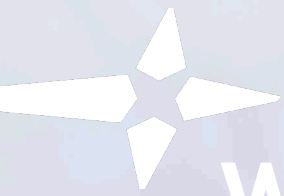


Sustainability Report

Enabling a Sustainable Future

2025

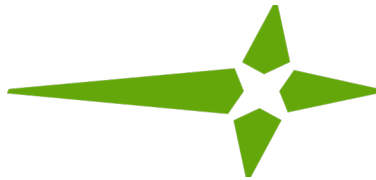




We work to enable a more sustainable future for all.

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About this Report

Excelitas' Senior Executive Leadership Team, Board of Directors, and Sustainability Management Committee are pleased to present our 2025 Global Sustainability Report. This report demonstrates our continued commitment to integrating sustainability across our business and decision-making. Guided by our Purpose, Mission, Vision, and Values, we have refined our sustainability priorities and goals to respond to evolving stakeholder expectations, strengthen accountability, and support long-term, responsible growth across our global operations.

This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards and in alignment with the International Financial Reporting Standards (IFRS) S1 and S2 and Sustainability Accounting Standards Board (SASB), where applicable. Our senior management team has reviewed and approved the contents of this report. Unless otherwise stated, the reporting period is from January 1, 2025, to December 31, 2025, and includes all Excelitas subsidiaries. It does not include our recent acquisition of Luxium Solutions as it closed outside the reporting period in January 2026.

This 2025 report outlines Excelitas' sustainability objectives, the initiatives we have undertaken to advance sustainability, and our progress towards our goals. It also details our alignment with the United Nations Sustainable Development Goals (SDGs) and presents forward-looking plans to achieve our targets. The forward-looking statements included in this report reflect management's current expectations and assumptions about future events. These statements involve risks and uncertainties that may cause actual results to differ materially from those anticipated. All forward-looking statements are based on information available as of the publication date, and Excelitas assumes no obligation to update them.

The topics covered in this report are based on the results of our double materiality assessment, which is discussed in more detail on [page 10](#).

For comments or questions, please contact us at: Sustainability@excelitas.com.

Message from the CEO



At Excelitas, sustainability is not a separate initiative, it is an extension of how we build our business, support our customers, and create long-term value. As we publish our 2025 Sustainability Report, I am proud of the progress we have made and am fully aware that work lies ahead.

Over the past several years, we have taken important steps to establish a sustainability program that reflects who we are as a company and how we operate. We have strengthened governance, clarified our priorities, and developed a sustainability strategy aligned with our Purpose, Mission, Vision, and Values. Throughout 2025, we continued to embed sustainability into the ways that we manage our business and make decisions every day.

This report reflects that transition. It demonstrates how sustainability is increasingly integrated into our operations, our innovation agenda, and our engagement with customers, employees, and partners. While we are still early in our journey, we are focused on execution, discipline, and measurable progress.

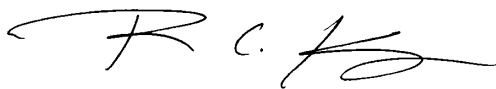
Our greatest sustainability impact, our handprint, comes from the technologies we design and deliver. Excelitas' solutions enable critical applications across advanced industrial, medical, life sciences, semiconductor, and safety-focused markets. Through precision, reliability, and innovation, our products help customers operate more safely, improve efficiency, reduce risk, and advance technologies that support a more sustainable future. This positive impact, realized through the use of our products, is central to who we are and why our work matters.

At the same time, we recognize our responsibility to operate our business with integrity and accountability. Reducing our operational footprint remains a priority, grounded in operational excellence rather than aspiration alone. In 2025, we continued to focus on improving energy efficiency, strengthening environmental, health, and safety practices, and enhancing the quality and consistency of sustainability data across our global operations. These efforts support safe, efficient, and resilient facilities while preparing Excelitas to meet evolving regulatory requirements and customer expectations.

We view our handprint and footprint as two sides of the same responsibility: innovating technologies that enable positive outcomes in the world, while managing our operations with care, transparency, and discipline. Both are essential to building a durable, trusted company. Importantly, our approach to sustainability is pragmatic. We are focused on areas where we can have the greatest impact, where expectations are rising, and where sustainability directly supports long-term value creation for our stakeholders. We will continue to refine our goals, improve our data, and strengthen accountability as our program matures.

Our sustainability journey is ongoing. I am proud of the progress that we have made and am confident that Excelitas is well positioned to deliver lasting value for our customers, our employees, our investors, and the communities we serve.

Thank you for your continued trust and engagement as we move forward.

A handwritten signature in black ink, appearing to read "R. C. Keating". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ron C. Keating
President and CEO of Excelitas Technologies



About the Company

Excelitas Technologies Corp. (“Excelitas Technologies,” “Excelitas,” “the Company,” “we,” “us,” and “our”) is a privately owned, leading provider of advanced, life-enriching technologies that make a difference. We proudly serve global market leaders in the life sciences, advanced industrial, next-generation semiconductor, and avionics end markets.

While Excelitas offers a vast array of off-the-shelf premium products, our greatest offering lies in our unique ability to deliver bespoke solutions tailored to our customers’ specific requirements. We work with our customers to identify the design and specifications that present the optimal level of performance, cost, quality, and time-to-market.

Excelitas is at the forefront of global megatrends—driving advancements in artificial intelligence, Industry 4.0, precision medicine, and the rapidly expanding ecosystem of connected devices.

Visit our various locations on our website: [Excelitas Locations](#)

More about what we do can be found on our website: [Excelitas](#)

Purpose

Enriching Life.
Innovation Driven.

Vision

The leading provider of advanced technologies that make a difference.

Mission

Excelitas Technologies will produce superior results for all stakeholders including our customers, employees and shareholders. We expect to double the reach of our business in the next five years. We produce best-in-class solutions for market leaders in Life Sciences, Advanced Industrial, next-generation Semiconductor Equipment.

Values

Integrity

Do What's Right

- Embrace safety
- Honest and reliable
- Act with courage

Customer Focus

Trusted Partner

Enabling Success

- Agile and responsive
- Transparent and accountable
- Intellectually curious
- Meet or exceed commitments

Collaboration

Working Together

Achieving Goals

- Value and encourage teamwork
- Trust and respect each other
- Communicate openly and listen actively
- Align and act decisively

Responsible

Own Our Actions

- Care for our people, communities and environment
- Act with compassion and respect
- Create value through diversity and inclusion
- Embrace sustainability



Materiality

In 2024, Excelitas conducted our first double materiality assessment in alignment with the European Sustainability Reporting Standards (ESRS) and GRI Standards. To identify our material topics, we partnered with an independent consulting firm to evaluate the most significant sustainability impacts, risks, and opportunities affecting our business.

The process included inputs from interviews with leaders across functions and business units, customer and competitor analyses, policy and documentation reviews, and benchmarking against industry-specific sustainability standards. This assessment covered our operations as well as upstream and downstream activities within our value chain.

Based on these inputs, we identified and assessed sustainability impacts, risks, and opportunities for both financial and impact materiality. We then categorized these impacts by affected stakeholders, including employees, customers, end-users, suppliers, investors, local communities, natural resources, and environmental systems.

The topics related to impacts, risks, or opportunities that crossed a threshold for financial materiality, impact materiality, or both are listed in Figure 1 and form the basis for the content of this report.

Figure 1

Environmental

- **GHG Emissions and Energy Management**
- **Resource Use**
- **Waste, Wastewater, and Pollution Management**

Social

- **Corporate Culture**
- **Employee Health and Safety**
- **Customer and End-User Health and Safety**
- **Waste, Wastewater, and Pollution Management**

Governance

- **Data Privacy and Security**
- **Global Compliance**
- **Supplier Management and Due Diligence**

Our Sustainability Strategy

At Excelitas, our vision is to be the leading provider of advanced technologies that make a meaningful difference and enrich life. In 2024, we introduced a new corporate sustainability strategy to define how we pursue that vision responsibly and with intention. Throughout 2025, this strategy guided our actions and decision-making, embedding sustainability more deeply across the organization and enabling consistent, measurable progress. Our approach is anchored in six priority themes that focus on expanding the positive impact of our handprint while reducing the impacts of our footprint in the areas most critical to our business and stakeholders.

Growing Our Handprint



- Enrich life through **innovative products** that improve human safety and quality of life.
- Build a **high-performing team** with diverse skills, talent, and perspectives to enable innovation.

Reducing Our Footprint



- Maintain **safe, efficient, and clean operations** that eliminate employee harm and minimize our impact on natural resources.
- Take **meaningful action on climate change** and reduce our Greenhouse Gas (GHG) emissions.
- Cultivate a **responsible supply chain** by prioritizing suppliers that demonstrate responsible business practices.
- Act with **integrity** in our daily decisions, engagement with stakeholders, and protection of stakeholder data.

With guidance from our Sustainability Committee and Executive Leadership Team, we developed a global sustainability plan to drive the implementation of our strategy. The plan established clear goals that not only directed our sustainability efforts, such as assessing opportunities to reduce our GHG emissions, but also positioned us to meet emerging regulatory expectations.



Governance Structure and Composition

Our Board

Our Board of Directors (“the Board”) brings together a diverse range of expertise and experiences, ensuring balanced representation of our stakeholders and guiding Excelitas toward sustainable growth. The Board’s collective knowledge spans automotive, photonics, corporate finance and accounting, strategic planning, investments, and global manufacturing. It is led by an independent, non-executive chairperson.

The Board remains focused on providing oversight, setting Excelitas’ long-term vision and goals—including those tied to sustainability—and aligning our strategy with our culture and values. It ensures the organization has the resources needed to execute effectively and closely monitors management’s performance against established objectives.

Board Committees

Alongside the Board, several specialized committees provide focused oversight and support effective decision-making across key areas of governance. These include the Executive Committee, Compensation Committee, and Audit Committee. The Audit Committee serves as our highest governing body, and its chairperson remains fully independent from the Executive Leadership Team, reinforcing strong governance and accountability.

Table 1

Board Management Breakdown	Number
Board Members – Independent	5
Board Members – Female	1
Board Members – Male	8
Board Members – Executives	1
Board Members – Non-Executives	8

Sustainability Committee

At Excelitas, our sustainability program is sponsored at the Executive Vice President level, underscoring its importance to our long-term strategy. The Sustainability Committee (“the Committee”) operates as a management committee rather than a Board-level committee, ensuring direct engagement with

operational priorities. Working closely with external consultants and customers, the Committee develops recommendations on strategic goals, policies, and processes related to sustainable development. These recommendations are aligned with and monitored by Executive Leadership and the Board to maintain accountability.

The Committee comprises key business leaders who oversee the execution and progress of our sustainability strategy, goals, and action plans. It meets monthly to review initiatives, policies, programs, and performance metrics, promoting continuous improvement and alignment with our corporate objectives. The Sustainability Committee includes the following members of our leadership team:

- **Senior Vice President and General Counsel**
– Executive Sponsor
- **Vice President, Investor Relations and Communications**
- **Vice President and Chief Accounting Officer**
- **Vice President, Internal Audit**
- **Vice President, International Controller**
- **Vice President, Global Strategic Sourcing**
- **Vice President, Global Environmental, Health, and Safety and Regulatory Affairs**
- **Vice Presidents, Deputy General Counsel**
- **Director, Insurance and Enterprise Risk Management**
- **Director, Human Resources**

Conflicts of Interest

Excelitas has implemented a Related Party Transactions Policy and process to prevent and mitigate conflicts of interest while ensuring full compliance with Financial Accounting Standards Board (FASB) requirements. In addition, our [Standards of Business Conduct](#) require all employees, officers, and directors to avoid any activity or personal interest that could create a conflict—where private interests interfere with the Company’s best interests. Examples include financial stakes in suppliers or competitors, consulting arrangements, acceptance of significant gifts, or outside business activities that compete with Excelitas.

Any potential conflict must be promptly disclosed to the General Counsel, who determines whether it can be managed without impacting job performance or if a formal waiver is necessary. In partnership with our owner, AEA Investors, Excelitas actively monitors these relationships for Board members as part of our Related Party disclosures. All potential conflicts are reported and reviewed in accordance with the Conflicts of Interest requirements outlined in our [Standards of Business Conduct](#).

Critical Concerns

Critical concerns are escalated by the CEO, CFO, or General Counsel as they arise, depending on the issue’s nature and urgency. When appropriate, management may bring these matters to the attention of the full Board or a designated committee chaired by the Board Chair. Depending on the circumstances, external parties such as independent auditors or legal counsel may also be engaged to provide guidance. Notably, no critical concerns were reported during 2025.



Environmental

Greenhouse Gas Emissions, and Energy Management

Waste, Wastewater, and Pollution Management

Resource Use & Conflict Minerals, Planned Initiatives



Management Approach

Excelitas remains committed to understanding and reducing the environmental impacts associated with our products, services, and global operations. Our key environmental material topics include greenhouse gas (GHG) emissions, energy and resource efficiency, waste management, pollution prevention, water stewardship, and responsible materials use.

Oversight of our environmental performance is led at the corporate level by our Vice President of Global Environmental, Health, and Safety (EHS), who is responsible for the strategy, management, and facility coordination to address environmental risks and related areas. At each facility, plant managers are responsible for implementing environmental programs, maintaining compliance with relevant standards, and identifying opportunities to reduce impact and enhance operational efficiency.

Our EHS Policy is a foundational piece of our environmental management approach, and in 2025, we rolled out global training of this policy to all employees at each site. The policy is reviewed annually and updated as needed by our Sustainability Committee; the Vice President of Global Environmental, Health, and Safety and Regulatory Affairs; and the Executive Vice President & President of the Advanced Industrial Segment. This governance structure ensures our practices remain current, effective, and aligned with both regulatory expectations and our organizational values.

In 2025, we maintained ISO 14001 certification for our Environment Management System across our existing certified locations. This certification

supports our compliance with environmental, health, and safety regulations, while providing a structured framework for monitoring greenhouse gas emissions, air emissions, and discharges.

At sites across North America, Asia, and Europe, we also adhere to the RBA (Responsible Business Alliance)-ONLINE compliance program. Details of our ISO 14001 and RBA compliance manufacturing sites can be found in the [Appendix](#).

Greenhouse Gas Emissions, and Energy Management

As a leading innovator and manufacturer of advanced industrial technologies, our largest sources of GHG emissions come from the electricity used in our manufacturing processes, the goods and services we buy, and the electricity used by our products. Managing these emissions is increasingly important to our business considering the accelerating impacts of climate change, the continuing emergence of new regulatory requirements, and the demands of our customers.

Since 2021, we have identified energy sources across all sites as part of our scope 1 and scope 2 emissions analysis, enabling us to establish a comprehensive baseline and assess pathways for reduction. This work has laid the foundation for an organization-wide scope 1 and 2 GHG emissions reduction target feasibility and practicality assessment and analysis.



2025 GHG Emissions and Energy Achievements

In 2025, we advanced several areas of our GHG emissions and energy management programs to meet the level of rigor required for upcoming public disclosures, managing toward a new GHG goal, and complying with new regulatory requirements.

Scope 1 and 2 GHG Emissions

For several years, Excelitas has tracked and managed scope 1 and 2 GHG emissions internally for its manufacturing sites. During 2025, our teams worked with internal audit and controls teams to review the assurance readiness of our processes to support compliance with new requirements for upcoming GHG emissions disclosures, such as California climate regulations, which are expected to include external verification.

The extent of this effort, as well as our acquisition of Luxium have caused us to delay the announcement of our global scope 1 and 2 GHG target as of the date of this report. We are working diligently to develop the most accurate and complete data set for external disclosure in our next sustainability report.

Scope 3 GHG Emissions

In 2025, Excelitas also completed its first comprehensive global assessment of scope 3 GHG emissions, which includes the relevant categories in Table 2 below. Through this effort, we identified areas to improve our data collection, particularly with our suppliers (categories 1 and 2) and for downstream emissions (categories 10 and 11), which we plan to begin incorporating in 2026.

We plan to disclose our scope 3 GHG emissions in 2027.

Table 2

Scope 3 Category	Description
1	Purchased Goods & Services
2	Capital Goods
3	Fuel – and Energy-Related Activities
4	Upstream Transportation & Distribution
5	Waste Generated in Operations
6	Business Travel
7	Employee Commuting
8	Upstream Leased Assets
9	Downstream Transportation & Distribution
10	Processing of Sold Products
11	Use of Sold Products
12	End-of-Life Treatment of Sold Products

Categories 13, 14, and 15 were deemed not relevant to our organization.

Climate Risk Assessment

Beyond the management of our GHG emissions, Excelitas completed a formal climate risk assessment in 2025 to identify and evaluate climate-related risks and opportunities. This assessment included a screening for potential risks, evaluating risk probability and magnitude, and reviewing the findings with senior leadership to finalize the results. A cross-functional team responsible for oversight of enterprise risk and sustainability reviewed and provided input to ensure alignment and consistency with practices across the organization.

As a result of this assessment, we are working to improve how we embed climate-related considerations into our existing Enterprise Risk Management (ERM) framework. In parallel, senior leadership and our operations teams are exploring ways to formalize the processes for identifying climate-related risks and establishing consistent methods for monitoring them across the organization.

We plan to report on developments of Excelitas' approach to climate-related risks in future disclosure cycles, where relevant and applicable.

Energy Efficiency and Renewable Energy

As a high-tech manufacturing company, energy use is a significant operational consideration at our production facilities, and we are regularly looking for energy-efficiency opportunities, as they have the potential to produce financial paybacks. We continued to maintain our [ISO 50001](#) certifications for our energy management systems at three of our European facilities—Feldkirchen, Regen, and Göttingen. We are also planning to build upon the

success of LED lighting replacement projects at 10 of our facilities to evaluate potential replacements for other sites in 2026 and beyond.

In 2025, we continued generating electricity from the on-site solar panels at our Göttingen, Singapore, and Manila locations. In 2026, we plan to assess opportunities to further expand our renewable energy portfolio as part of our ongoing efforts to reduce greenhouse gas emissions.

Waste, Wastewater, and Pollution Management

Waste and pollution remain important areas for our business, as the production of our products generates both non-hazardous and, at times, hazardous waste with risks for human health and the environment. Our EHS Policy requires us to continue to prioritize the design of safe products and processes that prevent pollution, conserve resources, and minimize waste across our operations.

Minimizing Waste, Pollution, and Environmental Impacts

Due to the nature of our manufacturing processes, several of our sites generate permitted air emissions and hazardous waste. These activities require annual reporting to regulatory agencies, and we remain in full compliance annually. In addition, sites undergo annual audits by our external Registrar in accordance with ISO 14001 certification requirements for our environmental management system.

A key driver of our 2025 waste and scrap results was the consolidation and streamlining of our manufacturing facilities. This produced a reduction



in hazardous waste compared to 2024 but led to an increase in non-hazardous waste resulting from construction work to decommission some sites and expand others.

We continue to look for ways to reduce hazardous waste and pollution through ongoing collaboration with our vendors and the increased use of lower-impact chemical alternatives where feasible. In 2025, we advanced our initiative to eliminate the use of Leksol, a hazardous multipurpose solvent, at our Boulder site. The 2025 phase of this project has been completed, positioning us on track to eliminate 100% of Leksol use at the site by the end of 2026.

A key ingredient of reducing risks from pollution and waste is replacing hazardous chemicals with more environmentally responsible alternatives. For example, we have replaced 66% of our use of NPB, a regulated chemical that is toxic to humans and negatively affects air quality, with a safer, environmentally friendly substitute. This transition reduces our use of toxic chemicals by 200 gallons per year without compromising product quality. At our Boulder site, we completed the planned

replacement of our old degreaser in 2025, a major step toward our goal of fully eliminating NPB usage by the end of 2026.

Our suppliers also play an important role in this area. Through our partnership with a third-party waste hauler, we conduct regular audits and define our preferred methods for final waste disposal at all sites, where practical. Whenever possible, we prioritize recycling and incineration to reduce the volume of waste sent to landfills. We also confirm that all required permits are maintained to support these activities and uphold regulatory compliance.

Water Use and Wastewater

Water is a relevant topic for Excelitas primarily because our manufacturing processes for polishing glass components and anodizing metals involve water use with chemicals that generate hazardous wastewater. These processes are subject to strict management practices to prevent spills and maintain compliance with required permits at all relevant sites. The hazardous wastewater is handled through qualified vendors for safe and responsible disposal.

Waste Data - Metric Tons

Table 3

Metric Tons	2024 ¹	2025
Non-hazardous Waste and Scrap	592	797
Hazardous Waste and Scrap	390	358
Total Waste and Scrap	982	1,155

¹ Data from 2024 have been updated from previous sustainability reports to include all manufacturing sites and correct an issue with reported units.

While we do have three facilities in Batam, Singapore, and Boulder that are located in regions experiencing high water stress, we do not consider the water scarcity risks in these locations to be significant. Our production processes at these sites are not water-intensive, and we continue to monitor any changes to water availability that may affect our sites or the surrounding communities.

There are also water-related impacts deeper in our supply chain related to the mining and extraction of raw materials, though not typically with our Tier 1 or Tier 2 suppliers. We are currently prioritizing other environmental areas, such as GHG emissions, as we build our Responsible Supply Chain program and will consider water impacts as the program continues to develop.

Resource Use & Conflict Minerals

Our products and components contain a range of materials, with the primary resource inputs being various metals, glass, and some plastic. Most of the products we buy are already processed goods, such as machined parts, electromechanical components, or chemicals used in our industrial processes, that we use for further processing, assembly, and development with very little purchasing of raw materials. Our Vice President of Global Strategic Sourcing oversees our procurement program, supplier engagement, and mineral sourcing to ensure responsible practices.

Some materials and components we buy contain conflict minerals, including tin, tantalum, tungsten, and gold. We do not knowingly purchase raw materials containing conflict minerals that directly or indirectly support armed groups in the Democratic Republic of the Congo or neighboring countries. Although full traceability of metals, especially precious metals, can be challenging due to complex global supply routes and the common commingling of mined and recycled materials, we continue to take practical steps to prevent conflict-affected minerals from entering our supply chain. These efforts include obtaining certificates of origin and reinforcing expectations with our suppliers.

Our full Statement on Conflict Minerals is available here: [Statement on Conflict Minerals](#).

Environmental Planned Initiatives

We have set the following goals in our environmental pillar:

- Set a scope 1 and 2 emissions reduction goal by the end of 2026
- Eliminate 100% of Leksol use at our Boulder site by the end of 2026
- Transition 100% of sites to LED lighting by the end of 2027



Social

Corporate Culture

Employee Health and Safety

Customer and End-User Health and Safety



Management Approach

Our employees, communities, customers, and partners are essential to our long-term success. We are committed to attracting, developing, and retaining a team with the skills, talent, and perspectives to enable new solutions.

Social topics identified in our double materiality assessment include corporate culture, employee health and safety, and customer health and safety. Corporate culture, which focuses on fostering an engaging, inclusive, and high-performing workplace, is overseen by our Human Resources team, including our Executive Vice President and Chief Administrative Officer and Senior Vice President of Human Resources.

Employee and customer health and safety are overseen by the Vice President of Global Environmental, Health, Safety, and Regulatory Affairs, providing dedicated governance, regulatory alignment, and ongoing improvement across all safety programs.

Across these areas, our human capital priorities are embedded in our management practices and policies, shaping how we recruit and develop talent, support career growth, structure compensation and benefits, promote employee engagement, and protect the health and safety of our employees and customers.

Corporate Culture

As an innovation-driven, high-tech manufacturer, having a strong, high-performing, and durable corporate culture is a critical ingredient to achieving our business goals. Our culture supports our ability to attract and retain talent, maintain a

productive and safe work environment, and deliver high-quality products that enrich life around the world.

Our Values in Action

At Excelitas, our Purpose, Vision, Mission, and Values are the foundation of our culture, guiding our decisions, behaviors, and long-term direction. Our four core values—Integrity, Customer Focused, Collaboration, and Responsible—define how we work with one another, lead, and engage with customers, suppliers, and partners. These values are embedded into key people-management processes, including hiring, onboarding, performance management, talent reviews, and leadership development, reinforcing consistent expectations and values-driven behaviors across the organization.

To support the rollout of our updated Purpose, Vision, Mission, and Values, we developed a new corporate values training program designed to strengthen culture activation and reinforce expected behaviors. The program incorporates digital learning and ongoing themes to sustain momentum and alignment, with a planned rollout in early 2026.

Through our values-based recognition program and the high-performance spotlight featured in our global town halls, we actively promote behaviors aligned with our purpose and recognize individuals and teams who exemplify high performance.

Embracing an Inclusive Culture and Strong Workforce

Building an inclusive culture strengthens our organization by driving productivity, innovation, and better business outcomes. By fostering



an environment where every employee feels valued and supported, we position ourselves to deliver exceptional results for our customers and stakeholders.

As part of our focus on retaining top talent, we introduced “Stay Conversations” for high-potential employees in 2025. These proactive discussions help us better understand employee motivations and identify opportunities to strengthen engagement, well-being, and retention.

Leadership Development

At Excelitas, we believe investing in leadership development strengthens our ability to adapt, innovate, and drive long-term sustainable impact across our people, operations, and communities.

In 2025, we implemented targeted leadership development programs for high-potential and successor populations and advanced our succession planning efforts. In 2026, we plan to continue strengthening and growing these programs to build leadership capability, deepen bench strength, and support organizational resilience. These programs are structured across three focus areas:

- Early high potentials and leadership foundation
- Mid-long-term leadership pipeline
- Immediate/near-term succession

Labor Practices

At Excelitas, our nearly 6,000 employees across the globe have a range of backgrounds and experience, including medical expertise, highly technical engineering, operations, and production. Most of our workforce are full-time employees, and some are covered by collective bargaining agreements, such as works councils in Germany.

Across all of these groups, we seek to implement labor practices that are not only fair but also support the workplace culture we wish to create.

Compensation and Benefits

Our employees remain Excelitas’ greatest asset, and we are committed to providing competitive compensation and benefits programs across all the countries where we operate to attract, motivate, and retain a world-class workforce.

As a global company, we tailor these programs to fit best within and complement the wide range of available health and retirement benefits that vary by country and location.

Many sites also offer employee assistance programs, well-being resources through an internal intranet page, wellness webinars, and mental health support. In select regions, employees receive additional care through mental health first aider training and other localized well-being initiatives.

Policies and Procedure Enhancements

In 2025, we completed an employee onboarding/offboarding process improvement initiative, strengthening internal controls to provide accuracy, security, and compliance across workforce transitions. This work supported the implementation of a new digital platform in the first quarter of 2026, contributing to a more positive and engaging employee experience.

We also strengthened and centralized our global HR policies and procedures, and plan to audit them regularly to support clarity, consistency, and compliance across the organization.

Employment Data

Table 4

Region	Employee Type	Male	Female	Other	Total
Asia	Full-Time	965	1912	0	2877
	Part-Time	0	0	0	0
	Total	965	1912	0	2877
Europe, the Middle East, and Africa	Full-Time	1071	428	1	1500
	Part-Time	30	175	0	205
	Total	1101	603	1	1705
North America	Full-Time	808	365	0	1173
	Part-Time	7	3	0	10
	Total	815	368	0	1183
All Locations	Full-Time	2844	2705	1	5500
	Part-Time	37	178	0	215
	Total	2881	2883	1	5765

This data has been calculated as of 12/31/2025 and is inclusive of regular employees only.

Table 5

Gender				
Region	Metric	Male	Female	Other
Asia	# of Hires	119	191	0
	# of Departures	95	170	0
Europe, the Middle East, and Africa	# of Hires	36	17	0
	# of Departures	155	82	0
North America	# of Hires	134	54	0
	# of Departures	143	60	0
All Locations	# of Hires	289	262	0
	# of Departures	393	312	0

Departures exclude 775 employees associated with a divestiture of a business line.



Table 6

		Age Group		
Region	Metric	< 30	30-50	50+
Asia	# of Hires	247	51	12
	# of Departures	149	80	36
Europe, the Middle East, and Africa	# of Hires	11	29	13
	# of Departures	23	102	112
North America	# of Hires	37	110	41
	# of Departures	27	83	93
All Locations	# of Hires	295	190	66
	# of Departures	199	265	241

Departures exclude 775 employees associated with a divestiture of a business line.

Employee Health and Safety

At Excelitas, protecting the health and safety of our employees remains a core commitment and a foundational element of our sustainability strategy. We seek to put robust safeguards in place, both physical and procedural, wherever there are potential work hazards or safety risks to minimize incidents that could affect our people, our operations, or the communities where we work.

Guided by our EHS Policy, employees are expected to contribute to continuous improvement efforts and follow all established procedures that support a safe and environmentally responsible workplace. Under the leadership of our Vice President of Global EHS and Regulatory Affairs and the Executive Vice President & President of the Advanced Industrial Segment, we maintain a proactive approach to EHS management

through risk-prevention measures and fostering a culture where safety is embedded in everyday decision-making.

Management System - ISO 45001

To strengthen our commitment to employee health and safety, we maintained our [ISO 45001](#) occupational health and safety management system at [eight](#) sites. In 2026, we will further evaluate opportunities to extend ISO 45001 to additional sites.

As part of our commitment to safety and complying with regulatory requirements, we conduct comprehensive risk assessments for work environments that involve hazardous or potentially hazardous conditions. When risks are identified, we work to eliminate them wherever possible or reduce their impact through engineered safeguards or administrative controls. These processes undergo rigorous review by

our Corporate EHS team, as well as routine audits performed by our independent ISO 45001 registrar, ensuring continuous improvement and a consistently high standard of workplace health and safety.

Across all facilities, we maintain a comprehensive safety program that emphasizes frequent training, active monitoring, and consistent communication to support safe daily work practices. Key initiatives, such as Tier Board meetings, management reviews, risk management processes, laceration prevention efforts, Gemba walks, Safety Committee meetings, and employee awareness campaigns, are central to preventing and reducing workplace injuries and strengthening our safety culture. Employees play an integral role in these processes, offering valuable firsthand insights that help enhance site-specific EHS activities, training, and continuous improvement.

Health and Safety Reporting

Reporting health and safety concerns is a fundamental part of our culture and a critical element of maintaining safe operations. We use our Tier Board process, a structured system of routine meetings, as a daily, standardized mechanism for employees to raise safety issues and report incidents in real time. This system complements our automated reporting platform, which has been implemented across sites in recent years and is managed locally by each site's EHS Manager. In 2025, we standardized the Tier Board process across all global sites to improve consistency, visibility, and EHS team performance.

In alignment with ISO 45001 requirements, all reported health and safety incidents follow a structured review process led by our Corporate Global Vice President of EHS and site leadership. This includes root cause analysis and the timely

implementation of corrective actions to drive continuous improvement and strengthen our safety performance. We uphold the [RBA Code of Conduct](#) and maintain a strict No Retaliation Policy through our Business Code of Conduct and Whistleblower Policy, providing all employees with access to a safe environment.

In 2025, we maintained strong near-miss safety reporting and recognition efforts. Our Operations and EHS teams escalate all recordable incidents, near misses, and workers' compensation claims to the Executive Vice President and President of the Advanced Industrial Segment, ensuring timely visibility and action.

Across our global workforce, Excelitas has maintained zero workplace fatalities and has achieved continuous improvement in employee safety metrics over the last four years, building on an already industry-leading safety record. In support of continuous improvement, we are investing in technologies that enhance health and safety, including automation, augmented reality (AR), virtual reality (VR), advanced vision systems, and improved material handling solutions. These innovations help reduce operational risks and support safer work practices throughout our facilities.

Our U.S. employee injury rate (IR) has consistently remained below both the national average IR¹ and the average IR for the U.S. manufacturing sector¹, reflecting our ongoing commitment to a strong safety culture and effective risk reduction strategies.

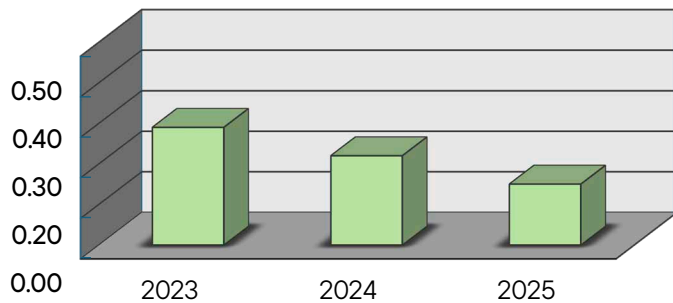
¹ The average U.S. IR and the average U.S. IR for manufacturing companies are both calculated using the OSHA IR formula based on 200,000 hours worked.



Table 7

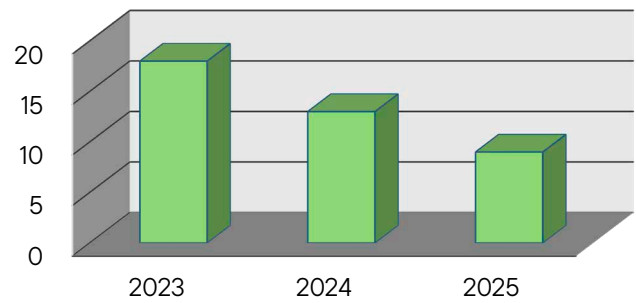
Year	2018	2019	2020	2021	2022	2023	2024	2025
Total Recordable Injury Rate (TRIR)¹	0.26	0.20	0.29	0.33	0.21	0.29	0.22	0.15
Global Incidents/Injuries²	22	19	16	30	15	18	13	9

Figure 2



Total Recordable Injury Rate (TRIR)¹

Figure 3



Global Incidents/Injuries²

¹ The average U.S. IR and the average U.S. IR for manufacturing companies are both calculated per the OSHA IR formula, which is calculated based on 200,000 hours worked annually.

² The global incidents/injuries rate includes full-time, temporary, and temporary employees. Safety data is not available for contractors at the time of this report publication, so contractors are not included in this calculation.

Health and Safety Training

We maintain robust EHS training programs in alignment with regulatory and ISO 45001 requirements. Each site follows a structured training process tailored to specific job activities and the hazards employees may encounter. All employees receive EHS training as part of the new-hire onboarding process and recurring refresher training, delivered at least annually, to provide ongoing competence and compliance. In 2025, we implemented mandatory EHS Manager training across all global sites to create consistent safety leadership and align all managers to the same standards and expectations.

Customer and End-User Health and Safety

Protecting the health and safety of our customers and end users is a foundational responsibility at Excelitas and an integral part of how we design, manufacture, and support our products. As a global component manufacturer, we embed health and safety considerations throughout the product lifecycle—from design and material selection to manufacturing and customer documentation—to help ensure our technologies are used safely and responsibly in their intended applications. Our approach is guided by our robust Environmental,

Health, and Safety Policy, alignment with the RBA Code of Conduct, and a commitment to continuous improvement, enabling us to support our customers' regulatory, safety, and performance expectations while safeguarding end users.

All Excelitas production sites maintain [ISO 9001](#) certification, and we have a longstanding [ISO 13485](#) certification at our Toronto and Feldkirchen facilities to support the specialized light engine requirements of medical device manufacturers worldwide.

We assess 100% of our significant product and service categories for opportunities to improve health and safety impacts, and we have not identified any instances of noncompliance with applicable regulations or voluntary standards related to product health and safety.

Our Handprint

We want our commitment to excellence to be reflected in every dimension of our products, from performance and quality to reliability, delivery, and service. This represents our positive handprint: the meaningful benefits our technologies create for customers and the broader communities they serve.

We take pride in the innovative spirit that drives us to make a tangible difference in people's lives. This spirit fuels our ongoing investment in research and development, enabling us to enhance existing solutions and introduce new products that advance human health, elevate safety, and support environmental sustainability.

How We Enable Customers to “Enrich Life”

Engage

We engage closely with our customers, partners, and stakeholders to understand the real-world challenges they are solving and the impact our technologies can have on people and communities. Through early collaboration, technical expertise, and ongoing dialogue, we help customers design solutions that improve safety, enable connectivity, and advance health and well-being. This engagement ensures our innovations are aligned with customer needs, regulatory expectations, and responsible business practices, while fostering long-term, trusted relationships across the markets we serve.

Enable

We enable our customers to enrich life by delivering advanced photonic, sensing, and detection technologies that power critical applications across life sciences, industrial, and semiconductor markets. Our components help improve patient outcomes, enhance productivity and automation, safeguard people and infrastructure, and support more efficient use of resources. By embedding health, safety, and environmental considerations into product design and manufacturing, we support our customers in bringing reliable, compliant, and high-performance solutions to market.

Excel

We excel by operating responsibly and continuously improving how we innovate, manufacture, and support our products throughout their lifecycle. Our commitment to strong environmental, health, and safety practices,



ethical standards, and operational excellence helps ensure consistent quality and dependable performance for our customers and end users. By investing in our people, maintaining disciplined governance, and aligning our operations with recognized sustainability frameworks, we strengthen our ability to deliver lasting value—today and into the future.

Social Planned Initiatives

We have set the following goals in our social pillar:

Corporate Culture

- Expand our high-potential employee development program, doubling participation from 100 to 200 employees by the end of 2026
- Strengthen our succession planning process, targeting at least 50% of critical roles with an identified successor who is either ready now or by the end of 2028
- Enhance our employee recognition program to further reinforce performance and engagement

Employee Health and Safety

- Integrate Luxium Solutions into our EHS framework by the end of 2027
- Standardize training requirements for EHS Managers and Site Leaders

These employee health and safety plans include aligning policies, standardizing processes, and expanding training to reflect our health and safety expectations. This integration will strengthen our systems to be consistent as we aim to build a unified, safe culture.

How We Enable Customers to “Enrich Life”

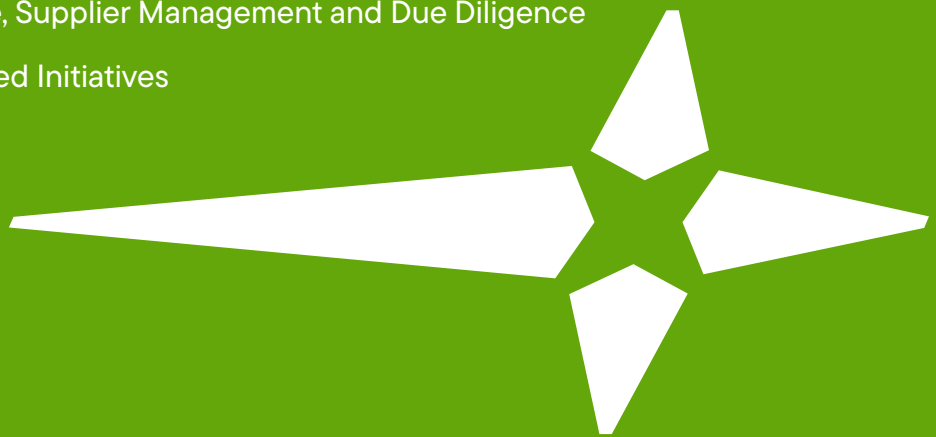
Life Sciences	Semiconductor	Advanced Industrial
<p>Improving Health and Patient Outcomes</p> <div data-bbox="170 1423 365 1591"> <p>Robotic Surgery</p> </div> <div data-bbox="381 1423 576 1591"> <p>Corrective Eye Surgery</p> </div> <div data-bbox="170 1661 365 1829"> <p>Genetic Sciences</p> </div> <div data-bbox="381 1661 576 1829"> <p>Surgical Visualization</p> </div>	<p>Powering Connectivity and Productivity</p> <div data-bbox="617 1423 812 1591"> <p>Increasing Innovation</p> </div> <div data-bbox="828 1423 1023 1591"> <p>Keeping us Connected</p> </div> <div data-bbox="617 1661 812 1829"> <p>Driving Innovation</p> </div> <div data-bbox="828 1661 1023 1829"> <p>Enabling Automation</p> </div>	<p>Safeguarding What Matters Most</p> <div data-bbox="1060 1423 1255 1591"> <p>Safe Drinking Water</p> </div> <div data-bbox="1271 1423 1466 1591"> <p>Thermostat / Smoke Detectors</p> </div> <div data-bbox="1060 1661 1255 1829"> <p>Electric Vehicles</p> </div> <div data-bbox="1271 1661 1466 1829"> <p>Airport Security & Baggage Inspection</p> </div>

Governance

Management Approach, Data Privacy and Security

Global Compliance, Supplier Management and Due Diligence

Governance Planned Initiatives



Management Approach

Strong corporate governance is essential to sustaining long-term growth and upholding the integrity of our business. Our commitment is to operate with honesty, transparency, and the highest ethical standards across all aspects of our organization.

Our governance priorities focus on the areas most critical to maintaining trust and safeguarding our operations: data privacy and security, political engagement, and supplier management and due diligence.

Data privacy and security are overseen by our Head of Information Technology (IT) and Head of Cyber Security, allowing us to have a dedicated team to safeguard sensitive information and maintain strong compliance with global regulations.

Political engagement and related policies are overseen by the Vice President of Investor Relations and Communications and Vice President and Deputy General Counsel, helping us maintain accountability, uphold ethical standards, and drive more resilient supply chain and public policy activities.

At the global corporate level, supplier management and due diligence is overseen by our Vice President of Global Strategic Sourcing, who leads the oversight, evaluation, and ongoing management of our suppliers. This includes the identification and assessment of their sustainability risks and impacts.

Data Privacy and Security

We are committed to data security to protect our critical assets and the sensitive information entrusted to us by our employees, customers, and partners. Additionally, we have a responsibility to protect sensitive customer information in compliance with relevant data protection, privacy, and security laws and regulations. As cybersecurity threats and technological disruptions continue to evolve, safeguarding data remains essential to the resilience and continuity of our business.

Our approach to data protection is grounded in the CIA triad of Confidentiality, Integrity, and Availability. This is reinforced through ongoing employee training, alignment with National Institute of Standards and Technology (NIST) frameworks, and regular system maintenance. We maintain policies and procedures governing electronic communication, information security, and mobile computing, which are communicated to our employees. Through continuous improvement and proactive risk management, we strengthen our ability to secure key data and support operational reliability.

In 2025, we enhanced our cyber-risk management practices and policies by completing a detailed cybersecurity framework risk assessment aligned with the NIST Cybersecurity Framework 2.0. This risk assessment provided a structured approach to managing and reducing cybersecurity risks. Throughout our assessment, we partnered with our broader Enterprise Risk Management team to integrate improvements and best practices across all risk processes. In the coming years, we plan to use lessons learned and baseline measurements to continue to enhance our cyber-risk management program.

In addition to our enhanced data frameworks, we have developed new training models that we expect to be fully implemented by the end of 2026. In 2025, using our current training modules, 95% of employees completed quarterly information security training, and 100% of the organization completed regularly scheduled phishing training campaigns. Through our annual training and review process, we ensure that employees understand their roles and responsibilities related to data security and privacy. All employees and relevant third parties are expected to comply with our security policies. We promote a culture of accountability and vigilance by encouraging the timely reporting of any suspected security incidents, data breaches, or data loss to our IT security team.

To govern our Cybersecurity and Risk Management Program, in 2025, we aligned our internal Governance, Risk, and Compliance (GRC) assessment organization with our cybersecurity strategy and risk management framework. This team is responsible for working across cybersecurity, enterprise risk management, and internal audit teams to identify gaps and improvements for audit processes.

Global Compliance

As a global organization, Excelitas and its subsidiaries operate within a complex landscape of regulations across numerous countries. We remain committed to full compliance with all applicable laws and regulatory requirements. Some of the laws that most significantly impact our business are related to import and export activities. These laws apply not only to the movement of physical products, but also to the transfer of intangible

items such as software, data, and technology. Oversight of our compliance program is led by our Vice President of Global Strategic Sourcing and our Vice President and Deputy General Counsel, who monitor evolving global trade requirements and ensure that our policies and practices remain current. Our [Import and Export Compliance Statement](#) is publicly available on our Company website and is embedded within our [Standards of Business Conduct](#).

In addition, our semiconductor and life sciences businesses operate within highly regulated global value chains, which are subject to ongoing changes in trade controls, reporting obligations, and industry-specific compliance expectations, such as the CHIPS Act in the U.S. Our teams work to meet these requirements proactively while also maintaining the resilience and integrity of our supply chains.

We remain committed to monitoring and understanding evolving regulations, including those that may require interactions with public officials on matters related to regulatory compliance or public policy. Any such engagement is conducted responsibly, transparently, and strictly within legal and ethical boundaries.

Our [Standards of Business Conduct](#) outline our policies regarding conflicts of interest, import and export laws, and political activities, including prohibitions on direct or indirect payments intended to influence candidates for public office, elected officials, or political parties. In keeping with these policies, Excelitas does not make political contributions of any kind. Employees are free to participate in personal political activities; however, such activities must be conducted solely in an



individual capacity and may not be associated with, or supported by, the Company. No employee may be reimbursed, directly or indirectly, for any personal political contributions.

We also prohibit employees from giving money, gifts, or items of value to foreign officials or political candidates for the purpose of influencing government decisions. Across the jurisdictions in which we operate, anti-corruption and anti-bribery laws forbid the giving or receiving of “kickbacks,” which is the offering or accepting of anything of value from a government employee, a government-affiliated business, an employee of a higher-tier contractor, or any other party in exchange for favorable treatment in securing or managing government contracts.

These standards are an essential part of our global compliance framework, and adherence is expected of all employees.

Supplier Management and Due Diligence

Our responsibility as a global business extends beyond our own operations and into the practices of our suppliers. We strive to collaborate with partners who not only meet our business and quality requirements but also share our commitment to ethical conduct, environmental stewardship, and responsible care for employees. We seek to work with suppliers who minimize impacts on communities, ecosystems, and natural resources wherever possible. We expect all suppliers and business partners to uphold the standards outlined in our [Standards of Business Conduct](#), which are informed by internationally recognized conventions and principles.

As an advanced industrial technology company that makes precision systems, sensors, and electronic components, the most significant sustainability risks within our supply chain relate to the extraction and processing of raw materials, particularly metals, rare earth elements, and other materials used in our products. These activities can involve environmental impacts such as GHG emissions, pollution, land degradation, and intensive water use, as well as potential human rights concerns. These impacts often occur several tiers removed from our direct suppliers, and we are working with those direct suppliers to gain greater transparency and due diligence checks across our extended supply chain. At our Goettingen, Feldkirchen, and Regen sites in Germany, we leverage the local [Policy Statement on Human and Environmental Rights](#) as the basis for our supplier due diligence program.

Our sourcing program has been a focal point of our broader business transformation efforts as we work to standardize our operations and procedures across our divisions around the world. In 2025, we undertook an initiative to improve our tracking and management of supplier risk, which gives us a platform to integrate sustainability considerations.

We also began initial outreach to a small set of suppliers to understand their progress on measuring and managing their GHG emissions to improve our scope 3 emissions. We expect these efforts to continue into 2026 as part of a pilot program that will expand over time to include more suppliers.

In 2025, we put significant effort toward managing the fluctuating tariff regimes and regulatory changes that impact many of our source materials and components. Looking ahead to 2026, we

hope a more stable tariff environment will allow us to accelerate the progress of these initiatives for responsible sourcing and continuous improvement on our supply chain due diligence. By the end of 2026, we aim to complete a new Supplier Code of Conduct and Company-wide conflict minerals compliance reporting procedure.

Governance Planned Initiatives

We have set the following goals in our governance pillar:

Data Privacy and Security—by the end of 2026:

- Train 100% of relevant employees on our updated cybersecurity training modules
- Achieve Cybersecurity Maturity Model Certification (CMMC) Level 2 compliance at 6 of our sites

Supplier Management and Due Diligence

- Develop a Supplier Code of Conduct by the end of 2026
- Introduce a Company-wide conflict minerals compliance reporting procedure by the end of 2026
- Provide the Supplier Code of Conduct and other procurement policy training to all applicable employees by the end of 2027



Appendix

Global Reporting Initiative (GRI) Content Index

ISSB Sustainability and Climate-Related Disclosure Index

Additional Metrics



Global Reporting Initiative (GRI) Content Index

Statement of Use

Statement of use	Excelitas Technologies Corp. has reported the information cited in this GRI content index for the period January 1st, 2025, to December 31st, 2025, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable GRI Sector Standards applied.

GRI 2: General Disclosures 2021

2-1	Organizational details	About the Company , Page 8
2-2	Entities included in the organization's sustainability reporting	About this Report , Page 5
2-3	Reporting period, frequency, and contact point	About this Report , Page 5
2-4	Restatements of information	Waste data from 2024 has been updated from previous sustainability reports to include all manufacturing sites and correct an issue with reported units.
2-5	External assurance	We currently do not seek external assurance for our report.
2-6	Activities, value chain, and other business relationships	About the Company , Page 8
2-7	Employees	Employment Data , Page 23; Due to our 2025 divestiture of parts of our defense and aerospace business to Teledyne, there may be fluctuations in the numbers of employees during the reporting period and between reporting periods.
2-8	Workers who are not employees	Omission
2-9	Governance structure and composition	Governance Structure and Composition , Page 12
2-10	Nomination and selection of the highest governance body	Omission
2-11	Chair of the highest governance body	Governance Structure and Composition (Our Board) Page 12



GRI 2: General Disclosures 2021

2-12	Role of the highest governance body in overseeing the management of impacts	Governance Structure and Composition (Our Board) Page 12
2-13	Delegation of responsibility for managing impacts	Governance Structure and Composition (Our Board) Page 12
2-14	Role of the highest governance body in sustainability reporting	Governance Structure and Composition (Sustainability Committee) Page 12
2-15	Conflicts of interest	Governance Structure and Composition (Conflicts of Interest) Page 13
2-16	Communication of critical concerns	Governance Structure and Composition (Critical Concerns) Page 13
2-17	Collective knowledge of the highest governance body	Omission
2-18	Evaluation of the performance of the highest governance body	Omission
2-19	Remuneration policies	Omission
2-20	Process to determine remuneration	Omission
2-21	Statement on sustainable development strategy	Omission
2-22	Statement on sustainable development strategy	A Message from the CEO , Page 6
2-23	Policy commitments	Excelitas' Standards of Business Conduct sets forth the standards of conduct for all our employees, officers and directors based upon the values and principles that guide the conduct of our business. The Standards are a manifestation of our long-standing policy that all business conducted by the Company's employees and representatives should be done ethically and in compliance with all applicable laws, regulations and corporate policies.
2-24	Embedding policy commitments	All employees and suppliers are expected to follow our Standards of Business Conduct with a commitment to honesty, integrity and fairness in everything we do, so our activities should reflect positively on the Company and the marketplace and communities in which we conduct our business.
2-25	Process to remediate negative impacts	Omission

GRI 2: General Disclosures 2021

2-26	Mechanisms for seeking advice and raising concerns	<p>i. Our Standards of Business Conduct document is reviewed by all new employees and is sent for retraining every two years; this policy is also posted on company SharePoint page for employee access.</p> <p>ii. Our Whistleblower Policy is posted on Company SharePoint page and provides guidance on where to raise concerns about the organization's business conduct.</p>
2-27	Compliance with laws and regulations	Excelitas had zero significant instances of non-compliance with laws and regulations, and therefore no losses of monetary values or fines, during the reporting period.
2-28	Membership associations	Omission
2-29	Approach to stakeholder engagement	Materiality , Page 10
2-30	Collective bargaining agreements	<p>1,731 regular* employees out of 5,765 (~30%) reported employees belong to a union or CBA.</p> <p>*The definition of regular employees includes all permanent employees at Excelitas.</p>

GRI 3: Material Topics 2021

3-1	Process to determine material topics	Materiality , Page 10
3-2	List of material topics	<p>Materiality, Page 10</p> <p>In 2025, we renamed the 'Political Engagement' material topic to 'Global Compliance' to better align with our business priorities and structure.</p>

GRI 302: Energy 2016

3-3	Management of material topics	Environmental Section (Management Approach), Page 15
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GRI 303: Water and Effluents 2018

3-3	Management of material topics	Environmental Section (Management Approach), Page 15
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GRI 305: Emissions 2016

3-3	Management of material topics	Environmental Section (Management Approach), Page 15
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GRI 306: Waste 2020

3-3	Management of material topics	Environmental Section (Management Approach), Page 15
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GRI 306: Waste 2020

306-1	Waste generation and significant waste-related impacts	Waste, Wastewater, and Pollution Management , Page 17
306-2	Management of significant waste-related impacts	Waste, Wastewater, and Pollution Management , Page 17
306-3	Waste generated	Waste, Wastewater, and Pollution Management , Page 17

GRI 401: Employment 2016

3-3	Management of material topics	Social Section (Management Approach) , Page 21
401-1	New employee hires and employee turnover	Employment Data , Page 23
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Compensation and Benefits, Page 22</p> <p>Benefits included in the report are applicable to all eligible employees, regardless of location.</p>
401-3	Parental leave	<p>All parental leave data reported below represents North America calculations only.</p> <p>The total number of employees* that were entitled to parental leave by gender: 209 Females and 562 Males = 771 Total</p> <p>Total number of employees who took parental leave, by gender: 23 Females and 43 Males = 66 Total</p> <p>Total number of employees** that returned to work in the reporting period after parental leave ended that were still employed 12 months after their return to work, by gender: 21 Females and 41 Males = 62 Total</p> <p>Total number of employees*** that returned to work after parental leave ended, by gender: 11 Females and 26 Males = 37 Total</p> <p>Return to work and retention rates of employees that took parental leave, by gender:</p> <p>Total Female = 19, breakdown below:</p> <ul style="list-style-type: none"> • Returned to work = 13 • Currently out on leave of absence (LOA) = 2 • Departed Company = 4 <p>Total Male = 36, breakdown below:</p> <ul style="list-style-type: none"> • Returned to work = 26 • Currently out on leave of absence (LOA) = 3 • Departed Company = 7 <p>* This excludes employees from the Teladyne Divestiture in 2025. ** This is inclusive of those who started their leave in 2024 and returned in 2025. *** These numbers are inclusive of employees that took leave in January 2024–February 2025 that were still employed 12 months after their return from leave in December 2025.</p>

GRI 403: Occupational Health and Safety 2018

3-3	Management of Material Topics	Social Section (Management Approach) , Page 21
403-1	Occupational health and safety management system	Employee Health and Safety , Page 25
403-2	Hazard identification, risk assessment, and incident investigation	Employee Health and Safety , Page 25 During injury investigations, we consider any injuries involving onsite contractors. If an investigation determines that the injury resulted from a contractor's violation of Excelitas EHS rules, the contractor will be disqualified and removed from work at Excelitas facilities. In all other cases, responsibility for the injury rests with the contractor's management.
403-3	Occupational health services	Employee Health and Safety , Page 25
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety , Page 25
403-5	Worker training on occupational health and safety	Employee Health and Safety , Page 25
403-6	Promotion of worker health	Employee benefits are managed by Human Resources in each country where we operate. Depending on local legal requirements, some locations have an onsite nurse and/or physician, while others meet health and medical obligations through Workers' Compensation Insurance.
403-7	Prevention and mitigation of occupational health and safety management system	Employee Health and Safety , Page 25
403-8	Workers covered by an occupational health and safety management system	Employee Health and Safety , Page 25



GRI 403: Occupational Health and Safety 2018

403-9	Work-related injuries	<p>Employee Health and Safety (Health and Safety Reporting), Page 26</p> <p>For all employees:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury: 0 ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0 iii. The number and rate of recordable work-related injuries: 0 iv. The number of hours worked: 11,192,727* <p>* This is an approximation based on employees scheduled weekly hours and how many hours they were employed during the reporting year.</p> <p>For all workers who are not employees:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury: 0 ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0 iii. The number and rate of recordable work-related injuries: 9; TRIR: 0.15
403-10	Work-related ill health	<p>In calendar year 2025, there have been:</p> <p>Zero fatalities as a result of work-related ill health;</p> <p>Zero cases of recordable work-related ill health;</p> <p>Zero work-related hazards have been formally identified that pose a risk of ill health to associates.</p> <p>Data is not available for our contractors as we currently do not track this at our sites.</p>

GRI 405: Diversity and Equal Opportunity 2016

3-3	Management of Material Topics	<p>Social Section, (Management Approach), Page 21</p>
405-1	Diversity of governance bodies and employees	<p>Governance Structure and Composition (Our Board), Page 12</p> <p>The breakdown in our Excelitas Employee Demographic Data includes the diversity and gender of global employees for the reporting year.</p>

GRI 416: Customer Health and Safety 2016

3-3	Management of Material Topics	Social Section, (Management Approach) , Page 12
416-1	Assessment of the health and safety impacts of product and service categories	Customer and End-User Health and Safety , Page 27 100% of Excelitas' significant product and service categories are assessed for health and safety impact improvements
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Customer and End-User Health and Safety , Page 27

GRI 418: Customer Privacy 2016

3-3	Management of Material Topics	Governance Section, (Management Approach) , Page 31
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security , Page 31 For several consecutive years (including 2022-2025), we report the following: Total number of substantiated complaints received concerning breaches of customer privacy, categorized by outside parties and regulatory bodies: 0 Total number of identified leaks, thefts, or losses of customer data: 0

ISSB Sustainability and Climate-Related Disclosure Index

Sustainability-related Disclosures

Governance

Disclosure Description	Page/Response
Disclose information about the governance processes, controls, and procedures an entity uses to monitor, manage, and oversee sustainability-related risks and opportunities.	Governance Structure and Composition , Page 12



Strategy	
Disclosure Description	Page/Response
<p>Disclose information about the entity’s strategy for managing sustainability-related risks and opportunities.</p>	<p>Environmental Management Approach, Page 15</p> <p>Social Management Approach, Page 21</p> <p>Governance Management Approach, Page 31</p>
<p><i>Sustainability-related risks and opportunities</i></p> <p>Disclose the sustainability-related risks and opportunities that could reasonably be expected to affect the entity’s prospects.</p>	<p>Corporate Culture, Page 21</p> <p>Employee Health and Safety, Page 25</p> <p>Supplier Management and Due Diligence, Page 33</p>
<p><i>Business model and value chain</i></p> <p>Disclose the current and anticipated effects of sustainability-related risks and opportunities on the entity’s business model and value chain.</p>	<p>Supplier Management and Due Diligence, Page 33</p>

Strategy	
Disclosure Description	Page/Response
<p><i>Strategy and decision-making</i></p> <p>Disclose the effects of sustainability-related risks and opportunities on its strategy and decision-making.</p>	
<p><i>Financial position, financial performance, and cash flows</i></p> <p>Disclose the effects of sustainability-related risks and opportunities on the entity’s financial position, financial performance, and cash flows for the reporting period (current financial effects) and the anticipated effects.</p>	<p>Excelitas completed a global, double materiality assessment. See Materiality, Page 10 in the 2025 Sustainability Report for details of this assessment, which included an evaluation of our financially material risks and opportunities. Currently, due to confidentiality reasons, specific risks, opportunities, and their financial implications are not disclosed.</p>
<p><i>Resilience</i></p> <p>Disclose the entity’s capacity to adjust to the uncertainties arising from sustainability-related risks.</p>	

Risk Management

Disclosure Description	Page/Response
<p>Disclose the entity's processes to identify, assess, prioritize, and monitor sustainability-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.</p>	<p>Excelitas completed a global, double materiality assessment. See Materiality, Page 10 in the 2025 Sustainability Report for details of this assessment, which included an evaluation of our financially material risks and opportunities. Currently, due to confidentiality reasons, specific risks, opportunities, and their financial implications are not disclosed.</p> <p>We are working to improve how we embed sustainability-related considerations into our existing Enterprise Risk Management (ERM) framework. In parallel, senior leadership and our operations teams are exploring ways to formalize the processes for identifying sustainability-related risks and establishing consistent methods for monitoring them across the organization.</p>

Metrics and Targets

Disclosure Description	Page/Response
<p>Disclose metrics required by an applicable IFRS Sustainability Disclosure Standard; and metrics the entity uses to measure and monitor that sustainability-related risk or opportunity; and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.</p>	<p>The metrics used to measure and monitor sustainability risks, opportunities, and related performance can be found in each topic section of the report.</p> <p>Environmental, Page 14</p> <p>Governance, Page 30</p> <p>Currently, sections that do not include metrics and targets are monitored internally.</p>

Climate-related Disclosures

Governance

Disclosure Description	Page/Response
<p>Disclose information about the governance processes, controls, and procedures an entity uses to monitor, manage, and oversee sustainability-related risks and opportunities.</p>	<p>Details of Excelitas' Board of Directors are referenced in this report on Page 12. As part of our on-going commitment to strengthen our governance practices, climate-related risks and opportunities are incorporated into Board oversight processes.</p> <p>As material climate-related risks and opportunities are identified, they will be monitored and evaluated by the appropriate stakeholders within the company, with oversight from the Sustainability Committee.</p>



Strategy	
Disclosure Description	Page/Response
<p><i>Climate-related risks and opportunities</i></p> <p>Disclose information about the entity’s strategy for managing sustainability-related risks and opportunities.</p>	<p>The climate-related risks most relevant to Excelitas are:</p> <ul style="list-style-type: none"> • Flooding (acute physical risk), specifically for facilities in Southeast Asia that have elevated exposure to surface flooding from seasonal monsoons and heavy rainfall. • Changing Customer Behavior (market transition risk) from customers increasingly demanding low-carbon and energy-efficient products. <p>Additionally, we identified an opportunity around resource efficiency, specifically for our chillers and compressed air systems.</p>
<p><i>Business model and value chain</i></p> <p>Disclose the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain.</p>	<p>Excelitas does not expect climate-related risks and opportunities to have a significant effect on its business model.</p> <p>In the value chain, Excelitas operates in several industries - including semiconductor and life sciences - where companies have significant pressure from their stakeholders to reduce GHG emissions.</p>
<p><i>Strategy and decision-making</i></p> <p>Disclose the effects of climate-related risks and opportunities on its strategy and decision-making.</p>	<p>Excelitas does not expect climate-related risks and opportunities to have a significant effect on its strategy.</p> <p>These risks and opportunities may effect decision making insofar as they are significant for the business and require attention to manage.</p> <p>For example, physical climate-related risks – such as likelihood of acute severe weather events – and mitigating efforts may be one factor that influences where to locate new production facilities or how to structure business continuity plans.</p> <p>Additionally, transition climate-related risks may influence how to engage with customers that have GHG requirements or how to position the company as a supplier.</p>
<p><i>Financial position, financial performance, and cash flows</i></p> <p>Disclose the effects of climate-related risks and opportunities on the entity’s financial position, financial performance, and cash flows for the reporting period (current financial effects) and the anticipated effects.</p>	<p>Excelitas considers financial details related to impacts of any risks, including climate related risks, to be confidential information and does not disclose that publicly.</p>

Strategy

Disclosure Description	Page/Response
<p><i>Climate resilience</i></p> <p>Disclose the resilience of the entity’s strategy and business model to climate-related changes, developments, and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities</p>	<p>Excelitas does not expect climate-related risks and opportunities to have a significant effect on its strategy and business model.</p> <p>For identified climate-related risks and opportunities relevant to Excelitas, there are adaptation and mitigation approaches in place to support business resilience.</p> <p>For the flooding risk in Southeast Asia, we aim to manage our inventory for minor disruptions and leverage strategic redundancy in our operations for any major disruptions.</p> <p>For changing customer behavior, Excelitas monitors requests within our divisions and considers these as part of product design and organizational performance.</p>

Risk Management

Disclosure Description	Page/Response
<p>Disclose the entity’s processes to identify, assess, prioritize, and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity’s overall risk management process.</p>	<p>Excelitas – in partnership with a third-party advisor – conducted a climate risk assessment in 2025 to identify and evaluate climate-related risks and opportunities. This assessment included a screening for potential risks, evaluating probability and magnitude of identified risks, and review with senior leadership to finalize the results.</p> <p>A cross functional team responsible for oversight of enterprise risk and sustainability reviewed and provided input to ensure alignment and consistency with practices across the organization.</p> <p>Excelitas assessed climate-related risks and opportunities considering the corresponding financial impacts, such as revenues, costs, and EBITDA.</p> <p>As material climate-related risks and opportunities are identified, they will be monitored and evaluated by the appropriate stakeholders within the company, with oversight from the Sustainability Committee.</p> <p>Excelitas is exploring ways to further integrate climate-related considerations into its existing risk management practices to support on-going risk identification and management.</p>



Metrics and Targets	
Disclosure Description	Page/Response
<p>Disclose an entity’s progress in measuring, monitoring, and managing its significant climate-related risks and opportunities, including progress towards the targets it has set and any targets it is required to meet by law or regulation.</p>	<p>While the formal climate risk assessment from 2025 was the first time Excelitas conducted such a review, the identified risks are already being monitored and managed as part of existing operational processes.</p>

Metrics and Targets	
Disclosure Description	Page/Response
<p><i>Climate-related metrics</i></p> <p>Disclose information relevant to cross-industry metric categories, including greenhouse gases, climate-related risks (transition and physical) and opportunities, capital deployment, internal carbon prices, and remuneration.</p>	<p>Excelitas tracks climate-related risks and opportunities using a combination of regulatory, operational, and stakeholder metrics. This includes measuring its own GHG emissions; monitoring climate-related regulations that are in progress, passed, or under review; evaluating customer and supplier requests related to climate expectations; tracking impacts of weather events and supply chain disruptions; and assessing evolving sector standards and disclosure guidance.</p>
<p><i>Climate-related targets</i></p> <p>Disclose the quantitative and qualitative climate-related targets an entity has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets.</p>	
<p>Disclose information about an entity’s approach to setting and reviewing each target, and how it monitors progress against each target.</p>	
<p>Disclose information about an entity’s performance against each climate-related target and an analysis of trends or changes in the entity’s performance.</p>	

Additional Metrics

ISO Certified and RBA-Compliant Sites

All tables below represent manufacturing sites across the three main regions Excelitas operates. These do not include sales offices or other non-production facilities.

Table 8

Location	Number of ISO 14001 Certified Sites	Number of RBA-Compliant Sites
North America	4	1
Asia	3	3
Europe	0	4
Total	7	8
Percent of Sites ISO 14001 Certified or RBA-Compliant	46%	53%

Table 9

Location	Number of ISO 50001 Certified Sites
North America	0
Asia	0
Europe	3
Total	3
Percent of Sites ISO 50001 Certified	20%

Table 10

Location	Number of ISO 45001 Certified Sites
North America	3
Asia	3
Europe	2
Total	8
Percent of Sites ISO 45001 Certified	53%

Table 11

Location	Number of ISO 9001 Certified Sites
North America	6
Asia	3
Europe	10
Total	19
Percent of Sites ISO 9001 Certified	100%



Data Privacy and Security Metrics

Table 12

	2023	2024	2025
Number of information security concerns communicated	0	0	0
Number of data breaches	0	0	0
Percent of all sites assessed or audited on IT security	100%	100%	100%

Excelitas Employee Demographic Data

Excelitas Equal Employment Opportunity Categories (EEOC) – US Only

Table 13

Gender							
(EEO Category)	Total	Male	Male %	Female	Female %	Other	Other %
Executive/Senior-Level Officials and Managers	25	24	96%	1	4%	0	0%
First/Mid-Level Officials and Managers	142	107	75%	35	25%	0	0%
Professionals	233	174	75%	59	25%	0	0%
Technicians	226	171	75%	56	25%	0	0%
Sales workers	19	16	84%	3	16%	0	0%
Administrative Support Workers	43	25	58%	18	42%	0	0%
Craft workers	10	8	80%	2	20%	0	0%
Operatives	80	42	53%	38	48%	0	0%
Laborers & Helpers	1	1	100%	0	0%	0	0%
All Employees	780	568	73%	212	27%	0	0%

Excelitas Equal Employment Opportunity Categories (EEOC) – US Only

Table 14

(Job Level)	Age Group						
	Total	<30	<30%	30-50	30-50%	50+	50+%
Executive/Senior-Level Officials and Managers	25	0	0%	6	24%	19	76%
First/Mid-Level Officials and Managers	142	4	3%	63	44%	75	53%
Professionals	233	21	9%	105	45%	107	46%
Technicians	227	33	15%	91	40%	103	45%
Sales workers	19	0	0%	8	42%	11	58%
Administrative Support Workers	43	5	12%	15	35%	23	53%
Craft workers	10	4	40%	3	30%	3	30%
Operatives	80	4	5%	51	64%	25	31%
Laborers & Helpers	1	1	100%	0	0%	0	0%
All Employees	780	72	9%	342	44%	366	47%

Excelitas Job Level Values – Global

Table 15

(Job Level)	Gender						
	Total	Male	Male %	Female	Female %	Other	Other %
Chief Executive Officer	1	1	100%	0	0%	0	0%
Executive Vice President	6	6	100%	0	0%	0	0%
Senior Vice President	9	8	89%	1	11%	0	0%
Vice President	29	24	83%	5	17%	0	0%
Senior Director	41	34	83%	7	17%	0	0%



Table 15 continued

Gender							
Director	79	65	82%	14	18%	0	0%
Senior Manager	68	53	78%	15	22%	0	0%
Manager	337	241	72%	96	28%	0	0%
Supervisor/Team Leader	322	190	59%	132	41%	0	0%
Professional/Individual Contributor	1116	816	73%	300	27%	0	0%
Support/Team Member	3757	1443	38%	2313	62%	1	0%
All Employees	5765	2881	50%	2883	50%	1	0%

Table 16

Age Group							
(Job Level)	Total	<30	<30%	30-50	30-50%	50+	50+%
Chief Executive Officer	1	0	0%	0	0%	1	100%
Executive Vice President	6	0	0%	0	0%	6	100%
Senior Vice President	9	0	0%	1	11%	8	89%
Vice President	29	0	0%	9	31%	20	69%
Senior Director	41	0	0%	10	24%	31	76%
Director	79	0	0%	27	34%	52	66%
Senior Manager	68	0	0%	35	51%	33	49%
Manager	337	7	2%	174	52%	156	46%
Supervisor/Team Leader	322	11	3%	169	52%	142	44%
Professional/Individual Contributor	1116	87	8%	647	58%	382	34%
Support/Team Member	3757	1422	38%	1602	43%	733	20%
All Employees	5765	1527	26%	2674	46%	1564	27%



OUR CORPORATE RESPONSIBILITIES