

INGRAM

2019  
Corporate Social  
Responsibility Report

INGRAM MICRO

IMAGINE *n*EXT.



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# A Message from Alain Monié



**At Ingram Micro, we celebrated our 40th birthday in 2019. As an organization, we've accomplished so much since the company was founded by two teachers in 1979. To highlight our achievements and further set the key cornerstones of our success, we introduced six Tenets of Our Success: talent, responsibility, courage, imagination, integrity and results. These tenets embody the guiding principles of our organization and the behaviors we demonstrate daily.**

Commitment to these principles empowered our associates to continue to serve our partners with an unwavering dedication to providing a superior customer experience and led to us delivering strong financial results with USD 47.2 billion in net sales and USD 3.3 billion in gross profit. We continued to develop our corporate responsibility program by engaging our diverse stakeholders, serving our communities through charitable donations and volunteerism, investing in our IT asset disposition and IoT businesses, and driving additional efficiencies across our global logistics centers.

This year, we also took a public stand on an important social policy issue. Together with more than 260 U.S.-based companies, including many business partners, we voiced our support for equal rights protections for LGBTQ workers in the United States. We took this action to express that we stand behind our diverse associates and their right to a life and a workplace free from discrimination—one where they feel they belong and can thrive.

As a recent signatory to the UN Global Compact, we remain committed to the initiative and its principles. In this report, we describe our efforts and progress in the areas of human rights, labor, environment and anti-corruption, and how we seek to extend our actions to our value chain. We once again evaluate our performance against the UN Sustainable Development Goals and acknowledge that there's much more work to do during this crucial "Decade of Action."

Despite the profound challenges the world faces today, I remain hopeful that talent, science, collaboration and technology will equip us to respond with urgency, adapt quickly and innovate with resilience in mind. I invite you to learn more about our latest sustainability efforts and commitments, as we continue to help the world realize the promise of technology.

A handwritten signature in black ink that reads "Alain Monié". The signature is written in a cursive, flowing style.

Alain Monié  
Chief Executive Officer  
Ingram Micro Inc.



## About Ingram Micro

Ingram Micro is a global B2B provider of technology solutions, cloud services, technology hardware and software, and IT product lifecycle services. We're headquartered in Irvine, California.

Within our Technology Solutions (TS) business, we offer distribution services, leading IT products, technical and sales support, marketing services, credit management and specialty services. Our TS unit comprised the majority of our 2019 revenue. IT peripherals and systems comprise approximately 60-70 percent of TS revenue, while software, networking and mobility products generate 30-40 percent of TS revenue.

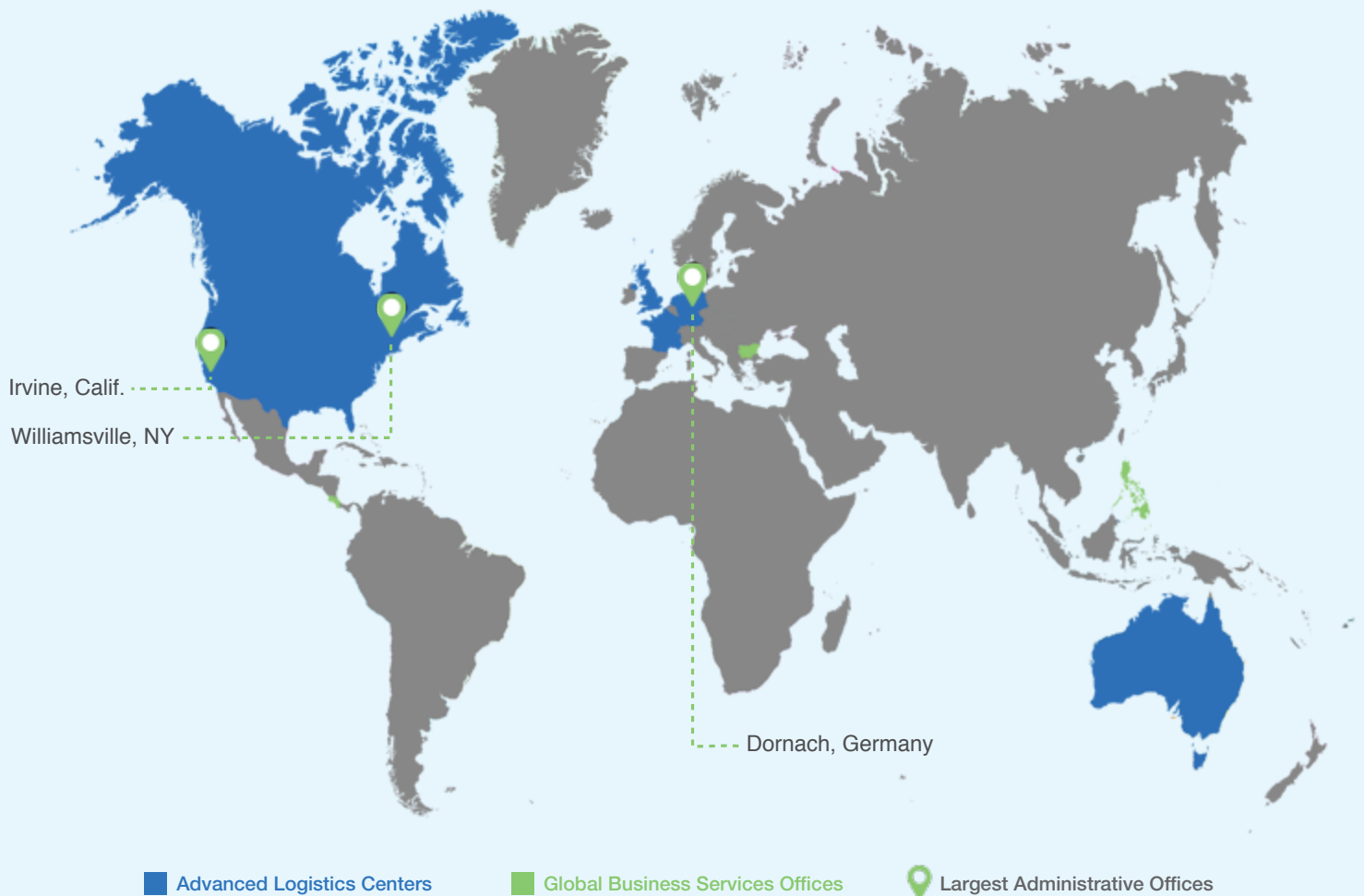
Our Commerce and Lifecycle Solutions (CLS) business includes forward and reverse logistics, e-commerce, order fulfillment and IT asset disposition to address the lifecycle of IT assets. From initial delivery to return, refurbishment, remarketing and end of service or recycling, we optimize IT asset management for clients across industries and around the globe.

Our Cloud Services business offers more than 250 cloud marketplace solutions, a cloud referral program and the CloudBlue platform. Through these services, we enable companies to easily adapt to industry changes while monetizing services in a subscription model, automating end-to-end operations and reducing time to market and revenue.

Under our V7 private label, we offer electronics and accessories on online platforms and in prominent retail outlets.

In 2019, we made a significant investment in our EMEA and LATAM cybersecurity businesses, supported by three centers of excellence, providing training, support, managed services, solution architecting and consulting.

Ingram Micro is a privately held company indirectly owned by China-based HNA Technology, a publicly traded company in the Shanghai Stock Exchange.





## In 2019, we operated facilities in **56 countries**

|                   |                             |                                    |
|-------------------|-----------------------------|------------------------------------|
| <i>Argentina</i>  | Hungary*                    | <i>Portugal</i>                    |
| Australia*        | India*                      | <i>Republic of North Macedonia</i> |
| Austria*          | Indonesia                   | Romania                            |
| <i>Bangladesh</i> | <i>Israel</i>               | Russian Federation*                |
| Belgium*          | Italy*                      | Saudi Arabia*                      |
| Brazil*           | Lebanon                     | Serbia                             |
| Bulgaria*         | Malaysia*                   | Singapore*                         |
| Canada*           | Mexico*                     | Slovakia                           |
| Chile*            | <i>Morocco</i>              | <i>Slovenia</i>                    |
| Colombia*         | Netherlands*                | Spain*                             |
| Costa Rica*       | New Zealand*                | <i>Sri Lanka</i>                   |
| <i>Croatia</i>    | <i>Norway</i>               | Sweden*                            |
| <i>Czechia</i>    | <i>Oman</i>                 | Switzerland*                       |
| Denmark           | <i>Pakistan</i>             | Thailand*                          |
| Egypt*            | People's Republic of China* | Turkey*                            |
| Finland           | Peru*                       | United Arab Emirates*              |
| France*           | Philippines*                | United Kingdom*                    |
| Germany*          | Poland*                     | United States*                     |
| Hong Kong*        |                             | <i>Uruguay</i>                     |

*Excludes unstaffed registration offices. Asterisks represent countries with more than 100 employees. Italics indicate countries where our total floor space is below 10,000 ft<sup>2</sup>/1,000 m<sup>2</sup>.*

## 2019 at a Glance

Ingram Micro is the largest wholesale technology distributor based on revenues and a leading provider of IT asset disposition services.

**\$47.2B**  
Net Sales 

**\$15.5B**  
Total Assets 

**\$3.3B** ↑  
Gross Profits

**170K+**   
Customers in  
160 countries

**1.5B+**   
Units Shipped

**\$2B**   
Compensation and  
Benefits Paid

**23M ft<sup>2</sup>/2M m<sup>2</sup>**   
Floor Space

**360+**   
Facilities

**3,000+**   
Suppliers

**1M+**   
Catalog Items

**4.5M+**   
Active Cloud Seats

**1,600+**   
Vendors

**56**   
Countries of  
Operation

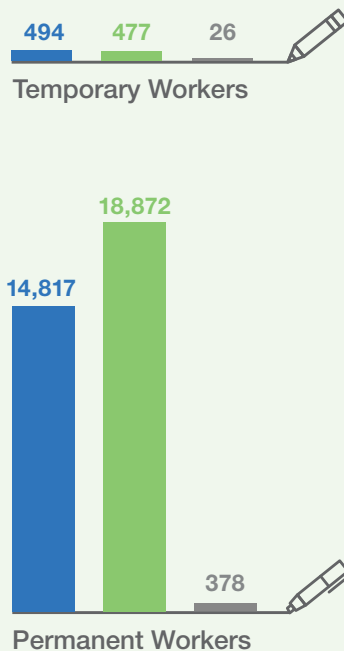
**35,000+**   
Employees

## Our Business Partners

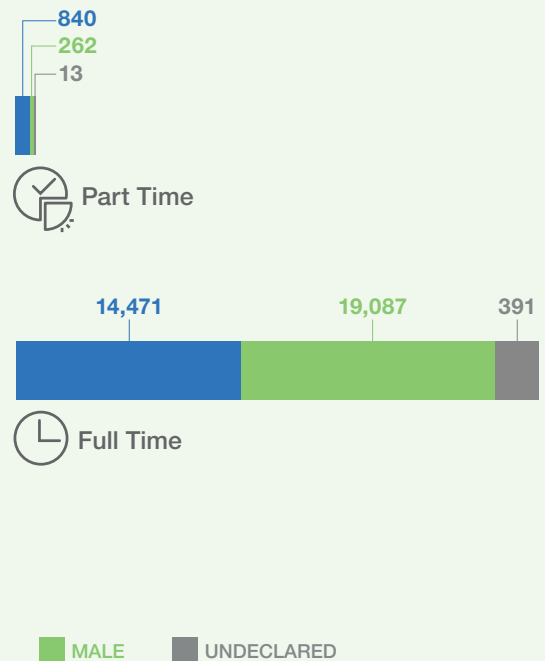
Our products and services are available around the globe, where we create sales and profitability opportunities for resellers of information and communications technology equipment, value-added and corporate resellers, mobile network operators, retailers, custom installers, system integrators, mobile (virtual) network operators, direct marketers, independent agents and dealers, product category specialists, reseller purchasing associations, managed service providers, cloud service providers, PC assemblers, IT and mobile device manufacturers and other distributors. Our retail clients represent many sectors, from electronics, smart technologies and home entertainment to household goods, apparel and personal care.

## Our Associates

Associates by Employment Contract and Gender



Associates by Employment Type and Gender



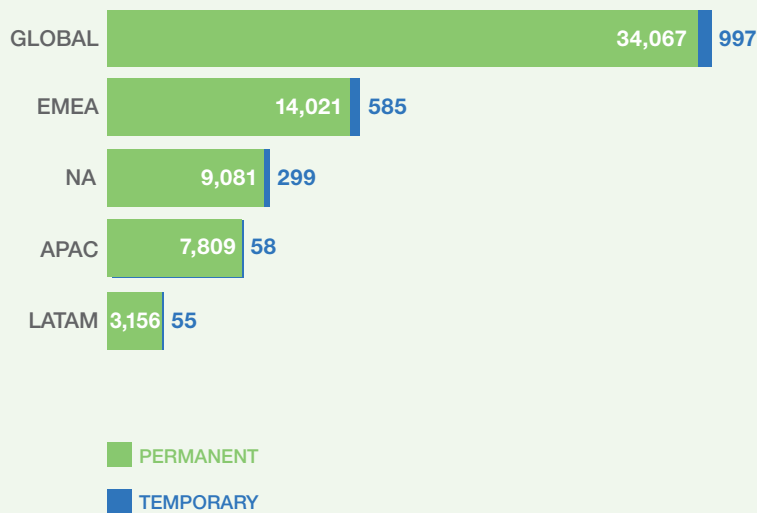


# Our Employees

At year-end 2019, Ingram Micro employed 33,949 permanent and 1,115 contract employees worldwide. This represents a net increase in our workforce of 0.22 percent over year-end 2018. These figures exclude our contingent staff, which can represent an incremental 30,000 workers based on seasonal demand. These associates are employed by staffing agencies and work in our global warehouse operations under our supervision, enabling us to meet client demand during high-volume periods.

We manage employee data in a human resources information system (HRIS). Some data is based on voluntary employee disclosure or country self-reporting, therefore a portion of our data may be unavailable or undeclared. We state this where applicable in this report.

## Associates by Employment Contract and Region



 **35,063**  
Associates Worldwide

 **13,767**  
U.S. and Canada Contingent Workforce

 **300+**  
Interns/Apprentices/Trainees

 **up to 30,000**  
Global Contingent Workforce

## Our Supply Chain

We source non-inventory products and services from approximately 3,000 suppliers across the world. We also distribute and market hundreds of thousands of technology products worldwide from more than 1,600 computer hardware suppliers, mobility hardware suppliers, networking equipment suppliers, software publishers, cloud service providers, and other suppliers of computer peripherals, consumer electronics, unified communication and collaboration, automatic identification and data capture at point of sale, and physical security products.

Ingram Micro's significant upstream supply chain activities involve the purchase of supplies, services, software and equipment for use in operations; procurement of OEM products for resale; parts purchases for repair and refurbishment of electronic devices in our lifecycle services business; product take-back; transportation contracts; commercial real estate and agreements with employment agencies. We also contract with a manufacturing facility in China to provide off-the-shelf electronic products for our V7 private-label brand.

Our primary downstream supply chain activities include distribution, delivery and service provision.

### Significant changes to the organization and its supply chain

Relocating facilities and adjusting space based on business need are part of our strategy and as such, changes occur frequently. Therefore, facility openings, closings, expansions or contractions don't constitute significant changes to our organization.

In July 2019, Ingram Micro completed the acquisition of Cyber Security VAD Abbakan, following the approval of French authorities.



# Our Approach

## Precautionary principle

Ingram Micro’s approach to environmental risk management remains unchanged from the previous reporting period. The evaluation of operational measures encompasses known regulatory and customer requirements, but doesn’t consider the full spectrum of potentially adverse environmental impacts. We continue to raise awareness internally and encourage integration of environmental risk assessment practices into operations.

## External initiatives

Since 2016, we’ve voluntarily followed the code of conduct of the Responsible Business Alliance. We strive to adhere to the ILO Declaration on Fundamental Principles and Rights at Work, as stated in our Global Human Rights Policy, and promote the OECD Guidelines for Multinational Enterprises in our supplier code of ethics. In 2019, we performed our three-year formal stakeholder engagement process according to the AA1000 Stakeholder Engagement Standard, completed a gap assessment to the ISO 26000 Social Responsibility framework and became a signatory to the United Nations Global Compact. Beginning in 2017, we qualitatively evaluated our performance against the UN Sustainable Development Goals (SDGs). We now use the SDG Action Manager to measure progress quantitatively. Some SDGs are more applicable to our business than others, but we recognize that SDGs must be viewed holistically. We therefore provide a matrix of our performance against all 17 goals in Appendix 2, including those we don’t plan to address at this time. Company risk ratings reflect a combination of inherent risk, absence of mitigating factors (e.g., management systems) and lack of information (e.g., supplier practices). The initiatives we select seek to support the objectives of our business partners, reduce risk and align with our core values.



## Membership of associations

Our company is a member of various business associations.

**SOCIAL  
ENVIRONMENTAL  
ECONOMIC**

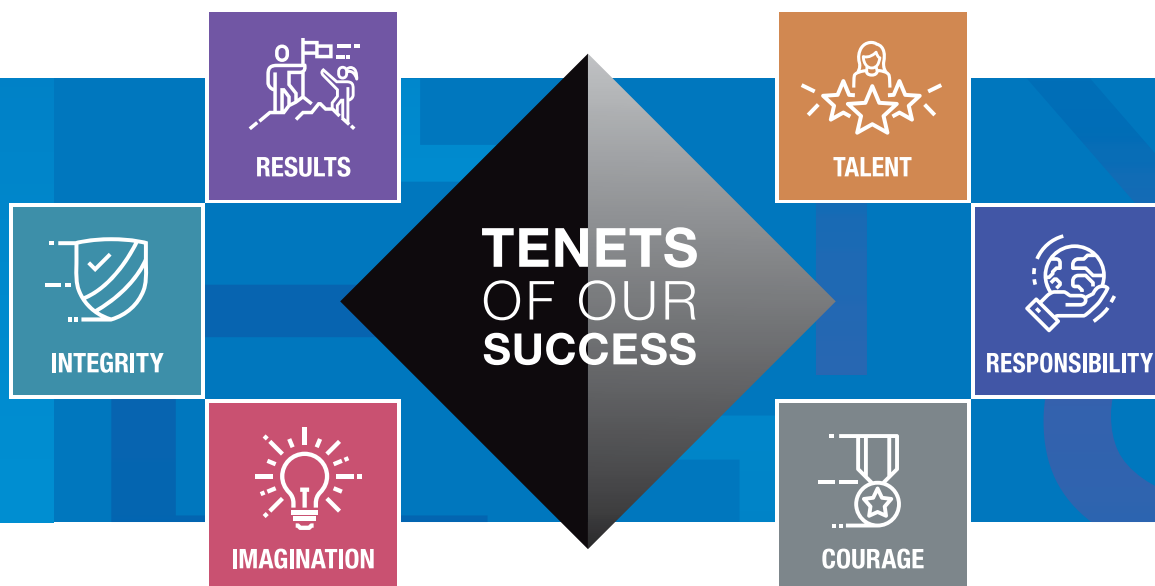
**GROWTH  
PROFITABILITY**

Memberships are strategic with no substantive funding beyond membership dues.

## Ethics, Integrity and Engaging our Stakeholders

### Values, principles, standards and norms of behavior

We outline our principles and standards in our code of conduct, which is available to all stakeholders in 19 languages. In the U.S., we communicate important policies in our associate handbook, which is issued to employees upon hire. These documents are developed in a multistakeholder process, administered via periodic training and approved at the executive leadership level. During the reporting year we refined the statement of our values, resulting in the *Tenets of our Success*.



#### RESULTS

Delivering successful outcomes and a superior experience for everyone, every time, matters for our business partners, ourselves and our teams.

#### INTEGRITY

We exemplify the highest ethical standards, led by honesty, fairness and dignity in every action we take, everywhere, every time, with everyone.

#### IMAGINATION

Creativity, agility and resourcefulness reinforce a competitive, entrepreneurial spirit. There is no substitute for forward-looking actions and the desire to achieve more.

#### COURAGE

Embracing change and making difficult decisions delivers better results to our customers, suppliers and fellow associates. We are not afraid of experimenting or doing what we know is right.

#### RESPONSIBILITY

We say what we do, and we do what we say. We are responsible for our individual and team actions, meeting our customer and financial commitments, and recognizing our social, community and environmental responsibilities.

#### TALENT

Our people and their diverse talents define us. We are committed to learning, collaboration, transparency and innovation. Attracting, inspiring, retaining and celebrating our best individuals is the foundation of our success.

## Governance

### Governance structure

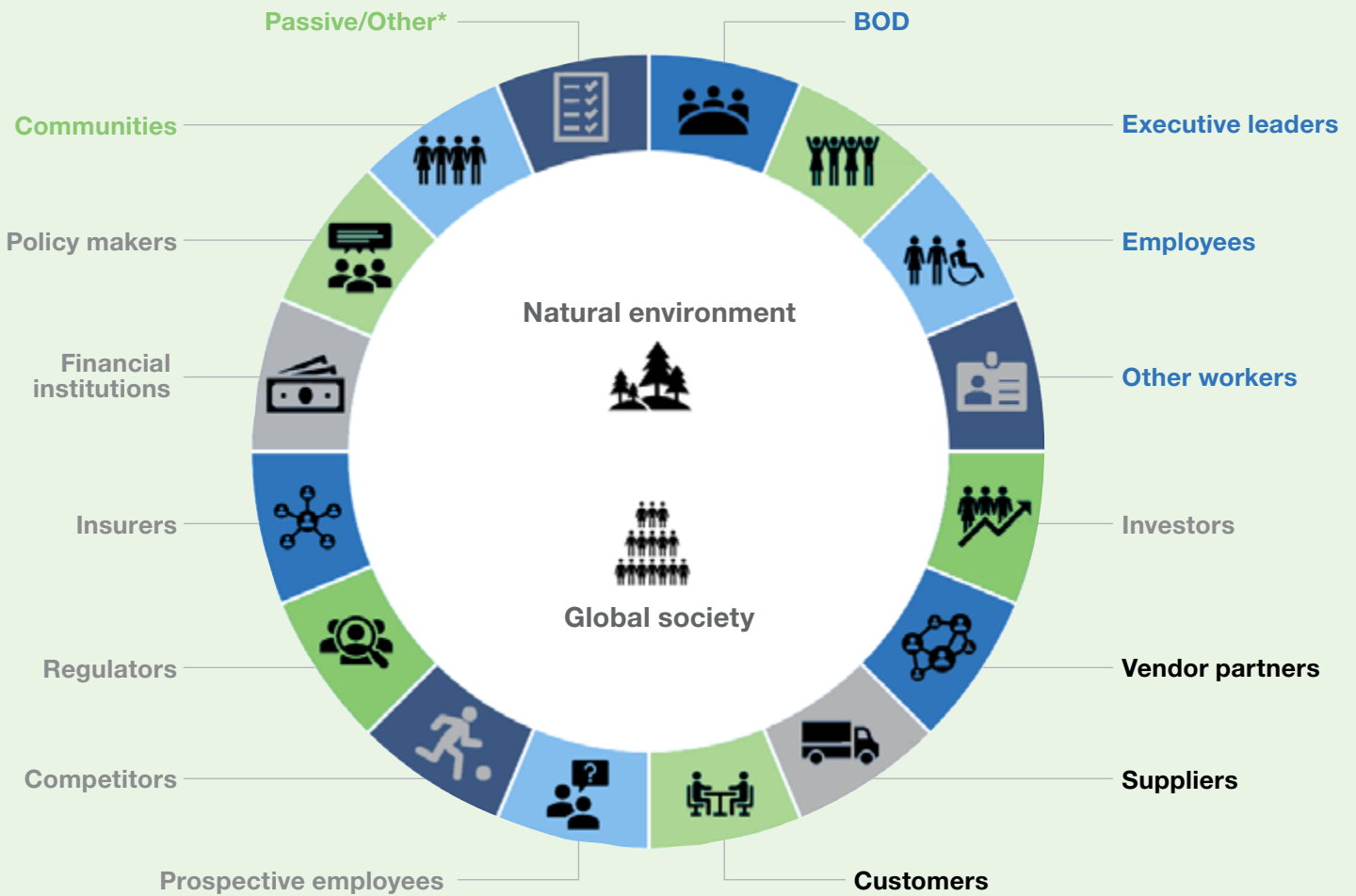
Our governance structure remained unchanged in 2019. The business and operations of Ingram Micro are directed and overseen by our board of directors, which in 2019 was comprised of eight members, seven men and one woman. Five members are not affiliated with and are therefore independent from HNA Group, and seven are independent from management. Board committees include an audit committee and a government security committee. The board of directors convened five times during the reporting year. Daily oversight rests with the [executive leadership team](#), comprised of 13 members, including 11 men and two women. In 2019, seven senior executive leaders provided oversight of the corporate responsibility program, representing finance, global engineering, HR, legal and compliance, and regional operations. The committee convened once during the reporting year to evaluate program strategy, targets and resources.

While social and environmental performance aren't standing agenda items for board meetings, the board did review and discuss ethical labor issues, including diversity, living wages, gender pay gap, non-discrimination and the right to unionize.

As a matter of responsible governance, Ingram Micro made no contributions to political parties.



# Our Stakeholders



**Blue font**=internal | **Black font**=active | **Gray font**=passive | **Green font**=indirect influence

*\*Other passive stakeholders include consumer protection agencies, rating organizations, industry associations, end users, media, academia and nonprofit organizations, among others.*

## Collective bargaining agreements

Due to our decentralized operating structure, obtaining an accurate count of employees covered under collective bargaining agreements requires considerable effort and time. In the EU, we're unable to request union membership information from employees and can only account for employees with payroll deductions of union fees. Therefore, the number of union employees we can disclose relies on country participation in the data gathering process and their access to data. We counted 288 employees in the EU and in Chile who were union members in 2019, with the following unions reported: Sindicato Anovo Andes S.A., CWU, UNITE, NSZZ Solidarnosc, ACLVB, ABVV, ACV, Unie BHP, FNV, CNV, DPDA, FO, CFTD, CFTC, CGT, CFE, CGC, CSIF, UGT and CCOO. This represents less than 1 percent of our workforce.

## Identifying and selecting stakeholders

Our stakeholder groups remain unchanged from the previous reporting year. We divide stakeholders by their position relative to the company (i.e., internal or external), their level of influence (i.e., direct or indirect) and whether they have an active or passive role in our day-to-day operations.

We engage with stakeholders who are likely to have a significant impact on our company and who are most likely to be impacted by our business activities. We focus on stakeholder groups that have potential for collaboration, such as employees and other workers, local communities, prospective employees, customers, vendors and suppliers. Resource constraints further limit the breadth of our engagement efforts, though we seek to fill gaps with publicly available information. We consider the natural environment and global society in our assessment as well, though categorizing them is difficult. After all, the stakeholder groups we identified are all part of our global community, but they don't fully represent it. We therefore need to include society at large as a separate stakeholder group to capture important meta trends for our materiality assessment. The natural environment is intrinsically tied to global society and affects businesses directly and indirectly.

| Stakeholder Group       | Engagement activity   | Frequency         | Report-specific | Last performed |
|-------------------------|---|-------------------|-----------------|----------------|
| Employees               | Anonymous sustainability survey   | Annual            | Yes             | 2019           |
|                         | Informal dialogue   | Ongoing           | No              | 2019           |
|                         | <i>Our Company, Our Voice</i> workplace satisfaction survey             | Annual            | No              | 2019           |
| Leadership              | Executive CSR committee meeting   | Annual            | No              | 2019           |
|                         | Periodic CSR communication  | Ongoing           | No              | 2019           |
| Suppliers               | Risk assessment survey  | Ongoing           | No              | 2019           |
| Partners                | Customer/vendor experience survey                                       | Annual            | No              | 2019           |
|                         | Informal dialogue   | Ongoing           | No              | 2019           |
|                         | Analysis of sustainability requirements                                 | Annual            | No              | 2019           |
|                         | Third-party sustainability assessments of Ingram Micro                  | Annual            | No              | 2019           |
|                         | Social media and formal external communication                          | Ongoing           | No              | 2019           |
| Analysis of meta trends | Non-financial performance analysis based on review of published sources | Annual            | No              | 2019           |
| Advocacy groups         | Corporate Equality Index from the Human Rights Campaign                 | Annual            | No              | 2019           |
| Media                   | Analysis of coverage  | Annual            | No              | 2019           |
| Community               | Targeted stakeholder interviews   | Every three years | Yes             | 2019           |
|                         | Community service   | Ongoing           | No              | 2019           |
| Policy makers           | Review of socio-environmental regulatory trends                         | Ongoing           | No              | 2019           |

**“Environmental concerns topped the list of Millennials’ and Gen Zers’ concerns [...]. These groups are particularly invested in workplace diversity, inclusion, authenticity and transparency. CSR continues to be a key factor in retention and by 2025, Millennials and Gen Zers will comprise the majority of the workforce.”**

*Key Finding—2019 Ingram Micro Stakeholder Engagement Report*

### **Approach to stakeholder engagement**

Between June and December 2019, we engaged global stakeholders in alignment with the AA1000 Stakeholder Engagement Standard. We formally consult with stakeholders on CSR issues every three years for the purpose of updating our materiality assessment. We significantly expanded the anonymous employee survey we first administered in 2016 and more than doubled our response rate. We also completed the development and rollout of our new workplace survey, *Our Company Our Voice*. In the table above, we summarize engagement by stakeholder group, indicating frequency, whether we undertake the activity specifically for reporting purposes and the year in which the activity last occurred.

Participation in our stakeholder assessment process is voluntary. For most passive stakeholder groups, we researched public information. We considered materiality, inclusivity and responsiveness to ensure accurate representation of stakeholders but were limited by resource constraints. We received feedback from multiple geographies but would not consider the results to be regionally balanced. Local philanthropic committees assisted with the distribution of employee and community surveys, but otherwise, the process was managed by CSR staff, using a grassroots engagement and research-based approach to aggregate enough data for a meaningful materiality assessment.

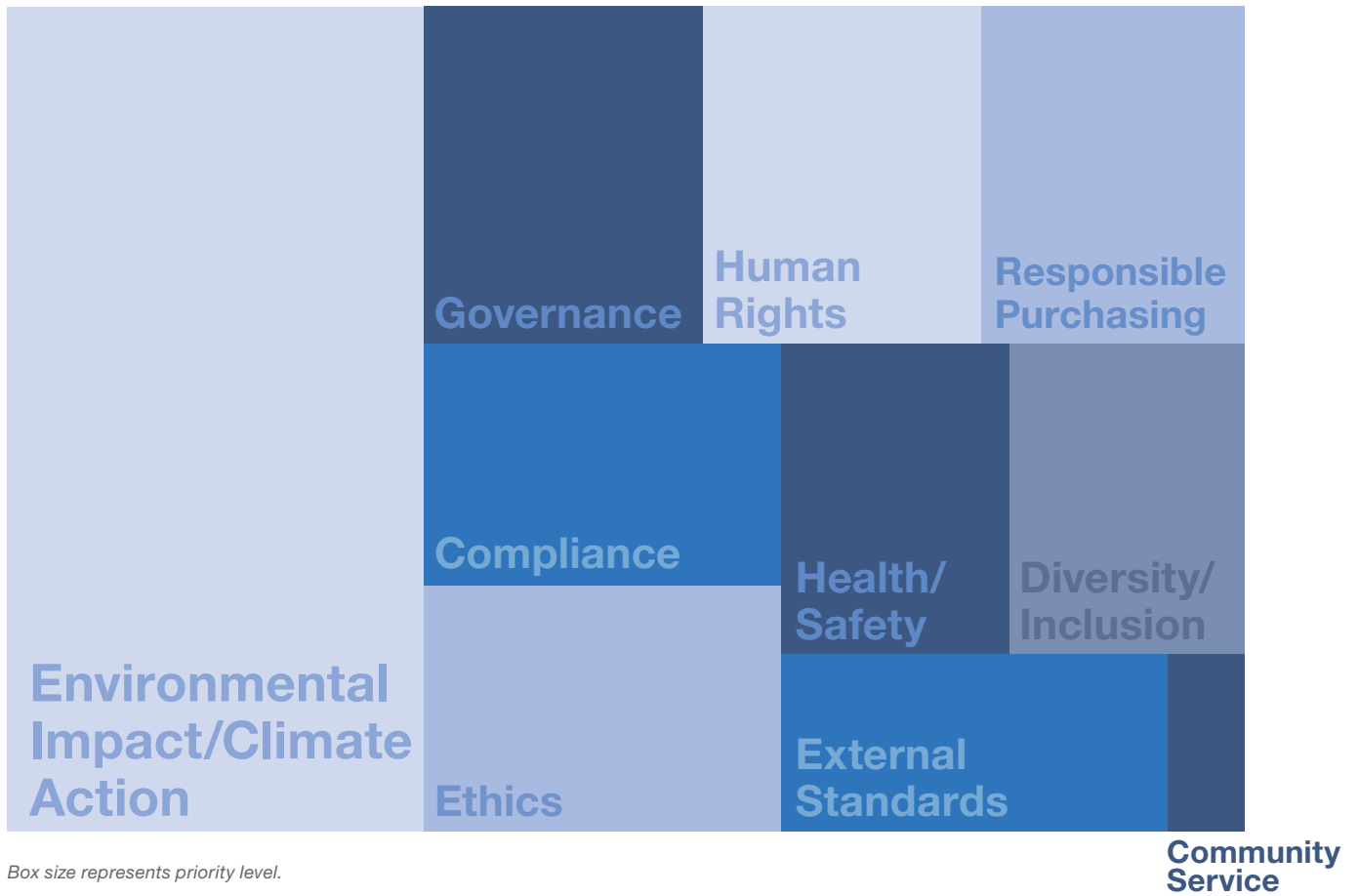
### **Key topics and concerns raised**

During our 2019 engagement initiative, we found that energy and emissions, waste and responsible purchasing remained the primary environmental priorities for our stakeholders. We saw increased interest in water management from a strategic perspective and in biodiversity from a reporting perspective. Labor practices, diversity and inclusion, and human rights were the highest-ranking social issues, but health and safety, as well as community development, were also deemed important.

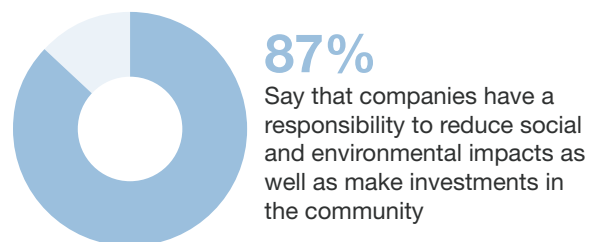
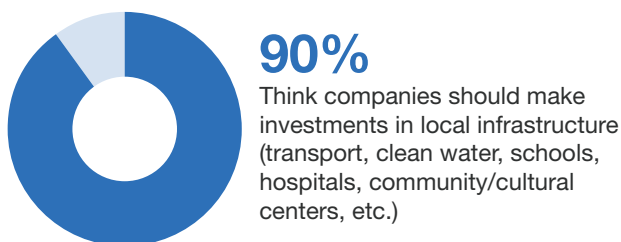
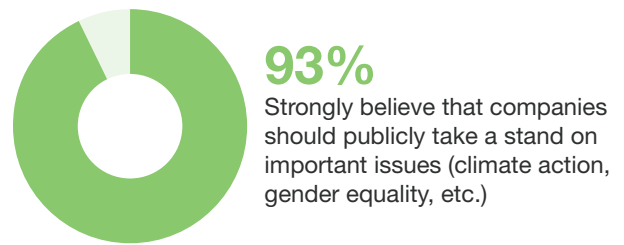
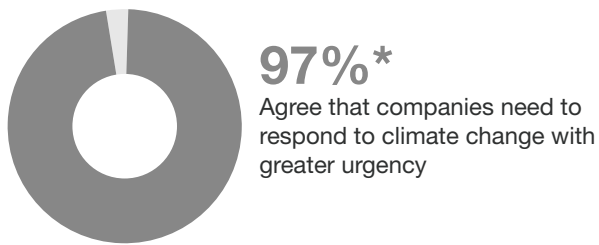
Investor-driven stakeholder interest in reporting of ESG criteria and employee interest in social and environmental governance increased substantially. Ethical business practices and environmental compliance were deemed more important to the company’s strategic direction than in previous years, and data protection emerged as a material aspect in reporting and strategy setting.



# Customer CSR priorities



## Community Stakeholders



\*Percentages include total amount of responses in agreement with the statements (“Agree” and “Strongly agree”)

# Employee CSR Survey

**533** Responses

**31** Countries

**23** Questions

**2** Languages

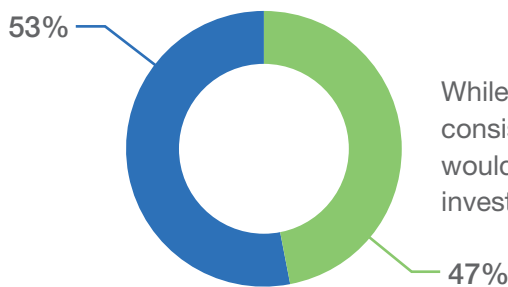
**187** Data points

**55** Comments

## Top Categories



## Top-Rated Indicators



While **47%** of survey respondents considered consistent YOY growth a “must-have,” **53%** would accept stability over growth for increased investment into social benefit.

## Top 5 Goals that employees want us to focus on

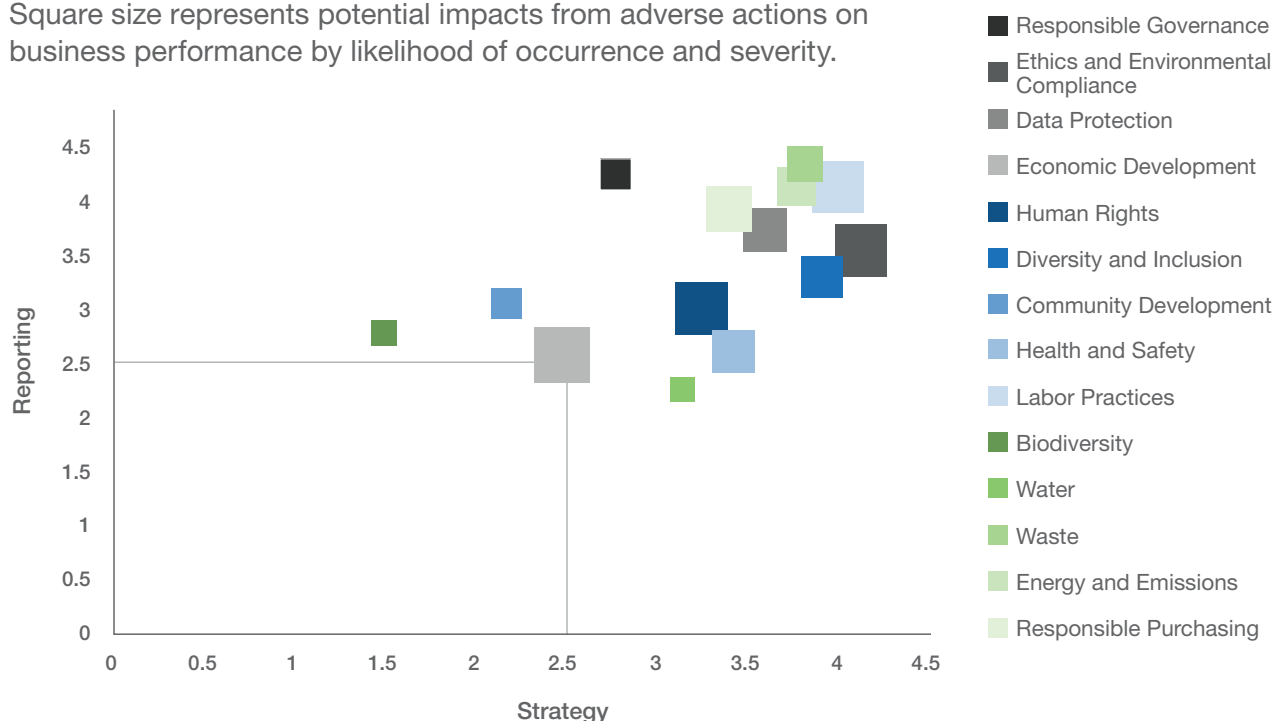


For our customers, climate action continued to be a priority. This aspect was also rated material by employees, prospective employees, community organizations and academics. In addition, our analysis of the top 100 Fortune 500 companies found that participation in coalitions for climate action far outweighed membership in other coalitions. These companies also prioritized SDG 13 (Climate Action) and 64 of them had published emissions reduction or renewable energy targets. Interest in improved materials management remained important to all stakeholders and aligns with increasing focus on circular economy principles in the technology sector.

Living wages, pay equity and work-life balance emerged as employee priorities in the labor category. These priorities aligned with external stakeholder concerns related to inequality and decent work across the value chain. Governance specifically related to sustainability was not a material aspect in our 2016 assessment, but recent investor focus on ESG performance substantially increased customer inquiries into governance practices. Employee interest in oversight aligns with increasing public awareness regarding the importance of corporate governance in driving sustainability programs. Our materiality matrix reflects which aspects stakeholders want to see reported and which they deem critical to our company’s strategy.

### 2019 Multistakeholder Materiality Matrix

Square size represents potential impacts from adverse actions on business performance by likelihood of occurrence and severity.



## Reporting Practice

### Entities included in the consolidated financial statements

Please refer to Appendix 4 to view all 239 Ingram Micro entities as of December 29, 2019.

### Defining report content and topic boundaries

As we mapped out our reporting approach, we relied primarily on the outcomes of our latest stakeholder engagement process, the GRI framework itself and the UN Sustainable Development Goals to determine report content. We then narrowed the scope based on our limitations. For example, we focused only on the top 14 material impacts identified as important to stakeholders. This enables us to pursue measurable results in the areas that matter most to them.

We prioritized impacts we can directly influence, but also launched a pilot program to assess key suppliers. Data quality has improved across our global facilities, but the data we collect continues to be relatively basic, limiting the level of detail we can report for some topics, such as materials management and market-based emissions. We're transparent about these difficulties wherever we present data in this report.

The principle of sustainability context was integrated in the early planning stage of the reporting process. We applied stakeholder inclusiveness and materiality as we developed and executed a formal stakeholder engagement process.

### List of material topics

| ECONOMIC  | SOCIAL   |
|---|--|
| <ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Anti-corruption</li> <li>• Anti-competitive behavior</li> </ul>  | <ul style="list-style-type: none"> <li>• Customer privacy</li> <li>• Socioeconomic compliance</li> <li>• Employment</li> <li>• Occupational health and safety</li> <li>• Training and education</li> <li>• Diversity and equal opportunity</li> <li>• Child labor</li> <li>• Forced or compulsory labor</li> <li>• Supplier social assessment</li> </ul> |
| ENVIRONMENTAL   |  |
| <ul style="list-style-type: none"> <li>• Materials</li> <li>• Energy</li> <li>• Water</li> <li>• Emissions</li> <li>• Effluents and waste</li> <li>• Environmental compliance</li> <li>• Supplier environmental assessment</li> </ul> |  |

### Changes in reporting

There are no changes in reporting. We're discontinuing use of the GRI's digital reporting tool due to various challenges encountered in the previous reporting year, but we'll continue to follow its general format. Please see Appendix 1 of this report for the GRI content index.



# Economy

## Economic Performance

### Management approach

#### Explanation of the material topic and its boundary

Like most B2B enterprises, we contribute to economic development through job creation, employee development, tax payments, supply chain spending, and provision of products and services that support customer objectives for business development and growth. We drive resource efficiency through our expertise in logistics solutions, coupled with the scale of our operations and our internal focus on lean practices. In addition, our commitment to increasing technology access around the world contributes to the development of new markets and a higher standard of living. In our CSR report, we focus primarily on economic outcomes in the context of sustainable community development.

#### The management approach and its components

Our contributions include employee volunteerism, matching gift programs, sponsorships, monetary and in-kind donations for various causes, including disaster relief and representation on the boards of nonprofit partner organizations. We focus primarily on small grants in support of dozens of community organizations in countries where we operate. Nonprofits must meet our giving guidelines and are evaluated by local philanthropic and community relations committees. In addition, we offer internships, externships and apprenticeships. Internally, we reward outstanding employees annually for their contributions to their communities with the Martha Ingram Award.

Our cloud business continued to sponsor the Comet Competition, a software start-up accelerator program that gives B2B-focused software startups and scale-ups a chance to compete for over \$5 million—a mix of go-to-market funds and cash—with no equity taken by Ingram Micro in return. Competitions were held in Austin, Texas, Boston, Mass. and Tel Aviv, Israel with the goal of discovering, funding and bringing to market business to business software innovators. Three grand-prize winners will be showcased on the main stage at Ingram Micro's Cloud Summit in 2020. Runners-up also receive a go-to-market package and the opportunity to connect with resellers.

#### Evaluation of the management approach

We collect data for basic drivers of outcomes, such as the number of program participants, value of cash donations, time invested, and in some instances, the number of community members served. We're not yet evaluating the outcomes themselves and don't require progress reports from our nonprofit partners.

**“ Working with Girls Inc. made me excited for our future. I know the program is aimed at helping young women build confidence and skills, but the benefit was us getting to see the talent and strength of tomorrow’s leaders. ”**

*Meg Gullo, Director,  
Global Digital Analytics,  
Ingram Micro*

## **Direct economic value generated and distributed**

We publicly post our financial performance results [here](#). Information omitted from these financial statements and this report is deemed confidential.

Our 2019 global charitable donations amounted to just over USD 410,000, including funds allocated to our matching gift program and USD 40,000 toward natural disaster response in Australia, Puerto Rico and the Bahamas. We also raised nearly USD 560,000 through our annual charity golf tournaments. Our reported company-sponsored volunteer hours rose to more than 8,600, a 2.5 percent increase compared to 2018. And we provided a total of \$300,000 in go-to-market support for software start-ups.

In California, our CEO is an executive committee member of the CEO Leadership Alliance of Orange County, which collaborates with nonprofit organizations, government agencies, businesses and universities to add 100,000 new high-value jobs, while developing local talent to fill them. In addition, members of our California-based executive leadership team hold positions on committees or boards of numerous nonprofit organizations and institutions of higher education, including Susan G. Komen, Children’s Bureau (SoCal), Chapman University, Girl Scouts Orange County, Alzheimer’s Orange County and CSU Fullerton.

We support a spectrum of charitable causes in a decentralized manner. This allows local leaders and employees to address pressing needs in their own communities. We summarize the many initiatives our associates have supported companywide in 2019 in the Community Highlights section of this report.



Our 2019 Big Brothers Big Sisters participants with Ingram Micro program leaders in front of our Irvine headquarters.



Our Girls Inc. externs participate in a volunteer initiative at Orange County's Second Harvest Food Bank.



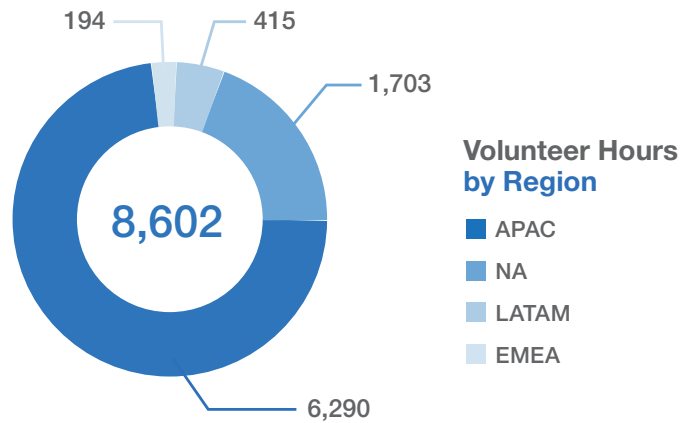
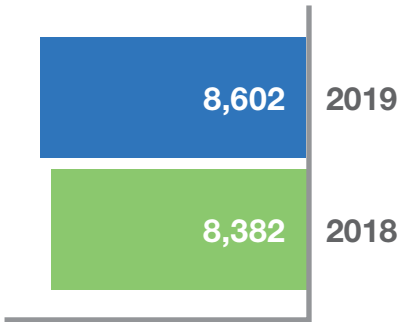
Extern Zarina Yunis completed the program in 2019 and wrote about her experience at Ingram Micro and her interest in data science on the [Girls Inc. blog](#).



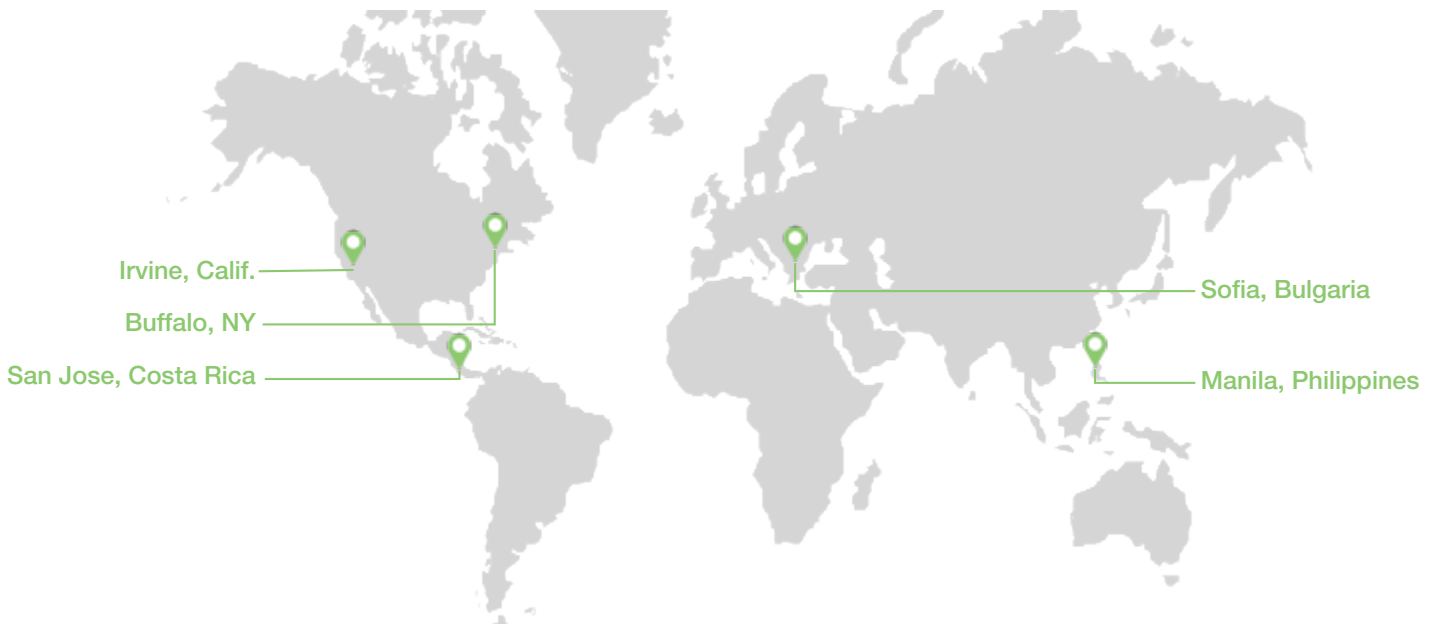
## Over the past year

→ **8,602**  
Company-sponsored  
volunteer hours

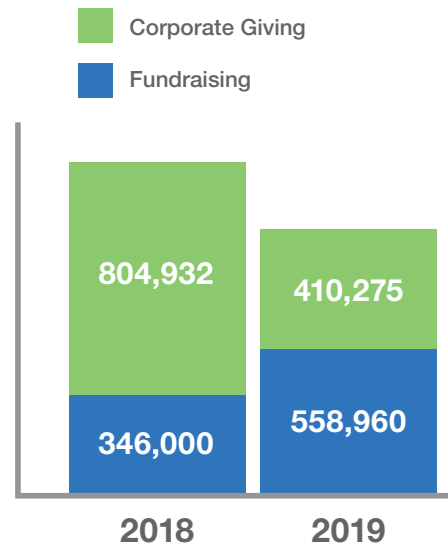
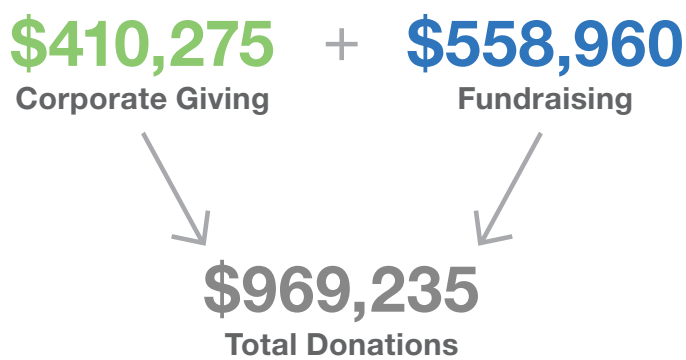
**↑ 2.5%**  
Change in  
volunteer hours  
year-over-year



## Most active Ingram Micro locations for community service







## Organizations supported

11 DAY POWER PLAY | ALZHEIMER'S ASSOCIATION | AMERICAN HEART ASSOCIATION | ASPIRE OF WNY | AURORA ADULT DAY SERVICES | BETHESDA CHILDREN'S HOSPITAL | BIG BROTHERS BIG SISTERS | BORNHAVA | BOYS AND GIRLS CLUB OF ORCHARD PARK | BRACKEN'S KITCHEN | BUFFALO OLMSTEAD PARKS CONSERVANCY | BUFFALO ZOO | CANCER CARE OF WNY SANBORN | CHILD AND FAMILY SERVICES CENTER | CHILD CREATIVITY LAB | CHILDREN'S BUREAU | CYSTIC FIBROSIS FOUNDATION | CLARENCE HS ACADEMY OF BUSINESS | COMMUNITY ACTION PARTNERS | COMPEER | CRIBS FOUNDATION CURE KIDS NZ | DECHITSA FOUNDATION | DRESS FOR SUCCESS | ELDERWOOD SKILLED NURSING FACILITY | ERDA FOUNDATION | EXPLORE AND MORE CHILDREN'S MUSEUM | EXPOSURE SKATE | FESTIVAL OF CHILDREN | FOOD BANK OF WNY | FRANK SEDITA ACADEMY | GATEWAY LONGVIEW | GENESIS CENTER | GIRLS INC | GIVING CHILDREN HOPE GLEANERS FOOD BANK | HABITAT FOR HUMANITY | HARIBON FOUNDATION | HEALTH AND SOCIAL DEVELOPMENT FOUNDATION HEARTS FOR THE HOMELESS | INSTITUTO NACIONAL DE SALUD DE NIÑO | JUNIOR ACHIEVEMENT | KABOOM! | LAURA'S HOUSE | LAZAR RADKOV FOUNDATION | LITERACY BUFFALO NIAGARA | MAKE-A-WISH AMERICA | MATT URBAN HOPE CENTER MEALS ON WHEELS | MERCY FLIGHT | MIKEY'S WAY | MILOSTIV | NATURAL VIEW PARK | NEW LIFE RESIDENTIAL CENTER NEWPORT BAY CONSERVANCY | NIAGARA FRONTIER READING RADIO | OC FOOD BANK | OISHEI CHILDREN'S HOSPITAL OLIVE CREST ABUSED CHILDREN'S FOUNDATION | ONEOC | OPERATION GRATITUDE | ORANGWOOD FOUNDATION OVARIAN CANCER PROJECT | PHOENIX CHILDREN'S HOSPITAL | POLICE ATHLETIC LEAGUE (PAL) | PUNT FOUNDATION RED CROSS AMERICA | RED CROSS PHILIPPINES | RISE AGAINST HUNGER | RONALD MCDONALD HOUSE | ROSEWELL PARK CANCER INSTITUTE | SALVATION ARMY | SAVE THE CHILDREN | SECOND HARVEST FOOD BANK | SUMMIT EDUCATION SUSAN G KOMEN | THE ALLIANCE FOR THE GREAT LAKES | THE ARC NEW YORK | THE TEACHER'S DESK | THE TEEN PROJECT UNITED WAY | WE CARE BLOCK CLUB | WEINBERG CAMPUS | WISEPLACE | WNY HEROES | WOMEN HELPING WOMEN



## 2019 Global Community Highlights

Around the world, we partnered with our communities to volunteer time, organize food and supply drives, assemble gift bags for families in need, restore watersheds, clean up beaches, plant trees, donate blood and raise funds for various causes. In 2019, Ingram Micro donated \$410,275 to community programs. Through the generosity of our business partners, we were able to raise an additional \$344,000 at our 24th Annual East Coast Charity Golf Tournament, benefiting local organizations, including Compeer, Arc of Eerie County and Mason’s Mission. Our annual West Coast Charity Golf Tournament raised over \$160,000 for The Guidance Center, The Teen Project, Olive Crest and Girls Inc. Our charity golf tournament in New Zealand raised \$59,000 for Cure Kids NZ.

Most of our initiatives are led by associates in their local communities, while corporate contributions support broader efforts.



### Environment

Each year, we encourage our associates around the world to participate in the celebration of Earth Day and to organize local events for the Ocean Conservancy’s International Coastal Cleanup. These events engage hundreds of Ingram Micro associates.

In 2019, our International Coastal Cleanup volunteers collected more than 200 bags of litter. In Hungary, associates restored a local creek that was destroyed and overgrown. In India, Bulgaria and Irvine, associates planted trees while volunteers in the Philippines restored a watershed and planted 800 saplings.

We also continued our advocacy for the passage of the Responsible Electronics Recycling Act (RERA) in the U.S. RERA would prohibit the export of nonfunctional and untested electronics to developing countries.

## Skills and Education

We hosted educational events for children at various locations, providing insight into potential career opportunities within our industry and inspiring their interest in technology.

Our associates in Chile partnered with United Way Chile to mentor children and provide educational workshops in kindergartens, reaching over 7,000 children in 2019 alone.

Ingram Micro Sofia donated 100 computers to youth centers in Bulgaria, providing access to technology for students in need.

Our sites in Switzerland and Peru invited children to celebrate National Future Day and explore careers in STEM.

For the third year in a row, our headquarters in Irvine hosted an externship program with Girls Inc., mentoring 16 high schoolers and helping them discover their strengths.

As part of the Children of the Altiplano campaign in Mexico, local associates sponsored clothing and school supplies for 30 children. Our associates in Brazil organized a clothing drive followed by a traditional celebration of Brazilian culture for the children of CASS Institute.



## Disaster Relief

In 2019, we donated \$40,000 to the American Red Cross to support humanitarian relief efforts following wildfires in Australia, an earthquake in Puerto Rico and Hurricane Dorian in the Bahamas.

Funds raised during our 40th anniversary charity run supported Save the Children, which provided emergency response in the U.S.

When the home of one of our associates in Austria was damaged by fire, we provided \$1,000 from our Donor Advised Fund to assist with expenses.

## Health and Well-being

We support food banks, shelters, hospitals and orphanages across the world by donating time and funding. For instance, our team in Peru delivered hygiene bags to the Instituto Nacional de Salud del Nino, benefiting infants and their mothers. Our associates in Germany raised money to support the Institution at the Third Order Children's Hospital and Stiftung Ambulantes Kinderhospiz in Munich to help chronically and seriously ill children and their parents.

Our IT Asset Disposition leadership team volunteered with Phoenix Children's Hospital, assembling craft kits and cookie bags, and building wagons for patients.



Our teams in Bulgaria and the Philippines came together for the Bike-a-thon Challenge, a 24-hour stationary cycling and charity event to support the Lazar Radkov Foundation, which donates neonatal incubators to hospitals, and the ERDA Foundation, which provides educational services to children from disadvantaged communities. The teams ended up registering 3,647 kilometers.

In New Zealand, our associates participated in Red Nose Day to support cystic fibrosis research.

Our team in Brazil organized their first blood drive in 2019, joining several other Ingram Micro locations around the world who support this cause every year.

Many of our associates participated in charity walks, runs, marathons, and even hikes and races to support local nonprofit organizations including Ronald McDonald House in California, the CRY Foundation in India, Harry's Rainbow in the UK and the Singapore Children's Society.

In India, our team gave back to the community by delivering gifts to a local orphanage and shelter.

Teams of volunteers in Plainfield, Ind., Buffalo, N.Y., Irvine, Calif. and many of our other sites packed thousands of meals to help fight hunger in our communities. Our Scottsdale, Ariz. campus collected donations and packages for its local United Way Project Connect, which provides resources and services to members of the community who are homeless.

In addition to supporting local food pantries and services directed at homelessness, our office in Buffalo also partners with organizations supporting veterans and individuals with disabilities.



### Diversity, Equity and Inclusion

We continued to invest in our Women’s Leadership Initiative with forums and STEM training workshops. The purpose of the initiative is to empower women leaders at Ingram Micro.

Many of our sites celebrated World Diversity Day and supported the LGBTQ community during Pride Month.

Associates in Manila, Costa Rica, Buffalo, N.Y. and Sofia participated in or sponsored Pride parades. Our Manila PRIDE group also participated in All In, All Out: 2019 Pride Summit, which highlighted best practices for creating safe and inclusive workplaces. In the U.S., Ingram Micro was among the corporate signatories to an amicus brief to the Supreme Court of the United States, advocating for civil rights protections for LGBTQ workers. The initiative was led by the Human Rights Campaign.



2019 BEST PLACES TO WORK



### Awards

Our Orange County Philanthropic Committee in Irvine, Calif. was recognized at the OneOC Spirit of Volunteerism Awards for their dedication and commitment to making our community a stronger and more vibrant place to live, work and play. The same committee was honored by Orange County Business Journal’s 2019 Civic 50 OC as one of the most community-minded companies in the county.

In 2019, Ingram Micro Mexico was named one of the Great Places to Work with 500 to 5,000 employees. Our office in Buffalo, N.Y. was recognized as one of the Best Places to Work by Buffalo Business First, a regional business newspaper. An Ingram Micro Canada office was among the 50 Most Engaged Workplaces in North America.

The president of Bulgaria personally thanked our philanthropic team in Sofia for their ongoing commitment to the local community.

## Financial implications and other risks and opportunities due to climate change

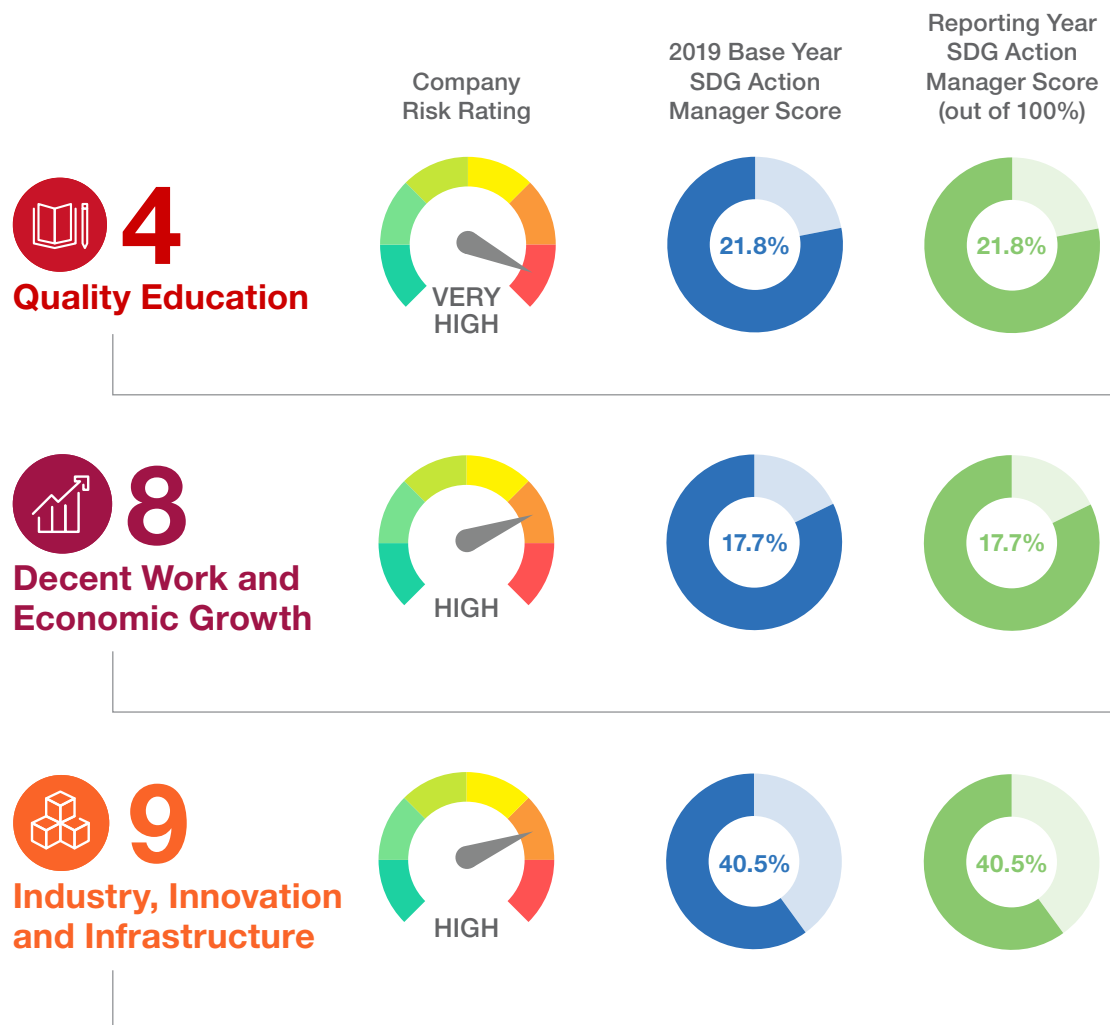
We suffered a small direct loss of EUR 35,000 from severe weather events in 2019 but didn't attempt to quantify indirect losses within our supply chain. We also didn't track potential productivity losses due to brief power outages in Southern California, where energy suppliers were attempting to mitigate stress on the electricity infrastructure. However, our annual climate change risk assessment reveals numerous risks and opportunities. We categorize these risks by risk type and whether they are relevant to our business activities and included in regular risk assessments.

| Risk Type                  | Relevance and inclusion   | Explanation  |
|----------------------------|---------------------------|--|
| <b>Current regulation</b>  | Relevant, always included | Compliance is a basic stakeholder expectation and non-compliance carries financial and reputation risks. We employ a third-party compliance intelligence service to ensure we're aware of current laws and regulations.  |
| <b>Emerging regulation</b> | Relevant, always included | We closely follow global policy developments, so we're aware of regulatory changes that may affect our business. We regularly consult with subject matter experts for updates on global, regional and country-level developments.  |
| <b>Technology</b>          | Relevant, always included | As a technology solutions provider and distributor of technology products, we constantly monitor opportunities arising from innovative technologies. We also monitor risks to the technology hardware supply chain.  |
| <b>Legal</b>               | Relevant, always included | Our business is at low risk of climate change-related litigation. Our scope 1 and 2 emissions are primarily generated by leased commercial properties. However, in the past year, we've seen an increase in contractual language related to climate action from customers.   |
| <b>Market</b>              | Relevant, always included | The chronic effects of climate change may shift markets further toward low-carbon products and away from linear consumption models. Since we rely on OEM products in our sales and distribution channels, lack of adaptation in the manufacturing sector could impact our business. We already participate in take-back schemes and provide repair, refurbishment and recycling of electronics to meet demand in these areas. We've also expanded our cloud and as-a-service offerings in response to market demand.   |
| <b>Reputation</b>          | Relevant, always included | As a B2B company, we value our reputation with our business partners. Our customers strongly influence the direction of our CSR strategy, voicing expectations or providing feedback on emission-reduction targets and progress. As a supplier to the largest tech OEMs and telecommunications providers around the world, our actions on climate factor into the achievement of their scope 3 emissions reduction targets.  |
| <b>Acute physical</b>      | Relevant, always included | We have experienced the impact of climate change in some instances. Severe weather events disrupted some of our operations in 2017 and resulted in financial impact. One of our buildings also sustained minor flood damage in 2019. As fires, floods, and other severe weather events are predicted to increase in frequency and severity, we must prepare for direct impacts to our operating sites.   |
| <b>Chronic physical</b>    | Relevant, always included | We're already experiencing chronic climate change effects in the form of heat waves and droughts. While we're not currently measuring productivity losses from chronic physical impacts, we can reasonably assume at least minor losses. In addition, communities in which we operate are impacted and may experience negative economic consequences over time, as evidenced by migration patterns from areas that can no longer sustain their population due to resource depletion. Social stability facilitates business operations, including access to workers and demand for our products and services. |

Additional details can be found in our [2020 CDP response](#).

Our process for assessing global climate-related risks involves regular review of scientific literature, global environmental, socioeconomic and geopolitical trends (e.g., annual risk report of the World Economic Forum, IPCC reports), compliance intelligence and developments in energy markets. Every three years, we formally engage with our stakeholders to determine the level of risk perceived by associates, business partners, customers and communities. In addition, we periodically assess country-level risks from climate change. We also participate in sustainable business conferences and review information from private sector partners, NGOs, and the nonprofit sector to better understand risks and mitigation strategies across various activities.

## 2019 SDG Performance



# Anti-corruption and Anti-competitive Behavior

## Management approach

### Explanation of the material topic and its boundary

Integrity is one of our “Tenets of Success” and is fundamental to our ability to establish trust with our partners and protect our reputation. Fair business practices sustain markets in the long term. We manage anti-corruption as part of a broader, formal compliance effort that includes data privacy, anti-bribery, conflict of interest, trade controls, anti-money laundering, gray market, antitrust risk and harassment and whistleblower compliance. Our compliance management system spans all operating regions, markets in which we have presence and all Ingram Micro entities.

### The management approach and its components

Our compliance management program is centralized and overseen by the audit committee of the board of directors. The program consists of a formal management system structure supported by risk assessments, policies, periodic employee training, internal audits, corrective actions and controls, and a mechanism for reporting concerns and grievances. The compliance team provides input to the board of directors in order to develop our company’s [code of conduct](#) and works across regions and functions to prevent and address instances of non-compliance.

Our associates are encouraged to report concerns to their supervisors, human resources or their designated compliance officers. Stakeholders who wish to remain unnamed have the option of reporting anonymously to our third-party hotline, which is accessible 24/7. Our anti-retaliation policy supports our Sunshine Rule, encouraging employees to bring ethics concerns to light immediately.

As part of our membership in the Global Technology Distribution Council (GTDC) Ingram Micro participates in the development of an industry approach to address corruption. GTDC comprises the computer industry’s top wholesale distributors who drive more than \$150 billion in annual worldwide sales and face similar challenges.

### Evaluation of the management approach

Ingram Micro’s risk assessment evaluates ethics risks posed by charitable donations, marketing funds and pass-throughs, special pricing, commissions, gifts and entertainment, agents and consultants, interactions with foreign governments, country-specific customs, and sourcing and procurement activities. The risk-assessment questionnaire targets local managers and is completed when necessary by focus group

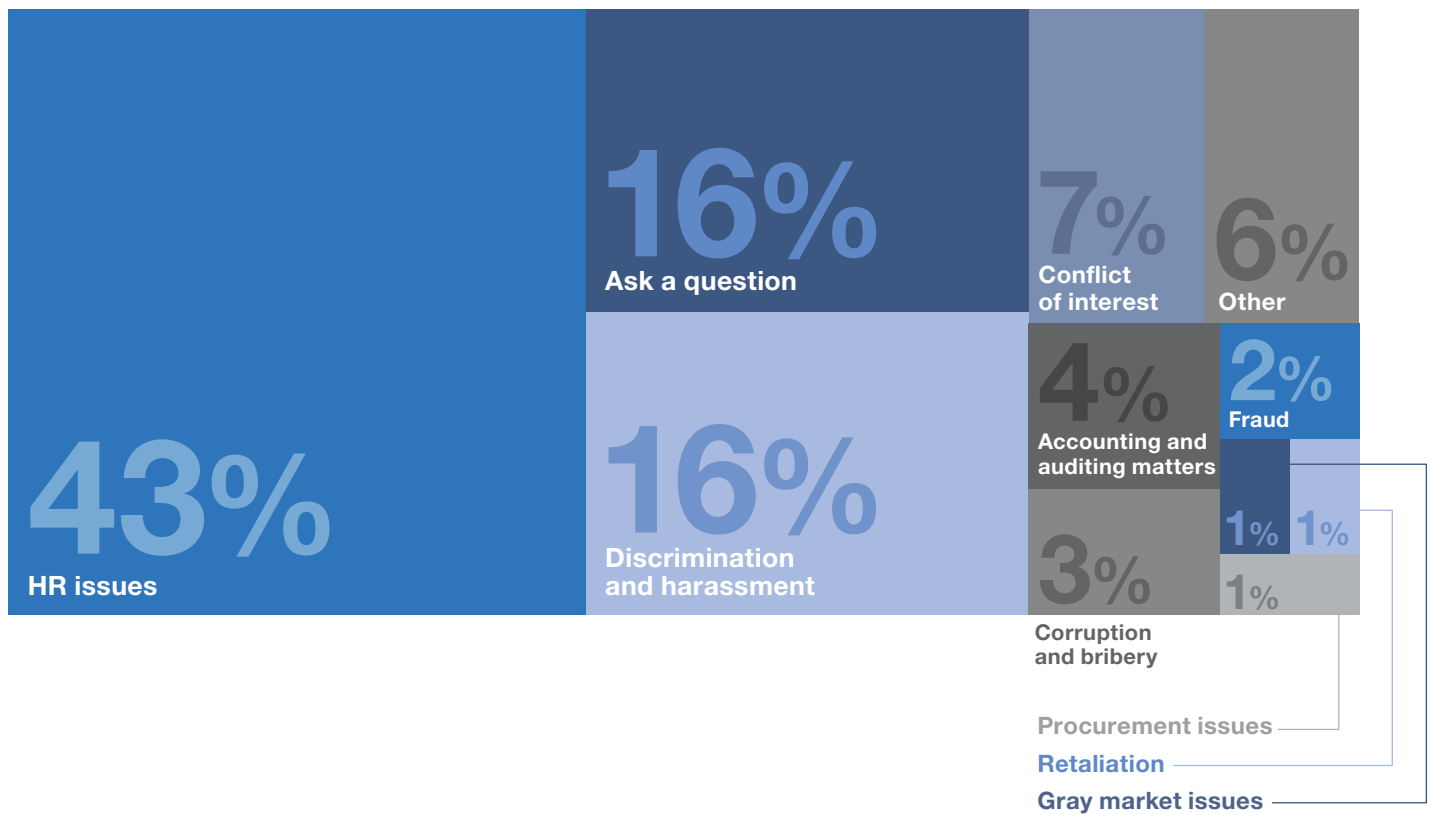


discussions with associates. Regional compliance officers document the responses and discussion outcomes in reports submitted to the chief compliance officer (CCO). The CCO maps our evolving risk environment against our controls and adapts our policies accordingly. Our internal auditors test the effectiveness of our policies. Our anti-bribery management system has also been externally verified by Ethisphere to meet the requirements of ISO 37001:2016.

In 2019, our third-party hotline received 0.92 reports per 100 employees, up from 0.89 in 2018, versus the Navex Global *2019 Hotline & Incident Management Benchmark* of 1.4. Forty-three percent of these cases were related to human resources issues, versus the Navex Global benchmark of 70 percent.

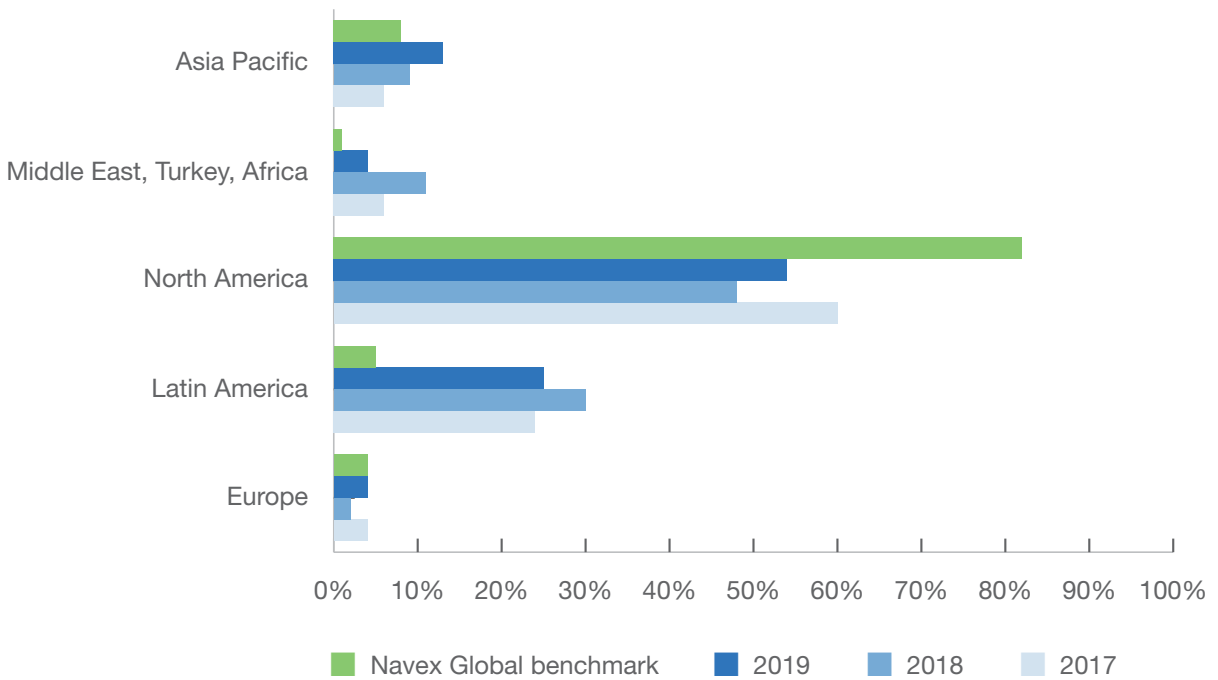
Other case types included anti-trust matters, accounting and auditing matters, compliance questions, conflict of interest, corruption or bribery, fraud, misuse of company property, violation of purchasing practices, discrimination and harassment, and gray market issues.

## 2019 Hotline Cases by Type



We also assess the number of cases by region. While there have only been slight changes over the prior year in reported case types, we saw shifts in case allocation by region, indicating that higher-risk regions are increasingly leveraging our reporting tools. We compared our results to those reported in the 2019 Navex Global report.

### Case Allocation by Region



In addition to case types and regional allocation, we evaluate the following:

- Awareness-trend tracking to measure progress in our speak-up culture
- Anonymous-reporting rate to evaluate fear of retaliation, compared to benchmark
- Substantiated-reports rate trend and comparison to benchmark
- Case resolutions by type of action taken
- Substantiated anonymous reports versus substantiated named reports

### Operations assessed for risks related to corruption

More than 90 percent of our global operations have been assessed for risk related to corruption and other compliance issues. Risk is evaluated at the country level where we have an entity or representative office presence.

Our most significant risks in this area involve the misuse of marketing development funds, special bid pricing and third-party payments.

### Communication and training about anti-corruption policies and procedures

Our training spans multiple compliance issues and our completion rate in 2019 was 94 percent. Our courses generally cover the following topics:

- Our code of conduct
- Anti-bribery
- Fair competition
- Sexual harassment
- Conflict of interest
- Trade compliance
- Data protection and privacy
- Reporting grievances or concerns

| Training indicator  | 2018   | 2019   |
|---|--------|--------|
| Total online enrollments                                    | 44,654 | 48,689 |
| In-person training  | 7,702  | 9,084  |
| Annual Legal and Compliance Certificate survey distribution | 24,477 | 23,006 |
| Annual Legal and Compliance Certificate survey completion   | 100%   | 100%   |

Approximately 80 percent of Ingram Micro employees worldwide have ongoing access to a compliance policy portal on our intranet, and we’re continuously striving to integrate associates from acquired companies.

Bonus pay for executive directors and above is tied to the annual completion of assigned online compliance training.

### Confirmed incidents of corruption and actions taken

We are not aware of any material incidents of corruption in 2019.

### Legal actions for anti-competitive behavior, anti-trust and monopoly practices

There were no legal actions against Ingram Micro for anti-competitive behavior, anti-trust and monopoly practices in 2019.

## 2019 SDG Performance





# Environment

## Materials

### Management approach

#### Explanation of the material topic and its boundary

Our primary use of materials is related to shipping packaging, including corrugated cardboard, void fill, pallets, edge and corner protectors, mixed packaging media, film and labels. While most of these supplies are sourced externally, we reuse some materials in operations, such as incoming cartons, pallets or edge protectors applied to outgoing shipments. We also consume materials in our lifecycle business, some of which are externally sourced and some of which are mined from disassembled product. We generally don't source raw materials. The topic is only material in our non-administrative facilities, including distribution facilities and locations engaged in electronics repair and recycling. Packaging supplies we purchase to the specifications of our customers are excluded from scope, since those procurement decisions are outside of our operational control.

#### The management approach and its components

We've not yet developed a strategic approach to responsible shipping materials management, although some of our facilities have implemented material efficiency projects. Our corporate social responsibility department provides support for individual projects upon request. In addition, several facilities operate right-sizing equipment that customizes carton sizes and reduces void. We've not set any targets to reduce our materials footprint. We're currently tracking cardboard, including the portion of cardboard containing recycled material inputs, but our global reporting rate for cardboard is still below 50 percent (49 percent in 2019 compared to 43 percent in 2018). This is insufficient for setting meaningful targets, and we'll continue to work on increasing our site-level participation in the reporting process.

#### Evaluation of the management approach

No evaluation mechanisms are currently in place, aside from tracking and improving the reporting rate by our facilities year over year. We don't currently have global targets aimed at reducing the impact of shipping materials.

### Materials used by weight or volume

We wanted to focus on our highest volume of shipping materials when we introduced our environmental data collection process in 2017. Therefore, we’re tracking cardboard from shipping cartons, but we’ve yet to measure the consumption of void fill and cling film we’re using in the preparation of shipments, edge and corner protectors, pallets, label materials, poly straps and mixed material packaging, such as bubble-lined poly mailers, for example. Once cardboard tracking is more widely adopted, we’ll focus on the addition of other materials to the tracking process.

The cardboard we’re tracking is a renewable resource and total reported use by weight in 2019 was just over 28,000 metric tons. When regionally extrapolated to facilities that ship product but have failed to report cardboard use, the estimated total is 42,400 metric tons. In 2017, we estimated baseline cardboard use of just over 38,000 metric tons, but actual data was limited.

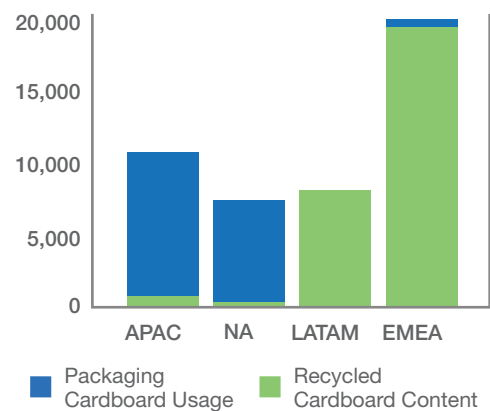
### Recycled input materials used

For the cardboard we’re tracking, we’re requesting that facilities report post-consumer recycled (PCR) and post-industrial recycled (PIR) content in aggregate. Not all sites have been able to obtain this information from their vendors. As reported, 79 percent of cardboard contains recycled materials, compared to 54 percent in 2018. Much of the improvement is attributable to increased reporting accuracy. We’re not yet tracking the weight of the recycled material itself, but plan to do so within the next two years.



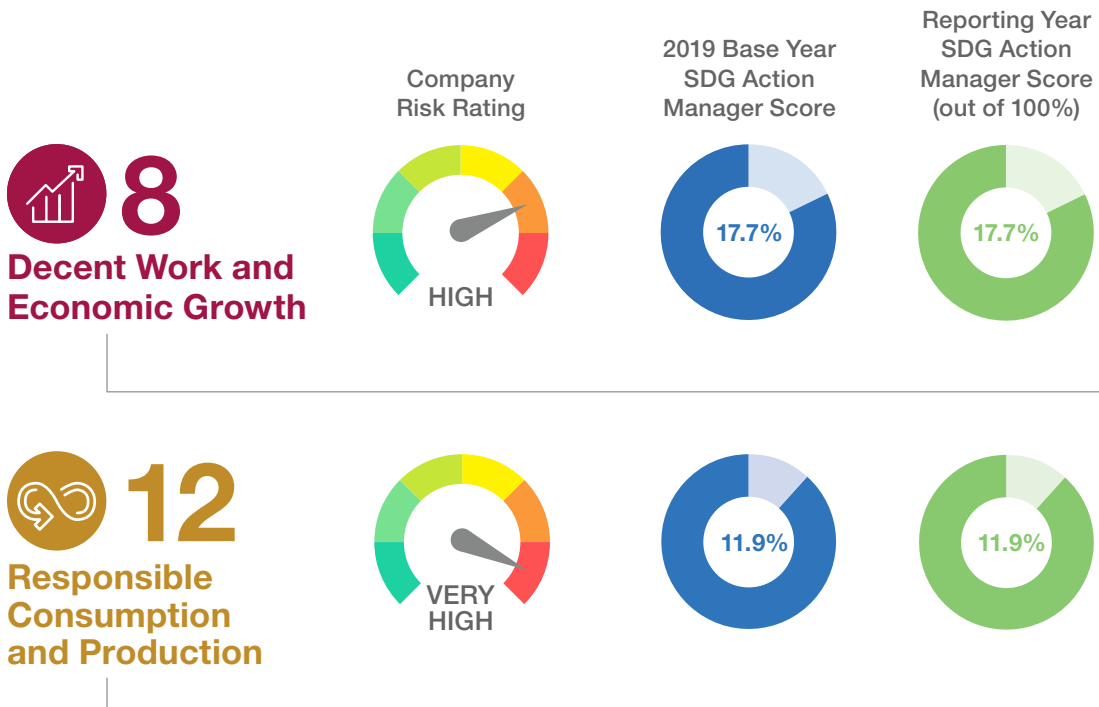
## Materials

Cardboard with Recycled Content (MT)



At least  
**30K MT**  
of cardboard  
used for shipments

## 2019 SDG Performance



### Energy

#### Management approach

Nearly all our scope 1 and 2 emissions result from energy use. Therefore, we manage energy and emissions under one umbrella. Please see our emissions management approach for additional details.

#### Energy consumption within the organization

We consume natural gas to heat our buildings. Other fuels are primarily used in vehicles and generators. We didn't consume any fuels from renewable sources during the reporting year.

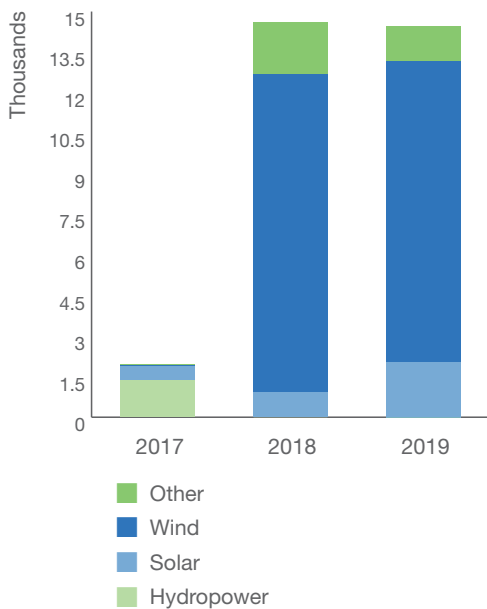
| Fuel type                                  | MWh           | Gigajoules     | Change (YOY)  |
|--|---------------|----------------|---------------|
| Mobile diesel fuel                         | 8,878         | 31,961         | 12.18%        |
| Stationary diesel fuel                     | 1,083         | 3,899          | 14.85%        |
| Gasoline                                   | 3             | 12             | 36.76%        |
| Propane                                    | 154           | 554            | 6.10%         |
| Total natural gas—including extrapolations | 81,839        | 294,620        | -9.51%        |
| <b>Total</b>                               | <b>91,957</b> | <b>331,046</b> | <b>-7.54%</b> |

We consume electricity in our buildings, including lighting, cooling, heating and equipment use. We didn't sell any electricity, heating, cooling or steam during the reporting year.

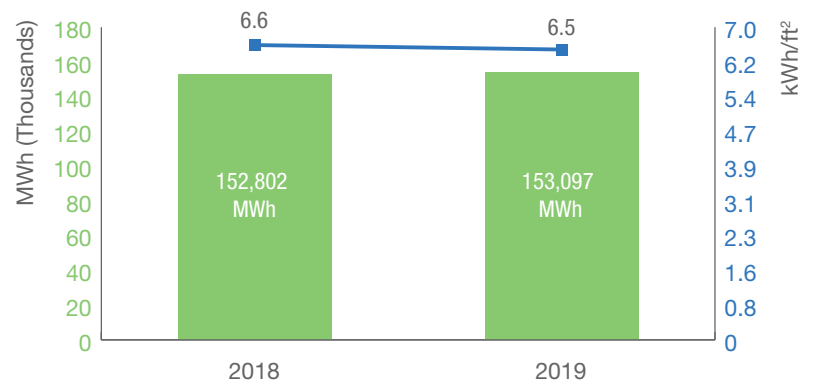
| Energy type  | MWh            | Gigajoules     | Change (YOY) |
|--|----------------|----------------|--------------|
| Electricity from non-renewable sources (including extrapolation) | 138,646        | 499,126        | 2.57%        |
| Electricity from renewable sources (including RECs)              | 14,451         | 52,024         | -3.77%       |
| Purchased heat   | 3,414          | 12,290         | 26.68%       |
| Purchased steam  | 45             | 162            | -8.16%       |
| <b>Total</b>   | <b>156,556</b> | <b>563,602</b> | <b>2.65%</b> |

Our total energy consumption in 2019 was 894,648 gigajoules (248,513 MWh), a 1.4 percent reduction over the prior year. Renewable energy comprised 5.8 percent of total reported energy use and 9.4 percent of global electricity use, exceeding our 2020 target of 5 percent renewable electricity.

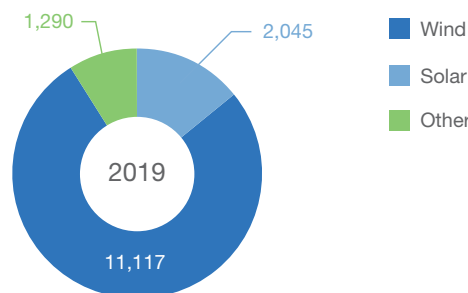
### Renewable Energy Trend (MWh)



### Electricity use (MWh)



### Renewable Energy Breakdown (MWh)



**1.4%**  
Change in total energy used year-over-year

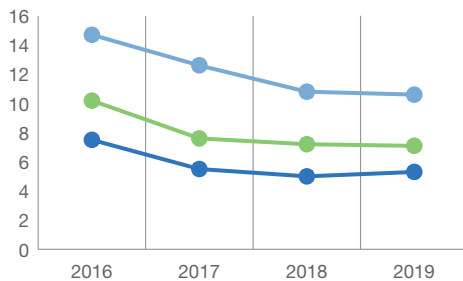
Among the energy types we track, our electricity figures are most reliable and reported by about 90 percent of facilities by floor space. For nonreporting facilities, we estimate usage by applying average per-floor-space-unit consumption in close geographic proximity (e.g., city or country) to the occupied floor space of the nonreporting facility. For sites located in multitenant administrative buildings, we use the partitioning method to estimate annual electricity consumption based on occupied space and overall building consumption. Reported fuel consumption is inconsistent and we're unable to extrapolate due to variables at each site. We're working to improve the process through continuous training and communication. Data sources vary widely and include utility invoices, meter readings and verbal or written information provided by building owners.

We deployed an information management system in 2016 to aggregate our global sustainability metrics.

For units presented in this report, we relied on generic conversion factors from the American Physical Society and the U.S. Energy Information Administration.

### Four-year energy intensity trend

- Floor Space (MWh/000 ft<sup>2</sup>)
- Headcount (MWh/FTE)
- Revenue (MWh/MM USD)



### Energy intensity

We calculate energy intensity by floor space, revenue and headcount. Our four-year trend shows significant efficiency gains against our 2016 base year. All energy types consumed within our organization are included in calculations of intensity values.

|                                  | 2016             | 2017             | 2018             | 2019             |
|----------------------------------|------------------|------------------|------------------|------------------|
| Total energy use (MWh)           | 314,038          | 255,352          | 251,974          | 248,513          |
| Floor space (ft <sup>2</sup> )   | 21,352,497       | 20,199,893       | 23,298,530       | 23,393,286       |
| Intensity (MWh/ft <sup>2</sup> ) | <b>0.0147</b>    | <b>0.0126</b>    | <b>0.0108</b>    | <b>0.0106</b>    |
| Change from baseline             | -                | -14.05%          | -26.47%          | -27.89%          |
| Revenue                          | USD 41.9B        | USD 46.6B        | USD 50.4B        | USD 47.2B        |
| Intensity (MWh/USD)              | <b>0.0000075</b> | <b>0.0000055</b> | <b>0.0000050</b> | <b>0.0000053</b> |
| Change from baseline             | -                | -26.88%          | -33.30%          | -29.33%          |
| Headcount                        | 30,821           | 33,612           | 34,988           | 35,063           |
| Intensity (MWh/Capita)           | <b>10.19</b>     | <b>7.60</b>      | <b>7.20</b>      | <b>7.09</b>      |
| Change from baseline             | -                | -25.44%          | -29.32%          | -30.42%          |





### Reduction of energy consumption

We've reduced our absolute energy use by less than 1.5 percent in 2019 compared to 2018. This change falls within our margin of error for data reporting. As a result, we're unable to confirm an actual reduction. During the same period, our energy intensity improved only minimally by floor space and headcount and increased slightly by revenue. None of our global facilities shared energy reduction project data with the CSR reporting team, though such projects were likely completed in the pursuit of operational cost reduction. Based on our data, any reduction initiatives in 2019 had no significant impact on our energy consumption.

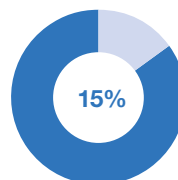
## 2019 SDG Performance



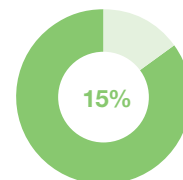
Company Risk Rating



2019 Base Year SDG Action Manager Score



Reporting Year SDG Action Manager Score (out of 100%)





## Water

### Management approach

#### Explanation of the material topic and its boundary

While direct water use in our operations isn't a material issue for us, supply chain water management presents a significant risk for our business in the long term. And although our own water use is limited to employee consumption and facility maintenance, our operations could still be impacted in areas where living conditions are impacted by poor water availability or quality.

#### The management approach and its components

We don't actively manage water use, but many of the buildings we occupy are equipped with water-saving devices and we continue to promote resource conservation as a matter of efficiency. During the reporting year, we participated in CDP's supply chain water security reporting process. Our 2019 CDP water score was C (Awareness), unchanged from 2018 and aligning with sector and regional averages. We collect water use and source information at the facility level, but a significant portion of global water use is estimated due to lack of access to actual data in multitenant buildings.

#### Evaluation of the management approach

We compare water use globally and by region year over year but have not set water use reduction targets. Setting supply chain water targets as part of our supplier responsibility program in the future will be more relevant to our business.

#### Water withdrawal by source

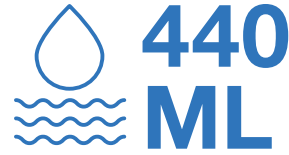
Water consumption, as reported by 81 percent of our facilities, amounted to 331 megaliters (nearly 86M gallons). When extrapolated to account for sites that reported no actual or estimated water use, we consumed 440 megaliters, a nearly 7 percent decrease compared to 2018. Water intensity per capita decreased from approximately 13.5 megaliters in 2018 to 12.6 megaliters in 2019.

Ninety-eight percent of our water use is from municipal or district plants, while 0.1 percent was reportedly recycled water and nearly 2 percent groundwater (i.e., well water). We don't withdraw water for industrial purposes or use seawater or third-party water. We reviewed our 2016 water risk assessment in 2019 and are aware of operations in areas under severe water stress, including across Asia Pacific (especially India), throughout META, in Mexico and parts of South America, in Italy, Spain, Portugal, Bulgaria, Serbia and Romania, and within the U.S. in California, Nevada, Texas and Arizona. Water use in these regions comprises nearly 50 percent of reported water purchases.

### 2019 Water Reporting Rate by Region (Megaliters)

| Region | Total Reported Water Use (ML) | Reporting Rate (by floor space) |
|--------|-------------------------------|---------------------------------|
| APAC   | 29                            | 54%                             |
| EMEA   | 98                            | 85%                             |
| LATAM  | 30                            | 86%                             |
| NA     | 174                           | 82%                             |
| Global | 331                           | 81%                             |

### Total Water Use

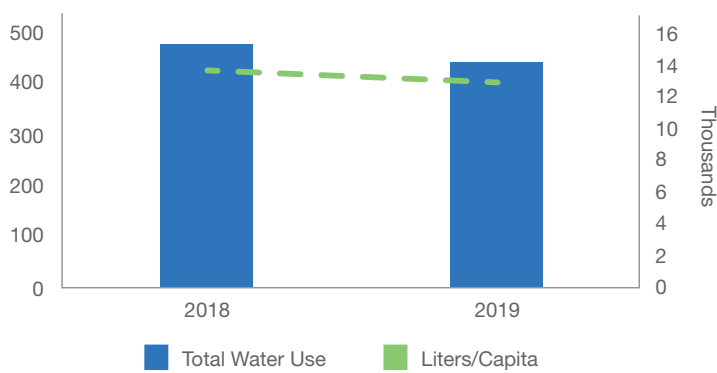


\*includes extrapolated value of 109ML

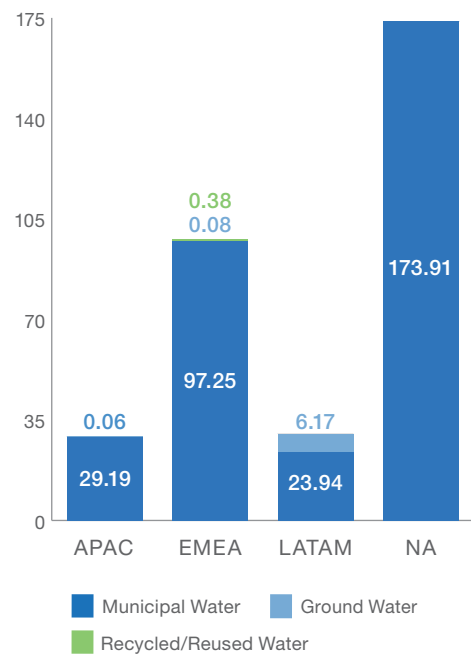
### 2019 Water Source Breakdown by Region (Megaliters)

| Region | Municipal Water | Ground Water | Recycled/ Reused Water | Total Reported Water Consumption |
|--------|-----------------|--------------|------------------------|----------------------------------|
| APAC   | 29              | 0.06         | 0.00                   | 29                               |
| EMEA   | 97              | 0.08         | 0.38                   | 98                               |
| LATAM  | 24              | 6            | 0.00                   | 30                               |
| NA     | 174             | 0.00         | 0.00                   | 174                              |
| Global | 324             | 6            | 0.38                   | 331                              |

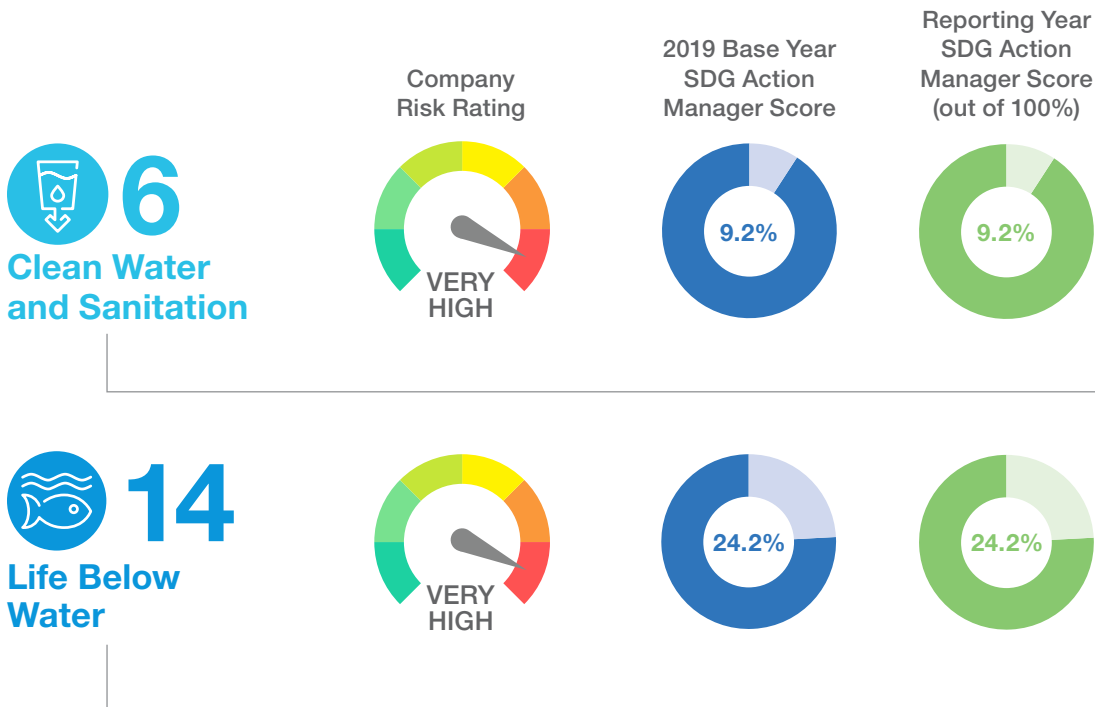
### Year-Over-Year Water Consumption (ML)



### Regional Water Use by Source (ML)



## 2019 SDG Performance



## Emissions

### Management approach

#### Explanation of the material topic and its boundary

Ingram Micro's operations occupy upward of 1.8 million square meters (20 million square feet) of building space that is reliant on non-renewable energy sources.

Most of the greenhouse gas emissions we generate in our direct operations are caused by energy use in our buildings. Therefore, we manage energy and emissions under the same umbrella. Our emissions reduction targets suffice for measuring progress in both areas. We include all Ingram Micro entities over which we have operational control. In prior years, we were unsure whether data center use by Ingram Micro results in scope 2 or 3 emissions but determined in 2019 that data centers contribute to our scope 3 footprint. Accordingly, we've added approximate emissions from data center use to our scope 3 inventory. We estimate that less than 1 percent of greenhouse gases we emit originate from cooling equipment, such as HVAC units and chillers under operational control.

Although we've not adequately evaluated scope 3 emissions, they're certain to be far more significant than combined scope 1 and 2 emissions. We contract third parties to transport goods through various modes of transportation, including road, rail, air and sea, and we purchase hundreds of thousands of goods and services each year. Our business travel is significant according to data we collect from all countries. However, we've found that air travel bookings aren't always routed through our primary travel agency, resulting in incomplete data sets. We've not begun to model global impacts from employee commuting or calculate emissions from waste. Use and end-of-life treatment of sold products are also expected to be relevant but haven't been evaluated.

### The management approach and its components

We haven't yet developed an overarching process for the long-term management of climate-related risks and opportunities. In the short and medium term, most climate risks are relatively low and mitigation costs are disproportionately high relative to our profit margins. We therefore focus primarily on compliance, market, technology and customer risks. Market risks from climate change are assessed at least annually. We're invested in the wider adoption of circular economy principles, which drive demand for our product lifecycle services. We're also interested in technology risks and opportunities related to IoT, AI and continued virtualization.

Customer-driven risks are a top priority for us. When our customers can't meet their end-user, regulatory and internal commitments, our business relationships may be affected. Therefore, we frequently evaluate customer needs related to climate action and structure our program priorities accordingly.



Our process for assessing global climate-related risks involves regular review of scientific literature, global environmental, socioeconomic and geopolitical trends (e.g., annual risk report of the World Economic Forum, IPCC reports), compliance intelligence and developments in energy markets. Every three years, we perform a stakeholder engagement process to

determine the level of risk perceived by associates, business partners, customers and communities. In addition, we periodically assess country-level risks from climate change. We also participate in sustainable business conferences and refer to resources from NGOs to better understand risks and mitigation strategies across various activities. For instance, while we don't operate a fleet, we rely on contract fleet services and therefore benefit from understanding trends in fleet electrification and efficiency. In the U.S., we maintain the SmartWay Partner registration to promote emissions reduction in transport.

Our primary direct impact is related to our building footprint. Although most of our portfolio is leased, we're sometimes involved in construction and renovation activities. We operate numerous certified sustainable building spaces or buildings with sustainable features. These include our BREEAM-certified warehouse in Tilburg, Netherlands, and our LEED Gold-certified offices in Southern California.

Day-to-day responsibilities for all aspects of emissions management rest with the senior manager of corporate social responsibility. This position reports to the senior vice president of global operations and engineering, who in turn reports to the CEO. There is no board-level oversight of the company's environmental performance, but we evaluate the structure and effectiveness of our CSR organization annually. The senior CSR manager provides periodic program updates to a seven-member, cross-functional executive leadership committee. Components of our emissions management approach include the following:

- Global risk assessments
- Information management platform
- Data collection strategy and procedures
- Employee training and support
- Data analysis and validation
- Global emissions inventory
- Targets
- Monitoring and reporting
- Stakeholder engagement
- Business partner engagement on climate action

### **Evaluation of the management approach**

We evaluate our performance and targets each year and make revisions as needed. We recognize that our current target of 2.5 percent emissions reduction per year over four years does not yet align with recommendations of the climate science community. However, when we launched our global CSR program in 2016, we had to focus on the development and implementation of systems and processes and couldn't allocate adequate time to emissions reduction activities. Now that we've established the program foundation, we'll reassess our goals.

We evaluate progress against our targets, including absolute emissions reduction targets and intensity targets. In addition, we track our CDP scores and assess feedback from customers. Our periodic multi-stakeholder engagement process informs future projects and activities.

Each year, we calculate whether we're within the estimation threshold for external assurance of our emissions inventory. We did not meet the threshold in 2019.

### **Direct (Scope 1) GHG emissions**

We're able to break down our scope 1 emissions by applicable greenhouse gases, geography and business activity. Facility-specific emissions are also available and can be accessed through our annual CDP report, which is publicly available from the CDP database. Our GWP reference for CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O is the IPCC Fourth Assessment Report (AR4-100). For HFCs, we reference ASHRAE Standard 34. Ingram Micro does not generate biogenic CO<sub>2</sub> emissions.

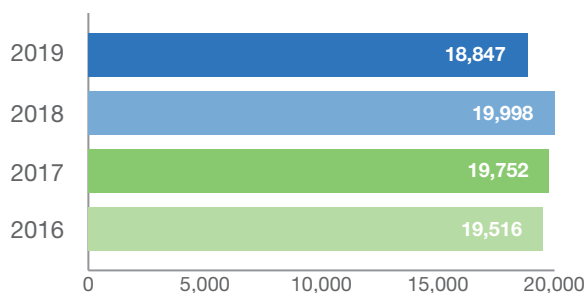
We consider the quality of data for scope 1 emissions sources to be low and suspect incomplete reporting of fuels used in operations. Because fuel use is highly variable from one facility to the next, we're unable to extrapolate for non-reporting sites. We apply the simplified estimation method to periodically calculate refrigerant emissions from HVAC and chiller equipment over which we have control. In 2019, these emissions comprised less than 3 percent of total scope 1 emissions and less than 1 percent of combined scope 1 and 2 emissions.

Our consolidation approach is operational control. This excludes emissions generated by third-party facilities where we may lease space, but have no control over building services, equipment or total headcount. Our emissions factors are primarily obtained from the EPA Climate Leaders database. We follow the Greenhouse Gas Protocol, Corporate Standard and use supporting sources, including The Climate Registry's General Reporting Protocol.

### Scope 1 Emission Factors

| Fuel type              | Factor | Unit                        | Source      |
|------------------------|--------|-----------------------------|-------------|
| Mobile diesel fuel     | 10.21  | kg CO <sub>2</sub> e/gallon | EPA, 2015   |
| Stationary diesel fuel | 10.19  | kg CO <sub>2</sub> e/gallon | DEFRA, 2018 |
| Gasoline               | 9.03   | kg CO <sub>2</sub> e/gallon | EPA, 2015   |
| Propane                | 5.74   | kg CO <sub>2</sub> e/gallon | EPA, 2015   |
| Natural gas            | 53.11  | kg CO <sub>2</sub> e/MMBTU  | EPA, 2015   |

### Scope 1 CO<sub>2</sub>e Emissions (MT)



### Scope 1 Emissions Breakdown

| Greenhouse gas                     | Scope 1 emissions (metric tons of CO <sub>2</sub> e) |
|------------------------------------|--|
| CO <sub>2</sub>                    | 18,274   |
| CH <sub>4</sub>                    | 8  |
| N <sub>2</sub> O                   | 14   |
| HFCs                               | 550  |
| CO <sub>2</sub> e                  | 18,847   |
| Country/Region                     | Scope 1 emissions (metric tons of CO <sub>2</sub> e) |
| Europe, Middle East, Africa (EMEA) | 7,988  |
| Asia Pacific (APAC)                | 145  |
| North America (NA)                 | 10,550   |
| Latin America (LATAM)              | 162  |
| Activity                           | Scope 1 emissions (metric tons of CO <sub>2</sub> e) |
| Administrative                     | 3,436  |
| Repair and processing*             | 2,129  |
| Warehousing                        | 12,732   |
| HVAC                               | 550  |

\* Some repair activities occur in warehouses and can't be tracked separately.

These are excluded from this figure and included in warehousing.

### Indirect (Scope 2) GHG emissions

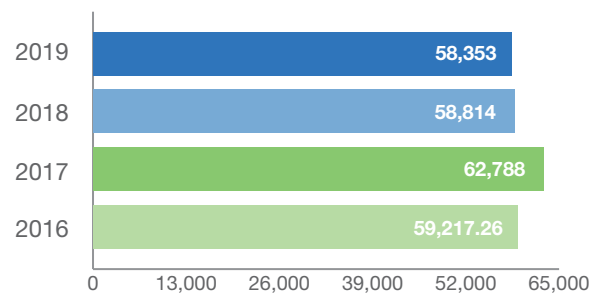
We're able to break down our scope 2 emissions by geography and business activity. Facility-specific emissions are also available and can be accessed through our annual CDP report, which is publicly available from the CDP database. Some of our facilities purchase market-based energy, but we've not yet obtained supplier-specific emission factors to calculate market-based emissions.

Greenhouse gases included in our calculations are carbon dioxide, nitrous oxide and methane. Our base year, consolidation approach, GWP factors and standards we use to prepare our emissions inventory are identical to those we use for scope 1 emissions.

#### Scope 2 Emissions Breakdown

| Country/Region | Scope 2, location-based (metric tons CO <sub>2</sub> e) | Purchased and consumed electricity, heat, steam or cooling (MWh) |
|----------------|---|--|
| EMEA           | 18,770  | 3,459  |
| APAC           | 9,740   | 0  |
| NA             | 28,428  | 0  |
| LATAM          | 1,415   | 0  |

#### Scope 2 CO<sub>2</sub>e Emissions (MT)



| Activity              | Scope 2, location-based emissions (metric tons of CO <sub>2</sub> e) |
|-----------------------|--|
| Administrative        | 9,913  |
| Repair and processing | 4,633  |
| Warehousing           | 43,807   |

We obtained emission factors for electricity from the IEA (2018) and the EPA (2016). For purchased steam and heat we relied on DEFRA (2018) factors.

### Other indirect (Scope 3) GHG emissions

We currently track greenhouse gas emissions from air travel, electricity transmission and distribution losses, and estimated emissions from the electricity use of leased data center space. We use a third-party travel services provider to manage flight tracking for most countries and obtained data directly from individual travel agents for countries not yet onboarded. Emissions from flights booked through external agencies outside of our designated providers are not captured. Where available, air travel was categorized by distance and cabin and multiplied by the appropriate GHGP or DEFRA factor (including radiative forcing). We applied an average DEFRA [Air Passenger Distance – Domestic – Average Class (Radiative Forcing)] factor to countries that provided supplemental data for which categorization by distance and cabin was not available.



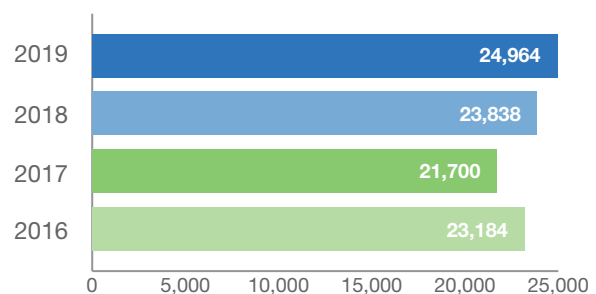
To calculate electricity transmission and distribution losses, we used the GHGP average data method (world) and the most recent World Bank factor of 8.251 percent.

Our total calculated scope 3 emissions value is 24,964 MT CO<sub>2</sub>e, which represents only a small fraction of our expected scope 3 emissions impact.

| Category  | Evaluation status              | MT CO <sub>2</sub> e | Percentage of data from suppliers | Explanation   |
|---|--------------------------------|----------------------|-----------------------------------|---|
| Business travel   | Relevant, partially calculated | 19,056               | 100                               | The reported percentage includes emissions data provided directly by third-party travel services providers and emissions calculated from mileage that was also provided by external providers.  |
| Fuel-and-energy-related activities (not included in Scope 1 or 2) | Relevant, calculated           | 4,756                | 0                                 | This value reflects electricity transmission and distribution losses. We did not obtain loss data directly from power suppliers.  |
| Upstream leased assets  | Relevant, partially calculated | 1,152                | 50                                | While we've not fully assessed operations for upstream leased assets, we calculate emissions from leased data center space over which we have no operational control. The service provider disclosed data for at least 50% of data center space. We extrapolated the remainder. |

Greenhouse gases included in air travel are carbon dioxide and nitrous oxide. Additionally, T&D losses include emissions from methane. See our direct (Scope 1) GHG emissions section for information about our base year, consolidation approach, GWP factors and standards we use to prepare our emissions inventory.

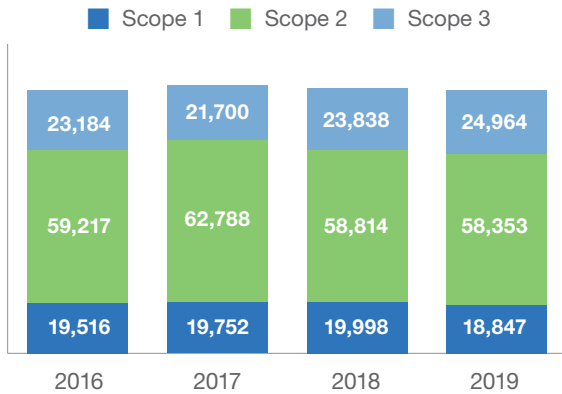
### Scope 3 CO<sub>2</sub>e Emissions (MT)



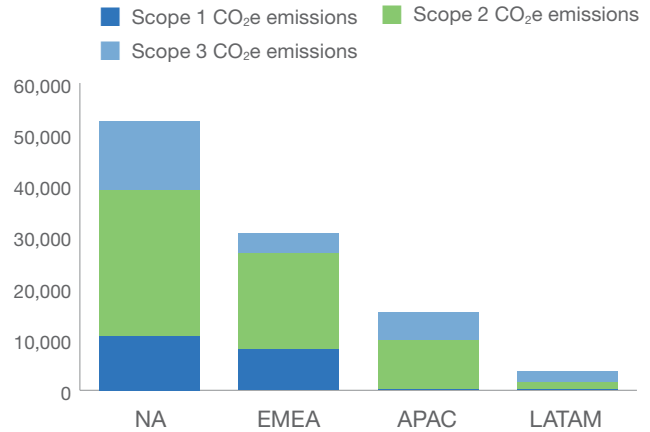


# Emissions

## Global GHG Emissions Summary 2016 (base year) – 2019 (MT CO<sub>2</sub>e)



## 2019 Regional GHG Emissions (MT CO<sub>2</sub>e)



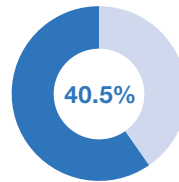
## 2019 SDG Performance



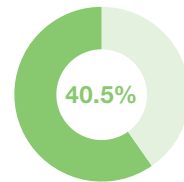
**9**  
Industry, Innovation and Infrastructure



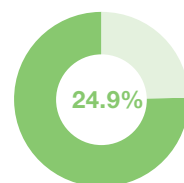
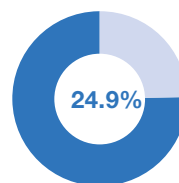
2019 Base Year  
SDG Action  
Manager Score



Reporting Year  
SDG Action  
Manager Score  
(out of 100%)

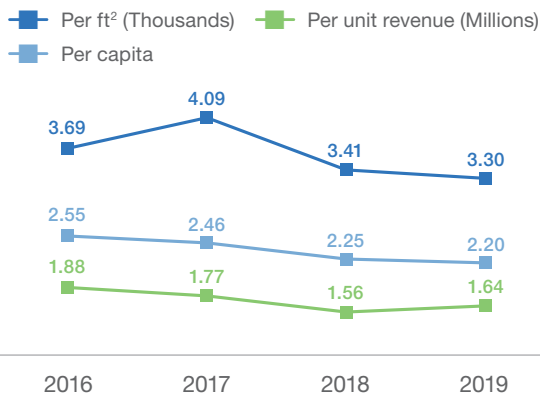



**13**  
Climate Action



## GHG Emissions Intensity

Emissions Intensity Trend (MT CO<sub>2</sub>e)



## Reduction of GHG emissions

We plan to implement lighting upgrades for at least three U.S. facilities in 2020. The reporting team was not able to obtain 2019 project data from global operations, though there have likely been numerous projects that were either completed or are in progress. We're continuing to work on a centralized reporting system to facilitate project data aggregation for global initiatives.

# Effluents and Waste

## Management approach

### Explanation of the material topic and its boundary

In 2019, stakeholders deemed waste generation a material aspect of our operations. We're tracking and reporting hazardous and nonhazardous waste generated by our warehouses and administrative facilities in all operating regions. We're not involved in the management of effluents. Our operational waste streams include paper; packaging, including film, pallets, void fill and mixed material shipping envelopes; scrap metal; plastics; kitchen waste; construction materials; electronic waste; batteries; lamps; and a relatively small amount of hazardous chemicals, including used oil, spent solvents, residue in non-empty aerosol cans and paint. We also generate waste from the maintenance of our facilities, disposal of furniture and equipment, and company events.

While our nonhazardous waste generation is significant, Ingram Micro isn't a major generator of hazardous waste. Therefore, our efforts are primarily geared toward the reduction of nonhazardous waste in our direct operations.

Electronic waste is a key impact of our business and the technology sector at large. While we resell and distribute millions of electronic products each year, we also invest in the remarketing of used electronics originating from our own operations and from take-back activities.

## The management approach and its components

Our environmental stewardship policy outlines numerous strategies for the minimization of waste at our facilities. Sites with environmental management system certifications may adopt targets that exceed the corporate minimum reduction of 5 percent per year.

We typically work with our service providers to obtain the weight of waste removed and the frequency of removals. Obtaining actual data is challenging for many of the buildings we occupy. Numerous Ingram Micro offices are multitenant environments where waste removal is an integrated building service outside of our control. Our metrics reporting procedure provides estimation factors our sites can apply based on container size, waste composition and number of removals.

Our sites determine independently how to manage waste reduction. Most take a cost-based approach and focus on activities like right-sizing cartons, reusing supplies from incoming shipments, donating excess inventory and diverting recyclable materials.

Our IT asset disposition (ITAD) business expanded in 2019, adding new facilities in Colombia and Peru, along with logistics centers in Richmond, Va. and Boston, Mass. In the U.S., our ITAD sites are e-Stewards certified and we were the first company to make the commitment for certification of our global facilities over a three-year period under the new e-Stewards Committed designation, a program we helped develop. We maintain R2 certification at two locations in India and one in the U.K. Additional certifications include ISO 14001, OHSAS 18001, ISO 27001 and ADISA (at our U.K. site only). In the U.S., Ingram Micro is a steering committee member of CAER, which advocates for responsible electronics recycling.

While our waste efforts are primarily focused on internal initiatives, we're also distributing smart technologies to improve municipal waste management. For example, Ingram Micro partnered with Nordsense in 2019 to equip municipalities across Canada with Nordsense's AI- and IoT-based waste management systems, which monitor waste generation, prevent bin overflow and litter, and collect valuable data.

## Evaluation of the management approach

We're still focused on improving participation in the data reporting process and we track the percentage of sites reporting. In addition, we measure data quality, evaluate our performance against our annual waste reduction targets and track total waste diversion. In 2019, we diverted 75 percent of our combined nonhazardous and hazardous waste and 79 percent of our nonhazardous waste stream (excluding waste to energy), compared to 70 percent in 2018. Our global reporting rate for operational waste was 84 percent in 2019. In contrast, the reporting rate for refurbished or recycled customer IT assets was 93 percent.

In addition, we evaluate demand for product lifecycle services based on the growth of our ITAD division. The business unit recorded growth of 33 percent during the reporting year.

## Waste by type and disposal method

During the reporting year, we generated more than 44,000 metric tons of nonhazardous waste. In 2019, 84 percent of our global facilities reported nonhazardous waste, compared to 89 percent in 2018. Our reported figures have been extrapolated for sites that did not participate in the reporting process or were unable to obtain data. Due to the low reporting rate for hazardous waste and variability in site operations, extrapolation and year-over-year comparison are not yet useful. We'll continue to work on increasing our participation rate in the reporting process.

|                                 | 2018/MT       | 2019/MT       |
|---------------------------------|---------------|---------------|
| Recycled Materials              | 32,242        | 34,533        |
| Landfilled/Incinerated Waste    | 8,351         | 7,871         |
| Waste-to-Energy                 | 1,332         | 1,423         |
| Other Diversion                 | 148           | 264           |
| <b>Total Nonhazardous Waste</b> | <b>42,073</b> | <b>44,091</b> |

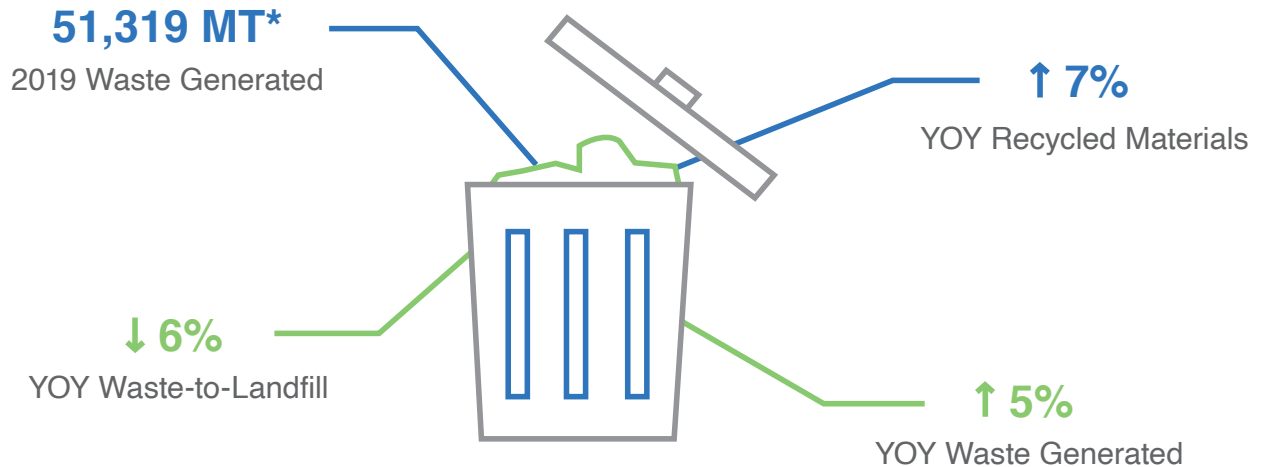
| Nonhazardous Waste Intensity | 2018   | 2019   | Change |
|------------------------------|--------|--------|--------|
| lbs/Unit Shipped             | 0.1355 | 0.1403 | 4%     |
| lbs/ft <sup>2</sup>          | 4.6800 | 4.8400 | 3%     |
| lbs/USD                      | 0.0021 | 0.0024 | 12%    |

While our total waste generation increased by 5 percent in 2019, our waste-to-landfill generation decreased by 6 percent, exceeding our 5 percent waste-to-landfill reduction target.

Our nonhazardous waste intensity increased across the board, as production and revenue remained relatively stable, while overall waste generation increased. Since we collect only basic waste data, we're unable to determine the root cause of the increase. While it could be related to reporting errors, it could also stem from an increase in product returns. Numerous sites combine customer-controlled waste and operational waste and are therefore unable to report separate weights.



# Waste

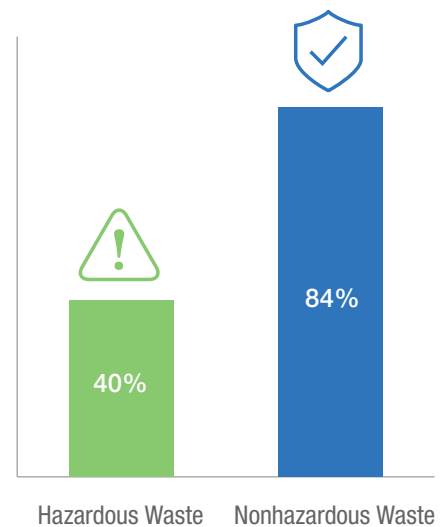


\*Nonhazardous waste only. Includes extrapolated value of 7,225 MT

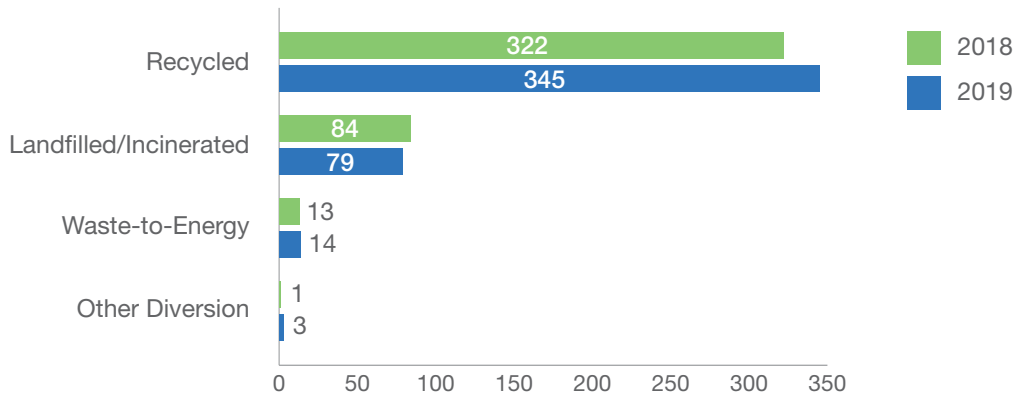
Our waste disposal method is generally determined by information provided by the waste disposal contractor or by organizational defaults.

Through our lifecycle business, we contribute significantly to the reduction of electronic waste by either prolonging the life of assets or ensuring responsible disposal. We analyzed a subset of assets and found that we refurbished approximately 56 percent. The remaining 44 percent were either returned to the commodities market, diverted into a closed-loop manufacturing process or disposed of by an authorized partner. We processed more than 25 million pounds (11M kg) in customer assets during the reporting year.

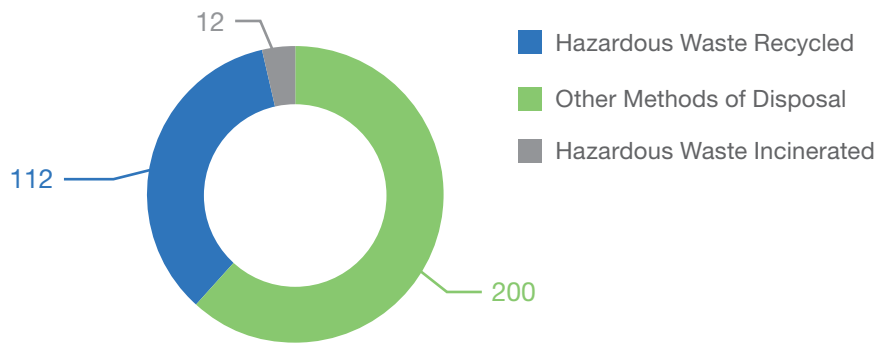
## 2019 Global Waste Reporting Rate



### Nonhazardous Waste by Disposal Method (00 MT)

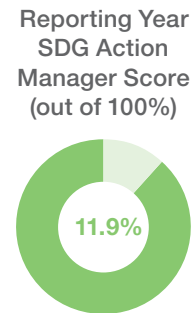
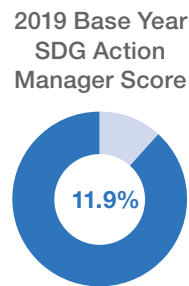


### 2019 Hazardous Waste Disposal by Method (MT)



## 2019 SDG Performance

**12**  
Responsible  
Consumption  
and Production



# Environmental and Socioeconomic Compliance

## Management approach

### Explanation of the material topic and its boundary

Ingram Micro's operational activities result in social and environmental impacts that are regulated internationally, nationally and locally, including energy consumption, waste generation, material use, maintenance, product take-back, management of used and waste electronics, shipping activities, as well as human rights and labor practices. Our business also causes indirect environmental impacts from transportation, construction, purchasing and the distribution of regulated products and indirect social impacts from the end use of certain products and the actions of business partners with whom we engage. Social and environmental compliance is relevant to all Ingram Micro entities globally.

### The management approach and its components

The corporate social responsibility department began formally supporting socio-environmental compliance in 2018, including a subscription to EHS compliance intelligence services in key jurisdictions.

At least two dozen Ingram Micro sites have developed certified environmental management systems. As we continue to develop the program, we aim to centralize information about the compliance activities of our facilities, including a list of certifications that we can share with our stakeholders in a future report. As part of our benchmarking activities to ISO 26000 and the UN SDGs, we're further evaluating how we can reduce negative impacts and maximize positive impacts on society and the environment.

### Evaluation of the management approach

In 2019, we focused on building out site-level, web-based profiles to facilitate and automate the management of our environmental and social compliance obligations. As sites complete their gap assessments, we'll evaluate the number of identified compliance gaps, completeness of legal registers and the number of sites transitioned to the service. Once established, we'll focus on training, communication and internal audits to maintain an effective system.

### Noncompliance with environmental laws and regulations

During the reporting year, no notices of violation, fines or other actions were reported for environmental noncompliance. However, we rely on self-reporting from our global facilities and if data reporters aren't made aware of noncompliance incidents, the information would go unreported, especially for minor issues. We'll continue to invest in internal efforts to improve site-level reporting accuracy and completeness.



## Noncompliance with laws and regulations in the social and economic area

We're not aware of any instances of noncompliance with laws or regulations during the reporting year.

# Supplier Environmental Assessment

## Management approach

### Explanation of the material topic and its boundary

Ingram Micro operates a deep and diverse supply chain. Our activities include non-inventory purchases, such as equipment, supplies and business services; and inventory purchases, such as technology hardware, accessories and software. We also purchase parts, supplies, software and services related to our repair and recycling business. Because our supply chain activities are not fully centralized, we've not calculated the number of suppliers and original equipment manufacturers we engage with, but we estimate that figure to be around 5,000.

Our supply chain includes partners who operate in risk countries and risk sectors. These include temporary employment agencies, freight services, facility services, construction companies, financial institutions in certain countries, waste management companies and recyclers, janitorial services and manufacturers in risk countries.

Because social and environmental risks are closely related and often overlap, we manage both aspects under the same program.

### The management approach and its components

During the reporting year, we launched a pilot program with EcoVadis, an industry-leading provider of supplier sustainability assessments. Our target was to assess 100 key suppliers by year-end 2019 in the areas of environment, labor practices and human rights, fair business and responsible purchasing.

In 2017, we published a supplier code of ethics based on the code of conduct of the Responsible Business Alliance. The addition of this document to standard supplier agreements remained inconsistent throughout 2019 and supplier acceptance has been limited. While we require all suppliers to adhere to applicable laws and regulations in our standard supplier agreement, we have no broadly applicable requirements for social and environmental conduct beyond compliance.

### Evaluation of the management approach

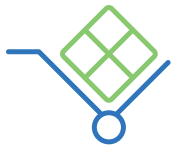
We achieved our target of completing 100 supplier assessments in 2019.

### New suppliers that were screened using social and environmental criteria

We screened 100 existing suppliers who had not previously been assessed using environmental and social criteria. We're not aware of new supplier screenings.

Our assessment showed more than two-thirds of suppliers operating in risk countries. The primary causes of low scores among suppliers were the lack of social and environmental management systems, policies, due diligence processes and improvement goals.

Not all suppliers we reached out to participated in the assessment process, resulting in an imbalance in company size and geographic distribution of participants.

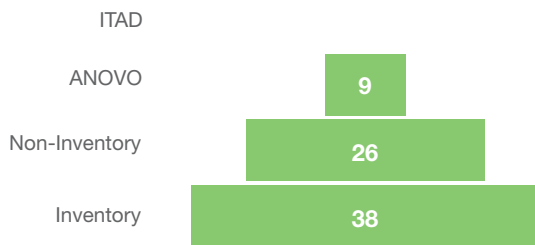


## Supplier Responsibility – Pilot program summary

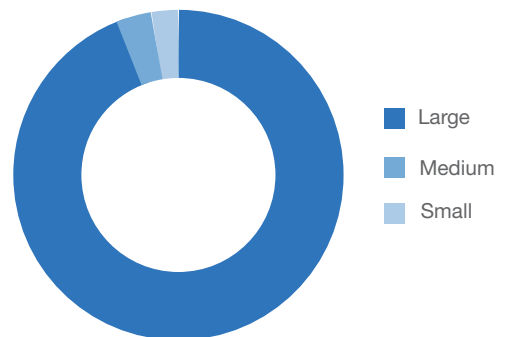
### Operates in Risk Country



### Distribution of Participants



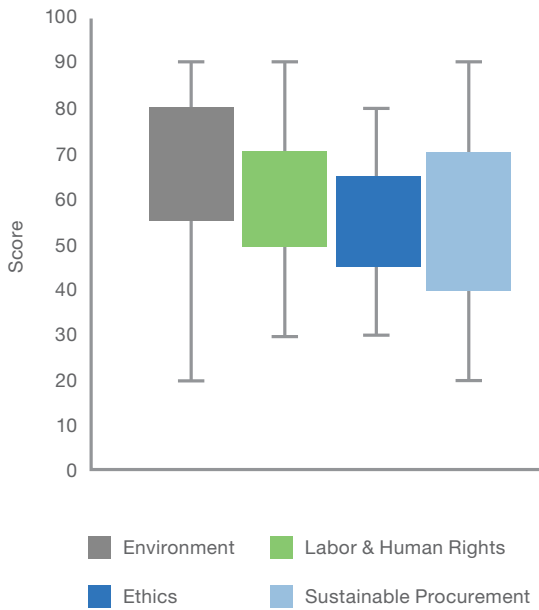
### Participant Company Size



### Average Score



### Score Distribution



### Geographic distribution of company headquarters

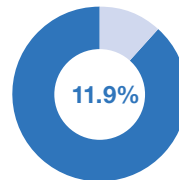


## 2019 SDG Performance

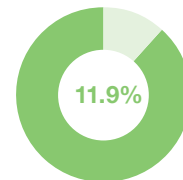
### 12 Responsible Consumption and Production



2019 Base Year  
SDG Action  
Manager Score



Reporting Year  
SDG Action  
Manager Score  
(out of 100%)





# Society

## Employment

### Management approach

#### Explanation of the material topic and its boundary

Our 35,000+ permanent employees and more than 20,000 contingent workers continue to drive the success of our business. Our permanent workforce consists of full-time, part-time and contract employees. Our associates primarily work in our offices and warehouses but may also telecommute or work remotely. As a multinational employer, we directly impact employment and labor practices through our policies. We're also indirectly linked to the impacts in our upstream and downstream supply chain, particularly as it relates to sectors and geographies that present labor-related risk factors.

Employment practices are also relevant in our supply chain and we recognize the opportunity to influence and potentially improve labor conditions beyond our own four walls.

#### The management approach and its components

We're constantly evaluating and improving labor practices. Local human resources teams at our facilities across the world ensure compliance with labor laws and address employee needs. We perform regular reviews of the distribution of bonuses, merit increases and other pay incentives by demographic. This enables us to identify and eliminate risk factors for potential inappropriate bias in our pay practices.

HR business partners work closely with functional business units to provide direct and timely support. We recruit prospective employees who possess the skills we require to move forward in the areas of cloud computing, software development, machine learning and artificial intelligence. Through programs like *Hire Great!* and *Lead to Grow*, we improve recruiting practices, develop leaders internally and promote diversity and inclusion.

We periodically solicit feedback from our employees through surveys, employee resource groups, an open-door policy and dialogue with employee representatives. We provide professional development opportunities through training, tuition reimbursement in some locations, one-to-one discussions with managers and a formal annual performance review process. Our leadership team connects with employees through town halls and other formal events, as well as ongoing informal communication. We contractually oblige our suppliers to follow all laws and regulations and periodically communicate our policies on labor and human rights.

### Evaluation of the management approach

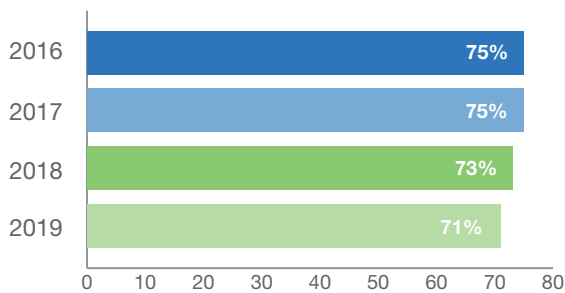
To evaluate our approach, we consider external recognition for workplace performance, stakeholder feedback submitted through surveys, exit interviews and other channels, as well as employee retention. In 2019, our operations in Brazil and Mexico were ranked Best Place to Work, while our offices in Bulgaria received awards for Employer of the Year and Best Training Program. While we’ve only begun to assess the employment practices in our supply chain, we plan to expand these efforts in the future.

### New employee hires and employee turnover

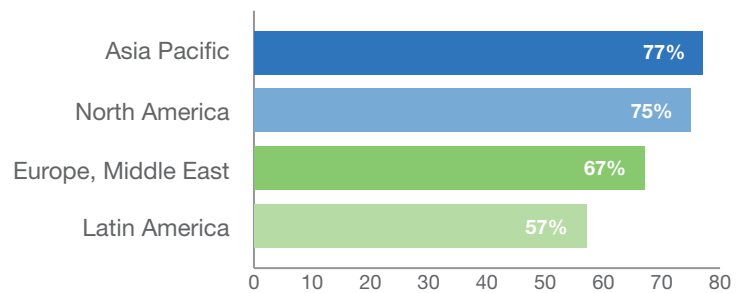
We added a net of 231 permanent positions during the reporting year. Our annual retention rate for the reporting period was 71 percent, a slight change from our 2018 retention rate of 73 percent. We’re continuing to invest in programs aimed at reducing turnover, while increasing the diversity of our applicant pool.



**2019 Global Retention Rates**



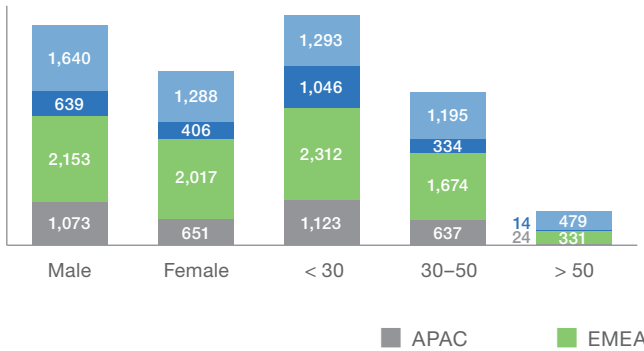
**2019 Regional Retention Rates**



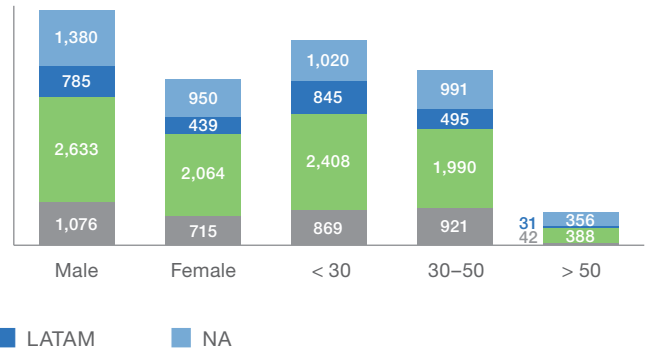


# New Hires and Separations

2019 New Hires by Region, Gender and Age Group

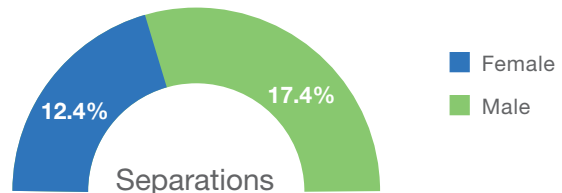
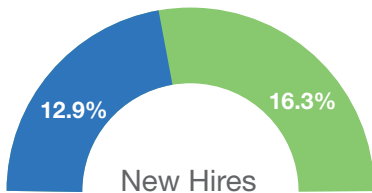


2019 Separations by Region, Gender and Age Group



## 2019 Global New Hires and Separations by Gender

Excludes 595 new hires and 314 separated associates who did not disclose their gender. Percentages shown are relative to total headcount.

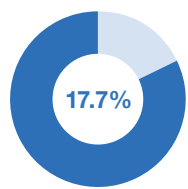


## 2019 SDG Performance

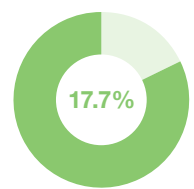
**8**  
Decent Work and Economic Growth



2019 Base Year  
SDG Action  
Manager Score



Reporting Year  
SDG Action  
Manager Score  
(out of 100%)



# Occupational Health and Safety

## Management approach

### Explanation of the material topic and its boundary

The safety and well-being of our employees and workers is essential to our success. We engage in activities within our offices and warehouses that pose risks to our workforce. Our stakeholders agree and deem occupational safety a material aspect of our operations. Aside from a small percentage of home office workers, our safety management system applies to our permanent, contract, temporary and contingent workforce, as well as visitors to our facilities, including offices, distribution centers and repair sites. We further recognize our influence on the safety practices of our supply chain partners and completed a pilot supply chain responsibility program in 2019.

### The management approach and its components

Our safety management approach generally combines centralized oversight with site-level accountability. Our global program was established in 2013 and is still evolving, aiming to reach all global workers by 2023. Safety and security are frequently combined functions and the program is supported by a comprehensive set of policies, procedures and work instructions. Risk and hazard assessments, audits, incident investigations and corrective action outcomes drive improvement opportunities. The program leverages leading and lagging indicators, including training effectiveness, behavior-based observations and incident rates. Some facilities also proactively track near misses and hazards to prevent injuries.

All Ingram Micro advanced logistics centers and mobility sites across North America and several global sites have implemented the Safety Star program. This consists of individualized monthly training by supervisors and team leaders, site-level training effectiveness audits, recording of at least four behavior-based observations per month and one-on-one discussions to address findings, and monthly departmental and site audits.

During the reporting year, more than 90 locations committed to participating in “I Am Safe” day, which offers interactive training, games, stress management, informational sessions and other activities aimed at building a culture of safety.

Other components of occupational health and safety include comprehensive employee benefits and wellness initiatives.



## Evaluation of the management approach

We're continuing to measure the annual expansion of our safety management system (SMS) by number of facilities and floor space. While we operate out of more than 350 facilities, many are small. In 2019, the program was active in 115 facilities (up from 108 in 2018), a 6.5 percent improvement versus our target of 7.4 percent. Covered floor space increased from 19 million to 20 million square feet (1.77 million to 1.89 million square meters).

We also track global, regional, national and facility incident rates (IRs) and set targets against our global IR. In 2019, we reduced our IR by 22 percent, exceeding our 13.5 percent reduction goal for sites included in the SMS. Our aim is to reduce our IR by at least another 5 percent in 2020 compared to 2019, while always pursuing an injury-free workplace. As we're continuing to transition incident reporting to our information management platform, we'll be able to better analyze incident and injury types, as well as potential contributing factors.

## Occupational health and safety management system

Ingram Micro implemented a formal safety management system (SMS) on a limited basis in the U.S. in 2011 and decided to implement the program globally in 2013 to meet regulatory requirements and further reduce workplace injuries. All workers whose work or workplace is controlled by Ingram Micro are within the scope of the SMS, including full- and part-time employees, interns, apprentices and other temporary workers, contractors working on-site and contingent workers. Employees in home offices are excluded from the program. All activities are covered, including office work, warehouse labor, construction and renovation activities within our control, and driver safety. Our global incident reporting and resolution process follows U.S. OSHA guidelines, ensuring that countries with limited national safety rules align with our criteria. In countries with safety standards exceeding OSHA rules, facilities are required to comply with local regulations, including incident reporting to local government agencies in addition to internal reporting. Our SMS was originally designed according to the OHSAS 18001 standard, though only seven facilities have obtained certification. The decision to obtain certification is based on business need. We plan to integrate our safety management system with our quality and environmental management systems in North America in 2020, which will begin the process of transitioning to ISO 45001 certification.

## Hazard identification, risk assessment and incident investigation

We apply various risk and hazard identification methods.

- A Job Safety Analysis (JSA) evaluates the steps within each process to identify associated hazards for the purpose of implementing appropriate controls to eliminate or mitigate risk.
- Monthly site-level safety audits by safety managers provide oversight and the opportunity to identify new or previously unknown risks and hazards. These audits are supported by periodic supervisor inspections of their respective areas.
- Our incident reporting and investigation process requires root-cause identification, as well as the documentation and resolution of effective corrective actions.



- Our facilities team conducts hazard assessments of activities involving our buildings.
- Local safety staff performs contractor hazard assessments on work to be performed by external parties.

Our safety staff is internally trained to our safety management system to ensure competency. Improvements typically result from the implementation of corrective action plans. Designated corrective action owners are responsible for resolution within prescribed timelines.

Workers report work-related hazards and hazardous situations to safety staff, direct supervisors or their HR departments to initiate documentation of the incident and, if applicable, an investigation, including root-cause analysis and corrective action planning. If necessary, HR staff refers injured or ill workers for medical treatment. Our safety and non-retaliation policies protect workers against retaliation for the reporting of incidents. Our code of conduct, which covers all work-related activities, also outlines our anti-retaliation policy and offers instructions for reporting concerns to a third-party hotline. We aim to make worker instructions available in multiple languages and are continuing to work with our facilities to close gaps caused by language barriers.

We've never had a situation where employees felt it necessary to remove themselves from work tasks due to imminent danger. However, our policy requires reporting of hazards and near misses, so they can be addressed immediately. Employees who remove themselves from work tasks upon identifying an imminent hazard are protected from retaliation if supervisors failed to remedy the situation right away, the worker acted in good faith and his or her assessment of potential harm was reasonable.

All our safety-related processes are designed to meet regulatory requirements first and foremost and to adhere closely to the OHSAS 18001/ISO 45001 standard for the continuous improvement of the management system.

### **Occupational health services**

Injured or ill workers can access off-site occupational health services. When necessary, we arrange transport to local clinics for employees to be evaluated and treated. Some locations provide health services on-site. We adhere to regulations that protect employee medical information, such as those comprising HIPAA in the U.S. and GDPR in the EU.

### **Worker participation, consultation and communication on occupational health and safety**

While European Works Councils (EWC) provide opportunity for formal employee participation and consultation, safety committees in other operating regions are informal. Committees are comprised of supervisors and workers and they meet monthly. Dialogue is focused on a variety of topics, including injuries and their root causes, corrective actions, audit results, hazard identification and elimination, employee safety concerns, new policies, objectives and procedures, and performance against targets.

### **Worker training on occupational health and safety**

Training needs are assessed based on job roles and responsibilities and specific tasks (e.g., operation of industrial trucks or material handling). Most training is administered in person by safety staff, though the addition of online training is under consideration. Ingram Micro covers the cost of off-site training (e.g., OSHA courses) and sessions generally take place during work hours. Training content and frequency for regulated activities follow legal requirements, while SMS training is administered to the appropriate employees once with changes communicated as needed. We make an effort to administer training in languages understood by employees, including use of translators, where necessary. While we've not introduced metrics to formally assess training effectiveness, we're able to evaluate training needs based on root cause analyses and by reviewing whether there's a correlation between certain incident types and employee training status.

### **Promotion of worker health**

In many of the countries where we operate, our employees have access to universal healthcare and Ingram Micro may supplement this with additional wellness benefits. Additionally, we promote worker health by offering discounts for fitness center memberships and by organizing on-site recreational activities at some locations. We periodically arrange on-site health fairs and coordinate charity walks and runs. Many of our offices are equipped with ergonomically preferable equipment, including adjustable chairs and sit-stand workstations.

In countries without universal healthcare, we offer comprehensive insurance benefits, including medical, dental and vision care, short-term and long-term disability, and life insurance benefits in addition to paid time off under vacation, holiday and sick-time policies. U.S. employees pay a portion of their monthly insurance premiums and can reduce these premiums further by participating in wellness activities to receive additional wellness credits. Contingent and temporary workers are excluded from these offerings, while part-time employees receive medical, dental, vision and life insurance benefits. In the U.S., we also offer a 401k plan to full and part-time workers, so they can begin to save toward retirement on their first day of employment. A free employee assistance program provides assessment, referral and intervention assistance for major life events and financial and legal issues to U.S. employees. The program also offers support through difficult challenges such as stress, abuse or addiction.

### **Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**

We've not yet developed an approach to preventing or mitigating impacts that are directly linked to our operations, products or services by our business relationships. However, as part of a pilot supplier responsibility program, we evaluated the safety performance of an initial set of key suppliers and identified opportunities for improvement through collaborative corrective action planning.

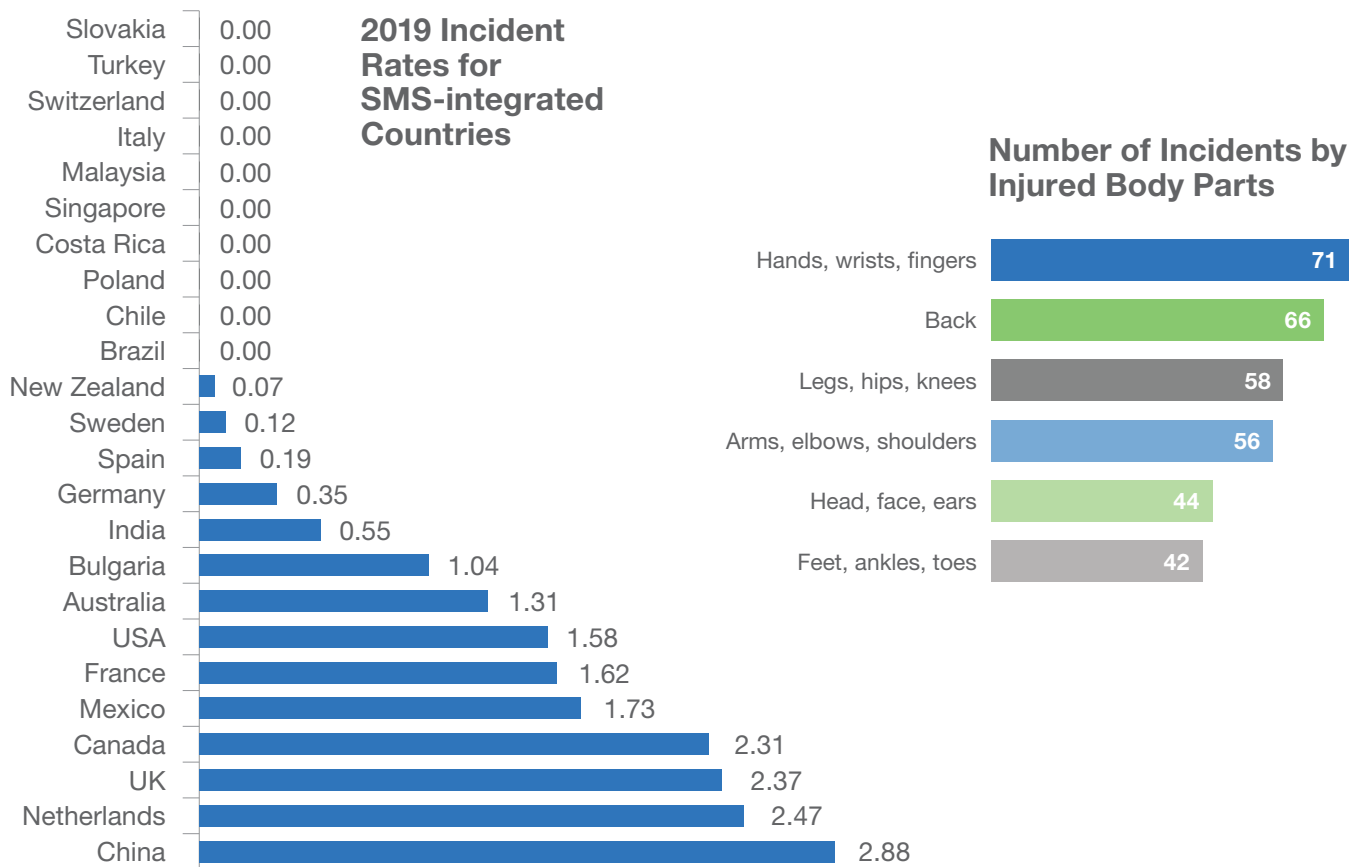
### Workers covered by an occupational health and safety management system

Based on the method by which we track the reach of our SMS, we can only report estimates. We recorded hours worked by permanent and contingent workers who were part of the SMS during the reporting year. If we convert these hours to full-time equivalents (FTE), using a 40-hour workweek, at least 27,000 workers were covered. Because workweeks may not add up to 40 hours when including overtime and time off, and because many contingent workers are seasonal hires, this is considered a rough FTE estimate. While we reported internal and external audit data for sites with an established SMS in 2018, no such data was provided to the CSR reporting team in 2019.

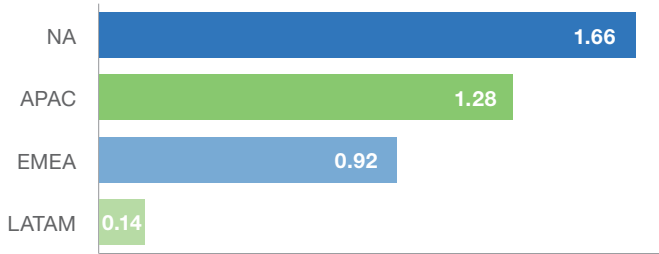
Hours worked are typically tracked in payroll systems. Some sites track data manually and may rely on estimates for reporting total monthly working hours.

### Work-related injuries

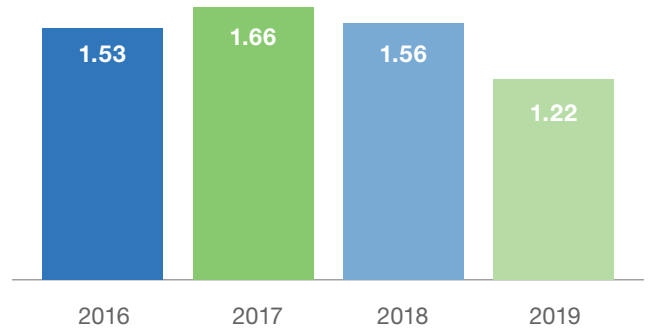
There were no fatalities at Ingram Micro during the reporting year. High-consequence injuries likely occurred but were not tracked regionally or globally by the safety team. Activities involving repetitive motion, including office work, material handling and the operation of industrial trucks, pose risks for high-consequence injuries. Construction activities and work-related commuting also pose risks, but a far smaller group of workers is exposed to these risks. Hazards are determined by analysis of historical events and the outcomes of formal risk assessments.



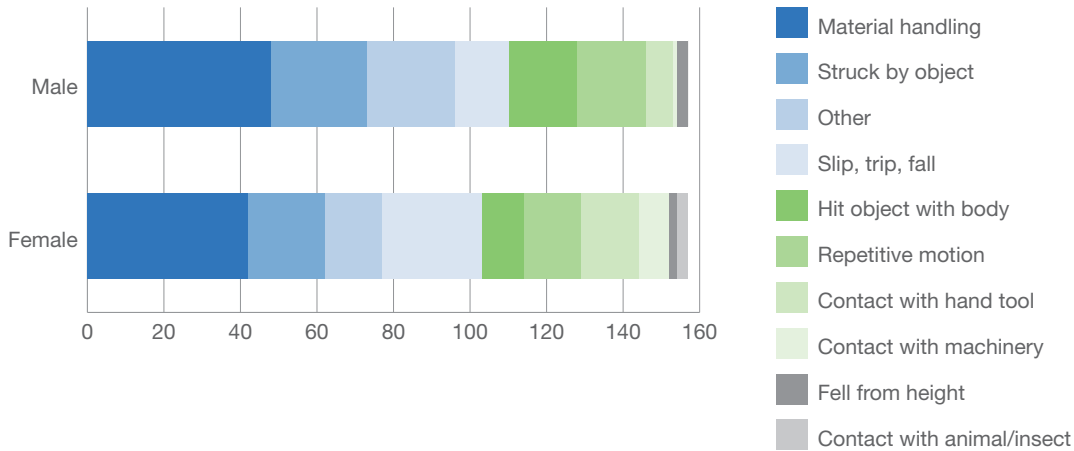
### Regional Incident Rates



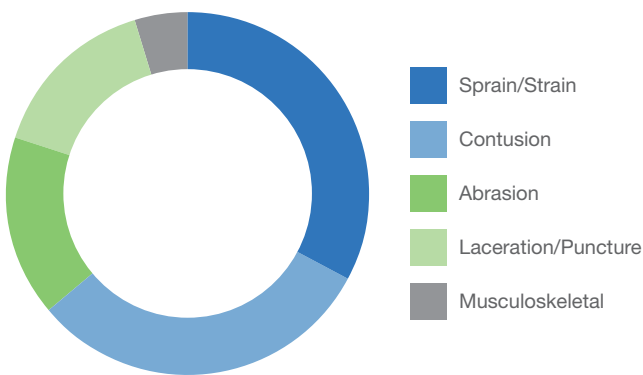
### Global Incident Rates for SMS-integrated Facilities



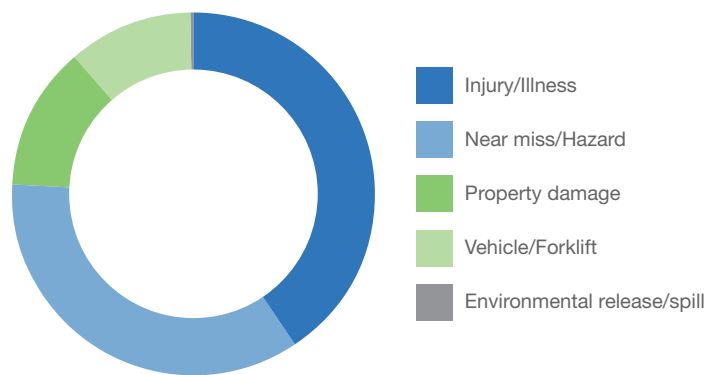
### Top 10 Incident Types by Gender



### Top 5 Injuries



### Distribution of Reported Incidents



The number of recordable workplace incidents for all employees covered by the SMS during the reporting year was 318 (376 in 2018) during 52.2 million hours worked, resulting in a global incident rate of 1.22 (based on 200,000 hours), exceeding our 2019 target. Contingent employees worked just over 15 million hours with 76 recordable incidents, resulting in an incident rate of 1.00 (based on 200,000 hours).

Workers at sites that have not yet been integrated into the SMS (including new acquisitions) and home workers are excluded from our reported figures. Most of our 2019 data was tracked manually, as we're continuing the transition to an information management platform. Charts depicting incident and injury types, body parts and training status contain limited data from incidents reported through our information management portal.

**Work-related ill health**

No work-related illnesses were reported in 2019. While global figures are unavailable, we can report that 7,765 sick days were recorded by U.S. employees, an average of just under one sick day per U.S. employee. There's no mechanism in place to determine how many, if any, of these absences were work-related.

**2019 SDG Performance**



# Training and Education

## Management approach

### Explanation of the material topic and its boundary

Training and education are tied to the success of many other functions, including compliance, occupational safety and job skills. Training is also essential to the development of our employees in preparation for the internal transition to different or more senior roles. Education promotes a diverse, inclusive and ethical workplace, beginning with the recruiting process. Access to training and education affects associates across our global operations.

### The management approach and its components

Learning and development (L&D) is a corporate function at Ingram Micro. We continue to consult a cohort of L&D professionals to facilitate best practices and approaches to learning, but each country has its own approach based on needs and resources. We've developed and maintain administrative policies for our online learning management system and make tools available to our countries of operation. For our leadership development track, our corporate L&D team works with our global leadership team to identify individuals for the program.

Our training approach blends different learning styles and needs and offers a range of optional learning opportunities for personal development. Since 2017, we've made an expansive library of courses available via our online learning management system to support general and specific skills development, administer compliance training and promote well-being. In addition, many sites provide in-person training and workshops. For instance, we regularly invite senior leaders to conduct a Toastmasters series on public speaking at our California headquarters. Various departments provide simultaneous in-person and live-streamed training to introduce products and services. We're also continuing our foreign language development program and have added cultural awareness training.

Other components of our L&D program include tuition reimbursement, educational discounts, performance evaluations, specialized development programs for managers and senior leaders, and our new hire orientation. In 2019, we eliminated the tenure requirement for our tuition reimbursement program, granting eligibility from the date of hire. We also increased our annual reimbursement allowance for undergraduate and graduate programs in the U.S. to the IRS maximum of \$5,250 and raised total graduate program reimbursement to \$40,000. And we introduced our Grow to Lead program, a comprehensive leadership development program.

### Evaluation of the management approach

We're tracking enrollments in formal training sessions housed in our online learning management platform, such as instructor-led sessions and online courses or curricula.

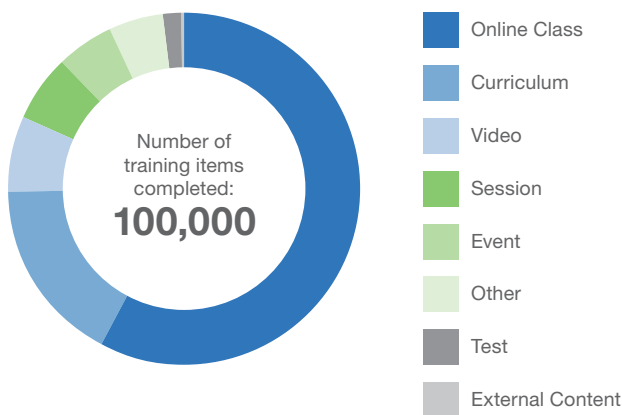
Training administered outside of our learning management platform is not tracked centrally and is excluded from average training hours we report. This may include safety training, lunch and learn sessions, team or departmental training events and external courses (e.g., off-site auditor training). We're tracking training registrations and completions by gender and basic employment categories. We compare training hours year over year and assess regional participation. We also evaluate participation in our tuition reimbursement program by gender and we track completed performance reviews by gender and employment category. Our assessment serves to inform stakeholders, but we had no targets attached to these indicators during the reporting year.

### Average hours of training per year per employee

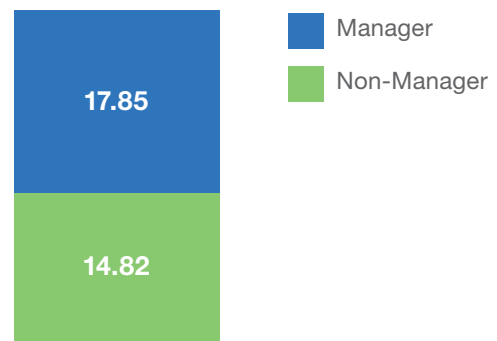
Global online training completions in 2019 amounted to 72,255 hours, approximately two hours per employee when averaged across our global workforce but amounting to more than 14 hours for each training participant. In addition, 27,699 employees enrolled in instructor-led classes. While we did not track hours associated with this training, we can report that 68 percent, or 18,884 individuals completed it.

When averaged across the regional workforce, employees completed four training hours in APAC, one in EMEA, three in LATAM and two in NA.

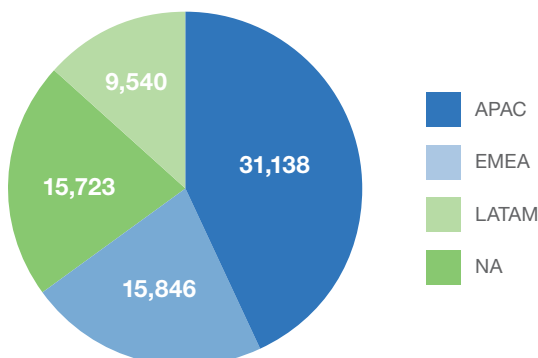
### Distribution of Online Training Items



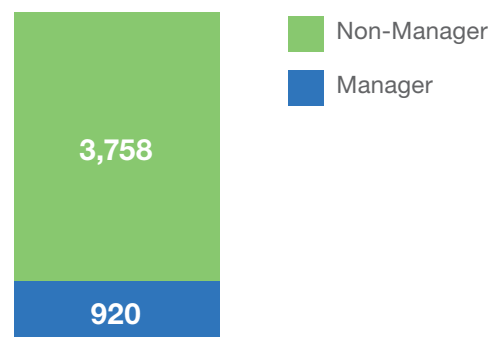
### Average Online Training Hours Completed by Management Level



### 2019 Online Training Hours Completed by Region



### Number of Online Training Participants by Management Level (Completed Training)



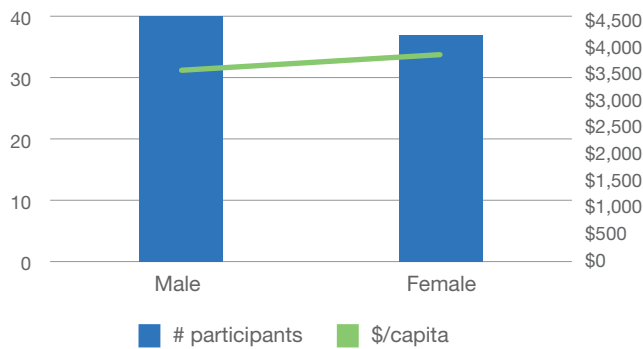
### Programs for upgrading employee skills and transition assistance programs

We offer many training courses designed to develop functional skills, such as software training, project management, organizational skills, public speaking, sales training and general career development, among others. Most of these courses are internal and all are free of charge to associates. We also cover the cost of external training programs that are relevant to an employee’s job function, such as safety or auditor training, for instance. In addition, we invested more than USD 282,000 in tuition reimbursements during the reporting year, a 41 percent increase over 2018. Tuition reimbursement programs are available

wherever the benefit constitutes normal market practice. As in 2018, 0.2 percent of all employees received reimbursements for completed courses during the reporting year with almost equal participation and investment by gender.

We offer financial health training through our investment partners to prepare employees for retirement, as well as outplacement services and guidance for major life changes through our employee assistance program.

#### Tuition Reimbursement Participation and Per Capita Spend by Gender



### Percentage of employees receiving regular performance and career development reviews

In 2019, 50 percent of our permanent employees received formal performance evaluations, down from 52 percent in 2018. This amounts to 17,457 completed performance reviews.

#### Performance Reviews Completed by Employment Category and Gender\*

| Employment Category | Female      | Male        |
|---------------------|-------------|-------------|
| Labor               | 2,472 (35%) | 2,329 (34%) |
| Admin/Professional  | 4,308 (60%) | 6,467 (65%) |
| Management          | 585 (57%)   | 1,096 (50%) |
| Executive           | 19 (61%)    | 91 (52%)    |
| Other               | 8 (10%)     | 2 (2%)      |

Percentages in parentheses represent the number of employees who received performance reviews relative to all employees in the same category.

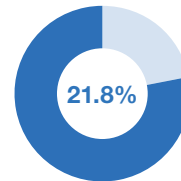
\*Excludes 80 employees of undisclosed gender.



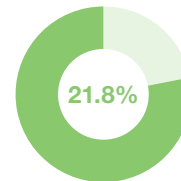
## 2019 SDG Performance



2019 Base Year  
SDG Action  
Manager Score



Reporting Year  
SDG Action  
Manager Score  
(out of 100%)



## Diversity and Equal Opportunity

### Management approach

#### Explanation of the material topic and its boundary

As in 2016, our 2019 stakeholder engagement initiative again identified diversity and inclusion as a material issue. Diversity embraces the range of human differences and our non-discrimination policy extends to all categories protected under the law, such as gender, gender identity, sexual orientation, disability, ethnicity, age, religion, genetic history, veteran status and pregnancy. Inclusion relates to efforts that encourage and foster acceptance, mutual respect and authenticity. It goes beyond legally protected categories to include gender expression, culture, perspective, experience and many other factors that shape our identities. We encourage diversity and inclusion initiatives globally within our own four walls. While due diligence of supplier diversity wasn't in the scope of our diversity efforts in 2019, we foresee including it in the future, as we expand our supplier assessment program for upstream and downstream suppliers.

#### The management approach and its components

As part of our Women's Leadership Forum, we continued to focus on the development of female leaders at Ingram Micro. We celebrated International Women's Week with the theme of *Becoming...becoming the best version of ourselves through a personal development journey and growing together for success*. Our CSR team participated in a UN Global Compact regional workshop, *Targeting Gender Equality*, to learn more about opportunities for the private sector to support SDG 5.

In support of equal opportunity, Ingram Micro was among 250+ companies petitioning the U.S. Congress to increase funding for the Legal Services Corporation (LSC). LSC provides grants and other essential support to civil legal aid programs in every state. In the Netherlands, we became a signatory to the Equal in Legal statement, affirming that everyone has the right to equal opportunities, regardless of gender, civil status, race, color, social or economic background, national or ethnic origin, sexual orientation, occupational limitations, religion or age, and that everybody should feel heard and accepted.

We also added our voice to a “friends of the court” brief, organized by the Human Rights Campaign, in support of recognizing that U.S. federal anti-discrimination laws (Title VII of the 1964 Civil Rights Act) do indeed protect human beings against discrimination on the basis of sexual identity or sexual orientation. Teams across our organization participated in Pride parades, including Sofia Pride in Bulgaria, Metro Manila Pride in the Philippines, Buffalo Pride in New York, Costa Rica Pride at our San Jose facilities, Indy Pride in Indiana and others. Our Manila team also organized a SOGIE talk and held its first LGBTQI+ forum. Ingram Micro was an official sponsor of 2019 Los Angeles Pride Worldwide in support of our LGBTQ+ community.

We continued to invest in our *Manage Great!* program, which requires team managers to complete an expansive curriculum on best practices in management, including the promotion of diversity and inclusion.

We establish regional programs according to local market practices. Programs are implemented directly at the facility-level, shaped by local interests and available resources and informed by our global stakeholder engagement process.

### **Evaluation of the management approach**

At Ingram Micro we evaluate our management approach through annual analysis of internal diversity data, including female-to-male new hire ratios, turnover and distribution by employment category. We look at the same factors based on age, evaluate diversity of governing bodies and assess the composition of our U.S. workforce by ethnicity, veteran status and disability, based on voluntary self-disclosure. We also evaluate our pipeline of applicants and consider feedback from employees. The company didn’t set measurable targets for diversity or equal opportunity during the reporting year, but benchmarked our performance against related SDGs, including SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities) and SDG 16 (Peace, Justice and Strong Institutions).

We continue to participate in the Corporate Equality Index of the Human Rights Campaign, which evaluates workplace performance on LGBTQ+ issues. We improved our score by five points in 2019, achieving a rating of 90. Most notably, we’ve improved external engagement. Our latest score aligns closely with the California-based company average of 91.

### Diversity of governance bodies and employees

While preparing our 2019 diversity disclosures, we noticed minor discrepancies in year-over-year data for employee distribution by category and age group. We're therefore restating our 2018 data below, applying the same method to both years.

We continue to see a significant gender gap in management and executive leadership roles but have increased female representation from 37 to 42 percent in the administrative/professional category and from 43 to 51 percent in the labor category. In 2019, male associates held management positions at a ratio of 2:1 (unchanged from 2018) and executive positions at a ratio of nearly 6:1 (nearly 4:1 in 2018). We're continuing to invest in our women's leadership and recruiting programs to reduce this gap.

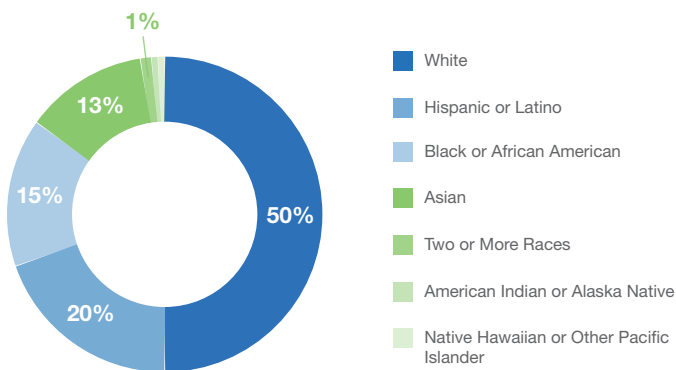
In the U.S., our Black and Latino/a/x workforce increased by one percent each compared to 2018. Representation of other ethnic minorities remained unchanged. White employees comprised 50 percent of our U.S. workforce at year-end 2019. A hundred and fifty-nine U.S. employees have identified as veterans, just under 2 percent of our U.S. workforce. There were 155 U.S. employees who've identified as having a disability (now or previously) also representing just under 2 percent of our U.S. employees.

We have an opportunity to improve diversity at large in our own operations, as well as gender equality in our supply chain and plan to increase our focus on these issues in 2020. We evaluate our annual spend with diverse vendors in our supply chain. However, vendors voluntarily disclose their status as small or minority-owned businesses, therefore our data set is likely incomplete. In 2019, just under 0.1 percent of our total purchasing budget supported diverse suppliers, primarily small businesses, a 35 percent decrease compared to 2018.

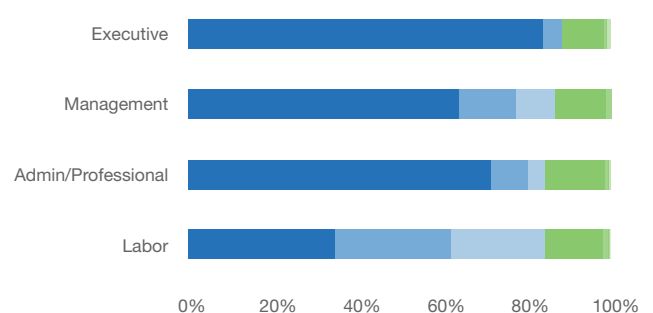


## Diversity and Equal Opportunity

2019 U.S. Workforce by Ethnicity



U.S. Workforce Ethnicity by Employment Category

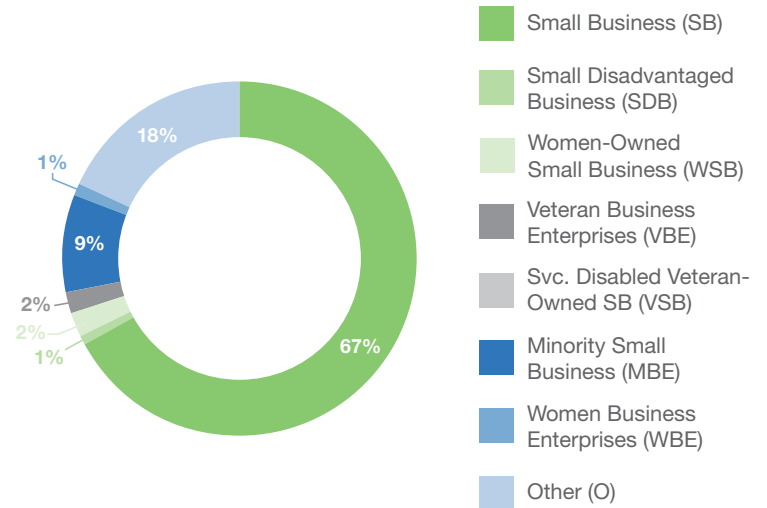


Excludes 803 associates who did not disclose ethnicity in voluntary self-identification forms

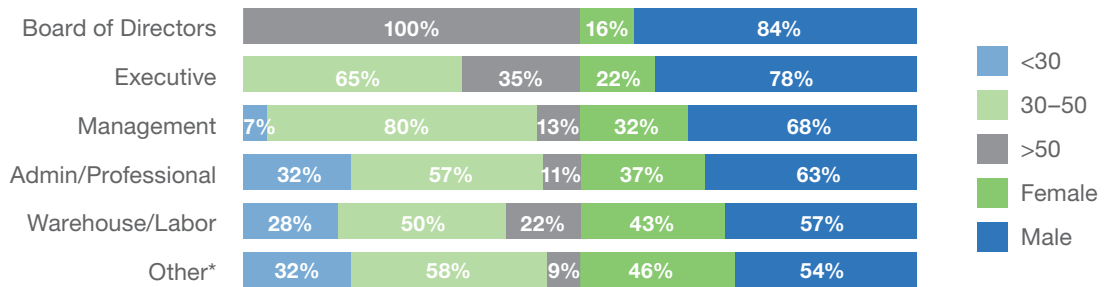
“Most Fortune 100 companies have taken action on diversity and inclusion, but the data show little progress on gender equality in executive roles. CEOs are taking an increasing interest in CSR programs, in some cases actively driving progress.”

*Key Finding –  
Ingram Micro 2019 Stakeholder  
Engagement Report*

### 2019 Indirect Spend on Diverse Suppliers

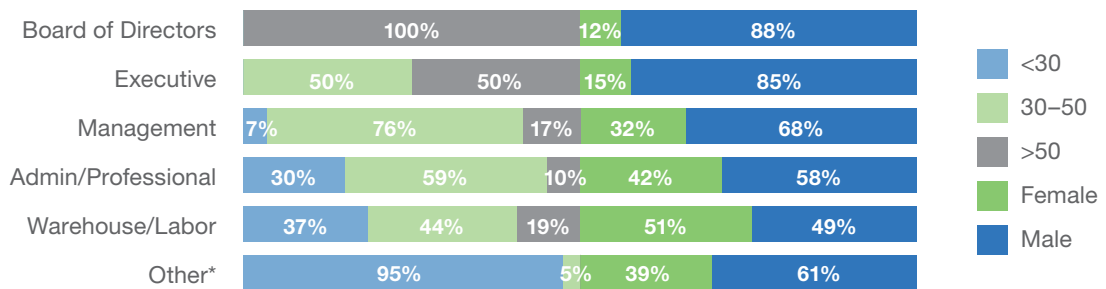


### 2018 Workforce Composition by Age Group and Gender per Employment Category (Restated)



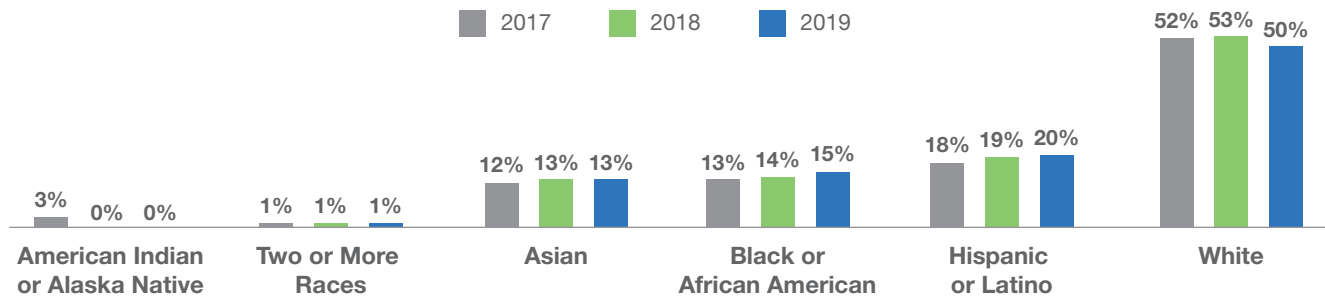
\*Other = Intern/Seasonal/Trainee/Apprentice

### 2019 Workforce Composition by Age Group and Gender per Employment Category



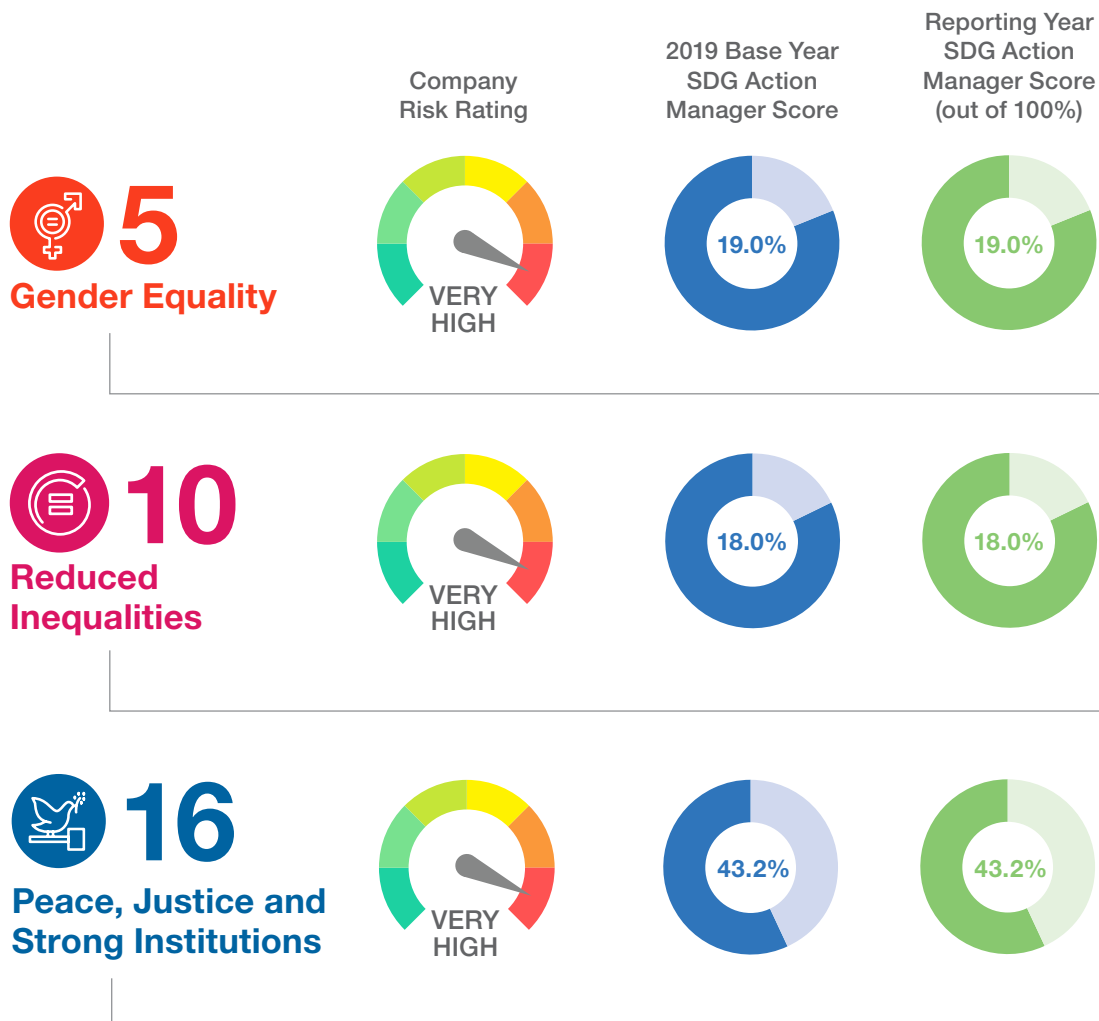
\*Other = Intern/Seasonal/Trainee/Apprentice

### U.S. Workforce Ethnicity by Employment Category



Excludes associates who did not disclose ethnicity in voluntary self-identification forms. The category “Hawaiian Native or Other Pacific Islander” was 0% from 2017-2019.

## 2019 SDG Performance



# Child Labor

## Management approach

### Explanation of the material topic and its boundary

Based on the nature of our business and the outcomes of risk assessments, we consider our internal operations to be at low to moderate risk of child labor, depending on operating region. While no child labor issues were identified in numerous customer-led RBA and other social audits of our warehouses, we're cognizant of risk factors. Child labor risk is of concern within our supply chain, particularly in high-risk countries and in sectors engaged in manufacturing, janitorial services, loading and unloading of goods, hospitality and some waste recycling activities. Many of our customers are members of the Responsible Business Alliance and as such, expect us to perform human rights due diligence in operations and supply chain, address relevant findings with corrective action plans and implement controls to prevent recurrence. Robust legal frameworks aimed at the eradication of child labor are emerging in several regions and we're committed to compliance with all laws and regulations.

### The management approach and its components

Our labor and human rights policies prohibit employment of young workers, apart from legitimate intern- and apprenticeships, and instruct employees to report human rights concerns to our employee hotline. Our supplier code of ethics prohibits use of child labor, but we've had limited success implementing the code. We've only completed a small number of supplier risk assessments to date, but we're developing a strategy for expanding this process in 2020. Our global human rights policy is publicly available and applies to employees and business partners. An anonymous hotline is available for reporting violations to our policy. We also publish information about the Global Human Trafficking Hotline.

### Evaluation of the management approach

We currently rely on the outcomes of second-party audits and limited risk screenings to evaluate child labor risk in our own operations. We have yet to implement a process for the evaluation of suppliers at a significant scale.

### Operations and suppliers at significant risk for incidents of child labor

None of our operations in developed regions are at significant risk of using child labor, nor do we expose young workers to hazardous conditions. In developing regions, including Eastern Europe, Latin America, Arab States and Asia Pacific, we operate in countries at risk of child labor per the International Labor Organization. However, we've not observed any violations of our child labor policy in our direct operations during the reporting year.

As a first step in building a responsible supply chain program, we completed a supplier risk assessment pilot program in partnership with EcoVadis. While none of our suppliers reported child labor, we found that about half of our participants lacked the management systems to effectively evaluate and address the risk of child labor. More than two-thirds of the suppliers we surveyed have operations in countries at risk for child labor. Among them, our highest supplier spend is in Brazil, India, China and Mexico.

Where we identify risk factors for child labor in our own operations, we reinforce our human rights and labor policies and evaluate individual violations according to our performance assessment guidelines. We implement corrective actions on a case-by-case basis to resolve risk factors immediately and prevent policy violations. To address the risk of child labor in supplier organizations, we communicate our policies and plan to expand our assessment and engagement program in the future.

## 2019 SDG Performance



# Forced or Compulsory Labor

## Management approach

### Explanation of the material topic and its boundary

Based on the countries in which we operate and the sectors with which we engage in our supply chain, our business is at risk of forced labor. The same risk countries and sectors outlined in the section on child labor apply to forced labor as well. Additionally, our supply chain includes industries at elevated risk for forced labor, such as electronics manufacturing, mining, waste management, hospitality, housekeeping and janitorial services. Transportation and warehousing pose an added risk for human trafficking.

### The management approach and its components

Our labor and human rights policies prohibit forced labor in all its forms and instruct employees to report human rights concerns to our employee hotline. Our supplier code of ethics prohibits use of indentured servitude, prison labor and otherwise forced labor, but we continued to have limited success with suppliers agreeing to adhere to the code, which is based on the RBA code of conduct. In 2020, we plan to provide suppliers with added response options to commit to adherence within 12 months if they're not currently aligned. As with child labor, our 2019 supplier assessment pilot project did not reveal any instances of forced labor but showed a lack of management systems to evaluate and address operational and supplier risk.

### Evaluation of the management approach

We currently rely on the outcomes of a limited number of second-party audits to identify potential gaps in our own operations. We plan to build on our supplier evaluation efforts by expanding the supplier pool and adding performance indicators. We'll also continue to use the SDG Action Manager to track our performance year over year.

### Operations and suppliers at significant risk for incidents of forced or compulsory labor

We've not evaluated risk across all regions where we have direct operations but have previously identified risk factors in META. We're not aware of any instances of forced labor in our direct operations in 2019 and have insufficient information to determine whether such incidents occurred in our supply chain. Our supplier assessment project indicated that China and Malaysia are of highest concern (based on limited data), but we're aware that no country is immune from modern slavery risk.



## 2019 SDG Performance

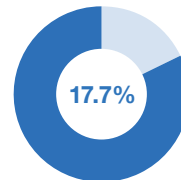


**Decent Work and Economic Growth**

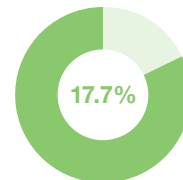
Company Risk Rating



2019 Base Year  
SDG Action  
Manager Score



Reporting Year  
SDG Action  
Manager Score  
(out of 100%)



## Customer Privacy

### Management approach

#### Explanation of the material topic and its boundary

As a technology solutions provider and distributor of more than half a billion products annually, Ingram Micro's physical and digital assets are constantly exposed to potential threats. Cybercrime, theft, aging infrastructure and terrorism all have the potential to impact our business. The security of customer assets and the protection of customer, reseller and vendor privacy continue to be our top priorities.

#### The management approach and its components

Ingram Micro's global data protection and privacy program focuses on properly processing the personal data of our employees, customers, resellers and vendors. We've developed several policies to govern the processing of personal data. This includes internal policies and Ingram Micro's externally facing privacy statement available in 27 languages at <https://corp.ingrammicro.com/privacy-statement.aspx>.

We maintain ISO 27001 certification company-wide and follow the Payment Card Industry’s Data Security Standard (PCI/DSS). We proactively adopted measures for GDPR compliance, including training, documentation, global policies, business processes for responding to data subject requests, updated legal terms and conditions, and technical solutions that incorporate GDPR requirements. We recognize that many countries and states are adopting laws similar to GDPR. This includes, but is not limited to, California’s Consumer Privacy Act (CCPA) and Brazil’s General Data Protection Law (LGPD). Our efforts on GDPR compliance have prepared us to effectively manage new regulations as well.

A data privacy officer oversees our privacy program and ensures that we embed privacy by design into our projects. We leverage several leading technology platforms to manage marketing efforts and require opt-in consent from new customers or resellers prior to sending marketing messages. Ingram Micro also respects any opt-out or unsubscribe request. Ingram Micro utilizes the European Union’s Model Clauses to transfer personal data from the European Economic Area to countries outside the European Economic Area. This includes transfers of personal data to the United States.

**Evaluation of the management approach**

Ingram Micro has developed a process for supporting queries and data subject requests from outside parties. Internally, employees can leverage our third-party hotline to report data privacy concerns. Complaints are subject to immediate investigation and any substantiated issues are addressed through a corrective action process. An internal audit program regularly assesses the effectiveness and suitability of our internal controls for applications and business processes using personal data.

**Substantiated complaints concerning breaches of customer privacy and losses of customer data**

|   |   |
|---|---|
| Complaints received from outside parties and substantiated by the organization    | 0 |
| Complaints from regulatory bodies   | 0 |
| What was the total number of identified leaks, thefts or losses of customer data? | 0 |

We encountered no material data breaches during the reporting year.





# Our goals at a glance



For questions or comments about this report, please email [sustainability@ingrammicro.com](mailto:sustainability@ingrammicro.com).

Absolute GHG emissions reduction

**10%**

by YE 2020 over 2016



GHG emissions intensity reduction

**12%**

by YE 2020 over 2016

Waste-to-landfill reduction

**5% YOY**



**5% YOY**

Reduction in occupational safety incident rate

Develop global renewable energy roadmap by

**YE 2021**



**750**  
by 2023

Supplier social and environmental risk assessments

# Appendix 1

## GRI Index

| General disclosures                 |  |                                      |  |
|-------------------------------------|--|--------------------------------------|--|
| GRI Disclosure                      | Description  | Response/page                        | Reason(s) for omission   |
| <b>GRI 102: General disclosures</b> |  |                                      |  |
| <b>1. Organizational profile</b>    |  |                                      |  |
| 102-1                               | Name of the organization                                     | Ingram Micro, Inc.                   |  |
| 102-2                               | Activities, brands, products and services                    | 4, 5                                 |  |
| 102-3                               | Location of headquarters                                     | 3551 Michelson Dr., Irvine, CA 92612 |  |
| 102-4                               | Location of operations                                       | 6                                    |  |
| 102-5                               | Ownership and legal form                                     | 5                                    |  |
| 102-6                               | Markets served   | Americas, APAC, EU, META             |  |
| 102-7                               | Scale of the organization                                    | 7                                    |  |
| 102-8                               | Information on employees and other workers                   | 8,9                                  |  |
| 102-9                               | Supply chain   | 10                                   |  |
| 102-10                              | Significant changes to the organization and its supply chain | None                                 |  |
| 102-11                              | Precautionary Principle or approach                          | 11                                   |  |
| 102-12                              | External initiatives   | 11                                   |  |
| 102-13                              | Membership of associations                                   | 11                                   |  |
| <b>2. Strategy</b>                  |  |                                      |  |
| 102-14                              | Statement from senior decision-maker                         | 3                                    |  |
| <b>3. Ethics and integrity</b>      |  |                                      |  |
| 102-16                              | Values, principles, standards and norms of behavior          | 12                                   |  |
| <b>4. Governance</b>                |  |                                      |  |
| 102-18                              | Governance structure   | 13                                   |  |
| <b>5. Stakeholder engagement</b>    |  |                                      |  |
| 102-40                              | List of stakeholder groups                                   | 14                                   |  |
| 102-41                              | Collective bargaining agreements                             | 14                                   | This isn't centrally managed and not all countries have responded to an information request. |
| 102-42                              | Identifying and selecting stakeholders                       | 15                                   |  |
| 102-43                              | Approach to stakeholder engagement                           | 15, 16                               |  |
| 102-44                              | Key topics and concerns raised                               | 16-19                                |  |
| <b>6. Reporting practice</b>        |  |                                      |  |
| 102-45                              | Entities included in the consolidated financial statements   | 101-107                              |  |
| 102-46                              | Defining report content and topic Boundaries                 | 20                                   |  |

| GRI Disclosure                       | Description  | Response/page   | Reason(s) for omission |
|--------------------------------------|--|---|------------------------|
| 102-47                               | List of material topics  | 19, 20  |                        |
| 102-48                               | Restatements of information  | None  |                        |
| 102-49                               | Changes in reporting   | 20  |                        |
| 102-50                               | Reporting period   | January 1 – December 31   |                        |
| 102-51                               | Date of most recent report   | Our previous report was published in January 2020 and covered calendar year 2018.                 |                        |
| 102-52                               | Reporting cycle  | We report annually.   |                        |
| 102-53                               | Contact point for questions regarding the report                               | Please email <a href="mailto:sustainability@ingrammicro.com">sustainability@ingrammicro.com</a> . |                        |
| 102-54                               | Claims of reporting in accordance with the GRI Standards                       | This report has been prepared in accordance with the GRI Standards: Core option.                  |                        |
| 102-55                               | GRI content index  | 86–93   |                        |
| 102-56                               | External assurance   | None of the information in this report has been assured by a third party.                         |                        |
| <b>Material topics</b>               |  |   |                        |
| <b>GRI 201: Economic performance</b> |  |   |                        |
| <b>GRI 103: Management approach</b>  |  |   |                        |
| 103-1                                | Explanation of the material topic and its Boundary                             | 21  |                        |
| 103-2                                | The management approach and its components                                     | 21  |                        |
| 103-3                                | Evaluation of the management approach  | 21  |                        |
| 201-1                                | Direct economic value generated and distributed                                | 22–29   |                        |
| 201-2                                | Financial implications and other risks and opportunities due to climate change | 30, 31  |                        |
| <b>GRI 205: Anti-corruption</b>      |  |   |                        |
| <b>GRI 103: Management approach</b>  |  |   |                        |
| 103-1                                | Explanation of the material topic and its Boundary                             | 32  |                        |
| 103-2                                | The management approach and its components                                     | 32  |                        |
| 103-3                                | Evaluation of the management approach  | 32–34   |                        |
| 205-1                                | Operations assessed for risks related to corruption                            | 34  |                        |
| 205-2                                | Communication and training about anti-corruption policies and procedures       | 35  |                        |
| 205-3                                | Confirmed incidents of corruption and actions taken                            | 35  |                        |

| GRI Disclosure                            | Description   | Response/page | Reason(s) for omission |
|---|---|---------------|------------------------|
| <b>GRI 206: Anti-competitive behavior</b> |   |               |                        |
| <b>GRI 103: Management approach</b>       |   |               |                        |
| 103-1                                     | Explanation of the material topic and its Boundary                              | 32            |                        |
| 103-2                                     | The management approach and its components                                      | 32            |                        |
| 103-3                                     | Evaluation of the management approach   | 32–34         |                        |
| 206-1                                     | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 35            |                        |
| <b>GRI 301: Materials</b>                 |   |               |                        |
| <b>GRI 103: Management approach</b>       |   |               |                        |
| 103-1                                     | Explanation of the material topic and its Boundary                              | 36            |                        |
| 103-2                                     | The management approach and its components                                      | 36            |                        |
| 103-3                                     | Evaluation of the management approach   | 36            |                        |
| 301-1                                     | Materials used by weight or volume  | 37            |                        |
| 301-2                                     | Recycled input materials used   | 37            |                        |
| <b>GRI 302: Energy</b>                    |   |               |                        |
| <b>GRI 103: Management approach</b>       |   |               |                        |
| 103-1                                     | Explanation of the material topic and its Boundary                              | 38, 44, 45    |                        |
| 103-2                                     | The management approach and its components                                      | 38, 45, 46    |                        |
| 103-3                                     | Evaluation of the management approach   | 38, 46        |                        |
| 301-1                                     | Energy consumption within the organization                                      | 38–40         |                        |
| 302-4                                     | Reduction of energy consumption   | 41            |                        |
| <b>GRI 303: Water</b>                     |   |               |                        |
| <b>GRI 103: Management approach</b>       |   |               |                        |
| 103-1                                     | Explanation of the material topic and its Boundary                              | 42            |                        |
| 103-2                                     | The management approach and its components                                      | 42            |                        |
| 103-3                                     | Evaluation of the management approach   | 42            |                        |
| 303-1                                     | Water withdrawal by source  | 42, 43        |                        |
| <b>GRI 305: Emissions</b>                 |   |               |                        |
| <b>GRI 103: Management approach</b>       |   |               |                        |
| 103-1                                     | Explanation of the material topic and its Boundary                              | 44, 45        |                        |
| 103-2                                     | The management approach and its components                                      | 45, 46        |                        |
| 103-3                                     | Evaluation of the management approach   | 46            |                        |



| GRI Disclosure                                    | Description  | Response/page                                     | Reason(s) for omission |
|---|--|---|------------------------|
| 305-1   | Direct (Scope 1) GHG emissions                                       | 46, 47  |                        |
| 305-2   | Energy indirect (Scope 2) GHG emissions                              | 48  |                        |
| 305-3   | Other indirect (Scope 3) GHG emissions                               | 48, 49  |                        |
| 305-4   | GHG emissions intensity  | 51  |                        |
| 305-5   | Reduction of GHG emissions   | 50, 51  |                        |
| <b>GRI 306: Effluents and waste</b>               |  |   |                        |
| <b>GRI 103: Management approach</b>               |  |   |                        |
| 103-1   | Explanation of the material topic and its Boundary                   | 51  |                        |
| 103-2   | The management approach and its components                           | 52  |                        |
| 103-3   | Evaluation of the management approach                                | 52  |                        |
| 306-2   | Waste by type and disposal method                                    | 53–55   |                        |
| 306-3   | Significant spills   | None  |                        |
| 306-4   | Transport of hazardous waste   | Ingram Micro isn't a hazardous waste transporter. |                        |
| 306-5   | Water bodies affected by water discharges and/or runoff              | None  |                        |
| <b>GRI 307: Environmental compliance</b>          |  |   |                        |
| <b>GRI 103: Management approach</b>               |  |   |                        |
| 103-1   | Explanation of the material topic and its Boundary                   | 56  |                        |
| 103-2   | The management approach and its components                           | 56  |                        |
| 103-3   | Evaluation of the management approach                                | 56  |                        |
| 307-1   | Non-compliance with environmental laws and regulations               | 56  |                        |
| <b>GRI 308: Supplier environmental assessment</b> |  |   |                        |
| <b>GRI 103: Management approach</b>               |  |   |                        |
| 103-1   | Explanation of the material topic and its Boundary                   | 57  |                        |
| 103-2   | The management approach and its components                           | 57  |                        |
| 103-3   | Evaluation of the management approach                                | 57  |                        |
| 308-1   | New suppliers that were screened using environmental criteria        | 58  |                        |
| 308-2   | Negative environmental impacts in the supply chain and actions taken | No negative environmental impacts identified.     |                        |

| GRI Disclosure                                 | Description   | Response/page | Reason(s) for omission |
|--|---|---------------|------------------------|
| <b>GRI 401: Employment</b>                     |   |               |                        |
| <b>GRI 103: Management approach</b>            |   |               |                        |
| 103-1  | Explanation of the material topic and its Boundary  | 60            |                        |
| 103-2  | The management approach and its components  | 60            |                        |
| 103-3  | Evaluation of the management approach   | 61            |                        |
| 401-1  | New employee hires and employee turnover  | 61, 62        |                        |
| <b>GRI 403: Occupational health and safety</b> |   |               |                        |
| <b>GRI 103: Management approach</b>            |   |               |                        |
| 103-1  | Explanation of the material topic and its Boundary  | 63            |                        |
| 103-2  | The management approach and its components  | 63            |                        |
| 103-3  | Evaluation of the management approach   | 64            |                        |
| 403-1  | Occupational health and safety management system  | 64            |                        |
| 403-2  | Hazard identification, risk assessment, and incident investigation  | 64, 65        |                        |
| 403-3  | Occupational health services  | 65            |                        |
| 403-4  | Worker participation, consultation, and communication on occupational health and safety                       | 65            |                        |
| 403-5  | Worker training on occupational health and safety   | 66            |                        |
| 403-6  | Promotion of worker health  | 66            |                        |
| 403-7  | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 66            |                        |
| 403-8  | Workers covered by an occupational health and safety management system  | 67            |                        |
| 403-9  | Work-related injuries   | 67-69         |                        |
| 403-10   | Work-related ill health   | 69            |                        |

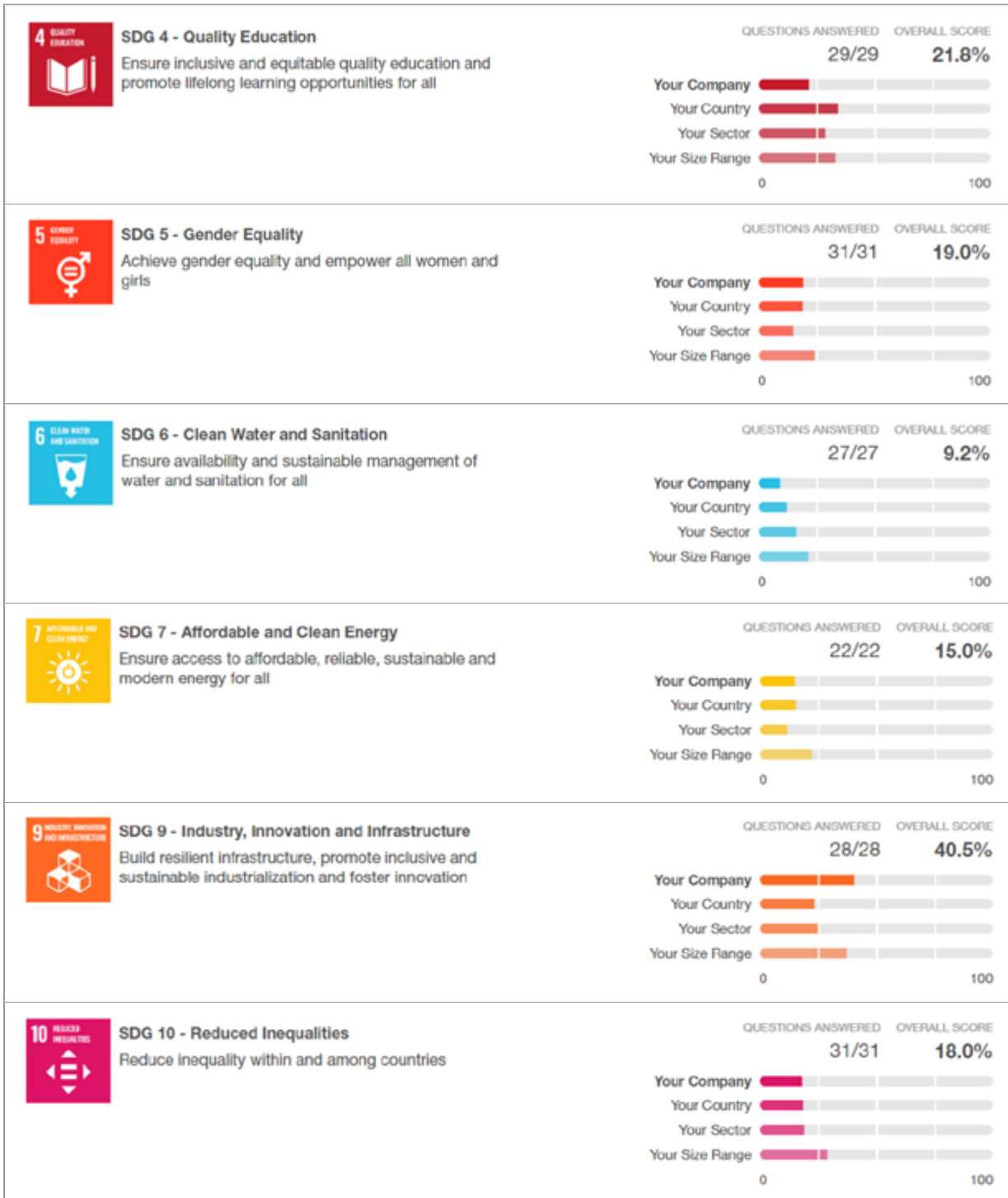
| GRI Disclosure                                  | Description  | Response/page | Reason(s) for omission |
|---|--|---------------|------------------------|
| <b>GRI 404: Training and Education</b>          |  |               |                        |
| <b>GRI 103: Management approach</b>             |  |               |                        |
| 103-1   | Explanation of the material topic and its Boundary                                       | 70            |                        |
| 103-2   | The management approach and its components   | 70            |                        |
| 103-3   | Evaluation of the management approach  | 70, 71        |                        |
| 404-1   | Average hours of training per year per employee  | 71            |                        |
| 404-2   | Programs for upgrading employee skills and transition assistance programs                | 72            |                        |
| 404-3   | Percentage of employees receiving regular performance and career development reviews     | 72            |                        |
| <b>GRI 405: Diversity and equal opportunity</b> |  |               |                        |
| <b>GRI 103: Management approach</b>             |  |               |                        |
| 103-1   | Explanation of the material topic and its Boundary                                       | 73            |                        |
| 103-2   | The management approach and its components   | 73, 74        |                        |
| 103-3   | Evaluation of the management approach  | 74            |                        |
| 405-1   | Diversity of governance bodies and employees   | 75–77         |                        |
| <b>GRI 408: Child labor</b>                     |  |               |                        |
| <b>GRI 103: Management approach</b>             |  |               |                        |
| 103-1   | Explanation of the material topic and its Boundary                                       | 78            |                        |
| 103-2   | The management approach and its components   | 78            |                        |
| 103-3   | Evaluation of the management approach  | 78            |                        |
| 408-1   | Operations and suppliers at significant risk for incidents of child labor                | 78, 79        |                        |
| <b>GRI 409: Forced or compulsory labor</b>      |  |               |                        |
| <b>GRI 103: Management approach</b>             |  |               |                        |
| 103-1   | Explanation of the material topic and its Boundary                                       | 80            |                        |
| 103-2   | The management approach and its components   | 80            |                        |
| 103-3   | Evaluation of the management approach  | 80            |                        |
| 409-1   | Operations and suppliers at significant risk for incidents of forced or compulsory labor | 80            |                        |

| GRI Disclosure                             | Description  | Response/page   | Reason(s) for omission  |
|--|--|---|---|
| <b>GRI 412: Human rights assessment</b>    |  |   |   |
| <b>GRI 103: Management approach</b>        |  |   |   |
| 103-1                                      | Explanation of the material topic and its Boundary   | Human rights are material to our organization per stakeholder engagement outcomes. While supplier human rights are addressed in GRI 414, the boundary for GRI 412 is limited to Ingram Micro-controlled entities. |   |
| 103-2                                      | The management approach and its components   | Not yet established during the reporting year.  |   |
| 103-3                                      | Evaluation of the management approach  | No evaluation mechanism established during the reporting year.  |   |
| 412-1                                      | Operations that have been subject to human rights reviews or impact assessments              | None of our operations have been comprehensively assessed, but 90% of our operations have been surveyed for some human rights risks.  | A comprehensive human rights risk assessment is planned for 2021. |
| <b>GRI 414: Supplier social assessment</b> |  |   |   |
| <b>GRI 103: Management approach</b>        |  |   |   |
| 103-1                                      | Explanation of the material topic and its Boundary   | 57  |   |
| 103-2                                      | The management approach and its components   | 57  |   |
| 103-3                                      | Evaluation of the management approach  | 57  |   |
| 414-1                                      | New suppliers that were screened using social criteria                                       | 58  |   |
| 414-2                                      | Negative social impacts in the supply chain and actions taken                                | No negative social impacts identified.  |   |
| <b>GRI 418: Customer Privacy</b>           |  |   |   |
| <b>GRI 103: Management approach</b>        |  |   |   |
| 103-1                                      | Explanation of the material topic and its Boundary   | 81  |   |
| 103-2                                      | The management approach and its components   | 81  |   |
| 103-3                                      | Evaluation of the management approach  | 82  |   |
| 418-1                                      | Substantiated complaints concerning breaches of customer privacy and losses of customer data | 82  |   |

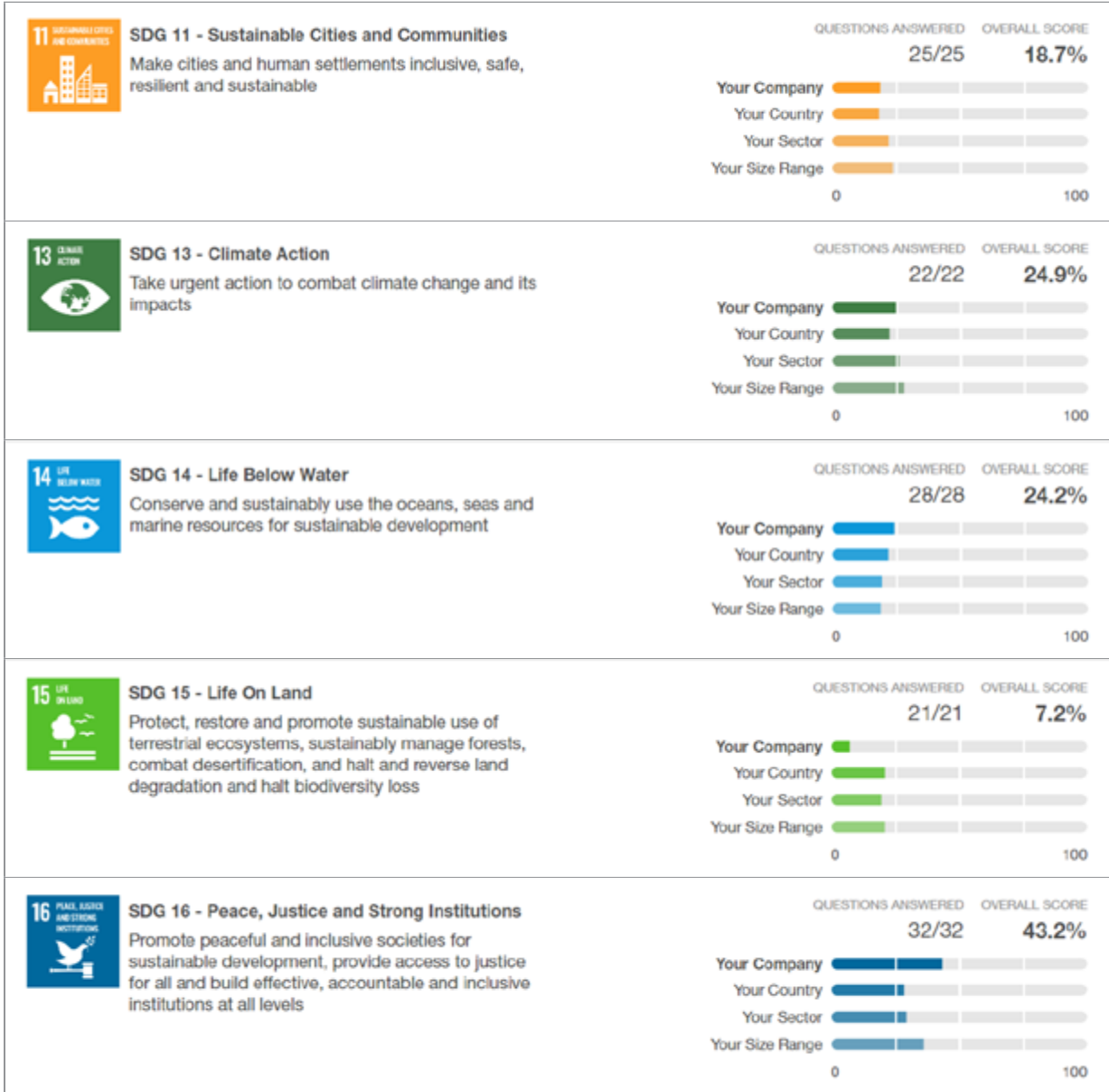
| GRI Disclosure                    | Description  | Response/page | Reason(s) for omission |
|-----------------------------------|--|---------------|------------------------|
| GRI 419: Socioeconomic compliance |  |               |                        |
| GRI 103: Management approach      |  |               |                        |
| 103-1                             | Explanation of the material topic and its Boundary                       | 56            |                        |
| 103-2                             | The management approach and its components                               | 56            |                        |
| 103-3                             | Evaluation of the management approach                                    | 56            |                        |
| 419-1                             | Non-compliance with laws and regulations in the social and economic area | 57            |                        |



REMAINING



REMAINING





## Appendix 3

### CSR Data Summary

#### ECONOMIC

| Financial (in 000s USD)                          | 2016          | 2017          | 2018          | 2019          |
|--|---------------|---------------|---------------|---------------|
| Revenue  | 41,928,799    | 46,674,792    | 50,436,670    | 47,196,948    |
| Gross profit                                     | 2,859,214     | 2,949,240     | 3,178,366     | 3,346,272     |
| Total assets                                     | 13,718,949    | 15,373,143    | 15,462,780    | 15,473,448    |
| Operating costs                                  | 2,581,476     | 2,540,579     | 2,627,780     | 2,646,469     |
| Payments to providers of capital                 | 79,911        | 208,694       | 288,865       | 356,152       |
| Total capitalization in terms of debt and equity | 5,505,983     | 5,884,605     | 5,884,605     | 6,149,878     |
| Total payments to governments*                   | Not available | Not available | Not available | Not available |
| Employee wages and benefits                      | 1,653,226     | 1,735,863     | 1,796,758     | 1,935,500     |
| Community investments                            | 434           | 761           | 805           | 410           |

\*Tax payments are not tracked centrally across our countries of operation. A global figure is therefore unavailable at this time.

#### ENVIRONMENT

| Energy and Emissions   | 2016    | 2017    | 2018    | 2019    |
|--|---------|---------|---------|---------|
| Total energy use (MWh)   | 236,903 | 239,321 | 251,974 | 248,513 |
| Scope 1 emissions (MT CO <sub>2</sub> e)   | 19,516  | 19,752  | 19,998  | 18,847  |
| Scope 2 emissions (MT CO <sub>2</sub> e)   | 59,217  | 62,788  | 58,814  | 58,353  |
| Scope 1 and 2 combined emissions (MT CO <sub>2</sub> e)                                | 78,733  | 82,540  | 78,812  | 77,200  |
| Scope 1 and 2 emissions intensity (MT CO <sub>2</sub> e/<br>thousand ft <sup>2</sup> ) | 3.69    | 4.09    | 3.41    | 3.30    |
| Percent of total energy from renewable sources   | <1%     | <1%     | 5.8%    | 5.8%    |
| CDP score  | C       | C       | C       | C       |

**ENVIRONMENT (CONT.)**

| Water, Waste and Materials   | 2016              | 2017          | 2018          | 2019          |
|--|-------------------|---------------|---------------|---------------|
| Water consumption (megaliters)   | 198*              | 226*          | 472           | 440           |
| Nonhazardous waste landfilled/incinerated (MT)                         | 12,416            | 12,679        | 10,715        | 9,294         |
| Nonhazardous waste recycled (MT)                                       | 32,031            | 32,274        | 32,390        | 34,797        |
| Nonhazardous waste diversion rate                                      | 72%               | 77%           | 75%           | 79%           |
| Shipping cardboard consumed (MT) – estimates based on limited data     | Insufficient data | 38,000 (est.) | 33,000 (est.) | 42,400 (est.) |
| Percent shipping cardboard with recycled content                       | Insufficient data | 20%           | 54%           | 79%           |
| Used electronics refurbished/repaired (MT)                             | Insufficient data | 5,116         | 5,889         | 6,350         |
| Used electronics recycled (MT)   | Insufficient data | 8,000         | 8,111         | 4,990         |
| Number of ISO 14001 certified sites – based on facility self-reporting | Not tracked       | Not tracked   | 40            | 45            |
| CDP Supply Chain Water score   | N/A               | N/A           | C             | C             |
| EcoVadis environmental score   | No data           | 60            | 70            | 70            |

\*High likelihood of underreporting during transition to a centralized data management platform.

**SOCIAL**

| Workforce Data       | 2016      | 2017      | 2018      | 2019      |
|----------------------|-----------|-----------|-----------|-----------|
| Permanent Employees  | 30,821    | 33,612    | 33,412    | 33,949    |
| Part-time Employees  | No data   | 1,618     | 1,576     | 1,115     |
| Contingent Employees | Up to 30K | Up to 30K | Up to 30K | Up to 30K |
| EcoVadis Labor score | No data   | 40        | 70        | 70        |

| Organizational Development                         | 2016    | 2017    | 2018                 | 2019                 |
|--|---------|---------|----------------------|----------------------|
| Training hours completed                           | No data | No data | 87,715 (online only) | 72,247 (online only) |
| Percent of employees receiving performance reviews | No data | 57%     | 52%                  | 50%                  |
| U.S. Tuition reimbursements (USD)                  | No data | No data | 200,000              | 282,000              |
| U.S. tuition program participation by gender       | No data | No data | 52% M<br>48% F       | 52% M<br>48% F       |
| Percent employees retained                         | 75%     | 75%     | 73%                  | 71%                  |

## SOCIAL (CONT.)

| Diversity  | 2016    | 2017 | 2018 | 2019 |
|--|---------|------|------|------|
| Percent workforce <30  | 28%     | 27%  | 29%  | 31%  |
| Percent workforce 30-50                                      | 60%     | 60%  | 58%  | 54%  |
| Percent workforce >50  | 12%     | 13%  | 13%  | 15%  |
| Percent male workforce                                       | 58%     | 57%  | 57%  | 56%  |
| Percent female workforce                                     | 42%     | 43%  | 43%  | 44%  |
| Percent female executives                                    | 20%     | 21%  | 22%  | 15%  |
| U.S. Veterans (voluntary self-disclosure)                    | No data | 162  | 42   | 159  |
| U.S. employees with Disabilities (voluntary self-disclosure) | No data | 55   | 55   | 155  |
| U.S. only: Percent of Workforce White                        | 52%     | 52%  | 53%  | 50%  |
| U.S. only: Percent of Workforce Black                        | 14%     | 13%  | 14%  | 15%  |
| U.S. only: Percent of Workforce Hispanic/Latino/a/x          | 19%     | 18%  | 19%  | 20%  |
| U.S. only: Percent of Workforce Asian                        | 14%     | 12%  | 13%  | 13%  |
| U.S. only: Percent of Workforce Native American              | <1%     | <3%  | <1%  | <1%  |
| U.S. only: Percent of Workforce Pacific Islander             | <1%     | <1%  | <1%  | <1%  |
| U.S. only: Two or more races                                 | 1%      | 1%   | 1%   | 1%   |

| Occupational Health and Safety  | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|
| Total Recordable Incident Rate (TRIR)*                                      | 1.53 | 1.66 | 1.56 | 1.22 |
| Number of recordable safety incidents                                       | 202  | 338  | 376  | 318  |
| Fatalities  | 0    | 0    | 0    | 0    |
| Number of OHSAS 18001 certified sites (U.S. only—global data not available) | 7    | 7    | 10   | 10   |

\*Includes only sites integrated into the global safety management system (115 in 2019).

| Human Rights   | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|
| Human Rights Policy (Y/N)                                | Y    | Y    | Y    | Y    |
| Percent of sites assessed for human rights risk          | 0    | 0    | 0    | 0    |
| Percent of employees who completed human rights training | <1%  | <1%  | <1%  | <1%  |
| HRC Corporate Equality Index score                       | 75   | 70   | 85   | 90   |

**SOCIAL (CONT.)**

| Ethics  | 2016       | 2017                 | 2018                 | 2019                 |
|---|------------|----------------------|----------------------|----------------------|
| Percent of operations assessed for corruption risk                    | No data    | 90%                  | 90%                  | 90%                  |
| Ethics training enrollments   | 21,117     | 48,256               | 52,356               | 57,773               |
| ISO 37001 status  | Unverified | Third-party verified | Third-party verified | Third-party verified |
| Code of Conduct (Y/N)   | Y          | Y                    | Y                    | Y                    |
| Grievance Mechanism (Y/N)   | Y          | Y                    | Y                    | Y                    |
| Ethics policies (anti-bribery, whistleblowing, anti-corruption) (Y/N) | Y          | Y                    | Y                    | Y                    |
| Number of Hotline cases   | 250        | 274                  | 297                  | 312                  |
| Significant fines   | 0          | 0                    | € 289,000            | 0                    |
| EcoVadis fair business score  | No data    | 60                   | 70                   | 70                   |

| Responsible Purchasing                             | 2016    | 2017    | 2018    | 2019     |
|--|---------|---------|---------|----------|
| Number of supplier risk assessments                | <50     | <100    | <100    | 100      |
| Number of Supplier audits                          | 0       | 0       | 0       | 0        |
| Percentage of assessed suppliers in risk countries | No data | No data | No data | 78%      |
| Spend of assessed suppliers                        | No data | No data | No data | \$716.8M |
| Number of corrective actions initiated             | 0       | 0       | 0       | 0        |
| Number of corrective actions closed                | 0       | 0       | 0       | 0        |
| EcoVadis sustainable procurement score             | No data | 50      | 50      | 50       |

**GOVERNANCE**

| Board Composition                  | 2016 | 2017 | 2018 | 2019 |
|------------------------------------|------|------|------|------|
| Number of Directors                | 10   | 7    | 6    | 8    |
| Age Range                          | >50  | >50  | >50  | >50  |
| Number of Independent Directors    | 9    | 4    | 5    | 5    |
| Number of Women on the Board       | 3    | 1    | 1    | 1    |
| Percent of Directors who are Women | 30%  | 14%  | 17%  | 12%  |
| Number of Board Meetings           | 12   | 4    | 4    | 5    |

## Appendix 4

Ingram Micro Global Subsidiaries as of December 28, 2019

| Name of Subsidiary                                  | Jurisdiction    |
|---|-----------------|
| Brightpoint, Inc.                                   | Indiana         |
| Ingram Micro Transportation Management Services LLC | Indiana         |
| Wireless Fulfillment Services Holdings, Inc.        | Delaware        |
| Wireless Fulfillment Services LLC                   | California      |
| Brightpoint Services, LLC                           | Indiana         |
| Brightpoint North America LLC                       | Indiana         |
| Brightpoint North America L.P.                      | Delaware        |
| Actify LLC  | Indiana         |
| Brightpoint Distribution LLC                        | Indiana         |
| Brightpoint Latin America LLC                       | Indiana         |
| Brightpoint de Mexico S.A. de C.V.                  | Mexico          |
| Brightpoint Solutions de Mexico S.A. de C.V.        | Mexico          |
| Brightpoint North America Services LLC              | Indiana         |
| Touchstone Wireless Repair and Logistics, LP        | Pennsylvania    |
| Touchstone Wireless Latin America LLC               | Puerto Rico     |
| Brightpoint International Ltd.                      | Delaware        |
| BPGH LLC  | Indiana         |
| Brightpoint Global Holdings II, Inc.                | Indiana         |
| Brightpoint Global Holdings C.V.                    | the Netherlands |
| Ingram Micro Slovakia, s.r.o.                       | Slovakia        |
| Ingram Micro Philippines BPO LLC                    | Delaware        |
| Ingram Micro Delaware Inc.                          | Delaware        |
| Ingram Micro L.P.                                   | Tennessee       |
| Ingram Micro Texas L.P.                             | Texas           |
| Ingram Micro Singapore Inc.                         | California      |
| Ingram Micro Texas LLC                              | Delaware        |
| Ingram Export Company Ltd.                          | Barbados        |
| Ingram Micro (Thailand) Ltd                         | Thailand        |
| Export Services Inc.                                | California      |
| Securematics, Inc.                                  | California      |
| Ingram Micro SB Inc.                                | California      |
| Ingram Micro Logistics Inc.                         | Cayman Islands  |

| Name of Subsidiary                               | Jurisdiction    |
|--|-----------------|
| CIM Ventures Inc.                                | Cayman Islands  |
| Ingram Micro Americas Inc.                       | California      |
| Ingram Micro Mexico LLC                          | Indiana         |
| Ingram Micro Compañía de Servicios, S.A. de C.V. | Mexico          |
| Ingram Micro Mexico, S.A. de C.V.                | Mexico          |
| Ingram HoldCo SRL de C.V.                        | Mexico          |
| Ingram Funding Inc.                              | Delaware        |
| Ingram Micro Asia Pacific Pte. Ltd               | Singapore       |
| Ingram Micro Lanka (Private) Limited             | Sri Lanka       |
| Ingram Micro Management Company                  | California      |
| Ingram Micro Global Holdings C.V.                | the Netherlands |
| Ingram Micro Holdings (Australia) Pty Ltd        | Australia       |
| Ingram Micro Pty Ltd                             | Australia       |
| Ingram Micro Australia Pty Ltd                   | Australia       |
| Brightpoint Australia Pty Ltd                    | Australia       |
| Ingram Micro MBS Pty Limited                     | Australia       |
| Brightpoint Europe ApS                           | Denmark         |
| Ingram Micro A/S                                 | Denmark         |
| Ingram Micro Inc.                                | Ontario, Canada |
| Ingram Micro Mobility Canada BRC Inc.            | Ontario, Canada |
| Ingram Micro Holdco Inc.                         | Ontario, Canada |
| Ingram Micro LP                                  | Ontario, Canada |
| Ingram Micro Logistics LP                        | Ontario, Canada |
| SoftCom Group Inc.                               | Ontario, Canada |
| SoftCom Inc.                                     | Ontario, Canada |
| SoftCom Bilişim Hizmetleri ve Ticaret A.Ş.       | Turkey          |
| Ingram Micro Latin America & Caribbean LLC       | Delaware        |
| Ingram Micro Chile S.A.                          | Chile           |
| Ingram Micro SAS                                 | Colombia        |
| Ingram Micro Costa Rica Ltda.                    | Costa Rica      |
| TD Chile S.A.                                    | Chile           |
| Ingram Micro S.A.C.                              | Peru            |
| Ingram Micro New Zealand Holdings                | New Zealand     |
| Tech Pacific Holdings (NZ) Limited               | New Zealand     |
| Ingram Micro (NZ) Limited                        | New Zealand     |

| Name of Subsidiary                       | Jurisdiction       |
|--|--------------------|
| Brightpoint New Zealand Limited          | New Zealand        |
| Ingram Micro C.V.                        | the Netherlands    |
| Ingram Micro Global Operations C.V.      | the Netherlands    |
| Ingram Micro Management Company SCS      | Luxembourg         |
| Ingram Micro Worldwide Holdings Sarl     | Luxembourg         |
| Ingram Micro SRL                         | Italy              |
| Ingram Micro Global Services B.V.        | the Netherlands    |
| IM Engineering Services OOO              | Russian Federation |
| Ingram Micro OOO                         | Russian Federation |
| Ingram Micro Asia Marketplace Pte. Ltd.  | Singapore          |
| Ingram Micro Europe B.V.                 | the Netherlands    |
| Ingram Micro GBS EOOD                    | Bulgaria           |
| Ingram Micro BVBA                        | Belgium            |
| Ingram Micro SLU                         | Spain              |
| Ingram Micro Canarias SLU                | Spain              |
| Ingram Micro Services Spain S.L.U.       | Spain              |
| Zedchain International Logistics SL      | Spain              |
| Ingram Micro GmbH                        | Austria            |
| Ingram Micro BV                          | the Netherlands    |
| Ingram Micro Holdings Ltd                | UK                 |
| Discan Limited                           | UK                 |
| Commscare Holdings Limited               | UK                 |
| Commscare Group Limited                  | UK                 |
| Platform Consultancy Services Limited    | UK                 |
| Ingram Micro (UK) Ltd                    | UK                 |
| ANOV Expansion SAS                       | France             |
| Ingram Micro Services SAS                | France             |
| ANOV IMMO SAS                            | France             |
| SCI d'Artagnan                           | France             |
| Ingram Micro Services SA                 | Belgium            |
| Ingram Micro Services Holding Ltd.       | UK                 |
| Ingram Micro Services Ltd.               | UK                 |
| Ingram Micro Services Sp z.o.o.          | Poland             |
| ANOVO Colombia S.A.S.                    | Colombia           |
| ANOVO do Brasil Serviços de Reparo Ltda. | Brazil             |

| Name of Subsidiary                         | Jurisdiction           |
|--|------------------------|
| ANOVO Tek S.A.                             | Brazil                 |
| A NOVO America del Sur S.A.                | Panama                 |
| Icon Enterprises S.A.                      | Panama                 |
| ANOVO Andes S.A.                           | Chile                  |
| ANOVO Perú S.A.C.                          | Peru                   |
| Ingram Micro Magyarország Kft              | Hungary                |
| Brightpoint Costa Rica Limitada            | Costa Rica             |
| Ingram Micro Mobility Spain S.L.U.         | Spain                  |
| Ingram Micro European Services, S.L.U.     | Spain                  |
| Ingram Micro OY                            | Finland                |
| Brightpoint India Private Limited          | India                  |
| Ingram Micro International Trading Limited | Hong Kong              |
| Ingram Micro Nordic Logistics AB           | Sweden                 |
| Ingram Micro AS                            | Norway                 |
| Ingram Micro Philippines, Inc.             | Philippines            |
| Brightpoint Singapore Pte. Ltd.            | Singapore              |
| Ingram Micro (Proprietary) Limited         | South Africa           |
| Ingram Micro Mobility AB                   | Sweden                 |
| Brightpoint Vietnam LLC                    | Vietnam                |
| Ingram Micro Portugal, Unipessoal, Lda.    | Portugal               |
| Persequor Limited                          | British Virgin Islands |
| Persequor Holdings I Ltd. (in liquidation) | British Virgin Islands |
| Sequor Systems Ltd. (in liquidation)       | British Virgin Islands |
| Ingram Micro CFS Germany Holding GmbH      | Germany                |
| Ingram Micro CFS Germany GmbH              | Germany                |
| Ingram Micro CFS Fulfilment GmbH           | Germany                |
| Ingram Micro CFS Fulfilment Services GmbH  | Germany                |
| Ingram Micro CFS E-Business GmbH           | Germany                |
| Ingram Micro CFS Eurohub Fulfilment GmbH   | Germany                |
| Ingram Micro Services Holding B.V.         | the Netherlands        |
| Ingram Micro CFS Benelux B.V.              | the Netherlands        |
| Ingram Micro CFS eServices B.V.            | the Netherlands        |
| Ingram Micro Commerce EMEA B.V.            | the Netherlands        |
| Ingram Micro CFS Technology B.V.           | the Netherlands        |
| Ingram Micro Nordic Services AB            | Sweden                 |



| Name of Subsidiary  | Jurisdiction    |
|---|-----------------|
| Ingram Micro CFS Fulfilment Sp.Z.o.o                      | Poland          |
| Ingram Micro CFS Fulfilment Solutions Sp.Z.o.o.           | Poland          |
| Docdata Italy Srl in liquidation                          | Italy           |
| Ingram Micro CFS Fulfilment Limited                       | UK              |
| Ingram Micro Fashion Services B.V.                        | the Netherlands |
| Ingram Micro Services Switzerland GmbH                    | Switzerland     |
| Ingram Micro SAS  | France          |
| Abbakan France SAS  | France          |
| Ingram Micro AB   | Sweden          |
| Ingram Micro GmbH   | Switzerland     |
| Ingram Micro Holding GmbH                                 | Germany         |
| gEtail GmbH   | Germany         |
| Ingram Micro Pan Europe GmbH                              | Germany         |
| Ingram Micro Distribution GmbH                            | Germany         |
| Ingram Micro Israel Ltd                                   | Israel          |
| Bright Creative Communications BV                         | the Netherlands |
| Ingram Micro Europe GmbH                                  | Germany         |
| Ingram Macrotron GmbH                                     | Germany         |
| more services GmbH  | Germany         |
| Ingram Micro Services GmbH                                | Germany         |
| Ingram Micro Singapore Holdings S.a.r.l.                  | Luxembourg      |
| CloudBlue K.K.  | Japan           |
| Ingram Micro Asia Ltd.                                    | Singapore       |
| Brightpoint International (Malaysia) Sdn. Bhd.            | Malaysia        |
| Platinum Waves Wireless Sdn. Bhd.                         | Malaysia        |
| PT Ingram Micro Indonesia                                 | Indonesia       |
| Ingram Micro Malaysia Sdn. Bhd.                           | Malaysia        |
| Ingram Micro Hong Kong (Holding) Ltd                      | Hong Kong       |
| Ingram Micro (China) Ltd                                  | Hong Kong       |
| Ingram Micro (China) Holding & Commercial Co. Ltd.        | China           |
| Ingram Micro Supply Chain Management (Shanghai) Co., Ltd. | China           |
| Ingram Micro Trading (Shanghai) Co. Ltd.                  | China           |
| Shanghai Ingram Micro Logistics Co., Ltd.                 | China           |
| Shanghai Ingram Micro IT Services Co., Ltd.               | China           |
| Shanghai Ingram Micro Cloud Computing Solution Co., Ltd.  | China           |

| Name of Subsidiary                                      | Jurisdiction                |
|---|-----------------------------|
| Ingram Micro Supply Chain Services (Shenzhen) Co., Ltd. | China                       |
| Ingram Micro (Shanghai) Commercial Factoring Co., Ltd.  | China                       |
| Mobilecover Singapore Pte. Ltd.                         | Singapore                   |
| Mobile Support Services Pte. Ltd.                       | Singapore                   |
| Mobile Support Services Malaysia Sdn Bhd.               | Malaysia                    |
| PT Mobile Support Services Indonesia                    | Indonesia                   |
| Techpac Holdings Limited                                | Bermuda                     |
| Tech Pacific Asia Limited                               | British Virgin Islands      |
| Tech Pacific (H.K.) Limited                             | Hong Kong                   |
| Tech Pacific Inc.                                       | Philippines                 |
| Tech Pacific Mauritius Limited                          | Mauritius                   |
| Techpac Mauritius Limited                               | Mauritius                   |
| Aptec Holdings Limited                                  | Dubai Intl Financial Centre |
| Ingram Micro Technology Trading LLC                     | United Arab Emirates        |
| Aptec Systems Solutions LLC                             | Oman                        |
| Advanced Technology Services FZ LLC                     | Dubai Development Authority |
| Aptec Distribution FZ LLC                               | Dubai Development Authority |
| Aptec Holding Egypt LLC                                 | Egypt                       |
| Aptec Egypt LLC   | Egypt                       |
| Ingram Micro Levant SAL                                 | Lebanon                     |
| Aptec Distribution (SA) Ltd.                            | British Virgin Islands      |
| Ingram Micro Bilgisayar Ve Ticaret Limited Sirketi      | Turkey                      |
| Network Information Technology FZ LLC                   | Dubai Development Authority |
| Aptec Intern LLC  | Saudi Arabia                |
| Armada Bilgisayar Sistemleri Sanayi ve Ticaret A.S.     | Turkey                      |
| Supernet Systems Limited                                | UK                          |
| Ingram Micro Pakistan (Pvt) Limited                     | Pakistan                    |
| Ingram Micro North Africa SARL                          | Morocco                     |
| Supernet Distribution DMCC                              | DMCC Free Zone              |
| Track Systems DMCC                                      | DMCC Free Zone              |
| Ingram Micro India SSC Private Limited                  | India                       |
| Ingram Micro sp. z.o.o.                                 | Poland                      |
| Ingram Micro doo Beograd                                | Serbia                      |
| Ingram Micro Ljubljana, d.o.o.                          | Slovenia                    |

| Name of Subsidiary   | Jurisdiction    |
|--|-----------------|
| Ingram Micro Czech Republic s.r.o.                         | Czech Republic  |
| Ingram Micro d.o.o.  | Croatia         |
| Ingram Micro Distribution S.R.L.                           | Romania         |
| Ingram Micro Macedonia DOOEL Skopje                        | Macedonia       |
| Ingram Micro Albania SHPK                                  | Albania         |
| Ingram Micro India Private Limited                         | India           |
| Ingram Micro India Foundation                              | India           |
| Ingram Micro (India) Exports Pte Ltd                       | Singapore       |
| Ingram Micro Latin America                                 | Cayman Islands  |
| Ingram Micro Argentina, S.A.                               | Argentina       |
| Ingram Micro Brasil Ltda.                                  | Brazil          |
| Ingram Micro Tecnologia E Informatica Ltda                 | Brazil          |
| Ingram Micro ARG S.A.                                      | Argentina       |
| Ingram Micro S.A.  | Ecuador         |
| Ingram Micro Uruguay Technology S.A.                       | Uruguay         |
| Ingram Micro Caribbean                                     | Cayman Islands  |
| Ingram Micro Levant S.A.L. (Offshore)                      | Lebanon         |
| Ingram Micro Luxembourg Sarl                               | Luxembourg      |
| Brightpoint Switzerland S.A. in liquidation                | Switzerland     |
| Ingram Micro (Europe) PTE Ltd (in liquidation)             | Singapore       |
| Promark Technology, Inc.                                   | Maryland        |
| Shipwire, Inc.   | Delaware        |
| Ingram Micro Services LLC                                  | Delaware        |
| Renugo LLC   | Indiana         |
| Pinnacle Service Solutions Group, Inc.                     | Delaware        |
| SoftCom America, Inc.                                      | Delaware        |
| NETXUSA, Inc.  | South Carolina  |
| Ensim Corporation  | Delaware        |
| Ensim India Private Limited                                | India           |
| Rutledge Company Inc. d/b/a The Phoenix Group              | Missouri        |
| Protovision Solutions, Inc. d/b/a The Phoenix Group Canada | Ontario, Canada |
| Cloud Harmonics, Inc.                                      | California      |
| CloudBlue LLC  | California      |

