Climate Transition Plan

February 18, 2026

Introduction

We are passionate about reducing the environmental impact of our operations and products across the whole value chain, in line with both stakeholder expectations and environmental laws and regulations. We engage with our suppliers to create awareness and implement environmental initiatives. We set ambitious targets for our own operations and create awareness amongst our employees about Besi's environmental initiatives and make employees aware of why Besi is undertaking such activities. We strive to reduce the environmental impact of our products at the operations of our customers by implementing sustainable design concepts in the development of our products. We aim to consult with stakeholders on environmental issues and report on how Besi has engaged with shareholders, suppliers, customers and employees on an annual basis.

Our goal is to achieve net zero emissions in our operations as well as our upstream and downstream value chain by 2050. We aim to reach net zero greenhouse gas emissions in our operations by 2030, incorporating all Scope 1 & 2 emissions. We aim to continuously monitor the impact of climate change on our business through assessing Besi's specific climate change-related physical and transition risks and address those risks by implementing risk-mitigating strategies, policies and action plans.

Our Climate Transition Plan sets key strategic actions to be implemented through our value chain and helps to define the climate dependencies and opportunities on our path to our Net Zero target.

Our values

Our core values serve as a foundation for our corporate attitude and assist us in guiding our decision-making processes:

- ✓ **Respect**: We value the richness and diversity of cultures within our organization. We promote an open culture in which we respect each other's opinion, feel free to discuss our concerns and the constructive exchange of feedback. We respect the promises made to each other, to our business partners and to our customers.
- ✓ **Unity**: Performing in unity gives us a competitive advantage. We optimally utilize the synergy of our collaborative activities when we work together and share knowledge.
- ✓ **Customer focused**: We provide innovative and relevant product solutions and services to the marketplace that meet our customers' needs and exceed their expectations.

Climate targets

We have set two strategic long-term climate targets, which have been approved by our Board of Management and Supervisory Board:

- We aim to reach net zero[1] across all scopes of emissions by 2050.
- We target to be net zero emissions[2] in terms of our own operations by 2030.

We will not use carbon credits or offsets to meet our Scope 1 & 2 emission reduction targets. All the emissions reductions will be achieved through the implementation of energy efficiency and renewable energy projects and purchase of renewable electricity or internationally recognized market instruments.

[1] Besi defines "Net zero across all scopes of emissions" as zero GHG emissions from our supply chain, own operations and downstream operations, referring to zero Scope 1, 2 and 3 emissions.

[2] Besi defines "Net zero in terms of own operations" as zero GHG emissions from our owned and controlled operations, referring to zero Scope 1 and 2 emissions.

In addition, we do not plan to use carbon credits to reduce our Scope 3 emissions. We strive to achieve decarbonization of our supply chain and downstream operations through partnerships which encourage the use of renewable energy, procurement of low-carbon products and services, implementation of sustainable design in the development of our systems and so on. For any unabated emissions within the scope of our Net Zero target in 2050, we may use carbon capture or other sustainable solutions in the future to neutralize the residual emissions.

To achieve our strategic targets, we have set short- and medium-term targets to help us track progress on our transition to net zero GHG emissions across our value chain.

Short-term and medium-term targets and progress against them

In 2019, we set short- and medium-term emission reduction targets, which we met or exceeded in 2022. Consequently, we set new reduction targets in 2022 for achievement in 2030 using 2021 data as a baseline. We track both the absolute emission values and the carbon emissions intensity relative to our revenue in order to reflect impact of our business expansion on our GHG footprint. In 2023, we set a new strategic target to reach net zero greenhouse gas emissions in our operations by 2030, incorporating all Scope 1 & 2 emissions. In addition, we have interim targets for our climate indicators to be met in 2026 and 2028.

Strategic targets	Short, medium and long-term targets	Baseline year	Target year	Progress against the interim target
Net zero emissions in own operations	62% reduction in absolute Scope 1 & 2 carbon emissions	2021	2024	97% reduction
	75% reduction in absolute Scope 1 & 2 carbon emissions		2026	97% reduction
	85% reduction in absolute Scope 1 & 2 carbon emissions		2028	
	Net zero Scope 1 & 2 emissions	n/a	2030	
	75% renewable energy utilized globally	n/a	2024	99% renewable energy
	85% renewable energy utilized globally	n/a	2026	99% renewable energy
	95% renewable energy utilized globally	n/a	2028	
	100% renewable energy utilized globally	n/a	2030	
Net zero in value chain	12% reduction in absolute Scope 3 carbon emissions*	2021	2024	38% reduction
	15% reduction in absolute Scope 3 carbon emissions*		2026	42% reduction
	18% reduction in absolute Scope 3 carbon emissions*		2028	
	20% reduction in absolute Scope 3 carbon emissions*		2030	

* The Scope 3 emission reduction target was set for four Scope 3 emission categories for which Besi 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). To maintain consistency with the initiatives we have been reporting on since 2019, we believe it is important to report on the progress of the targets we have set even though such emissions represent a limited scope of our total Scope 3 emissions. The targets for Scope 3 emissions will be reviewed during the next few years based on the collection of comparable data for all material Scope 3 categories reported since 2024.

How we align with the 1.5°C global warming goal
Based on the SBTi's Services Criteria Assessment Indicators report[3], we used SBTi criteria for near-term targets to assess alignment of our climate strategy and targets with 1.5°C global warming scenario:

- Absolute reduction targets for Scope 1 and Scope 2 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 - 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 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 - 2020).

Given the above 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 2023 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 Scope 3 emissions by 2050 in line with the goal to achieve climate neutrality by 2050 as 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 emission data from our suppliers and the success of our decarbonization initiatives. In 2024, we made significant progress in the assessment of Scope 3 emission measurement and the development of a Climate Transition Plan for our Scope 3 emissions. In 2025 we continued reporting on the scope reported in 2024.

Climate action plan
We recognize the urgent global challenge of reducing 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. Monitoring Besi's impact on climate change through a transparent GHG emissions assessment helps us to understand how our annual GHG emissions evolve over time in our operations and value chain.

In 2025, Besi collected data and accounted for the following Scope 3 emission categories which were deemed material:

- 3.1: Purchased Goods and Services.
- 3.2: Capital Goods[4].
- 3.3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2
- 3.4: Upstream transportation and distribution.
- 3.5: Waste Generated in Operations.
- 3.6: Business travel.
- 3.7: Employee Commuting.
- 3.9: Downstream transportation and distribution.
- 3.11: Use of Sold Products.
- 3.12: End-of-Life Treatment of Sold Products.

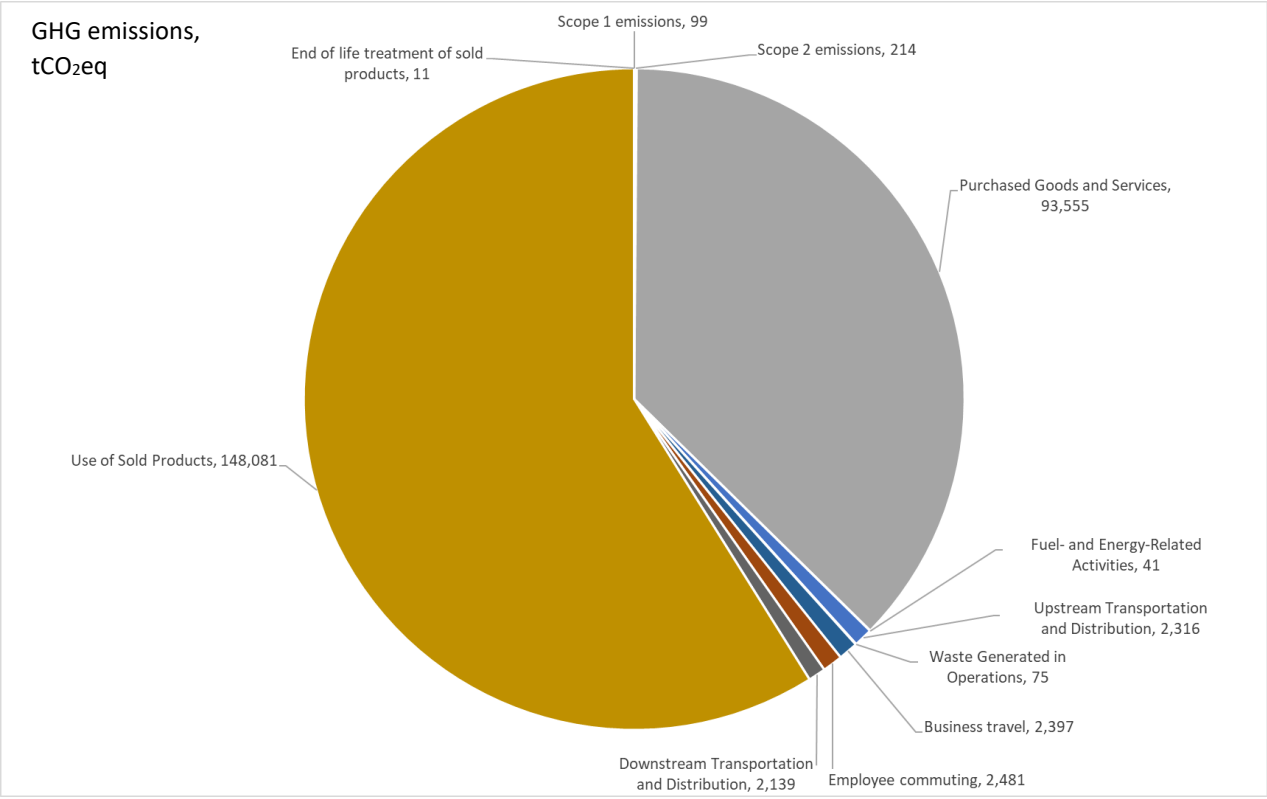
[3] SBTi SERVICES CRITERIA ASSESSMENT INDICATORS, Version 1.5, July 2025.
[4] In 2025, we excluded the Capital Goods category from the scope of reporting due to the potential risk associated with double counting emissions also categorized as Purchased Goods and Services. Based on a preliminary assessment, reporting of the Capital Goods category is not expected to result in any material impact to our total Scope 3 emissions.

To calculate certain Scope 3 emission categories, we used industry average data or estimations for non-significant categories following the GHG Protocol Methodology. 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. During the next few years, we will work on increasing granularity of our Scope 3 supply chain emissions data and we will set a new baseline year and new targets for our Scope 3 emissions based on the full scope of relevant for our business Scope 3 categories.

Scope 3 emissions represented 99% of Besi's total GHG emissions accounting for 251,096 tCO_2eq in 2025. 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.

To this end, our decarbonization efforts will focus on the reduction of emissions associated with product use by our customers and decarbonization 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 and the adoption of renewable energy by our suppliers.

Besi's 2025 Scope 1, 2 and 3 emissions

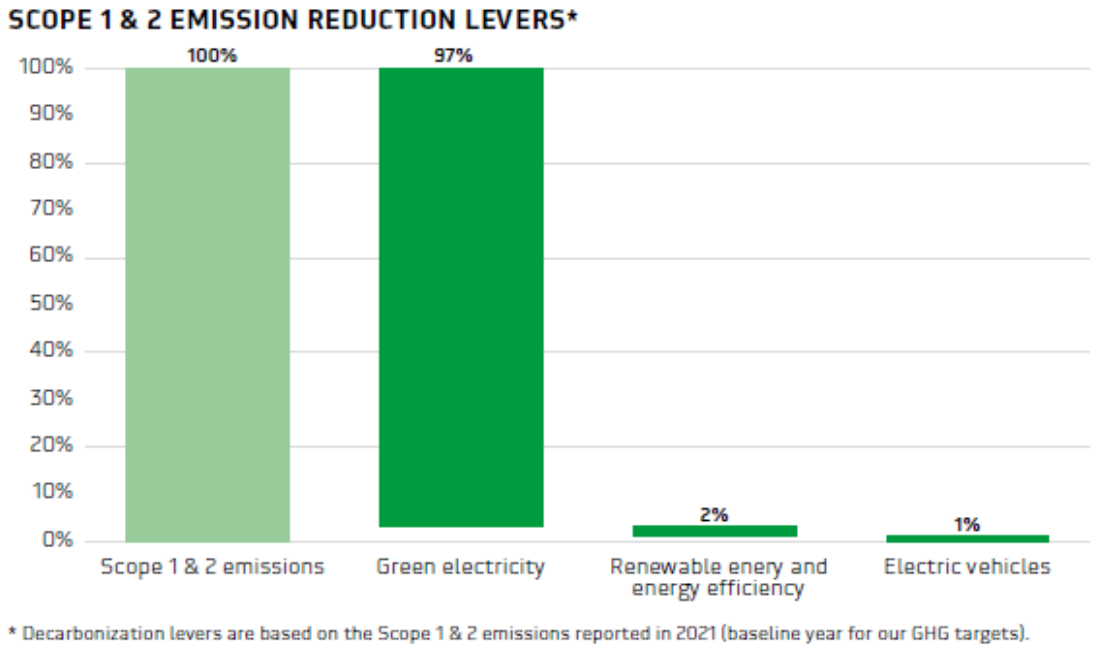


How we achieve our Net Zero targets
While reducing emissions from our own operations is mostly within our direct control, our Scope 3 emissions objectives require action throughout our value chain. Implementing low-carbon initiatives across our value chain requires collaboration with our suppliers, customers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

Engagement with our value chain partners is being implemented in three steps:

1. Encourage transparent GHG emission accounting and reporting.
2. Set ambitious yet achievable emissions reduction targets.
3. Develop partnerships and implement innovative solutions to encourage our suppliers and customers to use renewable energy and reduce both upstream and downstream emissions.

Scope 1 & 2 emissions 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 and outperformed targets set for both 2022 and 2024. Our decarbonization levers detail the actions planned to reach our Net Zero Scope 1 & 2 emissions target by 2030.



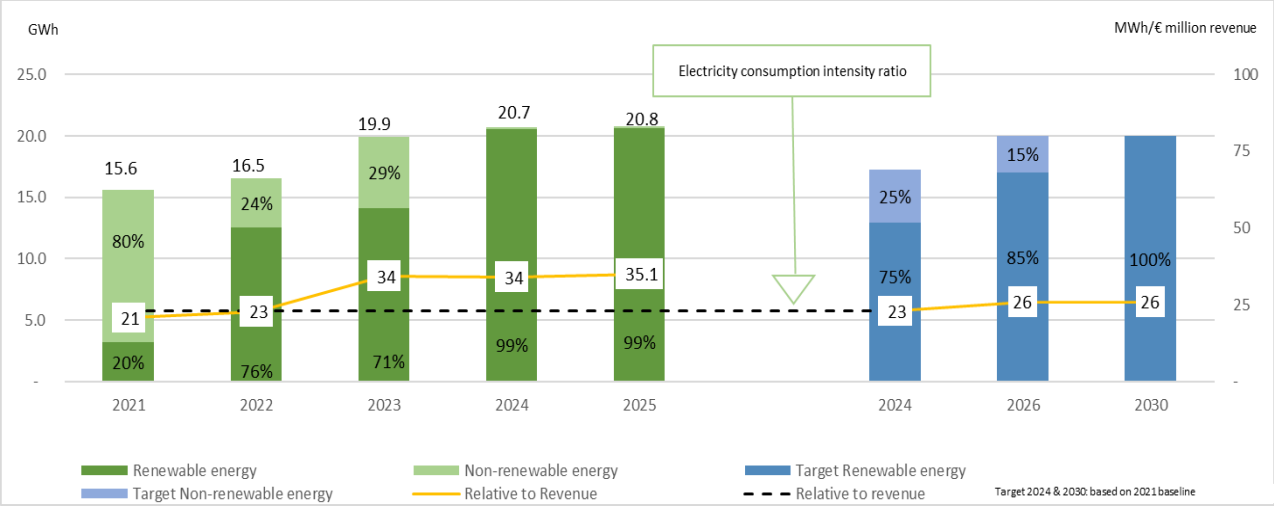
* Decarbonization levers are based on the Scope 1 & 2 emissions reported in 2021 (baseline year for our GHG targets).

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

Reduction of Scope 1 & 2 emissions

Scope 1 & 2 emissions relate to emissions owned and controlled by Besi. 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 generation at our operations across Europe. We intensified efforts to source renewable energy or procure internationally recognized Renewable Energy Certificates ("REC") and Green Energy Certificates ("GECs") for our Asian operations in line with our 2030 renewable energy goals. Procurement of renewable energy at Besi's Asian operations led to an increase of renewable electricity from 71% in 2023 to 99% in 2025. Consequently, renewable energy accounted for 99% of Besi's total electricity consumption in 2025.



- **Key Lever 2: Implementation of energy efficiency and renewable energy sources in heating and cooling solutions**
  Renewable energy sources: At certain operations natural gas 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 - 2025 at our operations in the Netherlands and Austria.

  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 50,000m³, 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 use of 36% versus 2023. In 2025, as the heat pump project almost approached full capacity, we managed to achieve an 86% reduction in gas consumption relative to 2024, equivalent to 25,754 m^3 or 49 tCO_2eq. As such, Besi Austria realized a reduction in gas consumption of 42,437 m3 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, 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 in 2024 at our Netherlands operations:

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 has already established a 38% reduction in fuel consumption relative to 2023. In 2025, we achieved a further 7% reduction in heat consumption at our Duiven location.

Energy management software at Meco in the Netherlands
In 2025, following the success of the heating and cooling system at our Duiven location, a similar energy management system was installed at Meco in the Netherlands. In 2025, the installation of this system resulted in a 42% reduction in gas consumption relative to 2024. Although electricity increased at Meco by 4%, implementation of the system resulted in an overall reduction in energy consumption of 20% (equivalent to 54 MWh). 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 traffic between Besi Leshan warehouses and factories used EV vehicles in 2024 (originally purchased in 2023) supported further by the installation of electric charging points.

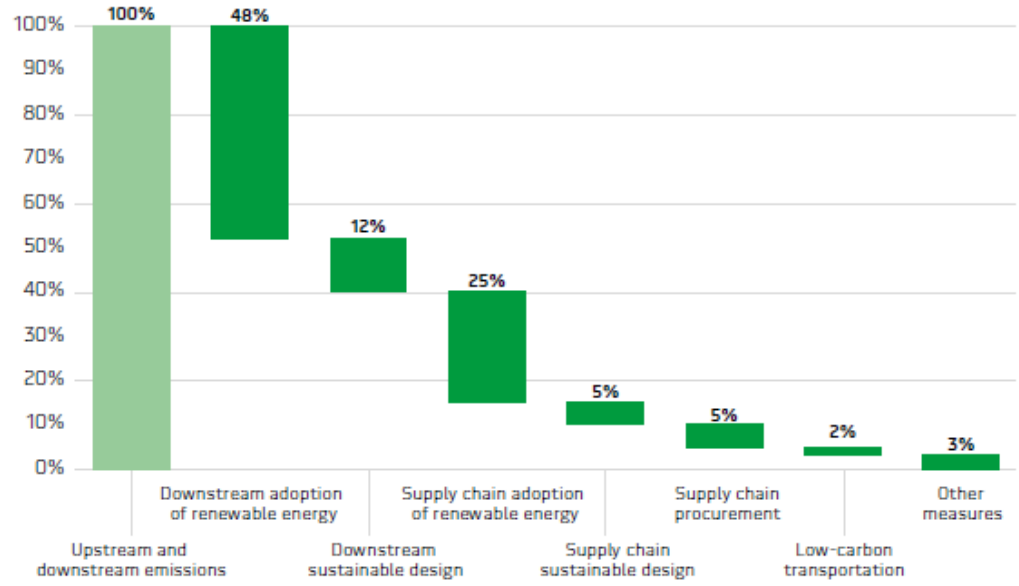
Locked-in GHG emissions in our own operations.
Besi owns and operates the following equipment that could represent locked-in GHG emissions:

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

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

Scope 3 emissions decarbonization levers*

Scope 3 emissions represented 99% of Besi's total GHG emissions accounting for 251,096 tCO_2eq in 2025. 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. 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) engagement with our supply chain to use renewable energy.



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

Reduction of Scope 3 emissions

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 emission 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 their adoption of renewable energy. 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 focus on encouraging and motivating 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 2024 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. In 2025 we continued implementation of our decarbonization initiatives, such as implementation of sustainable design concept and adoption of low-carbon transportation solutions.

Implementation of sustainable design concept

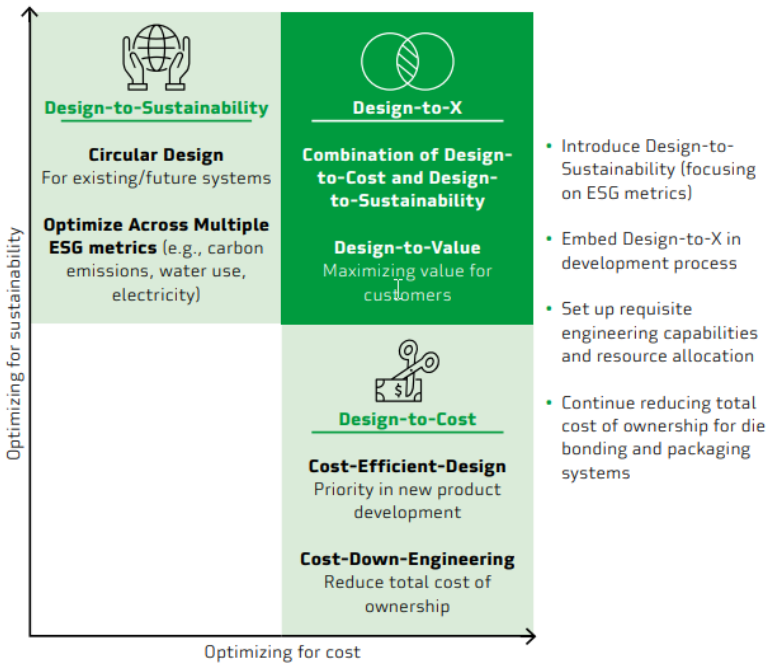
Besi's Design-to-X initiative combines the Design-to-Sustainability and Design-to-Cost concepts to identify energy consumption, material use and other improvement opportunities in all product groups while reducing the cost of many mature die attach and packaging platforms.

Design-to-X initiative

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 for new wafer level assembly platforms such as hybrid bonding and next generation TCB chip to wafer systems.

In 2023, Besi 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. We have developed certain key deliverables utilizing Besi's existing sustainable engineering efforts and plan to engage with customers who derive the greatest value from decarbonization efforts.

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 the Die Attach platforms, leading to reduced energy consumption across four main Die Attach product lines. Distinct energy reduction targets and savings have been established for each product line. Most of these reductions are realized by customers through software updates. Over the past two years, implementation of Design-to-X concept has resulted in total energy consumption reductions of 6.9% in the multi-module, 5.0% in the Flip Chip and 7.1% in the Soft Solder die bonding product lines. 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.



- **Key Lever 2: Adoption of renewable energy in our supply chain**
  Emissions from purchased goods and services is the second largest category of our Scope 3 emissions. Under this lever, the reduction of associated GHG emissions is dependent on the adoption of renewable energy by our suppliers. To this end, we will aim to create partnership programs with our suppliers focused at creating incentives for them to implement renewable energy projects or procure renewable energy.

  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 will consider opportunities to (i) build their renewable energy capacity, (ii) create strategic partnerships focused on the decarbonization of their operations and (iii) procure of international 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 environmental performance. We aim to (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.

  Our goal is to identify sustainable design opportunities and procure low-carbon products and services for the production of Besi's systems. 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 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 categories of emissions include:
  - Optimization of logistics.
  - Selection of low-carbon transportation types where possible.
  - Assessing options to use sustainable fuels.
  - Develop innovative solutions with logistics services providers and operators.

- **Key Lever 5: Other solutions to reduce Scope 3 emissions**
  Additional initiatives encompass projects aimed at enhancing the granularity of supply chain emissions data, improving waste recycling and reuse processes, and procuring sustainable solutions for waste management, among other efforts.

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 us reduce GHG emissions and energy use associated with our equipment. Our objective is to minimize the carbon footprint of our end-users while increasing Besi's product performance and design, procurement and operations efficiency.

Decarbonization roadmap

Our decarbonization roadmap provides 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.

	Short-term: up to 1 year	Medium-term: 1-5 years	Long-term: >5 years
Decarbonization of supply chain	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 design of systems.	
Decarbonization of own operations	Contract green electricity / RECs to ensure 100 % green electricity consumption.		
	Implement energy efficiency measures. Implement renewable energy projects for heating & cooling of our buildings.		
	Replace ICE vehicles with EVs.		
Decarbonization of downstream emissions	Increase the energy efficiency of our products.		
		Engage with customers to enhance the use of renewable energy.	
		Implement additional solutions - low carbon transportation and circularity of our products.	

Action plan – decarbonization of upstream operations

		Short-term: up to 1 year	Medium-term: 1-5 years	Long-term: >5 years
Decarbonization of supply chain	Increase granularity of supply chain emissions data	Encourage suppliers to assess their carbon footprint in order to improve the granularity of Besi's Scope 3 emissions data.	Encourage suppliers to assess their carbon footprint in order to improve the granularity of Besi's Scope 3 emissions data. Use of recognized tools to support emissions assessment and reporting.	Encourage suppliers to assess their carbon footprint in order to improve the granularity of Besi's Scope 3 emissions data.
	Increase adoption of renewable energy in the supply chain	In collaboration with renewable energy market players, develop programs that support the adoption of renewable energy within the supply chain.	In collaboration with renewable energy market players, develop programs that support the adoption of renewable energy within the supply chain.	Maintain engagement with supply chain emphasizing the adoption of renewable energy.
	Develop procurement of low-carbon products and services	Assess suppliers to identify opportunities for sourcing low-carbon products and services.	Assess suppliers to identify opportunities for sourcing low-carbon products and services. Rank suppliers based on their carbon footprint and decarbonization initiatives. Review supplier engagements based on their carbon footprint and performance.	Continue reviewing supplier engagements based on their carbon footprint and performance.
	Reduce carbon-intensive supply through sustainable design of systems		Use Life Cycle Assessment ("LCA") for Besi's products to identify the most carbon intensive components and modules in the design of our systems. Assess opportunities to replace carbon intensive components and modules.	Continue assessment of innovations to replace carbon intensive components and modules. Engage with new suppliers for innovative solutions

Action plan – decarbonization of own operations

		Short-term: up to 1 year	Medium-term: 1-5 years	Long-term: >5 years
Decarbonization of own operations	Contract renewable electricity / RECs to ensure 100 % renewable electricity consumption globally	Contract renewable electricity through internationally recognized instruments such as RECs. Implement renewable electricity projects in own operations where feasible.	Contract renewable electricity through internationally recognized instruments such as RECs to ensure 100 % renewable electricity globally. Implement renewable electricity projects in own operations where feasible.	Contract renewable electricity through internationally recognized instruments such as RECs to ensure 100 % renewable electricity globally.
	Implement energy efficiency measures and implement renewable energy projects for heating & cooling of our buildings	Implement energy efficiency measures and renewable energy projects at energy intensive locations.	Implement energy efficiency measures and renewable energy projects in our operations globally.	Continue implementing energy efficiency measures and renewable energy projects in our operations globally.
	Use EVs instead of IC vehicles	Implement programs to replace ICE vehicles with EVs or vehicles operating on biofuels.	Continue implementing programs to replace ICE vehicles with EVs or vehicles operating on biofuels.	Continue implementing programs to support sustainable transport in own operations.

Action plan – decarbonization of downstream operations

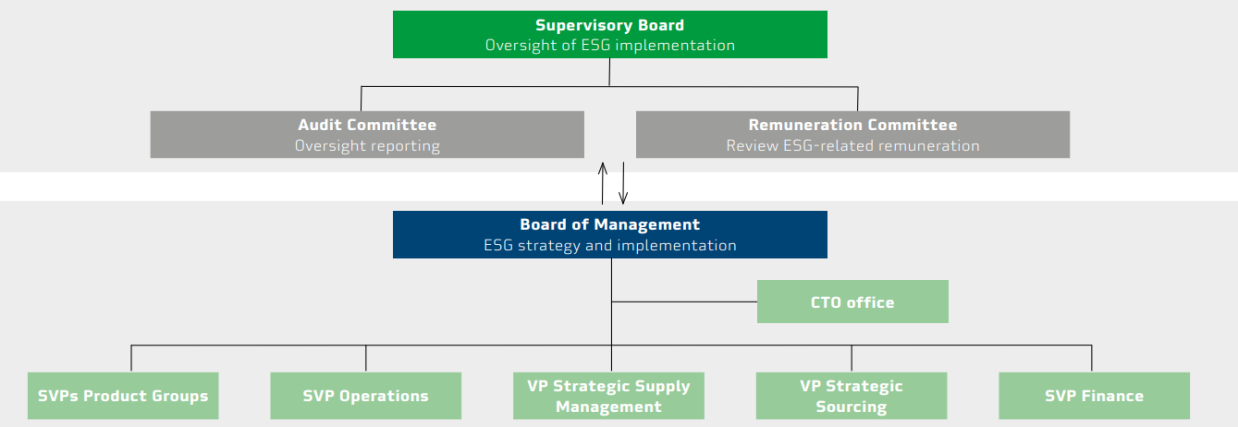
		Short-term: up to 1 year	Mid-term: 1-5 years	Long-term: >5 years
Decarbonization of downstream emissions	Increase energy efficiency of our products	Implement energy efficiency measures in the design of our machines, target 5 % energy consumption reduction	Continue developing plan to implement energy efficiency measures in the design of our machines Implement energy efficiency measures in the design of our machines, target 5 % energy consumption reduction	Implement energy efficiency measures in the design of our machines, target 10 % energy consumption reduction
	Engage with customers to enhance the use of renewable energy		Develop innovative solutions and set up partnerships supporting clients in procurement/use of renewable energy Implement accountability solutions to prove use of renewable energy solutions by customers	Continue developing innovative solutions supporting clients in procurement/use of renewable energy
	Implement other solutions - low carbon transportation and increasing circularity of our products		Assess opportunities to develop efficient and low carbon transportation solutions Increase recycling and reuse rates related to end-of-life treatment of our products	Continue reducing emissions related to transportation and recyclability/reuse of our products.

Sustainability governance
This Climate Transition Plan has been approved by the Supervisory Board.

We strive to create long-term sustainable value for stakeholders and operate our business in a sustainable way respecting both the environment and society. Besi's business strategy has been developed with these considerations in mind. We have actively promoted the integration of sustainability topics and initiatives into our long-term sustainable value creation model.

In 2020, we established a framework with three principal pillars (Environmental Impact, People Wellbeing and Responsible Business). In 2023, we conducted a Double Materiality Assessment as a precondition to compliance with the Corporate Sustainability Reporting Directive ("CSRD") requirements.

Climate change is a material topic for our business. The Board of Management is responsible for defining and achieving Besi's sustainability strategy and objectives, which includes climate-related matters. 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 reporting on sustainability topics on a quarterly basis.



Our governance model ensures that the Board of Management is supported by the expertise of the Management Team and the Sustainability team which have in-depth knowledge with regard to Besi's operations, value chain and climate change.

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

The role of the Supervisory Board is to supervise the execution of strategy, including the process to manage material impacts, risks and opportunities, by the Board of Management, Management Team and the general affairs of Besi and its affiliated enterprises and to assist the Board of Management by providing advice.

Since 2019, we have significantly expanded the scale and scope of Besi's climate reporting activities relative to leading external frameworks such as CDP, SASB, GRI, NFRD, TCFD, CSRD and the EU Taxonomy. In addition, an external auditor has provided limited assurance on our climate-related targets, indicators, emissions data and performance versus our targets since 2021.

Each year, achievement of climate-related and other sustainability objectives across our operations is encouraged through a structured Short-Term Incentive ("STI") plan. The Board of Management and Management Team members are entitled to STI contingent on achievement of our climate objectives, including decarbonization targets.

Climate risks and opportunities

We recognize the adverse effects caused by the emerging climate change crisis and carefully monitor the impact of climate change on our operations. In addition, we recognize increasing interest from customers and investors on climate topics. Climate change mitigation and energy and renewable energy were identified as material topics in the Double Materiality Assessment. We used scenario analysis to identify and assess the potential impact of climate physical and transition risks on our business 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.

Category of Climate Risk	Climate Risk Drivers		Main Affected Time Horizon
Transition Risk	Policy & Legal	• Local, state, regional and national regulatory pressure to set more strict energy efficiency and emissions 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
Physical Risk	Acute	• Increased frequency and severity of river floods, cyclones and wildfires.	Short – Medium – Long
	Chronic	• Rising air temperatures affecting working conditions, living conditions and the frequency of chronic heat waves.	Long

Our operations can be affected by climate physical risks such as rising temperatures and extreme weather events. In addition, Besi faces climate transition risks including regulatory, market and technological pressures to enhance energy efficiency and sustainability performance, as well as reputational considerations in investment or partnership decisions.

Climate risks mitigation and adaptation

We have conducted climate risks assessments to inform the development of climate risk mitigation and adaptation measures. Such measures include (i) investments in our facilities that enhance Besi's resilience to extreme weather events such as floods, (ii) development of energy efficiency projects at our operations, (iii) procurement of renewable energy, (iv) sustainable design of our systems and (v) measurement of our climate impact and transparent climate reporting at the corporate level.

- Sustainable Design
  Besi continually seeks potential opportunities to develop new ways to assemble semiconductors and components used in advanced electronic applications. We have 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. 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. These initiatives help ensure that we keep pace with the transition to a net zero economy by complying with potential regulations, providing energy-efficient technology and by maintaining a strong reputation with stakeholders.

- Facility Investments in renewable energy and physical risk protection
  Over the past three years, we have made investments at our facilities in different regions to facilitate the adoption of renewable energy technologies. Such investments were targeted to reduce climate physical and transitional risks and included:
  - ✓ Purchase and utilization of Solar PV panels at the Besi APac and Besi Austria facilities.
  - ✓ Installation of a groundwater heatpump at Besi's Radfeld, Austria facility to replace natural gas usage for its central heating system.
  - ✓ Renewable energy procurement from local electricity suppliers.
  - ✓ Installation of E-charge stations at our Austrian, Chinese, Dutch and Swiss facilities.
  - ✓ Conversion of company cars from ICE to hybrid or electric.
  - ✓ Capital spending to reduce the risk of flooding at our Malaysian facility.

- Investments in Energy/Resource Efficiency improvement
  We have worked on becoming more energy efficient through the purchase and utilization of more energy-efficient process technologies and the better insulation of our facilities. Such initiatives have included:
  - ✓ LED light and Smart meter installation.
  - ✓ Air compressor replacements.
  - ✓ Upgraded heating, ventilation and air conditioning ("HVAC") units.
  - ✓ Better management of the transport mix of our freight operations with a focus on local sourcing.
  - ✓ Installation of sun/heat protective foils.
  - ✓ Implementation of AI-based energy management software in our operations in the Netherlands.

We will continue to assess investment opportunities in the future to improve the resilience of our business to climate physical and transition risks. This assessment includes the prioritization of actions at our most vulnerable locations based on the scenario analysis conducted in 2022.

Future vision
We have set two ambitious climate targets: to be net zero in terms of our own operations in 2030 and to reach Net Zero status including all scopes of emissions in 2050.

Achieving carbon neutrality at our operations requires the implementation of global decarbonization projects at our owned and controlled operations. Reaching our Net Zero target, which includes Scope 3 emissions, depends not only on our efforts but also on those of our supply chain and customers. Given that the majority of our GHG emissions stem from our supply chain and the downstream use of our systems, we will focus on the following priorities in the medium-term to achieve our decarbonization goal:

- Develop innovative partnership instruments to decarbonize our supply chain and downstream operations.
- Collaborate with industry associations, global climate initiatives and other strategic partners.
- Establish engagement and partnership programs with our suppliers and customers to reduce GHG emissions.