

## Message from our President & CEO



I am pleased to present our eighth annual Sustainability Report. Fiscal 2023 was a year where we drove progress despite challenges. The year saw rising interest rates, inflation, and economic uncertainty, alongside ongoing geopolitical tensions. Despite these hurdles, we remained committed to our sustainability journey and made noteworthy progress across various areas.

Our prospects continued to expand with long-term, growth opportunities within the Advanced Solutions, Advanced Display, Automotive, Memory and General Semiconductor markets. This growth was enabled by secular technology transitions, which we are in a unique position to capitalize on because of our technical competencies and close engagements with industry leaders who are enabling new markets. We are leveraging our established positions and leadership in research and development to drive innovation and operational excellence. To strengthen our competitive advantage, we invest in product development activities with strategic customers to remain closely aligned with emerging commercial market needs and technology, which provide many new business opportunities, such as those relating to clean energy and electric vehicles. As a result of these efforts, we have been accessing new markets, even as we gain share in existing ones. Organically, we are focusing on opportunities in Advanced Solutions, Advanced Display, and Automotive markets. Here, we excel with specialized solutions for complex co-packaged optics, heterogeneous, system-in-package, mini-LED and micro-LED applications. This aligns with the transition towards sustainable energy and electric vehicles. To accelerate inorganic growth, we strategically pursue opportunities to bolster our technical expertise and broaden our market presence. For example, in February 2023, we acquired Advanced

Jet Automation Co., Ltd. unlocking broad access into the growing US\$2 billion addressable dispense market.

We are committed to reducing greenhouse gas emissions and have reached out to our key suppliers to reduce our supply chain carbon footprint.

Energy and emission reduction initiatives remain at the forefront of our agenda. Our Eindhoven site operates on 100% renewable energy, and solar panels at our Suzhou facility have reduced dependence on grid electricity consumption.

In September 2023, we hosted a carbon emissions awareness workshop in Singapore for our top local suppliers, emphasizing global regulatory requirements and our commitment to ESG data reporting. On a wider scale, our efforts also extended to a full RBA VAP audit, achieving maximum points in the Ethics category and subsequent implementation of a Continuous Improvement Cycle to ensure ongoing compliance.

Compliance with the Toxic Substances Control Act (TSCA) has been a priority, with our Go-Green Committee proactively engaging the supply chain to identify alternative sourcing for restricted substances.

Employee well-being and development are integral to our ethos. Elements of SHINE, our digital HR platform have gone live, including the Talent Management and Recruitment modules, providing an improved employee experience, as well as increased compliance and analytics capabilities. We hosted a summit entitled Elevating Women in Engineering and Tech in Philadelphia, and conducted an Equitable Practices Audit at our sites in the US, the results of which will be incorporated into our 18-month Diversity, Equity and Inclusion (DEI) strategic plan. Our activities in this area also included additional DEI training for people

managers and supervisors, which better enables employees to effectively engage and lead our cross-cultural, global, and ethnically-diverse workforce.

Continual workforce development while creating opportunities for personal growth were positively reflected in the results of our most recent employee engagement survey. Nine out of ten employees reported favorable employee engagement, significantly above the industry average.

Our involvement in CSR activities, including Science, Technology, Engineering and Mathematics (STEM) workshops, volunteering, cleanup initiatives, and tree planting reinforce our commitment to community and environmental stewardship, across all of our locations.

As we reflect on the past several years, it is evident that we have made significant strides across the sustainability spectrum. Positioned well in core markets, as well as in emerging opportunities, we remain committed to delivering value to stakeholders over the long term. I extend my gratitude to our dedicated employees whose efforts make our sustainability journey possible.

Looking ahead to 2024, we are excited about our opportunity set and drive new progress on long-term sustainability goals. Our commitment to sustainability remains resolute, and we look forward to furthering our positive impact on both the industry and the communities we serve.

Thank you for your continued support.

A handwritten signature in black ink, appearing to read 'Fusen Chen'. The signature is fluid and cursive, written over a white background.

**Fusen Chen**  
President & CEO,  
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