorded on the date the Company takes possession of the leased assets with expense recognized on a straight-line basis over the lease term. Leases with an estimated total term of 12 months or less are not recorded on the balance sheet and the lease expense is recognized on a straight-line basis over the lease term. Generally, the Company's lease agreements do not contain material residual value guarantees or material restrictive covenants.

The components of lease expense for fiscal years indicated were as follows (in thousands):

	2021	2020
Finance lease expense:		
Amortization of right-of-use assets	\$ 6,290	\$ 4,380
Interest on lease liabilities	4,888	4,956
Operating lease expense	11,034	11,707
Other lease expense	4,794	3,401
Total	\$ 27,006	\$ 24,444

Based on the nature of the ROU asset, amortization of finance right-of-use assets, operating lease expense and other lease expense are recorded within either cost of goods sold or selling and administrative expenses and interest on finance lease liabilities is recorded within interest expense on the Consolidated Statements of Comprehensive Income. Other lease expense includes lease expense for leases with an estimated total term of twelve months or less and variable lease expense related to variations in lease payments as a result of a change in factors or circumstances occurring after the lease possession date.

Amortization of assets held under capital leases totaled \$3.8 million for fiscal 2019. Capital lease additions totaled \$6.7 million for fiscal 2019. Rent expense under all operating leases for fiscal 2019 was approximately \$12.9 million.

Plexus Corp.**Notes to Consolidated Financial Statements**

The following tables sets forth the amount of lease assets and lease liabilities included in the Company's Consolidated Balance Sheets (in thousands):

	Financial Statement Line Item	2021	2020
ASSETS			
Finance lease assets	Property, plant and equipment, net	\$ 38,657	\$ 36,408
Operating lease assets	Operating lease right-of-use assets	72,087	69,879
Total lease assets		<u>\$ 110,744</u>	<u>\$ 106,287</u>
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current			
Finance lease liabilities	Current portion of long-term debt and finance lease obligations	\$ 4,616	\$ 2,700
Operating lease liabilities	Other accrued liabilities	9,877	7,724
Non-current			
Finance lease liabilities	Long-term debt and finance lease obligations, net of current portion	36,919	37,033
Operating lease liabilities	Long-term operating lease liabilities	37,970	36,779
Total lease liabilities		<u>\$ 89,382</u>	<u>\$ 84,236</u>

Other information related to the Company's leases was as follows:

	2021	2020
Weighted-average remaining lease term (in years)		
Finance leases	11.6	12.8
Operating leases	17.4	18.5
Weighted-average discount rate		
Finance leases	17.4 %	17.7 %
Operating leases	2.5 %	3.0 %
Cash paid for amounts included in the measurement of lease liabilities (in thousands)		
Operating cash flows used in finance leases	\$ 4,571	\$ 4,539
Operating cash flows used in operating leases	10,667	10,907
Finance cash flows used in finance leases	5,734	3,321
ROU assets obtained in exchange for lease liabilities (in thousands)		
Operating leases	\$ 11,897	\$ 7,692
Finance leases	4,253	2,835

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Notes to Consolidated Financial Statements

Future minimum lease payments required under finance and operating leases as of October 2, 2021, were as follows (in thousands):

	<u>Operating leases</u>	<u>Finance leases</u>
2022	\$ 10,850	\$ 9,421
2023	9,112	7,398
2024	7,108	5,360
2025	5,541	5,137
2026	4,820	5,235
Thereafter	17,889	88,307
Total minimum lease payments	<u>55,320</u>	<u>120,858</u>
Less: imputed interest	<u>(7,473)</u>	<u>(79,323)</u>
Present value of lease liabilities	<u><u>\$ 47,847</u></u>	<u><u>\$ 41,535</u></u>

As of October 2, 2021, the Company's future operating leases that have not yet commenced are immaterial.

9. Benefit Plans

Share-based Compensation Plans: The Plexus Corp. 2016 Omnibus Incentive Plan (the "2016 Plan"), which was approved by shareholders, is a stock and cash-based incentive plan, and includes provisions by which the Company may grant executive officers, employees and directors stock options, stock appreciation rights ("SARs"), restricted stock (including restricted stock units ("RSUs")), performance stock awards (including performance stock units ("PSUs")), other stock awards and cash incentive awards.

The maximum number of shares of Plexus common stock that may be issued pursuant to the 2016 Plan is 3.2 million shares; in addition, cash incentive awards of up to \$4.0 million per employee may be granted annually. The exercise price of each stock option and SAR granted must not be less than the fair market value on the date of grant. The Compensation and Leadership Development Committee (the "Committee") of the Board of Directors may establish a term and vesting period for awards under the 2016 Plan as well as accelerate the vesting of such awards. Generally, stock options vest in two annual installments and have a term of ten years. SARs vest in two annual installments and have a term of seven years. RSUs granted to executive officers, other officers and key employees generally vest on the 3 year anniversary of the grant date (assuming continued employment), which is also the date as of which the underlying shares will be issued. Beginning for fiscal 2017 grants, 50% of PSUs vest based on the relative total shareholder return ("TSR") of the Company's common stock as compared to the companies in the Russell 3000 Index for grants issued from fiscal 2017 through fiscal 2020 and the S&P 400 Index for grants issued in fiscal 2021. Both are a market condition. The remaining 50% of PSUs vest based upon a three-point annual average of the Company's absolute economic return, a performance condition, each during a performance period of three years with the fiscal 2021 grants being subject to an individual year minimum and maximum absolute economic return. The vesting and payout of awards will range between 0% and 200% of the shares granted based upon performance on the metrics during a performance period for PSUs based on economic return and PSUs based on TSR compared to the Russell 3000 Index. The vesting and payout of awards will range between 0% and 150% of shares granted for PSUs based on TSR compared to the S&P 400 Index. Payout at target, 100% of the shares granted, will occur if the TSR of Plexus stock is at the 50th percentile of companies in the Russell 3000 Index or S&P 400 Index during the performance period and if a 2.5% average economic return is achieved over the performance period of three years. The number of shares that may be issued pursuant to PSUs ranges from zero to 0.4 million. The Committee also grants RSUs to non-employee directors, which generally fully vest on the first anniversary of the grant date, which is also the date the underlying shares are issued (unless further deferred).

The Company recognized \$24.8 million, \$24.3 million and \$21.3 million of compensation expense associated with share-based awards in fiscal 2021, 2020 and 2019, respectively. Deferred tax benefits related to equity awards of \$7.0 million, \$8.2 million and \$9.2 million were recognized in fiscal 2021, 2020 and 2019, respectively.

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Notes to Consolidated Financial Statements

A summary of the Company's stock option and SAR activity follows:

	Number of Options/SARs (in thousands)	Weighted Average Exercise Price	Aggregate Intrinsic Value (in thousands)
Outstanding as of September 29, 2018	554	\$ 37.18	
Granted	—	—	
Canceled	(2)	26.96	
Exercised	(88)	31.55	
Outstanding as of September 28, 2019	464	\$ 38.28	
Granted	—	—	
Canceled	(16)	31.74	
Exercised	(325)	39.78	
Outstanding as of October 3, 2020	123	\$ 35.12	
Granted	—	—	
Canceled	—	—	
Exercised	(106)	34.12	
Outstanding as of October 2, 2021	17	\$ 41.40	\$ 837

	Number of Options/SARs (in thousands)	Weighted Average Exercise Price	Weighted Average Remaining Life (years)	Aggregate Intrinsic Value (in thousands)
Exercisable as of:				
September 28, 2019	464	\$ 38.28		
October 3, 2020	123	\$ 35.12		
October 2, 2021	17	\$ 41.40	4.41	\$ 837

The following table summarizes outstanding stock option and SAR information as of October 2, 2021 (Options/SARs in thousands):

Range of Exercise Prices	Number of Options/ SARs Outstanding (in thousands)	Weighted Average Exercise Price	Weighted Average Remaining Life (years)	Number of Options / SARs Exercisable (in thousands)	Weighted Average Exercise Price
\$33.06 - \$36.79	5	\$ 34.45	3.75	5	\$ 34.45
\$36.80 - \$41.84	5	\$ 41.54	4.23	5	\$ 41.54
\$41.85 - \$45.35	4	\$ 45.31	4.71	4	\$ 45.31
\$45.36 - \$45.45	3	\$ 45.45	5.08	3	\$ 45.45
\$33.06 - \$45.45	17	\$ 41.40	4.41	17	\$ 41.40

The Company uses the Black-Scholes valuation model to value options and SARs. The Company used its historical stock prices as the basis for its volatility assumptions. The assumed risk-free rates were based on U.S. Treasury rates in effect at the time of grant with a term consistent with the expected option and SAR lives. The expected options and SARs lives represent the period of time that the options and SARs granted are expected to be outstanding and were based on historical experience.

There were no options or SARs granted for fiscal 2021, 2020 or 2019.

There were no options and SARs vested for fiscal 2021 or 2020. The fair value of options and SARs vested for fiscal 2019 was \$0.3 million.

For fiscal 2021, 2020 and 2019, the total intrinsic value of options and SARs exercised was \$5.4 million, \$10.9 million and \$2.4 million, respectively.

As of October 2, 2021, all previously granted options and SARs have vested.

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Notes to Consolidated Financial Statements

A summary of the Company's PSU and RSU activity follows:

	Number of Shares (in thousands)	Weighted Average Fair Value at Date of Grant	Aggregate Intrinsic Value (in thousands)
Units outstanding as of September 29, 2018	1,033	\$ 51.19	
Granted	375	55.76	
Canceled	(38)	54.03	
Vested	(408)	41.51	
Units outstanding as of September 28, 2019	962	\$ 56.97	
Granted	377	75.91	
Canceled	(37)	60.95	
Vested	(451)	54.85	
Units outstanding as of October 3, 2020	851	\$ 66.33	
Granted	360	81.15	
Canceled	(10)	70.12	
Vested	(340)	64.00	
Units outstanding as of October 2, 2021	861	\$ 72.38	\$ 78,464

The Company uses the fair value at the date of grant to value RSUs. As of October 2, 2021, there was \$18.9 million of unrecognized compensation expense related to RSUs that is expected to be recognized over a weighted average period of 1.3 years.

The Company recognizes share-based compensation expense over the vesting period of PSUs. During the fiscal year ended October 2, 2021, the 0.1 million PSUs granted in fiscal 2018 vested at a 150% payout based upon the TSR performance achieved during the performance period. There were 0.1 million PSUs granted during each of fiscal years 2021, 2020 and 2019.

As of October 2, 2021, at the target achievement level, there was \$8.4 million of unrecognized compensation expense related to PSUs that is expected to be recognized over a weighted average period of 1.8 years.

401(k) Savings Plan: The Company's 401(k) Retirement Plan covers all eligible U.S. employees. The Company matches employee contributions up to 4.0% of eligible earnings. The Company's contributions for fiscal 2021, 2020 and 2019 totaled \$9.3 million, \$9.8 million and \$9.3 million, respectively.

Supplemental Executive Retirement Plan (Deferred Compensation Arrangement): The Company maintains a supplemental executive retirement plan (the "SERP") as a deferred compensation plan for executive officers. Under the SERP, a covered executive may elect to defer some or all of the participant's compensation into the plan, and the Company may credit the participant's account with a discretionary employer contribution. Participants are entitled to payment of deferred amounts and any related earnings upon termination or retirement from Plexus.

The SERP allows investment of deferred compensation into individual accounts and, within these accounts, into one or more designated investments. Investment choices do not include Plexus stock. During fiscal 2021, 2020 and 2019, the Company made contributions to the participants' SERP accounts in the amount of \$0.7 million, \$0.7 million and \$0.6 million, respectively.

As of October 2, 2021 and October 3, 2020, the SERP assets held in the trust totaled \$14.1 million and \$12.6 million, respectively, and the related liability to the participants totaled approximately \$14.1 million and \$12.6 million, respectively. As of October 2, 2021 and October 3, 2020, the SERP assets held in the trust were recorded at fair value on a recurring basis, and were classified as Level 2 in the fair value hierarchy discussed in Note 1, "Description of Business and Significant Accounting Policies."

The trust assets are subject to the claims of the Company's creditors. The trust assets and the related liabilities to the participants are included in non-current "Other assets" and non-current "Other liabilities," respectively, in the accompanying Consolidated Balance Sheets.

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10. Litigation

The Company is party to lawsuits in the ordinary course of business. Management does not believe that these proceedings, individually or in the aggregate, will have a material positive or adverse effect on the Company's consolidated financial position, results of operations or cash flows.

11. Reportable Segments, Geographic Information and Major Customers

Reportable segments are defined as components of an enterprise about which separate financial information is available that is evaluated regularly by the chief operating decision maker, or group, in assessing performance and allocating resources. The Company uses an internal management reporting system, which provides important financial data to evaluate performance and allocate the Company's resources on a regional basis. Net sales for the segments are attributed to the region in which the product is manufactured or the service is performed. The services provided, manufacturing processes used, class of customers serviced and order fulfillment processes used are similar and generally interchangeable across the segments. A segment's performance is evaluated based upon its operating income (loss). A segment's operating income (loss) includes its net sales less cost of sales and selling and administrative expenses, but excludes corporate and other expenses. Corporate and other expenses primarily represent corporate selling and administrative expenses, and restructuring costs and other charges, if any, such as the \$3.3 million, \$6.0 million and \$1.7 million of restructuring and impairment costs in fiscal 2021, 2020 and 2019, respectively. These costs are not allocated to the segments, as management excludes such costs when assessing the performance of the segments. Inter-segment transactions are generally recorded at amounts that approximate arm's length transactions. The accounting policies for the segments are the same as for the Company taken as a whole.

Information about the Company's three reportable segments for fiscal 2021, 2020 and 2019 is as follows (in thousands):

	2021	2020	2019
Net sales:			
AMER	\$ 1,317,404	\$ 1,327,849	\$ 1,429,308
APAC	1,850,603	1,824,831	1,557,205
EMEA	312,669	349,102	309,933
Elimination of inter-segment sales	(111,811)	(111,388)	(132,012)
	<u>\$ 3,368,865</u>	<u>\$ 3,390,394</u>	<u>\$ 3,164,434</u>
Operating income (loss):			
AMER	\$ 62,338	\$ 38,126	\$ 57,780
APAC	238,800	246,636	208,178
EMEA	(895)	1,492	4,475
Corporate and other costs	(123,975)	(132,882)	(128,378)
	<u>\$ 176,268</u>	<u>\$ 153,372</u>	<u>\$ 142,055</u>
Other income (expense):			
Interest expense	\$ (14,253)	\$ (16,162)	\$ (12,853)
Interest income	1,372	1,878	1,949
Miscellaneous, net	(2,976)	(3,691)	(5,196)
Income before income taxes	<u>\$ 160,411</u>	<u>\$ 135,397</u>	<u>\$ 125,955</u>

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	2021	2020	2019
Depreciation:			
AMER	\$ 24,325	\$ 24,217	\$ 22,531
APAC	19,924	17,912	16,905
EMEA	7,189	6,938	6,105
Corporate	8,390	6,437	5,344
	<u>\$ 59,828</u>	<u>\$ 55,504</u>	<u>\$ 50,885</u>
Capital expenditures:			
AMER	\$ 16,114	\$ 13,361	\$ 42,459
APAC	31,774	18,902	33,454
EMEA	2,504	8,577	5,186
Corporate	6,707	9,248	9,501
	<u>\$ 57,099</u>	<u>\$ 50,088</u>	<u>\$ 90,600</u>
	October 2, 2021	October 3, 2020	
Total assets:			
AMER	\$ 789,385	\$ 759,030	
APAC	1,283,124	1,073,951	
EMEA	275,122	279,757	
Corporate and eliminations	114,262	177,110	
	<u>\$ 2,461,893</u>	<u>\$ 2,289,848</u>	

The following information is provided in accordance with the required segment disclosures for fiscal 2021, 2020 and 2019. Net sales were based on the Company's location providing the product or service (in thousands):

	2021	2020	2019
Net sales:			
United States	\$ 914,360	\$ 989,888	\$ 1,197,665
Malaysia	1,495,049	1,432,154	1,138,380
China	355,554	392,677	418,825
Mexico	403,044	337,961	231,643
Romania	202,649	217,295	195,837
United Kingdom	99,365	118,463	99,825
Germany	10,655	13,344	14,271
Elimination of inter-country sales	(111,811)	(111,388)	(132,012)
	<u>\$ 3,368,865</u>	<u>\$ 3,390,394</u>	<u>\$ 3,164,434</u>

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	October 2, 2021	October 3, 2020
Long-lived assets:		
United States	\$ 106,577	\$ 113,961
Malaysia	139,614	135,132
Mexico	75,774	77,460
Romania	29,474	33,801
Thailand	19,394	5,413
China	35,969	29,701
United Kingdom	9,073	9,112
Other Foreign	3,840	4,798
Corporate	47,466	44,162
	<u>\$ 467,181</u>	<u>\$ 453,540</u>

As the Company operates flexible manufacturing facilities and processes designed to accommodate customers with multiple product lines and configurations, it is impracticable to report net sales for individual products or services or groups of similar products and services.

Long-lived assets as of October 2, 2021 and October 3, 2020 exclude other long-term assets, deferred income tax assets and intangible assets, which totaled \$63.8 million and \$57.1 million, respectively.

As a percentage of consolidated net sales, net sales attributable to customers representing 10.0% or more of consolidated net sales for fiscal 2021, 2020 and 2019 were as follows:

	2021	2020	2019
General Electric Company ("GE")	11.2%	11.7%	12.4%

During fiscal 2021, 2020 and 2019, net sales attributable to GE were reported in all three reportable segments.

GE represented 12.1% and 15.7% of total accounts receivable as of October 2, 2021 and October 3, 2020, respectively.

12. Guarantees

The Company offers certain indemnifications under its customer manufacturing agreements. In the normal course of business, the Company may from time to time be obligated to indemnify its customers or its customers' customers against damages or liabilities arising out of the Company's negligence, misconduct, breach of contract, or infringement of third-party intellectual property rights. Certain agreements have extended broader indemnification, and while most agreements have contractual limits, some do not. However, the Company generally does not provide for such indemnities and seeks indemnification from its customers for damages or liabilities arising out of the Company's adherence to customers' specifications or designs or use of materials furnished, or directed to be used, by its customers. The Company does not believe its obligations under such indemnities are material.

In the normal course of business, the Company also provides its customers a limited warranty covering workmanship, and in some cases materials, on products manufactured by the Company. Such warranty generally provides that products will be free from defects in the Company's workmanship and meet mutually agreed-upon specifications for periods generally ranging from 12 months to 24 months. The Company's obligation is generally limited to correcting, at its expense, any defect by repairing or replacing such defective product. The Company's warranty generally excludes defects resulting from faulty customer-supplied components, design defects or damage caused by any party or cause other than the Company.

The Company provides for an estimate of costs that may be incurred under its limited warranty at the time product revenue is recognized and establishes additional reserves for specifically identified product issues. These costs primarily include labor and materials, as necessary, associated with repair or replacement and are included in the Company's accompanying Consolidated Balance Sheets in "other accrued liabilities." The primary factors that affect the Company's warranty liability include the value and the number of shipped units and historical and anticipated rates of warranty claims. As these factors are impacted by actual

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experience and future expectations, the Company assesses the adequacy of its recorded warranty liabilities and adjusts the amounts as necessary.

Below is a table summarizing the activity related to the Company's limited warranty liability for fiscal 2021, 2020 and 2019 (in thousands):

Limited warranty liability, as of September 29, 2018	\$ 6,646
Accruals for warranties issued during the period	3,254
Settlements (in cash or in kind) during the period	<u>(3,624)</u>
Limited warranty liability, as of September 28, 2019	6,276
Accruals for warranties issued during the period	2,852
Settlements (in cash or in kind) during the period	<u>(2,742)</u>
Limited warranty liability, as of October 3, 2020	6,386
Accruals for warranties issued during the period	3,277
Settlements (in cash or in kind) during the period	<u>(3,018)</u>
Limited warranty liability, as of October 2, 2021	<u><u>\$ 6,645</u></u>

13. Shareholders' Equity

On February 14, 2018, the Board of Directors approved a share repurchase program under which the Company was authorized to repurchase \$200.0 million of its common stock (the "2018 Program"). During fiscal 2019, the Company completed the 2018 Program by repurchasing 3,129,059 shares under this program for \$178.8 million, at an average price of \$57.15 per share.

On August 20, 2019, the Board of Directors approved a share repurchase program under which the Company is authorized to repurchase \$50.0 million of its common stock (the "2019 Program"). The 2019 Program commenced upon completion of the 2018 Program. During fiscal 2021, 2020 and 2019, the Company completed the 2019 Program by repurchasing 73,560, 609,935 and 54,965 shares under this program for \$5.3 million, \$41.4 million and \$3.3 million at an average price of \$72.44, \$67.86 and \$59.66 per share, respectively.

On August 13, 2020, the Board of Directors approved a share repurchase program under which the Company is authorized to repurchase up to \$50.0 million of its common stock (the "2021 Program"). On November 18, 2020, the Board of Directors approved an additional \$50.0 million in share repurchase authority under the existing 2021 Program such that there then existed a total of \$100.0 million in share repurchase authority under the program. The 2021 Program commenced upon completion of the 2019 Program. During fiscal 2021, the Company completed the 2021 Program by repurchasing 1,171,246 shares under this program for \$100.0 million at an average price of \$85.40 per share.

On August 11, 2021, the Board of Directors approved a new share repurchase program that authorizes the Company to repurchase up to \$50.0 million of its common stock (the "2022 Program"). The 2022 Program commenced upon completion of the 2021 Program. The 2022 Program has no expiration. During fiscal 2021, the Company repurchased 34,381 shares under this program for \$3.1 million at an average price of \$90.16 per share. As of October 2, 2021, \$46.9 million of authority remained under the 2022 Program.

All shares repurchased under the aforementioned programs were recorded as treasury stock.

14. Trade Accounts Receivable Sale Programs

The Company has Master Accounts Receivable Purchase Agreements with MUFG Bank, New York Branch (formerly known as The Bank of Tokyo-Mitsubishi UFJ, Ltd.) (the "MUFG RPA"), HSBC Bank (China) Company Limited, Xiamen branch (the "HSBC RPA") and other unaffiliated financial institutions, under which the Company may elect to sell receivables; at a discount. All facilities are uncommitted facilities. The maximum facility amount under the MUFG RPA as of October 2, 2021 is \$340.0 million. The maximum facility amount under the HSBC RPA as of October 2, 2021 is \$60.0 million. The MUFG RPA will be automatically extended each year unless any party gives no less than 10 days prior notice that the agreement should not be extended. The terms of the HSBC RPA are generally consistent with the terms of the MUFG RPA previously discussed.

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Transfers of receivables under the programs are accounted for as sales and, accordingly, receivables sold under the programs are excluded from accounts receivable on the Consolidated Balance Sheets and are reflected as cash provided by operating activities on the Consolidated Statements of Cash Flows. Proceeds from the transfer reflect the face value of the receivables less a discount. The sale discount is recorded within "Miscellaneous, net" in the Consolidated Statements of Comprehensive Income in the period of the sale. The Company continues servicing receivables sold and performing all accounts receivable administrative functions, in exchange receives a servicing fee, under both the MUFG RPA and HSBC RPA. Servicing fees related to trade accounts receivable programs recognized during fiscal 2021, 2020 and 2019 were not material.

The Company sold \$730.5 million, \$834.4 million and \$919.3 million of trade accounts receivable under these programs, or their predecessors, during fiscal 2021, 2020 and 2019, respectively, in exchange for cash proceeds of \$728.4 million, \$831.2 million and \$913.6 million, respectively. As of October 2, 2021 and October 3, 2020, \$176.0 million and \$244.3 million, respectively, of accounts receivables sold under trade accounts receivable programs and subject to servicing by the Company remained outstanding and had not yet been collected.

15. Revenue from Contracts with Customers

Significant Judgments

Revenue is recognized over time for arrangements with customers for which: (i) the Company's performance does not create an asset with an alternative use to the Company, and (ii) the Company has an enforceable right to payment, including reasonable profit margin, for performance completed to date. Revenue recognized over time is estimated based on costs incurred to date plus a reasonable profit margin. If either of the two conditions noted above are not met to recognize revenue over time, revenue is recognized following the transfer of control of such products to the customer, which typically occurs upon shipment or delivery depending on the terms of the underlying arrangement.

The Company recognizes revenue when a contract exists and when, or as, it satisfies a performance obligation by transferring control of a product or service to a customer. Contracts are accounted for when they have approval and commitment from both parties, the rights of the parties are identified, payment terms are identified, the contract has commercial substance and collectability of consideration is probable. A performance obligation is a promise in a contract to transfer a distinct good or service to the customer.

The Company generally enters into a master services arrangement that establishes the framework under which business will be conducted. These arrangements represent the master terms and conditions of the Company's services that apply to individual orders, but they do not commit the customer to work with, or to continue to work with, the Company nor do they obligate the customer to any specific volume or pricing of purchases. Moreover, these terms can be amended in appropriate situations.

Customer purchase orders are received for specific quantities with predominantly fixed pricing and delivery requirements. Thus, for the majority of our contracts, there is no guarantee of any revenue to the Company until a customer submits a purchase order. As a result, the Company generally considers its arrangement with a customer to be the combination of the master services arrangement and the purchase order. Most of the Company's arrangements with customers create a single performance obligation as the promise to transfer the individual manufactured product or service is capable of being distinct.

The Company's performance obligations are satisfied over time as work progresses or at a point in time. A performance obligation is satisfied over time if the Company has an enforceable right to payment, including a reasonable profit margin. Determining if an enforceable right to payment includes a reasonable profit margin requires judgment and is assessed on a contract by contract basis.

Generally, there are no subjective customer acceptance requirements or further obligations related to goods or services provided; if such requirements or obligations exist, then a sale is recognized at the time when such requirements are completed and such obligations are fulfilled.

The Company does not allow for a general right of return. Net sales include amounts billed to customers for shipping and handling and out-of-pocket expenses. The corresponding shipping and handling costs and out-of-pocket expenses are included in cost of sales. Taxes assessed by a governmental authority that are both imposed on and concurrent with a specific revenue-producing transaction, that are collected by the Company from a customer, are excluded from net sales.

Contract Costs

For contracts requiring over time revenue recognition, the selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services to be provided. The Company uses a cost-based input measurement of progress because it best depicts the transfer of assets to the customer, which occurs as costs are incurred during

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the manufacturing process or as services are rendered. Under the cost-based measure of progress, the extent of progress towards completion is measured based on the costs incurred to date.

There were no other costs to obtain or fulfill customer contracts.

Disaggregated Revenue

The table below includes the Company's revenue for the fiscal years indicated disaggregated by geographic reportable segment and market sector (in thousands):

	2021			
	Reportable Segment:			
	AMER	APAC	EMEA	Total
Market Sector:				
Industrial	\$ 462,789	\$ 1,010,833	\$ 75,353	\$ 1,548,975
Healthcare/Life Sciences	566,693	605,249	154,830	1,326,772
Aerospace/Defense	277,870	134,842	80,406	493,118
External revenue	1,307,352	1,750,924	310,589	3,368,865
Inter-segment sales	10,052	99,679	2,080	111,811
Segment revenue	<u>\$ 1,317,404</u>	<u>\$ 1,850,603</u>	<u>\$ 312,669</u>	<u>\$ 3,480,676</u>
	2020			
	Reportable Segment:			
	AMER	APAC	EMEA	Total
Market Sector (1):				
Industrial	\$ 481,301	\$ 954,925	\$ 84,215	\$ 1,520,441
Healthcare/Life Sciences	464,134	618,250	176,001	1,258,385
Aerospace/Defense	371,685	157,301	82,582	611,568
External revenue	1,317,120	1,730,476	342,798	3,390,394
Inter-segment sales	10,729	94,355	6,304	111,388
Segment revenue	<u>\$ 1,327,849</u>	<u>\$ 1,824,831</u>	<u>\$ 349,102</u>	<u>\$ 3,501,782</u>
	2019			
	Reportable Segment:			
	AMER	APAC	EMEA	Total
Market Sector (1):				
Industrial	\$ 615,904	\$ 648,300	\$ 91,632	\$ 1,355,836
Healthcare/Life Sciences	488,851	602,922	128,225	1,219,998
Aerospace/Defense	317,558	186,486	84,556	588,600
External revenue	1,422,313	1,437,708	304,413	3,164,434
Inter-segment sales	6,995	119,497	5,520	132,012
Segment revenue	<u>\$ 1,429,308</u>	<u>\$ 1,557,205</u>	<u>\$ 309,933</u>	<u>\$ 3,296,446</u>

(1) During fiscal 2021, the Company consolidated the previously reported Industrial/Commercial and Communications market sectors to form the Industrial market sector. Prior period amounts have been reclassified to conform to the current period presentation.

For fiscal 2021 and 2020 approximately 91% and for fiscal 2019 approximately 90% of the Company's revenue was recognized as products and services were transferred over time.

Contract Balances

The timing of revenue recognition, billings and cash collections results in billed accounts receivable, contract assets and deferred revenue on the Company's accompanying Consolidated Balance Sheets.

Plexus Corp.**Notes to Consolidated Financial Statements**

Contract Assets: For performance obligations satisfied at a point in time, billing occurs subsequent to revenue recognition, at which point the customer has been billed and the resulting asset is recorded within accounts receivable. For performance obligations satisfied over time as work progresses, the Company has an unconditional right to payment, which results in the recognition of contract assets. The following table summarizes the activity in the Company's contract assets during fiscal 2021 and 2020 (in thousands):

	2021	2020
Contract assets, beginning of period	\$ 113,946	\$ 90,841
Revenue recognized during the period	3,048,875	3,073,465
Amounts collected or invoiced during the period	(3,047,538)	(3,050,360)
Contract assets, end of period	<u>\$ 115,283</u>	<u>\$ 113,946</u>

Deferred Revenue: Deferred revenue is recorded when consideration is received from a customer prior to transferring goods or services to the customer under the terms of the contract, which is included in other accrued liabilities on Consolidated Balance Sheets. As of October 2, 2021 and October 3, 2020 the balance of advance payments from customers that remained in other accrued liabilities was \$101.1 million and \$55.6 million, respectively. The advance payment is not considered a significant financing component because it is used to meet working capital demands that can be higher in the early stages of a contract and to protect the company from the other party failing to adequately complete some or all of its obligations under the contract. Deferred revenue is recognized into revenue when all revenue recognition criteria are met. For performance obligations satisfied over time, recognition will occur as work progresses; otherwise deferred revenue will be recognized based upon shipping terms.

16. Restructuring and Impairment Charges

During fiscal 2021, the Company recorded \$3.3 million of restructuring and impairment charges in the Company's EMEA and AMER segments primarily related to the reductions-in-force. During fiscal 2020, the Company recorded \$6.0 million of restructuring and impairment charges in the Company's AMER segment primarily related to the closure of our Boulder Design Center. During fiscal 2019, the Company recorded \$1.7 million of restructuring and impairment charges in the Company's AMER segment. These charges are recorded within restructuring and impairment charges on the Consolidated Statements of Comprehensive Income. Restructuring liabilities are recorded within other accrued liabilities on the Consolidated Balance Sheets.

The Company recognized a tax benefit of \$0.3 million, \$0.6 million and \$0.2 million related to restructuring and impairment charges in fiscal 2021, 2020 and 2019, respectively.

The Company's restructuring accrual activity for fiscal 2021, 2020 and 2019 is included in the table below (in thousands):

	Fixed Asset and Operating Right- of-Use Asset Impairment	Employee Termination and Severance Costs	Total
Accrual balance, as of September 29, 2018	\$ —	\$ —	\$ —
Restructuring and impairment costs	—	1,678	1,678
Amounts utilized	—	(381)	(381)
Accrual balance, as of September 28, 2019	<u>\$ —</u>	<u>\$ 1,297</u>	<u>\$ 1,297</u>
Restructuring and impairment costs	3,054	2,949	6,003
Amounts utilized	(3,054)	(4,210)	(7,264)
Accrual balance, as of October 3, 2020	<u>\$ —</u>	<u>\$ 36</u>	<u>\$ 36</u>
Restructuring and impairment costs	—	3,267	3,267
Amounts utilized	—	(3,232)	(3,232)
Accrual balance, as of October 2, 2021	<u>\$ —</u>	<u>\$ 71</u>	<u>\$ 71</u>

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

ITEM 9A. CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

The Company maintains disclosure controls and procedures designed to ensure that the information the Company must disclose in its filings with the Securities and Exchange Commission ("SEC") is recorded, processed, summarized and reported on a timely basis. The Company's Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") have reviewed and evaluated, with the participation of the Company's management, the Company's disclosure controls and procedures as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act") as of the end of the period covered by this report. Based on such evaluation, the CEO and CFO have concluded that, as of October 2, 2021, the Company's disclosure controls and procedures are effective, at the reasonable assurance level, (a) in recording, processing, summarizing and reporting, on a timely basis, information required to be disclosed by the Company in the reports the Company files or submits under the Exchange Act, and (b) in assuring that information is accumulated and communicated to the Company's management, including the CEO and CFO, as appropriate to allow timely decisions regarding required disclosure.

Management's Annual Report on Internal Control Over Financial Reporting

Management of the Company is responsible for establishing and maintaining adequate internal control over financial reporting, as such term is defined in Exchange Act Rules 13a-15(f) and 15d-15(f). Management of the Company, including its CEO and CFO, has assessed the effectiveness of its internal control over financial reporting as of October 2, 2021, based on the criteria established in "Internal Control - Integrated Framework" issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") (2013). Based on its assessment and those criteria, management has reached the conclusion that the Company's internal control over financial reporting was effective.

The independent registered public accounting firm of PricewaterhouseCoopers LLP has audited the Company's internal control over financial reporting as of October 2, 2021, as stated in its report included herein.

Changes in Internal Control Over Financial Reporting

There have been no changes in the Company's internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) that occurred during the Company's most recent fiscal quarter that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

Limitations on the Effectiveness of Controls

Our management, including our CEO and CFO, does not expect that our disclosure controls and internal controls will prevent all errors and all fraud. A control system, no matter how well conceived and operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met. Further, the design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. Because of the inherent limitations in all control systems, no evaluation of controls can provide absolute assurance that all control issues and instances of fraud, if any, within the Company have been detected. These inherent limitations include the realities that judgments in decision-making can be faulty, and that breakdowns can occur because of simple errors or mistakes. Additionally, controls can be circumvented by the individual acts of some persons, by collusion of two or more people, or by management override of the control. The design of any system of controls also is based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential future conditions; over time, a control may become inadequate because of changes in conditions, or the degree of compliance with the policies or procedures may deteriorate. Because of the inherent limitations in a cost-effective control system, misstatements due to error or fraud may occur and not be detected. Notwithstanding the foregoing limitations on the effectiveness of controls, we have nonetheless reached the conclusion that the Company's disclosure controls and procedures and internal control over financial reporting are effective.

ITEM 9B. OTHER INFORMATION

None.

ITEM 9C. DISCLOSURES REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS

Not applicable.

PART III

ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

Information in response to this item is incorporated herein by reference to "Election of Directors" and "Corporate Governance" in the Company's Proxy Statement for its 2022 Annual Meeting of Shareholders ("2022 Proxy Statement").

Our Code of Conduct and Business Ethics is posted on our website at www.plexus.com. You may access the Code of Conduct and Business Ethics by following the links under "Investors" and then "Corporate Governance" at our website. Plexus' Code of Conduct and Business Ethics applies to all members of the board of directors, officers and employees; and includes provisions related to accounting and financial matters that apply to the Principal Executive Officer, Principal Financial Officer, Principal Accounting Officer and Controller.

Information about our Executive Officers

The following table sets forth our executive officers, their ages as of November 19, 2021, and the positions held by each person:

Name	Age	Position
Todd P. Kelsey	56	President and Chief Executive Officer
Steven J. Frisch	55	Executive Vice President and Chief Operating Officer
Patrick J. Jermain	55	Executive Vice President and Chief Financial Officer
Angelo M. Ninivaggi	54	Executive Vice President, Chief Administrative Officer, General Counsel and Secretary
Ronnie Darroch	56	Executive Vice President and Regional President – EMEA
Scott Theune	57	Regional President – AMER
Victor Tan	57	Regional President – APAC

Todd P. Kelsey joined Plexus in 1994 and has served as President and Chief Executive Officer since 2016; prior thereto, he served as Executive Vice President and Chief Operating Officer since 2013. Previously, Mr. Kelsey served as Executive Vice President – Global Customer Services since 2011 and as Senior Vice President prior thereto.

Steven J. Frisch joined Plexus in 1990 and has served as Executive Vice President and Chief Operating Officer since 2016. Prior thereto, he served as Executive Vice President and Chief Customer Officer since 2014. Previously, Mr. Frisch served as Executive Vice President – Global Customer Services from 2013 to 2014. Mr. Frisch was Regional President – Plexus EMEA from 2010 to 2013. Mr. Frisch also served as Senior Vice President – Global Engineering Solutions from 2007 to 2013.

Patrick J. Jermain joined Plexus in 2010 and has served as Chief Financial Officer since 2014; he was named a Senior Vice President in 2015 and Executive Vice President in 2019. Previously, Mr. Jermain served as Treasurer and Vice President of Finance since 2013 and as Corporate Controller since 2010.

Angelo M. Ninivaggi joined Plexus in 2002 and has served as Chief Administrative Officer since 2013. Mr. Ninivaggi has also served as Vice President, General Counsel and Secretary since 2006, was named a Senior Vice President in 2011 and Executive Vice President in 2019. Mr. Ninivaggi also served as Corporate Compliance Officer from 2007 to 2013.

Ronnie Darroch joined Plexus in 2012 and has served as Executive Vice President and Regional President – EMEA since May 2019. Previously, Mr. Darroch served as Regional President – AMER from 2016 to 2019, Senior Vice President – Global Manufacturing Solutions from 2014 to 2019, was named an Executive Vice President in 2016, Regional President – EMEA from 2013 to 2014 and Vice President of Operations – EMEA prior thereto.

Scott Theune joined Plexus in 1993 and has served as Regional President – AMER since May 2019. Previously, Mr. Theune served as Senior Vice President of Global Supply Chain from 2016 to 2019, Vice President of Supply Chain from 2005 to 2016, and General Manager and Global Director of Manufacturing Process and Technology prior thereto.

Victor Tan joined Plexus in 2007 and has served as Regional President – APAC since 2020. Previously, Mr. Tan served as Senior Vice President of Global Operations since 2019. In 2010, he was promoted to Vice President of Customer Management in APAC, later appointed to lead all Penang operations and support functions in the region in 2013 and further expanded to lead APAC operations in 2018. Prior thereto, he served as the General Manager for Plexus' Penang-Hillside site in Malaysia.

ITEM 11. EXECUTIVE COMPENSATION

Incorporated herein by reference to "Corporate Governance – Board and Committee Responsibilities – Compensation & Leadership Development Committee," "Director Compensation for Fiscal 2021," "Compensation Discussion & Analysis," "Executive Compensation" and "Compensation Committee Report" in the 2022 Proxy Statement.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

Incorporated herein by reference to "Security Ownership of Certain Beneficial Owners and Management" in the 2022 Proxy Statement.

Equity Compensation Plan Information

The following table chart gives aggregate information regarding grants under all Plexus equity compensation plans through October 2, 2021:

Plan category	Number of securities to be issued upon exercise of outstanding options, warrants and rights (1)	Weighted-average exercise price of outstanding options, warrants and rights (2)	Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in 1 st column)
Equity compensation plans approved by security holders	878,324	\$ 41.40	\$ 1,259,064
Equity compensation plans not approved by security holders	—	n/a	—
Total	878,324	\$ 41.40	\$ 1,259,064

(1) Represents options, stock-settled SARs, PSUs and RSUs granted under the 2016 Omnibus Incentive Plan and the 2008 Long-Term Incentive Plan, both of which were approved by shareholders. No further awards may be made under the 2008 Long-Term Incentive Plan.

(2) The weighted average exercise prices exclude PSUs and RSUs.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE

Incorporated herein by reference to "Corporate Governance – Director Independence" and "Certain Transactions" in the 2022 Proxy Statement.

ITEM 14. PRINCIPAL ACCOUNTING FEES AND SERVICES

Incorporated herein by reference to the subheading "Ratify Independent Auditors - Fees and Services" in the 2022 Proxy Statement.

PART IV

ITEM 15. EXHIBITS, FINANCIAL STATEMENT SCHEDULES

(a) Documents filed

Financial Statements and Financial Statement Schedule. See the list of Financial Statements and Financial Statement Schedule in Item 8.

(b) Exhibits. The list of exhibits is included below:

Exhibit No.	Exhibit	Incorporate by Reference Herein		
		Form	Exhibit	Filing Date
3(i)	Restated Articles of Incorporation of Plexus Corp.	10-Q	3.1	5/14/2004
3(ii)	Amended and Restated Bylaws of Plexus Corp., as amended through November 18, 2020	8-K	3.1	11/19/2020
4.1	Restated Articles of Incorporation of Plexus Corp.	10-Q	3.1	5/14/2004
4.2	Amended and Restated Bylaws of Plexus Corp., as amended through November 18, 2020	8-K	3.1	11/19/2020
4.3**	Description of Common Stock			
10.1 (a)	Credit Agreement, dated as of May 15, 2019, among Plexus Corp., the banks, financial institutions and other institutional lenders listed on the signature pages thereto, JPMorgan Chase Bank, N.A., as administrative agent, U.S. Bank National Association, as syndication agent, PNC Bank, National Association, Bank of America, N.A., MUFG Bank, Ltd., HSBC Bank USA, N.A., Bank of the West and Wells Fargo Bank, National Association, as co-documentation agents, and JPMorgan Chase Bank, N.A. and U.S. Bank National Association, as joint lead arrangers and joint book runners (including the related subsidiary guaranty).	8-K	10.1	5/15/2019
10.1 (b)	Amendment No. 1 to Credit Agreement, dated as of April 29, 2020, among Plexus Corp., the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent.	8-K	10.1	4/30/2020
10.2 (a)	Note Purchase Agreement, dated as of June 15, 2018, between Plexus Corp. and the Purchasers named therein relating to an aggregate of \$150,000,000 in principal amount of 4.05% Series A Senior Notes, due June 15, 2025, and 4.22% Series B Senior Notes, due June 15, 2028.	8-K	10.1	6/18/2018
10.2 (b)	First Amendment, dated as of June 25, 2019, to the Note Purchase Agreement, dated as of June 15, 2018, between Plexus Corp. and the Noteholders named therein relating to an aggregate of \$150,000,000 in principal amount of 4.05% Series A Senior Notes, due June 15, 2025, and 4.22% Series B Senior Notes, due June 15, 2028.	10-Q	10.1	8/2/2019
10.3 (a)	Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch, as the Purchaser, dated as of October 4, 2016.	8-K	10.1	10/7/2016
10.3 (b)	Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch, as the Purchaser, dated as of December 14, 2016.	10-Q	10.2	2/3/2017

10.3 (c)	Amendment No. 3 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch, as the Purchaser, dated as of March 28, 2017.	10-Q	10.1	5/5/2017
10.3 (d)	Amendment No. 4 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch, as the Purchaser, dated as of September 11, 2017.	10-K	10.3(d)	11/16/2018
10.3 (e)	Amendment No. 5 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch, as the Purchaser, dated as of October 19, 2017.	10-K	10.3(d)	11/17/2017
10.3 (f)	Amendment No. 6 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of May 4, 2018.	10-Q	10.1	8/3/2018
10.3 (g)	Amendment No. 7 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of September 19, 2018.	10-K	10.3(g)	11/16/2018
10.3 (h)	Amendment No. 8 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of March 20, 2019.	10-Q	10.1	5/3/2019
10.3 (i)	Amendment No.9 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of June 21, 2019.	10-Q	10.2	8/2/2019

10.3 (j)	Amendment No.10 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of December 23, 2019.	10-Q	10.1	2/7/2020
10.3 (k)	Amendment No.11 to Amended and Restated Master Accounts Receivable Purchase Agreement between Plexus Corp. and Plexus Manufacturing Sdn. Bhd., Plexus Intl. Sales & Logistics, LLC, Plexus Services Ro SRL, Plexus Corp. (UK) Limited and each additional seller party thereto from time to time as the Sellers, Plexus Corp., as Seller Representative, and MUFG Bank Ltd. (f/k/a The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch), as the Purchaser, dated as of September 10, 2020.	10-K	10.3(k)	11/20/2020
10.4	Retirement and Transition Agreement, dated August 17, 2016, by and between Plexus Corp. and Dean A. Foate.*	8-K	10.1	8/19/2016
10.5	Employment Agreement, dated August 17, 2016, by and between Plexus Corp. and Todd P. Kelsey.*	8-K	10.2	8/19/2016
10.6	Form of Change of Control Agreement with executive officers.*	8-K	10.2	5/21/2008
10.7	Summary of Directors' Compensation (11/18).*	10-K	10.7(a)	11/16/2018
10.8 (a)	Plexus Corp. Executive Deferred Compensation Plan.*	10-K	10.17	12/19/2000
10.8 (b)	Plexus Corp Executive Deferred Compensation Plan Trust dated April 1, 2003 between Plexus Corp. and Bankers Trust Company.*	10-K	10.14	12/15/2003
10.9	Plexus Corp. Non-employee Directors Deferred Compensation Plan.*	10-K	10.10	11/19/2012
10.10 (a)	Amended and Restated Plexus Corp. 2016 Omnibus Incentive Plan.*	10-Q	10.2	5/5/2017
10.10 (b)	Forms of award agreements thereunder*			
	(i) Form of Stock Option Agreement.	10-Q	10.1	8/8/2016
	(ii) Form of Restricted Stock Unit Award.	10-Q	10.2	8/8/2016
	(iii) Form of Performance Stock Unit Agreement.	10-Q	10.1	2/5/2021
	(iv) Form of Stock Appreciation Rights Agreement.	10-Q	10.3	8/8/2016
	(v) Form of Restricted Stock Unit Award Agreement for Directors.	10-Q	10.1	2/3/2017
	(vi) Form of Plexus Corp. Variable Incentive Compensation Plan - Plexus Leadership Team.	10-K	10.1(b)(vi)	11/17/2017
10.11 (a)	Amended and Restated Plexus Corp. 2008 Long-Term Incentive Plan* (superseded except as to outstanding awards).	10-Q	10.3	5/5/2017
10.11(b)	Forms of award agreements thereunder*			
	(i) Form of Stock Option Agreement.	10-Q	10.2	2/4/2010

	(ii) Form of Restricted Stock Unit Award.	10-Q	10.5(b)	5/8/2008
	(iii) Form of Stock Appreciation Rights Agreement.	10-Q	10.5(c)	5/8/2008
21**	List of Subsidiaries.			
23**	Consent of PricewaterhouseCoopers LLP.			
24**	Powers of Attorney (see signature page).			
31.1**	Certification of Chief Executive Officer pursuant to Section 302(a) of the Sarbanes-Oxley Act of 2002.			
31.2**	Certification of Chief Financial Officer pursuant to Section 302(a) of the Sarbanes-Oxley Act of 2002.			
32.1**	Certification of the CEO pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.			
32.2**	Certification of the CFO pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.			
99.1**	Reconciliation of ROIC to GAAP and Economic Return Financial Statements.			
101	The following materials from Plexus Corp.'s Annual Report on Form 10-K for the fiscal year ended October 2, 2021, formatted in Inline Extensible Business Reporting Language ("XBRL"): (i) the Consolidated Statements of Comprehensive Income, (ii) the Consolidated Balance Sheets, (iii) the Consolidated Statements of Shareholders' Equity, (iv) the Consolidated Statements of Cash Flows, and (v) Notes to Consolidated Financial Statements.			
101.INS	Inline XBRL Instance Document (the instance document does not appear in the interactive data file because its XBRL tags are embedded within the inline XBRL document).			
101.SCH	Inline XBRL Taxonomy Extension Schema Document.			
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document.			
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document.			
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document.			
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document.			
104	The cover page from the Company's Annual Report on Form 10-K for the fiscal year ended October 2, 2021, formatted in Inline XBRL and contained in Exhibit 101.			
*	Designates management compensatory plans or agreements.			
**	Filed or furnished herewith.			

ITEM 16. FORM 10-K SUMMARY

None.

Plexus Corp. and Subsidiaries

Schedule II – Valuation and Qualifying Accounts

For fiscal 2021, 2020 and 2019 (in thousands):

Descriptions	Balance at beginning of period	Additions charged to costs and expenses	Additions charged to other accounts	Deductions	Balance at end of period
Fiscal Year 2021:					
Allowance for losses on accounts receivable (deducted from the asset to which it relates)	\$ 3,597	\$ 1,232	\$ —	\$ (3,641)	\$ 1,188
Valuation allowance on deferred income tax assets (deducted from the asset to which it relates)	\$ 34,948	\$ 4,499	\$ —	\$ (9,126)	\$ 30,321
Fiscal Year 2020:					
Allowance for losses on accounts receivable (deducted from the asset to which it relates)	\$ 1,537	\$ 4,051	\$ —	\$ (1,991)	\$ 3,597
Valuation allowance on deferred income tax assets (deducted from the asset to which it relates)	\$ 29,170	\$ 5,778	\$ —	\$ —	\$ 34,948
Fiscal Year 2019:					
Allowance for losses on accounts receivable (deducted from the asset to which it relates)	\$ 885	\$ 1,189	\$ —	\$ (537)	\$ 1,537
Valuation allowance on deferred income tax assets (deducted from the asset to which it relates)	\$ 28,369	\$ 2,213	\$ —	\$ (1,412)	\$ 29,170

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Plexus Corp.

Registrant

Date: November 19, 2021

/s/ Todd P. Kelsey

Todd P. Kelsey

President and Chief Executive Officer

POWER OF ATTORNEY

KNOW ALL PERSONS BY THESE PRESENTS, that each person whose signature appears below constitutes and appoints Todd P. Kelsey, Patrick J. Jermain and Angelo M. Ninivaggi, and each of them, his or her true and lawful attorneys-in-fact and agents, with full power of substitution and resubstitution, for him or her and in his or her name, place and stead, in any and all capacities, to sign any and all amendments to this report, and to file the same with all exhibits thereto, and other documents in connection therewith, with the Securities and Exchange Commission, and any other regulatory authority, granting unto said attorneys-in-fact and agents, and each of them, full power and authority to do and perform each and every act and thing requisite and necessary to be done in and about the premises, as fully to all intents and purposes as he or she might or could do in person, hereby ratifying and confirming all that said attorneys-in-fact and agents or any of them, or their substitutes, may lawfully do or cause to be done by virtue hereof.

Pursuant to the requirement of the Securities Exchange Act of 1934, this report has been signed by the following persons on behalf of the registrant and in the capacities and on the date indicated.*

SIGNATURE AND TITLE

<hr/> <i>/s/ Todd P. Kelsey</i> <hr/> Todd P. Kelsey, President and Chief Executive Officer (Principal Executive Officer) and Director	<hr/> <i>/s/ Peter Kelly</i> <hr/> Peter Kelly, Director
<hr/> <i>/s/ Patrick J. Jermain</i> <hr/> Patrick J. Jermain, Executive Vice President and Chief Financial Officer (Principal Financial Officer and Principal Accounting Officer)	<hr/> <i>/s/ Randy J. Martinez</i> <hr/> Randy J. Martinez, Director
<hr/> <i>/s/ Dean A. Foate</i> <hr/> Dean A. Foate, Chairman	<hr/> <i>/s/ Joel Quadracci</i> <hr/> Joel Quadracci, Director
<hr/> <i>/s/ Stephen P. Cortinovis</i> <hr/> Stephen P. Cortinovis, Director	<hr/> <i>/s/ Karen M. Rapp</i> <hr/> Karen M. Rapp, Director
<hr/> <i>/s/ Joann M. Eisenhart</i> <hr/> Joann M. Eisenhart, Director	<hr/> <i>/s/ Paul A. Rooke</i> <hr/> Paul A. Rooke, Director
<hr/> <i>/s/ Rainer Jueckstock</i> <hr/> Rainer Jueckstock, Director	<hr/> <i>/s/ Michael V. Schrock</i> <hr/> Michael V. Schrock, Director

*Each of the above signatures is affixed as of November 19, 2021.

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Board of Directors

Dean A. Foate

Chairman, Plexus Corp.

Stephen P. Cortinovis

Private Equity Investor

Joann M. Eisenhart, Ph.D.

Retired Executive Vice President and Chief People Officer, The Northwestern Mutual Life Insurance Company

Rainer Jueckstock

Executive Vice President, Tenneco Inc.

Peter Kelly

Retired Executive Vice President and Chief Financial Officer, NXP Semiconductors N.V.

Todd P. Kelsey

President and Chief Executive Officer, Plexus Corp.

Randy J. Martinez

Retired President and Chief Executive Officer, MTS Systems Corp.

Joel Quadracci

President and Chief Executive Officer, Quad/Graphics Inc.

Karen Rapp

Executive Vice President, Chief Financial Officer and Treasurer, National Instruments Corp.

Paul A. Rooke

Retired Chairman and Chief Executive Officer, Lexmark International, Inc.

Michael V. Schrock

Senior Advisor and Operating Consultant, Oak Hill Capital Partners, and Lead Director, Plexus Corp.

Executive Officers

Todd P. Kelsey

President and Chief Executive Officer

Steven J. Frisch

Executive Vice President and Chief Operating Officer

Patrick J. Jermain

Executive Vice President and Chief Financial Officer

Angelo M. Ninivaggi

Executive Vice President, Chief Administrative Officer, General Counsel and Secretary

Ronnie Darroch

Executive Vice President and Regional President - EMEA

Victor Tan

Regional President - APAC

Scott L. Theune

Regional President - AMER

Investor Information

Direct all inquiries for investor relations information, including copies of Plexus' Form 10-K and other reports filed with the SEC, to:

Investor Relations
Plexus Corp.
One Plexus Way
P.O. Box 156
Neenah, WI 54957-0156
+1 888 208 9005
shawn.harrison@plexus.com
www.plexus.com

For common stock market information, see Part II, Item 5 in the Form 10-K.

Transfer Agent & Registrar

AST Financial
6201 15th Avenue
Brooklyn, NY 11219
+1 800 937 5449

Auditors

PricewaterhouseCoopers LLP
Milwaukee, WI

Virtual Annual Meeting

February 16, 2022: 8:00 a.m. CST

Participate by logging in at the following address and providing the control number found on the proxy card:

<http://www.virtualshareholdermeeting.com/PLXS2022>



AMERICAS
+1 877 733 7260

EUROPE
+44 (0)1506 637 997

ASIA PACIFIC
+604 632 5252

PLEXUS.COM



PLEXUS CORP.

2022 NOTICE OF
ANNUAL MEETING

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

December 17, 2021

To the Shareholders of Plexus Corp.

You are invited to the Annual Meeting of Shareholders of Plexus Corp., a Wisconsin corporation:



DATE AND TIME
February 16, 2022
8:00 a.m. CST



ACCESS THE VIRTUAL ANNUAL MEETING
This year's annual meeting will be held virtually. Shareholders may participate in the virtual annual meeting by logging in at the following link and providing the control number found in the Notice of Internet Availability of Proxy Materials:
<http://www.virtualshareholdermeeting.com/PLXS2022>



RECORD DATE
Shareholders of record at the close of business on December 13, 2021, are entitled to attend and vote at the annual meeting by virtual presence online. As of the Record Date, Plexus had 28,009,600 shares of common stock outstanding. Each outstanding share of common stock is entitled to one vote on each matter presented. Any shareholder entitled to vote may vote either at the virtual meeting or by duly authorized proxy.

ITEMS OF BUSINESS

1 Elect 10 Directors (pg. 9)

2 Approve executive compensation by an advisory vote (pg. 68)

3 Ratify the selection of PricewaterhouseCoopers LLP as our independent auditors (pg. 71)

4 Transact such other business as may properly come before the meeting

We call your attention to the proxy statement accompanying this notice, which contains important information about the matters to be acted upon at the meeting.

By Order of the Board of Directors,

Angelo M. Ninivaggi
Executive Vice President, Chief Administrative Officer,
General Counsel and Secretary

Important notice regarding the availability of proxy materials for the shareholder meeting to be held on February 16, 2022. The proxy statement and the Company's 2021 annual report are available at www.proxyvote.com. At www.proxyvote.com, shareholders can view the proxy material, vote and request to receive paper copies of the proxy materials by mail.

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WHO WE ARE

Our Vision

We'll help you create the products that build a better world.

Our Mission

The leader in highly complex products and demanding regulatory environments.

From idea to aftermarket and everything in between.

Plexus participants in the Electronic Manufacturing Services (“EMS”) Industry. Since 1979, Plexus has been partnering with companies to transform concepts into branded products and deliver them to the market. From idea to aftermarket and everything in between, Plexus is a global leader in providing support for all facets of the product lifecycle—design and development, supply chain solutions, new product information, manufacturing and aftermarket services.



DESIGN AND DEVELOPMENT



SUPPLY CHAIN SOLUTIONS



NEW PRODUCT INTRODUCTION



MANUFACTURING



AFTERMARKET SERVICES

Plexus by the Numbers

\$3.37B

2021 Revenue

15.4%

2021 ROIC

\$4.76

2021 Earnings per share

\$1.2M

Planned investment in energy use reduction technology and initiatives in F22

19,200

Employees

600

Development Engineers

26/7

Facilities / Countries

4.5M

Square Feet

Plexus Market Sectors & Subsectors

INDUSTRIAL

Automation and Robotics

Transportation and Energy Management

Semiconductor and Test and Measurement

Communications

HEALTHCARE / LIFE SCIENCES

Medical Devices and Equipment

Life Sciences and Diagnostics

Advanced Surgical Systems and Medical Robotics

AEROSPACE / DEFENSE

Aerospace

Defense

Security

Space

WHO WE ARE

Our People

We recognize that a great culture is foundational to the success of our vision to create the products that build a better world. We are proud of our culture and the recognition we have received over the years as a great place to work. In building a great culture, we embrace four “non-negotiables:”



Our Values and Leadership Behaviors - Our Values and Leadership Behaviors establish the foundation upon which our culture is built; Customer Focus, Relationships and Teamwork, Excellence, Open Communications, Integrity, Prioritize our People, Solve Problems, Be Courageous, Be Strategic and Innovate.



Quality Begins with Me - We instill personal responsibility for quality in our employees through our Quality Begins with Me culture; a commitment to delivering zero defects and continuous improvement.




5E's of Customer Service Excellence - In all aspects of our engagements with both internal and external customers, we reflect the 5E's. We are Empathetic, Entrepreneurial, Empowered, Engaged and we Ensure Accountability.



One Plexus - One Plexus reflects our sentiment that we are stronger together than the sum of our parts. We embrace the One Plexus mentality through collaboration to ensure consistent operations, globally, and leverage the strengths and best practices of all facets of the organization to drive the best solutions for our customers.

Committed to a diverse and inclusive workplace

Diversity and Inclusion (“D&I”) Statement	Be you. Our people create our best Plexus. Ingrained in our culture of inclusion is the philosophy that each individual offers diverse perspectives, backgrounds and experiences that create great outcomes when we are united as a team. We respect our people and embrace our differences. We welcome everyone and value the ideas generated by our collective uniqueness. We aspire that all of our people reach their full potential.		
Employee Resource Groups	 <p>Plexus Young Professionals (PyP) Fosters development and collaboration for young professionals.</p>	 <p>Women in Network (WiN) Champions the advancement of women in professional and personal development.</p>	<p>UnusPlexus</p> <p>UnusPlexus Created to celebrate different cultures and diversity at Plexus.</p>
D&I Highlights	<ul style="list-style-type: none"> • D&I Committee (including the CEO) and Board Oversight of D&I initiatives and results • Formal mentorship program with a specific focus on future leaders within underrepresented populations and D&I leadership training provided • Gender & underrepresented minorities recruitment strategy • Flexible workplace policy, paid parental leave & equitable pay practices • Community involvement, charitable match program & paid volunteer time off 		

Diversity by the Numbers

14
different home countries represented in our global workforce

49.9%
of our global workforce is female

2
of 16 of our Plexus Leadership Team members are female

3
of 10 directors are female or underrepresented minorities

PROXY STATEMENT

Plexus Corp.
Global Headquarters
One Plexus Way
Neenah, WI 54957-0156

MEETING AND VOTING INFORMATION

Plexus Corp. will hold its annual meeting of shareholders virtually on February 16, 2022 at 8 a.m. CST.

How to Access Your Proxy Materials

On or about December 20, 2021, we mailed to shareholders a Notice of Internet Availability of Proxy Materials (“Notice”) containing instructions on how to access our proxy materials, including our proxy statement and annual report, and how to vote via the internet. Shareholders will not receive printed copies of the proxy materials unless requested via the procedures described in the Notice. To assure timely delivery of printed copies of the proxy materials before the annual meeting, shareholders need to request a copy no later than January 26, 2022.

How to Vote

Shareholders of record at the close of business on December 13, 2021 (the “Record Date”), are entitled to participate and vote at the virtual annual meeting. As of the Record Date, Plexus had 28,009,600 shares of common stock outstanding. If you are a shareholder of record as of the Record Date, then you may vote either at the virtual annual meeting or in advance of the meeting by authorizing—by internet, telephone or mail—the persons named as proxies on the proxy card, Dean A. Foate, Todd P. Kelsey, Patrick J. Jermain and Angelo M. Ninivaggi, to vote your shares in accordance with your directions. We encourage you to vote as soon as possible, even if you are planning to attend the virtual annual meeting (by virtual presence online), so that the vote count will not be delayed.



By internet

Go to www.proxyvote.com. You will need your 16-digit control number included on the Notice in order to vote by Internet.



By telephone

On a touch-tone telephone, call 1-800-690-6903. You will need your 16-digit control number included on the Notice in order to vote by telephone.



By mail

Please request written materials by following the instructions in the Notice. Complete, sign and date the proxy card, and return it to the address indicated on the proxy card.



Virtually

If you attend the virtual annual meeting, you will be able to cast your vote via the online meeting platform during a designated portion of the meeting. Have your Notice, proxy card or proxy form with your 16-digit control number available when you access the virtual annual meeting.

If for any reason you desire to revoke your proxy, you may do so at any time before it is voted, either by written notice filed with the Secretary, or Acting Secretary, of the meeting. Questions may be asked during the virtual meeting by submitting such questions in writing via the online platform.

For those investors whose shares are held by a broker or other nominee, you must complete and return the voting instruction form provided by your broker, bank or nominee to provide instruction on how to cast your vote. In the absence of your voting instructions, brokers or other nominees may or may not be able to vote your shares at their discretion depending upon the particular proposal. For example, brokers may not vote your shares at their discretion in the election of directors; therefore, you must vote your shares if you want them to be counted in the election of directors. In addition, your broker is not permitted to vote your shares at its discretion regarding matters related to executive compensation, including the advisory vote to approve named executive officer compensation. If a broker or other nominee holds your shares and you wish to change your proxy prior to the voting thereof, please contact the broker or other nominee.

Shareholders who own shares as part of Plexus' 401(k) Retirement Plan (the "401(k) Plan") will receive a separate means for voting the shares held in each account. Shares held by the 401(k) Plan for which participant designations are received will be voted in accordance with those designations. Those shares for which designations are not received will be voted proportionally based upon the shares for which voting directions have been received from participants in the 401(k) Plan.

Shareholder Proposals

The Secretary must receive a shareholder proposal no later than August 18, 2022 for the proposal to be considered for inclusion in our proxy materials for the 2023 annual meeting pursuant to Rule 14a-8 of the rules of the Securities and Exchange Commission. The 2023 annual meeting of shareholders is tentatively scheduled for February 15, 2023. To bring a proposal or nomination before the 2023 annual meeting, you must comply with our bylaws, which require written notice to the Secretary between October 7, 2022 and November 1, 2022. The purpose of this requirement is to assure adequate notice of, and information regarding, any such matter as to which shareholder action may be sought. If we receive your notice after November 1, 2022, then your proposal or nomination would be untimely and it will not be presented to shareholders for action at the 2023 annual meeting of shareholders.

In addition, your proposal or nomination must comply with the procedural provisions of our bylaws. If you do not comply with these procedural provisions, your proposal or nomination can be excluded. Should the board nevertheless choose to present your proposal, the named proxies will be able to vote on the proposal using their best judgment.

ITEMS OF BUSINESS

	<u>Board Recommendation</u>
<p>Proposal 1 The election of 10 directors named in the proxy statement to serve on Plexus’ board of directors for a one-year term.</p>	FOR
<p>Proposal 2 An advisory proposal to approve the compensation of the Company’s named executive officers, as disclosed under the headings “Compensation Discussion and Analysis” and “Executive Compensation.”</p>	FOR
<p>Proposal 3 Ratify the selection of PricewaterhouseCoopers LLP as our independent auditors for fiscal 2022.</p>	FOR

Voting Procedures & Votes Required

To conduct the annual meeting, more than 50% of Plexus’ outstanding shares entitled to vote must be present at the virtual meeting or by duly authorized proxy. This is referred to as a “quorum.” Abstentions and shares that are the subject of broker non-votes will be counted for the purpose of determining whether a quorum exists. Shares represented at a meeting for any purpose are counted in the quorum for all matters to be considered at the meeting. Each outstanding share of common stock is entitled to one vote on each matter presented.

If you own shares as a registered holder and you do not vote, your shares will not be represented at the meeting and will not count toward the quorum requirement. If a quorum is obtained, then the shares that you have not voted will not affect whether a proposal is approved or rejected. If you are a shareholder whose shares are not registered in your name and you do not vote, then your bank, broker or other holder of record may still represent your shares at the meeting for purposes of obtaining a quorum.

Assuming a quorum is present, directors are elected by a plurality of the votes cast at the virtual meeting or by proxy by the holders of Plexus common stock entitled to vote in the election at the meeting. “Plurality” means that the individuals who receive the highest number of votes are elected as directors, up to the maximum number of directors to be chosen at the meeting. Any votes attempted to be cast “against” a candidate are not given legal effect and are not counted as votes cast in the election of directors. Therefore, any shares that are not voted, whether by withheld authority, broker non-vote or otherwise, have no effect in the election of directors except to the extent that the failure to vote for any individual results in another individual receiving a relatively larger number of votes.

Our bylaws provide that if any nominee for director does not receive, in an uncontested election, a majority of the votes cast for his or her election, the board will determine whether to accept the individual’s irrevocable, contingent resignation from the board (which must be submitted to, or on file with, the Company in order for that person to be nominated for board service).

Assuming a quorum is present, the results of the non-binding, advisory vote to approve the compensation of our named executive officers will also be determined by a majority of shares voting on such matter. In addition, ratification of PricewaterhouseCoopers LLP as our independent auditors for 2022 will be determined by a majority of the shares voting on such matter, assuming a quorum is present. Abstentions and broker non-votes will not affect these votes, except insofar as they reduce the number of shares that are voted.

Broadridge Financial Solutions, Inc. will use an automated system to tabulate the votes and its representative(s) will also serve as the election inspector(s).

SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT

The following table presents certain information as of the Record Date (December 13, 2021), regarding the beneficial ownership of Plexus common stock by each current director or nominee for director, each named executive officer appearing in the “Summary Compensation Table” included in “Executive Compensation” herein, all directors and current named executive officers as a group, and each known 5%-or-greater beneficial owner of Plexus common stock. The specified individuals and entities have sole voting and sole dispositive powers as to all shares, except as otherwise indicated.

	SHARES BENEFICIALLY OWNED ¹	PERCENTAGE OF SHARES OUTSTANDING
Stephen P. Cortinovis	27,970	*
Ronnie Darroch	11,750	*
Joann M. Eisenhart	14,617	*
Dean A. Foate	112,341	*
Steven J. Frisch	64,534	*
Patrick J. Jermain	55,122	*
Rainer Jueckstock	22,652	*
Peter Kelly	31,032	*
Todd P. Kelsey	172,456	*
Randy J. Martinez	0	
Angelo M. Ninivaggi	36,856	*
Joel Quadracci	4,909	*
Karen M. Rapp	6,847	*
Paul A. Rooke	8,903	*
Michael V. Schrock	37,241	*
All directors and current named executive officers as a group (15 persons)	607,230	2.17%
BlackRock, Inc. ²	4,190,089	14.96%
The Vanguard Group, Inc. ³	3,103,314	11.08%
Disciplined Growth Investors, Inc. ⁴	2,195,197	7.84%
Dimensional Fund Advisors LP ⁵	1,831,304	6.54%

* Less than 1%

¹ The amounts reported in the table include shares subject to acquisition within 60 days of the Record Date, upon the vesting of restricted stock units (“RSUs”) granted under Plexus’ equity plans as follows: Mr. Cortinovis (2,069), Mr. Darroch (6,150), Dr. Eisenhart (2,069), Mr. Foate (2,069), Mr. Frisch (11,960), Mr. Jermain (8,970), Mr. Jueckstock (2,069), Mr. Kelly (2,069), Mr. Kelsey (31,600), Mr. Ninivaggi (7,260), Mr. Quadracci (2,069), Ms. Rapp (2,069), Mr. Rooke (2,069) and Mr. Schrock (2,069), and all directors and current named executive officers as a group (84,561).

The amounts reported in the table for Mr. Kelsey include 35,451 shares transferred to a limited liability company jointly owned by Mr. Kelsey and his spouse.

² BlackRock, Inc. filed a report on Schedule 13G/A on December 31, 2020, reporting sole voting power as to 4,313,661 shares and sole dispositive power as to 4,349,886 shares of common stock. BlackRock subsequently filed a report on Form 13F for the quarter ended on September 30, 2021, showing sole voting power as to 4,146,433 shares and sole investment power as to 4,190,089 shares. The address of BlackRock, a parent holding company of certain institutional investment managers, is 55 East 52nd Street, New York, New York 10055.

³ The Vanguard Group, Inc. filed a report on Schedule 13G/A on December 31, 2020, reporting shared voting power as to 59,052 shares, sole dispositive power as to 2,953,460 shares and shared dispositive power as to 82,057 shares of common stock. Vanguard Group subsequently filed a report on Form 13F for the quarter

ended on September 30, 2021, showing shared voting power as to 54,315 shares, sole investment power as to 3,025,240 shares and shared investment power (along with Vanguard Fiduciary Trust Co., Vanguard Investment Australia, Ltd., Vanguard Advisers Inc., Vanguard Global Advisers, LLC and Vanguard Asset Management, Ltd.) as to 78,074 shares of common stock. The address of Vanguard Group, an investment adviser, is 100 Vanguard Boulevard, Malvern, Pennsylvania 19355.

- ⁴ Disciplined Growth Investors, Inc. filed a report on Schedule 13G on June 30, 2008, reporting that it held sole voting power as to 1,899,904 shares, shared voting power as to 268,950 shares and sole dispositive power as to 1,268,854 shares of common stock. Disciplined Growth Investors, Inc. filed a report on Form 13F for the quarter ended on September 30, 2021, showing sole voting power as to 1,829,407 shares and sole investment power as to 2,195,197 shares. The address of Disciplined Growth Investors, an investment advisor, is 150 South Fifth Street, Suite 2550, Minneapolis, MN 55402.
- ⁵ Dimensional Fund Advisors LP filed a report on Schedule 13G/A on December 31, 2020, reporting sole voting power as to 1,882,395 shares and sole dispositive power as to 1,944,510 shares of common stock. Dimensional Fund Advisors subsequently filed a report on Form 13F for the quarter ended on September 30, 2021, showing sole voting power as to 1,796,255 shares and sole dispositive power as to 1,831,304 shares. The address of Dimensional Fund Advisors, an investment advisor, is Building One, 6300 Bee Cave Road, Austin, Texas 78746.

PROPOSAL 1 - ELECTION OF DIRECTORS

Board
Recommendation

The election of 10 directors named in the proxy statement to serve on Plexus' board of directors for a one-year term.

FOR

Plexus currently has 11 directors, listed below, as of the Record Date. Plexus' bylaws currently authorize up to 12 directors, as determined by the board. The Plexus board may elect directors to fill empty seats, including those created by an expansion, between meetings of shareholders.

PLEXUS' BOARD OF DIRECTORS (AS OF RECORD DATE)

Stephen P. Cortinovis	Peter Kelly	Karen Rapp
Joann M. Eisenhart	Todd Kelsey	Paul Rooke
Dean A. Foate	Randy J. Martinez	Michael Schrock
Rainer Jueckstock	Joel Quadracci	

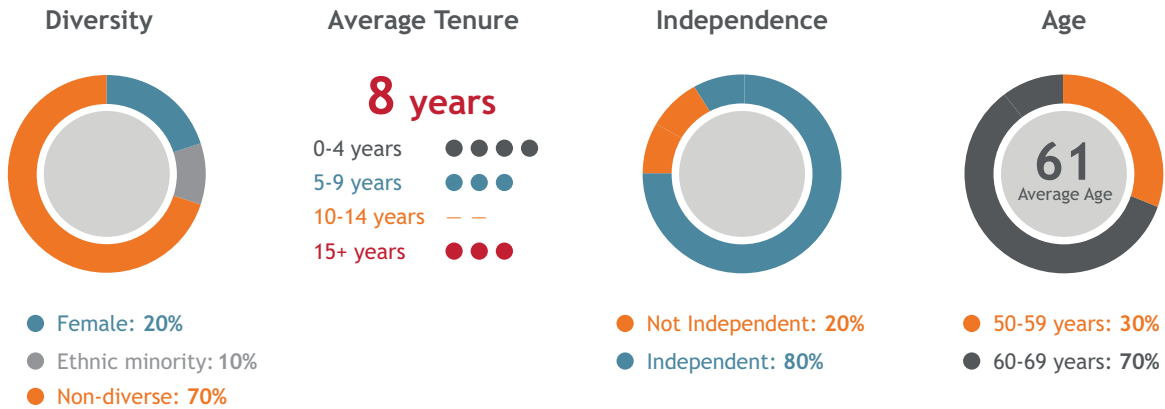
We would like to give special thanks to Mr. Stephen Cortinovis, who will be retiring from the board immediately following the annual meeting. Mr. Cortinovis has served on Plexus' board for 18 years, leveraging his global business experience to provide invaluable advice and leadership to management over the course of his tenure.

Board Nominees

In accordance with Plexus' bylaws, the board has set the size of the board to be 10 directors, reduced from the current board size of 11 directors, immediately following the annual meeting of shareholders, with such directors to serve until their successors are duly elected and qualified. The individuals who are nominated as directors, and for whom proxies will be voted unless a shareholder specifies otherwise, are named below. If any of the nominees should decline or be unable to act as a director, which is unforeseen, the proxies will be voted with discretionary authority for a substitute nominee designated by the board of directors.








Each of the director nominees named below was elected at the 2021 annual meeting except for Mr. Martinez, who was first identified as a possible director candidate by a non-management director. After a thorough review, our Governance and Sustainability Committee ("Governance Committee") recommended Mr. Martinez as a nominee to the board, and he was appointed by the board on August 2, 2021.

Board Nominee Overview





The composition of the board of directors is reviewed annually to ensure that an appropriate mix of skills, experiences and backgrounds is represented; the membership mix of the board may also be changed as necessary to meet business needs. Your board nominees offer a diverse range of skills and experience in relevant areas, as set forth in the matrix below. Unless otherwise noted, all directors have been employed in their principal occupation listed for the past five years or more. Each of the attributes identified, which together with the directors' principal occupations and business experience, as well as the Company's board member selection criteria, outlined in the next section, provide the reasons that each individual has been nominated to serve on the board.

BOARD QUALIFICATIONS, ATTRIBUTES, SKILLS AND EXPERIENCE

	EISENHART	FOATE	JUECKSTOCK	KELLY	KELSEY	MARTINEZ	QUADRACCI	RAPP	ROOKE	SCHROCK
 Public Company CEO/COO Experience (8/10) Significant experience as a chief executive officer and/or chief operating officer of a publicly-traded company, or of a major division of a publicly-traded company.		✓	✓	✓	✓	✓	✓		✓	✓
 Financial and Accounting Experience (9/10) Financial and accounting skills as well as experience preparing, auditing, analyzing or evaluating public company financial statements and an understanding of a public company’s internal controls and procedures for financial reporting, preferably with experience as a controller and/or chief financial officer.		✓	✓	✓	✓	✓	✓	✓	✓	✓
 Global Business Experience (10/10) International experience with an understanding of conducting business on a global scale.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Sales, Marketing or Innovation Experience (10/10) In-depth knowledge and significant practical experience in sales, marketing or innovation at a company positioned in one or more of our key markets.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Manufacturing Management Background (9/10) A manufacturing management background, including as an engineer, from a large, well-respected, manufacturing-based company.	✓	✓	✓	✓	✓	✓	✓		✓	✓
 Supply Chain Management Experience (10/10) A background in supply chain management, specifically from a company that relies on supply chain management as a competitive advantage.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Technology and Cybersecurity (10/10) Experience in the technology sector and/or with managing cybersecurity practices in a multi-national organization.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

BOARD QUALIFICATIONS, ATTRIBUTES, SKILLS AND EXPERIENCE (CONT.)

	EISENHART	FOATE	JUECKSTOCK	KELLY	KELSEY	MARTINEZ	QUADRACCI	RAPP	ROOKE	SCHROCK
 Human Capital Development and Compensation Experience (10/10) Considerable experience in human capital development to fulfill talent and succession needs and to inform the design of both short- and long-term compensation and rewards programs.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Environmental, Social & Governance (“ESG”) (10/10) Considerable experience in the oversight of corporate policy, programs and goals relating to ESG matters.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Demographics										
RACE/ETHNICITY										
African American										
Asian/Pacific Islander										
White/Caucasion										
Hispanic/Latino										
Native American										
GENDER										
Male										
Female										
Non-Binary										
Prefer Not to Disclose										
LGBQ+										



DR. JOANN M. EISENHART

Independent
*Executive VP & Chief People Officer,
The Northwestern Mutual Life Insurance Company (retired)*

Age: 62
Tenure: 6 years
Other Public Boards: 0
Committee Assignment:
Compensation &
Leadership Development
(Chair)

Skills and Experience:

- Global Business
- Technology and Cybersecurity experience
- Manufacturing Management
- Environmental, Social & Governance
- Supply Chain Management
- Human Capital Development and Compensation
- Sales, Marketing or Innovation

Dr. Eisenhart retired as Executive Vice President and Chief People Officer at The Northwestern Mutual Life Insurance Company, a financial services and insurance provider, in 2019. Prior thereto, she served as Senior Vice President - Human Resources, Facilities and Philanthropy at Northwestern Mutual from 2013 until 2018, and as Senior Vice President - Human Resources since 2011. Dr. Eisenhart previously served as Senior Vice President - Human Resources at Pfizer Inc., a global biopharmaceutical company, and held various leadership positions at Rohm and Haas Company, a manufacturer of specialty chemicals. She earned a B.S. in Chemistry from the University of Illinois at Urbana-Champaign and a Ph.D. in Inorganic Chemistry from the University of Wisconsin-Madison. She also earned an M.A. and a Ph.D. in Human and Organizational Development from Fielding Graduate University.



DEAN A. FOATE

Chairman of the Board
President & CEO Plexus Corp. (retired)

Age: 63
Tenure: 21 years
(8 as Chairman)
Other Public Boards: 1

Skills and Experience:

- Public Company CEO/COO
- Financial and Accounting
- Global Business
- Technology and Cybersecurity experience
- Environmental, Social & Governance
- Manufacturing Management
- Supply Chain Management
- Human Capital Development and Compensation
- Sales, Marketing or Innovation

Mr. Foate is not an independent director and therefore is not eligible for membership on a Board committee under Nasdaq rules or the committees' charters.

Mr. Foate has served as Plexus' Chairman of the Board since 2013. Mr. Foate retired as President and Chief Executive Officer of Plexus in 2016 after serving in such roles since 2002. He joined Plexus in 1984 and held various other executive roles, including prior service as its Chief Operating Officer. Mr. Foate is also a director of Regal Beloit Corporation, a manufacturer of electric motors, electrical motion controls, power generation and power transmission products, as well as a member of its Corporate Governance & Director Affairs Committee. Mr. Foate earned a B.S. in Electrical and Computer Engineering from the University of Wisconsin-Madison and a Master of Science in Engineering Management from the Milwaukee School of Engineering.







RAINER JUECKSTOCK

Independent
Executive VP, Tenneco Inc.

Age: 62
Tenure: 8 years
Other Public Boards: 0
Committee Assignment:
Audit (Chair)

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Jueckstock has served as an Executive Vice President of Tenneco Inc., a producer of automotive emission control and ride control products and systems, since 2018, when Tenneco acquired Federal-Mogul LLC, an automotive and industrial equipment supplier. Mr. Jueckstock has also served as President of Federal-Mogul Powertrain since 2018, after having served as its Chief Executive Officer since 2012. Prior to the acquisition of Federal-Mogul, he also served as its co-Chief Executive Officer and as a director since 2012, and as co-Chairman of the Board since 2015. Before joining Federal-Mogul, he was a member of the German Military. Mr. Jueckstock earned a degree in Engineering from the Military College at Zittau, Germany.



PETER KELLY

Independent
Executive VP, NXP Semiconductors N.V.

Age: 64
Tenure: 16 years
Other Public Boards: 0
Committee Assignment:
Audit
Governance &
Sustainability

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Kelly will serve as Executive Vice President of NXP Semiconductors N.V., a global semiconductor company and a long-standing supplier in the industry, until February 2022, when he plans to retire. Prior to announcing his retirement, he also served as the Chief Financial Officer. Mr. Kelly also previously served as Executive Vice President - Strategy and Mergers & Acquisitions since 2015, Executive Vice President and Chief Financial Officer since 2012 and Executive Vice President and General Manager of Operations prior thereto. He was a director of Graphic Packaging Holding Company, a provider of paper-based packaging solutions, as well as a member of its Audit Committee and Compensation and Benefits Committee, until 2018. Mr. Kelly earned a B.S. from the University of Manchester (U.K.) Institute of Science and Technology and is a fellow of the Chartered Institute of Management Accountants.



TODD P. KELSEY

President & CEO Plexus Corp.

Age: 56
Tenure: 5 years
Other Public Boards: 1

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Kelsey is not an independent director and therefore is not eligible for membership on a Board committee under Nasdaq rules or the committees' charters.

Mr. Kelsey has served as President and Chief Executive Officer of Plexus since 2016. He was previously Plexus' Executive Vice President and Chief Operating Officer from 2013 until 2016, and its Executive Vice President - Global Customer Services prior thereto. Mr. Kelsey joined Plexus in 1994 as a Design Engineer in the Company's Engineering Solutions Group, and has held various other positions with increasing responsibility since that time, including Senior Vice President - Global Customer Services and Senior Vice President - Engineering Solutions. He is also a director of Steelcase Inc., a global provider of workplace products, furnishings and services, as well as the chair of its Audit Committee. Mr. Kelsey earned a B.S. and a M.S. in electrical engineering from the University of Wisconsin-Madison and an M.B.A. from the University of Wisconsin-Oshkosh.



RANDY J. MARTINEZ

Independent
President & CEO, MTS Systems Corp. (retired)

Age: 66
Tenure: <1 year
Other Public Boards: 0
Committee Assignment:
Audit
Governance &
Sustainability

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Martinez served as President and Chief Executive Officer of MTS Systems Corporation, a leading global supplier of advanced test systems, motion simulators and precision sensors, until 2021. Prior thereto, Mr. Martinez served in several leadership roles at AAR Corporation, a provider of aviation services to the worldwide commercial aviation and aerospace & defense industries, including President & CEO of the Airlift Group and Group Vice President, Aviation Services. Mr. Martinez served with distinction in the U.S. Air Force for 21 years, retiring as a Colonel and Command Pilot and having held a wide variety of leadership roles, including command and senior staff positions. Mr. Martinez also holds Master of Science degrees from the University of Arkansas and the National Defense University.



JOEL QUADRACCI

Independent

Chairman, President & CEO, Quad/Graphics Inc.

Age: 52

Tenure: 1 year

Other Public Boards: 1

Committee Assignment:
Compensation &
Leadership Development
Government &
Sustainability

Skills and Experience:

Public Company CEO/COO

Financial and Accounting

Global Business

Technology and Cybersecurity
experience

Environmental, Social
& Governance

Manufacturing Management

Supply Chain Management

Human Capital Development
and Compensation

Sales, Marketing or Innovation

Mr. Quadracci has served as the Chairman, President and Chief Executive Officer of Quad/Graphics, Inc., a worldwide marketing solutions partner, since 2010. Mr. Quadracci joined Quad in 1991 and, prior to assuming his current role, served in various other positions with increasing responsibility including Senior Vice President of Sales & Administration and President and Chief Operating Officer. Mr. Quadracci received a B.A. in Philosophy from Skidmore College in 1991.



KAREN M. RAPP

Independent

Executive VP, CFO & Treasurer, National Instruments Corp.

Age: 54

Tenure: 3 years

Other Public Boards: 1

Committee Assignment:
Audit
Compensation &
Leadership Development

Skills and Experience:

Financial and Accounting

Global Business

Sales, Marketing or Innovation

Environmental, Social
& Governance

Supply Chain Management

Human Capital Development
and Compensation

Technology and Cybersecurity
experience

Ms. Rapp has served as Executive Vice President and Chief Financial Officer, of National Instruments Corp., a producer of automated test equipment and virtual instrumentation software, since 2017. Ms. Rapp also previously served as National Instruments' Treasurer. Prior thereto, she served as the Senior Vice President of Corporate Development at NXP Semiconductors N.V., a global semiconductor company and a long-standing supplier in the industry, where she led the integration efforts for the NXP/Freescale Semiconductor, Ltd. merger, from 2015 to 2017. Prior to the merger, Ms. Rapp held several leadership positions at Freescale with increasing responsibility, including Vice President and Chief Information Officer, Director of Operations and Finance, Global Sales and Marketing, Director of Finance, Supply Chain, and Director of Finance, Continuous Development. Ms. Rapp is also a director of Microchip Technology Incorporated, a leading provider of smart, connected and secure embedded control solutions, as well as a member of its Audit Committee. Ms. Rapp holds an M.B.A from The University of Texas at Austin and a B.S. in Finance from Northern Illinois University.



PAUL A. ROOKE

Independent
Chairman & CEO Lexmark International, Inc. (retired)

Age: 63
Tenure: 4 years
Other Public Boards: 0
Committee Assignment:
Governance &
Sustainability (Chair)

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Rooke retired as Chairman and Chief Executive Officer, as well as a director, of Lexmark International, Inc., a provider of document imaging and enterprise software solutions, in 2016. Mr. Rooke also previously served as President of Lexmark. Prior to becoming President and CEO of Lexmark in 2010, he held several leadership positions with increasing responsibility, including Executive Vice President and President, Imaging Solutions, Executive Vice President and President, Printing Solutions and Services, and Vice President and President, Business Printer. Mr. Rooke holds an M.B.A. from the University of Kentucky and a B.S. in Mechanical Engineering from the University of Michigan.



MICHAEL V. SCHROCK

Independent Lead Director
Senior Advisor & Operating Consultant, Oak Hill Capital Partners

Age: 68
Tenure: 15 years
(8 as Lead Director)
Other Public Boards: 1
Committee Assignment:
Compensation &
Leadership Development

Skills and Experience:

-  Public Company CEO/COO
-  Financial and Accounting
-  Global Business
-  Technology and Cybersecurity experience
-  Environmental, Social & Governance
-  Manufacturing Management
-  Supply Chain Management
-  Human Capital Development and Compensation
-  Sales, Marketing or Innovation

Mr. Schrock, who has served as the Lead Director of Plexus' board since 2013, has served as a Senior Advisor and Operating Consultant to Oak Hill Capital Partners, a private equity firm, since 2014. Prior thereto, he served as President and Chief Operating Officer at Pentair LLC, a global water, fluid, thermal management, and equipment protection company. Mr. Schrock also serves as Chairman of the Board of Directors of Atkore International Group Inc., a manufacturer of electrical raceway products and mechanical products and solutions; he is also the chair of Atkore's Executive Committee. Mr. Schrock earned a B.S. from Bradley University and an M.B.A. from Northwestern University, Kellogg School of Management. Mr. Schrock served as a director of MTS Systems Corporation, a global supplier of high-performance test systems and position sensors, from 2014 to 2021.

CORPORATE GOVERNANCE

Plexus Corp. Board of Directors

Plexus believes that it needs to attract and retain talented, focused and motivated leadership to develop and execute the Company's long-term strategy and to deliver shareholder value. For Plexus, the concept of leadership is not limited to leadership within the Company; leadership also includes the individuals who serve on Plexus' board of directors. The Company believes it is important for its board to be comprised of individuals with diverse backgrounds, skills and experiences. All board members are expected to meet Plexus' board member selection criteria, which are listed below:

- Impeccable honesty and integrity, and conduct in accordance with the Company's values.
- A high level of knowledge gained through formal education and/or specific practical experience.
- Broad based business acumen, including a general understanding of operations management, marketing, finance, human resources management, corporate governance and other elements relevant to the success of a large publicly-traded company.
- An understanding of the Company's business on a technical level.
- Global thinking and focus as well as a general understanding of the world economy.
- Strategic thinking and an ability to envision future opportunities and risks.
- A willingness to engage in thoughtful debate and challenging discussions in a respectful manner.
- A network of important contacts that can bring knowledge and assistance to Plexus.
- A commitment to spend requisite time on board responsibilities.

In addition to the general criteria for each Board member, the diversity of the Board should endeavor to include those board qualifications, attributes, skills and experience set forth in the matrix above. In the selection of board members, the Governance Committee also considers the demographic diversity among members in identifying areas that could be augmented by new members.

Shareholder Protections & Corporate Governance Best Practices

We are committed to governance structures and practices that drive shareholder value and protect important shareholder rights, which are regularly reviewed and include the following:

INDEPENDENCE

- ✓ 8 of 10 director nominees are independent
- ✓ Strong independent Lead Director with clearly delineated duties
- ✓ All standing board committees composed entirely of independent directors
- ✓ Regular executive sessions of independent directors without management present
- ✓ Periodic rotation of committee members

BEST PRACTICES

- ✓ Strategy & risk oversight by the full board and its committees
- ✓ Full board and committee oversight of ESG issues
- ✓ Stock ownership guidelines for executive officers and non-employee directors
- ✓ Overboarding limits
- ✓ No poison pill
- ✓ No dual class shares
- ✓ Director education and onboarding

ACCOUNTABILITY

- ✓ Annual election of all directors
- ✓ Annual election of Chair and Independent Lead Director by independent directors
- ✓ Majority voting with director resignation policy (plurality voting in contested elections)
- ✓ Annual self-evaluation process for directors
- ✓ Strong investor outreach program

Board Composition & Structure

BOARD OF DIRECTORS MEETINGS

5

2021 board meetings

100%

Directors then serving attended each 2021 board meeting

100%

Directors then serving attended the 2021 Annual Meeting

Our independent directors have the opportunity to meet in executive session, without management present, as part of each regular board and committee meeting. Mr. Schrock, the board's Lead Director, presides at board executive sessions. Plexus generally holds a board meeting coincident with the annual meeting of shareholders to minimize director travel obligations and facilitate their attendance at the shareholders' meeting.

DIRECTOR INDEPENDENCE

As a matter of good corporate governance, we believe that the board of directors should provide a strong voice in the governance of our company. Therefore, under our corporate governance policies and in accordance with Nasdaq Global Select Market rules, at least a majority of our directors must be "independent directors."

When the board of directors makes its determinations regarding which directors are independent, it first considers and follows the Nasdaq Global Select Market rules. The board also reviews other transactions and relationships, if any, involving Plexus and its directors or their family members or related parties; see "Certain Transactions" herein for a discussion of our policy regarding such transactions. Plexus expects its directors to disclose any transaction, whether direct or indirect, such as through an immediate family member or an affiliated business entity, involving Plexus and the director; Plexus also surveys directors periodically to confirm this information. Plexus does not use any dollar amount to screen transactions that should be reported to the Company. The board reviews the information submitted by its directors for its separate determination of materiality and compliance with Nasdaq and other standards when it determines independence.

Based on the applicable standards and the board's review and consideration, the board of directors has determined that, of the director nominees, Dr. Eisenhart and Ms. Rapp, as well as Messrs. Jueckstock, Kelly, Martinez, Quadracci, Rooke and Schrock, are each "independent" under applicable Nasdaq rules and guidelines. In reaching its determinations regarding the independence of Mr. Kelly and Ms. Rapp, the board considered that Mr. Kelly served as an executive officer of NXP Semiconductors N.V., which is a supplier to Plexus, until October 12, 2021, and that Ms. Rapp is an executive officer of National Instruments Corp. and a director of Microchip Technology, Inc., both of which are also suppliers to Plexus. The board determined that these relationships did not affect the independence of Mr. Kelly or Ms. Rapp.

Mr. Foate, our Non-Executive Chair and former Chief Executive Officer, and Mr. Kelsey, our current Chief Executive Officer, are not considered to be "independent" under applicable Nasdaq rules.

BOARD LEADERSHIP STRUCTURE

Mr. Foate has served as Chair of the Board since 2013. Pursuant to a retirement and transition agreement (the "Transition Agreement"), which is described in "Directors' Compensation" below, Mr. Foate began serving as Non-Executive Chair (which is not an executive officer position) in fiscal year 2018.

Mr. Foate serves as the Chair of the Board primarily due to his in-depth knowledge of the Company and EMS industry, keen understanding of the Company's operations and strategies, and proven leadership of, as well as vision for, Plexus, all of which position him to provide strong and effective leadership of the board. Mr. Foate joined Plexus in 1984 and served as CEO from 2002 until his retirement in 2016. In addition to his experience and long service with Plexus, the board currently believes that Mr. Foate is in the best position as Chair to lead board discussions regarding the Company's business and strategy, and to help the board respond quickly and effectively to any challenges faced by the Company.

While currently the roles of Chair and CEO are held by Mr. Foate and Mr. Kelsey, respectively, the board does not have a policy that requires the separation of these roles and believes the Company should adopt the board leadership structure that best serves its needs at any particular time. Pursuant to the Company's Corporate Governance Guidelines, since Mr. Foate is not an independent director, the independent directors, meeting in executive session, elected a Lead Director from among the independent directors.

THE DUTIES OF THE BOARD'S LEAD DIRECTOR

The Company believes that the designation of an independent Lead Director, whose duties are described below, provides essentially the same benefits as having an independent chair in terms of oversight, access and an independent voice with significant input into corporate governance. Mr. Schrock currently serves as the board's Lead Director.

- Preside at all meetings of the board at which the Chair is not present
- Authority to call meetings of the independent directors and develop the agendas for such meetings with input from other independent directors
- Serve as a liaison between the Chair and independent directors
- Serve as a liaison for consultation and direct communication with major shareholders
- Together with the Chair, approve agendas for board meetings and approve meeting schedules to ensure sufficient time allocation per topic
- Perform such other duties as the board or Chair may from time to time delegate
- Provide input to the Chair as to the content, quality, quantity and timeliness of information from Company management to the board

Board and Committee Responsibilities

AUDIT COMMITTEE

MEMBERS

Rainer Jueckstock, Chair
Peter Kelly
Randy Martinez
Karen Rapp

Meetings in 2021: 8

Attendance: 100%

Report page: 70

*Reflects directors then serving

The Audit Committee’s duties and responsibilities include the following:

- chooses and makes retention decisions related to the Company’s independent auditors,
- reviews the Company’s general policies and procedures to reasonably assure the adequacy and effectiveness of internal controls over financial reporting,
- discusses the Company’s material financial risk exposures and the steps management has taken to monitor and control such exposures,
- reviews the annual audited financial statements and quarterly financial statements of the company,
- generally oversees the Company’s audit process as well as the accounting, finance and tax functions,
- reviews the effectiveness of the Company’s governance and management of information technology risks, including those relating to business continuity, cybersecurity, regulatory compliance and data management, and
- oversees the Company’s ethics and whistle-blowing reporting programs in conjunction with the Nominating and Corporate Governance Committee.

All of the members of the Audit Committee are “independent” of Plexus under SEC and Nasdaq rules. The board has determined that Mr. Kelly and Ms. Rapp are “audit committee financial experts” based on a review of each individual’s educational background and business experience. All members of the Audit Committee are “financially literate” and meet the other SEC and Nasdaq requirements for Audit Committee membership.

COMPENSATION & LEADERSHIP DEVELOPMENT COMMITTEE

MEMBERS

Joann Eisenhart, Chair
Stephen Cortinovis
Joel Quadracci
Karen Rapp
Michael Schrock

Meetings in 2021: 6

Attendance: 100%

Report page: 51

*Reflects directors then serving

The Compensation & Leadership Development Committee’s duties and responsibilities include the following:

- reviews Plexus’ leadership structure, talent management, diversity and inclusion efforts, leadership development strategies and programs, and the Company’s succession planning efforts, including executive succession plans,
- establishes the general compensation philosophies and plans for Plexus,
- reviews and determines the compensation of the CEO, and approves the compensation of the other executive officers as well as equity grants and awards under Plexus’ incentive compensation plans,
- oversees how compensation programs may incentivize risk taking and whether such risk taking is aligned with the Company’s business objectives and risk tolerance,
- considers and makes recommendations to the board with respect to other compensatory plans and arrangements, and
- reviews Plexus’ human capital management strategy, including organizational structure and leadership development.

All of the members of the Committee are “independent” under SEC and Nasdaq rules. The Committee may, in its sole discretion, retain or obtain the advice of compensation consultants, legal counsel or other advisers. The Committee is directly responsible for the appointment, termination, compensation and oversight of the work of any compensation consultant, and considers the independence of any such consultant prior to retention.

GOVERNANCE & SUSTAINABILITY COMMITTEE

MEMBERS

Paul Rooke, Chair
Stephen Cortinovis
Peter Kelly
Randy Martinez
Joel Quadracci

Meetings in 2021: 6
Attendance: 100%

*Reflects directors
then serving

The Governance & Sustainability Committee’s duties and responsibilities include the following:

- maintains oversight over the operations, structure and effectiveness of the Board and its committees,
- develops and maintains criteria and procedures for the identification and recruitment of candidates for election to serve as directors of the Company,
- reviews the structure of the Board to assure proper skills, experience, and diversity of backgrounds are represented,
- reviews the effectiveness of management’s enterprise risk management program that identifies, prioritizes, monitors and manages key risks facing the Company,
- reviews ethics and compliance risk assessments conducted by management and assesses the efficacy of the ethics and compliance program in place to monitor and control such exposures,
- makes recommendations to the board regarding directors’ compensation, and
- evaluates as well as oversees corporate governance and related issues, and
- oversees the Company’s environmental, social and governance (“ESG”) program, including policies and initiatives, sustainability reporting and trends that could impact the Company.

All of the members of the Committee are “independent” under SEC and Nasdaq rules.

Board Governance Processes

DIRECTOR RECRUITMENT & THE NOMINATION PROCESS

The Governance Committee engages in a continuous process of identifying and assessing potential director candidates in light of the board's collective set of skills and the future needs of the Company. In addition to the board member selection criteria listed above, the Governance Committee considers the diversity of backgrounds, skills and experiences among board members in identifying areas that could be augmented by new members. To help assure that directors have the time to devote to their duties, Plexus directors may not serve on the boards of more than three additional public companies. The Governance Committee may utilize a director search firm to identify candidates, but, if so, it evaluates those individuals on its own; the Governance Committee would also consider candidates suggested by outside directors, management and/or shareholders. If a qualified individual expresses a serious interest and there is a position available, the Governance Committee would review that person's background and experience to determine whether that individual may be an appropriate addition to the board, and, if appropriate, would meet with the individual. A decision would then be made whether to nominate that person to the board. The Governance Committee's policy is not to evaluate proposed nominees differently depending upon who has proposed the potential nominee. In addition, the Governance Committee is committed to prioritizing the inclusion of racially and ethnically diverse candidates in the pool from which director nominees are selected.

If a shareholder wishes to propose someone as a director for the Governance Committee's consideration, the name of that nominee and related personal information should be forwarded to the Governance Committee, in care of the Secretary, at least six months before the next annual meeting of shareholders to assure time for meaningful consideration by the Governance Committee. In 2021, Plexus did not receive any candidates put forward by any shareholders.

BOARD AND COMMITTEE SELF-EVALUATION PROCESS

The Plexus board of directors conducts an annual self-evaluation, which focuses on the performance of each individual director, the board's committees and the board as a whole, as well as the composition of each of the board's committees. The annual self-evaluation process provides an opportunity for anonymous peer review and specific feedback, which is intended to strengthen board leadership. The Chair of the Board is responsible for providing feedback to individual directors, while the Lead Director may also provide feedback and serve as a liaison between independent directors and the Chair. We believe this process encourages actionable feedback, which provides context for decisions about board composition, committee member rotation and succession planning processes.

BOARD REFRESHMENT & SUCCESSION

The Governance Committee supervises a comprehensive, ongoing board refreshment and succession planning process to best position the board for continued success in alignment with the Company's strategic objectives. This includes regularly assessing director skills and qualifications, reviewing director tenure, evaluating board diversity and board size, and performing annual board, committee and individual director assessments, as detailed above. In addition, the Governance Committee, with input from the Chair of the Board, reviews committee membership at least biennially and recommends committee assignments and committee rotation for approval by the entire board to ensure director skillsets are applied appropriately and to avoid director entrenchment.

The Governance Committee believes board refreshment is crucial to aligning board expertise with the Company's evolving corporate strategy, but recognizes new directors need time to become familiar with the Company's business and to develop relationships with other board members and management over time. As a result, the Governance Committee believes a continuum of tenure is required to enable

the success of the board, with new members offering fresh perspectives while longer-serving directors offer necessary continuity and a deep understanding of the Company's business. As applied in practice, 50% of our independent director nominees have been on the board fewer than 5 years.

In furtherance of this philosophy, the Company deploys a new director onboarding process and encourages continuing education to help augment and expedite the effectiveness of its newest board members. The Company also maintains a mandatory retirement policy, which states any individual age 72 or above is not eligible for election or re-election to the board of directors, unless such candidate is also a full-time employee of Plexus at the time or the board of directors, by majority vote, waives the restriction for a particular individual prior to such person's election or re-election.

The board's succession oversight extends to management, as well. The board has developed and maintains an appropriate succession plan with respect to the position of CEO and other key executive positions. In addition, the Compensation and Leadership Development Committee ("Compensation Committee") reviews and recommends to the board development plans for the CEO and other members of senior management.

COMMUNICATIONS WITH THE BOARD

Any communications to the board of directors should be sent to Plexus' Global Headquarters in care of Plexus' Secretary, Angelo M. Ninivaggi. Any communication sent to the board in care of the Chief Executive Officer, the Secretary or any other corporate officer also is forwarded to the board. There is no screening process and any communication will be delivered directly to the director or directors to whom it is addressed.

CORPORATE GOVERNANCE WEBSITE

Information related to our corporate governance practices, in addition to any new or proposed changes to procedures, are posted on our Corporate Governance page of our website at www.plexus.com under the link titled "Investors," then "Corporate Governance" including:

- Plexus Leadership Team
- Board of Directors
- Committee Composition
- Committee Charters
- Corporate Governance Guidelines
- Director Stock Ownership Guidelines
- Executive Officer Stock Ownership Guidelines
- Clawback Policy
- Plexus Code of Conduct & Business Ethics

DIRECTOR COMPENSATION FOR FISCAL 2021

	Fees Earned or Paid in Cash ¹	Stock Awards ²	Other Benefits ³	Total
Ralf R. Böer	\$40,625	\$165,417	—	\$206,042
Stephen P. Cortinovis	\$81,250	\$165,417	—	\$246,667
David J. Drury	\$43,750	\$165,417	—	\$209,167
Joann M. Eisenhart	\$86,500	\$165,417	—	\$251,917
Dean A. Foate	\$240,000	\$165,417	\$26,439	\$431,856
Rainer Jueckstock	\$92,000	\$165,417	—	\$257,417
Peter Kelly	\$83,750	\$165,417	—	\$249,167
Randy J. Martinez	\$16,250	—	—	\$16,250
Joel Quadracci	\$77,188	\$165,417	—	\$242,604
Karen M. Rapp	\$87,500	\$165,417	—	\$252,917
Paul A. Rooke	\$82,250	\$165,417	—	\$247,667
Michael V. Schrock	\$105,000	\$165,417	—	\$270,417

¹ Includes annual retainer, committee and chair fees and, in the case of Mr. Schrock, his fee for serving as Lead Director of the board. For Mr. Foate, this amount reflects his retainer for serving as Non-Executive Chair. Mr. Martinez was elected to the board of directors on August 2, 2021, and fees earned represent fees paid beginning in the fourth fiscal quarter. Mr. Böer and Mr. Drury retired from the board of directors following the annual meeting on February 17, 2021, and fees earned represent fees paid through the end of the fiscal second quarter.

² The amounts shown represent the grant date fair value of RSUs granted in fiscal 2021 computed in accordance with Accounting Standards Codification Topic 718. Generally accepted accounting principles (“GAAP”) require us to determine compensation expense for stock related awards granted to our directors based on the estimated fair value of the equity instrument at the time of grant. Compensation expense is recognized over the vesting period. The assumptions used to determine the valuation of the awards are discussed in footnote 9 to our consolidated financial statements.

On January 25, 2021, each then-serving non-employee director was granted RSUs for 2,069 shares, with a grant date fair value of \$165,417. These RSUs vested for Messrs. Böer and Drury upon their retirement from the Board following the 2021 annual meeting. For all other non-employee directors, these RSUs remained unvested as of October 2, 2021. The number of RSUs granted was determined by dividing \$150,000 by the average closing price of our shares on the Nasdaq Global Select Market during the 90 calendar day period ended December 1, 2020, which was \$72.507. The grant date fair value is above \$150,000 because the closing price of our shares on the grant date was \$79.95.

As a result of Mr. Martinez joining the board near the end of the fiscal year, he did not receive a pro-rated grant of RSUs for fiscal year 2021.

³ Includes the following amounts paid to Mr. Foate: \$25,764 for the Company car benefit and \$675 for the phone benefit, each as offered to Mr. Foate as a part of the Transition Agreement discussed below. The other non-employee directors do not generally receive any additional benefits, although they are reimbursed for their actual expenses of attending board, committee and shareholder meetings, as well as one external educational seminar per year.

Director Fees and Arrangements

The Governance Committee of the board of directors recommends, subject to board approval, compensation paid to non-employee directors, including equity awards under Company plans. In determining the compensation paid to the non-employee directors, the Governance Committee considers similar types of factors, including comparisons with the peer companies discussed below and Company performance that are considered by the Compensation Committee when determining executive compensation. The Governance Committee aims to set the compensation level of our directors and the Non-Executive Chair near the median of peer and market comparisons. Non-employee director compensation is reviewed at least biennially.

As part of the most recent review of the non-employee director compensation program in fiscal 2021, the Governance Committee approved an increase in director base compensation upon review of peer and market data and in consultation with Exequity. In addition, director retainers for individual committees were eliminated and the director retainers for committee chairs were reduced. As a result, beginning January 1, 2022, each non-employee director will be compensated per the tables below.

	2021	2022
Board Retainer ¹	\$65,000	\$90,000
Non-Executive Chair Retainer	\$240,000	\$250,000
Lead Director Retainer	\$105,000	\$120,000
RSU Grant	\$150,000	\$175,000

¹Mr. Foate and Mr. Schrock do not receive the Board Retainer.

	AUDIT COMMITTEE		COMPENSATION COMMITTEE		GOVERNANCE COMMITTEE	
	2021	2022	2021	2022	2021	2022
Committee Chair Retainer	\$27,000	\$10,000	\$21,500	\$10,000	\$17,250	\$10,000
Committee Member Retainer	\$12,500	\$0	\$10,000	\$0	\$6,250	\$0

In certain circumstances directors may be reimbursed for attending educational seminars or, in each individual's capacity as a director, other meetings at Plexus' behest. Directors do not receive board or committee meeting attendance fees.

For Mr. Foate's service as Non-Executive Chair, he currently receives an annual retainer as reflected above, which was determined based upon a review of market and peer group practices, and he is eligible to receive an annual equity grant at least equal to the grants made to the Company's other non-employee directors. In accordance with the Transition Agreement, Mr. Foate is eligible to participate in the Company's executive car and phone programs, and he and his dependents are also eligible to participate in the Company's health plan until he reaches age 65, subject to his payment of the required premiums. Mr. Foate is otherwise compensated in accordance with Plexus' policies for non-employee directors.

Stock Ownership Guidelines & Stock Compensation for Directors

Plexus believes that it is important for directors to maintain an equity stake in Plexus to further align their interests with those of our shareholders. Therefore, directors must comply with stock ownership guidelines as determined by the board. The ownership guidelines currently require each director to own and maintain shares of common stock with a value equal to at least five times the director's annual base cash retainer. The required ownership must be achieved within five years from the

director's initial election or appointment. Restricted stock (including RSUs) that has yet to vest does not count toward a director's ownership for purposes of these guidelines. Eight of our ten non-employee directors are currently in compliance with the ownership requirements of the guidelines. Mr. Quadracci has until 2025 and Mr. Martinez has until 2026 to meet these requirements.

Stock ownership guidelines for executives are discussed in "Compensation Discussion and Analysis—Elements and Analysis of Direct Compensation—Equity Ownership Guidelines."

For information regarding the Company's anti-hedging and anti-pledging policy, which is applicable to directors as well as executive officers and other employees, see "Compensation Discussion and Analysis—Elements and Analysis of Director Compensation—Anti-Hedging and Anti-Pledging Policy."

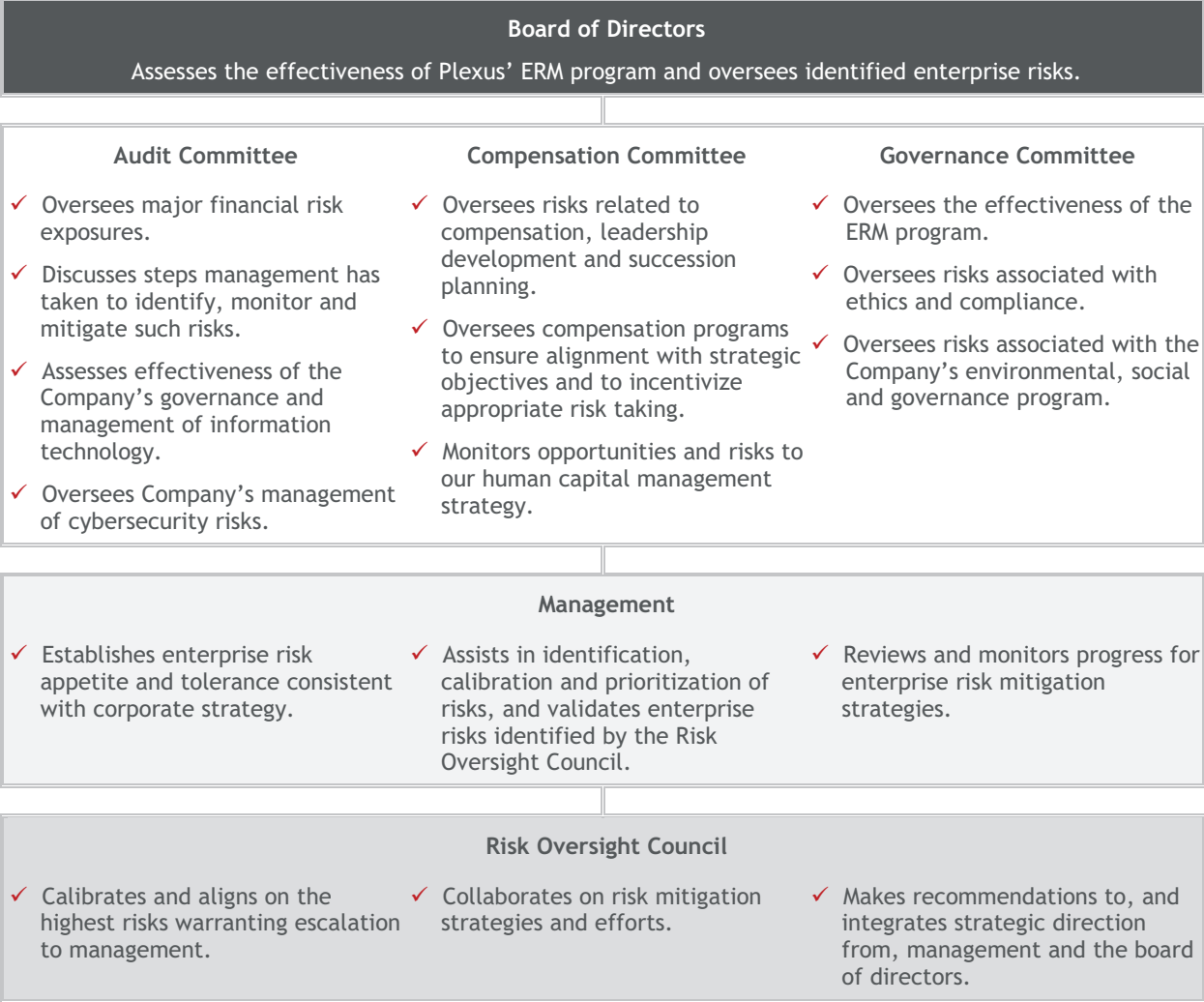
Directors participate in the 2016 Omnibus Incentive Plan (the "Incentive Plan"), which permits the grant of stock options, stock appreciation rights ("SARs"), restricted stock, which may be designated as restricted stock shares or RSUs, performance stock awards (which may be settled in cash or stock and designated as performance stock shares or performance stock units ("PSUs")), other stock awards and cash incentive awards. The Incentive Plan provides for an annual cap on the amount of awards to individual non-employee directors. The use of equity awards is designed to align directors' interests with the long-term ownership interests of our shareholders. In the second quarter of fiscal 2021, each non-employee director serving on the grant date received a grant of RSUs worth approximately \$150,000. The number of RSUs granted was determined based on the average closing price of the Company's stock during the 90 calendar day period ended December 1, 2020. The restrictions on the RSUs generally lapse on the first anniversary of the grant date, except for Messrs. Böer and Drury, whose RSUs vested upon their retirement from the board following the 2021 annual meeting.

Director Participation in Deferred Compensation Plan

Directors are eligible to defer their cash fees, as well as stock awards (excluding options), through the Non-Employee Directors Deferred Compensation Plan. Amounts in deferred cash accounts are credited with interest, compounded monthly, at the prime rate of interest, which is determined quarterly. Directors were previously eligible to defer their cash fees through Plexus' supplemental executive retirement plan, which is described in "Compensation Discussion and Analysis" below.

BOARD’S ROLE IN RISK OVERSIGHT

The Company has established a robust enterprise risk management (“ERM”) program to facilitate the identification, assessment, mitigation, monitoring and strategic integration of risks to, from or of the Company’s strategic priorities. This framework combines the organizational structure described below with the establishment of risk management policies and controls to manage the most significant risks impacting the Company’s strategic objectives. The Company also employs independent internal and external audit procedures to help validate key controls related to identified risks, the results of which are reported to the board regularly. In addition to ongoing monitoring of key risk areas, each of the functional teams completes an annual risk assessment designed to identify top enterprise risks to help management prioritize the risks that should be brought before the board.








This framework establishes an effective risk oversight program that successfully integrates risk management practices throughout the organization, enables open communication between management and directors and ensures all directors are actively involved in the risk oversight function. In addition, our board oversight structure expressly provides committee oversight over top areas of enterprise risk, including cybersecurity, human capital risks and ESG matters.

ENVIRONMENTAL, SOCIAL & GOVERNANCE (“ESG”)

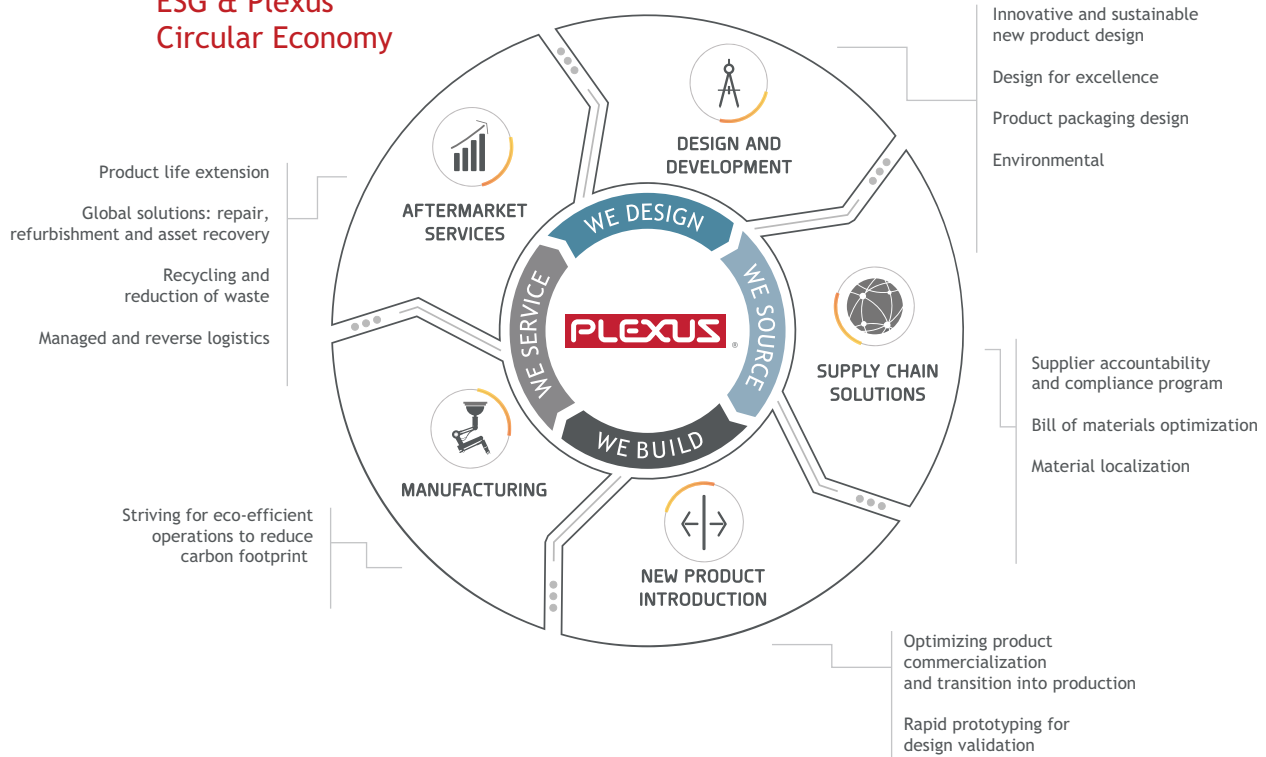
Our commitment to building a better world.

Consistent with our vision to help customers create the products that build a better world, we are committed to building a better world by the way we operate. Plexus’ ESG program strives to build strong communities, develop our team members in an inclusive and diverse culture, protect our environment, embrace strong governance practices, and set similar expectations on our partners. We recognize that by improving outcomes for society and all of our stakeholders, we maximize our ability to achieve our strategic objectives and deliver long-term value for our shareholders. We have demonstrated this commitment since our founding in 1979; it is authentic and core to our culture and long-term success. Plexus has established an ESG program that is defined by five pillars that reinforce our pledge to build a better world by being a responsible employer, a community partner, a global citizen, an industry steward and a promoter of corporate governance.

	RESPONSIBLE EMPLOYER	We advocate for diversity, combat human trafficking, encourage and provide employee development opportunities, strive to ensure safe and healthy working conditions, promote an appropriate work/life balance for our employees, encourage wellness initiatives and reinforce responsible values in our culture.
	COMMUNITY PARTNER	We promote and financially contribute to programs involving education in science, technology, engineering and mathematics, as well as causes that make a meaningful impact to the communities in which we operate. We encourage our employees’ involvement in community charitable organizations, as well as volunteerism, and we partner with community organizations to promote local business.
	GLOBAL CITIZEN	We actively work to reduce waste, water use and greenhouse gas emissions from our operations and work with suppliers to develop similar programs. We partner with customers to help design more efficient and environmentally friendly products.
	INDUSTRY STEWARD	We take an active role in industry coalitions focused on reducing impacts to the environment, maintaining strong ethical practices and establishing safe and healthful working conditions around the world. We train our supply chain on important social initiatives, such as detecting and preventing forced labor, and we collaborate with customers to advance sustainability efforts.
	CORPORATE GOVERNANCE	Strong leadership and a culture of accountability is foundational at Plexus. Our executive management, in collaboration with our board of directors, competently, ethically and responsibly manage Plexus’ operations for the long-term benefit of shareholders.

Our ESG program is governed by a Plexus leadership committee chaired by our CAO, which includes membership by our CEO, CFO and COO. Our board is also highly engaged on our ESG efforts and strategy. The Governance Committee of the board oversees the effectiveness of our ESG program, including ESG policies and initiatives, sustainability reporting, and trends that could impact the Company’s business operations, performance, reputation and sustainable growth. In addition, our Compensation Committee oversees our human capital strategy, including D&I efforts and global compensation policies and philosophies, while our Audit Committee ensures the effectiveness of our internal controls, oversees our whistle-blowing reporting program and oversees the effectiveness of IT governance and management.

ESG & Plexus' Circular Economy



ESG F21 Highlights

- ✓ Planned investment of ~\$300K in energy sub-metering system to help track and reduce energy usage across Plexus' manufacturing sites in F22
- ✓ Planned investment of ~\$800K in LED lighting & technology in manufacturing facilities in F22
- ✓ Comprehensive waste assessment in progress to enhance reduction and recycling strategy
- ✓ Team member health & safety, including enhancements of Plexus Wellness Program
- ✓ Expanded Employee Resource Groups, including creation of an ERG focused on diversity at Plexus
- ✓ Over \$750K in charitable giving from Plexus Charitable Foundation and implementation of volunteer time-off program
- ✓ ESG performance accountability, including F22 executive variable incentive compensation specifically tied to ESG initiatives
- ✓ Disclosure & communication enhancements

COMPENSATION DISCUSSION & ANALYSIS

Our continued success depends on our ability to attract, motivate, and retain critical talent dedicated to our long-term strategy. The Compensation Committee (in this section, the “Committee”) of the board of directors sets the general compensation philosophy for Plexus and ensures appropriate controls are in place to govern its application. The Committee makes decisions with respect to the compensation of the Chief Executive Officer (the “CEO”) and the Company’s other executive officers, and grants equity and other awards.

This section discusses the Committee’s executive compensation philosophy and key decisions designed to align pay to performance that drives shareholder value, in each case as they relate to the Company’s named executive officers. Plexus provides further detail regarding executive compensation in the tables and other information included in the “Executive Compensation” section of this proxy statement.

NAMED EXECUTIVE OFFICERS FOR FISCAL 2021

Todd P. Kelsey
President & Chief Executive Officer

Patrick J. Jermain
Executive VP & Chief Financial Officer

Steven J. Frisch
Executive VP & Chief Operating Officer

Angelo M. Ninivaggi
Executive VP, Chief Administrative Officer, General Counsel & Secretary

Ronnie Darroch
Executive VP & Regional President - EMEA

Executive Summary

FISCAL 2021 COMPENSATION ACTIONS

- The Committee reviewed the Company’s ESG initiatives during 2021 and has established ESG goals for executive officers in fiscal 2022 that will comprise a portion of their personal objectives under the Variable Incentive Compensation Plan (the “VICP”), as further detailed in the “Annual Incentive Compensation (At Risk)” section of this proxy statement.
- In fiscal 2021, we continued to take steps to safeguard our employees from the COVID-19 pandemic. While these measures impacted our financial performance, as did the effects of employee infection, employee quarantine, regulatory workforce restrictions and similar impacts on our suppliers that curtailed supplier deliveries, the Committee did not adjust incentive compensation goals from original targets set at the beginning of fiscal 2021.
- As a result of our performance peer group review, we made the following two adjustments to the plan: (1) the Committee reduced the maximum payout for PSUs based on the total shareholder return (“TSR”) of Plexus stock to 150% from 200%; and (2) for purposes of calculating the vesting for PSUs based on economic return and granted in fiscal 2021, the Committee adjusted the economic return threshold to be a minimum of 0% and a maximum of 5% for any individual fiscal year during the performance period.
- Under the Committee’s equity allocation formula for fiscal 2021, annual equity awards to executive officers were granted as 50% PSUs and 50% RSUs. The equity grant allocation formula is intended to further strengthen the alignment of shareholders’ and executives’ interests, retain executive talent, and motivate our executives to succeed long-term. Consistent with prior years, PSUs granted in 2021 are weighted 50% on TSR and 50% on average economic return, which we define as the difference between return on invested capital (“ROIC”) and weighted average cost of capital (“WACC”). In 2020, the Committee reviewed the performance peer group used to benchmark relative TSR and the S&P 400 Index was chosen to replace the Russell 3000 Index starting with fiscal 2021 grants.
- The TSR of Plexus stock during the three year performance period that ended January 2021 was at the 62.5 percentile of companies in the Russell 3000 Index. Consequently, the portion of the PSUs granted in 2018 that vested based on TSR performance paid out at 150.0% of target.

- Average economic return for the three year performance period that ended at the conclusion of fiscal 2021 was 5.3%. As a result, the portion of the PSUs granted in 2018 that vested based on economic return performance paid out at 200% of target.
- Based on fiscal 2021 performance, total payments to named executive officers under all components of the VICP represented 104-107% of the target payout, with corporate financial performance representing 90% as compared to the target payout of 80% for such performance.

EXECUTIVE COMPENSATION GOVERNANCE BEST PRACTICES

WHAT WE DO	WHAT WE DON'T DO
<ul style="list-style-type: none"> ✓ Base a majority of total compensation on compensation that is at risk through our annual and long-term performance-based and retention incentives ✓ Set annual and long-term incentive targets based on clearly disclosed, objective performance measures ✓ Conduct annual assessments of risk associated with our executive compensation programs, policies and procedures ✓ Mitigate undue risk associated with our compensation programs through a Clawback Policy ✓ Enter into “double trigger” change in control agreements with executive officers 	<ul style="list-style-type: none"> ✗ Have excise tax gross-up provisions in any change in control agreements or compensation programs ✗ Enter into employment contracts with executives other than our CEO ✗ Permit hedging transactions, pledging and short sales by our executive officers

OTHER COMPENSATION AND GOVERNANCE PRACTICES & POLICIES

Practices Relating to Compensation Consultants

- The Committee uses outside compensation consultants to assist it in analyzing Plexus’ compensation programs and in determining appropriate levels of compensation and benefits.
- The Company provides appropriate funding, as determined by the Committee, for the payment of compensation to any compensation consultant employed by the Committee.
- During fiscal 2021, the Committee retained Exequity LLP (“Exequity”) as its compensation consultant. After considering the factors set forth in SEC and Nasdaq rules, in accordance with its charter, the Committee concluded that its relationships with Exequity has not given rise to any conflict of interest.
- Exequity’s services to the Committee relating to fiscal 2021 included, among other things, providing perspective on current trends and developments in executive and director compensation as well as analysis of benchmarking data and confirmation of our peer group composition. All executive compensation services provided by Exequity were conducted under the direction or authority of the Committee, and all work performed by Exequity was pre-approved by the Committee.

Management Involvement

- Members of management, particularly the CEO and human resources personnel, regularly participate in the Committee’s meetings at the Committee’s request. Management’s role is to contribute information to the Committee and provide staff support and analysis for its discussions. However, management does not make any recommendation for the CEO’s

compensation, nor does management make the final determination of the CEO's or the other executive officers' amount or form of executive compensation. The CEO does recommend compensation for the other executive officers to the Committee, subject to the Committee's final decision. To assist in determining compensation recommendations for the other executive officers, the CEO considers Plexus' compensation philosophy and, in partnership with the human resources management team, utilizes the same compensation decision-making process as the Committee.

- Decisions regarding the compensation of the CEO are made in executive sessions at which the Committee members participate with Exequity to review competitive practices and overall compensation expense; the CEO and management are not present for these discussions. The sessions generally focus on the CEO's performance achievement and the elements of CEO compensation. The Committee discusses and reviews materials comparing the CEO's compensation to peer group and survey data as well as Plexus' overall performance relative to competitors and companies in our peer group. Materials presented also include a pay comparison of the CEO to our other executive officers and a review of the CEO's vested and unvested equity grants, as well as accumulated value, in an effort to assess possible retention risks.

Executive Compensation Philosophy, Goals & Process

The Committee's philosophy is to competitively compensate all employees, including executives, for their contributions to Plexus, to appropriately motivate employees to provide value to Plexus' shareholders and to consider the ability of Plexus to fund any compensation decisions, plans or programs. Competitive compensation must balance both short-term and long-term considerations and take into account external forces, best practices, and the performance of Plexus and the employee. Compensation packages should also motivate executives to make decisions and pursue opportunities that are aligned with the interests of our shareholders, while not exposing the Company to excessive risk. Finally, the Committee considers Plexus' financial condition, the conditions in Plexus' industry and end markets, Plexus' performance compared to its competitors, and the effects of those conditions on Plexus' sales and profitability in making compensation decisions.

PERFORMANCE MEASURES INTENDED TO MAXIMIZE SHAREHOLDER VALUE

The Company continues to emphasize annual and long-term incentive opportunities as a portion of total compensation since they are performance-based, represent compensation that is at risk, promote the creation of shareholder value and are intended to align the interests of executive officers with those of our shareholders.

The Committee and the Company believe that shareholder value is maximized through revenue growth and generating a ROIC that exceeds the Company's WACC. We refer to the amount of excess return when comparing these measures as economic return. The importance of achieving revenue growth and economic return goals has been emphasized by making a substantial component of each executive officer's compensation dependent on the Company's achievement of these goals, with executives maximizing their annual incentive compensation opportunity if the Company achieves its organic revenue growth and economic return goals.

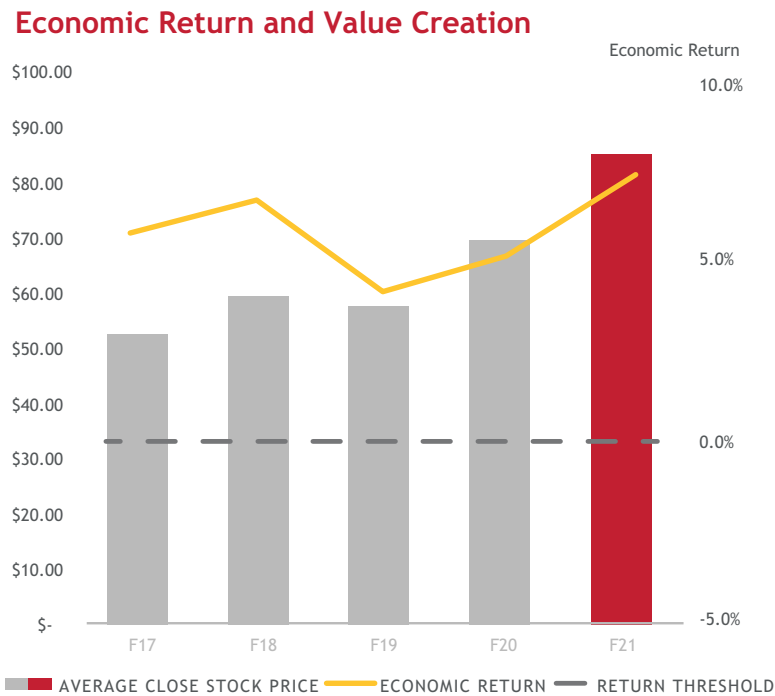
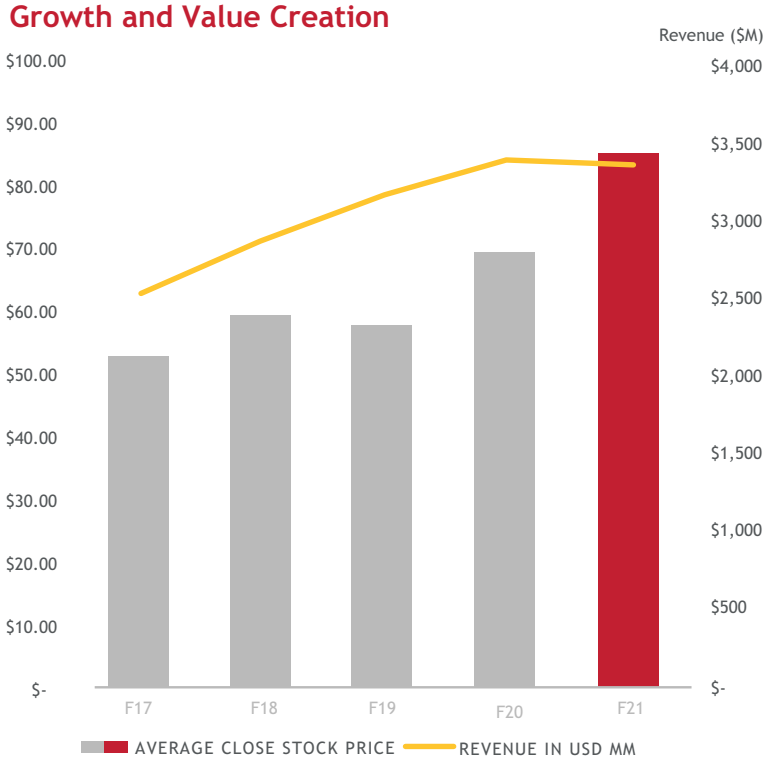
Within our long term incentive plan we use economic return as a performance measure for PSUs. Relative TSR is also used as a performance measure for PSUs. The Committee believes it is important to balance absolute and relative measures in an effort to account for both internal and external influences on Company performance. The performance measures used by the Company's annual and long-term incentive plans are described further within the "Elements and Analysis of Direct Compensation."

MEASURE	PLAN	PAYMENT	PURPOSE
Revenue Growth	Annual - VICP	Cash	Revenue growth is the result of a sound strategy effectively executed and increases shareholder value when combined with economic return.
ROIC	Annual - VICP	Cash	We deliver economic return by driving improvements in ROIC through a combination of operating margin performance and prudent capital investment.
Economic Return	Long-term PSU	Equity	Delivering economic return over the long-term generates shareholder wealth and mitigates short-termism.
Relative TSR	Long-term PSU	Equity	Relative TSR is an appropriate performance metric primarily because it is objectively determinable, provides rewards that are aligned to relative performance through varying economic cycles and reflects the delivery of value to shareholders.

Finally, the Committee recognizes that certain non-financial goals are important to position the Company for sustainable long-term success. The Committee works with management to identify these goals and they often comprise personal objectives under the VICP. These goals could include important system and process improvements, talent development priorities, and ESG initiatives, amongst others.

PROGRAM COMPONENTS & LINK TO BUSINESS STRATEGY AND PERFORMANCE

Below are illustrations of the performance of our compensation program measures and their relationship to creating shareholder value. To drive value, both growth and economic return are critical.



Plexus uses the following compensation reward components, which work together to create competitive compensation arrangements for our executive officers. Greater detail is described in “Elements and Analysis of Direct Compensation.”

PAY ELEMENT	DESCRIPTION	PAYOUT MEDIUM, TIMING AND AMOUNT
Base Salary (Fixed)	Market competitive base salary reflecting knowledge, skills, experience, responsibility, potential, and performance	Paid in Cash Paid Currently Fixed Amount
Annual Incentive (Variable)	Cash incentive based on the achievement of annual Company financial metrics (40% revenue growth, 40% ROIC) and personal objectives (20%)	Paid in Cash Paid Annually 0%-200% of Target
Long-Term Incentive (Variable)	25% PSUs based on TSR	Paid in Equity Paid After Three Year Performance Vesting 0%-200% of Target (for grants prior to fiscal 2021) or 0%-150% of Target (for grants in fiscal 2021 and ongoing)
	25% PSUs based on economic return	Paid in Equity Paid After Three Year Vesting Period 0%-200% of Target
	50% Restricted Stock Units	Paid in Equity Paid After Three Year Vesting Period

Plexus also offers other reward components to competitively compensate our employees:

- **Health and Welfare Benefits:** to promote the health and well-being of our employees and families, such as health and life insurance.
- **Retirement Plans:** to help our employees plan for their retirement. In addition to a 401(k) Plan, the Company also provides a supplemental executive retirement plan under which certain executives may elect to defer compensation; the Company also makes additional contributions on their behalf.
- **Agreements:** Only our current Chief Executive Officer has an employment agreement, which is intended to help assure the continuing availability of his services over a period of time and protect the Company from competition post-employment. All executive officers have change in control agreements to help assure that they will not be distracted by personal interests in the case of a potential acquisition of Plexus. The change in control agreements utilize a double trigger and do not include excise tax gross-up provisions.

Elements & Analysis of Direct Compensation

OVERVIEW OF DIRECT COMPENSATION

Total direct compensation for executive officers at Plexus consists of three primary components—salary, annual cash incentive payments under the VICP and long-term equity-based awards. Each of these components is complementary to the others, addressing different aspects of direct compensation and seeking to motivate employees, including executive officers, in varying ways. The Committee reviews the total compensation package of each executive officer to determine whether it is reasonable.

Setting Compensation Levels

The Committee uses a combination of peer company data and several published general industry and electronics industry surveys to provide insight into the competitiveness of each component of compensation offered to Plexus' executive officers. This data is compiled and analyzed by Plexus human resources leaders, who then meet with the Committee's compensation consultant to help the consultants understand Plexus' business model, organizational structure and compensation philosophy. The compensation consultant, Plexus human resources personnel, and our CEO discuss the analysis, rationale and methodology, and make recommendations to the Committee. Our CEO is excluded from CEO compensation discussions.

When assessing the competitiveness of compensation and making compensation determinations, the Committee's process includes a review and analysis of various factors, including:

- Company financial results;
- An internal calibration of base compensation as well as short-term and long-term award levels;
- Individual stock ownership and grant practices for the CEO and other officers;
- The proportion of pay between the CEO compared to those at other levels in the organization;
- Pay-for-performance and retention incentives;
- Deferred compensation arrangements and accumulated value; and
- Reasonableness of compensation as a whole.

In performing these analyses, the Committee uses tally sheets, which incorporate these factors to provide a comprehensive view of Plexus' total compensation for each executive and payout exposure under various performance scenarios.

When determining the competitive target compensation for each executive, the Committee uses comparable pay information as a point for reference. Through this form of benchmarking, the Committee does not aim for any particular numerical or percentage tests as compared to peer company data or surveys; however, it generally views the 50th percentile of market data as a reasonable comparison and uses its judgment following the review of multiple data points to arrive at individual pay determinations. In that consideration, the Committee discusses total compensation (including outstanding equity awards) for all executive officers, the level of experience and leadership each provides, and financial and personal performance results. The Committee seeks to properly position the total target direct compensation of the Company's executive officers and to balance different types of compensation (including equity) in order to promote retention and strong Company performance. The Committee believes this approach results in a comprehensive and thoughtful compensation review process because it allows the Committee to use discretion when appropriate in responding to particular circumstances. The Committee intends to continue these practices in the future.

Use of Peer Companies

For compensation planning purposes, the Committee has constructed a peer group in order to compare the compensation of Plexus' executive officers with that paid by other companies. Companies were chosen for the peer group using filtering criteria such as:

- Company size and performance (revenue, assets, market capitalization, performance criteria);
- Companies identified as competitors and/or in the same industry;
- Geographic footprint;
- Company image;

- Organizational complexity; and
- Financial structure.

The Committee has established a group of peer companies for comparison purposes using the selection criteria discussed above. The Committee conducts reviews of the peer group and selection criteria on a periodic basis to ensure that both are appropriate. The peer group is reviewed and adjusted by the Committee annually. KYOCERA AVX Components Corp. was approved as a peer but was subsequently acquired; as such, peer compensation from that entity was not included in the analysis the Committee reviewed when determining fiscal 2021 pay or for fiscal 2022 executive compensation planning.

PEER GROUP FOR SETTING 2021 PAY

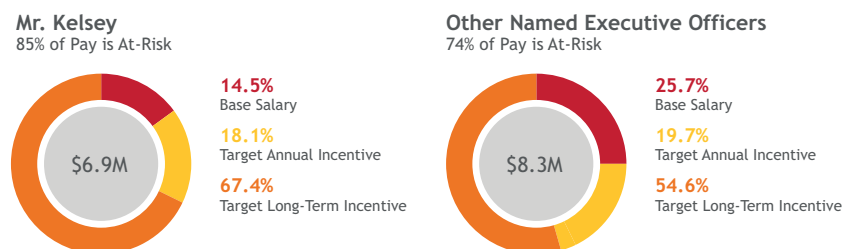
Amkor Technology, Inc.	Fabrinet	Sanmina Corporation
KYOCERA AVX Components Corp.	Flex Ltd.	Teledyne Technologies Inc.
Benchmark Electronics, Inc.	Jabil Inc.	Trimble Navigation Limited
Bruker Corporation	Keysight Technologies, Inc.	Triumph Group, Inc.
Celestica Inc.	Moog Inc.	TTM Technologies, Inc.
CommScope Holding Company, Inc.	PerkinElmer, Inc.	Vishay Intertechnology, Inc.
Curtiss-Wright Corporation	Regal Rexnord Corporation	Waters Corporation

DISTRIBUTION OF PAY COMPONENTS

The Committee believes that a majority of executive compensation should be at risk and that the CEO's percentage at risk should be the highest. VICP targets for the named executive officers other than Mr. Kelsey ranged from 70% to 85% of base salary in fiscal 2021, with the opportunity to earn cash incentives beyond those levels if Plexus exceeded its targeted financial goals. In the case of Mr. Kelsey, the potential target compensation at risk as a percentage of base salary was 125% in fiscal 2021, reflecting his overall greater responsibility for the Company. In fiscal 2021, long-term incentives for executive officers were granted in the form of: (i) RSUs that vest based on continued service, which promotes a long-term ownership mentality; and (ii) PSUs, which represent compensation that is at risk since these awards will be forfeited if performance is below a threshold level.

Except in the case of promotions or other special circumstances, compensation adjustments and equity awards for executive officers are targeted for implementation in the second quarter of each fiscal year to align with the Company's internal performance management cycle and changes to the compensation of its other non-executive employees. The Committee considers both individual and Company performance in making these determinations, and believes that this timing forges a strong link between performance and pay.

The resulting total targeted direct compensation mix used for fiscal 2021 for Mr. Kelsey and the average for the other named executive officers is illustrated in the charts below:



BASE SALARY

Factors Considered In Determining Base Salary

Prior to establishing the base salary level for the CEO and approving salary levels for other executive officers, the Committee takes into consideration various factors. These factors include:

- Compensation data from our peer group;
- Salary increase trends for executive base pay and other information provided in published surveys;
- An in-depth total rewards analysis with comparisons to peer group and survey data; and
- Individual executive officers' performance, duties and responsibilities, and their relative authority within Plexus.

The Committee uses this information and meets in executive session to discuss appropriate pay positioning and pay mix based on the data gathered. The data gathered in the determination process help the Committee to test for fairness, reasonableness and competitiveness. While the Committee takes into account the Company's compensation philosophy and goals and follows a holistic approach to executive compensation packages, its final determination may incorporate the subjective judgment of its members, as well.

Executive officer base salary changes may include the following two components:

- Competitive Adjustments. If executive officer salaries fall out of alignment with the competitive median range of our peer group and survey data, we consider changing the salaries to a more competitive level. Competitive adjustments may take place over a multi-year period and may depend on individual performance.
- Performance-Based Merit Increases. Separate merit increase may be provided based on individual performance, if appropriate.

2021 Base Salary Adjustments

Base salary adjustments for 2021 were approved by the Committee in December 2020 for all executive officers. When considering compensation adjustments, the Company has placed a greater emphasis on annual and long-term incentive opportunities, as opposed to base salary, since they are performance-based, represent compensation that is at risk, promote the creation of shareholder value and are intended to further align the interests of executive officers with those of our shareholders. Our CEO's base salary is higher than those of our other executive officers because of the more extensive and challenging duties and responsibilities associated with that position. In addition, the CEO's total compensation is more heavily weighted toward performance-based compensation when compared to the total compensation of our other executive officers.

For 2021, Mr. Kelsey's base salary was set at \$1,000,000, which was unchanged from his previous salary. As a result, the base salary for Mr. Kelsey is positioned near the median of peer group and market comparisons.

Increases for our other named executive officers varied from 0.9% to 7.6%. Base salary increases for 2021 for these named executive officers were due to merit increases. Variations between these named executive officers reflected competitive conditions and the Committee's view of the named executive officers' duties, responsibilities and performance. The Committee believed that base salaries for those named executive officers were appropriately aligned with peer group and market comparisons, and were awarded based on individual performance.

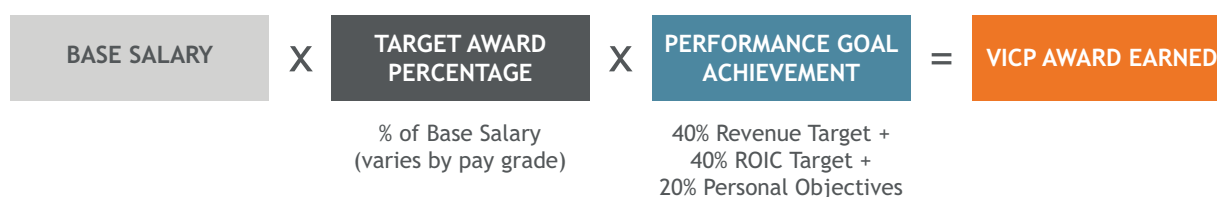
Presented below are the 2021 base salaries and percentage increases as compared to the prior year for our named executive officers:

EXECUTIVE OFFICER	2021 BASE SALARY	PERCENTAGE INCREASE COMPARED TO 2020*
Mr. Kelsey	\$1,000,000	0%
Mr. Frisch	\$605,000	4.3%
Mr. Jermain	\$565,000	7.6%
Mr. Ninivaggi	\$490,000	4.3%
Mr. Darroch	\$465,498	0.9%

* Percentage increase for Mr. Darroch represents the merit increase in the currency in which he is paid (GBP). Fiscal 2021 Base Salary for Mr. Darroch is represented in U.S. dollars exchanged at the spot rate of 1.3671 on the effective date of the merit increase.

ANNUAL INCENTIVE COMPENSATION (AT RISK)

The VICP provides annual cash incentives to approximately 3,850 participants, including all of our executive officers. The award opportunity levels for each participant are expressed as a percentage of base salary.



For executive officers, the VICP is a sub-plan of the Incentive Plan with the opportunity to earn above their targeted award opportunities based on the achievement of corporate financial goals. Higher levels of duties and responsibilities within Plexus lead to higher cash incentive opportunities under the VICP because the Committee believes that heightened responsibility leads to more influence on corporate performance. For each executive officer, 80% of the targeted award is keyed to the corporate financial goals; the remaining 20% of the targeted award is keyed to the achievement of individual objectives. Offering a greater percentage of compensation tied to performance measures is intended to more strongly link executive compensation with Company performance and shareholder returns.

The table below lists the fiscal 2021 VICP award opportunities for the named executive officers, expressed as a percentage of base salary:

EXECUTIVE OFFICER	2021 THRESHOLD AWARD (%)	2021 TARGETED AWARD (%)	2021 MAXIMUM AWARD (%)
Mr. Kelsey	0%	125%	250%
Mr. Frisch	0%	85%	170%
Mr. Jermain	0%	80%	160%
Mr. Ninivaggi	0%	70%	140%
Mr. Darroch	0%	70%	140%

The VICP provides for payments relating to corporate financial goals both below and above the targeted awards by establishing specific threshold levels of corporate performance at which payments begin to be earned and maximum payout levels beyond which no further payment is earned. The payout for our executive officers at the maximum payout level is 200% of the targeted award. The Committee believes that the opportunity to receive a payout above target should be based solely on achieving corporate financial goals. Therefore, to achieve the maximum payout of 200% of the targeted award, executive officers must achieve 90% payouts for each of the revenue and ROIC components of the VICP, with the individual objectives component comprising the balance at a maximum of 20%. Payments to participants are not permitted under the VICP unless the Company achieves net income for the plan year.

The VICP provides that extraordinary items or charges should be excluded from fiscal year results. In addition, the Committee has the authority to exclude non-recurring charges, when determining the achievement of the corporate financial goals. In 2021, the Company incurred restructuring charges and, in addition, COVID-19 had an impact on the Company’s financial results; however, the Committee made no adjustments to financial goals under the VICP.

2021 Plan Design - Company Financial Goals

Our financial and compensation models align with our business strategy. The specific corporate financial goals for fiscal 2021, each of which stood independently of the other with regard to award opportunities, were revenue and ROIC. The goals were chosen because they aligned performance-based compensation to the key financial metrics that the Company used internally to measure its ongoing performance and that it used in its financial plans. The fiscal 2021 targets for these goals were set as part of our annual financial planning process and continue to align with our enduring financial goals. For each of the corporate financial goals, we also established specific “threshold” and “maximum” payout levels of achievement as part of that process.

For the purposes of the VICP, ROIC is defined as tax-effected annual operating income divided by the average invested capital over a five quarter period for the fiscal year and the prior fiscal year fourth quarter. Invested capital is defined as equity plus debt and operating lease liabilities, less cash and cash equivalents. Revenue is defined as the fiscal 2021 net recognized sales of the Company for financial statement purposes. The Committee has discretion to adjust ROIC to account for the effects of extraordinary items. No award is payable to any participant under the VICP unless we have net income for the fiscal year. In the event of results that are below the revenue and the ROIC threshold levels, the VICP may pay out only in respect to the portion based on individual objectives. When determining ROIC for VICP awards, extraordinary items or charges, and non-recurring charges, are disregarded, except as otherwise determined by the Committee in its discretion. Discretion was not exercised by the Committee in fiscal 2021.

For fiscal 2021, in accordance with Plexus’ strategic plan and the Committee’s philosophy of aligning compensation with the Company’s enduring goals, the Committee established the performance goals described below:

	Threshold	Target	Maximum Payout
Revenue	Equal to prior year revenue	Midpoint between threshold and maximum payout	Equal to 12% revenue growth
ROIC	Equal to Plexus’ WACC	Midpoint between threshold and maximum payout	Equal to Plexus’ WACC plus 500 basis points

The Committee believes that setting the maximum payout levels for revenue and ROIC consistent with our financial goals fully aligns employees with financial results that maximize value to our shareholders, without encouraging excessive risk-taking. Threshold levels for both metrics were set at the minimum levels of performance at which Plexus believes it begins generating value for our shareholders. Target levels for revenue and ROIC, which were set between the threshold and maximum payout levels, were intended to be challenging, but achievable, based on industry conditions and Plexus' financial plan. Awards for performance between the threshold and target level, and between the target and maximum levels, are calculated by straight-line interpolation.

The following table sets forth the fiscal 2021 financial targets and potential VICP payout amounts (as a percent of targeted VICP cash incentive) for the named executive officers, at the threshold, target and maximum payout performance levels:

Component	THRESHOLD		TARGET		MAXIMUM PAYOUT	
	Goal	Payout	Goal	Payout	Goal	Payout
Revenue (in millions)	\$3,390	0%	\$3,593	40%	\$3,797	90%
ROIC	8.1%	0%	10.6%	40%	13.1%	90%
Individual Objectives		up to 20%		up to 20%		up to 20%
Total Potential Incentive = Revenue + ROIC + Individual Objectives		up to 20%		up to 100%		up to 200%

In fiscal 2021, revenue was \$3,369 million and ROIC was 15.4%. Therefore, the Company's performance was below the threshold payout for revenue and was above the maximum payout level for ROIC. As a result, Plexus paid awards for corporate financial performance to executive officers and other employees based only on ROIC performance; total payments to executives represented 90% versus the target of 80% for corporate financial performance.

2021 Plan Design - Individual Objectives

The Committee determines and approves the individual objectives established for the CEO and the other executive officers. For fiscal 2021, common individual objectives were shared by all executive officers, including Mr. Kelsey and the other named executive officers. Attainment of the individual objectives represents 20% of the potential targeted VICP award; however, no such award may be earned based on individual objectives unless the Company achieves positive net income for the plan year. The Committee's assessment of individual objectives is based on their likely impact on the achievement of the Company's annual financial plan and other longer-term strategic priorities, their effect on shareholder value and their alignment with one another.

The fiscal 2021 shared individual objectives for all of our named executive officers concentrated on (a) reduction in transformation cost, which are the costs required to convert raw inventory into finished goods; (b) continued pursuit of the Company's "zero defects" cultural journey, focused on quality improvement initiatives and goals; (c) enterprise resource planning (ERP) system enhancements and process improvements; and (d) enterprise risk management regarding business continuity. Mr. Kelsey provided the Committee with an assessment of the executive team's performance on each shared individual objective and the Committee determined the ultimate award percentage level for each objective. Actual achievement of individual objectives for fiscal 2021 was based upon the Committee's determination of the degree to which the objectives were completed by each member of the executive team. As a result, all named executive officers were awarded a 70-85% payout of the personal objectives portion of the VICP, or a 14-17% payout versus the target of 20% for individual objectives.

2021 Annual Incentive Compensation (At Risk) - Actual Payout

The following table sets forth the fiscal 2021 VICP total payout as a percentage of each named executive officer's target award, capturing the fiscal 2021 results for the Company's revenue and ROIC goals combined with the individual objectives payout.

Component	ACTUAL PAYOUT	
	Results	Payout
Revenue (in millions)	\$3,369	0%
ROIC	15.4%	90%
Individual Objectives	70-85 %	14-17%
Total Payout as a Percent of Target		104-107%

2022 - Individual Objectives

A portion of the fiscal 2022 shared individual objectives for all of our named executive officers will include goals associated with the Company's ESG program, specifically: (a) global reduction targets in energy usage in furtherance of the Company's environmental sustainability activities; (b) creation of a new Employee Resource Group and expansion and enhancement goals related to the Company's existing Employee Resource Groups to support the Company's diversity and inclusion efforts; and (c) enhancement of the Company's cybersecurity incident response plan to address evolving cybersecurity risks and to assess the Company's governance and oversight structure in light of the changing cybersecurity landscape.

LONG-TERM INCENTIVES

Plan Structure

Total compensation, consistent with practices in our industry, places a particular emphasis on equity-based compensation for executive officers. The shareholder-approved Incentive Plan allows, and its predecessor allowed, for various award types, including options, SARs, restricted stock awards (including RSUs), performance stock awards (including PSUs), other stock awards and cash incentive awards. Equity-based awards are intended to provide incentives to enhance corporate performance as well as to further align the interests of our executive officers with those of our shareholders. The reported values of the long-term incentive opportunities under equity plans can vary significantly from year to year as a percentage of total direct compensation because they are determined by valuing the equity-based awards on the same basis that we use for financial statement purposes; that value depends significantly on our stock price and its volatility at the time of the awards.

For fiscal 2021 grants, and in furtherance of its emphasis on at-risk performance-based compensation, the Committee's annual equity grant allocation formula for named executive officers consisted of 50% PSUs and 50% RSUs. The Committee believes that this equity grant allocation formula promotes a strong pay-for-performance link and further enhances the alignment of the interests of our executives with those of our shareholders. The equity grant allocation formula also is intended to promote share ownership (along with our equity ownership guidelines) and motivate our executives to succeed in the long-term. The Committee intends to continue to emphasize the use of performance-based awards for executive officers in future years.

The Committee's long-term incentive strategy allows for use of a portfolio approach when granting awards. Each element of the portfolio for fiscal 2021 was intended to address a different aspect of long-term incentive compensation, as set forth below:

- PSUs provide an additional incentive for executive officers to create shareholder value. 50% of the PSUs granted vest over a three year period based on average economic return performance. Economic return, which is calculated as a three-point annual average, is used as a performance measure for the PSUs because it is a key focus of the Company's financial model and is a metric that the Committee believes, when combined with revenue growth, is highly correlated with driving shareholder value. For any individual fiscal year, the economic return performance measure will be a minimum of 0% and a maximum of 5%.
- The other 50% of PSUs granted vest based on the relative TSR performance of Plexus common stock as compared to companies in the S&P 400 Index over a three year performance period. The Committee believes that measuring TSR on a relative, rather than on an absolute, basis provides a more relevant measure of the performance of the Company's stock. By mitigating the impact of macroeconomic factors (both positive and negative) that are beyond the control of the Company and its executives, relative TSR provides rewards that are better aligned to relative performance through varying economic cycles. PSUs also provide a retention incentive since these awards generally do not vest until the end of the three year performance period.
- RSUs provide an interest in the value of the Company's shares, because, even though they vest over time, they provide recipients with a certain equity interest, assuming continued employment. In addition to promoting retention, RSUs align the interests of executives and other employees who receive RSU grants with the interests of shareholders by building a long-term ownership mentality and providing motivation to succeed in the long term.

Annual Award Determination and Allocation Process

Each year the Committee reviews market data, individual performance and the estimated value of the entire pool of equity awards prior to making grants to executive officers, including when making grants in connection with promotions or other increases in responsibilities. Pursuant to its portfolio approach, in fiscal 2021, the Committee distributed awards in the form of PSUs and RSUs to eligible participants, as discussed above. When making these determinations, PSUs that vest based on the relative TSR of Plexus common stock are valued using a Monte Carlo simulation model, while the values of PSUs that vest based on economic return performance and RSUs are determined based on the fair market value of Plexus common stock.

The Committee determines the grant for the CEO and approves grants for all other executive officers. The CEO provides the Committee with initial grant recommendations for each executive officer other than himself by balancing the need to provide competitive compensation with the desire to keep related compensation value and expense relatively stable from period to period. The Committee considers each executive officer's duties, responsibilities and performance, as well as internal and external comparisons (for example, peer group comparisons and other third-party market surveys, as described above), when approving the grant value for each executive officer. Those in positions with more responsibility tend to receive larger grants to reflect their role in the Company and the market comparisons for their compensation. Also, as discussed above, for the CEO, the Committee uses the vested and unvested equity information, as well as the accumulated value analysis, to balance the level of existing awards with the desire to reward performance and to provide retention incentives.

The Committee continues its focus on increasing incentive award opportunities for our executive officers as a portion of total potential compensation in order to more strongly link executive compensation with Company performance and shareholder returns.

Timing of Grants

Grants of PSUs are made in the fiscal second quarter; however, the performance goals for the PSUs are set in the fiscal first quarter. Grants of RSUs are generally made once a year during the fiscal second quarter, but may also be made in connection with new hires, promotions, other increases in responsibilities or in special situations. The Committee anticipates continuing to follow this grant schedule and practice for future grants.

Fiscal 2021 Awards

Based on the Committee's long-term incentive strategy, as well as individual responsibility and performance considerations, and reflecting all of the grants discussed above, the Committee granted the following equity awards to Mr. Kelsey and the other named executive officers in fiscal 2021.

Executive Officer	PSUs (#)	RSUs (#)
Mr. Kelsey	29,800	32,070
Mr. Frisch	10,900	11,720
Mr. Jermain	7,690	8,280
Mr. Ninivaggi	5,770	6,210
Mr. Darroch	4,610	4,970

Vesting of 50% of the PSUs granted in fiscal 2021 is based on a three-point annual average of the Company's absolute economic return performance during the performance period; vesting of the other 50% is based on the relative TSR of Plexus stock as compared to the companies in the S&P 400 Index. Performance on these metrics will be determined following the conclusion of the relevant three year performance period.

In order to further align the Company's financial model and business strategy to the payout of long-term incentives, the maximum payout on 50% of the PSUs is achieved when the three-point annual average economic return is at or above 5.0% over the three year performance period. If the maximum payout level is achieved, 200% of this portion of the PSUs will be earned. A target payout on this portion of the award will be achieved if the three-point annual average economic return is 2.5%; the Committee believes that this target is meaningfully difficult, but is achievable and appropriate for our industry. The Committee believes it is appropriate for a portion of these awards to vest when the three-point annual average economic return exceeds 0.0% because any positive level of economic return generates shareholder value. If the Company does not achieve a positive three-point annual average economic return, this portion of the PSUs will not pay out. Below is the payout matrix for the portion of the PSUs that may be earned based on economic return performance (if performance is between the specified levels, the payout will be interpolated):

AVERAGE ECONOMIC RETURN	PAYOUT PERFORMANCE FACTOR
0% (Threshold)	0%
2.5% (Target)	100%
5.0% (Maximum)	200%

The TSR calculations will be based on the percentage change from the initial price to the final price during the performance period, which is three years from the date of grant, and will reflect the reinvestment of dividends, if any. The initial price is calculated using the average closing price of common stock over the 30 calendar day period ending on the trading day immediately preceding the first day of the three year performance period. The final price is the average closing price of common stock over the 30 calendar day period ending on the last day of the three year performance period. The TSR calculations will be adjusted to reflect stock splits, recapitalizations and other similar events.

The portion of the PSUs that may be earned based on relative TSR performance will vest at target if the TSR of Plexus stock is at the 50th percentile of companies in the S&P 400 Index. A payout at maximum, which is 150% of the target award for this portion, may be achieved if the relative TSR of Plexus stock is at or above the 75th percentile of companies in the S&P 400 Index. The Committee believes that a relative TSR at or above this level would be reflective of significant achievement during the performance period. In order to receive a payout at threshold, which is 50% of the target award for this portion, the relative TSR of Plexus stock must be at or above the 25th percentile of companies in the S&P 400 Index. If the relative TSR of Plexus stock is below the 25th percentile, none of the PSUs will be earned and the awards will be forfeited.

The payout matrix for the portion of the PSUs granted in fiscal 2021 that may be earned based on relative TSR performance is presented in the table below (if performance is between the specified levels, the payout will be interpolated):

RELATIVE TSR PERCENTILE RANK	PAYOUT PERFORMANCE FACTOR
Below 25th	0%
25th (Threshold)	50%
50th (Target)	100%
75th and above (Maximum)	150%

For information regarding the performance of PSUs granted in fiscal 2021 and prior fiscal years as of October 2, 2021, see the “Outstanding Equity Awards at Fiscal Year-End” table below.

Annual awards of RSUs generally vest on the third anniversary of the grant, subject to early vesting on a change in control.

Fiscal 2018 PSUs

The TSR of Plexus stock during the three year performance period for the fiscal 2018 PSUs that ended in fiscal 2021 was at the 62.5 percentile of companies in the Russell 3000 Index. As a result, and according to the payout matrix applicable to this grant, this portion of the PSUs vested and paid out at approximately 150.0% of target after certification by the Committee.

Fiscal 2019 PSUs

The performance period with respect to the portion of the fiscal 2019 PSUs that vested based on a three-point annual average of the Company's absolute economic return concluded at the end of fiscal 2021. Average economic return for the three year performance period was 5.3%. The three-year average for the 2019 PSUs was determined using Return on Capital Employed (ROCE), which was replaced by ROIC in the economic return calculation for the fiscal 2020 and 2021 PSU grants. ROCE is calculated by taking operating profit plus stock-based compensation and then dividing this total by average capital employed. As a result, and according to the matrix established for the fiscal 2019 PSUs, this portion of the PSUs vested and paid out at 200% of target after certification by the Committee. The Committee plans to evaluate the performance of the portion of the fiscal 2019 PSUs that vests based on relative TSR at its February 2022 meeting.

EQUITY OWNERSHIP GUIDELINES

The Company's executive stock ownership guidelines are intended to increase the alignment between the interests of management and our shareholders. To accomplish these objectives, we require our CEO to own Plexus stock with a minimum market value equal to five times their annual base salary, our COO and CFO to own three times their annual base salary and other executive officers, including those named in the "Summary Compensation Table," to own Plexus stock with a minimum market value equal to two times their annual base salary. Other Plexus leadership team members are required to own a value of Plexus common stock as determined by the CEO. Stock options and unvested PSUs do not count toward the satisfaction of the guidelines. Unvested RSUs will count toward the satisfaction of these guidelines. These guidelines were augmented in early fiscal 2022 based upon a review of the market and specifically our peer group.

There is no specific time requirement to meet these guidelines. However, an executive officer is generally not permitted to sell Plexus shares that were acquired or awarded while an executive officer unless the applicable ownership requirement has been met; there are exceptions, including financing the exercise of stock options and any applicable taxes when the shares will be held, in connection with any applicable tax consequence related to the vesting of an equity award or with prior approval under special circumstances. All of our named executive officers, including Mr. Kelsey, have met the ownership amounts required by the guidelines and are in compliance with the procedural requirements of the guidelines.

CLAWBACK POLICY

Pursuant to the Plexus Corp. Executive Compensation Clawback Policy, in the event of a material restatement of the Company's financial results as a result of significant non-compliance with financial reporting requirements, the Committee will review incentive compensation that was paid to the Company's executive officers under the VICP (or any successor plan thereto) based solely on the achievement of specific corporate financial goals ("covered compensation") during the period of the restatement. If any covered compensation would have been lower had the covered compensation been calculated based on the Company's restated financial results, the Committee will, as and to the extent it deems appropriate, recoup any portion of covered compensation paid in excess of what would have been paid based on the restated financial results. The Committee may seek the recovery of covered compensation for up to three years preceding the date on which the Company is required to restate its financial results.

This policy applies in addition to any right of recoupment against the Company's Chief Executive Officer and Chief Financial Officer pursuant to the Sarbanes-Oxley Act of 2002. The policy does not apply in any situation where a restatement is not the result of significant non-compliance with financial

reporting requirements, such as any restatement due to a change in applicable accounting rules, standards or interpretations, a change in segment designations or the discontinuance of an operation.

ANTI-HEDGING AND ANTI-PLEDGING POLICY

The Company's Insider Trading Policy explicitly prohibits directors, officers and employees from engaging in transactions designed to hedge or offset a decrease in the price of the Company's common stock, including, but not limited to, prepaid variable forward contracts, equity swaps, collars and exchange funds. Pledges and short sales of the Company's securities are also prohibited under the Insider Trading Policy.

Elements & Analysis of Other Compensation

In addition to direct compensation, Plexus uses several other types of compensation, some of which are not subject to annual Committee action. These include benefits, retirement plans and employment or change in control agreements. These are intended to supplement the previously described compensation methodologies by focusing on long-term employee security and retention. Certain of these plans allow employees to acquire Plexus stock.

BENEFITS

We generally provide health and welfare benefits to our executive officers on the same basis as other salaried employees in the United States, although some benefit programs, as discussed elsewhere, are specifically targeted to our executive officers' specific circumstances. On January 1, 2020, the executive flexible perquisite benefit, valued up to \$15,000 per calendar year, was eliminated; however there may be some benefit showing in the Summary Compensation Table due to the difference between the fiscal and calendar years. The flexible perquisite benefit was intended to be used for expenses such as personal financial planning, spouse travel costs in connection with business-related travel, club membership and/or tax and estate advice. The Committee also approved additional perquisites and other benefits for our CEO and the other executive officers in addition to those received by all U.S. salaried employees. The additional perquisites and other benefits for certain of our executive officers are: a company car and additional life and disability insurance due to the dollar limits of the Company's disability insurance policies. As a result of local law and custom, different but comparable insurance programs and other benefits may apply to personnel who are located in countries outside of the United States, as well as to executive officers who may be temporarily assigned outside of the United States, if any.

RETIREMENT PLANNING - 401(K) PLAN

The 401(k) Plan, which is available to substantially all U.S. employees, allows employees to defer a portion of their annual salaries into their personal accounts maintained under the 401(k) Plan. In addition, Plexus matches a portion of each employee's contributions, up to a maximum of \$11,600 per calendar year. Employees have a choice of investment alternatives, including a Plexus stock fund.

RETIREMENT PLANNING - SUPPLEMENTAL EXECUTIVE RETIREMENT PLAN

In response to Internal Revenue Code (the "Code") limitations on compensation that may be attributed to tax qualified retirement plans (such as the 401(k) Plan), we have also developed a supplemental executive retirement plan. Plexus' supplemental executive retirement plan (the "SERP") is a deferred compensation plan that allows participants to defer taxes on current income. The SERP covers our executive officers and certain other executives, and provides a retirement savings alternative to address their particular circumstances and promote a long-term commitment to Plexus until

retirement. All U.S.-based executive officers participate in the SERP. Under the SERP, those executive officers may elect to defer compensation and Plexus may also make discretionary contributions. The SERP allows the investment of deferred compensation amounts on behalf of the participants into individual accounts and, within these accounts, into one or more designated mutual funds or other investments. These investment choices do not include Plexus stock. Deferred amounts and any earnings that may be credited become payable upon termination, retirement from Plexus or in accordance with the executive's individual deferral election.

Additionally, the Company may credit a participant's account with a discretionary employer contribution. Any employer contributions to the SERP require approval of the Committee. The SERP provides a vehicle for the Company to restore the lost deferral and matching opportunity caused by tax regulation limitations on such deferrals and matched contributions for highly compensated individuals; the Committee believes these limitations make supplemental retirement plans common practice in general industry. The Committee also believes that further retirement compensation through the SERP is appropriate based on the market for executive compensation and its desire to provide an incentive for executives to remain with Plexus through retirement.

FISCAL 2021 PLAN ACTIVITY

- Contribution Formula. The SERP provides for an annual discretionary contribution of 9% of the executive's total targeted cash compensation, and we made such a contribution in fiscal 2021. Total targeted cash compensation is defined as base salary plus the targeted annual incentive plan cash incentive at the time of the Company's contribution.
- Employer Contributions. For fiscal 2021, the total employer contributions to the SERP accounts was \$466,025 for all named executive officer participants as a group, including \$202,500 for Mr. Kelsey. See footnote 6 to the "Summary Compensation Table."
- Special Contributions. The SERP also allows the Committee to make discretionary contributions over and above the annual contribution noted above, and such contributions have been made in individual cases from time to time. However, in fiscal 2021, the Committee did not make any such contributions on behalf of the named executive officers.

EMPLOYMENT AND CHANGE IN CONTROL AGREEMENTS

We do not generally have employment agreements with our executive officers other than our Chief Executive Officer. All executive officers, including Mr. Kelsey, have change in control agreements to help assure that these individuals will not be distracted by personal interests and will maintain their focus on shareholders in the case of a potential acquisition of Plexus, as well as to maintain their continuing loyalty.

Mr. Kelsey's employment agreement and the change in control agreements for Mr. Kelsey and our other executive officers are described below in "Executive Compensation-Employment Agreements and Potential Payments Upon Termination or Change in Control." Please refer to the discussions therein for a further explanation of those agreements.

TAX ASPECTS OF EXECUTIVE COMPENSATION

The Committee considers the potential tax deductibility under the Code for executive compensation. However, at times and under certain circumstances, it believes that it is more important to provide appropriate incentives irrespective of tax consequences.

Section 280G of the Code imposes a 20% excise tax upon executive officers who receive “excess parachute payments” upon a change in control to the extent the payments received by them meet or exceed an amount approximating three times their average annual compensation. The excise tax applies to all payments over one times average annual compensation. Plexus would also lose its tax deduction for the “excess” payments. Excise tax gross-up provisions have been eliminated from all change in control agreements, and our agreements use a “best net” approach to minimize the possibility that an excise tax might be due or that a loss of the tax deduction might occur.

The Code also provides a surtax under Section 409A relating to various features of deferred compensation arrangements that do not comply with the requirements of Section 409A. We generally seek to structure our compensation arrangements either to comply with Section 409A or qualify for an exemption from Section 409A.

COMPENSATION COMMITTEE REPORT

The duties and responsibilities of the Compensation Committee of the board of directors are described above under “Corporate Governance—Board Committees—Compensation and Leadership Development Committee” and are set forth in a written charter adopted by the board, which is available on the Company’s website. The Committee reviews and reassesses this charter annually and recommends any changes to the board for approval.

As part of the exercise of its duties, the Committee has reviewed and discussed with management the above “Compensation Discussion and Analysis” contained in this proxy statement. Based upon that review and those discussions, the Committee recommended to the board of directors that the Compensation Discussion and Analysis be incorporated by reference in Plexus’ annual report to shareholders on Form 10-K and included in this proxy statement.

MEMBERS OF THE COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE:

Joann M. Eisenhart, Chair
Stephen P. Cortinovis
Joel Quadracci
Karen M. Rapp
Michael V. Schrock

EXECUTIVE COMPENSATION

This section provides further information about the compensation paid to, and other compensatory arrangements with, our named executive officers.

Summary Compensation Table for Fiscal 2021

The following table sets forth a summary of the compensation of our named executive officers. More detailed information is presented in the other tables and explanations that follow.

Name	Year	Salary (\$) ¹	Bonus(\$) ²	Stock Awards (\$) ³	Option Awards (\$) ⁴	Non-Equity Incentive Plan Compensation (\$) ⁵	All Other Compensation (\$) ⁶	Total (\$)
Todd P. Kelsey President & CEO	2021	\$1,000,000	—	\$5,078,974	—	\$1,309,375	\$234,872	\$7,623,221
	2020	\$1,010,481	—	\$4,977,568	—	\$1,979,778	\$234,696	\$8,202,523
	2019	\$958,750	—	\$3,459,586	—	\$1,870,892	\$230,253	\$6,519,481
Patrick J. Jermain Executive VP & CFO	2021	\$555,769	—	\$1,310,953	—	\$469,296	\$120,815	\$2,456,833
	2020	\$531,346	—	\$1,272,295	—	\$624,622	\$117,584	\$2,545,847
	2019	\$505,000	—	\$981,894	—	\$597,157	\$112,720	\$2,196,771
Steven J. Frisch Executive VP & COO	2021	\$599,231	—	\$1,856,954	—	\$533,554	\$133,447	\$3,123,186
	2020	\$586,779	—	\$1,810,030	—	\$781,757	\$129,079	\$3,307,645
	2019	\$556,875	—	\$1,309,549	—	\$735,566	\$124,552	\$2,726,542
Angelo M. Ninivaggi Executive VP, CAO, GC & Secretary	2021	\$485,385	—	\$983,486	—	\$363,563	\$106,666	\$1,939,100
	2020	\$475,288	—	\$989,848	—	\$521,475	\$100,211	\$2,086,822
	2019	\$450,000	—	\$794,856	—	\$496,640	\$113,701	\$1,855,197
Ronnie Darroch Executive VP & Regional President - EMEA	2021	\$463,083	—	\$786,412	—	\$335,038	\$79,051	\$1,663,584
	2020	\$437,369	—	\$814,517	—	\$485,291	\$521,385	\$2,258,562
	2019	\$427,500	—	\$672,920	—	\$471,829	\$106,031	\$1,678,280

¹ Includes amounts voluntarily deferred by the named persons under the Company's retirement plans. The amounts deferred under the SERP are also included in the "Executive Contributions in Last FY" column of the "Nonqualified Deferred Compensation" table below.

² The "Bonus" column, in accordance with SEC regulations, would include only discretionary bonus payments apart from VICP. Payments under the VICP, including payments for achieving individual objectives, are set forth in the "Non-Equity Incentive Plan Compensation" column. Since our named executive officers' individual objectives are specific and performance against them is measured, we believe that payments under the VICP that relate to the achievement of individual objectives are properly reflected in the "Non-Equity Incentive Plan Compensation" column.

³ These columns represent the grant date fair value computed in accordance with Accounting Standards Codification Topic 718 (“ASC 718”) of equity awards granted under the Incentive Plan and its predecessor, which are explained further below under “Grants of Plan-Based Awards.” GAAP requires us to determine compensation expense for stock options and other stock-related awards granted to our employees based on the estimated fair value of the equity instrument at the time of grant. Compensation expense is recognized over the vesting period. The assumptions that we used to determine the valuation of the awards are discussed in footnote 9 to our consolidated financial statements.

Grants of stock options and RSUs are not subject to performance conditions, although the ultimate value of stock options depend on the appreciation in the Company’s stock price. The Company has not granted stock options to its executive officers since fiscal 2017. For 2019 and 2020, vesting of 50% of the PSUs reported in each fiscal year above is based on a three-point annual average of the Company’s absolute economic return performance and vesting of the other 50% depends on the relative TSR of Plexus stock as compared to companies in the Russell 3000 Index, each over a three year performance period. The 2019 and 2020 PSUs are reported in the “Stock Awards” column at “target” performance; participants can earn twice the number of PSUs granted for performance at “maximum.” For 2021, vesting of 50% of the PSUs reported in each fiscal year above is based on a three-point annual average of the Company’s absolute economic return performance and vesting of the other 50% depends on the relative TSR of Plexus stock as compared to companies in the S&P 400 Index, each over a three year performance period. The 2021 PSUs are reported in the “Stock Awards” column at “target” performance; participants can earn twice the number of PSUs granted for performance at “maximum” for the economic return portion and one and a half times the number of PSUs granted for performance at “maximum” for the TSR portion.

The value of the fiscal 2021 PSUs at the maximum performance level would be as follows for each named executive officer: Mr. Kelsey—\$4,413,265; Mr. Jermain—\$1,138,946; Mr. Frisch—\$1,614,163; Mr. Ninivaggi—\$854,418; and Mr. Darroch—\$682,728.

Please also see the “Grants of Plan-Based Awards” table below for further information about equity awards granted in fiscal 2021, and the “Outstanding Equity Awards at Fiscal Year End” table below for information regarding all outstanding equity awards at the end of fiscal 2021.

⁴ No stock options were granted to named executive officers in fiscal 2021.

⁵ The “Non-Equity Incentive Plan Compensation” column represents amounts that were earned during each fiscal year under the VICP. Under the VICP, annual cash incentives for executive officers are determined by a combination of the degree to which Plexus achieves specific pre-set corporate financial goals during the fiscal year and the executive officer’s performance on individual objectives. We include more information about the VICP under “Compensation Discussion and Analysis—Elements and Analysis of Direct Compensation—Annual Incentive” above, as well as under “Grants of Plan-Based Awards” below.

The amounts shown in the “2021” row were earned in fiscal 2021 and were paid in fiscal 2022, the amounts shown in the “2020” row were earned in fiscal 2020 and were paid in fiscal 2021, and the amounts shown in the “2019” row were earned in fiscal 2019 and were paid in fiscal 2020.

There were no deferrals of the amounts payable in fiscal 2022 related to the VICP award earned based on fiscal 2021 performance. Mr. Frisch deferred \$156,351 of the amount payable in fiscal 2021 related to the VICP award earned based on fiscal 2020 performance; Messrs. Frisch and Darroch deferred \$183,892 and \$47,183, respectively, of the amounts payable in fiscal 2020 related to the VICP award earned based on fiscal 2019 performance.

⁶ The amounts listed under the column entitled “All Other Compensation” in the table include Company contributions to the 401(k) Plan and the SERP, reimbursements made by Plexus under its executive flexible perquisite benefit (which was eliminated January 1, 2020), the value of the company car benefit provided to the executive, additional life and disability insurance coverage and relocation. Per person detail is listed in the table below:

Name	Year	Company Matching Contribution to 401(k) Plan	Company Contribution to SERP	Executive Flexible Perquisite Benefit	Company Car Benefit	Additional Life and Disability Insurance	Relocation	Total (\$)
Todd P. Kelsey	2021	\$11,600	\$202,500	—	\$20,383	\$389	—	\$234,872
	2020	\$11,400	\$201,822	—	\$21,085	\$389	—	\$234,696
	2019	\$11,200	\$181,939	\$15,000	\$21,702	\$412	—	\$230,253
Patrick J. Jermain	2021	\$11,600	\$89,489	—	\$19,337	\$389	—	\$120,815
	2020	\$11,400	\$80,887	\$8,819	\$16,089	\$389	—	\$117,584
	2019	\$11,200	\$68,387	\$13,751	\$18,970	\$412	—	\$112,720
Steven J. Frisch	2021	\$11,600	\$99,772	—	\$21,686	\$389	—	\$133,447
	2020	\$11,400	\$94,899	\$4,431	\$17,779	\$570	—	\$129,079
	2019	\$11,200	\$80,962	\$14,069	\$17,708	\$613	—	\$124,552
Angelo M. Ninivaggi	2021	\$11,600	\$74,264	—	\$20,430	\$372	—	\$106,666
	2020	\$11,400	\$69,919	\$520	\$17,843	\$529	—	\$100,211
	2019	\$11,200	\$57,700	\$25,974	\$18,255	\$572	—	\$113,701
Ronnie Darroch	2021	\$75,725	—	—	\$3,326	—	—	\$79,051
	2020	\$50,758	\$13,648	\$13,474	\$14,064	\$77	\$429,364	\$521,385
	2019	\$11,200	\$54,258	\$14,852	\$18,154	\$353	\$7,214	\$106,031

The amounts in the “Executive Flexible Perquisite Benefit” column, above, include the reimbursements under that program prior to the cessation date of the executive flexible perquisite on January 1, 2020.

In connection with Mr. Darroch’s relocation to Wisconsin during fiscal 2015, Plexus purchased his former residence in the United Kingdom. The amount reported above in the “Relocation” column for fiscal 2019 reflects Plexus’ costs for tax adjustments related to such sale. The amount for fiscal 2020 reflects relocation benefits for Mr. Darroch’s return to the United Kingdom in 2020.

The amount reported in the “Company Matching Contribution to 401(k) Plan” for Mr. Darroch for 2020 and 2021 represent Plexus’ contribution to both the 401(k) plan and his UK Pension.

Grants of Plan-Based Awards for Fiscal 2021

The table below sets forth information about equity awards that were granted to the named executive officers in fiscal 2021 under the Incentive Plan, as well as information about *potential* cash incentive awards dependent on quantifiable corporate performance and individual goals that those executive officers could have earned for fiscal 2021 performance under the VICP. As a result of corporate performance, cash incentive awards based on these criteria were earned under the VICP for fiscal 2021, as set forth under the “Non-Equity Incentive Compensation” column in the “Summary Compensation Table” above. We provide further information about potential compensation under the VICP and awards under the Incentive Plan in fiscal 2021, as well as additional information about those plans, following the table.

Name & Principal Position	Award Type	Grant Date	Estimated Future Payouts Under Non-Equity Incentive Plan Awards			Estimated Future Payouts Under Equity Incentive Plan Awards			All Other Stock Awards: Number of Shares or Units (#)	Grant Date Fair Value of Stock and Option Awards (\$)
			Threshold (\$) ¹	Target (\$) ¹	Maximum (\$) ¹	Threshold (#) ¹	Target (#) ¹	Maximum (#) ¹		
Todd P. Kelsey	VICP	12/17/2020	\$0	\$1,250,000	\$2,500,000	—	—	—	—	—
	PSUs ²	1/25/2021	—	—	—	6,885	29,800	52,715	—	\$2,514,977
	RSUs ³	1/25/2021	—	—	—	—	—	—	32,070	\$2,563,997
Patrick J. Jermain	VICP	12/17/2020	\$0	\$438,595	\$877,189	—	—	—	—	—
	PSUs ²	1/25/2021	—	—	—	1,775	7,690	13,605	—	\$648,967
	RSUs ³	1/25/2021	—	—	—	—	—	—	8,280	\$661,986
Steven J. Frisch	VICP	12/17/2020	\$0	\$509,360	\$1,018,719	—	—	—	—	—
	PSUs ²	1/25/2021	—	—	—	2,520	10,900	19,280	—	\$919,940
	RSUs ³	1/25/2021	—	—	—	—	—	—	11,720	\$937,014
Angelo M. Ninivaggi	VICP	12/17/2020	\$0	\$339,778	\$679,556	—	—	—	—	—
	PSUs ²	1/25/2021	—	—	—	1,335	5,770	10,205	—	\$486,997
	RSUs ³	1/25/2021	—	—	—	—	—	—	6,210	\$496,490
Ronnie Darroch	VICP	12/17/2020	\$0	\$322,151	\$644,303	—	—	—	—	—
	PSUs ²	1/25/2021	—	—	—	1,065	4,610	8,155	—	\$389,060
	RSUs ³	1/25/2021	—	—	—	—	—	—	4,970	\$397,352

¹ Amounts in the rows labeled “VICP” reflect potential cash incentive payments for fiscal 2021.

As a result of Plexus’ actual performance in fiscal 2021, overall cash incentive awards were earned based on corporate financial performance between the target and maximum payout levels, as reflected in the “Summary Compensation Table” and discussed in “Compensation Discussion and Analysis.”

² For more information regarding these awards, see the discussion below under the caption “Equity Plans,” as well as “Compensation Discussion and Analysis—Total Direct Compensation—Long-Term Incentives.”

³ The RSUs vest on January 25, 2024, assuming continued employment. See the discussion below under the caption “Equity Plans.”

Outstanding Equity Awards at Fiscal 2021 Year-End

The following table sets forth information about Plexus stock awards held by the named executive officers that were outstanding as of October 2, 2021. No named executive officers held stock options at the end of fiscal 2021.

Name	Number of Shares or Units of Stock That Have Not Vested (#)	Market Value of Shares or Units of Stock That Have Not Vested (\$) ¹	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested (\$) ¹
Mr. Kelsey	31,600 ²	\$2,878,128	—	—
	32,500 ³	\$2,960,100	—	—
	32,070 ⁴	\$2,920,936	—	—
	—	—	54,840 ⁵	\$4,994,827
	—	—	44,000 ⁶	\$4,007,520
	—	—	45,830 ⁷	\$4,174,196
Mr. Jermain	8,970 ²	\$816,988	—	—
	8,310 ³	\$756,875	—	—
	8,280 ⁴	\$754,142	—	—
	—	—	15,560 ⁵	\$1,417,205
	—	—	11,240 ⁶	\$1,023,739
	—	—	11,830 ⁷	\$1,077,476
Mr. Frisch	11,960 ²	\$1,089,317	—	—
	11,820 ³	\$1,076,566	—	—
	11,720 ⁴	\$1,067,458	—	—
	—	—	20,760 ⁵	\$1,890,821
	—	—	16,000 ⁶	\$1,457,280
	—	—	16,760 ⁷	\$1,526,501
Mr. Ninivaggi	7,260 ²	\$661,241	—	—
	6,460 ³	\$588,377	—	—
	6,210 ⁴	\$565,607	—	—
	—	—	12,600 ⁵	\$1,147,608
	—	—	8,750 ⁶	\$796,950
	—	—	8,870 ⁷	\$807,880
Mr. Darroch	6,150 ²	\$560,142	—	—
	5,320 ³	\$484,546	—	—
	4,970 ⁴	\$452,668	—	—
	—	—	10,660 ⁵	\$970,913
	—	—	7,200 ⁶	\$655,776
	—	—	7,090 ⁷	\$645,757

¹ Based on the \$91.08 per share closing price of our common stock on October 1, 2021, the last trading day of fiscal 2021.

² Consists of RSUs awarded in fiscal 2019 under the Incentive Plan. The RSUs vest on January 21, 2022, based on continued service through that date.

- ³ Consists of RSUs awarded in fiscal 2020 under the Incentive Plan. The RSUs vest on January 27, 2023, based on continued service through that date.
- ⁴ Consists of RSUs awarded in fiscal 2021 under the Incentive Plan. The RSUs vest on January 25, 2024, based on continued service through that date.
- ⁵ Consists of PSUs awarded in fiscal 2019 under the Incentive Plan. Vesting of 50% of the PSUs is based on a three-point annual average of the Company's absolute economic return performance during the three year performance period, and vesting of the other 50% of the PSUs depends on the relative TSR of our common stock as compared to the Russell 3000 Index over a three year performance period that concludes on January 21, 2022. As of the end of fiscal 2021, the Company's economic return performance was between the target and maximum levels; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2019 PSUs at the maximum achievement level. The relative TSR of our common stock was between the target and maximum levels; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2019 PSUs at the maximum achievement level.
- ⁶ Consists of PSUs awarded in fiscal 2020 under the Incentive Plan. Vesting of 50% of the PSUs is based on a three-point annual average of the Company's absolute economic return performance during the three year performance period, and vesting of the other 50% of the PSUs depends on the relative TSR of our common stock as compared to the Russell 3000 Index over a three year performance period that concludes on January 21, 2023. As of the end of fiscal 2021, the Company's economic return performance was between the target and maximum levels; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2020 PSUs at the maximum achievement level. The relative TSR of our common stock was near the target level; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2020 PSUs at the target achievement level.
- ⁷ Consists of PSUs awarded in fiscal 2021 under the Incentive Plan. Vesting of 50% of the PSUs is based on a three-point annual average of the Company's absolute economic return performance during the three year performance period, and vesting of the other 50% of the PSUs depends on the relative TSR of our common stock as compared to the S&P 400 Index over a three year performance period that concludes on January 21, 2024. As of the end of fiscal 2021, the Company's economic return performance was between the target and maximum levels; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2021 PSUs at the maximum achievement level. The relative TSR of our common stock was near the target level; therefore, this portion of the award is reflected in the aggregate amount reported above for the fiscal 2021 PSUs at the target achievement level.

See "Compensation Discussion and Analysis—Elements and Analysis of Direct Compensation—Long-Term Incentives" for additional information regarding awards.

Option Exercises & Stock Vested in Fiscal 2021

The following table sets forth information about the Plexus stock options that were exercised by the named executive officers as well as the PSUs and RSUs that vested in fiscal 2021.

Name	Option Awards		Stock Awards	
	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise (\$) ¹	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$) ²
Mr. Kelsey	0	\$0	73,555	\$5,780,053
Mr. Jermain	0	\$0	21,630	\$1,699,772
Mr. Frisch	0	\$0	28,115	\$2,209,303
Mr. Ninivaggi	0	\$0	17,310	\$1,360,230
Mr. Darroch	0	\$0	15,570	\$1,223,564

¹ Based on the difference between the exercise prices and sale prices on the date of exercise for stock options with the exception of shares that were held upon the exercise of options; in such case, the value realized on exercise is based on the difference between the exercise prices and the average of the high and low trading prices of the Company's common stock on the Nasdaq Global Select Market on the exercise date.

² Based on the average of the high and low trading prices of the Company's common stock on the Nasdaq Global Select Market on the vesting dates for PSUs and RSUs.

Nonqualified Deferred Compensation in Fiscal 2021

Plexus does not maintain any defined benefit pension plans. Plexus' only retirement savings plans are defined contribution plans—the 401(k) Plan for all qualifying U.S. employees, the SERP for executive officers (and certain other executives) and certain foreign plans. Since these are defined contribution plans, Plexus' obligations are fixed at the time contributions are made, rather than Plexus being liable for future potential shortfalls in plan assets to cover the fixed benefits that are promised in defined benefit plans.

The 401(k) Plan is open to all U.S. Plexus employees meeting specified service and related requirements. Under the plan, employees may voluntarily contribute up to 75% of their annual compensation, up to a maximum Code mandated limit of \$19,500 (\$26,000 if age 50 or older) in calendar year 2021; Plexus will match 100% of the first 4.0% of salary which an employee defers, up to \$11,600 in calendar year 2021. There are several investment options available to participants under the 401(k) Plan, including a Plexus stock fund.

Plexus maintains the SERP as an additional deferred compensation mechanism for its executives. Under the SERP, an executive may elect to defer compensation through the plan, and Plexus may credit the participant's account with a discretionary employer contribution. Participants are entitled to the payment of deferred amounts and any earnings which may be credited thereon upon termination or retirement from Plexus, subject to the participants' deferral elections and Section 409A of the Code. The SERP allows the investment of deferred compensation held on behalf of the participants into individual accounts and, within these accounts, into one or more designated mutual funds or investments, which are intended to mirror the options available under the 401(k) Plan; however, the investment choices in the SERP do not include Plexus stock.

The SERP also allows for discretionary Plexus contributions. As discussed in “Compensation Discussion and Analysis—Elements and Analysis of Other Compensation—Retirement Planning - Supplemental Executive Retirement Plan,” the Committee determined the current Company contribution to the SERP after reviewing a competitive analysis prepared by Willis Towers Watson. As a result, the discretionary contribution is 9% of the executive’s total targeted cash compensation. The Committee may also choose to make additional or special contributions from time to time; no such contributions were made in fiscal 2021 to the named executive officers.

The following table includes information regarding contributions under the SERP. Since the 401(k) Plan is a tax-qualified plan generally available to all qualified U.S. employees, contributions on behalf of the executive officers and earnings in that plan are not included in this table; however, Company contributions under both the SERP and the 401(k) plan are among the items included in the “All Other Compensation” column in the “Summary Compensation Table” above. Mr. Darroch participates in the Plexus Corp. (UK) Ltd. Group Life Assurance Scheme (the “U.K. Plan”) and no longer receives SERP contributions. Contributions on his behalf and earnings in the U.K. Plan are not included in this table; however Company contributions under the U.K. Plan are included in the “All Other Compensation” column in the “Summary Compensation Table” above.

Name	Executive Contributions in Last FY (\$) ¹	Registrant Contributions in Last FY (\$)	Aggregate Earnings in Last FY (\$)	Aggregate Withdrawals/ Distributions (\$)	Aggregate Balance at Last FYE (\$) ²
Mr. Kelsey	—	\$202,500	\$442,031	—	\$2,312,231
Mr. Jermain	—	\$89,489	\$352,518	—	\$1,764,792
Mr. Frisch	\$156,351	\$99,772	\$364,493	—	\$1,885,540
Mr. Ninivaggi	—	\$74,264	\$246,835	—	\$1,194,255
Mr. Darroch	—	—	\$187,897	—	\$923,556

¹ Includes contributions by the named executive officers related to incentive compensation related to fiscal 2020 VICP awards that was payable in fiscal 2021, but was deferred, and that are included in the “Non-Equity Incentive Plan Compensation” column in “Summary Compensation Table” for fiscal 2020 as follows: Mr. Frisch—\$156,351. There were no contributions included from the “Salary” column in the “Summary Compensation Table.”

² Of the amounts reported in the “Aggregate Balance at Last Fiscal Year End” column, the following amounts were previously reported in the Summary Compensation Tables in the Company’s Proxy Statements for its prior annual meetings of shareholders: Mr. Kelsey—\$1,104,673; Mr. Jermain—\$1,103,714; Mr. Frisch—\$1,230,325; Mr. Ninivaggi—\$315,818; and Mr. Darroch—\$585,823.

Employment Agreements & Potential Payments

UPON TERMINATION OR CHANGE IN CONTROL

This section provides information about specific agreements with our named executive officers relating to employment and post-employment compensation.

Plexus does not generally have employment agreements with its executive officers. However, the Committee and the board continue to believe that it is important to have an employment agreement with our CEO to set forth the terms of their employment, to provide incentives for him to continue with the Company over the long term and to protect the Company from competition post-employment. The Company entered into an employment agreement with Mr. Kelsey in 2016 in connection with his appointment as our President and CEO (the “Employment Agreement”).

All of our executive officers have change in control agreements that provide, in certain circumstances, for payments to the executive officers in the event of a change in control of Plexus.

Employment Agreement with Mr. Kelsey

The Employment Agreement between the Company and Mr. Kelsey specifies when the Company may terminate Mr. Kelsey for cause, as well as when Mr. Kelsey may leave the Company for good reason, and determines the compensation payable upon termination. The definitions of “cause” and “good reason” are substantially similar to those under the Company’s change in control agreements.

If Mr. Kelsey is terminated for cause or voluntarily leaves without good reason, dies or becomes disabled, the Company is not required to make any further payments to Mr. Kelsey other than with respect to obligations accrued on the date of termination. If Mr. Kelsey’s termination is due to his death or disability, any previously granted equity awards without performance goals, such as RSUs, would automatically vest and any performance stock units would vest pro rata based on his length of service during the performance period and actual Company performance.

If the Company terminates Mr. Kelsey without cause, or he resigns with good reason, Mr. Kelsey is entitled to receive his base salary for a two year period following his separation date (the “Separation Period”), a VICP cash incentive award keyed to the actual attainment of performance targets for the year in which Mr. Kelsey is involuntarily terminated, prorated based on the number of the days in the period in which he was employed, and a payment equal to 100% of his target annual VICP cash incentive award as in effect prior to the separation date on each December 15 during the Separation Period. In addition, Mr. Kelsey would also receive an amount equal to the maximum allowable Company contributions for a full plan year under the 401(k) Plan and the Company’s deferred compensation plans during the Separation Period. Mr. Kelsey would also be eligible to participate in the Company’s medical, dental and vision plans, subject to his payment of any premiums required by such plans, for a two year period following his separation; if a non-active employee is not eligible to participate in such plans, the Company will instead provide Mr. Kelsey with the cost of premium continuation coverage. In addition, Mr. Kelsey would receive a lump-sum payment equal to the value of continued participation in the Company’s other welfare plans, company car and other similar plans and arrangements for two years. Any payments triggered by a termination of employment are to be delayed until six months after termination, as required by Section 409A of the Code (except if such payment(s) qualify for an exception thereto). The Employment Agreement does not provide for any tax gross-up payments.

Mr. Kelsey would also receive accrued and vested benefits under the 401(k) Plan and the SERP, and payment for accrued but unused vacation, upon a termination of employment for any reason; those amounts are not included in “Potential Benefits Table” below. See “Nonqualified Deferred Compensation” above for further information.

If Mr. Kelsey is terminated by Plexus without cause or he resigns with good reason, his equity awards would be treated in accordance with the terms of the Incentive Plan and predecessor plans, with Mr. Kelsey being deemed a continuing employee for purposes of applying the vesting and exercisability provisions of any equity awards held by him on his separation date that were granted more than one year prior to such date; see “Treatment of Equity Awards” below for more information.

Under Mr. Kelsey’s Employment Agreement, the Company is protected from competition by Mr. Kelsey after the termination of his employment. Upon termination, Mr. Kelsey agrees to not interfere with the relationships between the active customers and suppliers, as well as employees, of the Company for two years, and to not compete with the Company over the same period. Further, Mr. Kelsey has agreed to related confidentiality requirements after the termination of his employment.

Pursuant to his change in control agreement, Mr. Kelsey is eligible to receive three times salary plus benefits in the event of a termination of his employment in connection with a change in control. If both the Employment Agreement and the change in control agreement apply to a particular termination, Mr. Kelsey will receive benefits under whichever agreement provides the higher amount of benefits in the aggregate. As discussed below, the Company’s change in control agreements with its executive officers, including Mr. Kelsey, do not contain excise tax gross-up provisions.

CHANGE IN CONTROL AGREEMENTS

Plexus has change in control agreements with its executive officers and certain other key employees. Under the terms of these agreements, if there is a change in control of Plexus, as defined in the agreement, the executive officers’ authorities, duties and responsibilities shall remain at least commensurate in all material respects with those prior to the change in control. Their compensation may not be reduced, their benefits must be commensurate with those of similarly situated executives of the acquiring firm and their location of employment must not be changed significantly as a result of the change in control.

Determination of Benefit Levels

In general, the change in control agreements with our executive officers provide that, upon termination in the event of a change in control, executive officers will receive compensation equaling three times annual base salary plus targeted bonus, and an amount equal to a continuation of health and retirement benefits for that period. Certain other key employees also have change in control agreements on substantially the same terms, although generally with multipliers of one or two times annual base salary plus targeted bonus. In determining which employees should have change in control agreements, the Committee utilizes its guidelines, which focus on position, responsibilities and compensation level in order to minimize subjectivity.

There are not any excise tax gross-up provisions in any of the change in control agreements. As discussed below, the change in control agreements with all participants allow for a reduction in payments under a “best net” approach, providing either the full amount of the total payment or an amount equal to the total payment reduced by an amount necessary to avoid adverse excise tax consequences to the executive officer.

In addition, under the Incentive Plan and its predecessor, upon a change in control, unvested awards will generally automatically vest for all award holders (for PSUs, the performance period will be deemed to have concluded as of the date of the change in control, performance will be calculated and vesting will be determined).

The Committee reviews the benefit levels under these agreements annually. It is the Committee's view that the level of benefits, combined with the "double trigger" requiring both a change in control and a termination of employment, as well as the elimination of excise tax gross-up provisions, provides an appropriate balancing of the interests of the Company, its shareholders and its executives. Benefit levels are believed to be in line with competitive standards and Plexus' overall compensation policy and level of other benefits, as well as necessary and appropriate to attract and retain executive talent. Therefore, offering a package that is consistent with market practices is appropriate to help motivate executives to focus on the Company's shareholders, even when the circumstance might jeopardize their employment.

The Committee periodically reviews the scope and context of the change in control agreements. The Committee continues to believe that the change in control agreements will help motivate executive officers to respond appropriately, for the benefit of the Company and its shareholders, in the case of a proposed acquisition of the Company that they might perceive would jeopardize their employment.

Operation of Change in Control Agreements

Within 24 months after a change in control, in the event that any covered executive officer is terminated other than for cause, death or disability, or if an executive officer terminates his or her employment with good reason, Plexus is obligated to pay the executive officer, in a cash lump sum, an amount equal to three times (one to two times for other key employees) the executive officer's base salary plus targeted cash incentive payment, and to continue retirement payments and certain other benefits. There are not any excise tax gross-up provisions in any of the change in control agreements. The agreements provide that a cap may apply if the total potential payments would be subject to any excise taxes imposed by Section 4999 of the Code because such potential payments would exceed three times base compensation determined under that section. In that case, total potential payments would be capped just below the excise tax threshold if the net uncapped amount that otherwise would have been retained by the executive officer (after such individual would pay the excise tax) would be less than the capped amount (with no imposed excise tax).

The agreements do not preclude termination of the executive officer, or require payment of any benefit, if there has not been a change in control of Plexus, nor do they limit the ability of Plexus to terminate these persons thereafter for cause.

Under our change in control agreements:

- A termination for "cause" would occur if the executive officer willfully and continually fails to perform substantial duties or willfully engages in illegal conduct or gross misconduct which injures Plexus.
- After a change in control, an executive may terminate for "good reason" which would include: requiring the executive to perform duties inconsistent with the duties provided under his or her agreement; Plexus not complying with provisions of the agreement or requiring the executive to move; or any attempted termination of employment which is not permitted by the agreement.

- A change in control would occur in the event of a successful tender offer for Plexus, other specified acquisitions of a substantial portion of the Company’s outstanding stock, a merger or other business combination involving the Company, a sale of substantial assets of the Company, a contested director’s election or a combination of these actions followed by any or all of the following actions: change in management or a majority of the board of the Company or a declaration of a “change in control” by the board of directors.

TREATMENT OF EQUITY AWARDS

None of the named executive officers’ held outstanding stock options as of the end of fiscal 2021. RSUs that have yet to vest are generally forfeited on termination of employment, but immediately vest upon a change in control. PSUs that have yet to vest are also generally forfeited on a termination of employment, but are prorated following the conclusion of the performance period on death or retirement prior to the end of such period; on a change in control, the performance period is deemed over and any PSUs earned based on performance during such period vest at that time. See “Outstanding Equity Awards at Fiscal Year End” above for information as to the named executive officers’ outstanding equity awards at October 2, 2021.

SEVERANCE

Plexus does not have employment agreements with its executive officers other than Mr. Kelsey. It also does not have a formal severance plan for other types of employment termination, except in the event of a change in control as described above. Although Plexus has a general practice of providing U.S. salaried employees with two weeks’ severance pay for every year worked (generally to a maximum of 13 weeks) in the case of termination without cause, actual determinations are made on a case-by-case basis. Therefore, whether and to what extent Plexus would provide severance benefits to the named executive officers, or other executive officers, upon termination (other than due to death, permanent disability or a change in control) would depend upon the facts and circumstances at that time. As such, we are unable to estimate the potential payouts under other employment termination scenarios.

POTENTIAL BENEFITS TABLE

The following table provides information as to the amounts which will be payable (a) to Mr. Kelsey under his Employment Agreement if he is terminated by Plexus or if he resigns, (b) to the named executive officers in the event of death or permanent disability, and (c) to the named executive officers in the event they were terminated without cause, or the executive terminated with good reason, in the event of a change in control. The payments are calculated assuming a termination as of October 2, 2021, the last day of our previous fiscal year. The table includes only benefits that would result from the stated event, not vested benefits that are payable irrespective of the reason for termination.

Executive Officer; Context of Termination	Cash Payments ¹	Early Vesting of Stock Options ²	Early Vesting of RSUs ³	Early Vesting of PSUs ⁴	Additional Retirement Benefits ⁵	Other Benefits ⁶	Total
Mr. Kelsey - Termination by Plexus for Cause or Resignation without Good Reason	—	—	—	—	—	—	—
Mr. Kelsey - Termination by Plexus without Cause or Resignation with Good Reason	\$5,750,000	—	—	—	\$428,200	\$26,566	\$6,204,766
Mr. Kelsey - Death or Disability	— ⁷	—	\$8,759,164	\$3,300,136	—	—	\$12,059,300
Mr. Kelsey - Change in Control	\$6,750,000	—	\$8,759,164	\$6,300,004	\$642,300	\$235,229	\$22,686,697
Mr. Jermain - Death or Disability	— ⁷	—	\$2,328,005	\$872,236	—	—	\$3,200,241
Mr. Jermain - Change in Control	\$3,051,000	—	\$2,328,005	\$1,646,726	\$297,152	\$257,066	\$7,579,949
Mr. Frisch - Death or Disability	— ⁷	—	\$3,233,340	\$1,215,898	—	—	\$4,449,238
Mr. Frisch - Change in Control	\$3,357,750	—	\$3,233,340	\$2,312,521	\$334,116	\$269,736	\$9,507,463
Mr. Ninivaggi - Death or Disability	— ⁷	—	\$1,815,224	\$681,640	—	—	\$2,496,864
Mr. Ninivaggi - Change in Control	\$2,499,000	—	\$1,815,224	\$1,271,477	\$257,592	\$254,913	\$6,098,206
Mr. Darroch - Death or Disability	— ⁷	—	\$1,497,355	\$562,416	—	—	\$2,059,771
Mr. Darroch - Change in Control	\$2,352,157	—	\$1,497,355	\$1,039,223	\$212,556	\$992,802	\$6,094,093

¹ Cash payments in the context of a termination in connection with change in control represent payments relating to the executives' base salary and VICP cash incentive awards to the extent they would be paid after termination, based on the salary in effect at the end of fiscal 2021 and the target VICP cash incentive payment for fiscal 2021. Under the change in control agreements, this payment equals three years' salary, as it was in effect at the time of termination, plus three times the targeted VICP compensation for the year of termination.

As discussed above, pursuant to Mr. Kelsey's employment agreement, if he is terminated without cause, or he resigns with good reason, he is entitled to receive his base salary for a two year period following his separation date and a pro-rated VICP cash incentive award for the year of involuntary termination. In addition, Mr. Kelsey would also receive two annual payments following his termination each equal to 100% of his target annual VICP cash incentive award as in effect prior to the separation date.

² All outstanding unvested stock options would become vested upon a change in control, as well as upon death or disability. No stock options are currently outstanding for the named executive officers.

³ All outstanding unvested RSUs would become vested upon a change in control. The amount shown is the value of the unvested RSUs based on Plexus' closing stock price of \$91.08 per share on the last trading date of fiscal 2021.

- ⁴ The performance period for outstanding PSUs would be deemed to end upon a change in control and vesting would be determined at that time. The amount shown is the value of all outstanding unvested PSUs, assuming target payout for fiscal year 2019 (TSR-based PSUs only), fiscal year 2020 and fiscal year 2021 performance as of the change in control date. Amounts reported for the Death and Disability scenario are pro-rated at target performance for the portions of the cycles unearned at the end of fiscal year 2021. The amounts above were calculated using Plexus' closing stock price of \$91.08 per share on the last trading day of fiscal 2021.
- ⁵ Under the change in control agreements, the Company would be required to continue payments to the 401(k) Plan and SERP for three years at the same level during the year preceding the change in control. Similar provisions for a termination without cause apply with respect to Mr. Kelsey's Employment Agreement, with such obligations continuing for two years. This column represents the total amount of those payments. The executive officers would also receive accrued and vested benefits under the 401(k) Plan and the SERP, and payment for accrued but unused vacation, upon a termination of employment for any reason; those amounts are not included in the table. See "Nonqualified Deferred Compensation" for further information.
- ⁶ The amounts in the context of a termination in connection with a change in control include continuing payments of health and welfare benefits, company car and other benefits for three years, as provided in the agreements. Mr. Kelsey would receive similar benefits for two years in the event he is terminated without cause, or he resigns with good reason, as described above.
- ⁷ Excludes life or disability insurance payments from third party insurers.

PAY RATIO DISCLOSURE

Pursuant to Item 402(u) of Regulation S-K, we are providing the following information for fiscal 2021, which includes a ratio of the total annual compensation of Mr. Kelsey to the median annual total compensation of all employees other than our CEO (the “Pay Ratio”):

- CEO total annual compensation: \$7,623,221
- Median employee total annual compensation: \$15,087
- Ratio of CEO to median employee compensation 505:1

In determining our median employee, a list was prepared of all of our global employees (excluding the CEO) and their annual compensation as of October 2, 2021. Annual compensation included base pay, which was determined via payroll records and annualized for those employees who were not employed for a full year at the time of the calculation. For foreign employees, we used the then-current exchange rate in order to convert such amounts into U.S. dollars. For purposes of the Pay Ratio disclosed above, the total compensation of both the CEO and the median employee for fiscal 2021 were calculated based on the definition of total compensation for purposes of the Summary Compensation Table.

SEC rules for identifying the median employee and calculating the pay ratio allow companies to adopt a variety of methodologies, to apply certain exclusions and to make reasonable estimates and assumptions. No employees were excluded when constructing the list of our global employees, but the Pay Ratio reported above may not be comparable to the pay ratio calculated by other companies, as other companies have different circumstances, employee populations and compensation practices, and may utilize different methodologies, exclusions, estimates and assumptions.

COMPENSATION & RISK

During fiscal 2021, the Company reviewed its compensation policies, programs and procedures, including the incentives they create and mitigating factors that may reduce the likelihood of excessive risk taking, to determine whether they present a significant risk to the Company. Management assessed risk factors associated with specific compensation programs, as well as enterprise-level compensation risk factors, and a risk rating was assigned to each factor. The program-specific risk factors assessed included payout potential, payout as a percentage of total compensation, risk of manipulation, discretion to modify awards, overall plan design and market appropriateness. Enterprise-level risk factors evaluated included the balance between performance rewarded and the sustainability of that performance, the overall compensation mix, consistency between annual and long-term objectives as well as metrics, achievability of performance goals without undue risk-taking, the relationship of long-term awards to the Company's pay philosophy, stock ownership requirements, the weighting and duration of performance metrics, the value of severance packages, the degree to which pay programs (including retirement benefits) and/or grants may be considered disproportionate, and the interaction of compensation plans with the Company's financial performance and strategy. The Compensation Committee reviewed management's evaluation process as well as its results, and determined that both the process and conclusions reached were reasonable.

Based on this review, the Company has concluded that its compensation policies, programs and procedures are not reasonably likely to have a material adverse effect on the Company.

PROPOSAL 2 - ADVISORY VOTE TO APPROVE NAMED EXECUTIVE OFFICER COMPENSATION

Board
Recommendation

An advisory proposal to approve the compensation of the Company's named executive officers, as disclosed under the headings "Compensation Discussion and Analysis" and "Executive Compensation"

FOR

SEC rules require publicly-traded companies like Plexus to hold an advisory vote of their shareholders at least once every three years to approve the named executive officer compensation, as disclosed in the company's proxy statement pursuant to Item 402 of Regulation S-K; Plexus discloses this information in "Compensation Discussion and Analysis" and "Executive Compensation" herein. Plexus currently holds these votes annually.

As described in "Compensation Discussion and Analysis" above, we design our executive compensation programs to attract, motivate and retain the talent needed to lead a complex global organization, to drive global financial and operational success, to create an ownership mindset and to appropriately balance Company performance and individual contributions towards the achievement of success. A meaningful portion of our executive officers' compensation is at risk, reflecting the Company's emphasis on pay that reflects performance and drives long-term shareholder value. We believe the Company's compensation program as a whole is well suited to promote the Company's objectives in both the short and long term.

Accordingly, the following resolution will be submitted to our shareholders for approval at the annual meeting:

"RESOLVED, that the compensation paid to the Company's named executive officers, as disclosed pursuant to Item 402 of Regulation S-K, including the Compensation Discussion and Analysis, compensation tables and narrative discussion, is hereby approved."

As an advisory vote, this proposal is not binding on the Company. However, the Compensation Committee, which is responsible for designing and administering the Company's executive compensation programs, values the opinions expressed by our shareholders, and will consider the outcome of the vote when making future compensation decisions on the Company's executive compensation programs.

The board unanimously recommends that shareholders vote FOR approval of the compensation of the Company's named executive officers as described in this proxy statement.

CERTAIN TRANSACTIONS

Plexus has a written policy requiring that transactions, if any, between Plexus and its executive officers, directors or employees (or related parties) must be on a basis that is fair and reasonable to the Company and in accordance with Plexus' Code of Conduct and Business Ethics and other policies. Plexus' policy focuses on related party transactions in which its insiders or their families have a significant economic interest; while the policy requires disclosure of all transactions, it recognizes that there may be situations where Plexus has ordinary business dealings with other large companies in which insiders may have some role, but little, if any, stake in a particular transaction. Although these transactions are not prohibited, any such transaction involving an executive officer, director or related party must be approved by either a disinterested majority of the board of directors or by the Audit Committee.

Jacob Foate, the adult son of Mr. Foate, Plexus' Non-Executive Chair, began working for Plexus in fiscal 2019 and is currently the Director - IT Security & Data Management. His annual base salary is \$170,000. Andy Kelsey, the adult son of Todd Kelsey, Plexus' President and Chief Executive Officer, began working for Plexus in 2015 and is currently serving as the Sr. Site Director for our Livingston Design Center. His annual base salary is \$175,000. Both Jacob and Andy participate in the Company's incentive plans, as well as its other benefit plans, on the same basis as other salaried employees.

Please see "Corporate Governance-Director Independence" for a discussion of certain transactions and relationships that the board considered when determining the independence of Plexus' directors. There were no other transactions in an amount or of a nature that were reportable under applicable SEC rules in fiscal 2021.

REPORT OF THE AUDIT COMMITTEE

The Audit Committee of the board of directors, which was established in accordance with Section 3(a)(58)(A) of the Securities Exchange Act of 1934, oversees and monitors the participation of Plexus' management and independent auditors throughout the financial reporting process and approves the hiring and retention of, and fees paid to, the independent auditors. The Audit Committee also generally reviews other transactions between the Company and interested parties that may involve a potential conflict of interest. No member of the Audit Committee is employed by, or has any other material relationship with, Plexus. The members are all "independent directors" as defined in Rule 5605(a)(2) of the listing standards applicable to the Nasdaq Global Select Market and relevant SEC rules. The Plexus board of directors has adopted a written charter for the Audit Committee, and the current version is available on Plexus' website.

In connection with its function to oversee and monitor the financial reporting process of Plexus, and in addition to its quarterly review of interim unaudited financial statements, the Audit Committee has done the following:

- Reviewed and discussed the audited financial statements for the fiscal year ended October 2, 2021, with Plexus management;
- Discussed with PwC, Plexus' independent auditors, those matters which are required to be discussed by the applicable requirements of the Public Company Accounting Oversight Board and the SEC; and
- Received the written disclosure and the letter from PwC required by the applicable standards of the Public Company Accounting Oversight Board regarding the independent accountant's communications with the Audit Committee concerning independence, and has discussed with PwC its independence.

Based on the foregoing, the Audit Committee recommended to the board of directors that the audited financial statements be included in Plexus' annual report on Form 10-K for the fiscal year ended October 2, 2021. The Audit Committee further confirmed the independence of PwC.

MEMBERS OF THE AUDIT COMMITTEE:

Rainer Jueckstock, Chair

Randy J. Martinez

Peter Kelly

Karen M. Rapp

PROPOSAL 3 - RATIFY INDEPENDENT AUDITORS

Board
Recommendation

Ratify the selection of PricewaterhouseCoopers LLP as our independent auditors for fiscal 2022.

FOR

PwC has served as Plexus' independent auditors since at least 1985. Subject to ratification by shareholders, the Audit Committee intends to reappoint the firm of PwC as independent auditors to audit the financial statements of Plexus for fiscal 2022. In making its decision to reappoint PwC for fiscal 2022, the Audit Committee considered the qualifications, performance and independence of PwC and the audit engagement team, the quality of its discussions with PwC and the fees charged for the services provided. Although shareholder ratification of the independent auditors is not required by our bylaws or otherwise, we are submitting this matter for ratification to permit shareholders to participate in this important decision. If shareholders fail to ratify the selection of PwC as the Company's independent auditors for fiscal 2022, the Audit Committee will reconsider the selection, although it will not be required to select a different independent auditor. Representatives of PwC are expected to participate at the virtual annual meeting of shareholders to respond to questions and make a statement if they desire to do so.

Fees and Services

Fees (including reimbursements for out-of-pocket expenses) paid to PwC for services in the last two fiscal years were as follows:

	2020	2021
Audit fees:	\$1,591,263	\$1,644,964
Audit-related fees:	—	—
Tax fees:	—	—
All other fees:	—	—

The above amounts relate to services provided in the indicated fiscal years, irrespective of when they were billed. Audit fees relate to Plexus' annual integrated audit and quarterly professional reviews. The Audit Committee considered the compatibility of the non-audit services provided by PwC with the maintenance of that firm's independence.

The Audit Committee generally approves all engagements of the independent auditor in advance, including approval of the related fees. The Audit Committee approves an annual budget (and may from time to time approve amendments thereto), which specifies projects and the approved levels of fees for each. To the extent that items are not covered in the annual budget or fees exceed the budget, management must have such items approved by the Audit Committee or, if necessary between Audit Committee meetings, by the Audit Committee chair on behalf of the Audit Committee. There were no services in fiscal 2020 or 2021 that were not approved in advance by the Audit Committee under this policy.

Householding & Solicitation

A copy (without exhibits) of Plexus' annual report to the SEC on Form 10-K for the fiscal year ended October 2, 2021, will be provided without charge to each record or beneficial owner of shares of Plexus' common stock as of December 13, 2021, on the written request of that person directed to: Shawn Harrison, VP - Communications and Investor Relations, Plexus Corp., One Plexus Way, P.O. Box 156, Neenah, Wisconsin 54957-0156. See also the Notice page of this proxy statement. In addition, copies are available on Plexus' website at www.plexus.com under the link titled "Investors," then "Financial Info."

To save printing and mailing costs, in some cases only one notice, annual report and/or proxy statement will be delivered to multiple holders of securities sharing an address unless Plexus has received contrary instructions from one or more of those security holders. Upon written or oral request, we will promptly deliver a separate copy of the annual report or proxy statement, as applicable, to any security holder at a shared address to which a single copy of the document was delivered. You may request additional copies by written request to the address set forth in the paragraph above or as set forth on the first page of this proxy statement. You may also contact Mr. Harrison at that address or at 1.920.969.6000 if you wish to receive a separate annual report and/or proxy statement in the future, or if you share an address with another security holder and wish for delivery of only a single copy of the annual report and/or proxy statement if you are currently receiving multiple copies.

This solicitation is being made on behalf of Plexus by its board of directors. Plexus will pay the expenses in connection with the solicitation of proxies. Upon request, Plexus will reimburse brokers, dealers, banks and voting trustees, or their nominees, for reasonable expenses incurred in forwarding copies of the proxy materials and annual report to the beneficial owners of shares which such persons hold of record. Plexus will solicit proxies by mailing a Notice of Internet Availability of Proxy Materials to all shareholders; paper copies of the proxy materials will be sent upon request as provided above as well as in the Notice of Internet Availability of Proxy Materials.

Proxies may be solicited in person, or by telephone, e-mail or facsimile, by officers and regular employees of Plexus who will not be separately compensated for those services.

SAFE HARBOR AND FAIR DISCLOSURE STATEMENT

The statements contained in this proxy statement that are not historical facts (such as statements in the future tense and statements including believe, expect, intend, plan, anticipate, goal, target and similar terms and concepts), including all discussions of periods which are not yet completed, are forward-looking statements that involve risks and uncertainties. These risks and uncertainties include the evolving effect, which may intensify, of COVID-19 on our employees, customers, suppliers, and logistics providers, including the impact of governmental actions being taken to curtail the spread of the virus. Other risks and uncertainties are described in our other SEC filings, particularly within Risk Factors in our fiscal 2021 Form 10-K and any subsequently filed Form 10-Q.

By order of the Board of Directors



Angelo M. Ninivaggi

Executive Vice President, Chief Administrative
Officer, General Counsel and Secretary

Neenah, Wisconsin
December 17, 2021