Sustainability Statement

Sustainability Statement

A year of progress

Besi has significantly increased its sustainability-related activities and reporting since 2019 including the development of various short- and long-term targets through 2050. We are pleased with our sustainability-related achievements as measured by significant improvements in each of our three principal process pillars including Scope 1 & 2 and 3 emissions, fuel consumption, renewable energy usage, sustainable product design and supply chain as well as personnel topics such as employee engagement and training. Decoupling Besi's growth from our greenhouse gas emissions has been one of our key objectives in recent years. In fact, since 2019, we have reduced Scope 1 & 2 emission intensity ratio by 98%, fuel consumption intensity ratio by 67% and increased our electricity usage from renewable sources to 99% versus 18%. In addition, as a result of our successful performance versus historical targets in 2022 and 2024, we developed enhanced milestones for 2026 in alignment with 2030 target achievement. We are currently on track to meet or exceed substantially all targets established for 2026 due to our continued focus on the impacts, risks and opportunities most material to (i) Besi's business and stakeholders, (ii) the formulation and execution of strategic initiatives and (iii) the commitment of our workforce.

We measure our sustainability performance both in absolute values and in terms of intensity ratios given the highly cyclical nature of our industry and revenue development on a year to year or even multi-year basis. Post the last industry peak in 2021, Besi's relative intensity ratios for certain KPIs have been adversely affected by an aggregate revenue decrease of 21% due to a significant assembly market downturn which continued in 2025. Despite such headwinds, we achieved favorable performance with respect to an absolute reduction in fuel consumption and a reduction of Scope 1 & 2 emission intensity ratios in 2025 versus 2024 due to the successful execution of several sustainability initiatives including a full year of benefits from the implementation of a new heating system in Austria and energy management software at Besi's Netherlands and Meco. In addition, we continue to procure virtually all of our energy needs at Besi's operations in Malaysia, China and Vietnam from renewable sources. As a result, Scope 1 & 2 and 3 emission intensity ratios improved further in 2025 and our energy provided by renewable sources increased from 71% in 2023 to 99% in 2025. We expect to meet or exceed all 2026 sustainability milestones based on the successful implementation of ongoing and new strategic initiatives developed in 2025 as part of Besi's updated strategic plan for 2025-2029.

In 2025, Besi continued to successfully apply the Corporate Sustainability Reporting Directive ("CSRD") and reported in accordance with the European Sustainability Reporting Standards ("ESRS") for the second time. We are well positioned for compliance having significantly expanded the scale and scope of Besi's reporting activities since 2019 relative to leading external frameworks such as SASB, GRI, NFRD, TCFD and the EU Taxonomy. In addition, we have pro-actively responded to external questionnaires such as CDP Climate Change and the S&P Global Corporate Sustainability Assessment with a focus on materiality, clarity and transparency. We also conducted a Double Materiality Assessment ("DMA") in 2023 which assessed the impact of Besi on people and the environment as well as the environmental and social-related risks and opportunities to which we are exposed. In order to validate the results of the analysis, we conducted an engagement roadshow in 2024 with key stakeholders, specifically investors, customers, suppliers, employees and Works Councils and Work Unions representing Besi employees.

We completed several initiatives in 2025 to further support the mitigation of sustainability-related impacts and risks, and discover opportunities in alignment with our long-term sustainable value creation strategy for stakeholders. For example, an alternative coating method was developed this year using vapor deposition versus electroplating. This alternative has several potential sustainability benefits for our customers including (i) a reduction in electricity consumption and our carbon footprint, (ii) a reduction in water usage and waste and (iii) lower employee exposure to potentially harmful substances. Testing of the alternative coating method commenced in 2025 to confirm alignment with Besi's established product quality standards. Upon successful validation, we intend to broaden the application of this coating method to all our packaging product group customers in Besi Netherlands. In addition, Besi APac conducted an energy audit of its facilities this year which categorized future emission reduction opportunities into short-term and low investment modifications, medium-term modifications and long-term investments. As a result, Besi APac now has a roadmap for energy and cost reduction opportunities at its facilities for the next 10 years. Besi Netherlands gained ISO 45001 certification in 2025. Seven of eight Besi operations are now fully compliant with this standard.

Besi received external recognition for its sustainability efforts this year. Our ratings with the major publicly recognized agencies such as Sustainalytics, S&P Global, ISS ESG and MSCI have improved significantly since 2019 further underscoring our progress towards best practice metrics. More specifically, we maintained a rating of AA in the updated 2025 MSCI ESG Ratings Assessment, up from A in 2022 and BBB in 2021. Further, in September 2025, Besi's ESG Risk Rating improved to 9.4 (negligible risk) versus 12.9 (low risk) in 2024 as per Sustainalytics placing us third out of 366 companies in the Semiconductor Industry Group. In addition, we continue to be a component of the AEX Sustainability Index. Such index identifies the 25 companies in the combined AEX (large cap) and AMX (mid cap) indices demonstrating best in class ESG practices as per criteria assessed by Sustainalytics. In addition, Besi's S&P Global CSA score increased from 55 in 2024 to 57 in 2025 and our CDP Climate Score improved from C in 2024 to B in 2025.

Progress was also achieved in 2025 to advance Besi's sustainable product design as a core component of its long-term sustainable value creation model. The objective is to create sustainably designed systems through the application of our intellectual capital. As such, we seek to design leading edge assembly solutions with high levels of reliability, yield of defect-free devices and throughput with a lower total cost of ownership including efficiencies in energy and material consumption. Toward this end, we developed an initiative named "Design-to-X" in 2023 which combined Design-to-Cost and Design-to-Sustainability concepts in order to identify sustainability-related improvement opportunities in all product groups while reducing the cost of many mature die attach and packaging platforms. This initiative builds upon the environmentally friendly design enhancements identified in an ongoing collaborative project since 2019 with the University of Applied Sciences and Arts (Lucerne, Switzerland) ("UASA"). The UASA collaboration has led to the creation of roadmaps with the potential to achieve absolute energy savings of approximately 10% per die attach platform over a ten-year period.

As a result, Besi set distinct, annual energy reduction targets in 2024 for all product groups with an initial focus on four die attach platforms. Since 2023, there has been a cumulative energy consumption reduction for three die bonding platforms including 5.0% for our flip chip die bonding, 6.9% for our multi module die attach and 7.1% for our soft solder die bonding product lines. In addition, we have set cumulative energy consumption reduction targets for 2026 of 7.4% and 7.1% for our multi module die attach and epoxy die bonding product lines, respectively. Energy reduction opportunities for these four product lines have been integrated into Besi's strategic planning for 2026. The success of these initiatives demonstrates our ability to reduce customers' total cost of ownership and increase their return on investment while promoting sustainability themes. Growth in Besi's installed base of hybrid bonding and other wafer level assembly systems also contributes to sustainable product design and the benefits thereof via an improvement in the overall performance, speed, efficiency, cost of ownership and energy efficiency of such systems versus those using leadframe and substrate assembly process technologies.

Employee and supplier engagement was also enhanced this year in alignment with our sustainability-related goals and objectives. In the biennial Employee Engagement survey conducted by Willis Towers Watson in 2025, Besi equaled or scored above the high-technology norm in nine out of ten categories. In addition, several initiatives were launched in 2025 to further enhance employee engagement including the introduction of workshops at Besi Switzerland focused on teamwork and effective collaboration on technical projects. Further, an assessment was conducted across the countries in which Besi operates which found that Besi employees receive an adequate wage versus applicable local benchmarks. Besi employee engagement has also been encouraged by a 27% increase in training hours per employee since 2021 and 9% versus 2024. The 2025 increase was due to the introduction of supplementary employee training sessions focused on product quality, applied knowledge and technical competencies at Meco in the Netherlands and an increased focus on health and safety across our operations.

Besi also experienced improvement in all supply chain engagement indicators versus 2024. Some of the progress was due to increased supply chain participation from initiatives developed, and supplier responses to, our enhanced annual sustainability supplier survey first introduced in 2023. In this regard, we conducted site visits and stakeholder interviews and circulated questionnaires at our principal Asian production facilities to ensure that temporary and contracted third party workers adhered to the standards outlined in Besi's Supplier Code of Conduct. We also engaged with our supply chain through a sustainability briefing roadshow, training sessions and the sharing of sustainability-related knowledge with key suppliers. Since 2024, Besi has integrated sustainability criteria into its supplier Quarterly Business Review ("QBR") scorecard and assigned such criteria a 10% weighting in the final performance review of the year. In addition, sustainability assessments have been incorporated into the annual audits of key suppliers since 2023. Both the QBR and annual audits are validated onsite and through desktop assessments to ensure compliance. Following such assessments, suppliers are categorized into risk categories and are required to develop an improvement plan based on the feedback provided with active involvement from their senior management to ensure effective implementation. Finally, the percentage of purchase volume which answered our Code of Conduct Self-Assessment questionnaire increased from 66% in 2023 to 70% in 2025 marking further progress in our supply chain engagement with Besi's sustainability-related activities.

Basis for preparation of Sustainability Statement

General basis for preparation

As of February 18, 2026, the Corporate Sustainability Reporting Directive ("CSRD") has not yet been transposed into Dutch National Law. However, Besi has prepared the Sustainability Statement in accordance with the European Sustainability Reporting Standards ("ESRS") as adopted by the European Commission. Furthermore, the Sustainability Statement meets the specifications adopted pursuant to Article 8 of the Taxonomy Regulation (Regulation (EU) 2020/852). Besi did not use the option to simplify the Taxonomy Regulation reporting according to the Delegated Regulation (EU) 2026/73.

Besi's Sustainability Statement for the year ended December 31, 2025 has been prepared incorporating the accounts of BE Semiconductor Industries N.V. and its consolidated subsidiaries which are included in the scope of the Financial Statements as disclosed in Notes to the Consolidated Financial Statements. The financial information used and presented in the Sustainability Statement has been derived from Besi's Consolidated Financial Statements which have been prepared in accordance with IFRS accounting standards as adopted by the European Union.

Besi has not exercised the option to omit a specific piece of information corresponding to intellectual property, know-how or the results of innovations nor has it used an exemption from disclosure of impending developments or matters in the course of negotiation, as provided for in articles 19a(3) and 29a(3) of Directive 2013/34/EU.

Value chain in the Sustainability Statement

In its Sustainability Statement, Besi uses a comprehensive approach when considering its value chain. Our value chain encompasses a range of activities, resources and relationships that are integral to our business model and the external environment in which we operate. Besi's value chain encompasses:

Upstream and suppliers	Besi's suppliers are categorized into the following groups: • Fabrication part suppliers: metal (and other materials) parts for assembly. • Module outsource suppliers: modules performing specific tasks to the operation of equipment used for the assembly of Besi's systems. • Vendor part suppliers: complete parts used in the assembly of our systems (e.g. cables, lenses, cameras and controllers). • Service suppliers: providing R&D services as complete solutions or as support to their staff involved in Besi projects.
Own operations	R&D and product design, product assembly and system upgrades, post-sales support and service.
Customers	Our customers are primarily leading multinational chip manufacturers, assembly subcontractors and electronics and industrial companies. Customers are either Independent Device Manufacturers ("IDMs") which purchase our equipment for internal use at their production facilities or foundries/subcontractors which purchase our equipment to assemble packages for third parties on a contract basis. End-user segments include producers of mobile phones, computers and automotives.

In 2023, Besi conducted a Double Materiality Assessment which considered the value chain outlined above and assessed potential sustainability-related impacts, risks and opportunities related to its activities. In addition, all potential stakeholder groups were listed, analyzed and discussed considering (i) the type of stakeholder, (ii) the position of the stakeholder in Besi's value chain and (iii) our impact on the stakeholder and the stakeholder impact on us. This inclusive approach ensures that the interests and concerns of all parties involved in Besi's operations including employees, customers, investors, suppliers and the communities that Besi operates in, are duly considered and addressed.

Besi's policies are designed to cover all its stakeholders. Such policies, including our Sustainability policy, Code of Conduct, Supplier Code of Conduct, Human Rights policy and Anti-Corruption and Bribery policy, outline Besi's commitments and responsibilities to its stakeholders and provide a framework for how Besi intends to conduct its business in a responsible and sustainable manner for the benefit of all stakeholders.

Reporting scope for sustainability metrics

The metrics in this Sustainability Statement cover all entities that belong to the scope of the Consolidated Financial Statements (see Note 2 Principles of consolidation in the Notes to the Consolidated Financial Statements) excluding energy data for three sales and service offices (North America, Hong Kong and Thailand) due to their immaterial significance.

At Besi, we believe people are important to build and sustain our growth and development. Besi recognizes the importance of inclusion and diversity in promoting diverse perspectives that contribute to well-informed and resilient decision making. Although Besi has set inclusion and diversity targets for its own workforce, all employment decisions are made on a non-discriminatory basis in accordance with applicable law. Besi has excluded its US employees from the following targets as disclosed in the Targets and Metrics paragraphs of the Own Workforce section:

- Percentage of female employees.
- Percentage of female managers relative to our total employees.

Time horizons

The reporting period applicable to the Sustainability Statement is the same as the reporting period for the Financial Statements. Therefore, all sustainability data is reported as of December 31 of the reporting year end. Unless stated otherwise, this report follows the definitions of the time horizons (short-, medium- and long-term) outlined in the ESRS. Alignment with previously set sustainability targets and the climate-related scenario analysis explains why potentially different time horizons may be utilized in this report.

Value chain data

The majority of the data and information disclosed in this Annual Report is based on actual group and value chain data. Where actual data was unavailable, we used our best estimates and stated this explicitly. We used approximations and estimates for reporting certain data points such as our Scope 3 emissions. To calculate certain Scope 3 emission categories, we used estimations for non-material categories following the GHG Protocol Methodology. The details are provided in the Environment section. We intend to improve our data granularity in calculating Scope 3 emissions attributed to our suppliers by replacing industry average data with supplier specific carbon footprint data as part of our supply chain engagement efforts.

Sources of estimation and outcome uncertainty

The preparation of Besi's Sustainability Statement requires management to make judgements, estimates and assumptions that could affect the information reported. Such estimates and assumptions are based on experience and various other factors believed to be reasonable under the circumstances and are reviewed on an ongoing basis. The Sustainability Statement includes prospective information such as ambitions, objectives, milestones, targets and expectations. It is important to note that actual performance may differ in the future, making this information inherently uncertain. We present quantitative data alongside comparative data from the previous financial year for context and clarity. No definitions have changed compared to last year's Sustainability Statement. There were no errors in prior reporting years that needed to be disclosed.

Most of the quantitative data is directly derived from our operations and value chain. It is clearly stated in the corresponding chapters if we have used alternative methods for computation such as estimations or extrapolations. We disclose the basis of preparation (i) for each material topic and reported dataset where applicable, (ii) the resulting level of accuracy, (iii) the estimation of outcome uncertainty and (iv) any planned actions to improve the accuracy and outcome uncertainty of sustainability information for future iterations of the Sustainability Statement.

Use of phase-in provisions

The Appendix C List of phased-in Disclosure Requirements of the ESRS 1 sets phase-in provisions for the Disclosure Requirements or datapoints that may be omitted. In July 2025, Appendix C was updated through the Delegated Regulation (EU) 2025/1416 which amends Delegated Regulation (EU) 2023/2772. Besi has omitted the following information in its Sustainability Statement:

- ESRS 2 SBM-1 paragraph 40(b) (breakdown of total revenue by significant ESRS sector) and 40(c) (list of additional significant ESRS sectors).
- Material impacts, risks and opportunities and their interaction with strategy and business model: ESRS 2 SBM-3 paragraph 48(e) (anticipated financial effects).
- Anticipated financial effects from material physical and transition risks and potential climate-related opportunities: ESRS E1 (E1-9).
- Metrics related to social protection: ESRS S1 (S1-11).
- Metrics related to work-life balance: ESRS S1 (S1-15).

External review

The data and KPIs of Besi's Sustainability Statement are reviewed by an independent third-party verifier, EY Accountants B.V., in compliance with the applicable regulation on the disclosure of sustainability information. EY Accountants B.V. provided limited assurance on the Sustainability Statement. Their assurance report is included in Other Information in this Annual Report. There is no metric validated by an external body other than the assurance provider.

Strategy, business model and value chain

Our products and services

Besi is engaged in one line of business: the development, manufacturing, marketing, sales and service of semiconductor assembly equipment for the global semiconductor and electronics industries. Our principal product and service offerings are set forth below:

- Die attach equipment: single chip, multi chip, multi module, flip chip, epoxy and soft solder die bonding systems, hybrid, TCB and embedded bridge die bonding, die lid attach and fan out wafer level packaging.
- Packaging equipment: conventional, ultra-thin and wafer level molding, trim and form and singulation systems.
- Plating equipment: tin, copper, precious metal and solar plating systems and related process chemicals.
- Services/Other: tooling, conversion kits, spare parts and other services for our installed base of customers. Service and spares revenue together represented 15% of total revenue in 2025.

As indicated in our EU Taxonomy assessment, 87% of turnover was eligible under Circular Economy ("CE") objectives, 85% of Capital Expenditures ("CapEx") were eligible under CE objectives and 36% of Operating Expenses ("OpEx") were eligible under CE objectives provided in Article 8 of Regulation (EU) 2020/852 (the "Taxonomy Regulation"). Moreover, we deliver systems which can potentially be used by end consumers for a variety of resource efficient applications within the automotive, communication and high-performance computing industries.

Our customers are primarily leading multinational chip manufacturers, foundries, assembly subcontractors and electronics and industrial companies. Customers are either Independent Device Manufacturers ("IDMs") which purchase our equipment for internal use at their production facilities or foundries/subcontractors which purchase our equipment to assemble packages for third parties on a contract basis. Our customers tend to be long-term partners, implying there has been no change over the past year with respect to additional markets or customers. We are a global company with headquarters in Duiven, the Netherlands. We operate eight facilities in Asia and Europe for development and production activities as well as 13 sales and service offices across Europe, Asia and North America. Besi does not have any restrictions on the sale of its products other than sales to sanctioned countries. We employed a total of 1,928 personnel at December 31, 2025, of whom 1,308 were based in Asia and 620 were based in Europe and North America.

Besi's mission is to become the world's leading supplier of semiconductor assembly equipment for advanced packaging applications and to exceed industry average benchmarks of financial performance. We also strive to create long-term value for stakeholders and operate our business in a sustainable way respecting both the environment and society.

SUSTAINABILITY RATING TRENDS

ESG rating agent	2021 Score	2024 Score	2025 Score	Current ranking
MSCI	BBB	AA ↑	AA	Besi attained second highest possible MSCI ESG Rating
SUSTAINALYTICS	17.8	12.9 ↑ Low risk	9.4 ↑ Negligible risk	Besi ranked third out of 366 within the semiconductor industry
ISS ESG	C-	C+ ↑	C+	Besi achieved Prime Status within industry
S&P Global	39	55 ↑	57 ↑	Besi achieved score of 57 vs. peer group average of 29
CDP	C	C	B ↑	Besi improved CDP climate score to B

Description of business model and value chain

Long-term success in the assembly equipment industry requires technological leadership, customer alignment, system reliability and high levels of accuracy in 24/7, high volume production environments. Other key factors include production flexibility and scalability in response to volatile shifts in demand for an industry whose cycle times have become ever shorter. We also recognize the importance of sustainability considerations in the development of our strategy such as our carbon footprint, the sustainable performance of our systems and the development of a business culture which is diverse, respects the rights of our employees and promotes the skills and talents of our personnel. Besi's business strategy has been developed with these considerations in mind. One of our top priorities is the maintenance of technological leadership in the advanced packaging segment of the industry. This is the most rapidly growing part of our business with the greatest potential for future growth. We aim to leverage Besi's technological leadership position to generate higher levels of through-cycle revenue, profitability and cash flow via a highly scalable and flexible production model. Weekly analyses of order development and the supply chain combined with disciplined cost control efforts have enabled us to respond rapidly to changing market conditions, retain superior margins and generate high levels of cash flow to support a shareholder friendly capital allocation policy.

Over the past decade, Besi has delivered strong growth and value creation for all stakeholders while conducting its business in a responsible and sustainable manner. Besi's dedicated focus on advanced packaging, technological leadership, expansion into new sub-micron accuracy die bonding markets for AI applications including hybrid bonding and leading edge thermo compression bonding and the disciplined execution of strategic and other initiatives as described in the Strategy section, has created a leader in the assembly equipment market with superior through-cycle performance and strong financial metrics.

In general, Besi funds its operations and sustainability strategy through available cash and deposits on hand, cash generated from operations and, in some instances, funds the operations of its subsidiaries through intercompany loans and borrowings under its banklines of credit. Besi allocates financial resources to acquire the inputs for its business model including (i) R&D investment for next generation assembly applications, (ii) investment in its employees and internal operations, (iii) the sustainable procurement of raw materials and energy sources and (iv) collaboration throughout our value chain.

BESI'S LONG-TERM SUSTAINABLE VALUE CREATION MODEL

CAPITALS	INPUT	OUTPUT	IMPACT	STAKEHOLDERS
Intellectual	• Significant investment in research and development • Know-how of our people • Our intellectual property	• Leading edge assembly solutions • Sustainably designed systems • Partnership with industry leaders	**Environmental footprint** • Promote cleaner environment. Mitigate climate change • Longer battery life in electronics • Lower power consumption and heat dissipation in smartphones • Lead free content in PCBs • Reduced waste, water, energy, packaging and hazardous materials • More efficient solar cells • Electric vehicle usage • Reduced greenhouse gas emissions	**Customers**
Human	• 1,928 worldwide fixed employees • Flexible workforce • Responsible ethics, labor and tax practices	• Committed and engaged employees • Long-term customer relationships • Increased customer satisfaction • Expand addressable market		**Employees**
Natural	• Minerals, metals and other raw materials • Natural and renewable energy sources	• Recyclable materials • Lower carbon footprint • Higher % of renewable energy • Conservation of natural resources	**Digital society** • Promote new applications in digital society • Smart infrastructure, manufacturing and homes • Better communication, mobility, medical care and security	**Society and Nature**
Industrial	• Our global production and supply chain • Components, modules and semi-finished products we purchase	• Value-added assembly • Scalable, sustainable and responsible supply chain • Flexible production model	**Employees and workers in the value chain** • Provide safe and healthy working environment • Invest in wellbeing of employees • Promote training, local sponsorship, investments, inclusion and diversity and human rights	**Suppliers**
Financial	• Strategic planning • Capital allocation • Capital markets funding • Acquisitions	• Attractive financial metrics • € 1.5 billion returned to shareholders (5 years) • Average ROAE of 39.5% (5 years) • Total shareholder return 216% (5 years)	**Shareholders** • Offer attractive total long-term returns	**Shareholders**

Key elements of our sustainability strategy aim to exceed the challenging milestones and targets set by Besi for 2026 and 2030. In the Environmental and Social sections of this Sustainability Statement, we detail how such targets were created, how we formulate, market and sell our products and the way we intend to interact with our suppliers, customers and shareholders in the future:

- Customers increasingly seek products that are sustainable, environmentally friendly and ethically produced. Our management of sustainability issues is formulated with sustainable design as a key component in order to build strong relationships, attract customers and increase our revenue growth.
- Investors in European, North American and Asian markets are increasingly considering sustainability and sustainability themes as part of their investment process.
- A high quality, flexible and scalable supply chain is critical to satisfying customer needs in a cyclical business and our long-term success. As such, we frequently engage with our suppliers to ensure that they mitigate any potential negative impacts and/or risks.

Besi value chain

Besi's ambition is to collaborate with stakeholders throughout our value chain and improve the sustainability-related practices of our industry. Based on the DMA, Besi has a material impact on the climate change in its own operations, supply chain and downstream clients' operations, and a material impact on the workers in the value chain, specifically focusing on suppliers' workers. We are committed to improving our climate change impact and the processes of our supply chain through a number of initiatives as described in the sections Environment and Social of this Sustainability Statement.

We continuously work on the enhancement of policies and procedures to improve the sustainability practices of our supply chain. As such, a key focus of our supply chain engagement efforts over the medium-term will be to further enhance the granularity of our upstream Scope 3 emission data, the adoption of renewable energy by our suppliers and the implementation of a human rights due diligence process.

Besi's value proposition

Besi aims to provide global semiconductor manufacturers and subcontractors with a compelling value proposition consistent with market requirements and new product development roadmaps which requires:

- Leading edge product innovation for our customers that benefit both investor's total shareholder return and other stakeholders through employment and other positive social impacts.
- Promotion of an environment of collaboration, open discussion and innovation to develop tailored solutions for the marketplace.
- Production of high quality, premium solutions for the marketplace which offer leading edge reliability, performance and longevity and are manufactured according to high ethical business standards.
- A development focus on system efficiency both in terms of environmental impact and productivity/cost savings with a particular emphasis on the sustainable design of our systems.
- A fair and competitive price for our products which delivers the desired quality level and environmental impact expected by our customers.
- Continuous stakeholder engagement in which we embrace open dialogue and knowledge sharing important to an innovation-driven industry and which helps us to identify areas for improvement.
- Interaction with all stakeholder groups on their topics of concern which includes the incorporation of their views into our sustainability strategy.

Besi Netherlands employees participated in the annual event "NL Doet", an event focused on volunteer work and social services.

Sustainability strategy

We strive to create long-term value for our stakeholders and operate our business in a sustainable way, respecting the environment, our own employees and wider society. Besi is committed to running its operations in accordance with internationally recognized standards and best practices and to promote sustainability with all stakeholders through the reporting of material sustainability topics on an annual basis in line with international and regulatory standards.

SUSTAINABILITY PROGRESS

	2026 Interim Target	2025 Progress
Environmental Factors	75% reduction in absolute Scope 1 & 2 emissions vs. 2021	97% reduction in absolute Scope 1 & 2 emissions vs. 2021
	85% electricity from renewable sources	99% electricity from renewable sources
	Develop targets for sustainable design	Targets set; 5-7% energy reduction achieved for three of four die attach product lines
Social Factors	Increase % female employees to 19%	17% female employees achieved
	Increase investment in employee training to ≥ 21 working hours per employee per year	33 training hours per employee achieved
Responsible Business	70% Purchase Volume audited	65% Purchase Volume audited
	75% Purchase Volume to sign CFSI	73% Purchase Volume signed CFSI
	80% Purchase Volume to sign GWA or GPC	79% Purchase Volume signed GWA or GPC

As a result, Besi has implemented processes to optimize its governance, risk management, data collection, supplier engagement and sustainable design for all sustainability matters identified as material by our Double Materiality Assessment. To this end, the strategy explicitly considers the impact of sustainability-related risks and opportunities on Besi's business, strategy and financial planning. In addition, the strategy includes Besi's goals and ambitions with specific targets identified to guide our activities until 2030 and which sets the objective of net zero carbon emissions by 2050.

Policies

Besi's sustainability strategy is governed by a set of policies and procedures outlined in the table below. The Board of Management is responsible for creating a policy framework that addresses the material impacts, risks and opportunities in Besi's operations and value chain. Each policy is reviewed and updated (if relevant) annually in the fourth quarter. The Supervisory Board approves each new policy as well as any annual policy reviews and updates.

Policy	Content of the policy	Scope	Policy availability
Sustainability Policy	This policy provides a foundation for the management of BE Semiconductor Industries N.V. ("Besi" or the "Company") across the environmental, social and governance aspects of our business related to both our operations and our value chain: • Environmental: We commit to monitor Besi's environmental performance across material topics through various KPIs. We engage with our suppliers to create awareness of our activities and to implement environmental-related initiatives. We set ambitious targets for our own operations and create awareness amongst our employees. • Social: Besi aims to develop its business in a socially responsible manner for the benefit of all stakeholders. We have an ambition to align with internationally recognized standards across our value chain such as the International Labor Organization ("ILO"). In addition, we seek to offer a working environment where all employees feel safe and secure. • Governance: We acknowledge the importance of good governance, the most important elements of which are transparency, independence and accountability. We conduct our business with high ethical standards and are committed to eliminate any corruption and bribery cases in our operations and our value chain.	Applies to all Besi operations.	Besi website
Code of Conduct	The Code of Conduct outlines our values which are the essence of our corporate attitude: • Respect: We cherish the richness and diversity of cultures in our organization. We promote an open culture in which we respect each other's opinion, feel free to discuss our concerns and give and receive feedback. • Unity: Performing in unity gives us a competitive advantage. We will optimally utilize the synergy in our activities when we work together and share knowledge. • Customer focus: We provide relevant and innovative product solutions and services to the marketplace that meet our customers' needs and exceed our customers' expectations.	Applies to all Besi employees and non-employees. The code is supported by mandatory training for employees.	Besi website
Human Rights Policy	We believe that respecting human rights is integral to our values and corporate culture and essential for the sustainable success of our business. Our Human Rights policy outlines our commitment to uphold fundamental human principles as set forth in: International Labor Organization Declaration on Fundamental Principles and Rights at Work; The UN Declaration of Human Rights; The UN Global Compact; OECD Guidelines for Multinational Enterprises; The UN Women's Empowerment Principles; UNICEF's Children's Rights and Business Principles; and, The UN International Convention on the Protection of the Rights of all Migrant Workers and Members of Their Families. We are also committed to the International Bill of Human Rights. We believe that respecting human rights is integral to our values and corporate culture and essential for the sustainable success of our business. We aim to create a culture in which every employee feels valued and respected. Although we do not have specific policy commitments for groups at particular risk of vulnerability such as disabled people, persons with serious illnesses and other vulnerable groups, we seek to provide equal opportunities for all employees regardless of identity. Besi also seeks to facilitate diversity throughout our management ranks with targets and milestones set for female managers and female employees. The Human Rights policy explicitly prohibits the use of forced, bonded or child labor in any of our operations or business activities.	Applies to all Besi employees and non-employees. We also expect our suppliers, contractors, and business partners to uphold similar principles.	Besi website

Policy	Content of the policy	Scope	Policy availability
Inclusion and Diversity Policy	This policy elaborates on what inclusion and diversity mean to Besi, what the goals are of the Company and what Besi is doing to promote an inclusive and diverse business culture. Besi aims to promote inclusion and diversity for everyone in the Company, no matter their age, race, ethnic, gender or national origins, sexual orientation, marital and/or parental status, disability or religious beliefs: • Inclusion: We aim to create a culture in which every employee feels valued and respected ensuring equal opportunities for employees regardless of identity and which facilitates diversity in career development to the top of the organization. • Diversity: Inclusion and diversity play a crucial role in positioning Besi as a preferred employer in the labour market. • Discrimination: Besi denounces all forms of discrimination. We treat each other honestly and fairly without regard to the others' race, religion, national origin, political affiliation, gender, gender identity, sexual orientation, age and/or physical or mental disability.	Applies to all Besi employees and non-employees.	Besi website
Conflict Mineral Policy	Our Conflict Mineral policy sets key requirements for our suppliers with regard to conflict minerals (coltan, cassiterite, gold, wolframite) found in the Democratic Republic of the Congo associated with human rights violations and labor and environmental abuses in the region.	Applies to all Besi suppliers. The policy is supported by training for first tier suppliers.	Besi website
Code of Ethics for Senior Financial Officers	The Code of Ethics sets out Besi's expectations with respect to the following topics: • Conflicts of Interest. • Compliance with Government Rules and Regulations. • Honest and Ethical Conduct and Fair Dealing. • Accuracy of Books, Records and Public Reports. • Reporting and Compliance Procedures.	Applies to the principal financial officer and all senior financial officers at Besi and its subsidiaries.	Besi website
Supplier Code of Conduct	Our Supplier Code of Conduct outlines the standards we expect our suppliers to meet in areas such as human rights, product quality, health and safety and the environment. We also ask our suppliers to request that their own suppliers understand and promote Besi's Supplier Code of Conduct. Besi expects suppliers to maintain sound business operations and provide full disclosure of management policies according to the RBA, formerly the Electronic Industry Citizenship Coalition ("EICC").	Applies to all Besi suppliers.	Besi website
Anti-Corruption and Bribery Policy	Besi's Anti-Corruption and Bribery policy outlines the key principles and standards of conduct to prevent corruption and bribery and protect Besi's integrity and reputation. It aims to ensure compliance with all applicable laws and ethical standards in this area. We strive to promote anti-corruption and bribery practices in all aspects of our business, including by referencing our Code of Conduct and the Anti-Corruption and Bribery policy in our suppliers' agreements.	Applies to all Besi employees, non-employees and suppliers. The policy is supported by training for all employees.	Besi website
Whistleblower Procedure	This policy provides the step-by-step actions that are expected in case of a suspicion of misconduct or a suspicion of infringement of EU law. All employees and other stakeholders can raise any concerns related to Besi's Code of Conduct and are strongly encouraged to raise any questions. Such concerns and questions will be treated in confidence. All information that is provided by employees is valued. Retaliation or discrimination for doing the right thing by notifying a suspicion of misconduct or a suspicion of infringement of EU law in good faith is strictly forbidden. Making a notification in good faith requires that the whistleblower act with due care. The recipients of such reports and concerns are experienced, trained and certified professionals. We strive to ensure that the notifier's reputation or relationship with their fellow employees or the Company will not be adversely affected for doing the right thing.	Besi employees and all interested stakeholders can report concerns through our Whistleblower procedure.	Besi website

Policy	Content of the policy	Scope	Policy availability
Grievance Procedure	The purpose of this procedure is to provide a transparent, fair and efficient process for addressing grievances. Besi's Grievance procedure applies to all Besi's employees, contractors, sub-contractors, consultants, interns and temporary workers. It also applies to our suppliers' employees and other workers in our value chain as well as to the other stakeholders who have business relationships with Besi or an interest in improving Besi's business. As outlined in the Grievance procedure, Besi follows a 7-step process for providing, or contributing to, a remedy where it has caused or contributed to a material negative impact on employees, value chain workers or other stakeholders. Employees are encouraged to resolve grievances informally by discussing the issue with their supervisor/manager. However, if the grievance cannot be resolved informally, the complainant can submit a formal grievance via email or call a phone number to the Ethics Counselor at Besi.	Besi employees and all interested stakeholders can report concerns through our Grievance procedure.	Besi website
Climate Transition Plan	The Climate Transition Plan outlines our roadmap for investment in climate impact reduction and the implementation of energy efficiency and renewable energy projects throughout Besi's operations. In addition, we will continue to engage and cooperate with our supply chain to reach Besi's climate-related goals including the reduction of our upstream impact and implementation of sustainable design concepts to improve the downstream impact of our equipment.	Applies across Besi's operations and the Company's upstream and downstream value chain.	
No-Gift and Limited Entertainment Policy	No-Gift and Limited Entertainment policy and Anti-Corruption and Bribery Framework provide a comprehensive guidance for our employees and set a framework aimed at the prevention of corruption or bribery and the thorough investigation of any potential corruption and bribery cases.	Applies to all Besi employees and non-employees.	Besi intranet
Anti-Corruption and Bribery Framework			Besi intranet

Stakeholder engagement

Besi regularly engages with stakeholders to identify business opportunities, issues and risks in order to better assess its long-term sustainable value creation model. Insights are gathered through a variety of channels including dialogue with investors and customers, management reviews, employee surveys and internal and external audits. We identify key stakeholders according to Besi's impact on their interests as well as their ability to influence our business. Our key stakeholders include (i) shareholders, (ii) suppliers (including workers in the value chain), (iii) customers, (iv) employees and (vi) nature based on the stakeholder mapping conducted in 2023.

In 2024, Besi conducted a stakeholder engagement roadshow to validate the results of its Double Materiality Assessment ("DMA"). This initiative sought to assess stakeholder opinion on the results of the DMA and their broader perspective of Besi's material sustainability impacts, risks and opportunities considering the spectrum of topics included in the ESRS. Stakeholder engagement was conducted via moderated interviews with key stakeholders such as investors, customers, suppliers and employees (including representatives of Works Councils and Work Unions representing Besi's employees). Before each interview, the Besi team shared a letter with stakeholders, including pre-reading materials, to help them understand the DMA process, ESRS requirements and how Besi arrived at the conclusion of its DMA. Nature is considered a silent stakeholder whose interests are taken into account when assessing our impact on the environment, designing the Company's sustainability strategy and in our engagement with investors, customers, suppliers and employees.

Stakeholders were also asked to provide their opinion on the most significant sustainability-related:

- Impacts that could affect the environment and people connected to our operations including our upstream and downstream value chains.
- Risks with negative financial effects (potential or actual) arising from sustainability matters which could negatively affect Besi.
- Opportunities with positive financial effects (potential or actual) arising from sustainability matters which could positively affect Besi.
- Topics where Besi could have significant impacts, risks and opportunities not covered by the results of our DMA.

The results of the stakeholder interviews were reviewed and discussed by Besi's Sustainability Team, Management Team and Board of Management. The assessment confirmed stakeholder alignment with our DMA and validated the topics which were considered material. In addition, we would like to highlight:

- There were no significant issues highlighted nor significant impacts, risks and opportunities not already considered material by the DMA.
- Stakeholders stressed the importance of Besi's impact or potential impact on climate change mitigation, human rights, work-life balance and diversity in our operations and across our value chain.
- There was consensus that Besi was not exposed to significant material risks involving severe negative financial effects (potential or actual) arising from sustainability matters. It was considered that Besi had an increased exposure to regulatory-related risks with respect to environmental and human rights topics.
- It was stated by stakeholders that we could benefit from setting more ambitious long-term targets, further enhancing employee engagement and talent attraction and strengthening its dialogue with customers and suppliers on sustainability-related topics in order to fully capture the opportunities available to Besi.

The outcomes of the stakeholder engagement were presented to the Supervisory Board. The list of material topics was reviewed and approved by the Supervisory Board upon the review and discussion of the results of stakeholder engagement. Beyond approval of the DMA, no changes were made to our strategy and/or business model as a result of the engagement roadshow.

We will annually review the DMA and update (if required) our material impacts, risks and opportunities based on the outcomes of this review. In 2025, we reviewed the DMA and Besi's material impacts, risks and opportunities. Based on the below channels of communication and engagement with our key stakeholders, we did not consider it necessary to update the DMA and make any changes to the material impacts, risks and opportunities.

Stakeholder group	The purpose of engagement	How we engage	How the views of stakeholders are taken into account
Shareholders/ Investors	• Shareholders expect Besi to protect their investment and provide a competitive return on capital while operating responsibly as a corporate citizen. • Both existing and new investors have shown increased interest in sustainability and have specific sustainability criteria with which to evaluate Besi's performance.	• Shareholders are engaged through an active investor relations program including quarterly and annual conference calls, roadshows, conferences, site visits, analyst presentations and Besi's Annual General Meeting ("AGM"). • We maintain close contact with investors in Europe, North America and Asia. • We conduct regular meetings with investment professionals and encourage them to ask questions during our earnings calls, meetings, conferences and at our AGM. • We engage in important face-to-face dialogue and receive valuable feedback about our business and sustainability topics. • Continued working with the key sustainability rating agencies to update our investors on the progress of our sustainability strategy.	The views of shareholders/investors are considered to: • Validate results of the DMA. • Review Besi's sustainability strategy and governance. • Set targets related to Scope 1 & 2 and Scope 3 emissions. • Collect key performance indicators that provide investors and shareholders with an overview of Besi's progress. • Engage with ESG rating agencies and voluntary reporting initiatives.
Suppliers (including workers in the value chain)	• Maintaining a responsible supply chain is an important part of our business model and strategy. • A high quality, flexible and scalable supply chain is critical to satisfying customer needs in a cyclical business and to the long-term success of our business. • We seek to build long-term, mutually beneficial relationships with our suppliers. • We are expanding our efforts to ensure that all suppliers can match Besi's own environmental and ethical standards.	• We engage with suppliers through direct dialogue, site visits and audits. • We perform annual third-party external audits for all significant production and development facilities with respect to supplier ISO 9001, ISO 14001, ISO 45001, and RBA capabilities. • We work together with suppliers to lower our joint environmental footprint, create sustainable products and supply chains and assess and mitigate social, health, safety and ethical risks. • Training sessions are provided to suppliers to enhance their practical understanding of GHG emissions accounting. We have also initiated supply chain engagement initiatives aimed at promoting the adoption of renewable energy by our largest suppliers. • We integrate sustainability criteria into our supplier Quarterly Business Review ("QBR") scorecard and assigned such criteria a 10% weighting in the final performance review of the year. A total of 86 suppliers representing 65% of the planned annual audit coverage were audited which included 48 of Besi APac's suppliers and 38 of Besi Leshan's suppliers. • We continued to engage suppliers on the origin of imported steel and iron due to the introduction of EU restrictions.	The views of suppliers are considered to: • Validate results of the DMA. • Review Besi's Supply Chain engagement and improvements to the sustainable design of Besi's products. • Develop policies and procedures to which we expect adherence by our suppliers. • Set sustainability-related targets for our supply chain such as our Scope 3 emission reduction targets. • Collect raw data to measure Besi's performance and progress against targets.

Stakeholder group	The purpose of engagement	How we engage	How the views of stakeholders are taken into account
Customers	• Building strong relationships is important to attract customers and to our revenue growth. • Providing superior customer support is critical to maintaining strong relationships. • Besi's customers increasingly seek products that are sustainable, environmentally friendly and ethically produced. • Our sustainability strategy is formulated with sustainable design as one of its key components.	• Customer satisfaction is an important measure to gauge customer fulfilment. • We have a very experienced team of approximately 250 sales and service people globally which maintain customer relationships and engage key customers on topics such as device roadmaps, assembly equipment requirements and future market trends. • We conduct annual customer satisfaction surveys to assess existing relationships and identify areas for improvement. • Customer satisfaction scores have remained high over the past five years. In 2025, customers were particularly satisfied with the reliability, durability and performance of Besi's systems. • We engage with customers to ensure that our products meet their environmental and social standards. • We engage with key customers on sustainability-related surveys and scorecards and by responding to requests and queries via the CDP platform.	The views of customers are considered to: • Validate results of the DMA. • Review Besi's performance against key metrics and future sustainable design innovations. • Develop internal policies and procedures. • Set sustainability-related targets to ensure that Besi's goals are aligned with customer expectations.
Employees	• Besi considers satisfied and engaged employees as a key ingredient for its successful growth. • Employees expect Besi to have high social and ethical standards in the conduct of its business. • Employees also expect us to provide them with equal treatment and opportunities, safe working conditions and career development potential. • Our sustainability performance and engagement will become increasingly important in attracting and retaining talent.	• We promote an atmosphere of open dialogue between managers and employees. During performance appraisals, both employees and managers are encouraged to voice their concerns in a collegial exchange. • Employee interests are also communicated in a more institutional way via local European Works Council representations. • In Europe, we hold meetings with Works Councils twice a year to listen to the views of employees and communities. • We conduct Town Hall meetings for all employees on a quarterly basis to inform them as to current business and financial developments. • We have launched sustainability resource pages in certain locations to educate and engage our employees about Besi's sustainability strategy and progress. • We conduct biennial employee engagement surveys. Our most recent 2025 survey had a high level of participation (91%) and level of engagement (88%).	The views of employees are considered to: • Validate results of the DMA. • Assess potential improvements to the working conditions at each location. • Review how we can ensure that Besi's employees have a preferable work-life balance. • Improve performance-related to employee engagement and career development, inclusion and diversity and health and safety.

Double Materiality Assessment

1. Definition of business activities and value chain
2. Stakeholder mapping
3. Identification of impacts, risks and opportunities
4. Impact materiality and financial materiality
5. Prioritization of sustainability topics
6. Board of Management approval
7. Stakeholder validation
8. Supervisory Board approval

Description of the process to identify and assess material impacts, risks and opportunities

In 2023, Besi conducted a Double Materiality Assessment ("DMA") across all business segments and activities. In 2024, we validated the results of the DMA with our stakeholders. An external third-party supported Besi during the DMA to ensure the adoption of a robust and objective methodology. In 2025, we reviewed the material impacts, risks and opportunities identified by our 2024 DMA. The review included a peer analysis and interviews with the Management Team including the SVPs of the Product Groups responsible for the management of Besi's product group operations and the SVP Global Operations. The review concluded that the list of material topics identified in 2024 continues to address the material impacts, risks and opportunities that Besi is exposed to and that there have been no developments over the past year to suggest otherwise. As such, the list of material impacts, risks and opportunities validated by the DMA review was approved by the Board of Management and the Supervisory Board in 2025. We aim to perform a thorough DMA which includes an engagement roadshow to understand our stakeholders' views on our impacts, risks and opportunities within the context of an evolving landscape.

Besi will continue following the global and regional sustainability developments, regulatory environment and sector initiatives and will review its DMA results in 2026.

Besi considers sustainability-related impacts, risks and opportunities across three time horizons:

Short-term	<1 year	In line with the annual financial reporting.
Medium-term	1-5 years	This period is considered the timeframe for major product and market trends in alignment with our five-year planning cycle.
Long-term	>5 years	Impacts, risks and opportunities that align to longer-term trends.

Our process for determining materiality can be summarized by the following eight steps:

1. Create overview of business activities, value chain and relationships

In the first step, we defined the activities, business relationships and geographies relevant to Besi's business model, value chain, value proposition, key suppliers, customers groups, cost structure and revenue streams. The DMA included a focus on factors that may increase the risk of adverse impacts such as our business relationships with customers who may have a relatively larger environmental impact due to their status as large global semiconductor manufacturers. In addition, we evaluated both the environmental and societal impacts of Besi's own operations and those resulting from its business relationships with suppliers, customers and downstream users beyond direct customers. For this step, we also reviewed our sustainability strategy and conducted a high-level identification of the impacts we have on the environment and society which used input parameters such as information from our supply chain due diligence and sustainability-related data for Besi's operations, its subsidiaries and value chain.

2. Stakeholder mapping exercise

During the stakeholder mapping exercise, Besi's business model was analyzed to understand which stakeholders are, or are likely, to be affected by and influence Besi's operations and upstream and downstream value chains. All potential groups of stakeholders were analyzed based on geography, stakeholder type, the position of the stakeholder in our value chain, our impact on the stakeholder and the stakeholder group's impact on Besi. This resulted in the creation of a list of 22 stakeholder groups who were identified and classified as either affected by and/or influencing Besi. These stakeholder groups were prioritized based on a set of thresholds for Besi's impact on a stakeholder and a stakeholder influence on Besi. As a result, we prioritized our employees, customers, suppliers, workers in the value chain, investors and nature as Besi's key stakeholder groups.

3. Identification of impacts, risks and opportunities

A list of potential material sustainability matters was created and assessed against the complete ESRS list of topics according to ESRS 1 General Requirements Appendix B. Sustainability matters for the purpose of this list are as defined in Article 2, point (24) of Regulation (EU) 2019/2088 of the European Parliament and the Council, i.e. environmental, social and employee matters, respect for human rights, anti-corruption and anti-bribery matters and governance factors.

An initial long list of sustainability matters was benchmarked against different sources including Besi's 2023 materiality assessment, Besi's 2023 enterprise risk management exercise, the topics ESG rating agencies considered material for Besi's industry, the materiality analyses of industry peers and industry standards such as SASB. We narrowed down the long list based on workshops with internal subject matter experts. Specifically, such topics were discussed with the Management Team including the SVPs of the Product Groups responsible for the management of Besi's product group operations and the SVP Global Operations.

Impacts, risks and opportunities were defined for each shortlisted sustainability topic. It was assumed that these impacts could be positive or negative, actual or potential and interconnected. In addition, it was assumed that a sustainability impact and/or dependency could be or become financially material in time. The severity and likelihood of certain impacts, risks and opportunities was not immediately clear for some topics such as water use, pollution and the circular economy. For such topics, Besi conducted further internal assessments to consider the impact of our product groups on the environment and/or society as well as the share of revenue for which each product group was responsible.

For all topics we assessed all relevant criteria to identify impacts, risks and opportunities relevant to Besi's geographical locations, business activities, and specifics of the sector. ESRS E2 Pollution, ESRS E3 Water and marine resources, ESRS E4 Biodiversity and ecosystems and ESRS E5 Resource use and circular economy were not considered to be material after having reviewed our operations and both our upstream and downstream value chain. The review consisted of (i) identifying potential pollution-related impacts, risks and opportunities, (ii) interviewing senior management and (iii) analyzing our climate risk assessment and scenario analysis. Besi determined that it does not have significant pollution sources nor use of water, is not operating in biodiversity sensitive areas and does not have material impact nor financial effects related to CE topics. In relation to ESRS G1 Business conduct, we reviewed all relevant criteria to identify the impacts, risks and opportunities relevant to Besi's geographical locations, business activities, specifics of the sector, relationship with suppliers and other business partners as well as anti-corruption and bribery practices and procedures.

4. Impact materiality and financial materiality assessment

The short-list of sustainability topics was analyzed according to an inside-out approach for impacts (impact materiality) and outside-in approach for risks and opportunities (financial materiality).

Determining impact materiality

To determine the impact materiality of the sustainability topics, Besi's Management Team assessed the Scale and Scope of Impact, Irremediability (for negative impact) and Likelihood for the potential impact which allowed management to define the severity of negative impacts and the scale and scope of positive impacts on a defined quantitative scale. Both positive and negative impacts were considered throughout our value chain. Quantitative indicators were used to score the Scale, Scope and Likelihood of a positive impact, using qualitative criteria. For instance, for the Scope of the Positive impact, the scale went from "0 = None" to "5 = Global, substantial number of people affected". A similar scale was used for a negative impact with the addition of Irremediability which went from "0 = fully remediable" to "5 = non-remediable or irreversible".

Given the strategic discussions with the Management Team and the results of the impact materiality assessment, we set a threshold score for both positive and negative impact scores considered material to the environment or society. The Management Team set a strategic objective to focus on the topics where Besi has high impact on the environment and society.

Determining financial materiality

To determine the nature of effects for the financial materiality as per each sustainability topic, Besi assessed the actual and potential financial impact on revenue (including our ability to rely on existing relationships needed in business processes and our ability to build new business relationships), the impact on the cost and availability of resources and the impact on the cost associated with sustainability (such as litigation and the cost to meet regulatory requirements). We also considered dependencies on natural, human and social resources and took into account the likelihood that risks and opportunities could occur and the potential magnitude of financial effects. The magnitude of impacts on revenue, relationships and cost of resources were rated on a scale from 0 to 5 which was measured using data of the 2022 financial year on the percentage of revenue and costs that could be impacted by the sustainability topics. Each financial risk and opportunity was assigned a probability from "0 = not possible" to "1 = probability that the scenario or forecast will materialize is certain". Such ratings were then reviewed and validated by the Management Team, Internal Audit and Control, Sustainability and Finance teams.

To assess the materiality of these financial risks and opportunities, the Management Team set a threshold for all medium- and high-level risks and opportunities to be considered as material which represented a positive or negative impact on revenue greater than € 3.6 million and/or the impact on the cost of natural, human and financial resources being greater than € 2.1 million.

5. Prioritization of topics based on impact and financial materiality

Once the thresholds for impact materiality and financial materiality were set, Besi prioritized the impacts, risks and opportunities considered material to the business. Specifically, it was observed that many of the topics causing high impact materiality led to potential medium financial risks and opportunities to our business implying there was some direct correlation between the identified impacts and dependencies of Besi and the risks and opportunities faced by Besi.

The DMA process requires Besi to make key judgements and use thresholds and it may also be influenced over time by sector-specific standards to be adopted. Besi will continue to monitor such sustainability impacts, risks and opportunities and review the DMA on an annual basis to ensure a continued focus on the topics most financially material to Besi and which pose the largest material impact on the environment and society in which we operate.

6. Board of Management and Management Team approval

The results of the Impact and Financial Materiality assessments were discussed with the Board of Management and Management Team. Ahead of the stakeholder validation process, the Board of Management and the Management Team approved the DMA process and the outcomes of the assessment.

7. Stakeholder validation

As described in the Stakeholder Engagement section, the results of the DMA were reviewed and validated by Besi's stakeholders in 2024 including affected stakeholders such as investors and employees. In addition, Besi's key stakeholders did not highlight any significant issues or impacts, risks and opportunities not covered by the results of DMA.

8. Supervisory Board approval

The following table includes the final list of material topics approved by the Supervisory Board.

Sustainability standards	Sustainability topics	Value chain	Financial risk or opportunity	Impact description	Type of impact*	Time horizon	Included sub-topics in the context of ESRS
ESRS E1 Climate Change	Energy and renewable energy	Upstream and suppliers	Risk related to inability of Besi and its suppliers to acquire a sufficient level of renewable energy due to increased global demand.	Contribution to global warming through Besi's value chain energy use (gas, diesel, petroleum and electricity).	▬	Short- and medium-term	Energy consumption.
		Own operations			▬		
		Downstream	Risk of failure to meet new regulations and customer requirements regarding energy efficiency.		▬		
	Climate change mitigation	Upstream and suppliers	Transitional and physical climate-related risks such as reputational damage or extreme weather conditions.	Contribution to global warming from our Scope 1 & 2 and Scope 3 emissions.	▬	Short- and medium-term	Climate change mitigation.
		Own operations			▬		
		Downstream			▬		

* ✚ Actual positive impact ▬ Actual negative impact ✚ Potential positive impact ▭ Potential negative impact

Sustainability standards	Sustainability topics	Value chain	Financial risk or opportunity	Impact description	Type of impact*	Time horizon	Included sub-topics in the context of ESRS
ESRS S1 Own Workforce	Working conditions	Own operations	Opportunities for employee engagement, talent attraction and retention which may lead to business growth.	Impact on employee wellbeing due to working conditions such as work-life balance.	✚	Short- and medium-term	Secure employment, working time, adequate wages, work-life balance, training and skills development.
	Health and safety	Own operations	Regulatory and reputational risks of non-compliance, failure of practices and/or potential litigation.	Incidents that can result in injury or work-related illness.	▭	Short-, medium- and long-term	Health and safety.
	Diversity and inclusion	Own operations	Opportunities for employee engagement, talent attraction and retention which may lead to business growth.	Impact on employee wellbeing due to a working environment that is diverse, equitable and inclusive.	✚	Medium-term	Diversity, gender equality and equal pay, employment and inclusion of persons with disabilities.
	Human rights	Own operations	Violation of the human rights of Besi's employees which could lead to severe reputational damage and the unavailability of workers.	Potential human rights violations of employees such as violence and harassment in the workplace.	▭	Short-, medium- and long-term	Measures against violence and harassment in the workplace, child labor, forced labor in own operations.
ESRS S2 Workers in the Value Chain	Working conditions	Upstream and suppliers	Risk of non-compliance with employment contracts resulting in the interruption of critical supplies and services to Besi.	Potential negative impacts on the workers in supply chain related to working conditions.	▭	Medium-term	Secure employment, working time, adequate wages, work-life balance, training and skills development.
	Health and safety	Upstream and suppliers	Risks of legal or regulatory sanctions, litigation, financial loss or damage to reputation caused by non-compliance with regulations or company practices.	Incidents that can result in injury or work-related illness.	▭	Short-, medium- and long-term	Health and safety.
	Human rights	Upstream and suppliers	Employment and reputational risks in the supply chain.	Potential human rights violations of supply chain employees such as forced labor.	▭	Medium-term	Measures against violence and harassment in the workplace, child labor, and forced labor.

* ✚ Actual positive impact ▬ Actual negative impact ✣ Potential positive impact ▭ Potential negative impact

Sustainability standards	Sustainability topics	Value chain	Financial risk or opportunity	Impact description	Type of impact*	Time horizon	Included sub-topics in the context of ESRS
ESRS G1 Business Conduct	Anti-corruption and bribery	Upstream and suppliers	Reputational risk of financial loss or damage due to inability of suppliers to meet requirements of the Supplier Code of Conduct.	Impact on society due to the business conduct of Besi's suppliers through bribery and corruption.	Potential negative impact	Medium- and long-term	Prevention and detection of corruption and bribery including training, and incidents of corruption and bribery.
	Corporate culture	Own Operations	Upholding our culture so that colleagues act ethically and collaborate to improve Besi's reputational image and relationship with suppliers.	Impact on Besi's employees from the business ethics and behavior of Besi.	Actual positive impact	Short- and medium-term	Corporate culture, and protection of whistleblowers.

* Actual positive impact · Actual negative impact · Potential positive impact · Potential negative impact

Material impacts, risks and opportunities and their interaction with Besi's strategy and business model

Besi's business strategy has been developed understanding that long-term success in the assembly equipment industry requires technological leadership, customer alignment, system reliability and high levels of accuracy in high volume production environments. Other key factors include production flexibility and scalability in response to volatile shifts in demand for an industry whose cycle times have become ever shorter. As a result, Besi's group-wide risk management assessment has historically focused on any type of sustainability-related risk or opportunity that could impact our strategy, operations, financial performance and compliance with government rules and regulations.

The current financial effects of Besi's material risks and opportunities on its financial position include:

- Revenue: Besi's material social-related opportunities are currently perceived to have a positive impact on our revenue development as our working conditions and corporate culture contribute positively to our revenue development.
- CapEx: Besi's material environmental risks and opportunities require capital investments in climate change mitigation activities across our operations and our value chain including the implementation of a Design-to-X concept, energy efficiency projects and renewable energy use by our customers and suppliers.
- OpEx: Besi's material risks and opportunities currently lead to an increase in our OpEx due to the creation of a comfortable working environment, career development and supplier engagement including supplier audits and regulatory compliance.

Due to the complexity and interconnectedness of business activities, it is not possible to separate costs and revenues to the granularity required to accurately quantify the financial effects of these impacts, risks and opportunities on Besi's revenue, CapEx and OpEx. Sustainability-related investments are integrated into Besi's overall strategic decision-making and typically form part of broader investments with multiple objectives. The allocation of financial resources is subject to the business, regulatory, and external environment to which Besi is exposed. However, financial resources related to Besi's impacts, risks and opportunities are not considered significant.

The anticipated financial effects of Besi's material risks and opportunities on its financial position include:

- Revenue: We believe that Besi's material environmental risks and opportunities will positively impact revenue development in the medium-term as customer preferences for sustainability performance increase.
- CapEx: The largest sustainability-related CapEx will be related to our climate-related risks and opportunities as detailed in the Climate Transition Plan section of this Sustainability Statement.
- OpEx: There is the potential for increased OpEx related to regulatory compliance, litigation costs, fines or penalties.

We also recognize the importance of sustainability impact considerations in the development of our strategy such as our carbon footprint, the sustainable performance of our systems and the development of a business culture which respects human rights and the rights of our employees. To this end, we strive to create a diverse workforce which promotes the skills and talents of our personnel and employees in our value chain. Our impacts are linked to our business strategy and business model through the application of our key principles to Besi's operations and value chain as detailed in our Sustainability policy.

We do not have sustainability-related material risks and opportunities for which there is a significant risk of material adjustment to the carrying amounts of assets and liabilities reported in our Financial Statements for the next annual reporting period.

Resilience of strategy and business model regarding capacity to address material impacts and risks

In 2022, Besi conducted a climate-related scenario analysis used to test our resilience to climate-related risks and opportunities across the short-, medium- and long-term. After having completed the DMA in 2024, Besi initiated a consultation process with internal stakeholders to assess the resilience of our strategy and business model to address the material impacts, risks and opportunities considered in both the scenario analysis and the DMA.

An overview of the results is outlined below:

- Climate change: Besi is relatively resilient to future regulation and reputational risks due to its climate mitigation activities which are summarized in the Climate Transition Plan section. In addition, Besi has identified the high-risk locations in its operations where the physical effects from climate change are most prominent and put mitigation plans in place to deal with weather events such as flood defenses. We have a diversified pool of suppliers to help ensure that we are not materially impacted by a disruption to a single supplier or area in the event such impacts occur in our supply chain.
- Own workforce: We address human rights, working conditions and health and safety in our sustainability strategy. As a result, we can reduce potential employment, reputational and legal risks by ensuring that policies and procedures are set for employees and senior management to follow such as the Human Rights policy. Besi has also received ISO 45001 "International Organization for Standardization standard for management systems of occupational health and safety" certifications for seven out of its eight operations. It is also well communicated company-wide that any employee can use the Whistleblower procedure and Grievance procedure to raise a complaint. In addition, one of the most important aspects of our long-term success is the ability to attract, motivate and retain a skilled workforce in a highly competitive semiconductor equipment industry. As set forth in our Sustainability policy, we focus on training and talent development through a variety of programs. In addition, we regularly analyze employee engagement and satisfaction across all regional operations to assess our relative success in such activities. Besi promotes inclusion and diversity in the organization, encouraging different opinions and thinking and hiring personnel with diverse skill sets and experience in the workplace environment.
- Workers in the value chain: We have an extensive supply chain engagement program that reduces the exposure of our suppliers to employment risks and therefore enhances Besi's resilience to employment, reputational and legal risks. Such policies and procedures include the Whistleblower procedure, Grievance procedure and Supplier Code of Conduct. With respect to human rights, we follow the RBA Code of Conduct both in our production facilities and supply chain. We sign General Work Agreements ("GWA") and General Procurement Contracts ("GPC") with suppliers including requirements to follow the RBA Code of Conduct. Such contracts were signed by 79% of our total purchase volume in 2025.
- Business conduct: We conduct our business with high ethical standards and are committed to eliminate any corruption or bribery cases in our operations and value chain. We carry out business conduct training for our employees and significantly engage with our suppliers and customers on the topic of Besi's business conduct principles. Moreover, our Anti-Corruption and Bribery policy, Anti-Corruption and Bribery Framework and No-Gift and Limited Entertainment policy set a comprehensive framework aimed at the prevention of corruption or bribery and the thorough investigation of any potential corruption and bribery cases.

ENHANCED SUSTAINABILITY OBJECTIVES

2026	2030
85% renewable sources for global energy needs	100% renewable sources for global energy needs
75% reduction in Scope 1 & 2 carbon emissions	Net Zero Scope 1 & 2 carbon emissions
15% reduction in Scope 3 carbon emissions*	20% reduction in Scope 3 carbon emissions*
Above-benchmark employee engagement	Achieve revenue objectives with lower environmental impact
80% vendors to sign GWA and GPC	85% vendors to sign GWA and GPC

NET ZERO BY 2050

* Versus the scope reported since 2019 as described in the section Progress against targets in Sustainability Statement.

Risk management

Besi's sustainability strategy is influenced by important global trends such as climate change, natural resource conservation, pollution and the circular economy as well as social challenges such as diversity, human rights and the recruitment of qualified technical personnel. We have internal control and risk management systems in place designed to address, identify and limit sustainability-related risk factors as well as other sustainability and non-financial risks that could affect both our strategy and business operations. Besi's sustainability and non-financial risks are governed by a set of policies and procedures described in the Sustainability strategy section.

Besi regularly evaluates sustainability topics deemed important to the conduct of its operations and the development of its corporate culture. We periodically assess our societal and environmental impact in consideration of our stakeholders' concerns and adjust the ranking of high and medium assessment priorities. Besi's risk management framework seeks to identify and control potential risks and events which may affect our strategy, continuity, business and performance. Sustainability-related risks are included in Besi's overall risk management framework and managed alongside other business risks. Each risk identified by our risk management system has mitigation actions introduced. Such actions are prioritized based on the magnitude of the risk. We have identified the following sustainability-related risks considered to be relevant risk factors for the group-wide risk management system:

- Besi is subject to environmental risks such as climate-related transition and physical risks. Besi is subject to environmental rules and regulations in a variety of jurisdictions and from its customers. Besi may be materially and adversely affected by operational disruptions, natural disasters and the impact of climate change on its operations.
- Besi's business, reputation and financial position may be harmed by health and safety incidents, human rights violations, unethical behavior and non-compliance with Besi's Code of Conduct in its operations.
- Potential and actual negative impacts on sustainability matters such as human rights, working conditions and health and safety in Besi's supply chain could adversely impact its reputation, supply of critical materials and its liabilities.
- Disobedience with the prevention and detection of bribery and corruption could lead to financial loss.

Material information to be disclosed with respect to material impacts, risks and opportunities has been determined based on the ESRS 2 requirements, EFRAG Implementation Guidance on Materiality Assessment and the views of Besi's Management Team. Please refer to the description of Besi's DMA for more detailed information on such topics.

Please refer to the Risk Management section for further detail on Besi's internal control and risk management systems to manage and mitigate risks.

Governance of sustainability

Board of Management

At present, the Board of Management consists of one male person who is Besi's Chief Executive Officer and Chairman of the Board of Management. The Board of Management has over 40 years of experience in developing leading edge assembly processes and managing equipment manufacturing for leadframe, substrate and wafer level packaging applications in a wide range of end-user markets including computing, mobile internet, cloud server, electronics, automotive and industrial across Asia, Europe and North America. The Board of Management is responsible for defining and achieving Besi's sustainability strategy and objectives. Developments with respect to Besi's sustainability initiatives are discussed regularly with the Supervisory Board where the Board of Management presents progress against goals and targets for sustainability-related issues which since 2020 has included regular quarterly reporting on sustainability topics.

The role of the Board of Management is to manage the Company and its affiliated subsidiaries and to ensure their continuity which includes, among other things:

- The formulation of a long-term sustainable value creation strategy.
- The identification, analysis and management of the risks inherent in Besi's business and long-term sustainable value creation strategy and initiatives related thereto.
- The establishment of Besi's risk appetite and implementation of measures necessary to mitigate any risks undertaken.
- The proper regard for sustainability issues relevant to Besi and the global communities in which we operate.
- The proper regard for the impact of new technologies on our society, products, employees, stakeholders and business model in such areas as digitalization, artificial intelligence and automation, amongst others.

The Board of Management is responsible for the execution of Besi's sustainability strategy and has amassed experience which includes:

- Conducting the DMA of sustainability-related impacts, risks and opportunities.
- Developing processes and internal controls to address material impacts, risks and opportunities.
- Creating a policy framework that addresses the impacts, risks and opportunities of Besi's operations and communicates its expectations to suppliers.
- Setting sustainability-related targets, ambitions and milestones for Besi's material impacts, risks and opportunities.
- Ensuring Besi's performance is aligned with its sustainability-related targets.
- Implementation of sustainability initiatives including Besi's Design-to-X concept.
- Identifying and approving resources, expenditures and timescales to carry out sustainability-related initiatives.

In addition, the Board of Management is supported by the expertise of the Management Team and Sustainability Team which have in-depth knowledge with regards to Besi's operations, value chain and the sustainability topics considered material as a result of the Double Materiality Assessment. In cases where external knowledge and/or expertise is required, Besi engages third-party experts to ensure compliance with local laws and regulations and successful implementation of its sustainability strategy.

The Supervisory Board

The Supervisory Board is currently comprised of five members of which five members are considered non-executive (100%) and independent (100%) within the meaning of best practice provision 2.1.8 of the Dutch Corporate Governance Code. The current Supervisory Board male/female ratio of 60%/40% is in accordance with the Supervisory Board's profile, Besi's Inclusion and Diversity policy and with article 2:142b of the Dutch Civil Code. In addition, 100% of the Supervisory Board is over 50 years old and none are Besi employees.

The Supervisory Board has a diverse composition in terms of experience, expertise, cultural or other background, competencies, education, gender identity and nationality. The Supervisory Board shall aim for an adequate level of knowledge and experience in financial, economic, technological, sustainability, social and legal aspects of international business, government and public administration. The Supervisory Board believes that it has the requisite expertise, background, competencies and independence to carry out its duties properly and that all members of the Supervisory Board have sufficient time to spend on their respective duties and responsibilities. Please refer to the Report of the Supervisory Board for more information.

In accordance with the Dutch Corporate Governance Code, the composition of Besi's Board of Management and Supervisory Board is structured to ensure that they possess the necessary expertise, diversity, background and competencies to fulfill their responsibilities. On all such points, its composition is aligned with the objectives of the Supervisory Board's profile.

The role of the Supervisory Board is to supervise the execution of strategy including the management of Besi's material impacts, risks and opportunities and the general affairs of the Company by the Board of Management and Management Team and to assist the Board of Management by providing advice.

In discharging their role, Supervisory Board members shall be guided by the interests of Besi and its affiliated subsidiaries as well as the relevant interests of Besi's shareholders and other stakeholders. Supervisory Board members are required to put the interests of Besi ahead of their own interests and to act critically and independently vis-a-vis one another, the Board of Management and any particular third-party interests involved. Further, the Supervisory Board also ensures that there is an appropriate level of oversight with regards to material sustainability impacts, risks and opportunities during meetings with the Board of Management. This includes oversight with respect to the governance of sustainability, the execution of Besi's sustainability strategy and the achievement of targets related to the material impacts, risks and opportunities set by the Board of Management and Management Team. The Supervisory Board receives quarterly updates on such matters by the Board of Management. The Supervisory Board annually evaluates its own functioning through the conduct of a self-assessment which also includes sustainability topics.

In addition, the Supervisory Board is responsible for overseeing Besi's sustainability reporting process as part of its overall oversight of Besi's strategy execution. All material findings resulting from the use of Besi's internal control and risk management system for financial and non-financial risks are discussed with the Audit Committee as part of the Supervisory Board's quarterly or semi-annual meetings.

The Remuneration Committee shall prepare the requisite information necessary to support the Supervisory Board's decision-making process concerning the Remuneration Policy for the Board of Management. The Remuneration Committee fulfils its obligations on an annual basis by the review and proposal of the corporate goals and objectives associated with the remuneration of the Board of Management. The annual criteria used to measure the personal performance of members of the Board of Management are at the sole discretion of the Supervisory Board including those targets of importance for the upcoming year. The Remuneration Committee will propose to the Supervisory Board annually both the financial and non-financial criteria used to measure the personal performance of each member of the Board of Management. Non-financial criteria may include the execution, performance or enhancement of Besi's sustainability strategy, targets and/or key performance indicators.

Management Team

Day-to-day responsibility for the governance process resides with the Management Team, SVPs and the facility management in their respective departments and locations including the controls and procedures used to monitor and oversee all impacts, risks and opportunities. The Management Team is comprised of employees responsible for the monitoring and reporting of impacts, risks and opportunities to the business as well as those responsible for leading the response across the organization associated with any new risks which may arise. The Management Team is also engaged to (i) assess sustainability-related issues, (ii) develop sustainability-related initiatives and (iii) monitor and track progress against Besi's sustainability-related targets.

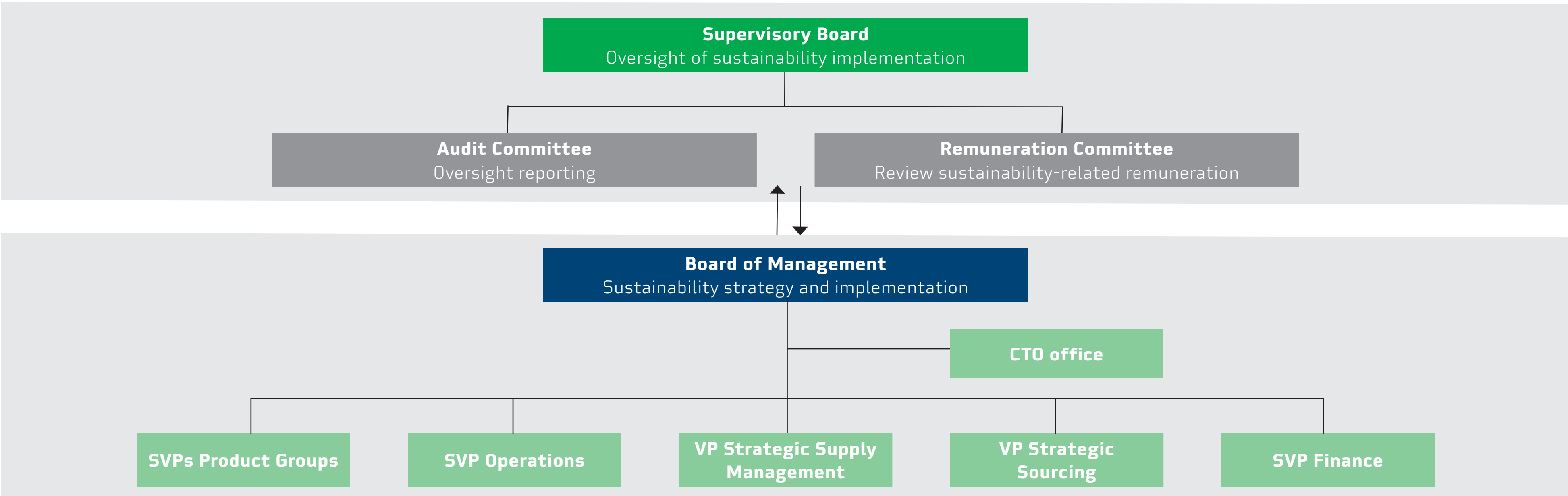
The Management Team's in-depth knowledge of the impacts, risks and opportunities that face Besi was relied upon to assess the impact and financial materiality of sustainability topics throughout the Double Materiality Assessment process. The list of material impacts, risks and opportunities addressed by the Board of Management, Supervisory Board and Management Team is included in the Double Materiality Assessment section. They also supported the discussion, review, validation and prioritization of material topics for all of Besi's subsidiaries addressed by our sustainability strategy which directly feeds into our internal sustainability reporting framework. This implies that all Management Team members:

- Implement facility and/or product-level sustainability data collection and reporting for their operations.
- Manage teams that are responsible for the reporting of sustainability data.
- Set facility and/or product-level sustainability targets and monitor performance against such targets.
- Report to the Board of Management with regards to the facility and/or product-level sustainability performance on a quarterly basis as well as any new impact, risk or opportunity trends on a monthly basis.
- Conduct impact, risk and opportunity assessments related to facility and/or product-level operations.
- Support the Board of Management by reviewing corporate-level impacts, risks and opportunities.

Sustainability Team

Besi's Sustainability Team supports the Management Team, Board of Management and Supervisory Board with the formulation and development of the Company's sustainability strategy, development of the policy framework, identification of impacts risks and opportunities, data collection and aggregation, setting sustainability-related targets and implementation of sustainability initiatives.

SUSTAINABILITY GOVERNANCE STRUCTURE



Integration of sustainability-related performance in incentive schemes

Besi's remuneration programs are designed to reward the Board of Management, Management Team and selected Besi employees for their achievement of specified business, financial and sustainability objectives. As such, they are linked to and dependent on the execution of our strategy in a socially responsible and sustainable manner. We link variable remuneration to specific financial and non-financial goals which reflect Besi's strategic business objectives. As a result, we believe that Besi has created a performance-oriented environment for eligible executives and employees which aligns their interests with those of internal and external stakeholders and our commitment to make a sustainable contribution to society. In designing the Remuneration Policy, we also consider stakeholder interests and feedback, specific market trends, industry developments and the views of society.

The Supervisory Board approves remuneration schemes upon the recommendation of the Remuneration Committee. The Committee analyses the possible outcomes of its variable remuneration elements and how they may affect the total remuneration of the Board of Management. In this respect, the Committee evaluates the development of Besi's underlying share price as well as other factors which create variable remuneration exposure such as Besi's financial performance, business, strategy and execution of sustainability initiatives. Variable remuneration is primarily linked to predetermined, assessable and quantifiable financial targets which are predominantly of a sustainable nature. It is also linked to Besi's strategy including associated business, financial and sustainability objectives, values, purpose and vision, all of which are aligned with long-term shareholder value creation. To this end, the composition of the short-term incentives will consist of financial measures (70%) and non-financial measures (30%). Financial measures are linked to the overachievement of Net Margin, Return on Average Equity ("ROAE") and Cash flow from Operations/Revenue metrics. Non-financial measures include sustainability, operational, strategic, customer and/or leadership measures.

The Committee reviews the performance realized by the member of the Board of Management with respect to ten equally weighted and pre-defined personal, non-financial and sustainability performance objectives representing 30% of the potential total STI bonus. Three of the objectives, representing 9% of the total STI bonus, are directly linked to the sustainability performance objectives set forth below:

- Further enhance Besi's sustainability strategy.
- Continue to report in alignment with the CSRD in 2025.
- Implement Climate Transition Plan to meet the Net Zero GHG commitment as set forth in the Annual Report.
- Achieve further progress in the topics related to people and wellbeing, specifically (i) inclusion and diversity, (ii) employee health and safety, (iii) employee development and (iv) engagement.
- Further enhance Besi as responsible business including ethics and compliance and responsible supply chain.

The above performance includes an aggregate assessment against Besi's sustainability targets but does not include performance against individual sustainability targets.

The Supervisory Board regularly (i) reviews Besi's business objectives, (ii) undertakes risk assessments, (iii) assesses Besi's overall performance with respect to its business objectives, (iv) undertakes scenario analyses of the possible outcomes of the variable remuneration elements and how those may affect total remuneration and (v) considers the performance of individual members of the Board of Management compared to their own specific business objectives. Furthermore, the Remuneration Committee obtains the views of the individual members of the Board of Management with respect to the level and structure of remuneration.

In accordance with the Dutch Corporate Governance Code, members of the Supervisory Board have fixed payments related to the number of meetings and other activities conducted on an annual basis. There is no incentive scheme for the Supervisory Board with respect to sustainability-related issues.

Statement on due diligence

Besi is committed to the conduct of its operations in accordance with internationally recognized standards and best practices and to promote sustainability with all stakeholders through the reporting on its material sustainability risks, opportunities and impacts on an annual basis in compliance with regulatory standards. To this end, Besi performs due diligence across its sites and its supply chain regarding various sustainability topics. The outcomes of our due diligence process inform us of our material impacts, risks and opportunities with respect to sustainability matters. The identification, prevention, mitigation and reporting of such actual and potential impacts is embedded in the way we conduct our business.

Details regarding Besi's due diligence process with respect to its material impacts, risks and opportunities, are as follows:

Core elements of due diligence	Topic	Paragraphs in Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	i. ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies. ii. ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes. iii. ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model.	Governance of sustainability - The role of the administrative, management and supervisory bodies. Governance of sustainability - The role of the administrative, management and supervisory bodies. Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model.
b) Engaging with affected stakeholders in all key steps of the due diligence process	i. ESRS 2 GOV-2. ii. ESRS 2 SBM-2: Interests and views of stakeholders. iii. ESRS 2 IRO-1. iv. ESRS 2 MDR-P. v. Topical ESRS: Reflecting the different stages and purposes of stakeholder engagement throughout the due diligence process.	Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model. Strategy, business model and value chain - Stakeholder engagement. Double Materiality Assessment - Description of the process to identify and assess material impacts, risks and opportunities. Double Materiality Assessment – Risk Management; Environment – Climate Transition Plan, Climate change-related policies; Social – Own Workforce - Policies related to own workforce; Social – Workers in the value chain - Policies related to value chain workers; Governance - Policies related to business conduct. Environment; Social – Own Workforce; Social – Workers in the value chain; Governance.
c) Identifying and assessing adverse impacts	i. ESRS 2 IRO-1 (including application requirements related to specific sustainability matters in the relevant ESRS). ii. ESRS 2 SBM-3.	Double Materiality Assessment - Description of the process to identify and assess material impacts, risks and opportunities; Annex 1 - Disclosure requirements in ESRS covered by Besi's Sustainability Statement. Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model.
d) Taking actions to address those adverse impacts	i. ESRS 2 MDR-A. ii. Topical ESRS: Reflecting the range of actions, including transition plans, through which impacts are addressed.	Double Materiality Assessment – Material impacts, risks and opportunities and their interaction with strategy and business model, Risk management; Environment – Climate Transition Plan, Climate change actions and resources; Social – Own Workforce - Own workforce actions and resources; Social – Workers in the value chain - Workers in the value chain actions and resources; Governance - Prevention and detection of corruption and bribery.
e) Tracking the effectiveness of these efforts and communicating	i. ESRS 2 MDR-M. ii. ESRS 2 MDR-T. iii. Topical ESRS.	General basis of preparation – Reporting scope for sustainability metrics; Environment – Metrics; Social – Own Workforce - Metrics; Social – Workers in the value chain - Metrics and Targets; Governance - Metrics and Targets. General basis of preparation – Reporting scope for sustainability metrics; Environment – Targets; Social – Targets; Social – Workers in the value chain - Metrics and Targets; Governance - Metrics and Targets.

Internal control and risk management

Besi's internal control and risk management function operates under the responsibility of the Board of Management and is monitored on an ongoing basis. The Supervisory Board oversees the internal control and risk management function and maintains regular contact with the persons fulfilling this function. Besi's internal control system consists of a formal framework defining key risks and key controls over financial reporting, an internal control charter outlining audit systems and procedures as well as the internal audit plan for the year. Operational, IT, compliance, tax and fraud controls are included in this framework. The internal control system over financial reporting also contains clear accounting rules. It has been implemented in substantially all operations and material subsidiaries and supports common accounting and regular financial reporting in standard formats.

Our internal control and risk management systems are designed to address, identify and limit sustainability-related risk factors and non-financial risks that could affect both our strategy and business operations. Besi's sustainability reporting framework has been created to ensure that sustainability-related data is collected from our operations on a quarterly basis. Besi's Sustainability Team manages data collection, validation, aggregation and reporting to the Board of Management and Management Team consistent with its internal control framework. Internal controls for sustainability reporting vary based on the metrics being measured as multiple business units across Besi's geographies contribute to sustainability data collection. For instance, the definition of adequate wages may differ from country to country. At a consolidated level, control measures are in place to ensure accurate and complete reporting of sustainability-related metrics as part of our Annual Report. Any issues identified by the internal control framework are reported to the Board of Management.

We implement dedicated controls through our internal control system to ensure the development of a reporting framework based on our material impacts, risks and opportunities. To date, we have implemented the following internal controls:
- Gap assessment to identify policy-, procedure- and data gaps to meet regulatory reporting requirements.
- Annual review of the sustainability reporting framework and its ability to meet regulatory reporting requirements.
- Quarterly sustainability data collection, review, aggregation and reporting.

The sustainability-related risks are incorporated into our overall risk management approach. Besi's risk management program seeks to identify and control potential risks and events which may affect our strategy, continuity, business and performance. Refer to the Risk Management section for more details on our risk management process.

Sustainability-related risks can be identified through:
- Quarterly sustainability data collection, aggregation and discussion with the Management Team and the Board of Management.
- Internal control framework oversight of sustainability data collection and reporting.
- Engagement with Besi's stakeholders.
- Communication channels such as the Whistleblower procedure and Grievance procedure available for our own workforce, workers in the value chain and other stakeholders.
- Climate risk assessment.
- Double Materiality Assessment of sustainability-related impacts, risks and opportunities.

Mitigation strategies for sustainability-related risks include (i) the collection and analysis of sustainability-related KPIs, (ii) capital allocation towards projects which help mitigate identified risks, (iii) action plans with short-, medium- and long-term actions and targets and (iv) company-wide policies which are communicated throughout our value chains. The Management Team is responsible for the monitoring and reporting of all identified risks as well as for leading the response across the organization with respect to any new risks which may arise. All material findings that result from the use of Besi's internal control and risk management system for financial and non-financial risks are discussed with the Board of Management on a monthly basis and with the Audit Committee as part of the Supervisory Board's review on a quarterly or semi-annual basis.

Besi's Annual Report shall include a report of the Supervisory Board in which it shall render an account of the supervision conducted for the previous financial year. The supervision of the Board of Management by the Supervisory Board shall include its responsibility relative to Besi's corporate strategy, the risks inherent in its business activities and the effectiveness of the design and operation of its internal risk management and control systems. The report shall also include an account of the Supervisory Board's involvement in the establishment of a long-term sustainable value creation strategy and the way in which it monitors its implementation.

In addition to internal controls over financial reporting, the external auditor reviews the process carried out by Besi to identify the information reported pursuant to the ESRS. The results of this audit are discussed with the Board of Management and the Audit Committee of the Supervisory Board.

Environment

Climate change

We recognize the urgent global challenge to reduce greenhouse gas emissions. We contribute to this effort by investigating innovative systems and solutions to help reduce emissions during their entire use phase and by providing a transparent overview of greenhouse gas emissions as part of our Sustainability Statement. Since 2019, Besi has reduced its absolute Scope 1 & 2 emissions by 97%. We aim to reach net zero greenhouse gas emissions in our operations by 2030 incorporating all Scope 1 & 2 emissions. Our long-term objective is to reach net zero carbon emissions by 2050 in recognition of the global ecological and societal imperatives caused by climate change. In 2025, we reviewed and updated Besi's Climate Transition Plan which was approved by our Board of Management and the Supervisory Board.

Governance

For more detailed information on the Governance of climate-related impacts, risks and opportunities, please refer to the Governance of sustainability section. Besi's Board of Management is responsible for the direction of our sustainability strategy which includes climate-related issues. In addition, the Supervisory Board ensures that there is an appropriate level of oversight with regard to Besi's climate-related impacts, risks and opportunities. The Management Team is engaged to (i) assess climate-related issues, (ii) develop climate-related initiatives and (iii) monitor and track progress against Besi's climate-related targets. In addition to the quantitative targets set for climate change as outlined in the Targets section and in the Remuneration Report in this Annual Report, the Board of Management's remuneration performance objectives include the assessment of progress against qualitative sustainability criteria including enhancement of sustainability strategy and formulation of emission reduction targets.

As described in the section Basis for Preparation of Sustainability Statement, 30% of the total non-financial related STI bonus is directly linked to the sustainability performance objectives including specific climate change-related metrics to encourage development and achievement of Besi's Net Zero commitment.

Carbon emissions

Reducing Besi's carbon footprint is a key focus of our sustainability strategy. In reporting carbon emission levels, we have adopted the standards and methodology set forth by the Greenhouse Gas Protocol, an independent standard which divides emissions into three scopes:

Scope 1 emissions

Scope 1 emissions cover direct greenhouse gas ("GHG") emissions resulting from day-to-day business activities. This category includes on-site fuel combustion such as gas boilers as well as manufacturing, transport and fugitive emissions. In the context of Besi's operations, Scope 1 emissions include emissions related to the use of fuels such as natural gas, gasoline and diesel. Natural gas is used in our operations in Austria, Switzerland, the Netherlands (Meco) and China (Besi Leshan) to heat our buildings. Gasoline and diesel are used as transportation fuels in Austria and China (Besi Leshan) .

Scope 2 emissions

Scope 2 emissions cover indirect GHG emissions which result from the electricity, heat and steam we purchase from external sources. These emissions include electricity consumption for our operations globally, centralized heating of our buildings in Besi Netherlands and the centralized cooling of our buildings in Besi Singapore.

Scope 3 emissions

Scope 3 emissions measure all other indirect emissions outside of Besi's operations and across its value chain including emissions from our suppliers and customers. We report on all material Scope 3 emission categories according to the GHG Protocol methodology.

Between 2019 and 2024, Besi reported fully on Scope 1 & 2 emissions. In addition, we reported on a limited scope with respect to Scope 3 emissions including the following categories:

- 3.3 Fuel- and energy-related activities not included in Scope 1 or Scope 2
- 3.4 Upstream transportation and distribution
- 3.6 Business travel
- 3.9 Downstream transportation and distribution

In 2024, Besi examined the materiality of all other Scope 3 emission categories and made progress with data collection processes and methodologies so that we could report an expanded GHG inventory. This led to data collection for the following additional Scope 3 emission categories which were deemed material:

- 3.1 Purchased Goods and Services
- 3.2 Capital Goods
- 3.5 Waste Generated in Operations
- 3.7 Employee Commuting
- 3.11 Use of Sold Products
- 3.12 End-of-Life Treatment of Sold Products

In 2025, Besi disclosed Scope 3 emissions in alignment with the categories reported in 2024 and continued to work on GHG emissions data granularity. Details on the included and excluded Scope 3 emissions categories are provided in the section GHG emissions accounting methodology.

While reducing emissions from our own operations is mostly within our direct control, our Scope 3 emissions objectives require action throughout our value chain. Implementing low-carbon initiatives across our value chain requires collaboration with our suppliers, customers and other stakeholders to reduce the overall footprint of the sector. A significant portion of our Scope 3 emission reduction targets can be realized through the transition to renewable energy sources of our value chain partners, customers and suppliers. We aim to decarbonize our value chain through the implementation of different decarbonization initiatives in our upstream and downstream value chain and through our own operations.

Climate Transition Plan

The Climate Transition Plan outlines our roadmap for investment in climate impact reduction and the implementation of energy efficiency and renewable energy projects throughout Besi's operations. In addition, we will continue to engage and cooperate with our supply chain to reach Besi's climate-related goals including the reduction of our upstream impact and implementation of sustainable design concepts to improve the downstream impact of our equipment.

We continuously review our climate-related performance and strategy, set more ambitious targets and seek to expand the scope of our climate-related reporting. Besi considers its strategy and targets to be compatible with the transition to a sustainable economy, limiting global warming to 1.5°C in line with the Paris agreement. To this end, based on the "SBTi Services Criteria Assessment Indicators" report Version 1.5, we aligned our short-term targets with the following Science Based Targets initiative ("SBTi") criteria:

- Absolute reduction targets for Scope 1 & 2 emissions are eligible when they are at least as ambitious as the minimum of the approved range of emissions scenarios consistent with the 1.5°C goal. For base years after 2020, the absolute emissions reduction must meet the minimum reduction value over the target period: Minimum value for absolute reduction target = 4.2% x (Target year minus 2020).
- At a minimum, near-term Scope 3 targets (covering total required Scope 3 emissions or individual Scope 3 categories) shall be aligned with methods consistent with the level of decarbonization required to keep the global temperature increase well-below 2°C compared to pre-industrial temperatures. For base years 2020 or later, the timeframe ambition (i.e., ambition from the base year to the target year) for absolute percentage-based emission reduction targets must be, at a minimum, aligned with the well-below 2°C ambition threshold: Minimum value for absolute contraction target = 2.5% x (Target year minus 2020).

Given the SBTi criteria, we conclude that the following targets for our Scope 1 & 2 emissions are consistent with the 1.5°C goal, specifically:

- Besi's interim target of a 75% reduction in Scope 1 & 2 emissions by 2026 which was set in 2022 and relative to a 2021 baseline year.
- Besi's target of net zero Scope 1 & 2 emissions by 2030 which was set in 2023.

Our long-term objective is to reach net zero emissions by 2050 in line with the goal established in the European Climate Law with the aim of limiting global warming to well-below 2°C. We may consider reviewing our long-term Net Zero ambition based on the granularity of GHG emissions data from our suppliers and the success of our decarbonization initiatives. In 2025, we made progress towards our Net Zero goal through the sustainable design of our machines, supply chain engagement and other emission reduction initiatives as set forth in this chapter.

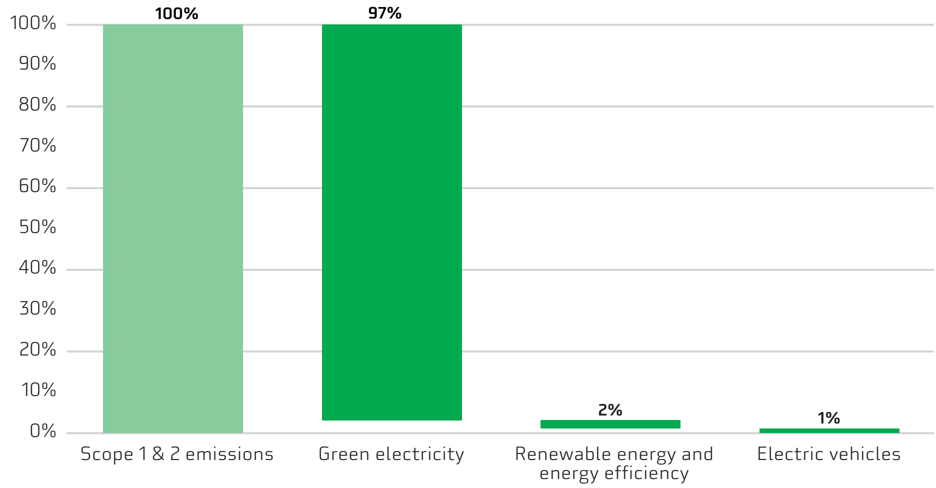
In addition, Besi is not excluded from the EU Paris-aligned Benchmarks ensuring that our business model and strategy align with the achievement of net zero by 2050 and limiting global warming to 1.5°C as per the Paris Agreement.

Scope 1 & 2 emission decarbonization levers

Besi's Scope 1 & 2 emissions aggregated 313 tCO_2eq in 2025 with Scope 1 emissions representing 99 tCO_2eq (32%) and Scope 2 emissions representing 214 tCO_2eq (68%). Since 2019, Besi has achieved a 97% reduction in absolute Scope 1 & 2 emissions with our 2025 performance already exceeding the targets established for 2026. Our decarbonization levers detail the actions planned to reach our net zero Scope 1 & 2 emissions target by 2030.

The largest reductions in Scope 1 & 2 emissions are achieved through the purchase of renewable energy (97% of total potential Scope 1 & 2 emissions). The remaining 3% of emission reductions will result from (i) the replacement of natural gas by renewable energy sources for the heating of buildings, (ii) increased energy efficiency and (iii) the transition to electric vehicles or vehicles using sustainable fuels.

SCOPE 1 & 2 EMISSION REDUCTION LEVERS*



* Decarbonization levers are based on the Scope 1 & 2 emissions reported in 2021 (baseline year for our GHG targets).

We implement sets of measures through our operations globally to reduce our Scope 1 & 2 emissions including the following key levers:

- Key Lever 1, Purchase and production of renewable energy: We target 100% renewable energy use in our operations globally by 2030. Since 2022, we have achieved 100% renewable electricity consumption at our operations across Europe. In 2025, we continued our efforts to source renewable energy or procure internationally recognized Renewable Energy Certificates ("REC") and Green Electricity Certificates ("GEC") for our Asian operations in line with our 2030 renewable energy goals. Through the procurement of renewable energy at our Asian operations, the share of renewable electricity consumption has increased from 71% in 2023 to 99% in 2025, resulting in a 4,702 tCO_2eq (96%) reduction of Besi's Scope 2 emissions.

- Key Lever 2, Implementation of energy efficiency and renewable energy sources in heating and cooling solutions: At certain operations natural gas (methane) is used as a fuel source for heating buildings. We strive to fully replace natural gas usage at our operations with renewable energy sources by 2030. Where feasible, we will implement renewable energy solutions to reduce emissions associated with the heating and/or cooling of our buildings such as were achieved over the course of 2023, 2024 and 2025 at our Austrian operations. We also successfully implemented a new, more energy efficient AI heating and cooling solution at our operations in the Netherlands.

Groundwater heat pump project at Besi Austria
During 2023, we invested in a groundwater heat pump at Besi's Radfeld, Austria facility to replace natural gas usage for its central heating system. The project's aim was to fully substitute gas usage with renewable heat generation and to reduce gas usage on an annual basis by approximately 50,000 m^3, or approximately 100 tCO_2eq emissions. In 2024, the heat pump was adapted to a closed loop water system in order to cool Besi's machines and prevent heat buildup which could cause devices to break down or malfunction. The project became operational in 2024 and led to a reduction in gas usage of 36% versus 2023 (31 tCO_2eq). In 2025, as the heat pump project approached full capacity and generated 518 MWh of renewable heat, we achieved an 86% reduction in gas consumption relative to 2024, equivalent to 25,754 m^3 or 49 tCO_2eq. As such, Besi Austria has realized a reduction in gas consumption of 42,437 m^3 or 80 tCO_2eq in 2025 relative to 2023.

Implementation of energy efficiency projects
We continuously design and implement energy efficiency projects for our operations which include the thermal insulation of buildings, smart heating and cooling and LED lighting. Such low-cost projects result not only in reduced energy consumption and GHG emissions but also create a more comfortable working environment for our employees. A typical example was implemented over the past two years at our operations in the Netherlands:

Energy management software in Duiven, the Netherlands
In May 2024, an AI-powered heating and cooling system was installed at our Duiven location in the Netherlands. The installation of this system established a 38% reduction in heat consumption in 2024 versus 2023. In 2025, we achieved a further 7% reduction in heat consumption at our Duiven location relative to 2024 which has resulted in an overall reduction in heat consumption of 42% relative to 2023.

Energy management software at Meco in the Netherlands
In 2025, following the success of the new heating and cooling system in Duiven, a similar energy management system was installed at Meco in the Netherlands. The installation of this system resulted in a 42% reduction in gas consumption in 2025 relative to 2024. System implementation resulted in an overall reduction in energy consumption of 20% (equivalent to 54 MWh) despite a 4% increase in electricity usage at Meco. It is anticipated that such energy savings will increase in 2026 as the system will be operational for a full year and will have data from 2025 with which to facilitate further improvements.

- Key lever 3, Transition to electric vehicles or vehicles operating on sustainable fuels: About 1% of Besi's Scope 1 & 2 emissions are associated with emissions from the use of transport fuels. We commit to fully replace Besi's ICE vehicles with EV vehicles by 2030. To this end, all transportation between Besi Leshan warehouses and factories in 2025 used EV vehicles purchased in 2023 further supported by the installation of electric charging points.

Locked-in GHG emissions in our own operations

Besi owns and operates the following equipment that could represent locked-in GHG emissions:

- Natural gas boilers at Besi's operations in the Netherlands, Switzerland and China and associated stationary combustion emissions.
- Internal combustion engine company vehicles fueled by petrol or diesel.

Besi's locked-in emissions in its own operations are not significant. Both of these sources are already considered and covered by Besi's carbon emission reduction levers as described above.

Scope 1 & 2 emissions decarbonization roadmap

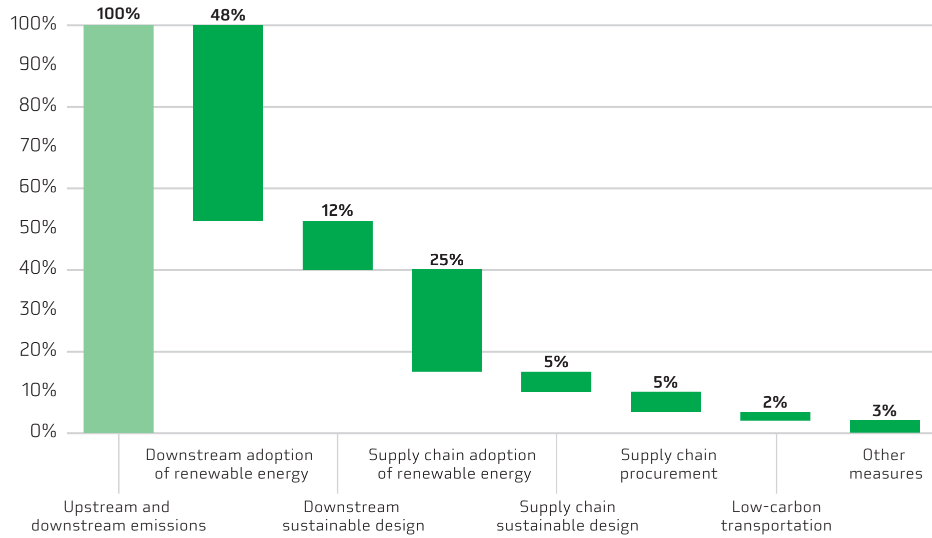
Our Climate Transition Plan provides more detail on the short-, medium- and long-term decarbonization priorities for our own operations. Initiatives to achieve the above-mentioned emission reduction levers have already begun and are expected to be completed by 2030.

Scope 3 emissions decarbonization levers

Scope 3 emissions represented 99% of Besi's total GHG emissions accounting for 251,096 tCO_2eq in 2025 as disclosed in the paragraph Metrics of the section Environment. The two largest Scope 3 emission sources were attributed to Purchased Goods and Services from Besi's supply chain (93,555 tCO_2eq) and the downstream Use of Sold Products (148,081 tCO_2eq) which together represented 96% of Besi's total emissions in 2025. In addition, the following material GHG Protocol Scope 3 emission categories represented 4% of Besi's total emissions in 2025: Fuel and Energy-related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, Employee Commuting, Downstream Transportation and Distribution and End-of-life Treatment of Sold Products. In 2025, we excluded the Capital Goods category from the scope of reporting due to the potential risk associated with double counting emissions also categorized as Purchased Goods and Services (as described in the GHG emissions accounting methodology section). We are implementing upgrades to our internal reporting system to ensure the classification of the Capital Goods category in the Purchased Goods and Services category. Based on a preliminary assessment, separate reporting of the Capital Goods category is not expected to result in any material impact to our total Scope 3 emissions.

Key decarbonization levers for our Scope 3 emissions include the (i) adoption of renewable energy by our customers, (ii) implementation of sustainable design concepts to reduce energy consumption of our systems and (iii) decarbonization of our supply chain.

SCOPE 3 EMISSION REDUCTION LEVERS*



* Decarbonization levers are based on the Scope 3 emissions assessment conducted in 2024.

Scope 3 emissions occur indirectly from Besi's owned and controlled operations through our upstream and downstream value chain. As such, Besi's Scope 3 emissions decarbonization levers are focused on partnership programs with our suppliers and customers to facilitate emission reductions:

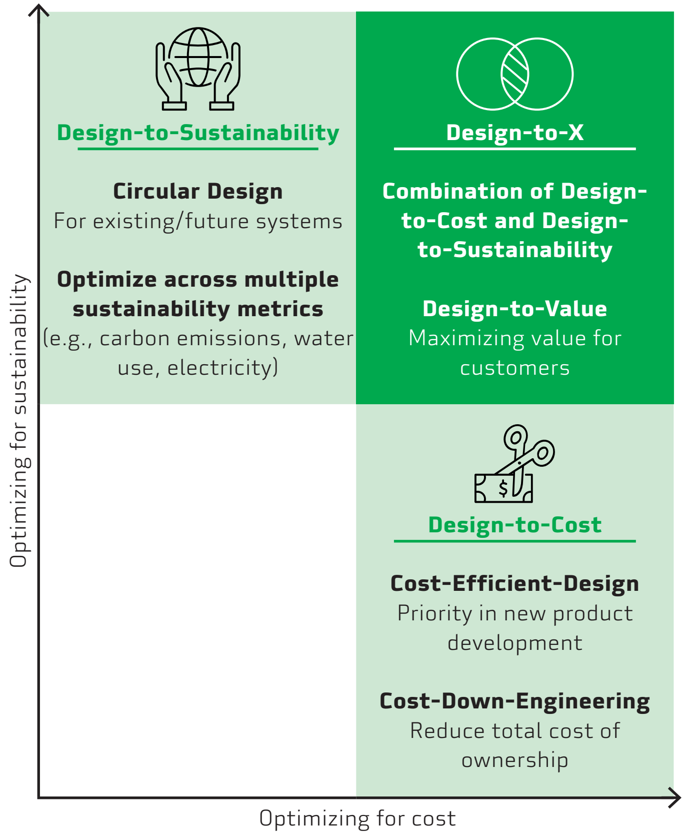
- Key Lever 1, Reduction of downstream emissions through the adoption of renewable energy by our customers: Downstream emissions from product use represent the largest portion of our Scope 3 emissions. As a result, the achievement of Besi's decarbonization objectives significantly depends on our customers' decarbonization activities and renewable energy adoption. Many of our customers already have stringent climate policies in place, utilize renewable energy and have set ambitious decarbonization targets. We will therefore focus on the implementation of innovative solutions to track and verify our customers' renewable energy usage. In addition, we will encourage and motivate customers still considering the adoption of renewable energy by means of partnerships through industry associations and global decarbonization initiatives. Further, we implemented accounting metrics in 2025 to better measure downstream emissions related to the use of our systems. Over the medium-term, we will work to improve the granularity of this assessment and formulate tangible emission reduction targets for this decarbonization lever.

Since 2023, Besi has increased its focus on sustainable design initiatives related to energy consumption and greenhouse gas emissions. Toward this end, we developed an initiative named Design-to-X as part of our strategic plan review. This initiative combines the Design-to-Cost and Design-to-Sustainability concepts to identify sustainability improvement opportunities in all product groups while reducing the cost of many mature die attach and packaging platforms. More specifically, the review analyzed the ways Besi could reduce its greenhouse gas emissions and energy use and minimize the carbon footprint for its end-users while increasing product performance and efficiencies in design, procurement and operations.

In 2025, we developed certain key deliverables for each product group utilizing Besi's existing sustainable design engineering efforts and plan to engage with customers who derive the greatest value from decarbonization efforts. As such, significant advancements were made in integrating sustainable design solutions into our Die Attach platforms which led to reduced energy consumption across four main Die Attach product lines. Distinct energy reduction targets and savings have been established for each product line. Customers can realize such energy consumption reductions by installing software updates for the product lines without the need to purchase new machines. Over the past two years, the implementation of the Design-to-X concept has resulted in total energy consumption reductions of 6.9% for our multi module, 5.0% for our flip chip and 7.1% for our soft solder die bonding product lines. A significant portion of the estimated energy savings from the four die bonding product lines was as a result of software updates. Further energy consumption reductions are planned for implementation in 2026. As a result, we can provide customers a lower total cost of ownership and an improved return on initial investment while promoting sustainability themes.

ESTIMATED ENERGY SAVINGS FROM DESIGN-TO-X INITIATIVE VERSUS 2023 BASELINE YEAR

Product line	Energy savings 2024	Energy savings 2025	Cumulative energy savings 2025 vs. 2023	Cumulative energy savings estimated for 2026 vs. 2023
Multi module die attach	6.9%	-	6.9%	7.4%
Epoxy die bonding	-	-	-	7.1%
Flip chip die bonding	2.1%	2.9%	5.0%	5.0%
Soft solder die bonding	-	7.1%	7.1%	7.1%



- Introduce Design-to-Sustainability (focusing on sustainability metrics)
- Embed Design-to-X in development process
- Set up requisite engineering capabilities and resource allocation
- Continue reducing total cost of ownership for die bonding and packaging systems

Design-to-X initiative

Besi's Design-to-X initiative combines the Design-to-Sustainability and Design-to-Cost concepts to identify energy consumption, material usage and other improvement opportunities in all product groups while reducing the cost of many mature die attach and packaging platforms.

Implementation of sustainable design concept

In 2021, we launched several sustainable design initiatives focused on design-to-cost, quality and sustainability. Such initiatives were focused on upgraded versions of our mainstream die bonding product lines as well as new wafer level assembly platforms such as hybrid bonding and next generation TCB systems.

- Key Lever 2, Adoption of renewable energy in our supply chain: Emissions in our supply chain is the second largest category of Besi's Scope 3 emissions. Under this lever, the reduction of associated GHG emissions is dependent on the adoption of renewable energy by our suppliers. As such, we will create partnership programs with our suppliers focused on incentives to motivate the implementation of renewable energy projects or the procurement of renewable energy. During 2024, we collected Scope 3 emissions data for purchased goods and services in our supply chain. We plan to improve the granularity of this assessment and set targets for renewable energy adoption in our supply chain. Many of our suppliers are located in Asia where the supply of renewable energy is not as readily available as in Europe. For such suppliers, we conducted training programs in 2025 to (i) build their renewable energy capacity, (ii) create strategic partnerships focused on the decarbonization of their operations and (iii) help suppliers procure renewable energy via internationally recognized instruments such as RECs.

- Key Lever 3, Procurement of low-carbon products and services: We engage with our suppliers via questionnaires and site visits to assess their carbon footprint. This helps us (i) categorize our suppliers based on their carbon footprint, (ii) develop a supply chain engagement strategy which prioritizes suppliers with relatively more carbon-intensive operations and (iii) focus on the reduction of GHG emissions. The procurement of low-carbon products and services and our sustainable design initiative are aligned to identify sustainable design opportunities for the usage of low-carbon products and materials in Besi's system production. In the next few years, we aim to develop sustainable procurement solutions and to create emission reduction targets for this decarbonization lever in light of our ambition to reach net zero emissions across all scopes by 2050.

Our engagement with the supply chain in 2025

In 2024, we established a risk map matrix to assess the importance, reliability, financial condition and sustainability of all suppliers on a regular basis. Besi evaluates suppliers by means of its Quarterly Business Review ("QBR") process under which we regularly conduct performance reviews and key supplier audits. Specifically, Besi integrated sustainability criteria into its QBR scorecard and assigned such criteria a 10% weighting in the final performance review of the year. Improvement programs are (i) based on the outcome of the performance reviews, (ii) developed in collaboration with suppliers and (iii) monitored by Besi during periodic engagements.

Engagement with suppliers resulted in additional progress on sustainability topics in 2025. Besi APac initiated a Supplier Decarbonization Program focusing on 48 key suppliers to strengthen GHG emissions reporting and reduction capability. The program included capacity building and data collection via the carbon emissions reporting survey that is conducted on an annual basis. Capacity-building efforts included technical workshops and direct guidance by Besi, focusing on GHG emissions calculation methodologies and data quality improvement. The survey results were analyzed to identify gaps, readiness levels, and priority areas for support, informing next-phase engagement in line with Besi's supply chain decarbonization plans.

In addition, Besi APac suppliers were guided via UN Global Compact SME ESG Hub to help them develop and submit their ESG Improvement Plans. They were also supported by one-to-one consultations held by Besi APac's Sustainability Team to translate insights into actionable decarbonization initiatives.

- Key lever 4, Low-carbon transportation: This lever focuses on the reduction of emissions associated with upstream and downstream transportation. Our key initiatives to reduce such emissions include:
  - Optimization of the transport and logistics of our systems.
  - Selection of low-carbon transportation types where possible.
  - Assessment of options to use sustainable fuels.
  - Development of innovative solutions with logistics service providers and operators.

Besi's continuous efforts to optimize transportation emissions have led to the adoption of sustainable transportation wherever possible. Besi monitors upstream and downstream transportation emissions on a quarterly basis to measure the effect of transportation on our Scope 3 emissions and to help reach our net zero emissions target. Our first Scope 3 emissions target set in 2022 already included upstream and downstream transportation as well as business travel emissions. Please refer to the section Targets for further details. In the next few years, we aim to make further progress with low carbon transportation solutions in light of our ambition to reach net zero emissions across all scopes by 2050.

- Key lever 5, Other solutions to reduce Scope 3 emissions: Other solutions include projects focused on increasing the granularity of supply chain emissions data, increasing waste recycling and reuse and procuring sustainable solutions for waste processing.

Locked-in GHG emissions related to the use of our products

Our systems are powered by electricity at our customers' operations. The use of our systems represents the largest category of Besi's Scope 3 emissions and has the largest impact on climate change. We do not expect significant locked-in GHG emissions from the use of our products on a long-term basis but remain proactive in our approach to ensure Scope 3 emissions reduction. Further, we aim to set up innovative solutions and partnership programs with our customers, industry associations and global decarbonization initiatives to encourage their use of renewable energy. Our Design-To-X initiative will also help reduce the GHG emissions and energy usage of our equipment. Our objective is to minimize the carbon footprint of our end-users while increasing Besi's product performance and design, procurement and operating efficiencies.

Scope 3 emissions decarbonization roadmap
Our Climate Transition Plan provides more detail on the short-, medium- and long-term decarbonization priorities for our value chain emission reductions. Initiatives to achieve such emission reduction levers have already started and are expected to be completed by 2050 in line with our Net Zero emission ambitions.

Decarbonization CapEx and OpEx
We aim to allocate the appropriate level of CapEx towards Scope 1 & 2 and Scope 3 emission decarbonization levers in order to achieve Besi's GHG emission reduction milestones and targets. CapEx associated with Scope 1 & 2 emission decarbonization levers include the implementation of renewable energy and energy efficiency projects as well as the purchase of electric vehicles to replace internal combustion engine vehicles throughout our operations. In addition, OpEx required for the reduction of Scope 1 & 2 emissions includes the purchase of renewable energy or renewable energy certificates. Further, Besi did not have significant CapEx related to coal, oil or gas-related economic activities during 2025 as it does not operate in the coal, oil or gas sectors.

CapEx associated with Scope 3 emission decarbonization levers include the implementation of Besi's Sustainable Design initiative. OpEx related to such levers includes the development of partnership programs with Besi's suppliers and customers to enhance their use of renewable energy and the implementation of energy efficiency and renewable energy projects in their operations.

In 2025, progress was made to increase the granularity of our GHG Scope 3 emissions data, engage the supply chain on the adoption of renewable energy and implement sustainable design concepts to reduce the energy consumption of our systems. Moving forward, there are plans to further develop the Climate Transition Plan by continuing to set ambitious decarbonization targets and developing partnerships with our value chain partners.

Transition plan alignment with overall business strategy and financial planning
The integration of the Climate Transition Plan into Besi's business strategy has become increasingly important as we navigate the impacts, risks and opportunities posed by climate change. Besi's Climate Transition Plan is aligned with our overall business strategy. We aim to align it with our financial planning across multiple dimensions:

- Alignment with corporate vision and risk management: Besi's strategy emphasizes long-term growth, innovation and market leadership. Our Climate Transition Plan supports these objectives by identifying how sustainability and climate resilience can drive competitive advantages for our business. In addition, we assess climate-related risks as part of our strategic planning including climate-related regulation, physical risks from extreme weather and sustainability-related market preferences and the preparation of responses to such risks.
- Market positioning and competitiveness: We seek to obtain a competitive advantage and therefore long-term sustainable value creation by ensuring our business is fully transparent with stakeholders and by optimizing our sustainable product design.
- Operational efficiency: We strive to improve resource efficiency, reduce waste and optimize energy use, all of which can lower operational costs.
- Regulatory compliance and policy alignment: Besi's Climate Transition Plan aids compliance with regulatory requirements by proactively adopting practices in alignment with emerging climate policies and regulations.
- Long-term financial performance: Investors increasingly prioritize sustainability and climate performance criteria in their decision-making process.
- Corporate governance and accountability: We actively involved the Board of Management and the Management Team in the development and implementation of our Climate Transition Plan to help ensure that climate goals were embedded in our decision-making processes.
- Organizational impact: Embedding climate considerations into Besi's business strategy helps us enhance employee engagement by fostering a sense of purpose and alignment with broader environmental goals.

Climate-related risks and opportunities
Climate change mitigation and energy and renewable energy were identified as material topics in the DMA. In addition, we have detailed in the Carbon Emissions section the process by which Besi measures its impact on climate change. When conducting our DMA, Besi used a range of information and data to inform its decision-making process such as the climate scenario analysis which was performed in 2022.

The scenario analysis was used to identify and assess the potential impact of climate physical and transition risks on our business and our value chain and, in part, to strengthen the resilience of Besi's sustainability strategy moving forward. Intergovernmental Panel on Climate Change ("IPCC") warming scenarios were utilized to build Besi-specific scenarios which allowed us to identify climate-related hazards including a high emissions climate scenario (as detailed by the Business-as-usual scenario below). Besi focused on the Representative Concentration Pathways ("RCPs") developed by the IPCC to model the net increase in warming of Earth's atmosphere under different greenhouse gas emissions concentration scenarios, specifically RCP8.5, RCP6.0 and RCP2.6. Subsequently, three qualitative transition scenarios were drafted from existing scenarios and trends and then combined with three warming scenarios from 2020 to 2100:

Name of scenario	Business-as-usual	Delayed transition	Net Zero
IPCC RCP	RPC8.5	RPC6.0	RPC2.6
Description of scenario	Extremely high emissions scenario with the global mean temperature expected to rise by 4.3°C (3.2 - 5.4°C) by the end of the 21st century.	High emissions scenario with global mean temperature expected to rise by 2.9°C (2.0 - 3.8°C) by the end of the 21st century assuming emissions peak around 2080 and decline thereafter.	The development of new technologies increases the probability of keeping global temperature growth below 2°C by 2100 with the global mean temperature expected to rise by 1.6°C (0.9 - 2.4°C) by the end of the 21st century.
Time horizons	Short-term, medium-term and long-term*		
Climate events	Across the three most relevant physical climate risk indicators (temperature change, flooding and storms/cyclones), the magnitude of impacts generally maintained a net increase in warming when comparing RCP2.6, RCP6.0, and RCP8.5. Details are provided in section Physical climate risks assessment for Besi's global offices, R&D sites and manufacturing locations.		
Regulation/Policy	Limited governmental financial regulations on disclosure of climate risk with introduction of market incentives.	Uneven enforcement of governmental regulations on the disclosure of climate risk and greenhouse gas emissions.	Strong governmental regulation and action that requires strict emissions disclosure and reduction targets across all property types.
Market	Limited impact of climate and emissions performance on Besi's market value. Companies work with some suppliers to enhance their sustainability efforts but engagement is voluntary and limited.	Investor pressure on Net Zero aligned targets and climate reporting. Companies' plans and progress in low carbon transition are publicly disseminated and leveraged by knowledgeable customers/suppliers to influence partnership decisions.	Net Zero targets and climate disclosures are a market requirement. Customers have a high interest in more energy efficient/lower emissions products. This has an impact on purchasing decisions.
Technology	High dependence on fossil fuels. Available technologies have limited capabilities for large scale emissions reduction and energy efficiency.	Uneven access to technologies with some additional capabilities for emissions reduction and energy efficiency.	More available access to technologies with high capabilities for emissions reduction and energy efficiency.
Reputation	Limited investor scrutiny results in low potential reputational damage from an internal or external issue related to climate disclosure and action.	Uneven investor scrutiny results in medium potential reputational damage from an internal or external issue related to climate disclosure and action.	Increased investor scrutiny results in higher potential reputational damage from an internal or external issue related to climate disclosure and action. High potential exposure to climate-related litigation.

* To assess the climate implications of the above scenarios we applied the following time horizons:
- Short-term (0-1 year): In line with the annual financial reporting.
- Medium-term (period up to 2030): This period is considered the timeframe for major product and market trends in alignment with our five-year strategic planning cycle and medium-term target to achieve net zero greenhouse gas emissions in our operations by 2030.
- Long-term (2030-2050): This time horizon helps capture the commitments made by national and regional governments such as the European Green Deal goal of 2050, the potential long-term physical risks associated with climate change and Besi's ambition to reach net zero emissions across all scopes by 2050.

This climate scenario analysis consisted of three components:
1. Physical climate risk assessment for Besi's global office, R&D sites and manufacturing locations.
2. Qualitative transition climate risk assessment for Besi's operations and supply chain.
3. Assessment of Besi's resilience to identified climate-related risks and opportunities.

1. Physical climate risk assessment for Besi's global offices, R&D sites and manufacturing locations

We conducted physical climate risk assessments for 12 countries, including those where Besi and key suppliers have operations, using the three different IPCC warming scenarios outlined above. We analyzed five different climate risk indicators under the three scenarios identified above using the Climate Impact Explorer tool:
- Change in air temperature (°C) relative to the reference period 1986-2006.
- Fraction of population annually exposed to heatwaves (%) relative to the reference period 1986-2006.
- Fraction of population annually exposed to wildfire (%) relative to the reference period 1986-2006.
- Annual expected change in damage from river flood (%) relative to the reference 2005 US dollar value.
- Annual expected change in damage from cyclones (%) relative to the reference 2005 US dollar value.

In the described scenarios, Besi assessed the potential physical risks and increased likelihood associated with the following climate-related hazards at the country-level for all of Besi's assets and operations over the short-, medium- and long-term: (i) temperature-related (air temperature risk and exposure of population to heatwaves), (ii) wind-related (annual expected damage from cyclones) and (iii) water-related (damage from river flooding).

Across the three most relevant physical climate risk indicators (temperature change, flooding and storms/cyclones), the magnitude of impacts generally maintained a net increase in warming when comparing RCP2.6, RCP6.0, and RCP8.5. Results in such climate scenarios varied across risk indicators and locations. Generally, risk is projected to increase non-linearly with time across all locations analyzed. The rate of increase in climate risk for economic damages expected from cyclones and river floods shows non-linear trends while mean annual air temperature shows a more linear pattern across scenarios with variation among sites.

Besi's most critical gross physical climate risks are currently located at its Leshan, China and Malaysian assets and operations. In addition, Besi's assets and operations in North America (Arizona), Austria and Switzerland should experience high levels of warming by 2050. The primary physical risk categories affecting Besi's operations and supply chain in China and Malaysia are river floods, heatwaves and increased mean air temperature levels. As flooding, heatwaves and mean air temperature levels increase in frequency and intensity, assets and operations in high-risk areas may likely see more frequent disruptions and increased insurance premiums.

In response to such gross physical risks, actions were undertaken at Besi assets with the largest potential exposure. For example, we implemented measures at our Malaysian production sites to increase Besi's climate resilience in the event of flooding. In addition, an effort is underway to safeguard the electricity supply of Besi Leshan's production site in the event of blackouts such as those caused by heatwaves. As heatwaves potentially become more commonplace, the potential frequency of grid stress also increases, making our mitigation efforts even more important. Further, Besi Austria also invested in flood defenses in 2024 to help mitigate any potential flood risk to its operations. In the event of a business disruption, both Besi's production sites and office/R&D locations could be adversely affected.

2. Qualitative transition climate risk assessment for Besi's operations and supply chain

We also assessed our exposure to climate-related transition risks included in the following TCFD categories: Policy and Legal, Technology, Market and Reputation. Specifically, Besi assessed how its business activities may be exposed to such climate transition events creating gross transitions risks or opportunities. Besi made assumptions about the likelihood of pressure from regulators in such scenarios to: (i) comply with disclosure requirements, (ii) reduce carbon emissions, (iii) increase energy efficiency and (iv) improve technology performance.

In addition, we assessed likely stakeholder perceptions related to climate change, specifically how investors, customers and suppliers would react to the implications of different scenarios and whether additional investment costs would be required to bring our assets, manufacturing operations and research and development goals in line with stakeholder expectations and regulatory requirements. Such assumptions allowed us to qualitatively analyze the potential impact of these expectations and requirements on Besi's value and reputation across different geographies. In addition, demand for semiconductor technologies that support renewable energy products and vehicle electrification was also considered as a potential business opportunity.

Set forth below is a table which summarizes the results of the transitional risk assessment. Besi has not identified assets nor business activities incompatible with, or in need of, significant efforts to be compatible with a transition to a climate neutral economy.

TRANSITION RISKS

Category of climate risk	Climate risk drivers		Main affected time horizon
Transition risk	Policy and legal	• Local, state, regional and national regulatory pressure to set more strict energy efficiency and emission intensity targets for Besi and our value chain.	Medium – long
	Technology	• Uncertainties that surround the development and implementation of carbon reduction and energy efficient technologies for our systems.	Medium – long
	Market	• Uncertainty about the sustainability of sourcing and refining materials essential to Besi's products.	Short – medium – long
	Reputation	• Besi will be required (or strongly pressured) to use the Company's sustainability performance as a key consideration in investment or partnership decisions.	Short – medium – long

3. Assessment of Besi's resilience to identified climate-related risks and opportunities

After having identified the climate-related risks and opportunities from the scenario analysis, Besi reviewed the resilience of its strategy to climate-related risks and opportunities by means of interviews with the Board of Management and Management Team using our 2022 scenario analysis. The assessment considered the numerous strategic initiatives already in place to ensure that our strategy and business model are able to manage and adapt to the climate-related risks and opportunities in our value chain. To this end, the resilience analysis considered several of our current strategic initiatives:

- Governance of climate-related risks and opportunities: The Board of Management is responsible for defining and achieving Besi's climate-related strategy and objectives with day-to-day responsibility residing with the SVPs and facility management of their respective departments.
- Sustainability policy and Climate Transition Plan: Besi has developed a Sustainability policy which defines its targets and ambitions with respect to climate change and the environment. The Climate Transition Plan specifically outlines how Besi intends to meet such goals.
- Internal control and risk management: As described in the Internal controls over sustainability reporting section, Besi has incorporated climate-related impacts, risks and opportunities into its internal control and risk management system to manage and mitigate risks.
- Risk mitigation: As outlined in our Climate Transition Plan, Besi has implemented various measures across its value chain including energy efficiency initiatives, renewable energy adoption, collaboration with our suppliers and the implementation of a Design-to-X concept focused on the resource efficiency of our systems.
- Sustainability reporting framework: Besi started collecting GHG emission data in 2014 and initiated quarterly sustainability reporting in 2019 with assigned responsibilities across its global operations. Besi also continuously enhances its sustainability methodology and data collection to identify all material impacts for inclusion in its reporting.

Besi is considered well prepared for the Business as Usual and Delayed Transition scenarios due to its commitment to reduce overall carbon emissions, its engagement with investors, suppliers and clients and its annual disclosures regarding climate mitigation. However, the assessment also indicated that Besi could make further progress with respect to its climate-related goals by pursuing SBTi-certified targets, improving its energy and carbon emissions data tracking efforts and further integrating the Climate Transition Plan into our overall business strategy. Therefore, the conclusion from the Net Zero scenario was that Besi's Scope 1 & 2 emissions will naturally fall over time as utility grids move to 100% renewable energy sources given emissions reduction requirements across all sectors (including utilities and buildings) in alignment with the Paris Agreement. Further, once the electricity grid decarbonizes, Besi will consider using recognized solutions such as carbon capture technologies to reduce outstanding GHG emissions which could not otherwise be reduced through improved infrastructure or operations.

The assessment considered Besi's strategy and business model to be resilient against climate-related risks across all three climate scenarios. No material climate-related assumptions have been made in the Financial Statements. However, there are opportunities for Besi to further improve its resilience to regulatory, reputational and technology-related climate risks:

	RCP8.5/Business-as-usual	RCP6.0/Delayed transition	RCP2.6/Net Zero
Physical climate risks	• Increased acute risk of flooding and heatwaves affecting manufacturing operations and supply chain. • Potential for additional disruption to offices and production sites.		• Impact of flooding and heatwaves on manufacturing already being observed.
Transition climate risks	• Well prepared for policy/legal risks. • Low potential exposure to carbon pricing. • Relatively little pressure from customers on product efficiency.	• Uncertain customer behavior and consumer preferences. • Low potential exposure to carbon pricing in the short term. High exposure in the long term. • Uneven pressure on product efficiency.	• Greater potential exposure to policy/regulatory risks. • More potential reputational risk if not net zero. • More significant transition costs. • Higher potential exposure to carbon pricing.
Transition opportunities	• Increased resilience against climate and weather impacts.	• Energy and resource efficient product design. • Incorporate renewable technologies. • Drive decarbonization of upstream supply chain. • Improve energy efficiency and associated energy costs. • Opportunity to drive customer emissions reduction.	

We plan to further evaluate such risks and their associated business impacts in a more comprehensive manner in future years.

Climate change-related policies

Besi's Sustainability policy and Climate Transition Plan address its material impacts, risks and opportunities including climate change mitigation and energy use. The Sustainability policy outlines our climate ambitions and key strategic objectives. However, the Climate Transition Plan provides a more detailed GHG emissions action plan and the key levers to be used to achieve decarbonization in Besi's operations as well as its upstream and downstream value chains.

Besi aligns its Sustainability policy with the Paris Agreement and focuses on the following climate-related topics found to be material throughout our value chain:

Climate change mitigation

Our goal is to achieve net zero emissions in our operations and upstream and downstream value chains. Besi's objective is to achieve net zero greenhouse gas emissions in its operations by 2030 incorporating Scope 1 & 2 emissions. We aim to continuously monitor the impact of climate change on our business through regular assessments of specific climate change physical and transition risks. We intend to address such risks through the implementation of risk-mitigating strategies, policies and action plans.

Energy efficiency and renewable energy deployment

Our energy use and emissions reduction strategy is based on the following principles:

- Increasing energy efficiency and reducing energy consumption in our operations.
- Producing our own renewable energy or using renewable energy exclusively wherever available.
- Using market instruments to cover or compensate emissions that cannot be avoided or when the usage of renewable energy is not feasible.
- Applying the concept of sustainable design to our products to improve their energy efficiency. This is one of our key priorities as we seek to enhance future growth with a lower environmental impact.
- Engaging our suppliers to improve their energy efficiency and reduce Besi's supply chain-related greenhouse gas emissions.

Climate change actions and resources

Besi's Climate Transition Plan sets out the strategic direction of our action on climate change actions. Each product group and operational site has developed its own action plan based on such policies. At the corporate level, key actions and resources related to climate change are listed in the table below. Our actions also seek to provide remedies for the actual negative material impacts on climate change resulting from our operations and value chain.

Policy/action plan	Key actions	Scope	Time horizon	Year of completion	Description	Progress	Allocated resources	Financial resources
Climate Transition Plan	• Increase granularity of supply chain emissions data. • Increase adoption of renewable energy in the supply chain. • Develop procurement of low-carbon products and services. • Reduce carbon-intensive supply through sustainable system design. • Contract green electricity to ensure 100% renewable energy consumption for our own operations. • Implementation of energy efficiency and renewable energy sources in heating and cooling solutions. • Use EVs instead of ICE vehicles. • Increase energy efficiency of our products. • Engage with customers to enhance the use of renewable energy. • Implement other solutions to reduce downstream emissions.	Value Chain	2021*-2050	2050	Our Climate Transition Plan sets key decarbonization levers to be implemented in the short-, medium- and long-term to achieve net zero emissions in our operations by 2030 and net zero emissions in our upstream and downstream value chain by 2050.	• Launched supplier sustainability scorecard and several supplier engagement initiatives as described in the Climate Transition Plan. • Implementation of sustainability performance ratings for 65% of Besi's purchase volume. • 97% reduction in Scope 1 & 2 emissions achieved due to use of renewable energy or renewable energy certificates. • Implemented heating efficiency projects in Besi Netherlands and Meco, and renewable energy heating in Austria. • Purchased EV vehicles to replace ICE vehicles at Besi Leshan. • Developed an action plan to reduce energy consumption in die attach platforms by 10% by 2027. Achieved significant progress towards this target as described in the section Climate Transition Plan. • Expanded accounting and reporting of Scope 3 emissions categories.	Corporate Sustainability Team to produce guidance and track performance. Internal Audit and Control team to track performance through internal control system. Operations, including management, technical teams, HR and Sustainability Teams. External consultants and advisors to support the development and implementation of specific sustainability topics.	CapEx and OpEx allocated to Besi's Climate Transition Plan.

* All targets are based on 2021 baseline levels.

We have detailed Besi's expected GHG emission reductions per key decarbonization lever in the Climate Transition Plan.

Our Climate Transition Plan is supported by both CapEx and OpEx investments. Investments related to our key climate-related actions include, among others, (i) the implementation of sustainable design and energy efficiency initiatives, (ii) the transition to renewable energy sources, and (iii) the promotion of renewable energy adoption in our value chain. Climate-related investments are integrated into Besi's overall strategic decision-making and typically form part of broader investments with multiple objectives. Indeed, the future allocation of financial resources is subject to the business, regulatory, and external environment to which Besi is exposed. However, these climate-related financial resources are not considered significant. As such, we have not disclosed the specific monetary amount of current and future financial resources attributed to the implementation of Besi's Climate Transition Plan. We review our policies and progress against targets annually and, if required, introduce corrective measures including the re-allocation of resources. Our Climate Transition Plan is aligned with the EU Taxonomy with respect to climate mitigation. As such, the identified levers associated with our Climate Transition Plan and any related CapEx will contribute to the increased alignment of our economic activities as a result of the increased energy performance of our buildings.

Targets

Reducing Besi's carbon footprint is a key focus of our sustainability strategy which includes the management of our material climate-related impacts, risks and opportunities. All emission reductions will be achieved through the implementation of the key decarbonization levers discussed in our Climate Transition Plan. We have set two strategic long-term targets which have been approved by our Board of Management and Supervisory Board in recognition of the global ecological and societal imperatives caused by climate change based on conclusive scientific evidence:

- We target net zero emissions in our own operations (Scope 1 & 2 emissions) by 2030.
- We aim to reach net zero emissions across all scopes by 2050.

These short-, medium- and long-term targets help us track progress on our transition to net zero GHG emissions across our value chain:

Our ambition is to reduce carbon emissions and carbon emission intensity ratio (carbon emissions/revenue) across all three reporting scopes. To this end, we have set challenging interim milestones and targets for achievement in 2026, 2028 and 2030, respectively, (against a 2021 baseline) for the following metrics:

- Scope 1 & 2 emissions (own operations).
- Scope 3 emissions (upstream and downstream).
- Fuel consumption (own operations).
- Renewable energy (own operations).

Besi's Scope 1 & 2 emissions aggregated 10,812 tCO_2eq in 2021 with Scope 1 emissions representing 332 tCO_2eq (3%) and Scope 2 emissions representing 10,480 tCO_2eq (97%). The baseline of 2021 was chosen to reflect the year in which there was a review and update to Besi's sustainability strategy and targets. Initially, the focus was on our 2022 performance versus a 2019 baseline.

In 2024, we expanded the reporting of our Scope 3 emissions to include all relevant categories according to the GHG Protocol methodology such as purchased goods and services, capital goods, waste generated in operations, employee commuting, the use of sold products and the end-of-life treatment of sold products (in line with our GHG inventory boundaries disclosed in the Gross Scope 1, 2, 3 and total GHG emissions section). Due to the inclusion of these Scope 3 categories, the baseline value for our Scope 3 emissions significantly changed in 2024 relative to 2021. As such, we have continued to report our progress in reducing Besi's Scope 3 emissions in 2024 against a 2021 baseline for the limited Scope 3 emissions categories. We provide comparative information about our total Scope 3 emissions performance in 2025 versus 2024 in the Metrics section of the Climate Change Chapter. Over the medium-term, we plan to set targets which include additional relevant Scope 3 emissions categories using a revised baseline value and year.

Besi's Climate Transition Plan further details each decarbonization lever and their overall quantitative contributions to the achievement of our emissions reduction targets. We will not use carbon credits nor offsets to meet our Scope 1 & 2 and Scope 3 emissions reduction targets. However, we may use carbon capture or other sustainable solutions in the future to compensate for residual Scope 3 emissions including any unabated emissions within the scope of our Net Zero target in 2050.

Target	Type of target	Baseline value (2021)	2025 value and performance versus 2021 baseline			2030 Target	2050 Target
			2026 interim target,%	2025 value	Progress		
Reduction in fuel consumption	Absolute	2.5 (GWh)	15%	1.1	54%	25%	-
Renewable energy globally	Absolute	20%	85%	99%	79 pts	100%	-
Reduction in Scope 1 & 2 emissions	Absolute	10,812 (tCO_2eq)	75%	313	97%	Net Zero	-
Reduction in Scope 3 emissions	Absolute	11,942 (tCO_2eq)	15%	6,892	42%	20%	Net Zero

* The Scope 3 emissions reduction target was set for four Scope 3 emissions categories for which Besi has collected data and reported against since 2019 including: Upstream Transportation and Distribution, Downstream Transportation and Distribution, Business Travel and Fuel- and Energy-related Activities (which are not included in our Scope 1 or Scope 2 emissions). As described in the Climate Transition Plan section, these four categories represent a minor percentage of Besi's total Scope 3 emissions. However, to maintain consistency with the initiatives established and reported against since 2019, we believe it is important to report on their progress versus targets set even though such emissions represent a limited portion of our total Scope 3 emissions.

How the targets were set

In setting Besi's Climate Change targets, the Board of Management, supported by the Sustainability Team, SVPs and facility management, took into consideration:

- Factual data on the energy consumption of our operations and the accounting for GHG emissions since 2014.
- The Paris Agreement goal to hold "the increase in the global average temperature to well-below 2°C above pre-industrial levels" and pursue efforts "to limit the temperature increase to 1.5°C above pre-industrial levels".
- The European Green Deal which set policy initiatives by the European Commission to align with the overarching goal of making the European Union climate neutral by 2050.
- Recommendations of the Semiconductor Sustainability Accounting Standard as prepared by the Sustainability Accounting Standards Board.
- An assessment of strategies by Besi's peers related to climate change.
- Consideration of the climate scenarios discussed in the Climate-related risks and opportunities section to detect relevant environmental-, societal-, technological-, market- and policy-related developments.
- Stakeholder views on the importance of climate change to Besi's business.

Besi's mission to become the world's leading supplier of semiconductor assembly equipment for advanced packaging applications and to exceed industry average benchmarks of financial performance was also taken into consideration when setting these targets. Besi's Climate Transition Plan outlines the capital requirements to meet our climate objectives and ensure that such requirements satisfy this mission. Thus, our ability to implement such actions depends on the availability of sufficient capital resources and Besi's broader business strategy. Of note, Besi's successful navigation of volatile assembly equipment markets at high levels of profitability exceeding industry average benchmarks has provided access to capital and capital markets historically on attractive terms, conditions and cost of capital.

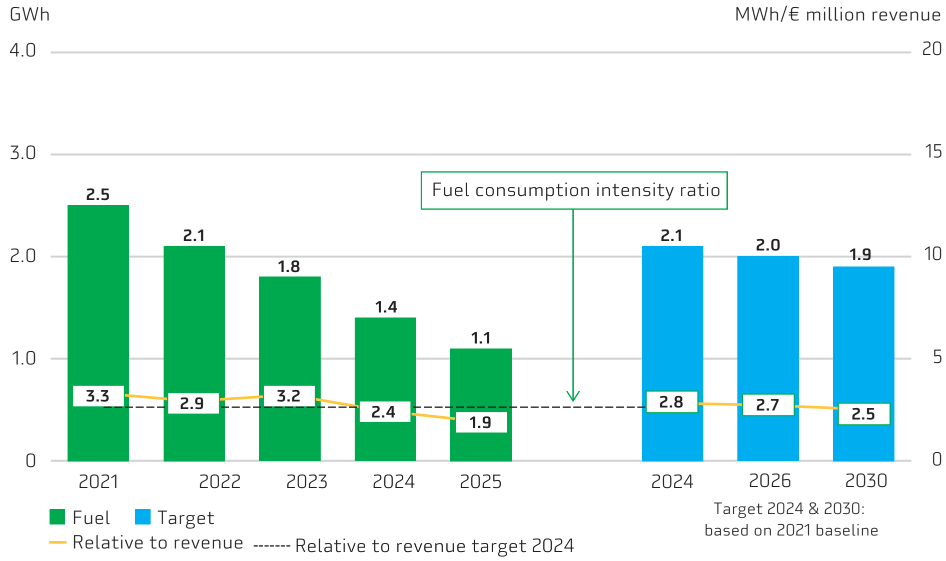
The Scope 1 & 2 and Scope 3 emissions reduction targets have not been certified by the Science Based Targets initiative ("SBTi"). However, we consider Besi's Scope 1 & 2 emissions targets to be aligned with the SBTI criteria and the 1.5 degree trajectory as per the Paris Agreement as described in the Climate Transition Plan.

Progress against targets

Fuel consumption

In 2025, our absolute fuel consumption of 1.1 GWh significantly outperformed our 2026 interim target of 2.0 GWh and represented a 21% decrease relative to 2024 due to the successful implementation of a heat pump at Besi Austria and the installation of new energy management software at Besi Netherlands and Meco. In addition, Besi achieved a fuel consumption intensity ratio of 1.9 MWh/€ million revenue which was lower than both the 2024 and 2021 intensity ratios of 2.4 MWh/€ million revenue and 3.3 MWh/€ million, respectively.

FUEL CONSUMPTION TRENDS

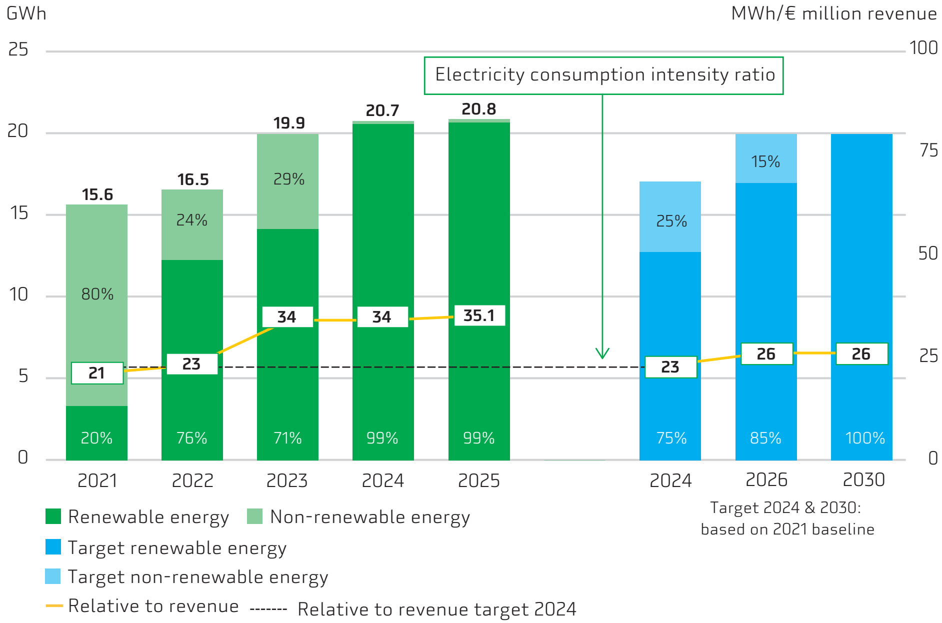


Energy use and renewable energy

In 2025, renewable energy represented 99% of Besi's total electricity consumption, the same as in 2024 and up significantly versus the 71% reported in 2023. The increase was primarily due to the procurement for our operations in Leshan (China), Malaysia and Vietnam of Renewable Energy Certificates ("RECs") and Green Electricity Certificates ("GEC") focused on funding renewable energy projects in each of such countries independent of our direct energy suppliers. We utilize renewable energy sources at many of our locations worldwide including 100% utilization at all our European operations. For our operations in Europe (Austria, Switzerland and the Netherlands) and Singapore, we purchase renewable energy directly from our energy suppliers.

Besi's electricity consumption in 2025 increased slightly versus 2024 levels. However, it increased by 33% versus the baseline year 2021 due primarily to the expansion of our Asian operations including a new production site in Malaysia, additional cleanrooms in Singapore and Malaysia and the establishment of a new Vietnam production facility. In addition, intensity ratio trends in recent years have been adversely affected by the ongoing assembly market downturn which caused our revenue to decline from € 749.3 million in 2021 to € 591.3 million in 2025.

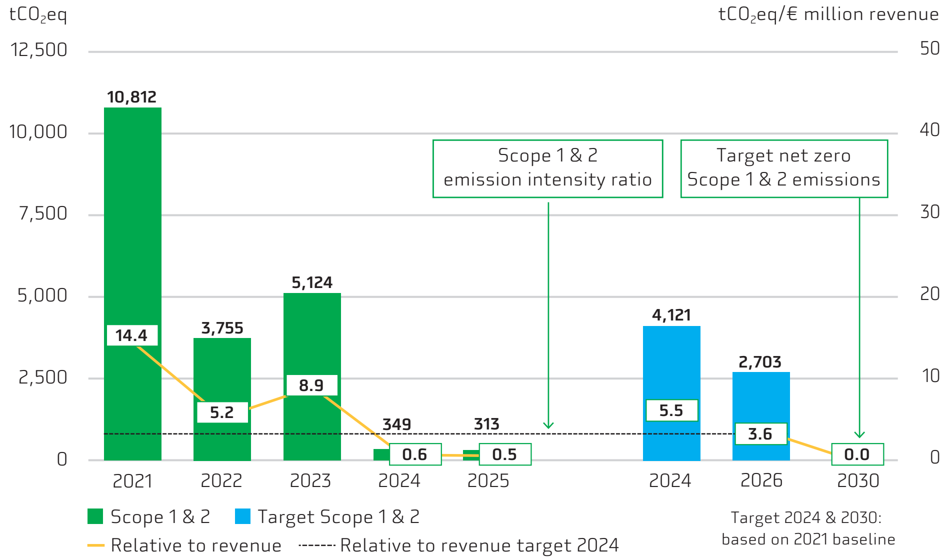
ELECTRICITY CONSUMPTION TRENDS



Scope 1 & 2 emissions

Our absolute Scope 1 emissions decreased by 40% in 2025 relative to 2024 due primarily to the implementation of an AI heating and cooling system at Besi Netherlands and Meco. Applying a market-based methodology, our absolute Scope 2 emissions increased in 2025 relative to 2024 by 17% due to the additional energy required to significantly expand cleanroom production capacity and R&D capabilities of our Malaysian and Singaporean facilities in support of anticipated wafer level assembly growth as well as an increase in our production capabilities in Vietnam. As compared to the 2021 baseline year, Scope 2 emissions have decreased by 98% due to the purchase of RECs and GECs for our operations in Leshan (China), Malaysia and Vietnam. Besi recorded absolute Scope 1 & 2 emissions of 313 tCO_2eq in 2025 which was significantly better than our 2026 target of 2,703 tCO_2eq. In addition, Besi achieved a Scope 1 & 2 emission intensity ratio of 0.5 tCO_2eq/€ million revenue which was significantly lower than the 2021 value of 14.4 tCO_2eq/€ million revenue and our 2026 target of 3.6 tCO_2eq/€ million revenue. In 2025, Besi's location-based Scope 2 emissions decreased by 2% to 10,262 tCO2eq from 10,503 tCO2eq in 2024. 99% of the total contractual instruments were used to apply market-based methods. Of the total, 89% (2024: 89%) are contractual instruments used for the sale and purchase of unbundled energy attribute claims and 10% (2024: 9%) are contractual instruments used for the sale and purchase of energy bundled with attributes related to energy generation.

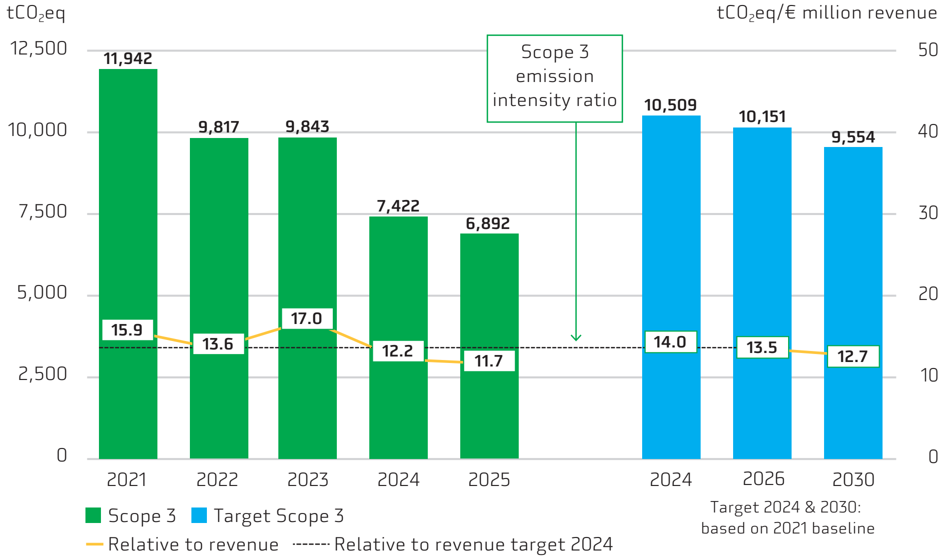
SCOPE 1 & 2 GHG EMISSIONS TRENDS (MARKET BASED)



Scope 3 emissions

In 2025, Besi reduced its absolute Scope 3 emissions (as per reported scope) versus the 2021 baseline by 42% (5,050 tCO_2eq) reflecting progress in the areas of transportation, freight and travel and the increased adoption of renewable energy in our operations. In addition, Besi's Scope 3 emission intensity ratio decreased to 11.7 tCO_2eq/€ million revenue in 2025, a decrease of 4.2 points versus the 2021 baseline and 0.5 points versus 2024, even despite the significant decrease in our revenue between 2021 and 2025 due to the assembly equipment market downturn.

SCOPE 3 GHG EMISSIONS TRENDS*



* The Scope 3 emissions reduction target was set for the Scope 3 emission categories for which Besi collected data and reported against in 2021 including: Upstream transportation and distribution, downstream transportation and distribution, business travel and fuel- and energy-related activities (which are not included in our Scope 1 or Scope 2 emissions). In 2024, we expanded the reporting of our Scope 3 emissions to include all relevant categories according to the GHG Protocol methodology such as purchased goods and services, capital goods, waste generated in operations, employee commuting, use of sold products and end-of-life treatment of sold products which is not reflected in this graph. In 2025, we continued reporting all material categories of Scope 3 emissions. To be consistent in our sustainability reporting, we provide progress against the targets set in 2022.

Besi APac's QEHS team.

Metrics

Energy consumption and mix

Our energy consumption includes direct and indirect energy consumption. Direct energy consumption includes the use of fuels such as natural gas to heat our buildings and transport fuels such as gasoline and diesel. Indirect energy consumption includes the use of electricity for our operations as well as purchased heating or cooling for our facilities. Each quarter, we collect energy consumption data from our operations and aggregate this information at the corporate level. We calculate energy consumption on the basis of invoices from our energy suppliers. If invoices are not available at the time of quarterly data reporting, we use meter readings or estimates. Corrections to this quarterly data are made once the invoices are available. We collect quarterly information on fuel usage in physical units such as m^3 for natural gas and convert such amounts to MWh applying lower heating values for each fuel type.

Gross Scopes 1, 2, 3 and total GHG emissions

In reporting carbon emissions levels, we have adopted the standards and methodology put forth by the Greenhouse Gas Protocol which divides emissions into three Scopes:

- Scope 1 emissions cover direct greenhouse gas ("GHG") emissions resulting from day-to-day business activities. This category includes on-site fuel combustion such as gas boilers as well as manufacturing, transport and fugitive emissions.
- Scope 2 emissions cover indirect GHG emissions which result from the electricity, heat and steam we purchase from external sources. We calculate Scope 2 emissions using location-based and market-based methods.
- Scope 3 emissions cover nine material categories of GHG emissions including Purchased goods and services, Fuel and Energy-related activities, Upstream and downstream transportation, Business travel, Waste generated in operations, Employee commuting, Use of sold products and End of life treatment of sold products.

Energy consumption and mix	**2024**	**2025**	**% 2025/2024**
(1) Fuel consumption from coal and coal products (MWh)	0	0	NA
(2) Fuel consumption from crude oil and petroleum products (MWh)	124	97	78%
(3) Fuel consumption from natural gas (MWh)	653	366	56%
(4) Fuel consumption from other fossil sources (MWh)	0	0	NA
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	827	852	103%
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	**1,604**	**1,315**	**82%**
Share of fossil sources in total energy consumption (%)	7%	6%	86%
(7) Consumption from nuclear sources (MWh)*	**430**	**427**	**NA**
Share of consumption from nuclear sources in total energy consumption (%)	2%	2%	NA
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0	0	NA
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	19,925	19,966	100%
(10) The consumption of self-generated non-fuel renewable energy (MWh)	643	624	97%
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	**20,568**	**20,590**	**100%**
Share of renewable sources in total energy consumption (%)	93%	94%	101%
Total energy consumption (MWh) (calculated as the sum of lines 6 and 11)	**22,172**	**21,905**	**99%**

In 2025, our total energy consumption slightly decreased from 22,172 MWh in 2024 to 21,905 MWh. In addition, our energy intensity ratio increased by 1% primarily due to Besi's 2.7% revenue decrease in 2025 versus 2024. Information about Besi's revenue can be found in Note 24 Revenue in the Notes to the Consolidated Financial Statements.

Energy intensity per net revenue (based on ESRS definitions, Besi operates in a high climate impact sector)	**2024**	**2025**	**% 2025/2024**
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/€ million revenue)	36	37	103%

* Similar to last year, energy consumption from nuclear sources is counted based on energy grid mix of each country of our operations. The nuclear power consumption is not included in calculation of the total energy consumption to avoid double counting.

In 2024, we expanded the reporting of Scope 3 emissions adding five material categories to our scope of reporting as described above in the section Progress against targets. However, we continue to apply industry and/or market average indicators for less material categories (Waste Generated in Operations, Employee Commuting and End-of-Life Treatment of Sold Products) in accordance with GHG Protocol guidance. Details are provided in the section GHG emissions accounting methodology. Besi's Scope 1 & 2 and 3 emissions do not include biogenic emissions of CO_2 from the combustion or bio-degradation of biomass due to irrelevance of this emissions type to our business and value chain.

		Retrospective			Milestones and target years		
	Base year (2021)	**2024**	**2025**	**2025/2024 %**	**2026**	**2030**	**Annual % Target/base year**
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions (tCO_2eq)	331	165	99	60%	250	0	76%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0	0%			
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions (tCO_2eq)	12,181	10,503	10,263	98%			
Gross market-based Scope 2 GHG emissions (tCO_2eq)	10,480	184	214	116%	2,453	0	23%
Significant scope 3 GHG emissions							
Total Gross indirect (Scope 3) GHG emissions (tCO_2eq)	11,942	242,920	251,096	103%			
1 Purchased goods and services		86,188	93,555	109%			
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	2,565	52	41	79%			
4 Upstream transportation and distribution	1,822	2,232	2,316	104%			
5 Waste generated in operations		71	75	106%			
6 Business traveling	460	2,084	2,397	115%			
7 Employee commuting		3,060	2,481	81%			
9 Downstream transportation	7,095	3,055	2,139	70%			
11 Use of sold products		146,167	148,081	101%			
12 End-of-life treatment of sold products		11	11	100%			
Total GHG Emissions							
Total GHG emissions (location-based) (tCO_2eq)		**253,588**	**261,458**	**103%**			
Total GHG emissions (market-based) (tCO_2eq)	**22,753**	**243,269**	**251,409**	**103%**			

GHG intensity per net revenue	**2024**	**2025**	**2025/2024 %**
Total GHG emissions (location-based) per net revenue (tCO2eq/€ million revenue)	417	442	106%
Total GHG emissions (market-based) per net revenue (tCO2eq/€ million revenue)	400	425	106%

EU Taxonomy disclosure

The EU Taxonomy Regulation (EU 2020/852) ("EU Taxonomy") is a green classification system that determines which economic activities can be considered environmentally sustainable under the EU framework. It helps companies, investors and other stakeholders identify and invest in activities that contribute to sustainable objectives. The EU Taxonomy establishes six environmental objectives, each supported by subsequent delegated acts that define related activities and determine Technical Screening Criteria ("TSC"), Do No Significant Harm ("DNSH") criteria and minimum safeguards:

- Climate Change Mitigation ("CCM").
- Climate Change Adaptation ("CCA").
- Sustainable use and protection of Water and Marine Resources ("WTR").
- Transition to a Circular Economy ("CE").
- Pollution Prevention and Control ("PPC").
- Protection and restoration of Biodiversity and ecosystems ("BIO").

The EU Taxonomy requires that any undertaking, which is subject to Directive 2013/34/EU, is compliant with the reporting requirements provided in Article 8 of EU Taxonomy. For the reporting period 2025, non-financial undertakings are required to disclose the proportion of key performance indicators (revenue, capital expenditures and operating expenses) associated with economic activities that are eligible and aligned with the six environmental objectives.

Basis for preparation

We prepared our EU Taxonomy disclosure in accordance with Commission Delegated Regulation EU 2021/2178 and Commission Delegated Regulation (EU) 2023/2486 and several Commission Notices containing answers to frequently asked questions about EU Taxonomy reporting. We used the Regulation (EU) 2020/852 as supplemented with Commission Delegated Regulation (EU) 2021/2139, Commission Delegated Regulation (EU) 2023/2485, Commission Delegated Regulation (EU) 2023/2486 and Commission Delegated Regulation (EU) 2022/1214 to identify eligible activities and for the assessment of activities that are aligned including the screening of alignment with the minimum safeguards. Besi did not apply the Commission Delegated Regulation (EU) 2026/73 for 2025.

We do not have any economic activities related to nuclear energy and fossil gas. As such, only Template 1 "Nuclear and fossil gas-related activities" outlined in the Commission Delegated Regulation (EU) 2022/1214 is included in our EU Taxonomy disclosures.

Besi's accounting principles for determining revenue, capital expenditures and operating expenses under the EU Taxonomy are aligned with the accounting principles included in Note 2 Summary of material accounting principles in the Notes to the Consolidated Financial Statements. Operating expenses as per the EU Taxonomy have a different definition and are included as a subset of the operating expenses reported in the Consolidated Financial Statements. Besi has identified the following applicable economic activities under the Climate Change Mitigation and Circular Economy objective:

- Manufacture of electrical and electronic equipment (CE 1.2), associated with Besi's core activity of manufacturing semiconductor assembly equipment.
- Repair, refurbishment and remanufacturing (CE 5.1), associated with the extended warranty service on the machines purchased from Besi in the past.
- Acquisition and ownership of buildings (CCM 7.7), associated with the acquisition of investment property in 2025.

Financial resources required to implement actions taken or planned to CaPEx plan required by Commission Delegated Regulation (EU) 2021/2178, are integrated into Besi's overall strategic decision-making and typically form part of broader investments with multiple objectives. Indeed, the allocation of financial resources is subject to the business, regulatory, and external environment to which Besi is exposed. However, the EU Taxonomy-related financial resources are not considered significant.

Our EU Taxonomy activities do not substantially contribute to multiple environmental objectives as there is no double counting in the allocation in the numerator of Revenue, CapEx and OpEx KPIs across economic activities. We have performed the assessment based on our interpretation of how the regulation applies to our business activities and the impact thereof on eligibility and alignment. Future guidance could result in more accurate definitions and altered decision-making in meeting reporting obligations that may come into force and which could impact future EU Taxonomy reporting.

Assessment

The proportion of the EU Taxonomy eligible revenue is determined as the part of the net revenue derived from our products and services associated with CE 1.2 "Manufacture of electrical and electronic equipment" and CE 5.2 "Repair, refurbishment and remanufacturing", divided by net revenue. In addition, Besi derives a portion of its revenue from the sale of spare parts. However, in the absence of more granular financial reporting information, Besi is unable to distinguish between spare parts and wear and tear components (referred to as consumables), a distinction explicitly outlined in the description of economic activity "Sale of spare parts (CE 5.2)". As a result, Besi has opted for not reporting eligibility for this revenue stream. This category will be further examined in the future.

Besi concluded that a portion of the CapEx associated with manufacturing equipment is essential to its revenue-generating activities. As a result, the investments associated with Besi's R&D are classified under the activity "Manufacture of electrical and electronic equipment (CE 1.2)". In addition, in 2025 Besi acquired property which was eligible under the activity Acquisition and ownership of buildings (CCM 7.7). The denominator for the CapEx KPI includes additions to tangible and intangible assets during the financial year. Besi further concluded that a portion of the OpEx associated with non-capitalized R&D costs is related to its core activity of manufacturing semiconductor assembly equipment. As a result, such OpEx are classified under the activity "Manufacture of electrical and electronic equipment (CE 1.2)". Total OpEx in the scope of the EU Taxonomy is determined based on the non-capitalized costs associated with R&D, building renovation, short-term leases, maintenance and repair activities and any other direct expenditures related to the day-to-day servicing of property, plant and equipment.

Besi has conducted an alignment assessment of the activities pursuant to the Climate Change Mitigation and Circular Economy objectives as a substantial portion of our revenue falls within the scope of these activities. To conduct the assessment, we reviewed substantial contribution criteria with our product groups for the activities CE 1.2 and CE 5.1. As there is no detailed guidance on how to interpret certain technical screening criteria, we take a conservative approach when considering whether eligible portions of Revenue and the associated CapEx and OpEx are not aligned with the requirements. Regarding the activity CE 1.2, in the absence of EU Ecolabels for machines manufactured by Besi, we concluded that certain requirements such as Design for reuse and remanufacturing, Design for dismantling, Design for recyclability and Proactive substitution of hazardous substances cannot be fully met. Regarding the activity CE 5.1, we concluded that the criteria to ensure that the product's materials, particularly critical raw materials and components that have not been reused in the same product are reused elsewhere or recycled or disposed of in accordance with applicable European Union and national regulation have not been fully met. For CCM 7.7 we reviewed the substantial contribution criteria and concluded that it is not aligned with the requirements.

The DNSH criteria for activities contributing to the Circular Economy objective include detailed requirements for Climate change mitigation, Climate change adaptation, Sustainable use and protection of water and marine resources, Pollution prevention and control and Protection and restoration of biodiversity and ecosystems. Besi screened its eligible economic activities against all relevant environmental objectives with the corresponding DNSH criteria. We regard our eligible activities as not fully aligned with the Pollution prevention and control objective and, in the absence of the required granularity in a physical climate risks assessment and an Environmental Impact Assessment, we assume that we are not fully aligned with the Climate change adaptation and the Protection and restoration of biodiversity and ecosystems objectives for the activity CCM 7.7, CE 1.2 and CE 5.1.

To summarize, based on the assessment of substantial contribution criteria and DNSH, we conclude that the eligible portions of Revenue, CapEx and OpEx do not fully meet the requirements outlined in the regulation. Besi is committed to running its operations in accordance with internationally recognized standards and best practices.

The last step of the alignment assessment is to check Besi's compliance with the minimum safeguards following the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the principles and rights set out in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights. The minimum safeguard criteria have been assessed in relation to our eligible activities based on the final report on minimum safeguards from the Platform on Sustainable Finance.

Besi is committed to respecting and promoting human rights in all aspects of our business operations. This Human Rights policy outlines our commitment to uphold fundamental human principles. We believe that respecting human rights is integral to our values and essential for the sustainable success of our business. Our commitment to human rights is integrated into our business processes and supported through a range of policies such as the Anti-Corruption and Bribery policy, Code of Conduct and Supplier Code of Conduct to make sure that we conduct our business in alignment with our vision and driven by our values. We have established systems, policies and procedures in compliance with all applicable laws and regulations to mitigate and prevent any potential human rights issues in our own operations or while interacting with clients or suppliers.

Besi has potential negative impacts from topics related to human rights, working conditions and health and safety based on our materiality assessment. Given that we do not have actual negative impacts, we focus mainly on the implementation of policies and supplier engagement to proactively prevent any negative impacts. To monitor the effectiveness of our preventative actions, Besi conducts quarterly supplier reviews and follow-ups. In addition, we regularly conduct performance assessments and key supplier audits, engage suppliers to respond to the RBA Self-Assessment Questionnaire to help identify their social, environmental and human rights-related activities and risks in our supply chain and implemented a Grievance procedure and Whistleblower procedure to ensure the communication and remediation of all actual and potential issues. However, we recognize that the current assessment of actual and potential human rights impacts in our value chain requires further improvement as described in the chapter Workers in the value chain.

Key performance indicators

In the aggregate, 87% of Revenue, 85% of CapEx and 36% of OpEx were eligible under CE objectives in 2025. Eligible OpEx remained at 2024 levels. Eligible Revenue increased versus 83% in 2024 due to the increase in eligible amounts associated with CE 1.2 and CE 5.1 (numerator), and reduction of revenue in 2025 (denominator). In 2025, Besi reported increase in the eligible amount of CapEx versus 59% in 2024 due to the acquisition of investment property eligible under CCM 7.7. In 2026, Besi will continue to assess revenue, capital expenditures and operating expenses for eligibility and alignment in accordance with the EU Taxonomy.

Nuclear and fossil gas-related activities

	Nuclear energy-related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to the construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to the safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
	Fossil gas-related activities	
4	The undertaking carries out, funds or has exposures to the construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to the construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to the construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Revenue

Financial year N	2025			Substantial Contribution Criteria						DNHS criteria									
Economic Activities (1)	Code (2)	Turnover (3)	Proportion of Turnover, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) Turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		mEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
n/a																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		–	0%														0%		
of which Enabling			0%														0%	E	
of which Transitional			0%														0%		T
A.2 Taxonomy-eligible but not environmentally sustainable (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Manufacturing of electric and electronical equipment	CE 1.2	505.5	85.5%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								82.8%		
Repair, refurbishment, and remanufacturing	CE 5.1	8.2	1.4%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.6%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		513.7	87%	0%	0%	0%	0%	87%	0%								83%		
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		513.7	87%	0%	0%	0%	0%	87%	0%								83%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		77.6	13%																
Total		591.3	100%																

CapEx

Financial year N	2025			Substantial Contribution Criteria						DNHS criteria									
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		mEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
n/a																			
CapEx of environmentally sustainable activities (Taxonomy-aligned)		–	0%														0%		
of which Enabling			0%														0%	E	
of which Transitional			0%														0%		T
A.2 Taxonomy-eligible but not environmentally sustainable (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Manufacturing of electric and electronical equipment	CE 1.2	26.0	53%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								59%		
Acquisition and ownership of buildings	**CCM 7.7** CCA 7.7	15.7	32%	EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		41.7	85%	32%	0%	0%	0%	53%	0%								59%		
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		41.7	85%	32%	0%	0%	0%	53%	0%								59%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		7.1	15%																
Total		48.8	100%																

OpEx

Financial year N	2025			Substantial Contribution Criteria						DNHS criteria									
Economic Activities (1)	Code (2)	OpEx (3)	Proportion of OpEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) OpEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		mEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
n/a																			
OpEx of environmentally sustainable activities (Taxonomy-aligned)		–	0%														0%		
of which Enabling			0%														0%	E	
of which Transitional			0%														0%		T
A.2 Taxonomy-eligible but not environmentally sustainable (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Manufacturing of electric and electronical equipment	CE 1.2	19.9	36%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								36%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		19.9	36%	0%	0%	0%	0%	36%	0%								36%		
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		19.9	36%	0%	0%	0%	0%	36%	0%								36%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		35.8	64%																
Total		55.7	100%																

Social

In mapping our stakeholders, it was assumed that Besi has a large impact on, and is highly affected by, its own workforce and workers in the supply chain. To a lesser extent, we are also impacted by human rights organizations as well as business and industry associations. The Double Materiality Assessment resulted in the following impacts, risks and opportunities being deemed material for both our own workforce and personnel employed by all Besi's suppliers: Working Conditions, Health and Safety and Human Rights. In addition, it was found that Inclusion and Diversity was a material topic for our own workforce. The material risks and opportunities in 2024 identified by the Double Materiality Assessment arising from impacts and dependencies on Besi's own workforce are relevant for, and could materially impact, all Besi employees including employees and individuals who were self-employed or employed through third-party organizations such as employment agencies ("non-employees") in Europe, Asia and the US.

To validate the Double Materiality Assessment, we interviewed employee representatives from our operations in Europe and Asia as part of an engagement roadshow with stakeholders. Both employee groups confirmed that the topics deemed material were relevant for all Besi employees. It was discussed that an appropriate work-life balance was an important factor in long-term employee retention and that project management and R&D positions tend to be at the highest risk due to their associated workloads. Talent development and good working conditions were listed as opportunities for enhanced business performance in conversations with employee representatives. Engagement with stakeholders in the value chain is conducted through supplier interviews during which different topics related to workers in the value chain are discussed. The sections Strategy, business model and value chain and Double Materiality Assessment provide additional detail as to how Besi considers the views of its stakeholders through multifaceted dialogue.

Own workforce

Strategy

Besi is committed to being a good employer and promoting a workplace culture supporting the achievement of its business and sustainability objectives. A principal challenge and risk is to attract, motivate and retain skilled workers critical to our success in a highly competitive semiconductor industry. Key material risks include (i) reputational damage, (ii) insufficient workers due to health and safety or human rights incidents and (iii) failure to meet requirements of corresponding health and safety or human rights regulations. Besi can also pursue opportunities related to employee engagement, talent attraction and retention by providing attractive working conditions in a diverse international environment which could encourage business growth and increased profitability. In addition, our global footprint implies that different regions have different risk profiles when it comes to social issues. As such, our Asian production and personnel expansion could expose us to risks related to forced labor, child labor and other human rights issues in each geographic location.

Due to the nature of our operations and business model, negative impacts can be either widespread such as women being underrepresented across the science, technology, engineering and mathematical fields or specific to individual impacts such as human rights or health and safety incidents in the workplace. Besi can have a positive impact on its own workforce across the globe by providing equal treatment and opportunities for all, promoting work-life balance practices, providing employment and inclusion for persons with disabilities and promoting neuro diversity (e.g. age, gender, cultural background) for new hires and promotions. Such impacts originate from our strategy and business model and inform Besi's policies, processes and short-, medium- and long-term goals.

We do our utmost to provide employees a comfortable working environment free of discrimination. Our policies and management of these topics strive to ensure that employees are not exposed to any material negative social impact and create opportunities for their growth and development. To this end, our ambition is to:
- Ensure healthy lives and promote wellbeing for all.
- Foster an environment of equal opportunity for all employees with application to recruitment, promotion, remuneration, training and benefits processes.
- Promote sustained, inclusive and sustainable economic growth.
- Provide a safe and secure working environment for all employees.

Such policies cover all Besi employees and were developed with the interests of all employees in mind. In addition, we comply with all applicable employment laws and regulations in the countries in which we operate. We do not expect any material negative impacts on Besi's employees and non-employees arising from the reduction of our negative environmental impacts and transition to climate-neutral operations.

Policies related to own workforce

We seek to be a preferred employer by emphasizing the inclusion, diversity, health, safety and wellbeing of our employees and providing flexible working arrangements with career growth and development. To this end, Besi has a Sustainability policy, Code of Conduct, Human Rights policy, Inclusion and Diversity policy, Anti-Corruption and Bribery policy, Grievance procedure and Whistleblower procedure, all of which are available on our website, to guide employee activities and to set out the responsibilities, procedures and support functions in reporting violations. The importance of appropriate anti-corruption and human rights policies has increased with the expansion of Besi's Asian operations, supply chain and logistics activities.

We aim to create a culture in which every employee feels valued and respected. Although we do not have specific policy commitments for groups at particular risk of vulnerability such as disabled people, persons with long-term illnesses and other vulnerable groups, we seek to provide equal opportunities for all employees regardless of identity. Besi also seeks to facilitate diversity throughout our management ranks with targets and milestones set for female managers and female employees. The Human Rights policy explicitly prohibits the use of forced, bonded or child labor in any of our operations or business activities.

The Whistleblower procedure allows our employees and all affected stakeholders to report any issues related to Besi's Code of Conduct. In addition, the Grievance procedure seeks to provide a transparent and efficient process to address any complaints related to human rights impacts from our employees, workers in the value chain and any other relevant stakeholders (including non-employees). Such cases are investigated immediately and overseen by the Board of Management and, if relevant, local management, who have responsibility for approving appropriate corrective measures and remedies. All employees are required to sign our Code of Conduct and undertake training upon hiring. We have three main policies applicable to our own workforce and material topics which are set forth below:

Sustainability policy

The Sustainability policy covers the following relevant social topics:
- People Wellbeing: We focus on training and talent development through a variety of programs. We conduct continuous analysis of employee engagement and satisfaction across all regional operations to assess our relative success in such activities.
- Health and Safety: Employee health and safety is a non-negotiable condition of our business. We have implemented a company-wide health and safety policy and set management objectives to ensure that such commitments are applied to all employees at the facility level.
- Human Rights: We adhere to high ethical standards in our business and commit to ensure that there are no human rights violations. We expect the same from our suppliers.

Inclusion and Diversity policy

We believe people are important to build and sustain our growth and development. The combined wealth of diversity in personal backgrounds, creativity, self-identity, skills and expertise that our staff bring to their roles constitutes a significant portion of our organizational ethos and accomplishments as a company. Besi denounces all forms of discrimination and aims to promote inclusion and diversity for everyone in the Company, no matter their age, race, ethnic, gender or national origins, sexual orientation, marital and/or parental status, disability or religious beliefs. Besi has implemented measures to prevent any form of discrimination in our workforce. Such measures include our Code of Conduct, Human Rights policy, Grievance procedure and Whistleblower procedure.

Human Rights policy

Besi commits to respect and promote human and labor rights in all aspects of our operations. In addition to international human rights and labor rights regulations and standards, we also pay attention to the local laws and relevant jurisdictions in the countries where we or our supply chain operates. Specifically, Besi's Human Rights policy covers the following issues:
- Inclusion and diversity.
- Non-discrimination and equality.
- Freedom of association and collective bargaining.
- Safe and healthy working conditions.
- Prohibition of forced and child labor.
- Anti-harassment and violence.
- Fair wages and benefits.
- Work-life balance.

The Board of Management is responsible for the management of Besi's human rights issues including (i) training employees, (ii) creating awareness of human rights topics, (iii) monitoring and reporting any human rights-related issues through our Whistleblower procedure and Grievance procedure, (iv) identifying and assessing potential human rights issues and (v) implementing mitigation measures where necessary. We continuously reflect on our approach to human rights and engage in open dialogue with stakeholders to determine areas for improvement.

We aim to engage with all stakeholders. In 2024, we conducted a stakeholder engagement roadshow which included employee representatives, customers, suppliers and investors to promote human rights awareness and collaboration on initiatives advancing human rights. For our part, we conduct a biennial employee engagement survey and conduct engagement with representatives of Works Councils and Work Unions on a semi-annual basis to ensure we are updated on all human rights-related topics important to our employees.

The Grievance procedure and Whistleblower procedure seek to identify and prevent any form of human rights violations in our operations and in our value chain, including harassment and violence and details of remedies for human rights impacts.

Employee engagement

We promote an atmosphere of open dialogue between managers and employees. Engagement occurs both directly with our employees and indirectly with workers' representatives:

- Employees and managers are encouraged to voice their concerns in a collegial exchange during annual performance appraisals.
- Employee interests are also communicated semi-annually in a more institutional way via representation by the local European Works Councils and Asian Work Unions. The results of these communications are used to create risk mitigation strategies.
- We conduct Town Hall meetings for all employees on a quarterly basis to inform them of current business and financial developments and sustainability priorities.
- We have launched resource pages in certain locations to educate and engage our employees about Besi's sustainability strategy and progress.

The effectiveness of our engagement and mitigation approaches is assessed through the biennial Employee Engagement survey, the results of which inform the strategic direction of Besi's activities regarding its own workforce. The Board of Management is the most senior body with operational responsibility for company-wide engagement initiatives such as the Employee Engagement survey. Besi's operations managers have operational responsibility for location specific initiatives such as Town Hall meetings. Our most recent 2025 survey conducted by Willis Towers Watson reported a high level of participation (91%) and engagement (88%). In the previous survey conducted in 2023, the level of participation was 94% and engagement was 89%. Employees who may be particularly vulnerable to Besi's impacts can provide feedback in the survey by responding to open-ended questions. Survey results also help guide company activities and highlight areas for improvement. For instance, Besi Switzerland hosted workshops during 2025 to further enhance the frequency and quality of communication between employees to ensure effective collaboration on technical projects. In addition, Besi Netherlands conducts an annual assessment of employee physical and mental health to proactively identify potential health risks and provide appropriate support measures.

Processes for engaging with own workers and workers' representatives about impacts and raising concerns

For more information on our Whistleblower procedure and Grievance procedure, please refer to the Governance section.

Meco employees participated in a volunteer day organized by Cello, an organization that supports people with intellectual disabilities.

Own workforce actions and resources

Set forth below are the actions required to implement Besi's policies:

Policy/action plan	Key actions required	Scope	Time horizon	Year of completion	Progress of key actions taken in 2025	Allocated resources to management of material impacts, risks and opportunities
Sustainability policy	• Training and talent development. • Analysis of employee engagement and satisfaction across all regional operations. • Communication of policies and procedures to employee workforce. • Implementation of Occupational Health and Safety standards and external certifications in our operations.	All operations.	On continuous basis.	Not defined. Each policy is reviewed and updated annually.	• Average training hours per employee increased to 33 hours, up 27% versus 2021 and 10% versus 2024. • Biennial employee engagement survey conducted in 2025. Survey results indicated that employees feel safe in their current physical working environment and that collaboration and teamwork is a core strength. Progress was exemplified by employees being more likely to recommend Besi as a good workplace compared to the last survey. • Town Hall meetings for all employees are conducted on a quarterly basis to communicate current business and financial developments and sustainability priorities. • Seven out of eight Besi facilities are now ISO 45001 compliant (Austria, China, Malaysia, Singapore, Switzerland and two sites in the Netherlands). • Introduction of mental health seminars that focus on how to handle stress conflict situations and burnout.	Actions are implemented and assessed in terms of effectiveness using the following resources: • Corporate Sustainability Team produces guidance and tracks performance across the Company. • Internal Audit and Control team tracks performance through the internal control system. • Operations, including management, technical teams, HR and Sustainability Teams help ensure that Besi's policies operate effectively. • External consultants and advisors are engaged to support the development and implementation of specific sustainability initiatives.
Human Rights policy	• Regular employee training on human rights issues and Besi's commitments under this policy. • Monitoring of Besi's operations, investigation of all reported concerns and, if appropriate, remedies provided. • Identification and assessment of potential human rights issues, prevention of human rights issues and/or implementation of mitigation measures. • Ensuring that all employees are aware of their rights including the right to freedom of association and collective bargaining.	All operations.	On continuous basis.	Not defined. Each policy is reviewed and updated annually.	• Training on Besi's Code of Conduct including human rights topics conducted upon job commencement and repeated periodically. • Implemented Human Rights policy and Whistleblower procedure and Grievance procedure. • Potential human rights impacts, risks and opportunities defined as part of the Double Materiality Assessment, validated by key stakeholders and reviewed annually by Management Team.	
Inclusion and Diversity policy	• Measures implemented to prevent employee discrimination. • Encouragement of inclusion and diversity through manager's inclusive leadership, training, communication and sustainability initiatives. • Attraction, nurturing and retention of a diverse range of talents via enhanced recruitment, development and retention policies. • Adherence to the legislation and regulations relevant to Besi in all locations where it operates and conducts business.	All operations.	On continuous basis.	Not defined. Each policy is reviewed and updated annually.	• Introduced Confidentiality Counsellors who can work as a first point of contact if employees have questions or concerns in need of discussion. • Training on Besi's Code of Conduct, including diversity topics, are conducted upon job commencement and repeated periodically. • Local HR teams in each country where we operate (except for several small sales & service offices in Asia that are managed regionally). • Interests of employees are represented by Works Councils in each European country and by Work Unions in Asia.	

Besi was not involved in any actual negative impact for which remedial action was required based on the findings of the Double Materiality Assessment. Moreover, we implemented the above policies and actions to help ensure that our practices do not cause or contribute to negative impacts on our own workforce specifically with respect to procurement, sales and data use. For instance, we have implemented communication sessions and set policies to ensure that employee concerns are heard and that managers limit working hours to help promote a better work-life balance. Financial resources related to our own workforce include, among others, (i) access to training platforms, (II) implementation of quality and safety management systems, (iii) the development of a safe working environment and (iv) of the maintenance of high-quality working conditions. Such investments are integrated into Besi's overall strategic decision-making and typically form part of broader investments with multiple objectives. Indeed, the future allocation of financial resources is subject to the business, regulatory, and external environment to which Besi is exposed. However, such financial resources are not considered significant. As such, we have not disclosed the specific monetary amount of current and future financial resources attributed to the implementation of Besi's own workforce initiatives.

As described in the Double Materiality Assessment section, actual positive impacts on Besi's own workforce through its policies include:
- Improved employee wellbeing through positive working conditions such as secure employment, working time, adequate wages, work-life balance, training and skills development.
- Creation of a working environment that is diverse, equitable and inclusive which includes (i) equal treatment and opportunities for all employees, (ii) gender equality, (iii) employment and inclusion opportunities for persons with disabilities and (iv) the promotion, recruitment and retention of a diverse workforce.

Besi has implemented initiatives or actions with the primary purpose of delivering positive impacts for its own workforce including the training of employees, health and safety certification and the organization of local human resource teams focused on location-specific staff activities such as family days, dinners and in-person seminars on mental health. In addition, we strive to create attractive working conditions at our operations by ensuring all employees are paid an adequate wage. Our remuneration practices are evaluated annually and monitored by employee performance reviews and comprehensive labor market analytics, where available. Given Besi's global presence, such evaluations consider the labor market conditions specific to each region. This approach enables us to offer competitive remuneration packages that support both talent attraction and retention. Whilst the results of the employee engagement survey and the employee performance reviews are considered when making strategic decisions with respect to remuneration packages, our Grievance procedure is designed to help identify any concerns or negative feedback related to our pay practices.

We have implemented an approach involving the regular management review of key performance indicators and a discussion of all topics related to the operation of our business in order to identify the appropriate response to a potential negative impact on Besi's own workforce. To ensure that all topics are addressed, we conduct:
- Weekly regional management meetings.
- Global Management Team meetings three times per week to discuss, monitor and follow up on any topics related to our business operations.
- Monthly Management Team meetings with the Board of Management which includes sustainability status updates.
- Quarterly Supervisory Board and Audit Committee meetings where the Supervisory Board is updated on the implementation of Besi's sustainability strategy and any related topics that require its attention.

This approach ensures that relevant sustainability topics are discussed regionally and globally on a periodic basis, and, if required, actions are developed to help mitigate potential negative impacts. A summary of such actions is presented to the Supervisory Board on an annual basis. We help ensure Besi's own practices do not cause or contribute to material negative impacts on our own workforce and assess the effectiveness of our actions through (i) the global biennial Employee Engagement survey, (ii) Town Hall meetings, (iii) stakeholder dialogue meetings with employees, (iv) the use of confidentiality counselors, (v) the Grievance procedure and (vi) communication with representatives of Works Councils and Work Unions.

Sustainability topics	Included sub-topics in the context of ESRS	Description of risk or opportunity	Actions to achieve targets, mitigate risks and pursue opportunities	Steps to track effectiveness
		Risks		
Health and safety	Health and safety in Besi's operations.	Reputational risk of legal or regulatory sanctions, financial loss or reputational damage caused by failure to comply with health and safety related regulations and/or failure of practices implemented for employee health and safety and/or the occurrence of health and safety risks resulting in liabilities and reputational risk.	Through the implementation of ISO 45001, we introduced the following approach to health and safety risk management: • Understanding health and safety risks in the context of our organization. • Participation of leadership and workers. • Action plans developed to address risks and opportunities. • Support – engagement of resources and expertise. • Operational planning, control and emergency preparedness. • Performance evaluations including audits. • Continuous improvement philosophy.	We conduct performance evaluation steps with respect to ISO 45001 procedures which includes: • Monitoring, measurement, analysis and performance evaluation. • Internal audit. • Management review of the results.
Human rights	Measures against violence and harassment in the workplace, child labor and forced labor in own operations.	Risk of violation of human rights of own employees which could lead to severe reputational damage or the unavailability of workers as a result of our inability to retain employees or hire new employees.	• Code of Conduct training for all employees. • Whistleblower procedure and Grievance procedure to identify and assess potential human rights violations. • Confidentiality Counselors to discuss any sensitive topics.	• All training participation is tracked. • Each employee has to pass a knowledge test. • All whistleblower and grievance cases are investigated and recorded. • A summary assessment of the Whistleblower and Grievance report is presented to the Board of Management and Supervisory Board. • Confidentiality Counselors available in each country of operation.

Sustainability topics	Included sub-topics in the context of ESRS	Description of risk or opportunity	Actions to achieve targets, mitigate risks and pursue opportunities	Steps to track effectiveness
		Opportunities		
Working conditions	Secure employment, working time, adequate wages, work-life balance, training and skills development.	Opportunities for employee engagement and talent attraction and retention which may lead to business growth via the provision of attractive working conditions and career development including secure employment, working time, adequate wages, work-life balance, training and skills development.	• Initiation of local Human Resource teams focused on employee wellbeing. • All employees receive adequate wages. • Training and talent development. • Employee engagement regarding work-life balance and the enforcement of applicable Besi policies.	• Biennial employee engagement survey. • Global HR team meetings twice per year. • Quarterly Town Hall meetings. • Monthly Management Team meetings including HR update topics. • Grievance procedure. • Confidentiality Counselors available in each country of operation.
Inclusion and diversity	Diversity, gender equality and equal pay, employment and inclusion of persons with disabilities.	Opportunities for employee engagement and talent attraction and retention which may lead to business growth by ensuring an equal opportunity environment. Such policies encourage inclusion, equality and diversity, help increase employee productivity (low absenteeism, illness) and promote effective leadership.	• Promote an inclusive culture with various activities celebrating individual cultures such as holiday celebrations. • Engagement with local universities by many of our product groups and facilities to drive growth in diversity representation. • Encourage recruitment process supporting gender diversity.	We collect diversity data on a quarterly basis from all our operations: • % of female employees. • % of female managers. • Number of employees that are foreign nationals. • Local management hires.

Targets

Besi became more active in sustainability management and reporting starting in 2020 which involved the development of various short- and long-term targets using 2021 data as a baseline for comparison. As a result, Besi has had targets in place for its own workforce since 2022. We have not yet set targets for additional sub-topics based on the Double Materiality Assessment conducted in 2024 and reviewed in 2025. In setting our own workforce targets, Besi engaged directly with stakeholders, including employees, which enabled us to prioritize topics of importance. To this end, employee views were considered when setting such targets. In addition, Besi considered:

- The goals defined in Besi's overall strategy and Sustainability policy.
- Factual data related to the social and diversity indicators collected and reported by Besi since 2014.
- Recommendations of the Semiconductors Sustainability Accounting Standard as prepared by the Sustainability Accounting Standards Board.
- An assessment of strategies from Besi's peers related to their own workforces.
- Results of the materiality assessment conducted in 2020 and 2021.

Besi's performance against its sustainability targets is communicated during our quarterly Town Hall meetings for all employees, in which employees can provide feedback to the Management Team. Our biennial employee engagement survey also helps us identify any lessons or improvements that we need to make based on the results of our performance.

Topics related to secure employment, working time, adequate wages and work-life balance are not yet covered by Besi's current targets. In addition, as set forth in our Human Rights policy and Code of Conduct, we have a zero-tolerance approach towards discrimination, harassment or other inhumane treatment. As such, we have not set a specific target for this topic. Besi began the collection and aggregation of data related to work-life balance, family leave and social protection against loss of income for the first time in 2024. We will consider setting targets for such indicators over the medium-term in order to have comparative data for evaluation. In this way, we can make a more informed decision about Besi's ambitions, baseline year for target setting and the resources required to achieve such commitments.

In order to manage actual and potential material impacts, risks and opportunities in relation to our own workforce, Besi has set the following targets as a means of identifying and mitigating any potential risks:

Sustainability Standard	Sustainability topics	Target	Type of target	Baseline year	Baseline value	Target for the year 2026	Target for the year 2030
ESRS S1	Inclusion and diversity	% of female employees in workforce *	absolute	2021	17%	≥19%	≥20%
		% of female employees in management*	absolute		18%	≥21%	≥23%
	Health and safety	Zero safety incidents record	absolute		NA**	0	0
	Employee engagement and career development	% of employee engagement ***	absolute		90%	≥85	≥85
		Employee training, hours per year	absolute		20	≥21	≥21

* In 2025, we excluded US employees from our diversity targets.

** Baseline value is not applicable for this target.

*** Term Employee engagement is based on the methodology developed by Willis Towers Watson which means employees' attachment to the Company, alignment with the Company's objectives and willingness to give discretionary effort to continuous improvement.

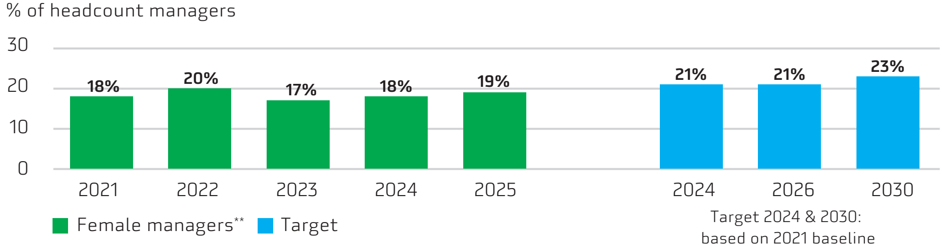
Progress against targets

We quarterly collect all information from our operations and aggregate it at the corporate level in order to track our progress versus targets and report data related to our own workforce. Local HR teams are responsible for the collection and reporting of requisite information. In addition, local and regional Finance and Internal Audit and Control teams review the consistency and accuracy of the data. Progress against our 2030 targets is detailed below alongside intermediate milestones set for 2026.

Inclusion and diversity

Besi's diversity efforts indicate slow but steady progress as measured by an increasing percentage of female managers in the workforce since 2019. The percentage of female managers has increased year-on-year since 2023. However, Besi reported a small decrease in the female managers indicator in 2023 relative to 2022 due to the promotion of several male employees to management positions at Besi APac.

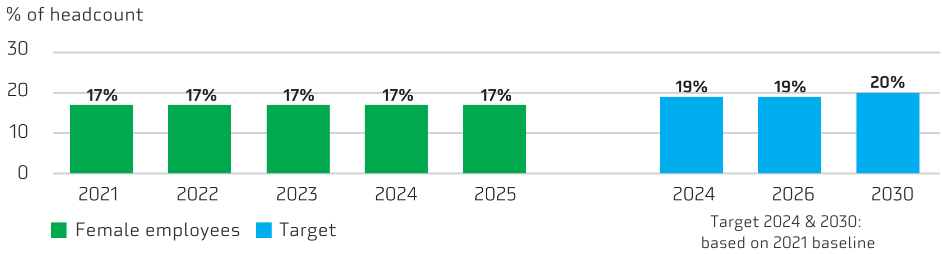
FEMALE MANAGERS*



** For this indicator, we define Manager as an employee with paygrade M1 or higher and has an employee directly reporting to her/him.

FEMALE EMPLOYEE TRENDS*

There has been no increase in the percentage of female employees from 2019 until 2025.



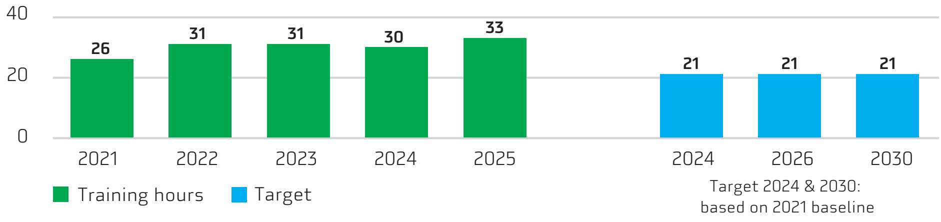
* In 2025, we excluded US employees from our diversity targets. If the US employees were included, the female employees and female managers disclosure in 2025 would be the same as presented above on the graphs.

Employee engagement and career development

Training hours in 2025 increased 10% relative to 2024 and remained above our 2026 minimum target of 21 hours per employee. Increases in training hours per employee were favorably influenced by the expansion of our operations, establishment of a new Vietnam facility and an increased focus on health and safety across our operations. In addition, Meco in the Netherlands introduced supplementary practical training sessions focused on product quality, applied knowledge and technical competencies.

TRAINING

Hours/employee



Health and safety

Besi monitors incidents in the workplace at all its locations worldwide and targets zero health and safety incidents across the short-, medium- and long-term. Incidents are grouped into categories by severity: (i) fatalities, (ii) major absences (more than four days), (iii) minor absences (less than four days) and (iv) first aid cases in which employees can resume work immediately after treatment or the following day. It should be noted that these indicators cover Besi's employees and non-employees. No fatalities were reported at our operations in 2024 and 2025. There were two safety incidents recorded in 2025 at our Malaysian facility both of which were classified as a major absence (category (ii)). Following appropriate medical treatment and authorized sick leave, both employees involved in the safety incidents returned to work. In general, incidents are few as our production facilities are predominantly clean and safe environments with no heavy chemicals present.

"AI in manufacturing" training at Besi Leshan.

Metrics

Employee characteristics

Data regarding employee characteristics is based on the headcount at the end of each reporting period. We have categorized permanent, temporary and non-guaranteed hour employees as per the local definitions used in each country where Besi operates. On December 31, 2025, Besi had recruited 1,928 employees including 1,599 male and 329 female employees. All employees are located in Asia and Europe/United States with each representing 1,308 (68%) and 620 employees (32%), respectively. In addition, substantially all our employees have permanent contracts (97%). The number of employees in terms of financial reporting was 1,964 full-time equivalents at December 31, 2025.

Our fixed and temporary headcount levels can vary significantly from year to year depending on conditions in our cyclical semiconductor assembly equipment market. In market upturns, headcount typically increases. Conversely, in downturns, headcount is typically reduced in alignment with decreased demand, particularly as it relates to temporary production personnel. Similarly, new hiring also follows market movements with higher numbers experienced in industry upturns and lower numbers in industry downturns. In 2025 and 2024, our new hiring rate was 11% and 12%, respectively. New hiring and employee turnover typically, but not always, follow such cyclical market influences. Turnover is typically lower in downturns where employees are less likely to seek employment elsewhere and higher in industry upturns when there is more demand for personnel industry-wide.

The following tables provide comparative information for Besi's employee characteristics as of December 31, 2024 and 2025, respectively.

Information on employee headcount by gender:

	Number of employees (headcount)		Percentage of total employees	
Gender	**2024**	**2025**	**2024**	**2025**
Male	1,555	1,599	83%	83%
Female	323	329	17%	17%
Other	0	0	-	-
Not reported	0	0	-	-
Total employees	**1,878**	**1,928**	**100%**	**100%**

Information on employee headcount by country of operation:

	Number of employees (headcount)		Percentage of total employees	
Country	**2024**	**2025**	**2024**	**2025**
Malaysia	433	479	23%	25%
China	403	389	21%	20%
Austria	305	314	16%	16%
Singapore	278	258	15%	14%
Netherlands	171	169	9%	9%
Switzerland	95	99	5%	5%
Taiwan	54	62	3%	3%
Vietnam	49	60	3%	3%
United States	32	38	2%	2%
South Korea	32	34	2%	2%
Philippines	15	15	1%	1%
Thailand	11	11	-	-
Total	**1,878**	**1,928**	**100%**	**100%**

Information on employee headcount by type of contract:

2024 Category	**Female**	**Male**	**Other**	**Not Disclosed**	**Total**
Number of employees (headcount)	323	1,555	0	0	1,878
Number of permanent employees (headcount)	318	1,508	0	0	1,826
Number of temporary employees (headcount)	4	47	0	0	51
Number of non-guaranteed hours employees (headcount)	1	0	0	0	1

2025 Category	**Female**	**Male**	**Other**	**Not Disclosed**	**Total**
Number of employees (headcount)	329	1,599	0	0	1,928
Number of permanent employees (headcount)	315	1,556	0	0	1,871
Number of temporary employees (headcount)	14	42	0	0	56
Number of non-guaranteed hours employees (headcount)	0	1	0	0	1

Information on employee turnover:

Topic	2021	2022	2023	2024	2025
Employee turnover*	168	191	129	155	172
Employee turnover*	10%	11%	7%	8%	9%
New hires	325	193	189	228	218

* Workforce reported in headcount between the start (January 1, 2025) and the end of the reporting period (December 31, 2025). The employee turnover indicator is calculated using the aggregate number of employees who leave voluntarily due to dismissal or retirement as the numerator, and the total number of employees as the denominator. This includes all types of employees (permanent, temporary and non-guaranteed hours).

Non-employee characteristics

Non-employees are defined as individuals working for Besi who are either self-employed individual contractors or individuals provided by third-party employment agencies primarily engaged in "employment activities" as per NACE Code N78. Self-employed individuals include any temporary worker or subcontractor including those who support Besi's R&D efforts. Individuals provided by third-party agencies include employees of contracted companies including those who provide office management services. Non-employees are reported in the Full-Time Equivalent ("FTE") total at the end of the reporting period. The calculation of non-employees is subject to the employment laws and regulations in each country of our operations.

As of December 31, 2025, non-employee workers aggregated 292 FTE (2024: 280) of whom 15 FTE (2024: 19) were self-employed people and 277 FTE (2024: 261) were provided by third-party employment agencies primarily engaged in "employment activities" as per NACE Code N78.

Diversity

Since 2019, we have collected data, set targets and publicly reported on the following diversity data as disclosed in the Targets paragraph of the Own Workforce section:

- Percentage of female employees.
- Percentage of female managers among our employees (we define Manager as an employee with a paygrade of M1 or higher and who has an employee directly reporting to them).

In 2025, female employees and female managers accounted for 17% and 19% of Besi's total employees and total managers, respectively.

In addition, the Board of Management consists of one person who is Besi's Chief Executive Officer and Chairman of the Board of Management. The Board of Management consists of one male and is therefore 100% male. There are nine members in Besi's Management Team which includes one female and eight males which corresponds to a female/male ratio of 11%/89% at the management level. The definition of management is based on the disclosure of Besi's Management Team in the Annual Report included in Corporate Information and corresponds to the management level below the Board of Management.

Set forth below is the age distribution for all Besi employees:

	Number of employees (headcount)		Percentage of total employees	
Age	**2024**	**2025**	**2024**	**2025**
Under 30 years old	186	199	10%	10%
30-50 years old	1,297	1,296	69%	67%
Over 50 years old	395	433	21%	23%
Not reported	0	0	0%	0%
Total employees	**1,878**	**1,928**	**100%**	**100%**

Adequate wages

Besi compensates its employees fairly for their work with wages that meet at least the minimum legal standards in the geographies in which it operates and adheres to all applicable laws, regulations and agreements on general working conditions. Similar to last year, Besi's employees receive adequate wages based on the assessment conducted versus applicable benchmarks in the countries of our operations. The adequate wage assessment was performed using employee payroll data.

Based on the annual employee performance reviews and labor market analytics, we review our pay scales every year. Given that Besi operates in three countries in Europe and 15 countries in Asia, the reviews are specific to the regional context of the labor market in each country of operation. This ensures that we offer competitive remuneration packages to attract and retain our talent.

We assess the effectiveness of our remuneration practices via our employee engagement survey and receive direct feedback from our employees in annual employee performance reviews. The results of the employee engagement survey and employee performance reviews are considered when making strategic decisions on remuneration packages. Our Grievance procedure helps to receive any negative feedback related to remuneration of our employees.

Social protection

We aim to have all Besi employees covered by social protection against loss of income due to sickness, unemployment, employment injury and disability, parental leave and retirement. There is no distinction made in benefits received between full-time employees, temporary employees and non-guaranteed hourly employees. Coverage differs per country based on national regulations applicable to each country where we operate.

Besi omitted the information prescribed by ESRS S1-11 for financial year 2025 in accordance with Delegated Regulation (EU) 2025/1416 which amends Delegated Regulation (EU) 2023/2772. Besi intends to provide greater detail and expand the data sources used for employees in order to report this metric in 2028 (reporting on the financial year 2027).

Persons with disabilities

As of December 31, 2025, we reported 10 employees (2024: 11) as persons with disabilities which represented 0.5% (2024: 0.6%) of total employees as of December 31, 2025. The percentage of employed persons with disabilities is reported across all our operations and is based on the definition of disability as per local regulations specific to each country where we operate.

As described in the Own workforce actions and resources section, we implemented a set of policies and procedures as well as suitable accommodations to enable everyone with special needs, including workers with disabilities, to effectively perform their jobs.

Training and skills development

One of Besi's principal challenges is to attract, motivate and retain skilled workers critical to our success in a highly competitive semiconductor equipment industry. A key component of our strategy is training and talent development for which we provide a variety of company-wide educational programs:

- Efficient onboarding for new employees.
- Intranet resources tailored to the requirements of each country in which we operate.
- Mandatory and periodic corporate learning programs.
- Voluntary and targeted training programs designed for specific roles including sessions for engineers, IT teams and assembly operators.
- Offer apprenticeships for young workers to develop their skills, knowledge and future career development.

In addition, we monitor employee engagement and satisfaction across all regional operations and conduct surveys to assess our relative success in such activities. The 2025 survey results indicated that employees feel safe in their current physical working environment and that Besi maintains strong alignment with its business priorities, emphasizing client focus, innovation and continuous improvement. Employees also expressed a strong understanding and motivation to contribute to Besi's business and sustainability objectives and a strong feeling of trust between team members. Survey results will be used to improve areas of underperformance both company-wide and at facility-level.

As indicated below, 87% of male employees and 93% of female employees received annual performance and career development reviews in 2025. Our goal is to have annual performance and career development reviews for all employees. We aim to make progress towards this objective in the next few years.

Gender	Performance and career development reviews 2024* (%)	Performance and career development reviews 2025* (%)
Male	89	87
Female	92	93
Other	-	-
Not reported	-	-
Total employees	89	88

* Most of our entities conduct performance and career development reviews on an annual basis. However, some entities conduct such reviews twice a year. To avoid double counting, we only include the first round of performance and career development reviews at our entities during the reporting period. Although this limits the risk of double counting, there is a possibility and minor uncertainty that some employees may have had a performance and career development review in the first round of reviews and not the second or vice versa. We will refine this methodology over the next two years to avoid such uncertainties in the future.

Gender	Average training hours 2024	Average training hours 2025
Male	31	35
Female	27	25
Other	-	-
Not reported	-	-
Total employees	**30**	**33**

In 2025, a total of 64,125 training hours were recorded representing an average of 33 training hours per employee. To calculate average training hours per gender, the total number of training hours completed by employees per gender category is divided by the total number of employees measured as headcount per gender category.

Health and safety

All Besi production and R&D sites have Quality, Environmental, Health and Safety ("QEHS") officers and committees and a health and safety management structure. These committees have representatives from each department responsible for the inspection, enforcement and promotion of QEHS matters in the workplace. The QEHS committees follow a company-wide process in order to identify and mitigate any health and safety-related risks at the facility-level:

1. Risk Assessment: QEHS inspections are conducted quarterly to identify and address any potential unsafe acts or conditions. Such inspections are conducted on a quarterly basis.
2. Safe work procedure: The facility's safe work procedure is updated after the risk assessment is complete. The safe work procedure outlines the (i) facility's safety requirements, (ii) operational controls and (iii) emergency procedures and defines the roles and responsibilities of supervisors and team leaders.
3. Training: Employees regularly receive QEHS training which includes health and safety orientation, video lessons and an assessment at the conclusion of the course.
4. Audits: Internal audits conducted on an annual basis by QEHS officers at each of Besi's facilities as well as external audits to verify compliance with ISO 45001 standards.
5. Continued improvement: Improvements are identified to reduce risks and enhance our safety culture following the results of internal and external audits.

Our facilities in Austria, China, Malaysia, Singapore, Switzerland and our two facilities in the Netherlands are ISO 45001 compliant. Thus, seven out of eight facilities are compliant in 2025 versus six in 2024. We expect our Vietnam facility which became fully operational in 2024 to be certified in the medium-term. In total, 89% of our workforce was covered by a Health and Safety standard as of December 31, 2024, increasing to 94% as of December 31, 2025.

There was not a work-related ill health case reported in 2025. In addition, there were no legal proceedings related to health and safety incidents in 2025. It should be noted that this covers Besi's employees and non-employees.

Work related injuries:

	2020	2021	2022	2023	2024	2025
Incidents in the workplace	0	5	6	3	2	2
Working hours (in millions)*	3.0	3.9	3.5	3.5	3.7	3.8
Incidents per million hours	-	1.27	1.71	0.86	0.54	0.53

* Working hours are calculated by multiplying the number of working days quarterly reported by our operations by eight which represents the standard number of working hours per day.

In 2025, Besi reported 0.53 incidents per million working hours, a 58% reduction versus 2021 and a 2% reduction versus 2024. The number of days lost due to incidents in the workplace was 56 versus two days in 2024.

Pay gap and total remuneration

The gender pay gap is calculated as the difference between average male and female hourly salaries and is expressed as a percentage. In calculating Besi's gender pay gap, we considered the gross hourly pay of all Besi employees across all levels and regions. Employees considered for this analysis were determined based on payroll data from October 2025 excluding interns and those who left Besi prior to such date. All salaries in local currency were converted into Besi's reported currency (euro) by using October month-end exchange rates.

Besi's gender pay gap as of October 31, 2025 and 2024 was 21% and 23%, respectively, largely due to an underrepresentation of female employees in the highest paid R&D and engineering positions of Besi and the semiconductor assembly equipment industry in general. We strive to work towards gender pay equality across all areas and levels of our business.

The remuneration ratio is calculated by dividing the annual remuneration of the highest-paid employee by the median annual remuneration (excluding the highest-paid employee) for the period ending October 31, 2025. To calculate the remuneration ratio, Besi considered its global operations in accordance with the ESRS requirements and measured remuneration using the following criteria:

- Base salary, which is the sum of guaranteed, short-term and non-variable cash compensation.
- Benefits in cash, which is the sum of the base salary and cash allowances, bonuses, commissions, cash profit-sharing and other forms of variable cash payments.
- Benefits in kind, such as cars, private health insurance, life insurance and wellness programs.
- Direct remuneration, which is the sum of benefits in cash, benefits in kind and the total fair value of all annual short- and long-term incentives.

The annual remuneration ratio between the CEO and the median employee as of October 31, 2025 was 138 versus 382 in 2024. The 2024 remuneration of the CEO included equity compensation benefits for additional performance shares related to prior year.

Incidents, complaints and severe human rights impacts

In 2024 and 2025, there were no reported incidents (0), or severe human rights impacts (0) related to discrimination on the grounds of gender, racial or ethnic origin, nationality, religion or belief, disability, age, sexual orientation or other relevant forms of discrimination. Such metrics include reports received via the Whistleblower procedure, Grievance procedure as well as complaints submitted to our HR managers.

There were four whistleblower cases reported in 2025. Zero cases were reported in 2024. The whistleblower cases reported in 2025 were not related to human rights nor working relationship topics. All whistleblower cases were investigated and the necessary corrective measures were implemented in relation to the reported concerns. In addition, there was one complaint related to a working relationship submitted via the Grievance procedure which was resolved through discussion with the parties involved. There were no fines or penalties associated with the reported complaints.

Workers in the value chain

Strategy

Please see the sections Strategy, business model and value chain and Double Materiality Assessment to understand how Besi considers the views of its stakeholders through multifaceted dialogue. Engagement with stakeholders in the value chain is conducted through supplier interviews during which different topics related to workers in the value chain are discussed. This section outlines Besi's supply chain engagement, which covers the material Impacts, Risks and Opportunities ("IROs") related to workers in Besi's value chain.

In mapping our stakeholders, it was assumed that Besi has a large impact on, and is impacted by, workers in the value chain. The completion of our Double Materiality Assessment resulted in the following material impacts and risks being deemed material for workers in our upstream value chain: Human Rights, Working Conditions and Health and Safety. Such material impacts, risks and opportunities are relevant to personnel employed by all Besi's suppliers. Our material topics are relevant to all product-related and R&D suppliers. Many of Besi's product-related suppliers operate in Asia and are more exposed to larger risks related to forced labor, child labor and other human rights issues as compared to our R&D suppliers. Product-related workers are particularly vulnerable to negative impacts due to the nature of their work. For instance, employees who are involved in the creation of fabricated parts have a higher exposure to health and safety-related negative impacts. In addition, certain geographies such as Singapore rely on migrant workers who may have a higher exposure to negative human rights-related impacts. However, it should be noted that most of our direct suppliers and customers are positioned in the front-end of the semiconductor equipment industry value chain. As a result, they are less likely to be exposed to high-risk business segments with regard to Human Rights, Working Conditions and Health and Safety.

Besi and many of its suppliers involved with advanced automation and high precision solutions and systems operate in a specific market segment reliant on R&D activity and engagement with a skilled workforce. Therefore, many of our R&D suppliers engage highly skilled workers who tend to be better protected against human rights-related negative impacts including secure working conditions and favorable health and safety practices. However, we consider those supply chain workers who perform supporting functions and are not directly involved in R&D activities to have potential exposure to such negative impacts.

From a long-term sustainable value creation perspective, a scalable, sustainable and responsible supply chain is essential for us to become the world's leading supplier of semiconductor assembly equipment for advanced packaging applications. In order to assess and manage supply chain risks, we regularly conduct suppliers' assessments through active engagement including a self-assessment questionnaire, on-site supplier audits and supplier ESG ratings. Such assessments enable us to understand and identify key risks related to sustainability in our upstream value chain and allow us to define and implement action plans to manage such risks.

There is the potential for Besi to have a material negative human rights impact in its value chain although none has been identified. Therefore, we commit to ensuring that Besi's suppliers adopt sustainable business practices by outlining our expectations in policy documents, engaging with suppliers on a frequent basis and by conducting audits.

Policies related to value chain workers

We have the following policies in place to promote a sustainable supply chain and manage the impacts, risks and opportunities related to workers in our upstream value chain: a Sustainability policy, a Supplier Code of Conduct (based on the code published by the Responsible Business Alliance ("RBA")), and a Human Rights policy. Please refer to our Whistleblower procedure and Grievance procedure for more details as to how we identify and prevent any form of harassment and/or violence in our operations and value chain, and, more specifically, how we provide remedies for human rights impacts. Our Supplier Code of Conduct and Human Rights policy explicitly address trafficking in human beings, forced labor or compulsory labor and child labor with respect to value chain workers. In addition, we seek to align our operations and supply chain with the Restriction of Hazardous Substances ("RoHS") Directive.

There have been no reported violations of Besi's Supplier Code of Conduct and Human Rights policy via our whistleblowing channels or supplier audits. Besi's policies cover all value chain workers with particular relevance to the employees of our supply chain vendors.

Supplier Code of Conduct

Our Supplier Code of Conduct has been created in accordance with RBA requirements since 2018.

The Code of Conduct establishes standards to ensure (i) safe working conditions in the electronics industry or industries in which electronics are a key component, including their related supply chains, (ii) that workers are treated with respect and dignity and (iii) that business operations are environmentally responsible and conducted ethically. Besi expects that the supply chains of its suppliers comply with the same standards. Fundamental to adopting the Code is the understanding that a business, in all of its activities, must operate in a sustainable manner and in full compliance with the laws, rules and regulations of the countries in which it operates. If, however, there are differing standards between the RBA Code and local law, the RBA defines compliance as meeting the more strict requirements of the two. In alignment with the UN Guiding Principles on Business and Human Rights, the provisions in this Code are derived from and respect internationally recognized standards including the ILO Declaration on Fundamental Principles and Rights at Work and the UN Universal Declaration of Human Rights.

Human Rights policy

Besi is committed to using any leverage at its disposal to identify and mitigate potential negative human rights impacts in its operations and supply chain. In accordance with the UN Guiding Principles on Business and Human Rights and OECD Due Diligence Guidance for Responsible Business Conduct, we aim to (i) implement responsible business conduct into our policies and procedures, (ii) identify and assess potential human rights issues, (iii) prevent human rights issues and/or implement mitigation measures, (iv) track the efficiency of our mitigation measures and (v) be transparent in the communication of any human rights issues.

Besi's supply chain has a relatively higher probability of human rights issues than our downstream value chain. We conduct responsible procurement programs to ensure that suppliers are well informed about Besi's human rights standards including engagement, assessment, right to audit and obligation to remedy critical non-compliance. We regularly conduct supplier assessments to identify any sustainability and human rights-related issues. Further, we conduct training sessions with our suppliers each year to update them on our sustainability requirements.

We commit to providing appropriate forms of remediation in cases where Besi has directly caused or contributed to any negative human rights impact.

Value chain worker engagement

Engagement occurs directly with Besi's suppliers through various methods:

- Consultative stakeholder engagement interviews and meetings on a regular basis which aids the evaluation of our mitigation actions.
- Informative annual sustainability briefing roadshows during Supplier Days.
- Training sessions and the sharing of sustainability-related knowledge during audits.

Sessions with suppliers aim to inform the supplier's employees about the impacts of their actions and decision making relative to the environment, society and business operations. Such channels are therefore used primarily to engage directly with Besi's upstream value chain workers and their legitimate representatives and to ensure the effectiveness of our engagement with workers. We manage risks by evaluating suppliers via quarterly business assessment processes under which we conduct performance reviews and key supplier audits. The effectiveness of our engagements is measured through supplier audits to help verify compliance with our objectives and to reduce the risk of a negative impact on Besi's value chain workers. In addition, such engagements support our strategy to mitigate the risks associated with our value chain workers by providing insight as to our high-risk suppliers who do not have mitigation actions in place.

Besi's Board of Management is responsible to ensure that supplier engagement occurs. The VP Strategic Supply Chain Management has day-to-day operational responsibility for value chain worker engagement. Besi signed a General Work Agreement ("GWA") or General Procurement Contract ("GPC") with 79% of its Purchase Volume ("PV") in 2025 which includes alignment with the RBA Code of Conduct. In 2025, 70% of our total PV completed the self-assessment questionnaire and 65% of our total PV was audited.

Although Besi aligns its practices with the RBA, it is not a member of this organization. In 2024, Besi achieved silver status with the RBA which is externally audited and accredited. The new audit is planned for spring 2026.

Processes to remediate negative impacts and channels for value chain workers to raise concerns

As outlined in the Governance paragraph of this Sustainability Statement, we have Whistleblower and Grievance procedures available to any stakeholder interested in reporting any potential human rights violation. We assist our value chain worker representatives in effectively communicating the availability of such channels to their workforce through our supplier engagement. All reported concerns are reviewed with appropriate action taken in response to each reported concern. We commit to provide appropriate forms of remediation in cases where Besi has directly caused or contributed to a negative impact on workers in the value chain such as via the seven-step process included in the Grievance procedure which is set forth below:

- Submission of complaint.
- Admission and acknowledgement by Ethics Counselor upon receipt of complaint.
- Assessment of grievance which respects the right of the complainant to be anonymous and to submit the complaint in good faith.
- Conclusion by Ethics Committee on the resolution of the grievance.
- Appeal from complainant if not satisfied with the resolution of the grievance.
- Action implemented based on the conclusion of the Ethics Committee with a timeline and responsible parties assigned.
- Complaint closed once the complainant has accepted the outcome or the appeal process is complete.

Workers in the value chain actions and resources

As outlined in the Risk Management section of the Annual Report, human rights risks are captured in our annual risk assessment including how such risks could impact Besi's strategy and business operations. In recent years, we have significantly expanded our production, engineering and supply chain capabilities in Asia (Malaysia, China, Singapore and Vietnam) to increase our local presence and operational efficiency. Asian personnel represented 68% of our total headcount at year end 2025. Further, revenue from Asian customers represented approximately 76% of our revenue in 2025. As a more active Asian participant, we operate in countries that, according to international human rights and corruption indices, are perceived to be of higher risk relative to our European operations. In addition, the expansion of Besi's operations could potentially expose us to the risk of fraud or bribery in our supply chain activities. With respect to human rights, we follow the RBA Code of Conduct both in our production facilities and supply chain. The RBA Code of Conduct includes labor standards concerning:

- Freely chosen employment.
- Young workers.
- Working hours.
- Wages and benefits.
- Humane treatment.
- Non-discrimination/non-harassment.
- Freedom of association.

Besi has potential negative impacts from topics related to human rights, working conditions and health and safety based on the DMA. Given that we do not have actual negative impacts, we focus mainly on the implementation of policies and procedures and supplier engagement to proactively limit any negative impacts. We implement our value chain actions and allocate necessary resources on continuous basis.

Financial resources related to our supply chain engagement include, among others, (i) the monitoring of supplier compliance with Besi policies and procedures, such as supplier audits and quarterly business reviews, (ii) the provision of training sessions for suppliers and (iii) follow-up activities to review suppliers' progress towards identified improvements. Such investments are integrated into Besi's overall strategic decision-making and typically form part of broader investments with multiple objectives. Indeed, the future allocation of financial resources is subject to the business, regulatory, and external environment to which Besi is exposed. However, such financial resources are not considered significant. As such, we have not disclosed the specific monetary amount of current and future financial resources attributed to the implementation of Besi's supply chain initiatives.

Besi Singapore staff participated in a meal delivery program for the underprivileged.

Besi conducts quarterly supplier reviews and follow-ups to monitor the effectiveness of the preventative actions below. In addition, we regularly conduct performance assessments and key supplier audits, engage suppliers to respond to the Self-Assessment Questionnaire to help identify their social, environmental and human rights-related activities and risks in our supply chain and implemented a Whistleblower procedure and Grievance procedure to ensure the communication and remediation of all actual and potential issues:

Place in the value chain	Sustainability topic	Description of impact	Description of risk or opportunity	Preventative actions to mitigate potential negative impacts and mitigate material risks
Supply chain	Human rights	The majority of Besi's suppliers are located in Asia where a potential negative impact on the suppliers' workers might occur due to human rights violations such as violence and harassment in the workplace, child labor and forced labor.	Reputational risk of non-compliance with regulations and policies related to human rights and potential employment risks in the supply chain.	Implementation of: • GWA and GPC with reference to the RBA Code of Conduct which we sign with our suppliers. • Conflict Free Sourcing Initiative setting requirements on conflict minerals found in the Democratic Republic of Congo associated with human rights violations. • Supplier training on Besi's sustainability requirements including topics such as human rights, working conditions and health and safety. • Besi policies applicable to our value chain workers, specifically our Sustainability policy, Human Rights policy and Supplier Code of Conduct setting the standards expected from our suppliers in areas such as human rights, product quality, health and safety and the environment. • Supplier self-assessments and audits to ensure compliance with the above policies. • Whistleblower procedure and Grievance procedure available to any stakeholders interested in reporting any potential human rights violations.
	Working conditions	The majority of Besi's suppliers are located in Asia where a potential negative impact on the suppliers' workers might occur due to a lack of secure employment, working time, adequate wages, work-life balance, training and skills development.	The risk of non-compliance with employment terms regulations and/or materialization of employment risks in the supply chain resulting in interruption of critical supplies and services and reduction of product quality from suppliers.	
	Health and safety	Potential negative impact on Besi's supply chain workers due to violations of health and safety regulations resulting in an increased number of health and safety incidents.	Risk of legal or regulatory sanctions, financial loss or reputational damage caused by a failure to comply with health and safety related regulations and/or the failure to implement practices for employee health and safety and/or the materialization of health and safety risks resulting in liabilities and reputational risk.	

We do not observe severe human rights impacts in our upstream value chain. We allocate resources to manage material impacts on value chain workers and to prevent or mitigate material risks such as (i) hiring Human Resources and sustainability specialists, (ii) publishing several internal and external policies (such as the Human Rights policy), (iii) engaging consultants to support any data or knowledge gaps and (iv) ensuring that our methodology relative to the assessment and management of material topics, policies, procedures and targets is consistent with international standards and regulations. We engage with suppliers on the availability and effectiveness of our processes that provide or enable remedy in the event of material negative impacts through the Grievance procedure which was introduced in 2024.

In 2025, the number of supplier performance reviews and audits represented 65% of our total PV, a 1 point increase versus 2024. Engagement with suppliers also resulted in additional progress on sustainability topics in 2025. Our Malaysian and Chinese operations continued a more comprehensive engagement strategy with suppliers this year through a sustainability briefing roadshow, training sessions and the sharing of sustainability-related knowledge whose primary purpose was to deliver positive impacts for value chain workers. In 2024, Besi integrated sustainability criteria into its supplier Quarterly Business Review ("QBR") scorecard and assigned such criteria a 10% weighting in the final supplier performance review of the year. In addition, sustainability assessments have been incorporated into the annual audits of key suppliers since 2023. Both the QBR and the annual audits are validated onsite and through desktop assessments to ensure compliance. Following such assessments, suppliers are categorized into risk categories and are required to develop an improvement plan based on the feedback provided with active involvement from their senior management to ensure effective implementation. Such assessments provide Besi with the information needed to assess the effectiveness of our engagement in delivering outcomes for value chain workers.

Supplier Quarterly Business Review

Besi implements a Quarterly Business Review ("QBR") scorecard for its suppliers, incorporating a comprehensive assessment of operational performance and quality control. Since 2024, sustainability topics have carried a 10% weighting within the operational performance assessment. Based on the QBR assessment, suppliers are classified into six performance categories based on their scores. For lower performance category suppliers, Besi defines specific improvement requirements. Progress against these requirements is reviewed on a quarterly basis through supplier audits and desktop assessments. Relationships with suppliers that receive the lowest performance category in three consecutive quarters are formally reviewed.

In 2024, Besi APac also conducted an IT Risk Survey which received responses from 131 suppliers. The purpose of this survey was to assess the risk profile of our key suppliers with a focus on the governance of issues such as data protection, regulatory compliance and data breach risk management. The survey responses were analyzed by Besi's IT Security team which led to the categorization of suppliers into different risk levels. Following the survey, two IT security sessions were organized to ensure that key suppliers remained at manageable risk levels. As such, these sessions aimed to prevent Besi's data usage from causing or contributing to any negative impacts on its value chain workers.

Metrics and targets

Besi has an indirect impact on the workers in our supply chain through business relationships with our suppliers. The ESRS S2 "Workers in the value chain" standard does not set any specific metrics to be measured as part of ESRS compliance. As such, we have set entity specific targets measuring the commitment of our suppliers to follow best international practices associated with environmental and social topics and to track their performance and progress on such topics. Specifically, we measure:

- Purchase Volume ("PV") signing the GWA/GPC which contains requirements to follow the RBA Code of Conduct and Besi's material impacts, risks and opportunities related to non-discrimination, forced labor, child labor, working hours, fair compensation, health and safety and environmental performance. Such requirements are based on internationally recognized standards including:
  - OECD Guidelines for Multinational Enterprises.
  - UN Guiding Principles on Business and Human Rights.
  - ILO Declaration on Fundamental Principles and Rights at Work.
  - ILO Fundamental Conventions.
  - UN Universal Declaration of Human Rights.
- PV responding to the RBA self-assessment questionnaire including the supplier self-assessment for Besi's material impacts, risks and opportunities related to non-discrimination, forced labor, child labor, working hours, fair compensation, health and safety.
- PV audited which is based on supplier audits conducted by Besi's team including (but not limited to) all the above-mentioned topics involving our impacts, risks and opportunities. Supplier audits include several steps such as a review of suppliers, self-assessment data, site visits, the discussion of relevant topics, recommendations for improvement and the tracking of improvements.
- PV to sign the Conflict-Free Sourcing Initiative which involves a commitment to comply with the international CFSI industry standard requirements for conflict minerals (coltan, cassiterite, gold, wolframite) found in the Democratic Republic of the Congo associated with human rights violations and labor and environmental abuses in the region.

Besi has set the following targets as a means of identifying and mitigating any potential risks in order to manage the actual and potential material impacts, risks and opportunities relative to our upstream workers in the value chain:

Target	Type of target	Baseline year	Baseline value	Target for the year 2026	Target for the year 2030
PV to sign GWA or GPC	absolute	2021	64%	80%	85%
Code of Conduct self-assessment questionnaire signatories	absolute	2021	63%	75%	85%
PV audited	absolute	2021	59%	70%	75%
PV to sign Conflict-Free Sourcing Initiative	absolute	2021	66%	75%	80%

2024 represented the first year for which Besi implemented a reporting framework based on ESRS requirements. We intend to set other targets addressing our material impacts, risks and opportunities over the next two years. In order to set the current targets, Besi considered its strategy, international standards, peer practices, views of stakeholders and value chain partners as described in the General Disclosures section:

- The goals defined in Besi's overall strategy and Sustainability policy.
- Factual data related to the supply chain indicators collected and reported since 2019.
- Recommendations of the Semiconductor Sustainability Accounting Standards as prepared by the Sustainability Accounting Standards Board.
- An assessment of strategies from Besi's peers related to the workers in the value chain sub-topics.
- Stakeholders' views on the importance to our business of the workers in the value chain sub-topics.
- Results of the previous materiality assessment conducted in 2020.

Besi engaged directly with stakeholders, including legitimate supply chain worker representatives, during the annual materiality assessment process conducted between 2020 to 2024 which enabled us to prioritize topics of importance. To this end, supply chain worker views were considered when setting such targets. Besi's performance against its sustainability targets is communicated during our annual supplier days in which legitimate supply chain worker representatives can provide feedback to the Management Team. Our audits and regular meetings with suppliers also help us identify any necessary lessons or improvements based on the results of our performance. With respect to our approach, we realize that it is unlikely that 100% of our PV will align with all the initiatives above. As such, we will develop an engagement plan for any PV not aligned with the RBA Code of Conduct agreements and not conducting self-assessments which will include:

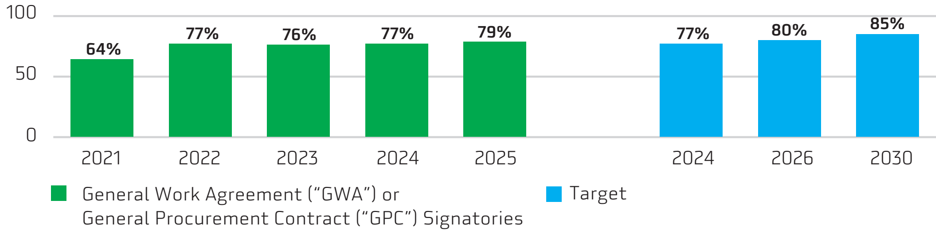
- Categorization of suppliers into risk groups.
- Development of an engagement plan for each risk group.
- Review of supplier relationships based on the results of the engagement.

Progress against targets

We have made progress against all indicators as detailed below:

PURCHASE VOLUME TO SIGN GENERAL WORK AGREEMENT OR GENERAL PROCUREMENT CONTRACT

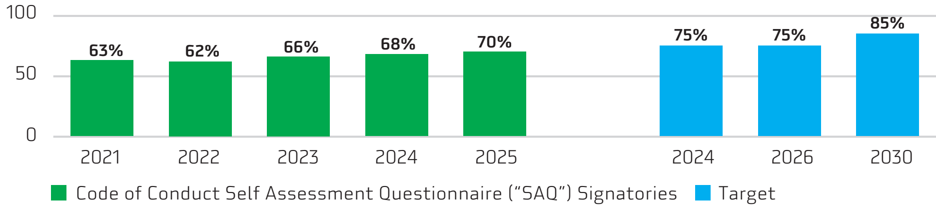
% of PV



The percentage of PV which signed a GWA or GPC Signatories increased from 77% in 2024 to 79% in 2025. We have set a milestone and target of 80% and 85% by 2026 and 2030, respectively.

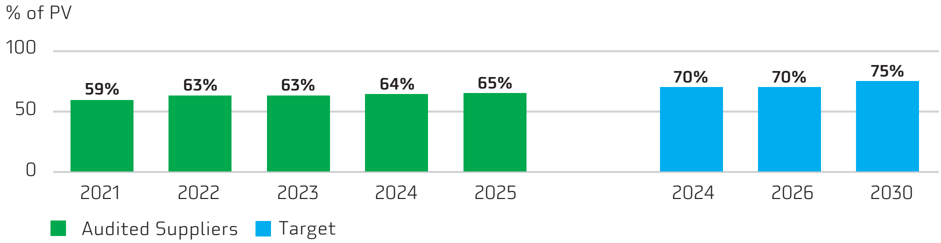
PURCHASE VOLUME TO SIGN CODE OF CONDUCT SELF-ASSESSMENT QUESTIONNAIRE

% of PV



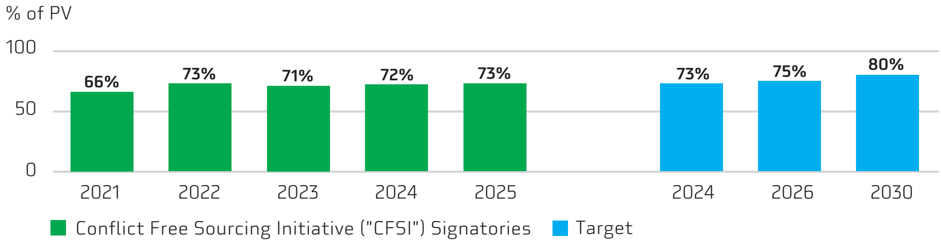
The percentage of PV which answered the Code of Conduct Self-Assessment increased from 68% in 2024 to 70% in 2025 marking further progress in our supply chain engagement. We have set a milestone and target of 75% and 85% by 2026 and 2030, respectively.

PURCHASE VOLUME AUDITED



We measure the percentage of PV which has been audited by us as part of Besi's due diligence program for materials with potential human rights impacts. Besi has set a milestone and target for 70% and 75% of its suppliers to be audited by 2026 and 2030, respectively. In 2025, the number of supplier performance reviews and audits was 65% of our total PV, a 1 point increase versus 2024.

PURCHASE VOLUME TO SIGN CONFLICT-FREE SOURCING INITIATIVE



The percentage of PV which are signatories to the Conflict Free Sourcing Initiative increased from 72% in 2024 to 73% in 2025. We have set a milestone and target of 75% and 80% by 2026 and 2030, respectively.

Governance

Business Conduct

Governance

The Supervisory Board has an oversight responsibility with respect to Besi's business conduct-related policies and procedures. The Board of Management has responsibility for setting the Company's business conduct framework as well as its implementation and execution which includes approving appropriate corrective measures for the Whistleblower procedure and Grievance procedure. Day-to-day responsibility for the oversight of business conduct impacts, risks and opportunities resides with the SVPs and facility management in their respective departments and locations.

Policies related to business conduct

We acknowledge the importance of good governance, the most important elements of which are transparency, independence and accountability. An environment in which these elements are managed well can be the basis for long-term sustainable value creation. We also foster an inclusive and diverse culture in all layers of the organization. Besi's business strategy includes the development of our business in a sustainable way with respect to the rights of our employees and other stakeholders.

In order to develop and promote this governance and corporate culture, Besi has a Sustainability policy, Code of Ethics for Senior Financial Officers, Inclusion and Diversity policy, Code of Conduct, Anti-Corruption and Bribery policy, Whistleblower procedure and Grievance procedure (all of which are available on our website) to guide employees, workers in the value chain and other stakeholders' activities and to set out the responsibilities, procedures and support functions in reporting violations. In addition, we have internal policies such as a No-Gift and Limited Entertainment policy and Conflict of Interest policy intended to provide additional guidance for our employees. Additional information regarding the Sustainability policy, Code of Conduct and Inclusion and Diversity policy is detailed in the Strategy, business model and value chain section. We also provide mandatory training to employees regarding such issues to ensure they are aware of our standards and their responsibilities with respect to ethical issues. To this end, all new employees are required to sign the Code of Conduct and all employees undertake training on an annual basis. The training includes key topics included in Besi's Code of Conduct, Whistleblower procedure, Grievance procedure, No-Gift and Limited Entertainment policy and Conflict of Interest policy. All the above elements contribute to the development of Besi's corporate culture.

More details on the contents of these initiatives and policies are set forth below:

Sustainability policy

Following good governance principles is of the utmost importance for the success and continuity of Besi's business. We conduct our business with high ethical standards and are committed to eliminate any corruption and bribery cases in our operations and value chain. We carry out business conduct training for our employees and work to communicate our business conduct principles to our suppliers and customers. We are committed to the investigation of any incidents related to business conduct promptly, independently and objectively. Besi commits to not making any contributions or donations to candidates or political parties in any of the countries in which it operates. We respect our employees' freedom of expression and rights to participate individually in the political process and to support candidates and political parties of their choice.

Ethics and corporate culture

We ensure that our business is conducted according to high ethical and professional standards. We actively seek compliance with applicable laws and regulations in the countries and regions where we operate and, whenever possible, try to go beyond such standards.

Engagement with employees and external stakeholders

Continuous stakeholder engagement in which we embrace open dialogue and knowledge sharing is important for an innovation-driven industry. It also helps us identify areas for improvement. We communicate with all our stakeholder groups about their topics of concern. We respect the right of our employees to exercise their freedom of association by cooperating with the bodies and institutions that our employees collectively choose to represent them.

Code of Conduct

Besi's Code of Conduct outlines our objective to become the world's leading supplier of semiconductor assembly equipment for advanced packaging applications and to exceed industry average benchmarks of sustainable long-term financial performance.

Further, the Code of Conduct specifically states that we will conduct our business in a fair and competitive manner within the existing legislative framework. Anti-trust and competition laws are designed to promote fair and open competition by prohibiting unfair, restrictive or collusive business practices. It is our policy to comply fully with all such laws. In no circumstances will we put our competitors at a disadvantage in any way that is contrary to existing anti-trust and competition laws. Each employee and Management Team member must participate in a Code of Conduct training to ensure that all employees are aware of Besi's corporate values.

Our long-standing commitment to inclusion and diversity is also reflected in our core values, particularly that of "respect", as described in our Code of Conduct where: "we cherish the richness and diversity of cultures within our organization".

Code of Ethics for Senior Financial Officers

The Code of Ethics for Senior Financial Officers supplements the Code of Conduct which applies to all Besi employees. It is intended to further promote honest and ethical conduct and full, fair, accurate, timely and understandable disclosure in reports prepared by Besi in compliance with all applicable laws, rules and regulations. Although it is the responsibility of Senior Financial Officers to comply with these expectations, the Supervisory Board shall be responsible for determining whether such transaction or relationship constitutes a conflict of interest. In addition, any waiver of this Code or any change to this Code may only be made in writing by Besi's Supervisory Board and will be disclosed as required by law or stock exchange regulation.

Whistleblower procedure

We monitor employee engagement and satisfaction across all regional operations and conduct surveys to assess our relative success in such activities. In addition, the Whistleblower procedure accommodates reporting by external stakeholders. Internal and external stakeholders have the responsibility to comply and ensure compliance with the Code of Conduct. This includes the responsibility to notify a suspicion of misconduct or a suspicion of infringement of EU law. We will treat each notification seriously and will follow up carefully and with discretion.

The whistleblower's privacy will be respected during and after the notification process. Any issues that the whistleblower raises will be treated confidentially and will only be communicated on a need-to-know basis. They also have the right to require anonymity. In such a case, any report to third parties will not include the whistleblower's personal information. The whistleblower is also required to treat any notification in a confidential manner and has the right to remain updated of the notification process. All protection measures comply and are in accordance with the Dutch Whistleblowers Act which transposes Directive (EU) 2019/1937 of the European Parliament and of the Council (Whistleblowing Directive).

Grievance procedure

Once a grievance is submitted, there is a protocol followed by the Company while it conducts an assessment of the scale and nature of the reported issue. After completion of the assessment, the Ethics Committee will review the findings of the assessment and decide an appropriate resolution of the grievance. Besi is committed to resolving all conflicts in a mutually beneficial way. The Ethics Counselor will communicate the decision to the complainant detailing the measures and actions to be taken. If further action is required, a timeline and responsible parties will be assigned. If the complainant is not satisfied with the conclusion, they may inform the Ethics Committee with an explanation as to why they disagree with the outcome of the assessment. The Ethics Committee will then discuss the appeal internally and, based on each specific case, will provide additional explanations to the complainant or execute additional investigations to achieve a resolution.

The grievance is considered closed when the resolution has been implemented, complainant has accepted the outcome or the appeal process is complete. We aim to assess the effectiveness of the remedy wherever possible for each grievance submitted. We commit to communicating with the complainant to assess the effectiveness of the measures implemented if the remedy process takes a long time.

Stakeholders can notify a suspicion of misconduct or suspicion of infringement of EU law through any of the abovementioned channels. Beyond the Whistleblower procedure and the Grievance procedure, we also use data fraud analytics tools to find potential corruption and bribery cases. The tools are managed by the Internal Audit and Control team and the results of the assessments are reported to the Board of Management and the Supervisory Board.

We engage with our suppliers, their employees and relevant employee representatives to ensure that the procedure has been effectively communicated and that the employees of Besi's suppliers are aware of and trust our Grievance procedure.

Anti-Corruption and Bribery policy

We strive to promote anti-corruption and bribery practices in all aspects of our business including by referencing to our Code of Conduct and the Anti-Corruption and Bribery policy in our suppliers' agreements. Regular internal audits which form part of the internal audit plan are conducted to monitor adherence to this policy.

Following the key principles of this policy, Besi has developed an internal Anti-Corruption and Bribery Framework which sets guidelines for our operations as to the detection, prevention, investigation and mitigation of potential corruption and bribery cases. In our Anti-Corruption and Bribery policy and Anti-Corruption and Bribery Framework, we strive to follow the principles of the United Nations Convention against Corruption, OECD Anti-Bribery Convention, Criminal Law Convention on Corruption and other relevant regulations.

Besi has a zero-tolerance approach to any form of bribery and corruption. We are committed to conducting our business with integrity, transparency and fairness in compliance with all applicable laws and regulations. Besi requires that all third parties acting on its behalf adhere to the principles of this policy. We consider sales and purchasing positions to be of highest risk in the countries ranking highest on international corruption indices.

Prevention and detection of corruption and bribery

We will not involve ourselves in bribery, payment facilitation, extortion or any other form of corruption. Employees cannot directly or indirectly pledge a financial benefit to any person affiliated with a government or an entity controlled by a government to secure or maintain orders or services. Furthermore, employees are not allowed to use external third parties to circumvent the ban on corruption.

As described in our Anti-Corruption and Bribery policy, we have implemented the following steps to prevent, detect and address allegations or incidents of corruption or bribery:

- Record keeping of all transactions and expenses including supporting documentation.
- Whistleblower procedure and Grievance procedure to raise any concern or suspicions regarding corruption or bribery.
- Anti-corruption and bribery training for all employees. This approach ensures that all "functions-at-risk" participate in anti-corruption and bribery training. We engage with customers, suppliers and other business partners to make sure that they are informed of Besi's Code of Conduct, Supplier Code of Conduct and this policy. For our supply chain, we sign GWAs or GPCs which refer to the requirements of the RBA Code of Conduct.
- The Board of Management is updated on a quarterly basis of any violations with regards to this policy and the Anti-Corruption and Bribery Framework. The Supervisory Board is informed twice a year. Key outcomes of any investigation are presented in these updates to both the Board of Management and Supervisory Board if any violations have taken place.
- Investigators into potential corruption and bribery issues are always separate from the chain of management involved in the matter.

Supervisory Board members reviewed and approved the Anti-Corruption and Bribery policy and Besi's internal Anti-Corruption and Bribery Framework. In addition, the Supervisory Board reviews and approves any updates or changes related to such policies. As such, we consider them well informed about Besi's Anti-Corruption and Bribery policy and Framework and the implications of such documents.

Our Whistleblower procedure enables employees and all other stakeholders to report suspected cases of misconduct. Such cases are investigated by the Internal Audit and Control team and overseen by the Board of Management which has responsibility for approving appropriate corrective measures. In some cases, the Management Team is involved in the investigation if required. After the notification is investigated and evaluated, results will be presented to the Board of Management and local management or only to the Board of Management depending on the scale and person(s) involved. In case of an internal notification regarding any member of the Board of Management, the Internal Audit and Control team will consult with the Chair of the Supervisory Board to determine whether it is deemed necessary to launch an investigation.

Investigations are conducted by the Internal Audit and Control team or the specialized external party who will prepare a report of their findings with all facts clearly stated. All material findings that result from the use of Besi's internal control and risk management system for financial and non-financial risks are discussed with the Audit Committee of the Supervisory Board on a quarterly or semi-annual basis including the status of systems, procedures and activities to monitor and evaluate risks from fraud, bribery or corruption in Besi's operations.

It is Besi's policy to provide full, fair, accurate, timely and understandable disclosure in all reports, documents and public communications in order to be fully transparent with all relevant parties.

Metrics and targets

Although we have implemented policies and procedures designed to help ensure compliance with all applicable rules and regulations, there can be no assurance that our employees, partners and other persons with whom we do business will not take actions in violation of our policies or such rules and regulations.

There were no legal proceedings associated with anti-competitive behavior during the last five years. In 2024 and 2025, there were no reported incidents of corruption, no convictions or fines for violation of anti-corruption and anti-bribery laws and no actual violations or penalties. We take into account incidents involving actors in the value chain only where Besi or its employees are directly involved when assessing legal proceedings, incidents of corruption and convictions or fines for violation of anti-corruption and anti-bribery laws.

GHG emissions accounting methodology

List of included and excluded Scope 3 categories

Scope 3 categories	Included / Not included	Justification on applicability for Besi
1 Purchased Goods and Services	Yes	Emissions from the purchased goods and services used for the production of Besi's systems. This is Besi's second largest Scope 3 emissions category.
2 Capital Goods	No	Emissions from the purchased goods and services that were capitalized in the reporting year. Does not represent a significant category for Besi. We did not calculate GHG emissions associated with this category in 2025 to avoid double counting given that part of capital goods is categorized in purchased goods and services. Moving forward, we will develop methodology to avoid double counting and report this category separately.
3 Fuel- and Energy-Related Activities Not Included in Scope 1 & 2	Yes	Transportation and distribution losses and well-to-tank emissions related to the use of energy and fuel in our operations. Does not represent a significant category for Besi.
4 Upstream Transportation and Distribution	Yes	Upstream transportation and distribution based on GHG Protocol definitions. Does not represent a significant category for Besi.
5 Waste Generated in Operations	Yes	Emissions associated with the processing of waste generated in our operations. Does not represent a significant category for Besi.
6 Business Travel	Yes	Emissions from business travel such as business flights. Does not represent a significant category for Besi.
7 Employee Commuting	Yes	Emissions from commuting by Besi employees in the countries of our operations. Does not represent a significant category for Besi.
8 Upstream Leased Assets	No	Not applicable. Emissions associated with our buildings are included in Scope 1 & 2 inventory.
9 Downstream Transportation and Distribution	Yes	Downstream transportation and distribution based on GHG protocol definitions. Does not represent a significant category for Besi.
10 Processing of Sold Products	No	Not applicable. We account for categories 3.11 and 3.12.
11 Use of Sold Products	Yes	Emissions from electricity used by Besi systems. The largest component of Besi's Scope 3 emissions category.
12 End-of-Life Treatment of Sold Products	Yes	End of life treatment of Besi systems. Does not represent a significant category for Besi.
13 Downstream Leased Assets	No	Not Applicable. Besi does not have any assets leased to other entities.
14 Franchises	No	Not Applicable. Besi does not have any franchises.
15 Investments	No	Not Applicable. Emissions from investments are accounted for in category 3.2.

Description of GHG accounting methodology

Our Sustainability reporting and GHG emissions reporting cover all entities included in the scope of the Consolidated Financial Statements (see Note 2 Principles of consolidation in the Notes to the Consolidated Financial Statements) excluding some data on energy consumption by three sales and service offices due to their immaterial significance. In addition, no significant changes have been made in the methodology and its dentitions.

GHG emissions associated with purchased goods and services are calculated using secondary data such as financial data on the purchase volume of different supply categories. Such emissions accounted for 40% of total GHG emissions in 2025. Metrics for other GHG emission categories are calculated using primary data such as energy consumption, employee travel, waste generation and logistics data. The percentage of GHG emissions calculated using primary data was 64%. As described further in the GHG accounting methodology, we apply reasonable assumptions in the absence of more granular information for certain insignificant categories such as employee travel or waste generated from operations.

Emissions category	Description of methodology
Scope 1	Scope 1 emissions are calculated based on data collected quarterly in our operations related to the use of natural gas, gasoline and diesel. Emission factors are derived from the GHG Protocol using emission factors from Stationary Combustion Tool.
Scope 2	Scope 2 emissions include electricity consumption for our operations globally, centralized heating of our buildings in Besi Netherlands and centralized cooling of our buildings in Besi Singapore. All data is collected from our operations on a quarterly basis. Location-based emissions are calculated based on the grid emission factors specific for each country of Besi's operations. Such factors are based on the energy mix of each country using **www.aib-net.org/facts/european-residual-mix/2024** for European operations and **www.ourworldindata.org** for all other countries. For our district heating in Duiven, the emission factor is based on data from the supplier. Market-based emissions are calculated based on recognized market instruments available in the countries of our operations and which we implement to reduce our GHG footprint. For our operations in China, Malaysia and Vietnam, we use RECs from local hydropower, solar and wind projects. For our operations in the Netherlands, Austria, Switzerland and Singapore, we receive green electricity based on Power Purchase Agreements with our energy providers.
Scope 3	
3.1 Purchased Goods and Services	For the accounting of category 3.1, we use the spent-based method as per the GHG Protocol. All Besi's purchased goods and services are quarterly separated into six categories per country of purchase: Modules, Vendor Parts, Fabricated Parts, Services, Software and Documents. All these categories are mapped to the best available Emissions Factors available in the country-specific EEIO dataset known as Exiobase. We adjusted the spend included in PG&S footprint to resemble cradle-gate spend, rather than customer price spend as recommended by the GHG Protocol. Exiobase emission factors applied to our spent categories are adjusted for inflation per each country of purchase using the World Bank CPI index. The Spent-based method is allowed by the GHG Protocol and is widely adopted. However, this method does not provide a high level of accuracy in the assessment of emissions. Moving forward, we will focus on collecting more granular information with respect to our supply chain emissions.

Emissions category	Description of methodology
3.3 Fuel- and Energy-Related Activities not included in Scope 1 & 2	We account for Fuel- and Energy-Related Activities not included in Scope 1 or Scope 2 covering well-to-tank emissions from purchased fuels and emissions from electricity generation and transmission and distribution losses. The basis for the accounting of these emissions is the energy data collected quarterly from our operations and used for the calculation of Scope 1 & 2 emissions. We apply the average-data method using UK Government GHG Conversion Factors for Company Reporting to obtain emission factors associated with transmission and distribution losses and well-to-tank emissions.
3.4 Upstream Transportation and Distribution	Upstream transportation and distribution emissions are calculated using the distance-based method which uses the quarterly ton-km logistics data collected from all operations. Each entity reports upstream internal and external logistics data per type of transportation (air, sea, land, train) using GHG Protocol definitions. Conversion factors are derived from the GHG Protocol using the GHG Emissions from the Transport or Mobile Sources Tool.
3.5 Waste Generated in Operations	We apply the waste-type-specific method to calculate emissions from waste generated in our operations. Given that this category is not significant for Besi, we use certain assumptions as per GHG Protocol methodology. Waste tonnage data is collected quarterly from all operations and is aggregated and tagged by waste type (hazardous vs. non-hazardous) and disposal type (e.g., recycling, landfill, incineration). However, the breakdown of material(s) (e.g., paper vs. plastics vs. metals) underlying each waste record cannot be sourced given that granular data on waste composition is not fully available in some of our Asian operations. UK DEFRA EFs were used for all non-hazardous waste records as well as hazardous waste that was recycled. Ecoinvent V3.1 EFs were used for hazardous waste that was disposed of via incineration or landfill.
3.6 Business Travel	We collect business travel data from our operations on a quarterly basis and apply distance-based methods to calculate this category of GHG emissions. As most of Besi's business travel happens by plane, we do not collect other business travel data. The amount of GHG emissions associated with employee travel by car is negligible. In addition, all employees report their commuting mileage and such data is used to calculate emissions in category 3.7 Employee commuting. To avoid double counting, we do not include travel by cars in category 3.6 Business travel. We derive emission factors from the GHG Protocol using the transport or mobile sources tool.
3.7 Employee Commuting	Besi uses the distance-based method whereby the distance traveled via each mode is multiplied by the appropriate emission factor. Employee commuting data from each country is aggregated at the corporate level. Given that employee commuting is not a significant GHG category, we allow reasonable assumptions to be made by HR teams to collect employee commuting data as per GHG protocol methodology. Employee commuting data is collected in the third quarter with follow up checks in December for each country of operation. Each transport method is mapped to the corresponding UK DEFRA emissions factor, which is then multiplied by the commuting distance to calculate the emissions of the commute.
3.9 Downstream Transportation and Distribution	Downstream transportation and distribution emissions are calculated using the distance-based method using quarterly ton-km logistics data collected from all operations. Each entity reports downstream internal and external logistics data per type of transportation (air, sea, land, train) using GHG Protocol definitions. Conversion factors are derived from the GHG Protocol using the GHG Emissions from transport or mobile sources tool.

Emissions category	Description of methodology
3.11 Use of Sold Products	Use of sold products emissions are associated with the consumption of electricity by Besi's customers while operating our systems. This category represents the largest amount of our Scope 3 emissions. We collect the following information from our operations on a quarterly basis to calculate emissions in this category: • Number of systems sold per product line derived from Besi's internal financial reporting. • Country of shipment for each system (assuming country of shipment is the same as country of operation) derived from Besi's internal financial reporting. • Energy consumption of each product line type during its operation cycle (10 years on average). • National grid emission factors per each country of shipment using the **www.aib-net.org/facts/european-residual-mix/2024** for European operations and **www.ourworldindata.org** for countries outside of Europe. Energy consumption for each product line is received from our product groups' engineering departments. For the Die Attach product group, which represents approximately 80 % of our total revenue, we conducted a Life Cycle Assessment ("LCA") including the calculation of energy consumption with the support of the University of Applied Sciences and Arts (Lucerne, Switzerland).
3.12 End-of-Life Treatment of Sold Products	We apply the waste-type-specific method to calculate category 3.12 emissions. We utilized quarterly product shipment data used for the accounting of category 3.11 Use of sold products to make our emissions calculations. In addition, our product groups provided the net and gross weight of each system including packaging. Based on the LCA made by the Die Attach product group, we calculated the percentage of recyclable and landfilled content for our die attach systems. The same ratio was applied to the other product groups based on the assumption that the recycled content for the other types of systems would be similar. The percentage of recyclable and landfilled content of packaging is based on Eurostat data. We applied DEFRA emission factors for Waste Disposal to calculate GHG emissions associated with the recycling and disposal of our systems.

Annex 1

Disclosure requirements in ESRS covered by Besi's Sustainability Statement

Materiality for each of the below disclosure requirements and related datapoints were based on the Double Materiality Assessment conducted by Besi which included the use of impact and financial materiality thresholds.

# DR	Description	Reference	Pages	Other EU legislation*	Comments
ESRS 2: General disclosures					
BP-1	General basis for preparation of the sustainability statements.	Sustainability Statement: General basis of preparation.	56-57		
BP-2	Disclosures in relation to specific circumstances.	Sustainability Statement: General basis of preparation – Time horizons, Sources of estimation and outcome uncertainty, Use of Phase-in provisions.	56-58		
GOV-1	The role of the administrative, management and supervisory bodies.	Sustainability Statement: Governance of sustainability - The role of the administrative, management and supervisory bodies.	74-76	SFDR, BRR	
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies.	Sustainability Statement: Governance of sustainability - The role of the administrative, management and supervisory bodies.	74-76, 80-81, 104-105, 117, 123		
GOV-3	Integration of sustainability-related performance in incentive schemes.	Sustainability Statement: Governance of sustainability - Integration of sustainability-related performance in incentive schemes.	77		
GOV-4	Statement on due diligence.	Sustainability Statement: Governance of sustainability - Statement on due diligence.	77-78	SFDR	
GOV-5	Risk management and internal controls over sustainability reporting.	Sustainability Statement: Governance of sustainability - Internal controls over sustainability reporting; Double Materiality Assessment – Risk Management.	79		
SBM-1	Strategy, business model and value chain.	Sustainability Statement: Strategy, business model and value chain - Description of Business Model and value chain, Besi's value chain, Besi's value proposition, Sustainability strategy.	58-61	SFDR, P3, BRR	ESRS 2 SBM-1 paragraph 40(b) (breakdown of total revenue by significant ESRS sector) and 40(c).
SBM-2	Interests and views of stakeholders.	Sustainability Statement: Strategy, business model and value chain - Stakeholder engagement.	65-67		
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model.	Sustainability Statement: Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model.	70-73		Phased-in option used for DR48e and AR22 (anticipated financial effects), in line with ESRS 1 Appendix C.

* Sustainable Finance Disclosure Regulation ("SFDR"), EBA Pillar 3 Disclosure Requirements ("P3"), Climate Benchmark Standards Regulation ("BRR"), EU Climate Law ("EUCL") as referred to in Appendix B of ESRS.

# DR	Description	Reference	Pages	Other EU legislation*	Comments
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities.	Sustainability Statement: Double Materiality Assessment - Description of the process to identify and assess material impacts, risks and opportunities.	68-70		
IRO-2	Disclosure requirements in ESRS covered by the undertaking's Sustainability Statement.	Sustainability Statement: Reference table.	131-135		
MDR-P	Policies adopted to manage material sustainability matters.	Sustainability Statement: Double Materiality Assessment – Risk Management; Environment – Climate Transition Plan, Climate change-related policies; Social – Own Workforce - Policies related to own workforce; Social – Workers in the value chain - Policies related to value chain workers; Governance - Policies related to business conduct.	74, 81-86, 90-91, 104-105, 117-118, 123-125		
MDR-A	Actions and resources in relation to material sustainability matters.	Sustainability Statement: Double Materiality Assessment – Material impacts, risks and opportunities and their interaction with strategy and business model, Risk management; Environment – Climate Transition Plan, Climate change actions and resources; Social – Own Workforce - Own workforce actions and resources; Social – Workers in the value chain - Workers in the value chain actions and resources; Governance - Prevention and detection of corruption and bribery.	72-73, 74, 81-86, 91-92, 107-108, 119-121, 125-126		
MDR-M	Metrics in relation to material sustainability matters.	Sustainability Statement: General basis of preparation – Reporting scope for sustainability metrics; Environment – Metrics; Social – Own Workforce - Metrics; Social – Workers in the value chain - Metrics and Targets; Governance - Metrics and Targets.	57, 96-97, 113-117, 121-123, 126		
MDR-T	Tracking effectiveness of policies and actions through targets.	Sustainability Statement: General basis of preparation – Reporting scope for sustainability metrics; Environment – Targets; Social – Targets; Social – Workers in the value chain - Metrics and Targets; Governance - Metrics and Targets.	57, 92-93, 110-111, 121-123, 126		
ESRS E1: Climate change					
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes.	Sustainability Statement: Governance of sustainability - Integration of sustainability-related performance in incentive schemes; Environment - Climate Change - Governance.	77, 80		
E1-1	Transition plan for climate change mitigation.	Sustainability Statement: Environment – Climate Change - Climate Transition Plan.	81-86	EUCL, P3, BRR	
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business mode.	Sustainability Statement: Environment – Climate Change - Climate Transition Plan - Transition plan alignment with overall business strategy and financial planning, Climate-related risks and opportunities.	86, 86-90		
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities.	Sustainability Statement: Double Materiality Assessment - Description of the process to identify and assess material impacts, risks and opportunities; Environment – Climate Change – Governance.	68-70, 80		

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# DR	Description	Reference	Pages	Other EU legislation*	Comments
IRO: E1-2	Policies related to climate change mitigation and adaptation.	Sustainability Statement: Environment – Climate Change - Climate Transition Plan, Climate change-related policies.	64, 81-86		
IRO: E1-3	Actions and resources in relation to climate change policies.	Sustainability Statement: Environment – Climate Change - Climate change actions and resources.	91-92		
M: E1-4	Targets related to climate change mitigation and adaptation.	Sustainability Statement: Environment – Climate Change – Targets.	92-93	SFDR, P3, BRR	
M: E1-5	Energy consumption and mix.	Sustainability Statement: Environment – Climate Change – Metrics - Energy consumption and mix.	96	SFDR	
M: E1-5	Energy intensity based on net revenue.	Sustainability Statement: Environment – Climate Change – Metrics - Energy consumption and mix.	96	SFDR	
M: E1-6	Gross scopes 1, 2, 3 and total GHG emissions.	Sustainability Statement: Environment – Climate Change – Metrics - Gross Scopes 1, 2, 3 and total GHG emissions.	97, 94-95	SFDR, P3, BRR	
M: E1-6	GHG Intensity based on net revenue.	Sustainability Statement: Environment – Climate Change – Metrics - Gross Scopes 1, 2, 3 and total GHG emissions.	97	SFDR, P3, BRR	
M: E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities.			P3, BRR	Phased-in option used in line with ESRS 1 Appendix C: List of phased-in Disclosure Requirements.
ESRS S1: Own workforce					
ESRS 2 SBM-2	Interests and views of stakeholders.	Sustainability Statement: Strategy, business model and value chain - Stakeholder engagement.	65-67		
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model.	Sustainability Statement: Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model.	72-73	SFDR	
IRO: S1-1	Policies related to own workforce.	Sustainability Statement: Social – Own Workforce - Policies related to own workforce.	104-105, 62-64	SFDR, BRR	
IRO: S1-2	Processes for engaging with own workers and workers' representatives about impacts.	Sustainability Statement: Social – Own Workforce - Employee engagement.	106		
IRO: S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns.	Sustainability Statement: Social – Own Workforce - Employee engagement; Governance – Business conduct - Policies related to business conduct.	106, 123-125	SFDR	

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# DR	Description	Reference	Pages	Other EU legislation*	Comments
IRO: S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions.	Sustainability Statement: Social – Own Workforce - Employee engagement, Own workforce actions and resources.	106, 107-108		
M: S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.	Sustainability Statement: Social – Own Workforce – Targets.	110-111		
M: S1-6	Characteristics of the undertaking's employees.	Sustainability Statement: Social – Own Workforce – Metrics.	113-114		
M: S1-7	Characteristics of non-employee workers in the undertaking's own workforce.	Sustainability Statement: Social – Own Workforce – Metrics.	114		
M: S1-9	Diversity metrics.	Sustainability Statement: Social – Own Workforce – Metrics.	114		
M: S1-10	Adequate wages.	Sustainability Statement: Social – Own Workforce – Metrics.	114		
M: S1-11	Social protection.		115		Phased-in option used in line with ESRS 1 Appendix C: List of phased-in Disclosure Requirements.
M: S1-12	Persons with disabilities.	Sustainability Statement: Social – Own Workforce – Metrics.	115		
M: S1-13	Training and skills development metrics.	Sustainability Statement: Social – Own Workforce – Metrics.	115		
M: S1-14	Health and safety metrics.	Sustainability Statement: Social – Own Workforce – Metrics.	116	SFDR, BRR	Metrics related to health and safety: ESRS S1 (S1-14) (reporting on non-employees).
M: S1-15	Work-life balance metrics.				Phased-in option used in line with ESRS 1 Appendix C.
M: S1-16	Remuneration metrics (pay gap and total remuneration).	Sustainability Statement: Social – Own Workforce – Metrics.	116	SFDR, BRR	
M: S1-17	Incidents, complaints and severe human rights impacts.	Sustainability Statement: Social – Own Workforce – Metrics.	116-117	SFDR, BRR	

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# DR	Description	Reference	Pages	Other EU legislation*	Comments
ESRS S2: Workers in the value chain					
ESRS 2 SBM-2	Interests and views of stakeholders.	Sustainability Statement: Strategy, business model and value chain - Stakeholder engagement.	65-67, 118-119		
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model.	Sustainability Statement: Double Materiality Assessment - Material impacts, risks and opportunities and their interaction with strategy and business model.	72-73	SFDR	
S2-1	Policies related to value chain workers.	Sustainability Statement: Social – Workers in the value chain - Policies related to value chain workers.	117-118	SFDR, BRR	
S2-2	Processes for engaging with value chain workers about impacts.	Sustainability Statement: Social – Workers in the value chain - Value chain worker engagement.	118-119		
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns.	Sustainability Statement: Social – Workers in the value chain - Processes to remediate negative impacts and channels for value chain workers to raise concerns.	118-119		
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions.	Sustainability Statement: Social – Workers in the value chain - Workers in the value chain actions and resources.	119-120	SFDR	
S2-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities.	Sustainability Statement: Social – Workers in the value chain - Workers in the value chain actions and resources - Metrics and Targets.	121-123		
ESRS G1: Business conduct					
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies.	Sustainability Statement: Governance of sustainability - The role of the administrative, management and supervisory bodies; Governance – Business conduct – Governance.	74-76, 123		
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities.	Sustainability Statement: Double Materiality Assessment - Description of the process to identify and assess material impacts, risks and opportunities.	68-70		
G1-1	Business conduct policies and corporate culture.	Sustainability Statement: Governance – Business conduct - Policies related to business conduct.	123-125	SFDR	
G1-3	Prevention and detection of corruption and bribery.	Sustainability Statement: Governance – Business conduct - Prevention and detection of corruption and bribery.	125-126		
G1-4	Incidents of corruption or bribery.	Sustainability Statement: Governance – Business conduct - Metrics and Targets.	126	SFDR, BRR	

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