

# Policy regarding Inclusion, Diversity & Belonging

## ASM International N.V. ("ASM")

Approved and adopted by the Supervisory Board and Management Board of ASM on December 7, 2025

### 1. ASM's commitment to Inclusion, Diversity & Belonging

In line with our Code of Business Conduct, our ASM Inclusion, Diversity & Belonging (ID&B) Policy affirms our commitment to treat all employees with respect and dignity through fair and consistent practices that mitigate bias. We do not tolerate discrimination based on race, color, ethnicity, national origin, social origin, sex, gender identity or expression, sexual orientation, religion, age, health status, pregnancy, neurodiversity, physical or mental disability, veteran status, or political affiliation. We do not tolerate physical, verbal, sexual or psychological harassment, bullying, abuse, or threats of any kind. We also comply with the legal indications for company diversity according to national and local laws.

We are committed to providing a safe and inclusive working environment for our team members. We build the best teams with the most talented people through our meritocratic approach as we attract, recruit, develop, and promote employees based solely on suitability for the job, and other objective and non-discriminatory criteria. We value diverse ways of thinking, skills, experiences, and working styles of everyone in our company. We strive to accommodate individual needs at every career and life stage.

All employees are expected to demonstrate teamwork and respect for their colleagues. In accordance with the ASM Code of Business Conduct, managers provide guidance and support to enable team members to unlock their full potential. We are committed to fostering an inclusive and diverse work environment where people feel they belong and are accepted for who they are.

At ASM, we recognize that diversity enables inclusion, which is our top priority. We believe diversity extends beyond visible characteristics to include diverse perspectives, experiences, and ways of thinking. By valuing this diversity of thought, we foster innovation, collaboration, and creativity. Inclusion and belonging form the foundation of our approach, ensuring all employees feel safe, valued, and empowered to contribute authentically and reach their fullest potential.

### 2. Building a culture of ID&B

Our culture is driven by excellence as our baseline, not our goal. We innovate with passion and impact, always pushing boundaries because good is never good enough. We deliver with courage and resilience, staying ahead of the game. And we care with humility and integrity - one team, one ASM, with no place for egos.

Our behaviors define how we show up every day: with ownership and trust, we are accountable, taking responsibility and standing by our decisions. With selflessness and transparency, we collaborate, challenging each other and stepping up to win together. With

context and confidence, we are empowered to act decisively without waiting for permission. These principles guide how we work, interact, and evolve our company culture, including fostering an inclusive environment where all employees feel valued and empowered to contribute authentically.

- Inclusion – we create a safe space where everyone is invited to contribute and share their voice, ensuring all feel respected, valued and supported.
- Diversity – we embrace the unique qualities of each individual, accepting everyone for who they are so our diversity of thought can ignite innovation and strengthen our organization
- Belonging – our employees feel their unique perspectives and contributions are recognized and valued.

Our inclusive culture goes beyond representation to ensure psychological safety, empowering everyone to express ideas without fear of judgment. We provide ongoing training for all employees and leaders on fostering inclusion, mitigating biases, and creating an environment where diverse perspectives can thrive. We measure our progress through employee engagement surveys, specifically through our Inclusion Index.

#### **a. Diversity of background**

We create an environment that values and celebrates diversity of background, including race, ethnicity, nationality, and national origin. Through strategic talent initiatives that embrace diverse perspectives, we continuously work to enhance our inclusive company culture.

#### **b. Disability diversity**

We are committed to equal opportunity for all qualified employees with disabilities and to evaluating reasonable accommodation requests. We strive to exceed minimum legal requirements to ensure all employees feel included.

ASM does not discriminate against any employee or applicant with a qualified or perceived disability regarding employment terms or conditions. We only require that individuals can perform the essential functions of their job.

#### **c. Gender diversity**

ASM is committed to empowering female talent and growing the talent pipeline for women in STEM (Science, Technology, Engineering, and Mathematics) and other business functions. Our aim is to achieve a global workforce of 20% women by 2025 and at least 25% by 2030, subject to applicable laws and regulations, and excluding ASM's US-based employee population and US nationals employed directly by our non-US entities. Female representation has increased steadily from 15% (in 2021) to 17% (in 2022 and 2023) to 18% (2024). We partner with universities and STEM programs to encourage and develop female participation in these programs through trainings, and other types of outreach, helping us build a diverse pool of female talent.

ASM monitors compensation to ensure all employees are rewarded fairly and in line with local and global best practices. Our annual performance reviews, compensation and promotion processes, now formally include equity assessments that consider country-specific factors.

We analyze compensation differences at both management and non-management levels by comparing average compensation within each job grade and country, while controlling for job scope and country-specific compensation factors.

#### *Leadership gender diversity*

Our Supervisory Board is committed to maintaining at least 33% representation of each gender on the Supervisory Board, in line with the requirement under the Dutch Civil Code. The Dutch Civil Code also requires ASM to set up an appropriate and ambitious target for the Management Board and for our Sub Board (comprising directors, senior directors, corporate directors, vice presidents, corporate vice presidents, senior vice presidents, and Executive Committee members excluding the Management Board). For the former category, the Supervisory Board strives for a representation of at least 33% of any gender, whilst meritocracy continues to prevail. For the Sub board, ASM continues to strive for diversity with targets of 20% female representation by the end of 2025 and 25% by the end of 2030, subject to applicable laws and regulations, and excluding ASM's US-based employee population.

We strive to include candidates of any gender on shortlists for all Supervisory Board, Management Board, Executive Committee, and Sub Board positions, whether managed by our in-house Talent Acquisition team or executive search firms.

### **3. Our ID&B journey**

Technology alone won't get us there. Our people drive customer experience, promote our brand, and help us become an employer of choice in our industry. Creating a positive employee experience from hire to retire is essential to our success.

We strive to be a great place to work by continuously strengthening our foundation for employee engagement. Since launching our first employee engagement survey in 2020, we have continued to drive engagement actions and measure inclusivity progress.

Reflecting our commitment to ID&B, we have integrated our values into many programs, practices, and processes that foster a more inclusive and diverse ASM.

#### **a. ASM talent management & board selection processes**

ASM is an equal opportunity employer. We recognize that every individual is unique. Our recruitment, employment, reward, and talent development practices aim to attract and retain diverse talent while accommodating individual needs at various stages of employment and life.

We welcome qualified candidates from all backgrounds and compensate employees based on experience, skills and qualification. For Supervisory Board or Management Board vacancies, the Supervisory Board creates profiles based on required educational and professional background and considers ASM's diversity ambitions. While final selection is merit-based, we aim to create shortlists diverse in age, gender, nationality, national origin, and background.

We champion inclusion and diversity in talent decisions while maintaining meritocracy to ensure balance and equal opportunity for all candidates and employees as they grow their careers at ASM.

### **b. Employee Resource Groups (ERGs)**

ASM stands for embracing a culture of inclusion and diversity. Our ERGs provide members with:

- Personal and professional development through ID&B initiatives and leadership exposure
- A safe space to discuss ID&B topics within a supportive community
- Networking opportunities and increased engagement through global connections

ERGs are open to all employees, regardless of gender, race, ethnicity, age, religion, disability status, sexual orientation, or other personal characteristics, and are employee-led volunteer initiatives that demonstrate our commitment to creating an inclusive work environment, where all colleagues can reach their full potential.

ASM supports employee-proposed ERGs based on specific needs and priorities, such as:

#### **i. Women's Initiatives Network (WIN)**

WIN aims to advance and retain talent at ASM by forming a global supportive community where women and men engage to create an empowering workplace for all. WIN events are led locally with the aim of focusing on professional development, creating environments where employees support and learn from each other's, while building stronger bonds through social events within our workplace, the tech industry and local neighborhoods.

#### **ii. Multicultural ASM - Shades**

Supporting employees representing over 50 nationalities, fostering collaboration among diverse races, ethnicities, and religions. Shades aims to promote diversity and cultural awareness in the workplace.

#### **iii. Divergent ASM**

For employees with neurodivergent, neurodiverse or neuroatypical developmental, intellectual, and cognitive abilities, peer support makes navigating workplace relationships and challenges more manageable.

#### **iv. Adapt ASM**

Connecting employees with disabilities and allies to create a trusted and inclusive working environment.

#### **v. Multi-generational ASM**

Facilitating respectful exchange of knowledge and ideas between Baby Boomers, Gen X, Millennials, and Gen Z.

## **4. Roles and responsibilities**

Everyone at ASM is responsible for upholding our Code of Business Conduct, ID&B principles and our One ASM mindset with specific groups carrying additional responsibilities.

### ***All employees***

- Promote inclusion and diversity in all interactions with team members, applicants, suppliers, customers, partners and the public;
- Treat colleagues fairly and respectfully, honoring cultural and other differences;

- Prevent direct or indirect discrimination;
- Refrain from victimizing individuals who report or provide information on alleged discrimination cases;
- Avoid harassment, abuse or intimidation of colleagues or others in work contexts;
- Report any form of observed discrimination to management, regardless of who is affected.

#### *Leadership*

- Ensure fair and objective treatment in all employment practices including duty allocation, performance appraisals, role changes, training and development and complaint handling;
- Avoid stereotyping people that limits job access for qualified individuals, including those with disabilities;
- Consider job qualifications systematically for all applicants and employees when filling vacancies or offering development opportunities;
- Maintain a discrimination- and harassment-free work environment;
- Report discrimination or harassment complaints to respective People Partners and support prompt investigations;
- Take prompt action to prevent discrimination or harassment.

#### *People Team*

- Communicate this policy to managers;
- Integrate ID&B into core people processes (recruitment, performance, promotion, engagement etc.);
- Champion ID&B programs and maintain their visibility with leadership.

#### *Ethics Committee*

- Investigate complaints, seeking appropriate assistance from managers and others as appropriate;
- Ensure prompt and thorough investigations of all complaints.

Behaviors, actions or words that breach this policy will not be tolerated. Serious offences may constitute gross misconduct, potentially resulting in immediate termination of employment.

## **5. Our Speak Up Procedure**

Our Speak Up Procedure ensures employees can safely raise concerns, including those related to inclusion and belonging. We value employees voicing ideas, experiences, and concerns without fear of retribution. This openness improves operations and ensures we all feel comfortable raising questions and concerns related in any way to our Code of Business Conduct.

If an employee suspects a violation of our Code of Business Conduct, laws, values or ID&B practices, or if something simply does not feel right, they should follow the [Speak Up Procedure](#).

## 6. ID&B action planning

We are committed to building an inclusive and diverse team, where everyone experiences psychological safety and authenticity at work, at any moment. Our multi-year plan focuses on:

1. Developing and embracing the ASM ID&B principles
2. Reskilling and upskilling leaders and employees in ID&B practices like unconscious bias and psychological safety
3. Developing tools and guidelines for leaders and employees to systematically include diverse perspectives in decision-making
4. Implementing ID&B into core People processes and policies like talent management
5. Creating a global ID&B framework to inform and inspire local plans and initiatives
6. Building innovative talent strategies to naturally increase organizational diversity
7. Building ASM-wide diversity awareness, fostering inclusion, and supporting ERGs
8. Strengthening partnerships with university diversity associations

## 7. ID&B targets

### 1. Gender\*

Group	2025	2030
Supervisory Board and Management Board	33%	33%
Sub Board	20%	25%
All employees	20%	25%

\*subject to applicable laws and regulations and excluding ASM's US-based employee population and US nationals employed directly by our non-US entities.

### 2. ERGs

ERG	2025	2026-2030
WIN	x	
Shades	x	
Neurodiversity	x	
Disabilities		x
Multicultural		x
Multi-generational		x

**In accordance with the best practice provision 2.1.5 of the Dutch Corporate Governance Code, ASM has formulated this Inclusion, Diversity & Belonging Policy.**

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