2025 Integrated Annual Report

Sustainability statements

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These are the Sustainability Statements of Barco's 2025 integrated annual report. Other sections are available via the download center.

CORE

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- Integrated Data Pack
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Join us on our Sustainable
Impact Journey. Be the change
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General disclosures

General basis for preparation - BP 1 & BP 2

This report describes how sustainability is embedded into our corporate strategy and provides transparency on Barco's group sustainability performance in 2025.

Frameworks and data selection

For the reporting year ended 31 December 2025, Barco reports its sustainability information for the second time in accordance with article [3:32/2] of the Companies' and Associations' Code, including compliance with the applicable European Sustainability Reporting Standards ("ESRS").

This includes:

- compliance of the process to identify the information reported in the Sustainability Statements is in accordance with the description set out in the section 'Barco's Double Materiality Assessment'.
- compliance of the disclosures in sub-section 'Reporting on EU taxonomy' of the Sustainability Statements with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

The data points included in ESRS E1, E5, S1, S4 & G1 have been assessed as material according to our Double Materiality Assessment (DMA). In addition, we have disclosed the datapoints related to entity-specific topics.

The contents of the Sustainability Statements were subject to a limited assurance report in accordance with ISAE 3000 (Revised). The Independent Auditor's Report on a Limited Assurance Engagement is available at the end of our 2025 Integrated Annual Report (full version).

The consolidated sustainability statements are part of the Company's consolidated Directors' Report, which was authorized for issue by the Board of Directors on x February 2026. The chairman has the power to amend the Sustainability Statements until the Shareholders' Meeting of xx April 2026.

Consolidation basis and scope

The Sustainability Statements were prepared on a consolidated basis and cover the same reporting scope as the Financial Statements. We refer to the 'Significant IFRS accounting principles' section on page x of the Financial Statements for the Group's accounting principles. All statements on strategies, policies, actions, metrics and targets refer to the consolidated group.

The report covers the consolidated group's entire value chain and, where material, provides information on upstream and downstream activities in accordance with ESRS 1. Consolidation of all quantitative ESG data follows the principles above, unless otherwise specified in the specific sections.

Measurement basis and presenting comparative information

Barco's Sustainability Statements covers the period from 1 January 2025 to 31 December 2025. The definition and calculation of metrics, including metrics used to set targets and monitor progress towards those targets, have been applied consistently in the financial year and for comparative figures.

Where metrics have been reported in the past, comparative information is presented. In 2023, we obtained limited assurance on a subset of KPIs: revenue from products with the Barco Eco-label, and limited Scope 1, Scope 2 & specific Scope 3 greenhouse gas (GHG) emissions, as included in our Science Based Targets initiative (SBTi)-validated 2025 carbon reduction target. In 2024, limited assurance was obtained on all KPIs reported in the 2024 Sustainability Statements. For metrics, we make use of the extension of the transitional provisions for the second year in accordance with ESRS 1.

Specific changes in preparation and presentation of metrics are discussed in every topical section. Possible differences or material corrections between figures disclosed in 2024 and revised comparative figures in the 2025 Sustainability Statements are also described in the respective topical sections. If adjustments of comparative information for one or more prior periods is impracticable, we mention the fact in the respective topical section.

Information on intellectual property

No information on intellectual property, know-how or the results of innovation were omitted in these Sustainability Statements, unless stated otherwise (see section 'Innovation, AI & technology').

Information on matters in course of negotiation

No disclosure of impending developments or matters in the course of negotiation has been omitted in the Sustainability Statements.

Estimations and uncertainties

In case estimations are used or in case there are outcome uncertainties related to the metrics disclosed in these Statements, this is disclosed along with the respective metrics within each topical section. Data and assumptions used in preparing these Statements are consistent to the extent possible with the corresponding financial data and assumptions used in Barco's Financial Statements, with the following exceptions:

• Calculations to determine Scope 3 GHG emissions as included in the Sustainability Statements are mostly based on estimates from sector-average data or qualitative proxy data to convert transactional data to CO2e. When appropriate, information about the value chain was directly collected.

The key assumptions and sources used, are explained in the section "Environment - Climate change & energy'

Value chain estimations

Value chain estimations are only applied for the metrics related to our GHG emissions Scope 3). These can be found in the section 'Climate change & energy'

The use of phase-in provisions

In these Sustainability Statements, Barco uses the option to omit information required by ESRS 2 SBM-3 (DR48e), ESRS E1-9, ESRS E5-6, ESRS S1-8 (DR60c), ESRS S1-11, ESRS S1-12, ESRS S1-14 (DR88 d & e), ESRS S1-15 in accordance with Appendix C of ESRS 1.

Forward-looking information

Forward-looking information relates to events and actions that have not yet occurred and may never occur. The time horizons are in line with the time horizons of our strategic management plans. In reporting forward-looking information in accordance with the ESRS, Barco's management is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the company. The actual outcome is likely to be different since anticipated events frequently do not occur as expected.

Other legislation

Other legislation has been included in the Sustainability Statements. All greenhouse gas datapoints (GHG Scope 1, 2, 3) are reported based on the Greenhouse Gas Protocol.

How to read the Sustainability Statements & where to find everything - incorporation by reference - ESRS2 BP2

Our Integrated Annual Report consists of four parts: Core Report (CORE), Financial Statements (FS), Sustainability Statements (SUS) and Corporate Governance Report (CG). Our Sustainability Statements are structured in four main sections: General, Environment, Social, and Governance.

We chose to incorporate certain disclosure requirements from the cross-cutting ESRS 2 standard in our Core Report and Corporate Governance Statements as we believe this information is relevant for and linked to our business or corporate governance strategies.

For more details about our business model, business strategy and how sustainability is integrated into that business strategy (ESRS 2 – SBM 1) we refer to the Core Report, sections 'Vision & strategy', 'How we create value' and 'Our Markets'.

Certain disclosure requirements regarding the overview of the administrative, management and supervisory bodies (ESRS 2 – GOV 1) are available in the Corporate Governance Statements.

More in detail, the following information is incorporated by reference to other parts of the Annual Integrated Report.

Disclosure requirement	Data point	Report	Page
GOV – 1	The composition and diversity of the administrative, management and supervisory bodies	CGR	3
GOV- 1	The number of executive and non-executive members	CGR	3
GOV – 1	Percentage by gender and other aspects of diversity that Barco takes into consideration	CGR	3
GOV -1	Percentage of independent Board members	CGR	3
GOV – 1	Identity of the administrative, management and supervisory bodies	CGR	3
SBM – 1	Significant groups of products and/or services offered	CORE	29
SBM – 1	Significant markets and/or customer groups served	CORE	29
SBM – 1	Headcount of employees by geographical region	FS & SUS	36 (FS), 67 (SUS)
SBM – 1	A breakdown of total revenue, as included in our financial statements	FS	19
SBM – 1	A description of our business model and value chain	CORE	54

Sustainability management & governance - GOV 1-5

How we organize sustainability within Barco - GOV 1 & GOV 2

At Barco, sustainability is a strategic pillar of the corporate strategy. **Governance** keeps our corporate sustainability strategy on track. It, ensures that our strategy remains effective, and that accountability for our results sits right at the top of our company.

We created a governance structure that embeds sustainability throughout the entire organization:

1.Sustainability at Barco is managed by a permanent **Executive Sustainability Steering Committee**, which consists of our CEO, the Chief HR officer, CFO, Executive Vice President Operations and the group sustainability team. Depending on the topic, other executive members are invited (e.g., business unit heads). Chaired by the CEO, the Committee has the following mandates:

- Discuss sustainability related trends including actual and potential impacts, risks and opportunities
- Validate sustainability focus areas based on the double materiality assessment
- Formulate and update Barco's corporate sustainability strategy
- Set and approve sustainability targets and action plans
- Develop policies and guidelines that promote sustainable practices across all business units
- Monitor and review progress
- Challenge workstream leads and BU sustainability leads
- Take decisions on sustainability related matters
- Encourage a culture of sustainability among employees

In 2025, the committee met every two months, so 6 times in total. The meetings are prepared by the group sustainability team, workstream leads and BU sustainability leads. Key topics on the agenda in 2025 were amongst others: carbon reduction targets and roadmap, ecodesign program, BU-specific roadmaps on sustainability, sustainability research projects, customer experience program, culture program and employee engagement program.

2. An **integrated sustainability team at group level** across divisions (including a.o. strategic team, finance and innovation) has an orchestrating role. They are responsible for:

- Proposing the sustainability priority areas
- Developing the sustainability strategy (including targets, policies and actions)
- Launching change projects across the organization
- ESG data management and reporting,
- Developing a sustainability culture
- External representation on sustainability.

3. A network of **sustainability workstream leads and managers** across Barco divisions develops and implements specific programs and action plans in order to achieve the sustainability targets.

They report at least once a year on the progress during the Executive Sustainability Steering Committee.

4. Additionally, **other Executive Committees** (e.g. Quality Steering Committee, Business Review Meetings, social dialogues committees, HR Executive Committee, etc.) also present and discuss progress and action plans related to impacts, risks and opportunities.

In this way, sustainability is increasingly hardwired across the Barco organization. Through our social dialogue and employee representation policies, employees and other workers are represented in these committees.

5. In 2024, we assigned the first **BU sustainability leads.** They are tasked to steer BU-specific roadmaps tailored to the sustainability demands of their specific ecosystem. In 2025, the BU sustainability leads met every 2 months to discuss progress and exchange best practices.

6. The **Core Leadership Team** monitors Barco's progress versus the sustainability targets and approves sustainability-related budgets. The **Board of Directors** and the **Audit Committee** supervise the sustainability focus areas (materiality) and the progress made towards the sustainability targets and our sustainability reporting. The Audit Committee also advises on sustainability priorities, targets and progress and was actively involved in the update of our sustainability strategy in 2024. The **Renumeration Committee** decides on the integration of sustainability KPIs in the incentive schemes (read more about sustainability-related incentives in the next chapter).

7. As Barco has been active in sustainability since 2015, there is deep **in-house know-how** on the topic. Administrative, management and supervisory bodies can rely on the skills and expertise of the **sustainability team**, who are supported by external consultants if needed.

Members of this sustainability team are frequently invited to participate in external expert panels on sustainability in the technology & electronics industry. Moreover, several members of our Board of Directors also serve on the boards of other companies with strong sustainability expertise. Our CEO, for example, is an active member of the Innovation & ESG Committee of ASML's Board of Directors.

Transparency and accountability

Members of the Core Leadership Team or the Executive Sustainability Steerco regularly update the Board of Directors on the progress and performance of Barco's sustainability initiatives. These updates ensure **transparency and accountability**, and support decision-making on actions or investments related to material impacts, risks and opportunities, and results and effectiveness of policies, actions, metrics and targets.

The different sustainability aspects overseen by the Board of Directors and its committees are summarized in the table below.

Aspects of sustainability over which oversight is exercised	Body that exercises oversight	Form of oversight	Frequency	By whom informed
Assessment of and changes to sustainability-related aspects of the strategy and business model	Entire Board of Directors	Decision-making	4 times a year	CEO or other CLT members
The identification and assessment of material topics and IROs	Entire Board of Directors	Information	Annually	Executive Sustainability Steerco
Related policies and targets, action plans and dedicated resources	Entire Board of Directors	Information	Annually	Executive Sustainability Steerco
Sustainability reporting	Audit Committee	Information	Annually	Executive Sustainability Steerco
Interests and views of stakeholders with regard to sustainability-related impacts	Audit Committee	Information	Annually	Executive Sustainability Steerco

Embedding sustainability into our organization

By embedding sustainability into the BUs, we were able to integrate targets related to impacts, risks and opportunities in Barco's three-year **strategic management plans**. In 2025, the sustainability targets and actions were further integrated in the **annual financial plan** of every business unit and operations.

In 2025, we also stepped up as our ESG data management strategy. For every manufacturing and engineering site, **local sustainability SPOCs** were assigned to capture site-specific ESG data.

In the coming years, we aim to further integrate sustainability targets and actions in the general company processes and long-term management plans, as well as in local site-specific plans and actions.

Sustainability-related remuneration - GOV 3

To align leadership incentives with the company's long-term sustainability strategy, Barco's remuneration policy includes incentive schemes that integrate sustainability-related performance measures.

Structure and components of the incentive scheme

The incentives consist of variable remuneration in the form of annual cash bonuses. No stock options or equity-based awards are currently linked to sustainability KPIs. The incentive scheme is eligible to senior leadership and management roles with direct accountability for strategic and operational performance. Incentives are tied to both financial and non-financial KPIs, including sustainability drivers at the Barco group level.

Sustainability-linked performance criteria

The sustainability KPI is KPI4 - Carbon Footprint and Eco-labeled Revenues, which relates to the corporate targets set on carbon footprint reduction and ecolabeled

revenues. This KPI carries a relative weight of 15% in the bonus calculation. Barco ensures that KPIs are measurable, auditable, and fully integrated into group-level strategy, supported by strong governance from the Remuneration Committee and a robust annual methodology for defining, validating, and assuring performance data. Read more in the Remuneration section of this Integrated Annual Report.

Bonus target clusters	Performance criteria	Relative weight	a)Minimum target performance & b) Corresponding award payment level	a)On target performance & b) Corresponding award payment level	a)Maximum target performance & b) Corresponding award payment level	KPI performance and payment at Barco group level
Sustainability drivers on Barco Group level	KPI 4 : Carbon footprint and eco-labelled revenues	0.15	a) 70% b) 0.075	a) 100% b) 0.150	a)125% b) 0.225	a) 105% b) 0.1645

Statement on due diligence - GOV 4

Barco's due diligence integrates sustainability into our corporate strategy, operations and our supply chain. The key aspects and stages of our due diligence correspond to various cross-cutting and specific disclosure requirements under the ESRS.

The below table provides a mapping of how and where these aspects and stages of the due diligence process are incorporated into the Sustainability Statements 2025. In the coming years, we aim to further integrate due diligence into our company strategy, policies and processes.

For more information about our policies and actions on due diligence in our own workforce and the supply chain, see the topical sections 'Own workforce' & 'Responsible & resilient supply chain'.

Core elements of due diligence	Disclosure requirement	Section & Chapter	Page
Embedding due diligence in governance, strategy and business model	ESRS 2 - GOV 2, 3 ESRS 2 - SBM 3	How we organise sustainability within Barco Sustainability related remuneration Impacts, risks and opportunities for Barco	4-21
Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 – GOV 2 ESRS 2 – SBM 2 ESRS 2 - IRO 1	How we organise sustainability within Barco Double materiality assessment Engagement with key stakeholders	4-21
Identifying and assessing adverse impacts	ESRS 2 IRO 1 ESRS 2 SBM 3 Topical ESRS	Double materiality assessment Impacts, risks and opportunities for Barco Environment, Social & Governance	4-21 22-86
Taking actions to address those adverse impacts	ESRS 2 MDR – A Topical ESRS	Environment, Social & Governance	22-86
Tracking the effectiveness of these efforts and communicating	ESRS 2 MDR-M ESRS 2 – MDR – T Topical ESRS	Environment, Social & Governance	22-86

Internal controls over sustainability reporting - GOV 5

Sustainability is integrated into Barco's corporate risk management procedures and embedded in our processes, at all levels. For every key management, assurance and supporting process, Barco has developed and implemented a **systematic risk management approach**, consisting of five steps: identification, analysis, evaluation, response and monitoring. Managing impacts, evaluating opportunities and mitigating risks are core tasks of the executive management and all employees with managerial responsibilities.

Our assessments identified the **inherent risk of material misstatement in sustainability reporting**, resulting from potential human error, technical failures, incomplete data, or fraud. Our approach to managing the risk of material misstatement includes several key measures, most importantly:

- We implemented a **company-wide system of internal controls over our sustainability reporting data**. Sustainability information is gathered from various departments, primarily Finance, Corporate Sustainability, Human Resources, and Procurement. These departments are subject to deeply embedded internal controls, most automated and some manual, which are designed to guarantee the reliability of the collected data. In 2025, our existing internal control procedures were reviewed and updated, both generally for adherence with the standards and specifically for accurate sustainability reporting. Increasingly, we use automated data collection solutions to support control processes.
- We conduct **regular risk identification, assessment and mitigation procedures**, performed by both our second and third line of defense. This process involves systematically identifying and evaluating potential risks that could negatively impact the quality of our sustainability reporting. Our assessments include a thorough review of potential risks related to data integrity, adherence to established ESG reporting standards, and alignment to emerging best practices.
- We strive to **align our sustainability and financial reporting**. Where feasible and appropriate, our sustainability reporting process is integrated into our financial reporting framework. This promotes consistency and coherence between financial and sustainability data, facilitating a unified approach to both reporting and risk management.
- We are actively **enhancing our data management environment**. Currently, our processes involve a combination of data management platforms and manual processes. We are committed to improving the efficiency and effectiveness of our data management and have already initiated projects focused on enhancing data collection and overall data quality. The evolving landscape of sustainability reporting presents unique challenges to traditional data collection systems. We are determined to ensure that any new solutions we adopt will not only meet current needs but also support the long-term management of our sustainability performance.

At least once a year, the Internal Audit function reports the findings of risk assessments and internal controls effectiveness testing to the Board of Directors, the CEO and the Executive Sustainability Steering Committee.

Barco's Double Materiality Assessment - IRO 1

A double materiality assessment (DMA) helps organizations understand what topics matter most to their business and stakeholders, both from an inside-out (impact of Barco on society) and from an outside-in perspective (impact of society on Barco). In 2023, we completed a DMA by identifying, assessing, and prioritizing impacts, risks and opportunities (IROs).

We approached the DMA as a **strategic project** to capture valuable insights from various internal and external stakeholder groups across our value chain and ecosystem.

The outcome of the DMA resulted in the launch of our new sustainability strategy, Sustainable Impact Journey, in 2024. As the current sustainability strategy continues to support our objectives, no modifications were made to our DMA.

Methodology & process

The DMA encompassed the **following steps**:

1. **Context**: mapping the value chain and determining our stakeholder approach
2. **Identifying ESG topics**: from longlist to shortlist
3. **Stakeholder engagement**: determining and scoring the material IROs
4. **Consolidating output** and visualization
5. **Validation**

1.Context: mapping the value chain and determining our stakeholder approach

To understand how Barco conducts its business, the first step was to map the context in which the company operates.

We considered all the activities of the organization: the production processes, distribution channels and geographical locations of all Barco sites. Our **value chain**, both upstream and downstream, was mapped as well as our **ecosystem**. A full mapping of our value chain and ecosystem is available in the sustainability section of our Core Report.

Based on that exercise, we identified the **key stakeholder groups** to engage with and to capture valuable feedback. This resulted in the following 10 groups across our regions of activity:

- Board of Directors and senior management (A)
- Shareholders and investors (A)
- Employees (A)
- Distributors, resellers, partners and integrators (A)
- Customers and end-users (A)
- Suppliers (A)
- Society representatives (U)
- Government & public authorities (U)
- Academics, industry associations, NGOs, key opinion leaders (U)
- Press & general public (U)
- Affected communities (U)
- Banks and analysts (U)

We make a distinction between affected stakeholders (A) and users of the Sustainability Statements (U), whereby we defined affected stakeholders as stakeholder groups in our own organization and value chain and users of the Statements as stakeholder groups in our ecosystem.

- Own organization and value chain: Board of Directors and senior management, shareholders and investors, employees; distributors, resellers, partners and integrators; customers and end-users and suppliers. We consider value chain workers as part of both suppliers and downstream business partners.
- Ecosystem: society representatives; government & public authorities; academics, industry associations, NGOs, key opinion leaders; press & general public; affected communities and banks and analysts.

We selected a **representative sample of internal and external stakeholders** across all business activities (entertainment, enterprise and healthcare) and regions (amongst others Europe, US, China & India) where we are active, including both high risk and low risk, as well as potential negative and positive business relationships and geographies.

Next, we created a concrete **stakeholder engagement plan**. This involved identifying the stakeholder groups to engage with and clarifying their inclusion in the ESG topic identification, impact materiality assessment, financial materiality assessment, and/or validation and reporting. Additionally, we determined the specific engagement method for each stakeholder group: interviews, surveys or focus groups.

As part of our stakeholder engagement plan, we determined which topics to discuss with each stakeholder group, which allowed us to gather meaningful insights. Internal stakeholders were asked about all shortlisted topics, while external stakeholders were asked about a selection of topics, based on their relevance and the expertise of each group. The concrete stakeholders (organizations) within each group were selected based on the following criteria: sufficient ESG knowledge, diverse perspective, representativeness of the stakeholder category (size, dependency and geography and seniority. Expertise related to a certain ESG topic and to Barco as an organization were our guiding criteria for selecting the interviewees/respondents of the survey.

2. Identifying ESG topics

After the context mapping, we drafted a **longlist of potential relevant topics** across Barco's value chain and ecosystem, based on the following sources:

- Sector-agnostics sources (ESRS – AR 16 list of topics, sub-topics and sub-sub-topics)
- Sector-specific sources (desk research, benchmarking analysis of the material topics of peers (technology industry and benchmarking analysis of business partners' and competitors' material topics))
- Barco-specific sources (insights from previous materiality assessment, Barco's mission and strategy, or from our previous risk assessments)

We aimed to capture all relevant current and future topics from the electronics, audiovisual (AV) and broader technology sector. In dedicated workshops with internal experts, we reduced the longlist of topics and sub-topics from the bottom-up analysis to a **shortlist of topics** to discuss with stakeholders. Shortlisted topics and sub-topics were consolidated and definitions were determined for every topic. Barco's Executive Sustainability Steering Committee and Board of Directors reviewed and approved our stakeholder approach and the shortlisted topics.

3. Stakeholder engagement: determine and quantify material impacts, risks, and opportunities

Before reaching out to stakeholders, **internal control guidelines** were established. For example, we created detailed guidelines for conducting the interviews and taking the meeting minutes, and defined general rules and control checkpoints for processing data from interviews, surveys and focus groups (i.e. converting responses into scores). A key example is the 6-eyes principle applied during interviews, where at least 3 people participated in the interview or reviewed the meeting minutes.

Once the guidelines were clear, we **engaged with internal and external stakeholder**s to assess the short-, mid- and long-term **impact materiality** of the shortlisted ESG topics. For positive and negative impacts, we considered the scale and scope of the actual and potential impact, plus the likelihood of occurrence. For negative impacts, we also asked about the irremediability. Both positive and negative impacts were evaluated in the same way. Actual impact was defined as the current impact. The short-term impact spans 0-3 years, mid-term 3-5 years, and long-term more than 5 years.

We also questioned internal & specific external stakeholders (financial institutions) about the short-, mid-, and long-term **financial materiality** of the shortlisted ESG topics, i.e. actual and potential risks and opportunities. Barco's annual corporate risk assessment was integrated in the financial materiality assessment (outside-in), expanding the scope to include both the inherent risks and opportunities related to each topic. Questions were asked in a neutral way with no reference to any existing policies, KPIs/targets or actions at Barco.

The **scoring of the criteria** was done in a quantitative manner, both for impact and financial materiality. In total we reached out to 601 survey participants and 99 experts for interviews. We received 207 answers from survey respondents and conducted 77 interviews, leading to a total response rate of 40,5% Across the different stakeholder groups the participation rate ranged between 21% and 90%.

4. Consolidating output and visualization

Finally, we **consolidated all the scores** and plotted the consolidated data related to specific IROs on an x-axis (financial materiality) and y-axis (impact materiality). We also considered the interdependencies between the different impacts, risks and opportunities.

When consolidating the scores from different stakeholder answers, we applied varying weights for each stakeholder groups in determining the impact materiality. Internal stakeholders got a smaller weight than external stakeholders since we assume it is more difficult for them to adhere to an outside-in view (too much focus on risks and opportunities for Barco). Regarding financial materiality, we did not assign weights, meaning that each person's response is equally important regardless of their stakeholder group.

Once all the data was plotted, we performed a **sensitivity analysis** at topic level to determine if major changes occur vis-à-vis the thresholds, as a way of flattening out any very high or low scores from internal/external stakeholders. We did not witness significant deviations in the consolidated scores according to the different regions or activities.

As a next step, we applied **thresholds** to distinguish between material and non-material topics. These tresholds are based on the following criteria: scale (limited to very significant), scope (very local to global), remediability (easily remediable to irremediable), and likelihood of occurrence (rare to very imminent). We applied the same thresholds as we use in our annual corporate risk assessment.

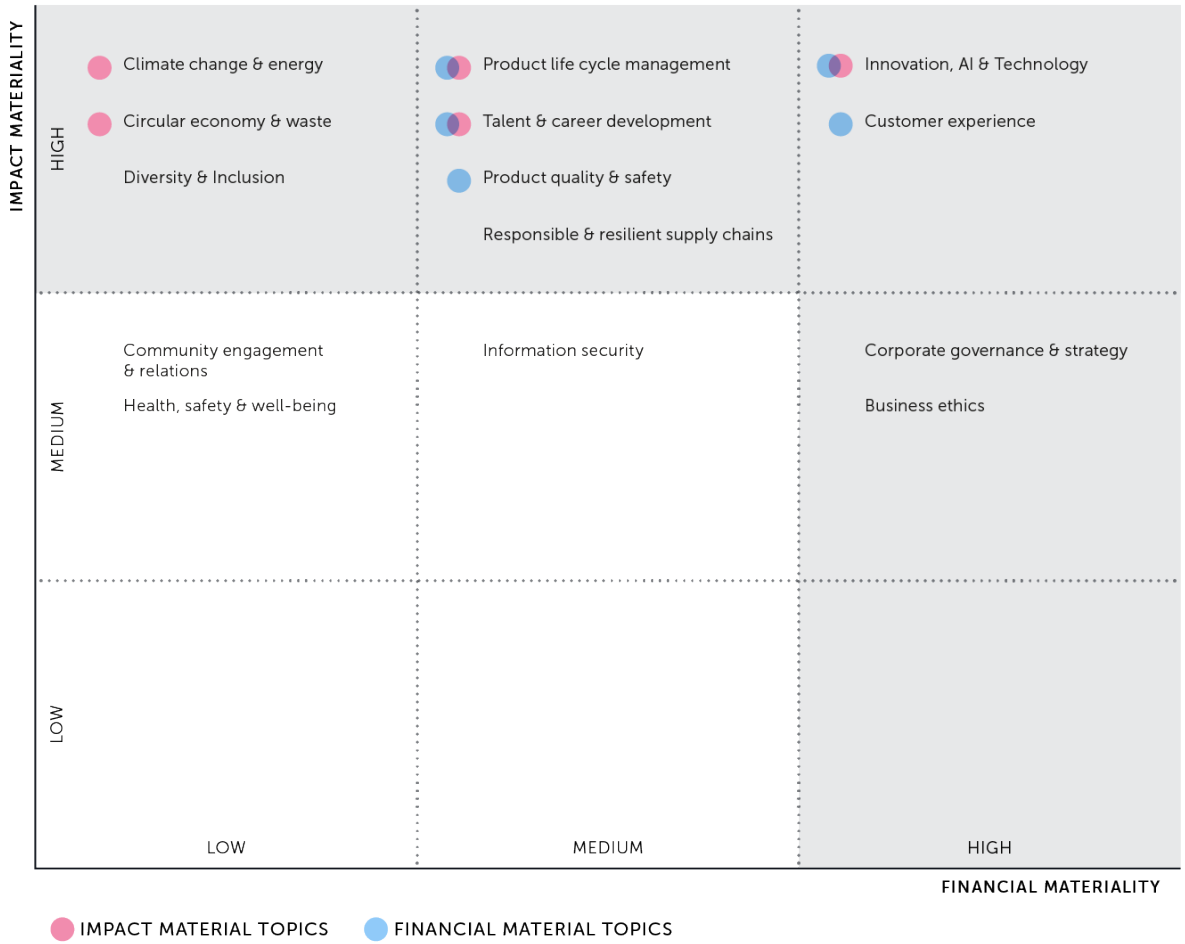
5. Validation: new sustainability strategy

To **review and validate the final list of material sustainability matters**, several meetings were conducted with Barco's Executive Sustainability Steering Committee and Board of Directors. This multi-level review process served as an internal control mechanism, ensuring that no critical topics were overlooked and the assessment was thorough and accurate.

The validated IROs were clustered and served as input into our **new sustainability strategy**. We refined our policies, action plans, metrics, and targets for every material topic together with the key involved internal stakeholders. This resulted in our new sustainability strategy 'Sustainable Impact Journey'.

Outcome of our Double Materiality Assessment

The matrix shows the material topics for Barco: topics where Barco has a high actual or potential impact on society (inside-out, y-axis) and topics that have or may have high risks and opportunities for Barco (outside-in, x-axis).



Impact material top 5 topics: sustainable lifecycle management; innovation, technology and AI, talent and career development, climate change and energy; and circular economy and waste.

Financial material top 5 topics: innovation, technology and AI; customer experience; talent and career development; product quality, safety and security; and sustainable lifecycle management

The following topics rank significantly higher compared to previous materiality assessments: innovation, AI & technology, sustainable lifecycle management; talent and career development; and customer experience.

In 2024, the Barco leadership decided to include corporate governance and business ethics as a (financial) material topic, taking into account our business activities.

The assessment resulted in the following topics being scored as low or medium material: community engagement; health, safety and well-being; information security. The above topics received a medium score and are not material for Barco. We aim however to continue our strategy, targets and actions related to these topics. More details on these topics are available in the sections 'Own workforce' and 'Other information'.

Next steps - keeping our DMA up to date

In the course of 2025, we questioned our senior leadership as well as our Board of Directors about any possible changes to our 2023 Double Materiality Assessment. They validated our 2023 approach, as visualized in the DMA matrix. In 2025, the risks identified in the DMA were incorporated into our annual corporate risk assessment for 2025. This ensures that sustainability-related risks are prioritized in the same way as other type of risks. In 2026, we will assess how and when to revise our DMA. Also, we aim to further integrate the DMA into our existing stakeholder engagement and company processes (i.e. employee engagement survey).

3 key takeaways from our DMA

1. We are building on a strong foundation

Our stakeholders confirmed the importance of areas we have been focusing on in the past, such as Innovation, AI & technology, customer experience, and sustainable lifecycle management. In addition, many entity- and sector-specific topics – closely tied to Barco's DNA – ranked high both from an impact and risk & opportunity perspective. This feedback motivates us to further strengthen and expand our initiatives in these domains.

2. We are strengthening our focus on emerging priorities

We saw new topics emerging or receiving a higher score, including circular economy & waste, responsible & resilient supply chain and diversity & inclusion. We are strengthening our actions in these domains.

3. We will retain excellence on low or medium material topics

Topics like community engagement & relations, health, safety & well-being, and information security were rated as low or medium material by our stakeholders. Still, we remain committed to upholding our high standards and further developing our actions in these areas.

Impacts, risks & opportunities (IROs) for Barco - SBM 3

IROs and interaction with our strategy and business model

Barco conducted a comprehensive assessment of the impacts, risks and opportunities (IROs) associated with its material topics. This analysis resulted in a clearly defined list of a) positive & negative impacts b) risks and opportunities across the entire value chain (from sourcing & manufacturing to product disposal). Compared to 2024, there are no changes to our IROs.

The table below presents an overview of these impacts, risks & opportunities (IROs) by highlighting

- The definition of the material topic and sub-topics that the material IROs relate to including the interaction with our strategy and business model
- Number of material risks/opportunities & impacts
- The alignment with the UN Sustainable Development Goals

In topical sections of the Environment, Social and Governance parts of these Sustainability Statements, we include more details on every IRO including

- A description of the material IROs and their effects, including their estimated actual or potential primary financial effect
- Whether the impacts are positive or negative (PI or NI)
- Whether the impacts and risks are actual or potential (A or P)
- Whether the impacts and risks occur in our own operations (OO) or downstream/upstream value chain (D/U)
- The interdependencies between impacts and risks or opportunities

The estimated actual or potential primary financial effects are qualitatively described for every IRO individually. More information on how we respond to the effects can be found in every section of these Sustainability Statements. There is no significant risk of material adjustment within the next reporting period to carrying amounts of assets and liabilities reported in the related financial statements.

How do we respond to the effects of the IROs

As mentioned above, the IROs served as input into our new sustainability strategy, Sustainable Impact Journey. We refined our policies, action plans, metrics, and targets in response to the effects of the IROs.

We define policies as formal commitments or management approaches communicated across the organization or externally. Their scope and key contents are described in the relevant sections of these Sustainability Statements, and each policy applies to the entire Barco group. Accountability lies with our CEO or the relevant C-level or Executive Vice President, with further detail provided in the topical sections. These sections also indicate whether policies are publicly available or internal, and include any related certificates (these can also be found on our website)

Metrics, their methodologies, and targets linked to our IROs are presented in the topical sections and apply group-wide. The same sections outline our key actions for 2025 for each material topic. The scope of these actions depends on where the related IROs occur—within our operations or across the value chain. Required operational expenditures (OpEx) and capital expenditures (CapEx) are integrated into our regular budgeting and strategic planning. In case significant specific OpEx or CapEx has been added to the regular budget cycle to reach our sustainability targets, this is indicated specifically in every topical section.

ESRS standard	Material sub-topics	Number of material risks/ opportunities	Number of material impacts	Interaction with strategy and business model	Alignment with UN sustainable development goals
E1 - Climate change & energy		3	4	Protecting Earth: we take science-based climate action Addressing climate change refers to the reduction of Barco's carbon footprint, which measures the total amount of GHGs emitted directly or indirectly by Barco. We want to be more climate resilient, meaning our performance is resilient to the potential shocks of climate change. Finally, Barco wants to leverage potential business opportunities resulting from climate change.	SDG 7, SDG 9, SDG 13
	Climate change mitigation	2	2		
	Climate change adaptation	1	0		
	Energy	0	2		
ES - Sustainable lifecycle management		0	1	Protecting Earth: We develop more sustainable products Barco aims to develop & generate revenues from more sustainable product. This means managing a product or service's entire lifecycle with a focus on minimizing environmental impacts and maximizing social and economic benefits. A product or service lifecycle entails five stages: sourcing, design, manufacturing, use and waste handling. We mitigate the negative impact by integrating eco-design measures across different environmental impact categories (carbon emissions, pollution, water consumption and biodiversity, etc.) into our new introduction processes. consumption and biodiversity)	SDG 5, SDG 6, SDG 7, SDG 9, SDG 13
E5 - Resource use and circular economy		2	3	Protecting Earth: we explore the offering of circular solutions. Circular economy is defined as capturing the remaining value of our products at their end of life. Circular R-strategies such as recycling, remanufacturing, refurbishment, repair, etc. are combined with circular business models such as product-as-a-service, predictive maintenance, sharing/collaboration and product life extension. Barco aims to increasingly offer circular solutions while taking actions to prevent and reduce the waste from its own operations.	SDG 12
	Resource inflows	1	1		
	Resource outflows	1	1		
	Waste	0	1		

ESRS standard	Material sub-topics	Number of material risks/ opportunities	Number of material impacts	Interaction with strategy and business model	Alignment with UN sustainable development goals
S1 - Own workforce		4	2		SDG 3, SDG 5, SDG 8
	Employee engagement	1	0		
	Health, safety & wellbeing	1	0	Engaging People: we co-create a healty, smart & safe organization Barco wants ensure a safe and healthy work environment. This involves implementing safety protocols, providing appropriate personal protective equipment (PPE), conducting regular safety training, and maintaining compliance with occupational health and safety regulations. Promoting a healthy work-life balance is essential for employees' overall well-being and job satisfaction. A healthy work-life balance helps prevent burnout, enhances employee productivity, and fosters loyalty and commitment to the organization	
	Talent & Career Development	1	0	Engaging People: we embed a continuous learning mindset Barco aims to nurture and enhance the skills, knowledge, and capabilities of individuals within Barco to support their professional growth and development. This involves providing opportunities, resources, and guidance to employees to develop their talents, acquire new skills, and advance their careers	
	Diversity & Inclusion	1	1	Engaging People: we promote an inclusive environment Barco aims to a) embrace diversity by acknowledging the differences and fostering that makes each individual unique, and b) promote an inclusive environment by ensuring all individuals are treated fairly and respectfully	
S4 - Consumers and end-users		2	3		SDG 9
	Customer experience	1	0	Empowering Society: we cultivate reponsible & reliable business Barco aims to improve the overall impression and perception that business partners have of our company, brand, and organization. This is based on interactions and engagements throughout the customer journey. It encompasses various elements such as customer lead follow-up, customer service satisfaction, and product quality.	
	Product quality, safety & security	1	3	Empowering Society: we cultivate reponsible & reliable business At Barco we want to offer products and services that are healthy, safe, and secure to use. It includes but is not limited to liability, management of recalls, product testing to eliminate risk of injury or damage, integrating security controls.	

ESRS standard	Material sub-topics	Number of material risks/ opportunities	Number of material impacts	Interaction with strategy and business model	Alignment with UN sustainable development goals
G1 - Corporate governance & business ethics		0	2	Empowering Society: we cultivate reponsible & reliable business The objective of corporate governance is to ensure transparency, accountability, fairness, and responsible decision-making within Barco. Business ethics refers to our objective to conducting operations in accordance with internationally accepted principles of good governance and best practice. These include but are not limited to the tasks and remuneration of the managing boards and supervisory boards, board independence, the position and rights of shareholders and stakeholders. This topic also includes policies & behaviour on fair practices, corruption & bribery and fair business conduct.	SDG 8
ES - Innovation, technology & AI		1	1	Empowering Society: we drive sustainable change through innovation, technology & AI Barco's ability to outperform competitors remain relevant in the market with new technologies, new business models, faster time-to-market, lower costs or enhanced product features. It includes the ability of balancing between core transformational innovation and sudden breakthroughs, including artificial intelligence, leading to a sound product portfolio. Next to that, it also includes the ability of identifying customer needs, and successfully converting these into value-adding products and solutions.	SDG 9
ES - Responsible & resilient supply chain		0	1	Empowering Society: we cultivate reponsible & reliable business Barco aims to drive responsible and ethical behavior by setting high standards across the supply chain. This entails conducting due diligence assessments of suppliers in order to identify and address potential environmental, social and governance risks (e.g. labor practices and human rights, business ethics, energy and climate change, ...). In addition, this topic also relates to supply chain collaboration and innovation on sustainable products, to ensure the supply chain can adapt, recover, and withstand disruptions or unexpected events that may affect normal operations by taking proactive measures and strategies	SDG 12, SDG 13, SDG 17

Interests and views of our stakeholders - SBM 2

Barco attaches great importance to stakeholder engagement. Rather than merely consulting our stakeholders, we collaborate with them. As explained, Barco involved its key stakeholder groups in the Double Materiality Assessment. Beyond this, we maintain continuous dialogue with our key stakeholders to explore their positions, concerns and expectations. The outcome of these continuous interactions are carefully analyzed as part of our due diligence process and shape our business strategy, policies, projects and processes, ensuring alignment with stakeholder interests and views. The Board, Audit Committee and Core Leadership Team are informed about stakeholder insights related to Barco's impacts, risks & opportunities (IROs), which are incorporated into our corporate and sustainability strategy and our business model. Concrete examples include enhanced collaboration with suppliers and the integration of business partner expectations into the strategic management plans of each business unit. The table below gives an overview of the stakeholders, purpose (why) and methods of engagement, their main interests and how the outcome of the engagement is taken into account.

Overview of the stakeholders

Key stakeholders	Why we engage	How the engagement is organized	Main interests and views	How the outcome of the engagement is taken into account
Customer & end-users (A)	– Building trust, enhance loyalty and satisfaction – Enabling customers and end-users to achieve their (sustainability) targets – Ensure customers and end-users can flag unethical behavior through appropriate channels	– Touchpoints along the customer life cycle measuring real-time satisfaction through various channels (such as surveys, feedback requests, online feedback, etc.) – Bi-annual customer loyalty survey – Meetings and events (including tradeshows) – Market research – Direct engagement – ESG ratings – Social media – Ethics helpline	Product quality & reliability, after sales service and support, general experience and product features, sustainable lifecycle management, circular economy & waste	– Product/service improvements – Local plans with specific actions depending on local customer preferences – Helpline: correction via specific actions to solve the situation and define structural actions
Suppliers (direct & indirect) (A)	– Share Barco's expectations on all levels, including sustainability – Compliance and adherence with all applicable local laws and regulations – Compliance with Code of Conduct – Compliance with product compliance requirements and responsible minerals policy – Decarbonize our value chain – Respect internationally recognized human rights – Ensure suppliers can flag unethical behavior through appropriate channels	– Supplier scouting – self-assessment form for new suppliers – Regular supplier meetings on all levels including sustainability performance review – Supplier quality audits – Supplier product sustainability requirements - survey via specific templates – Training & workshops – Ethics helpline	Innovation, new technologies & AI, product quality, safety & security, responsible & resilient supply chain, sustainable lifecycle management	– Sustainability criteria taken on board for selection of suppliers – Supplier relationship management: streamlined expectations and appropriate actions – Tracked as KPIs in procurement dashboard – Test pilots on supplier-specific carbon footprint data & possible reduction measures – Helpline: correction via specific actions to solve the situation and define structural actions

Overview of the stakeholders

Key stakeholders	Why we engage	How the engagement is organized	Main interests and views	How the outcome of the engagement is taken into account
Distributors, resellers, partners and integrators (A)	– Building trust, enhance loyalty and satisfaction – Enabling distributors, resellers, partners and integrators to achieve their (sustainability) targets – Ensure distributors, resellers, partners and integrators can flag unethical behavior through appropriate channels	– Bi-annual partner loyalty survey – Ethics helpline – Market research – Direct engagement – ESG ratings – Social media – Meetings and events (including tradeshows)	Product quality & reliability, after sales service and support, general experience and product features, sustainable lifecycle management, circular economy & waste	– Product/service improvements – Local plans with specific actions depending on local customer preferences – Helpline: correction via specific actions to solve the situation and define structural actions – Helpline: correction via specific actions to solve the situation and define structural actions
Employees/Own workforce (A)	– Understand employee engagement and perception on a range of areas – Include employees' perceptions and experiences & determine actions to take – Ensure our people can flag unethical behavior through appropriate channels	– Employee engagement survey (including survey on diversity & inclusion, work-life balance and growth & development) – Training and workshops – Internal culture and communication campaigns – Internal meetings & events – Structural feedback moments between people managers and employees – Round table discussions – Ethics helpline	Diversity & inclusion, health, safety & wellbeing, growth and development, strategic alignment and management support, living our cultural values	– Actions defined and taken from engagement survey, specific actions for surveys on sub-topics – Helpline: correction via specific actions to solve the situation and define structural actions
Shareholders & investors (A)	– Enhancing transparency – Understanding expectations, including on sustainability – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Meetings and events – Calls, surveys & emails – Capital markets day – ESG ratings – Ethics helpline	Customer experience, corporate governance & business ethics, innovation, new technologies & AI, climate change & energy, diversity & inclusion	– Basis for sustainability strategy – Helpline: correction via specific actions to solve the situation and define long-term actions
Banks and analysts (U)	– Enhancing transparency – Understanding expectations, including on sustainability – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Meetings and events – Calls, surveys and emails – Capital markets day – ESG ratings – Ethics helpline	Customer experience, corporate governance & business ethics, innovation, new technologies & AI, climate change & energy, diversity & inclusion	- Integrate into sustainability strategy - Helpline: correction via specific actions to solve the situation and define structural actions
Society representatives – government & public authorities (U)	– Ensuring regulatory compliance – Promoting sustainability across our sector – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Public consultations – Meetings & events – Ethics helpline	Innovation, new technologies & AI, climate change & energy, circular economy & waste, sustainable lifecycle management, responsible & resilient supply chain, diversity & inclusion	– Proactively address upcoming legislative requirements – Helpline: correction via specific actions to solve the situation and define structural actions

Overview of the stakeholders

Key stakeholders	Why we engage	How the engagement is organized	Main interests and views	How the outcome of the engagement is taken into account
Society representatives – industry associations, NGOs, and academics (U)	– Monitor and understand sustainability trends – Enabling the industry to engage policymakers – Set-up cross-sector partnerships on sustainability – Developing industry standards on sustainability – Share knowledge and best practices – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Meetings and events – Ethics helpline – Specific projects	Innovation, new technologies & AI, climate change & energy, circular economy & waste, sustainable lifecycle management, responsible & resilient supply chain, diversity & inclusion	– Basis for sustainability strategy – Feedback from projects determines further actions needed – Helpline: correction via specific actions to solve the situation and define structural actions
Society representatives – press & general public (U)	– Inform & ensure transparency – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Press releases and site visits – External publications – Social media – Ethics helpline	Innovation, new technologies & AI, climate change & energy, circular economy & waste, sustainable lifecycle management, responsible & resilient supply chain, diversity & inclusion	– Basis for sustainability strategy – Helpline: correction via specific actions to solve the situation and define structural actions
Affected communities (U)	– Addressing community concerns, questions, and feedback – Building trust and community support – Ensure external stakeholders can flag unethical behavior through appropriate channels	– Specific projects – Ethics helpline	Corporate governance & business ethics, community engagement, Climate change & energy, circular economy & waste	– Feedback from projects determines further actions needed – Helpline: correction via specific actions to solve the situation and define structural actions

Environment

Climate change & energy (E1)

1. Impacts, risks and opportunities

Sub-topic	Type	IRO & description	Actual/ Potential	Time Horizon	Occurence in the value chain	Interconnection between impacts and risks/opportunities	Primary financial effect
Climate change mitigation	Positive impact	**IRO 1: Our technologies contribute to reducing carbon emissions or adapting to climate change** Our technologies contribute to decreasing carbon emission-intensive activities such as business travel via our ClickShare conference. Our control rooms contribute to adapting to the changing climate.	A	ST, MT, LT	OO & D	IRO 1- IRO 3, IRO 1- IRO 4, IRO 1- IRO 5 Technologies and products contributing to reducing carbon emissions is connected with both the potential risk and opportunity related to the transition to low carbon emission goods and services. Technologies and products contributing to climate adaptation is connected with the potential risk regarding the lack of adaptation measures on acute physical climate-related risks	Increased sales & profitability (EBITDA)
	Negative impact	**IRO 2: Our products & operations have a carbon footprint** The carbon footprint measures the total amount of GHGs emitted directly or indirectly by Barco (scope 1, 2 & 3). The highest carbon emission impact is situated in scope 3 emissions (product use emissions, inbound and outbound logistics emissions and emissions from purchased goods & services).	A	ST, MT, LT	OO, U, D	IRO 2 - IRO 3, IRO 2 - IRO 4 The carbon footprint of our products and operations is connected with both the potential risk and opportunity related to the transition to low carbon emission goods and services	Increased costs
	Risk	**IRO 3: Our product & service portfolio does not meet customer expectations in their transition to lower carbon emissions technology** If our products & services do not meet the changing customer expectations in their transition to lower carbon emissions technology, this can lead to decreased sales & lower market share.	P	MT, LT	OO & D	IRO 3 - IRO 4 The risk and opportunity related to the transition to low carbon emission goods and services are interconnected	Decreased sales and lower market share

Sub-topic	Type	IRO & description	Actual/ Potential	Time Horizon	Occurence in the value chain	Interconnection between impacts and risks/opportunities	Primary financial effect
Climate change mitigation	Opportunity	**IRO 4: Development and/or expansion of low carbon emissions goods and services** Customer preferences are shifting towards low carbon emissions goods and services. Customers want more ecodesigned products that lower their environmental (including carbon) footprint. Moreover, this might give access to new markets.	P	ST, MT, LT	OO & D		Increase of market share, access to new markets
Climate change adaptation	Risk	**IRO 5: Lack of adaptation measures on physical climate-related risks** There will be an increase in the severity and frequency of extreme weather events. The lack of adaptation measures related to climate-related physical risks might result in (extended) temporary shutdowns or in supply chain constraints	P	MT, LT	OO, U, D		Disruptions in upstream and downstream value chain, temporary shutdown
Energy	Negative impact	**IRO 6: Energy consumption of our products** The energy consumed by our products generates carbon emissions.	A	ST, MT, LT	OO, D	IRO 6 - IRO 3, IRO 6 - IRO 4 The energy consumption is connected with the risk and opportunity related to the transition to low carbon emission goods and services	Increased costs
	Negative impact	**IRO 7: Energy consumption of our operations** The energy needed to perform our operations generates carbon emissions.	A	ST, MT, LT	OO	IRO 7 - IRO 5 The energy consumption of our operations is connected with the potential risk regarding the lack of adaptation measures on acute physical climate-related risks. in order to reduce the potential risk, adaptation measures might target the energy infrastructure of our manufacturing plants.	Increased costs

2. Climate change scenario analysis, E1-IRO1, ESRS2 SBM-3

Climate change holds a series of risks & opportunities for Barco. We therefore assess our company's climate resilience by looking at climate-related transition and physical risks and opportunities.

Already in 2020, Barco committed to setting science-based targets in order to further solidify its ambitious climate actions. We commit to aligning our business with limiting the global temperature rise to 1.5°C above pre-industrial levels. In 2025, we re-affirmed this commitment by setting new science-based targets for 2030 & 2050.

Building further upon the IROs identified in our DMA, we performed an in-depth analysis of our climate change risks and opportunities, focusing primarily on our own operations and to a lesser extent on our value chain.

This entailed an analysis to:

- Refine relevant physical and transition risks and opportunities
- Determine potential effect on our business: translating how relevant risks and opportunities may impact our business using climate change scenarios (exposure analysis)
- Quantify anticipated financial effects of material physical and transition risks and opportunities on our business and link these with our financial statements,
- Integrate this into our carbon reduction roadmap and business strategy.

In 2025, we further integrated climate change risks and opportunities into our annual corporate risk assessment and our carbon reduction roadmap 2030 & 2050. This entailed further analysis on how to strengthen our ability to adjust and/or adapt our existing business strategy in relation to climate change.

2A. Determine material physical and transition risks and opportunities

Building further upon the IROs defined in our double materiality analysis, we identified the following **climate related transition risks** applicable to Barco (cfr. classification in line with recommendations from the Task Force on Climate-Related Financial Disclosures):

- Increased pricing of GHG emissions (policy type)
- Enhanced emissions reporting obligations (policy type)
- Mandates on and regulation of existing products and services (policy type)
- Mandates on and regulation of existing production processes (policy type)
- Costs of transition to lower emission technology (technology type)
- Changing customer behavior (market type)
- Increased cost of raw materials (market type)
- Increased stakeholder concerns (reputation type)

The following **climate-related transition opportunities** were identified as applicable to Barco:

- Successful investment in new technologies (technology type)
- Development/expansion of low emissions goods & services (policy type)
- Development of climate adaptation, resilience and insurance risk solutions (policy type)
- Shift in consumer preferences (reputation type)
- Access to new markets (market type)
- Resource efficiency (market type)

For **climate related physical risks**, we selected our key manufacturing & distribution locations with significant assets:

- Belgium (Kortrijk & Kuurne)
- Italy (Saronno & Lainate)
- United States (Duluth & Georgia)
- India (Noida)
- China (Wuxi & Suzhou)

Our analysis identified the following acute physical risks (cfr. Taxonomy Regulation EU 2021/2139): earthquake, tropical cyclone, storm, flood, wildfire, lightning and tornado.

2B. Determine potential effect on our business

Our key findings

Physical risks: in RCP 8.5 scenario (3.2 – 4.5 degrees) scenario) and RCP 4.5 (2.0 – 3.0 degrees) scenario, we estimated the highest sensitivity of the relevant physical gross risks for tropical cyclone, lighting and tornado. We combine mitigation measures with adequate assurance to reduce the residual physical risks

Transition risks: in RCP 2.6 (1.5-2.0 degrees) scenario, we estimated the sensitivity of the relevant transition risks the highest for mandates on and regulation of existing products and services and product processes, cost of transition to lower emission technology, increase cost of raw material.

In the coming years, we aim to refine our climate change scenario analysis.

We chose to use existing scenarios from the Intergovernmental Panel on Climate Change (IPCC). The public Representative Concentration Pathway (RCP) scenarios are sufficiently diverse and are widely used to perform and develop climate simulation modelling data. .

We considered the following 3 scenario's:

- IPPC RCP 8.5 (Business As Usual 3.2-4.5)
- IPPC RCP 4.5 (2.0- 3.0)
- IPPC RCP 2.6 (1.5-2.0)

In line with the EU Taxonomy Regulation, we investigated each climate change scenario for 3 timeframes:

- Short term: 0 to 3 years (in line with the horizon of our strategic management plans)
- Medium term: 3 to 10 years
- Long term: 10 to 30 years

We determined the potential effect on our business across the 3 scenarios on the short, medium and long-term:

- For the acute physical risks, the severity of both carrying value as well as possible business interruption were accounted for, along with the likelihood of a specific physical risk occurring. The analysis of physical risks is based on input from our insurance company and additional tools including geospatial coordinates specific to our manufacturing and distribution locations.
- For the transition risks, we took into account both the likelihood and the estimated impact on EBITDA (sales volume & price).

For the transition risks, the following drivers were taken into account in every scenario: increased carbon mitigation and adaptation policy, evolution towards low carbon emission technologies, evolution towards a more green grid, increased stakeholder concerns and reputation.

In the Business As Usual (BAU) scenario (RCP 8.5 – 3.2 – 4.5 degrees scenario) and the RCP 4.5 (2.0 – 3.0 degrees) scenario, we estimated the highest sensitivity of the relevant physical gross risks for tropical cyclone, lighting and tornado, this on the short, medium and long-term.

Specific mitigation measures are taken to address these risks:

- Lightening protection installed on every building
- Before every building has been built, we take into account the results of the wind force analysis

We combine these measures with adequate assurance to reduce the residual physical risk. If we compare the insurance value with each estimated physical risk per location, the residual physical risk is insignificant (on short, medium and long-term). However, we acknowledge the need for further investigation as we strive to reduce uncertainties associated with our assessment.

In the IPPC RCP 2.6 (1.5-2.0 degrees) scenario, we estimated the sensitivity of the relevant transition risks the highest for

- Mandates on and regulation of existing products and services
- Mandates on and regulation of existing production processes
- Costs of transition to lower emission technology
- Increased cost of raw materials

In the coming year(s) we plan to refine our analysis by enlarging the scope of our analysis towards our upstream and downstream value chain and refine the quantification of the potential financial effects from the material physical and transition risks and opportunities. We do not yet have specific climate change adaptation targets.

More information about how climate resilience (including changes of our assets and product & service portfolio) can be found in the next chapter. The re-skilling of our workforce can be found in the topical section 'Talent & Career Development'.

Regarding the access to finance, we have obtained a renewal of our Revolving Credit Facility linked with our 2030 carbon reduction targets (see more details in note 14. Net financial cash/debt in the Financial Statements of this report).

3. Barco's climate change transition plan E1-1, E1-2, E1-3, E1-4

3A. Our ambition

It is Barco's ambition to protect earth for future generations. This entails reducing our carbon footprint by taking science-base climate action and by developing solutions that contribute to tackling climate change.

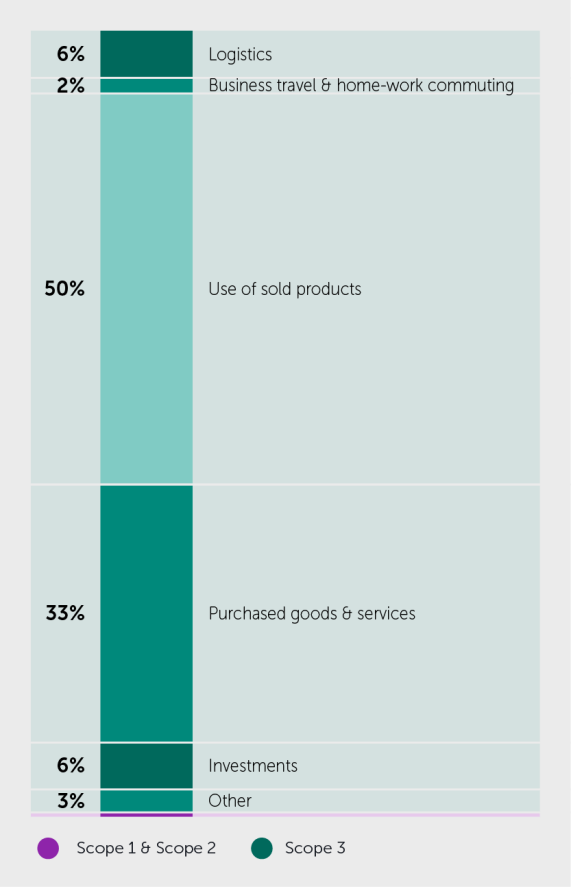
We have drafted an overall climate transition plan including a strategy and management approach (see EHS[2] pledge) that applies to our entire group. We continuously monitor political/legislative, technological, market and reputational developments. Simultaneously, we are increasingly embedding climate resilience in Barco's business strategy and financial planning.

3B. Our carbon footprint

Barco's activities and products have a carbon footprint. The GHG protocol categories relevant to Barco are:

- Scope 1 (direct emissions from sources owned or controlled by Barco): emissions from the use of electricity, fossil fuels (stationary & mobile combustion from own transport), and the leakage of refrigerant gases from cooling equipment (fugitive emissions)
- Scope 2 (indirect emissions): purchased electricity and district heating
- Scope 3 (indirect emissions in the value chain related to our products): 50% relates to use of sold products (cat. 11) and 33% to purchased goods and services (cat.1), 6% to inbound & outbound logistics.

Scope 1 & 2 GHG emissions account for 1% of our total carbon footprint, while scope 3 emissions account for 99%.



3C. Our GHG emission reduction targets

Our absolute target was to reduce Scope 1, 2, and 3 greenhouse gas emissions by 45% by 2025 (versus a 2015 base line). This target was approved by the Science Based Targets initiative (SBTi) in March 2021.

The following Scope 1, 2, and 3 emission categories are covered by the 2025 absolute carbon reduction target:

- Fuel and energy related activities (Scope 1/2)
- Upstream transportation and distribution (Scope 3)
- Waste generated in operations (Scope 3)
- Business travel (Scope 3)
- Employee commuting (Scope 3)
- Use of sold products (Scope 3)

No separate targets were set on scope or emission category level. Carbon removals and carbon credits were not included in this target. In 2025, we managed to reduce our absolute carbon emissions by 61% or 476,898 tCO2e versus 2015. This means we surpassed our 45% reduction target set for 2025 with 16pp.

We reduced our absolute carbon emissions with 61% between 2015 and 2025

In 2024, we extended our carbon footprint calculation to all Scope 3 carbon emission categories, entailing a gap analysis of the missing Scope 3 emission categories and data gathering mainly via Life Cycle Assessments (LCAs) on product level. This led to a thorough analysis of the embedded carbon of our purchased goods (scope 3 cat. 1). Moreover, all other Scope 3 emission categories were calculated giving us a comprehensive overview of our entire carbon footprint. In 2025, we implemented ESG software solutions enabling us to further refine the calculation of our entire carbon footprint.

In the second half of 2024 and first half of 2025 we build our decarbonization plan for 2030 and beyond. This entailed dedicated internal workshops to draft a longlist of CO_2 reduction actions until 2030, determine the likelihood, implementation rate and reduction potential of every action (i.e reducing action or shift of activities). Next, we performed a scenario analysis by modelling our forecasted business growth and the CO_2 reduction impact of our actions until 2030. Based on the outcome of the workshops and the modelling, ambitious carbon reduction targets were set.

We submitted the following **carbon reduction targets to the Science-Based targets Initiative (SBTi)** and received final validation in July 2025. These targets are in line with limiting global warming to 1.5 degrees above pre-industrial level. Carbon removals and carbon credits are not included in the targets.

1) By 2030, we aim to reduce absolute scope 1 and 2 GHG emissions by 42% from a 2024 base year

In 2024 we have set two supporting targets related to the energy consumption of our own operations.

- We aim to reduce the energy (electricity and fuel) consumption of our own operations by 20% by 2027 from a 2023 base year
- We aim to have 75% of our energy consumption from renewable sources by 2027.

2) By 2030, we aim to reduce absolute Scope 3 GHG emissions by 25% (versus a 2024 baseline)

The following Scope 3 emission categories are covered by the 2030 absolute carbon reduction target:

- Upstream transportation and distribution
- Fuel- and energy related activities
- Waste generated in operations
- Processing of sold products
- Downstream transportation and distribution
- Use of sold products
- Business travel
- Employee commuting
- Downstream leased assets

3) By 2030, ensure 30% of suppliers by emissions have set science-based targets

This target relates to Scope 3 category 1 purchased goods and services. This means the following Scope 3 emission categories are currently not covered by the near-term targets set: emissions from investments, upstream leased assets, end-of-life treatment of sold products and franchises.

Barco also commits to reaching net-zero greenhouse gas emissions within our operations and across the value chain by 2050. This means we aim to reduce our absolute Scope 1, 2, and 3 emissions by 90% by 2050. The SBTi Target Validation Team confirmed that our targets meet the criteria of the Corporate Net-Zero Standard. In the coming years, We aim to further develop our decarbonization roadmap beyond 2030 and investigate how we intend to neutralize the residual carbon emissions by 2050.

3D. Decarbonization levers

Barco has identified a range of decarbonization levers and their estimated CO_2 reduction potential to achieve the 2030 targets. These measures cover our product & service portfolio, logistics and internal operations. These levers are dynamic and will evolve in the future.

Scope 1 & 2: electrification of fleet and heat combined with renewable electricity sourcing

- **Further electrification of our company fleet:** estimated - 1,300 tCO2e

We aim to continue to switch our combustion vehicles as well as hybrid vehicles to electric vehicles (EVs) across all countries by 2030, integrating the exclusive offering of EVs into the company policies through fleet management. We assume the potential of emission-free driving through EVs based on renewable energy used relying on green electricity contracts (bundled contracts), RECs (Renewable Energy Certificates, unbundled contracts) or own renewable energy generated.

- **Switch to renewable electricity in our manufacturing and R&D plants**: estimated - 1,100 tCO2e

We aim to switch to fully renewable energy contracts across our manufacturing and engineering sites to realize emission reductions. First, it is our objective to maximize on-site energy production through solar and wind power systems. We aim to increase the solar systems at our Chinese plants in Suzhou and Wuxi and explore further electrification at our other plants.

In addition, we aim to reduce emissions through green electricity contracts (bundled contracts) and buying RECs, primary from hydropower, wind and solar energy sources. The main dependency is the continued availability and acceptance of market-based mechanisms for renewable energy.

- **Replacement of refrigerants by low GWP refrigerants**: estimated - 400 tCO2e

By 2030, we aim to replace certain HVAC units with high GWP refrigerants to alterative units with low GWP.

- **Improved energy efficiency & reduction of energy consumption (changing or closing of plants):** estimated - 500 tCO2e

We aim to improve energy efficiency by taking concrete measures across our plants to reduce Scope 1 & 2 emissions. Key focus areas are energy management systems and avoiding idle energy usage, relighting, and potential replacement of machinery. We aim to engage regularly with our employees on energy efficiency via our internal communication channels, the annual mandatory Sustainability Standards@work training and the annual

compliance challenge. Additionally, changes in our manufacturing and engineering footprint will further reduce our overall energy consumption between 2024 and 2030.

In 2024 we have set two key supporting targets related to energy consumption in our own operations.

- We aim to reduce the energy (electricity and fuel) consumption of our own operations by 20% by 2027 versus a 2023 baseline
- We aim to have 75% of our energy consumption from renewable sources by 2027. This entails the purchasing of renewable energy certificates for most of our plants as well as generating our own renewable electricity.

Scope 3: shift to software, energy-efficient technologies, enhancing ecodesign and further shift from air to sea freight

To accelerate progress toward our climate ambitions, we have identified a set of strategic decarbonisation levers addressing emissions across our value chain. In addition to the impact of business growth, our modelling includes the generally accepted assumption of grid decarbonisation by 2030 under the STEPS scenario.

- **Shift toward software solutions (emissions related to use of sold products):**

The continued transition toward software-driven solutions is expected to significantly reduce product-use emissions by 2030. As software becomes a larger share of our offering, we anticipate an increase in emissions associated with purchased services. These will be addressed through our supplier engagement program, which aims to drive transparency and reductions across our upstream value chain.

- **Energy efficient technologies and ecodesign (emissions related to use of sold products):**

We remain committed to advancing energy-efficient projector technologies while offering enhanced capabilities. The ongoing shift from traditional lamp-based systems to laser projectors will further decrease emissions during product use. Also across our healthcare division, we continue to explore the development of energy-efficient technology.

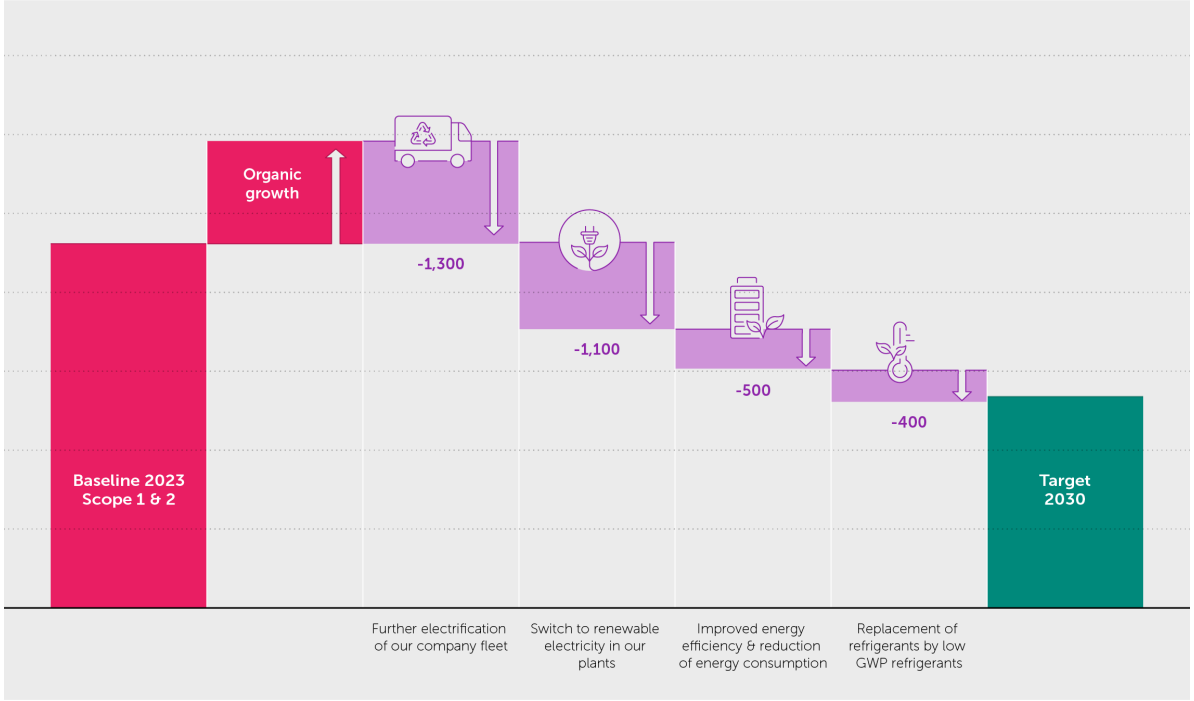
Our ecodesign roadmap, supported by the integration of the ecoscore methodology into product introduction and design processes, ensures that new products achieve best-in-class energy performance.

- **Modal shift from air to sea freight (emissions related to upstream and downstream transportation and distribution)**

We will continue to pursue a proactive modal shift from air to sea freight in the coming years. Collaboration with logistics partners and customers will be essential to increase the share of sea transport. Significant opportunities exist on the Belgium–US shipping lane—currently our second-highest route in CO_2 emissions—where substantial air freight volumes can still be converted to lower-emission sea transport

- **Exploring more circular offerings (emissions related to purchased goods and services)**

We aim to expand circular business models, including product-as-a-service offerings that generate recurring revenue while reducing material consumption. Supported by the development of a circular calculation model (research project), these initiatives are expected to lower emissions associated with purchased goods and services.



- **Increase recycling rate of our company waste (emissions related to waste generated in operations)**

Our ambition to increase the recycling rate of operational waste is supported by targeted actions across our sites. These efforts will contribute to reducing emissions linked to waste treatment and disposal.

- **Reducing business travel emissions and optimize commuting (emissions related to business travel and home-work commuting)**

In line with the Barco travel policy, we will implement awareness campaigns on sustainable travel and collaborate with travel partners to identify concrete reduction opportunities. Emissions related to employee commuting will be addressed through local HR policies that promote more sustainable mobility choices..

Scope 3: supplier engagement strategy on carbon emission

To reduce our Scope 3 Category 1 emissions related to purchased goods and services, we developed a comprehensive supplier engagement program. Under the program, we will support our key suppliers in establishing emission reduction targets. They will be required to disclose their progress against these targets on an annual basis.

To establish a robust foundation, we foresee a phased implementation and will focus on the following elements:

- Establishing the organizational structure and oversight mechanisms
- Defining supplier expectations: clear performance metrics, deliverables, and timelines
- Developing effective channels and materials for supplier outreach and continuous dialogue.
- Selecting and implementing a data collection system to efficiently manage supplier performance data.

We aim to facilitate supplier transition by:

- organizing targeted training sessions and providing practical guidance and feedback to our most carbon-intensive suppliers, assisting them in identifying and achieving carbon reductions
- improving the precision of our carbon footprint calculation. This will involve collecting product-level specific, direct emissions data from our suppliers. This enhanced data quality will enable us to more accurately identify upstream carbon hotspots and inform subsequent, highly focused engagement actions.

Beyond targeted engagement, we are committed to embedding carbon reduction principles further into our operational framework and general procurement roadmap. We also aim to ensure that sustainability performance and compliance are reflected in contractual clauses with our targeted supplier base.

3E. Integration into strategy & business plan

Integrated governance structure

The transition plan follows a structured approval process across multiple organisational levels, similar to other sustainability targets and plans. To achieve the 2030 carbon reduction targets, Barco's decarbonization actions and targets have been presented to and validated by both the Executive Sustainability Steering Committee, the Core Leadership Team (CLT) and ultimately the Board of Directors for endorsement.

The climate transition plan will be updated to incorporate new insights, evolving knowledge and technological advancements. While the current version is based on our existing assumptions and understanding, it serves as a strategic foundation to guide our progress towards 2030. This plan, along with the necessary investments, is integrated into the 2026-2028 strategic management plans of every business unit, operations and Barco Labs. Each year, the key elements of the strategic plan are thoroughly reviewed and refined to align with the latest priorities and subsequently integrated into the next three-year strategic management plans. Additionally, concrete reduction measures are integrated in the annual budget preparation process and budget for the upcoming year, ensuring a consistent focus on the long-term objectives. Both the strategic plan and the budget undergo an annual approval and review process by our management teams, the CLT and the Board. This ensures accountability and alignment with Barco's sustainability targets.

Our progress vis-à-vis the 2030 carbon emission reduction targets is monitored at least every quarter at the Executive Sustainability Steerco meetings. Our ESG software tooling enables a clear monitoring of the progress across all emission categories and steering of performance and concrete actions both at divisional level, both also at local plant level.

Barco has integrated its 2030 carbon reduction targets into the annual variable incentive schemes guaranteeing organization-wide awareness and contribution to carbon reduction targets set. More details can be found in the section on Sustainability incentive schemes.

Financial resources

Our climate transition plan plays a key role in strengthening our business requiring significant investment in both operation expenditure (OpEx) and capital expenditure (CapEX). We aim to integrate these investments into our upcoming three-year strategic management plans and the annual budget cycles of every division.

In 2025, the following CapEx investments contributed to achieving our decarbonization roadmap:

- Further shift to electrical vehicles:
  - Leasing – Taxonomy aligned – € 3,199k
  - Charging stations – Taxonomy aligned – € 147k
- Relighting in Kortrijk – Taxonomy aligned – € 109k

- Extension of the solar panel installation in Kortrijk – Taxonomy aligned – € 16k
- Installation of energy management system – Taxonomy aligned – € 15k

The total CapEx allocated to our decarbonization actions in 2025 was € 3,484k (versus € 3,205k in 2024).

For 2026 the following CapEx investments are accounted to contribute to our decarbonization roadmap:

- Move from Kuurne warehouse to Kortrijk – Taxonomy not eligible – estimated at € 7,000k
- Relighting in Kortrijk – Taxonomy eligible – estimated at € 120k
- Further shift to electrical vehicles – Taxonomy eligible – estimated at € 90k
- Extension of the solar panel installation in Suzhou and Wuxi – Taxonomy eligible – estimated at € 80k
- Installation of energy management system – Taxonomy eligible – estimated at € 60k

In 2025, OpEx investments in specific R&D projects across divisions played a key role in advancing our decarbonization roadmap. In total this accounted for € 65,455k (versus € 67,024k in 2024). For 2026 we expect similar OpEx investments to support our climate transition plan: all R&D spending on Barco product roadmap (across all business units) that contributes to product development in line with EU Taxonomy requirements on climate change mitigation and circularity.

For details on the eligible and aligned OpEx, CapEx and turnover percentages: see the dedicated Taxonomy section. Barco is not excluded from the EU Paris-aligned Benchmarks cfr. EU Regulation on PAB & CTB.

Locked-in emissions & potential knock-off effects

Barco has conducted an assessment of potential locked-in greenhouse gas emissions linked to its current key assets (owned or controlled by Barco). The primary sources of these emissions include fossil-fuel-powered vehicles, energy consumption with fossil fuels and cooling processes using F-gasses. We aim to further decarbonize our key assets in the coming years (see actions for Scope 1 and 2 emissions). The cumulative locked-in GHG emissions associated with direct use phase of our products relates to the product use emissions. For these we refer to the decarbonization levers mentioned above. Locked-in emissions are expected to remain below the threshold required to meet our 2030 targets and will not hinder our ability to achieve them. Going forward, we will analyze further possible locked-in emissions related to e.g. future investments.

Additionally, we have analyzed potential knock-off effects of the identified decarbonization levers on other sustainability matters and mitigation measures. Selecting suppliers primarily for low-carbon components could increase impacts in other environmental areas. Barco is implementing a mini-PEF scoring system based on five environmental components aligned with the Product Environmental Footprint (PEF) methodology to ensure balanced decision-making in component selection. We are also working on the implementation of ESG supplier due diligence (see chapter 'Responsible & resilient supply chain'). Barco also integrates circularity principles in its product design and monitors material choices through its ecoscoring methodology to accommodate for a potential increased use of rate materials when designing our products for energy efficiency. We refer to the section 'Sustainable lifecycle management' for more details about the outcome of the Ecoplatform Design funding project. We aim to analyze further and address potential knock-off effects in the coming years.

4. Climate change performance and actions in 2025, E1-3, E1-7

Scope 1 & 2 - emissions from own operations

The share of Scope 1 & 2 emissions in Barco's total CO_2 emissions in 2025 was only 1%, which was mainly attributable to mobile and stationary combustion, process sources (fugitive emissions) and purchased electricity & heating (use of fossil fuels). Compared to 2024, we decreased our absolute Scope 1 & 2 emissions by 24% in 2025. This is mainly thanks to a reduction of our total energy consumption and increase of the share of renewable energy (own & purchased) in our total energy mix (see below). Overall, absolute Scope 1 & 2 greenhouse gas emissions dropped by 68% between 2015 and 2025.

Scope 3 emissions – inbound & outbound logistics

Logistics refers to the transport of incoming goods and outgoing finished products, and was responsible for 6% of Barco's Scope 3 CO_2 emissions in 2025. Compared to 2024, our overall logistics-related greenhouse gas emissions decreased by 16%. Compared to our base year 2015, we decreased our logistics GHG emissions with 44%.

The shift from air to sea freight stalled at the end of 2023 due to the Red Sea crisis, increased lead times and high unpredictability. This trend continued into 2025. Most of our sea-going logistics chain lies on the Europe-Asia axis. As such, 35% of our total transport kms was covered by deep-sea shipping in 2025 compared to 45% in 2024 (58% of our total transport kms was covered by air transport and 7 % by rail transport).

The decrease in carbon emissions in 2025 is largely thanks to more favorable emissions factors driven by fuel-efficient engines and a higher ratio of bio-fuels by our forwarders. Also our air freight volume decreased by 3% thanks to our focused factories strategy (i.e. shortened supply chains by moving production to China for the Chinese markets and local sourcing).

Logistics CO_2 emissions are typically driven by the so-called 'end of quarter' rush affecting both volume and urgency (shifting away from sea to air transport). We actively collaborated with partners and customers, proposing alternatives for air shipments.

Additionally, we continued working in 2025 on:

- Re-designing packaging for logistics: when designing new products, we choose smaller and lighter packaging, in order to reduce the volume and/or the weight of fast-moving appliances. Packaging/logistics is one of the four domains in our ecodesign program.
- Modular product design: as more new Barco products are built on existing platforms, only the final customization must be done in a local warehouse. In this way, we can ship larger volumes to overseas destinations up front by sea.
- Transport and warehousing tenders include a sustainability clause, articulating that logistics suppliers are expected to inform Barco about their sustainability plans and initiatives. This information is considered in the overall decision matrix and in our supplier selection procedure. In addition, we add sustainability clauses to contracts, driving our suppliers to advance their efforts to cut carbon emissions.

Scope 3 - emissions from business travel and home-work commuting

Scope 3 mobility emissions encompass emissions from business travel (travel via air, train and rail) and home-work commuting. Company car emissions are included in scope 1 calculations. In 2025, business travel and home-work commuting accounted for only 2% of Barco's CO_2 Scope 3 emissions.

• Compared to 2024, business travel emissions decreased by 27%. This decrease is mainly explained by more favorable emission factors related to air travel in 2025.

• Emissions from employee commuting remained stable compared to 2024. These emissions remained lower in 2025 than in pre-covid times, as many employees prefer to combine onsite and home office working, in line with our corporate and local HR policies.

Scope 3 – emissions from investments

The absolute carbon emissions related to our investments (including our share in BarcoCFG & ClearChannel) resulted in 29,626 tCO2e in 2025 versus 40,020 tCO2e in 2024 because of decreased revenues. These emissions account for 6% of our Scope 3 emissions.

Scope 3 - emissions from our products

Product-use emissions

Product-use emissions (Scope 3 category 11), resulting from the use of our products at customers' sites, stand out as one of Barco's largest emission source, accounting for 50% of our total Scope 3 emissions. Particularly, our projectors (Cinema & Immersive Experience business units) and control room solutions (Control Rooms business unit) contribute significantly to product-use emissions.

In 2025, these absolute emissions totalled 267,552 tCO2e, an increase of 15% compared to 2024 (232,269 tCO2 e). In relative terms (554 tCO2e/ mio € revenues) this represents a small 1% decrease versus 2024. The absolute increase is due to an unfavorable product/sales mix (relatively more revenue in 2025 came from energy-intensive projectors and control rooms solutions) and an increase of the lifetime of our cinema projectors product group (from 10 to 12 years).

From 2015 to 2025, product-use emissions decreased by 63%, driven mainly by the shift from traditional lamp-based to laser-based projectors and the continuous focus on improving the ecoscore (including energy efficiency) of our products. This way, we help reduce the environmental (including carbon) footprint of our customers.

Looking ahead, the transition to more software solutions in our control room business will further decrease the product-use emissions . This reduction will be amplified by the accelerating shift towards more energy-efficient products, offering enhanced capabilities with lower energy consumption. Continued innovation in technology, combined with a favorable sales mix play a crucial role in further driving down product-use emissions.

A more detailed description of the calculations of the product-use emissions can be found in the Other information section of the Sustainability Statements.

Purchased goods & services

Life Cycle Assessment (LCA) results allow us to identify key environmental impact hotspots, including the carbon emission categories with the highest impact throughout our products' lifecycles. As we have successfully transitioned toward more energy-efficient products, the emissions from sourcing components have become increasingly significant within total Scope 3 emissions.

As a result, it is essential to manage the extended Scope 3 of Barco's supply chain, particularly given that Scope 3 Category 1—emissions from purchased goods and services is now the second largest contributor.

With the support of our Makersite LCA platform,, we calculate our Scope 3.1 emissions using environmental impact databases and existing LCA information. The tool also incorporates material data from our suppliers, allowing us to match each component with accurate material and manufacturing information. By using our actual bill-of-materials and applying AI-based classification where feasible, we obtain more reliable emissions estimates and a clearer view of the main drivers of our environmental impact. Spend-based footprint determination is employed in case no reliable supplier material and weight data is available, 25% of the impact was determined via spend-based calculations (versus 20% in 2024 after correction). The total climate footprint emission for purchased goods represents 165,284 tCO2e in 2025 vs 170,947 tCO2e in 2024. This 3% decrease is mainly thanks to the limited difference in product mix and weights.

Spend-based calculations are a proxy method to avoid as the outcome is impacted by parameters such as inflation and currencies. We are working to further enhance this data set in order to minimize the spend-based calculation as much as possible.

As we transition towards selling more software, we expect a decrease in the overall Scope 3 Category 1 emissions. While purchased goods emissions will decrease, there will be an increase in services (e.g. cloud usage). Theoretically, the increase in emissions from these services will be smaller than the decrease in emissions from materials. Scope 3 category 1 services relate mostly to consultancy, cleaning, catering and cloud software offerings. Emissions from services are minor (6% of total Scope 3 Category 1 emissions) compared to the purchased goods.

We plan to engage more with our suppliers (goods and services) to receive primary data, to enhance reporting accuracy, and set reduction targets on hotspots.

Carbon credits

Barco prioritizes supply chain engagement and ecodesign to reduce the Scope 3 impact of itw product portfolio. We do not have GHG removals and storage in our own operations or value chain. We do however encourage specific projects within our divisions to go further than ecodesign, such as ClickShare's initiative to reduce GHG emissions by financing high-quality carbon credits.

In 2024 we started with a third-party validated Life Cycle Assessment (LCA) representing the full product lifecycle (from cradle to grave) to develop a reduction plan and offset the remaining CO_2 emissions. Detailed information is provided on each product's carbon-neutral label, including the methodology used, the system boundaries and assumptions made.

Barco selects projects that are certified by Verra under the Verified Carbon Standards (VCS) as credible and independent carbon credit standards. The issuance and ownership of these credits are meticulously tracked in the Verra Registry using unique serial numbers, ensuring there is no duplication in counting or selling.

These credits originate from two afforestation projects Qianbeu and Huadu, in China. More information can be found here and here. The carbon credits outside the value chain were cancelled in 2025.

Carbon credits retired in reporting year	
Total tCO2eq	**3,469**
Percentage from removal projects	100%
Percentage from removal projects - biogenic	100%
Percentage from removal projects - technological	0%
Percentage from reduction projects	0%
Percentage from recognised quality standard: CCB	77%
Percentage from recognised quality standard: CCB-Sliver	23%
Percentage that qualify as corresponding adjustments	**0%**
Percentage issued from projects within the European Union	0%
Total planned to be retired in the future	**0**

5. Overview energy consumption, E1-5

We consider our total energy consumption to be in a high impact climate sector. In 2025 we recalculated our energy consumption with the new ESG platform (both for 2024 & 2025) ensuring a more automated and accurate calculation (see below).

In 2025 our total energy consumption amounted to 32,817 MWh, a 7% decrease versus 2024 (35,455 MWh). Our energy intensity lowered to 34 MWh/mio euro revenues – a 9% decrease versus 2024 (37.5 MWh/mio euro), mainly due too energy saving efforts in our Wuxi & Suzhou plants.

In 2025 we continued our transition to electric company cars: almost 90% of our fleet are now EVs increasing our total energy consumption, but lowering the carbon emissions from our company cars. Mainly in Belgium, where we have the biggest company car park, the number of electric cars increased by 30%. While the share of fossil sources in the total energy consumption lowered (32% versus 35% in 2024), in 2025 our energy consumption from renewable sources rose to 68% (22,180 MWh) of the total energy consumption (versus 65% in 2024), thus reaching the highest ever level. This is thanks to the purchasing of green electricity contracts (bundled contracts) and RECs for our plants in China, India, Belgium, Norway, Germany, Italy & US.

In 2025, Barco produced 1,288 MWh own renewable electricity (versus 1,222 MWh in 2024). Our renewable electricity production grew from 1.29 MWH/mio euro in 2024 to 1.33 MWH/mio euro in 2025, mainly thanks to a significant increase of the number of solar panels at our Kortrijk HQ plant at the end of 2024. There is no non-renewable energy being produced by Barco. We have set the target to have 75% or our energy consumption to originate from renewable sources by 2027.

Energy consumption and mix	2025	2024
(1) Fuel consumption from coal and coal products (MWh)	0	0
(2) Fuel consumption from crude oil and petroleum products (MWh)	3,411	4,516
(3) Fuel consumption from natural gas (MWh)	5,011	4,702
(4) Fuel consumption from other fossil sources (MWh)	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	1,945	2,997
(6) Total fossil energy consumption (MWh)	**10,370**	**12,282**
Share of fossil sources in total energy consumption (%)	32%	35%
(7) Consumption from nuclear sources (MWh)	267	380
Share of consumption from nuclear sources in total energy consumption (%)	1%	1%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	17	19
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	20,875	21,616
(10) The consumption of self-generated non-fuel renewable energy (MWh)	1,288	1,222
(11) Total renewable energy consumption (MWh)	**22,180**	**22,856**
Share of renewable sources in total energy consumption (%)	68%	65%
Total energy consumption (MWh)	**32,817**	**35,455**

Energy intensity	2025	2024
Energy consumption, Net revenue intensity (MWh per €1M)	34.0	37.5

* Net revenue equals the total sales as disclosed in the consolidated income statement

6. Total GHG emissions, E1-6

Methodology, scope & assumptions

At Barco, we calculate our carbon footprint using the Greenhouse Gas Protocol methodology in compliance with the ISO 14064 standard. The emission factors are sourced from internationally recognized emission factor databases: EPA, DEFRA, IEA, CEDA & EEIO.

All greenhouse gases such as carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), refrigerants (HFCs, PFCs, CFCs) are converted to CO2 equivalents using the 100-year global warming potential (GWP) coefficients issued by the Intergovernmental Panel on Climate Change (IPCC). This covers all Kyoto gases which must be reported according to the Greenhouse Gas Protocol.

Our CO2 eq emissions are calculated by our ESG tool since 2025. All categories for scope 1, scope 2 & scope 3 are included in the calculation. In order to obtain full-year results, an extrapolation of November and December data was applied to the main categories of scope 1, 2 & certain scope 3 categories.

For scope 1 & 2, an operational approach is applied since this better defines the boundaries of influence. The footprint covers 100% of Barco's activities, including all of our operating sites (manufacturing, R&D, offices, warehousing). All major manufacturing and research & development sites (in Belgium, China, Italy, Germany, India, Norway, Taiwan and US) are covered largely by primary data. These sites cover 87% of the Barco owned surface. Smaller sites were estimated using benchmark data.

For Scope 3 category 1, purchased goods & services, we used data from over 10,000 LCA's to construct our aggregated emissions impact with the help of our LCA tool Makersite. These LCA's are conducted on actual BOM material data or trough AI. This way of working provides us with the best calculation results and insights into what is driving the hotspot impact. A spend based calculation was applied in case no reliable supplier material and weight data was available. Only 18% of the impact was determined via spend based calculations, a big improvement coming from 35% in 2024. We believe that spend based calculations are a proxy methodology best to avoid since the outcome is too heavily influenced by parameters that are not product related such as inflation and currencies. We are working to further enhance this data set in order to minimize the spend based calculation as much as possible.

For scope 3 category 11, use of sold products, the emissions from sold products for a certain period are determined by multiplying the number of products sold and the associated end-user electricity consumption during their entire lifetime. This end-user electricity consumption is calculated based on several product-group-specific parameters. The overall total energy consumption for all products sold during a certain period is then multiplied by CO2 emissions factors from our ESG tool. With the tool, we can apply specific emissions factors based on the country where the product was shipped to, increasing the accuracy of our calculation.

For scope 3 category 15, investments, a spend based approach was applied for our investments in CFG (49%) and ClearChannel (35%), see note 11 of the financial statements.

For scope 3 category 4, upstream transportation and distribution, we collected 88% of the spend with primary data from the freight forwarders for the period January until October. Extrapolation was done to bridge November and December data and to cover 100% of the logistics spend.

5% of total scope 3 data on carbon emissions was captured through primary data collection, coming from the mentioned freight data.

GHG emission intensity

	GHG emissions: location-based, Net revenue intensity (tCO_2e per €1M)	GHG emissions: market-based, Net revenue intensity (tCO_2e per €1M)
2025	561.4	554.0
2024	569.0	561.2

* Net revenue equals the total sales as disclosed in the consolidated income statement

Making our carbon & energy calculation more accurate

In 2025 we transitioned to a new ESG platform called Watershed to make our our carbon footprint calculation future-proof. To estimate the impact on our carbon footprint, we recalculated our 2024 results using the platform and compared it to last year's results. Overall, the total 2024 Barco footprint (scope 1, 2, 3 market based) accounted for 531,223 tCO2e using the platform, compared to 541,568 tCO2e as reported in our Integrated Report 2024. This is limited difference of -1.9%. Overall, the most significant change is the use of more granular emission factors.

On a deeper level, the categories where we saw the most significant differences are the following:

- Scope 2 Energy-related indirect emissions: depending on the location, our platform makes higher estimations for the smaller sites where we lack primary data
- Scope 3.3 Fuel & energy-related activities: the platform includes upstream and downstream electricity in the calculation, which was not fully considered in the past.
- Scope 3.4 Upstream transportation & distribution: previously the total CO2 emissions were directly extrapolated, without looking at the spend in EUR, while in our platform the spend is extrapolated resulting in lower emissions
- Scope 3.5 Waste generated in operations: depending on the location, our platform makes higher estimations for sites where we lack primary data
- Scope 3.7 Employee commuting: In our platform a more generalised approach is adopted across sites, resulting in slightly higher commuting emissions. Instead of each site collecting data and using local assumptions & calculation methods which required a lot of manual work, estimations are now done centrally based on home/work policies per site
- Scope 3.8 Upstream leased assets: the platform only estimates electricity while previous we made an estimation for both electricity and natural gas consumption
- Scope 3.11 Use of sold products: the platform uses country-specific emission factors resulting in lower emissions, where we previously applied a general global emission factor to all data.
- Scope 3.12 End-of-life treatment of sold products: the platform applies specific emission factors for each material and disposal pathway resulting in higher emissions.
- Scope 3.15 Investments: previously we applied emission factors that were directly converting euros into ton of CO2. The new platform converts automatically euros into dollars which are subsequently converted into ton of CO2. Also, the platform accounts for inflation which we did not do in the past.

In 2025 we also calculated our energy consumption in the platform. As for the carbon footprint, we recalculated our 2024 results using the platform and compared it to last year's results. The total energy related to own operations consumed by Barco in 2024 amounts up to 35,455 MwH using the platform, compared to 35,404 MwH which was reported in in our Annual Report 2024. This is a limited difference of -0.1% on the total result. Within the energy consumption mix there are some shifts. When using the platform the consumption from fossil and nuclear sources is higher which is offset by a reduction in consumption from renewable sources. This is due to the platform making more accurate estimations for smaller sites where we lack primary data based on the square meters of the building to be estimated, and the specific grid mix of its location.

Emissions	2025	% vs last year	2024 (base year current SBTi)	2025% reduction vs previous year 2015	2015 (base year previous SBTi)	2025 target (previous SBTi)	2030 target (current SBTi)	(2050)
Scope 1 GHG Emissions								
Scope 1 GHG emissions	2,237	-15%	2,647		5,262			
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes (%)	0%	0%	0%		0%			
Scope 2 GHG Emissions								
Gross location-based Scope 2 GHG emissions (tCO_2eq)	8,210	-12%	9,320					
Gross market-based Scope 2 GHG emissions (tCO_2eq)	1,262	-36%	1,970		5,565			
Scope 1+2 emissions (market-based)	**3,499**	**-24%**	**4,617**	**-68%**	**10,827**	**5,955**	**2,678**	
Significant scope 3 GHG Emissions								
Total Gross indirect (Scope 3) GHG emissions (tCO_2eq)	**530,609**	**+1%**	**526,606**		**788,515**		**216,466**	
Total Gross indirect (Scope 3) GHG emissions (tCO2eq) - limited scope	**308,119**	**+9%**	**281,517**	**-61%**	**788,515**	**433,683**		
3.1 Purchased goods and services	176,681	-3%	182,899				Supplier engagement	
3.2 Capital goods	5,951	-56%	13,404					
3.3 Fuel and energy related activities	3,193	-14%	3,712		1,491			
3.4 Upstream transportation & distribution	27,172	-18%	33,070		53,539			
3.5 Waste generated in operations	262	-11%	295		489			
3.6 Business travel	5,882	-27%	8,086		12,857			
3.7 Employee commuting	4,058	-1%	4,085		3,439			
3.8 Upstream leased assets	227	-7%	245					
3.9 Downstream transportation and distribution	2,923	+2%	2,866					
3.10 Processing of sold products	0	0%	0					
3.11 Use of sold products	267,552	+15%	232,269		716,700			
3.12 End-of-life treatment of sold products	1,418	0%	1,417					
3.13 Downstream leased assets	5,665	+34%	4,238					
3.14 Franchises	0	0%	0					
3.15 Investments	29,626	-26%	40,020					
Total GHG Emissions								
Total GHG emissions (location-based) (tCO_2eq)	**541,056**	**0%**	**538,573**					
Total GHG emissions (market-based) (tCO_2eq)	**534,108**	**+1%**	**531,223**				**457,128**	**53,122**
Total GHG emissions (tCO2eq) - limited scope (tCO2eq)	**311,618**	**+9%**	**286,134**	**-61%**	**799,342**	**439,638**		

Sustainable lifecycle management

1. Impacts, risks and opportunities

Type	IRO and description	Actual/ Potential	Time horizon	Occurence in the value chain	Interconnection between impacts and risks/opportunities	Primary financial effect
Negative impact	IRO 8: Environmental impact of our products across their life cycle Our products have a negative environmental impact across the different stages of their life cycle (sourcing, design, manufacturing, use, and end-of-life). This impact ranges across different environmental impact categories of a Life Cycle Assessment.	A	ST, MT, LT	OO, U, D	IRO 8 - IRO 3, IRO 8 - IRO 4 The environmental impact of our products across the lifecycle is connected with both the potential risk and opportunity related to the development of low carbon emission goods and services	Lower market share, decreased sales, decrease in shareholder value

2. Our approach - MDR-P

It is Barco's ambition to reduce not only our own environmental footprint but also that of our customers. That is why we developed an ecodesign program aimed at lowering the environmental footprint of our products at every stage of their life cycle. Our product ecodesign program came at cruising speed in 2017 when we released our Ecoscoring framework, an objective tool to determine the environmental performance of all newly developed products. It assesses products on four domains: energy performance, use of materials, packaging/logistics, and end-of-life optimization (i.e., the way products can be maintained, refurbished, upgraded, and eventually recycled). The Ecoscoring tool fosters ecodesign and thereby indirectly reduces the environmental impact of our products related to upstream sourcing, production, use, and downstream end-of-life. We aim to maximize revenues from the products scoring best across the four domains.

Specific KPIs and targets are dedicated to climate change (see 1. climate change and energy) and waste (see 3. circular economy & waste) from our own operations.

To strengthen the value and credibility of the tool towards external stakeholders, an annual external audit is conducted under the framework of the ISO 14021:2016/ Amd 1:2021 standard (limited assurance). The audit ensures that the methodology of our Ecoscoring tool is clear, complete, reliable, objective, and based on relevant impact aspects.

Read all about the Ecoscoring methodology, including the detailed scoring criteria and the assurance report, on our website.

Policies	Targets/metrics
Ecodesign program: lower the environmental footprint of our products at every stage of the life cycle. Environment, Health & Safety[2] pledge: commitment to respect, preserve and, whenever possible, improve the environment	By 2027, have 90% of our new products ecolabeled (hardware, software & services). By 2025, receive 75% of our revenues from Barco ecolabeled products. By 2027, receive 80% of our revenues from Barco ecolabeled products (hardware, software & services) Additional metrics (not covered by targets): #Life Cycle Assessments performed % of active components covered by a Full Materials Declaration

3. Targets, metrics and performance in 2025, MDR-T, MDR-M

Thanks to the dedicated efforts of our R&D and product teams, an impressive 96% of the new hardware products released in 2025 carried a Barco Eco-label (Ecoscore A or higher). This reconfirms the effort spent on new state-of-the-art ecodesigned products. Across business units, there is a dedicated funnel of new Eco-labeled hardware products that will steer revenues in the coming years. By 2027, we want 90% of the new products (hardware & software) to be Eco-labeled.

Focusing on the sustainability of our best-selling products, we aimed to derive 75% of our revenues from Eco-labeled products by the end of 2025. In 2025 we reached 76%, showing great progress from the 68% achieved at the end of 2024 and surpassing our 2025 target. This increase is partly thanks to the updated Eco-label revenue methodology now including lifetime extending services (see more details below), and partly thanks to an improved sales mix. By end 2027 we aim for 80% of revenues to come from Barco Eco-labeled products.

We maintained the financial incentive in the employee bonus program, rewarding employees for the proportion of Eco-labeled revenues in the total revenues.

In 2025, we updated the Eco-labeled revenue methodology to better reflect our sustainability ambitions and align with circular economy objectives. The revised approach now includes:

- Fees or licenses enabling Eco-label product use
- Installation services for Eco-label products
- Lifetime-extending services (e.g., extended warranties) linked to Eco-label product
- Upgrade kits or modules that improve environmental performance (e.g., energy efficiency, durability)

This change provides a more accurate view of environmental-driven revenue and promotes circular offerings. Reported Eco-labeled revenue may increase, partly due to previously unaccounted components and services, and partly from new solutions that enhance product longevity and sustainability. The methodology update was done under Ecoscoring framework, so the validation was carried out by an independent third party. We are gradually expanding our KPI to include services as well.

Additionally, we aim to highlight that:

- In 2025, we performed 1 finished product Life Cycle Assessment (LCA), having now total of 5 full LCAs of our products, via our AI-based software application Makersite, resulting in a Product Environmental Footprint (PEF) report. This allows us to integrate the LCA results into our Ecoscoring methodology and supplier engagement.
- We strongly urge our suppliers to provide IPC Full Material Declarations (FMDs) for chemical substances contained in products and components. In 2025, 85% of active components were covered by FMD. As least year this allows us to maintain supplier engagement but also improves our product compliance assessments.

The updated targets, which have been developed in close collaboration with the business unit sustainability leads and R&D ambassadors, testify to our future product roadmap and solid product sustainability ambition. The integrated sustainability team aggregates the business unit sub-targets and presents these for critical review and approval by the Executive Sustainability Steering Committee, which is chaired by our CEO. Eventually the Board of Directors empowers the defined targets.

Each member of the organization has an important role to play in achieving the product sustainability targets. The business unit EVP is held accountable for meeting the objectives. During dedicated update meetings with the Executive Sustainability Steering Committee, progress or the lack of progress is presented to ensure proper actions are taken to safeguard meeting the targets.

Revenue from Eco-labeled products remains a key target, as it positively influences the material impacts, risks, and opportunities related to product stewardship. This target is measured relative to Barco's global turnover across all sales areas, reflecting performance during the reporting year without relying on a baseline year definition.

4. Actions in 2025, MDR-A

We continuously enhance our ecodesign program and tool to anticipate and comply with new regulations, meet challenging customer demands, and adapt to evolving ecodesign procurement technology.

The 2025 highlights include (these actions will be continued in the coming year(s):

- We continued with workshops and training to raise awareness on Ecoscore and Life Cycle Assessment
- We advanced the procurement sustainability score for the One Basket component as part of the Ecoplatform Design funding project. We aim to measure the mini–Product Environmental Footprint (PEF) of key components. A dedicated shortlist of 6 dominant impact categories has been developed: resource depletion (minerals and metals), climate change, resource depletion (fossils), ecotoxicity, eutrophication and acidification. We aim to manage these when selecting components, ensuring we do not shift the environmental burden to other hidden impact categories. This strategy will allow component engineers to prioritize lower-impact components
- We rolled out Ecoscore V8,including requirements to perform LCA on critical components and verify whether suppliers have SBTi validated targets.
- We updated the Ecoscoring framework and Eco-label revenue methodology to include circular offerings
- In 2024, we developed a methodology to assess the sustainability performance of software, evaluating the performance for 3 types of software (local applications, remote data storage or processes, remote services/AI) across 3 life-cycle stages: use, production/distribution, and end-of-life/end-of-service. In 2025, we got the methodology externally assured. and Barco CTRL Software becoming the first software product to receive an Ecoscore.
- We launched a new VLAIO-funded research project (with University of Antwerp and KU Leuven) under the I4SBD program to develop a circularity assessment tool and Eco-twin.
- As in 2024, the following actions continued in 2025:
- We continued implementing the capability to perform full LCAs, aligning Ecoscore with green public procurement criteria and Barco's 1.5°C SBTi-validated carbon reduction target.
- We received independent validation of the LCA tool by Vinçotte and KU Leuven.
- We organized workshops to address product footprint hotspots, improve material selection, and support supplier engagement.
- We embedded Ecoscore practices into onboarding, offered refresher courses for procurement and R&D, and continued online supplier training.

Circular Economy & waste (E5)

1. Impacts, risks and opportunities

Sub-topic	Type	IRO & description	Actual/ Potential	Time Horizon	Own operations/ value chain	Interconnection between impacts & risks/ opportunities	Primary financial effect
Resource inflows	Negative impact	**IRO 9: In order to manufacture our products, virgin materials are being exploited in our supply chain** The exploitation of virgin materials to manufacture products leads to a decreased availability of natural resources.	A	ST	U	IRO 9 - IRO 10 The exploitation of virgin materials is connected with the potential risk regarding the decreasing availability of materials and components	Disruptions in upstream value chain
	Risk	**IRO 10: Decreasing availability of materials and components** Increasing scarcity of certain materials or components (e.g. precious/rare earth metals) might have an impact on business operations. This can lead to value chain disruption, price increases, temporary shutdowns, or the inability to manufacture certain products.	P	MT, LT	U	IRO 10 - IRO 8 The decreasing availability of materials and components is connected with the negative environmental impact of our products across their lifecycle	Increased costs, disruptions in upstream value chain, temporary shutdowns or not being able to manufacture our products anymore
Resource outflows related to our products	Negative impact	**IRO 11: Waste generation from our products** Once our products and services are discarded, they increase the amount of e-waste.	A	ST, MT, LT	D	IRO 11 - IRO 10 The waste generation of our products is connected with the potential risk related to the decreasing availability of materials and components	Increased costs
	Opportunity	**IRO 12: Development and/or expansion of circular products and services** The transition towards a more circular economy is an opportunity to retain more value from our products by extending their lifetime and increasing material efficiency. This might create business opportunities in new markets.	P	ST, MT, LT	D	IRO 12-IRO 11, IRO 12- IRO 10, IRO 12 - IRO 2 The development and/or expansion of circular products and services is connected with waste generated from our products, the potential decreasing availability of materials and components; and the carbon footprint of our products.	Increase of market share, access to new markets
Resource outflows related to our operations	Negative impact	**IRO 13: Waste generation from our operations and services** Our operations (including services) increase the amount of company waste streams.	A	ST, MT, LT	OO		Increased costs

2. Our approach, E5-1

Policies	Targets & metrics
Ecodesign program: lower the environmental footprint of our products at every stage of the life cycle and foster circular offerings. Environment, Health & Safety[2] pledge: commitment to respect, preserve and, whenever possible, improve the environment	– By 2027, have 90% of our new products ecolabeled (hardware, software and services) - By 2027, receive 80% of our revenues from Barco ecolabeled products (hardware, software and services) – By 2027, 85% of our company waste will be recycled (waste from our operations) – By 2027, zero waste will go to landfill (waste from our operations) – Additional metrics not covered by targets: • % of revenues in countries with Barco return and recycling programs • ESRS E5 metrics

Barco's circular economy strategy aims to enable long-term dematerialization while providing our customers with an increasingly circular experience. Through smart design and services, we aim to reduce waste and maximize the utility and value of products and components for as long as possible. This includes designing products for durability, repairability, and upgradability, which directly supports waste prevention (aligned with the waste hierarchy). We also support initiatives such as product take-back, trade-in programs, and the development of re-use and repair networks. These actions extend product lifespans and facilitate the preparation of products and components for re-use before considering recycling.

Barco prioritises the use of recycled materials in both products and packaging, and ensures that materials are marked for recyclability. Our packaging policies require the use of recyclable materials and discourage the use of coatings or adhesives that hinder recycling. We have internal KPIs to track new products launched with recycled content in the product and packaging.

As a next step, we aim to explore more valuable circular offerings, such as refurbishments, remanufacturing, and 'as-a-service' models that incorporate repurposing and upgrades.

We also apply circular economy and resource efficiency principles within our own operations. This involves minimizing the amount of waste (especially unsorted waste), as well as improving recycling rates, and working towards our goal of sending zero waste to landfill (IRO 13).

Zooming in on our approach to manage the above IROs related to our products (IRO 9, IRO 10, IRO 11, IRO 12):

1.Optimizing resource inflows and outflows

We prioritize circular design principles via our ecodesign program. Our Ecoscore tool embeds several criteria to boost the circularity of our products: improving the re-use, upgradability and modularity, facilitating the repair, and raising the use of recyclable and recycled materials, both in products and in their packaging. The tool is externally audited annually and updated regularly, ensuring that Barco's targets and progress in resource use and circularity remain credible and aligned with best practices. The ecodesign program also focuses on improving material efficiency, by, for example, making our products more robust/ long-lasting and reducing the number of accessories. The circular design criteria are integrated into our New Product Introduction (NPI) process and taken into account when selecting suppliers. A concrete example is the sourcing of PCR plastics to integrate in our products.

2. Optimizing resource outflows

In addition to our internal circular design efforts, we fully support the development of clear and objective criteria to drive the industry towards more circular products. As a member of the CEN-CENELEC Joint Technical Committee 10 and 24, we contribute to creating an objective methodology for measuring the product repairability and recyclability. In this way, we aim to help enhance product circularity and enable transparent disclosure through a digital product passport.

It is crucial for our products to be recycled at end-of-life. This is the basic first step towards a more circular economy. Every Barco product comes with a user manual giving customers guidance on how to handle the end-of-life stage, and also a recycling passport that offers recycling information specifically for recyclers. We allow customers to return used products to recycling partners free of charge. Where no structured program is in place yet, we offer ad-hoc recycling and collection services. We expect all our recycling partners to be ISO 14001 certified and comply with legislation regarding the prohibition of e-waste export.

Since 2021, Barco has been registering all its active end-products in the ECHA SCIP database . We were able to do this thanks to our large coverage of Full Material Disclosures (FMDs) (85% of active components in 2025). That makes us a pioneer when it comes to collecting transparent and up-to-date information. We are using this information to conduct more accurate Life Cycle Assessments (LCAs).

We also set clear sustainability expectations for our suppliers, including requirements for ethical behavior, environmental performance, and responsible sourcing. More information can be found in the chapter 'Responsible & resilient supply chain'.

We aim to further develop our circular economy policy and strategy in the coming years. As collaboration and innovation are key, we partner with research institutions and industry peer groups to take the next steps.

3. Targets, E5-3

3A. Targets related to products

By 2027, 90% of our new products and 80% of total revenue are targeted to come from Barco Eco-labeled products. Our targets an performance on revenues from ecolabeled products and newly introduced products (see section 'Sustainable lifecycle management') relate to the identified IROs as follows:

• Optimize resource outflow: the end of-life avoidance pillar of the Ecoscore methodology focusses on enhancing product design, targeting durability, modularity, repairability, upgradability, and recyclability design goals.

• Optimize resource inflow: the material and packaging pillar aims at increasing the use of secondary materials by setting minimum recycled content criteria, hence reducing the use of primary raw materials.

Our current targets do not directly address the sustainable sourcing and use of renewable resources. Nevertheless, via the life cycle assessments conducted, preference is given to items that are sustainably sourced or originate from a renewable source. Read more on our LCAs in the section on Sustainable life cycle management.

In 2025, we advanced further by incorporating several existing circular offerings into the Eco-label revenue KPI framework, supported by third-party validation. This marks the integration of circularity into our broader sustainability KPIs.

As a next step, we will refine the measurement methodology and integrate it into business processes through a research project in collaboration with Belgian universities, enabling deeper exploration of inner-circle opportunities and strengthening the link between circular design, business models, and measurable sustainability impact.

3B. Targets related to company waste

By 2027, Barco aims for 85% of its company waste to be recycled and send zero waste to landfill. Our company waste targets relate to the recycling layer of the waste hierarchy. Going forward, we aim to focus our efforts also on waste prevention (e.g. guiding suppliers in reducing packaging).

4. Metrics and performance in 2025, E5-4, E5-5

4A. Metrics and performance related to our products

Measuring resource inflows

We measure the materials used to manufacture our products and services. The material resource flow to report corresponds to the goods purchased during the reporting year. These goods represent the aggregated weight of finished products or components used to assemble finished products that are subsequently placed on the market. In 2025 Barco assembled 5.077 tonnes of finished products that are subsequently placed on the market, this number has increased slightly compared to 2024.

- The overall total weight of technical and biological materials

The reported material resource flow includes 12 % of biological materials, including packaging (versus 13 % in 2024). "Biological materials" are defined as materials that are wholly or partially derived from biological origins. For Barco, the relevant biological material streams are wood and cardboard. Currently, Barco does not enforce a dedicated certification scheme, which means we cannot claim any certified percentage of biological materials, resulting in 0% certification rate.

Examples of materials in our mass flow are: mechanical fixations, PCBA components, Plastic parts, connectors, Sheet Metal, Packing material, Fans, Optical components, cables...

- Secondary reused or recycled components, secondary intermediary products and secondary materials

In the material resource flow of procured goods, 7.2 tonnes, or 0,14% of the total mass flow, consist of secondary reused or recycled components, secondary intermediary products, and secondary materials used to manufacture our products and services (including packaging). The results did not fluctuate compared to last year (2% variance), which is in line with the figures of total purchased weight above. This value represents the actual aggregated post-consumer recycled (PCR) mass weight per procured good with more than 10% recycled content. Only parts made with dedicated, specified producer polymer blends or certified by the manufacturer are included in this value.

Measuring resource outflows related to our products

Barco's production process primarily delivers advanced visualization and collaboration solutions.

This includes the following key products: professional display systems (LED walls, LCD monitors), projection systems for entertainment, simulation, and corporate environments, medical imaging solutions for diagnostic and surgical applications, control room and collaboration platforms

These include the following materials: electronic components (semiconductors, circuit boards), optical elements (lenses, light engines), structural materials (aluminium, steel, plastics), packaging materials

- Durability of our products

In line with the carbon footprint calculation of the product use emissions (scope 3 cat. 11), we consider the following definition according to EU Delegated Regulation 2024/17 (ESPR) of durability of a product, component or material: the ability of a product, component, or material to remain functional and relevant when used as intended.

All Barco products are considered when measuring the resource outflow of products and materials. The durability of our products is represented by their typical operational lifetime in the field as intended. As no industry averages are available or publicly disclosed, it is not possible to provide a comparison to industry benchmarks. To our knowledge, the French Durability/ Repairability Index and Belgian Repairability Index are to be considered as the official rating systems. Nevertheless, both indexes have B2C consumer products in scope (definition of consumer according to EU 2024/2772). As B2B company, Barco currently does not apply the repairability index but is closely following the evolutions in the different member states.

The table below provides the average expected lifetime per product group. Compared to 2024, there is an update of the expected lifetime of the cinema projectors product group (increase of 10,000 hours or 2 years).

Product category	Durability: Average of Expected lifetime [in # years]
Cinema projectors	12
Diagnostic Imaging displays	4
Immersive Experience projectors	8
Control rooms	6
Clickshare	5
Surgical and Modality	4

- Recyclable content

Finally, the products and materials placed on the market (including packaging) have the potential to enter the recycling stream. We have aggregated the recyclable content rates for all goods purchased during this reporting year. The products are assessed as placed on the EU market using Ecoinvent EU data. Recyclability is expressed as a percentage of the product mass that can serve as manufacturing input (End of Life - Recycling Input Rate) and calculated using the Makersite recyclability app. 20% of the mass of procured goods is considered recyclable (versus 19% in 2024).

- Revenues generated in countries with return and recycling programs

In 2025, 73% of our revenues were generated in countries where we participate in and offer product return and recycling programs (versus 69% in 2024). The percentage of revenue increased with 4pp as Barco is expanding the number of countries where recycling programs are offered. The following countries are currently covered by a local waste scheme (e-waste, batteries or packaging): Austria, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Finland, France, Georgia, Germany, Greece, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden, United Kingdom, USA, Cyprus, Denmark, Estonia, India, Latvia, Lithuania, Malta, Romania, Slovakia, Slovenia. This increases the likelihood that end-of-life products are recycled in an environmentally sound manner, reducing the potential negative impact that are typically linked with e-waste. Going forward, we are confident that it will be possible to report more details on the impact of these programs (collection & recycled products/materials results) as transparency throughout the value chain is increasing (via the digital product passport).

4B. Metrics and performance related to company waste

The two main sources of solid waste from operations at Barco are packaging materials (waste from own operations) and waste from repair activities. The most significant waste streams for Barco are mixed paper/ cardboard and wood linked to our packaging flows. In 2025, Barco refined its waste calculation via the ESG platform (see below).

At the end of 2025, total solid waste amounted to 1,532 tonnes, a 19% decrease compared to 2024 (1,888 tonnes). In relative terms, total solid waste is 1.6 tonnes/mio euro revenues versus 2 tonnes/mio euro revenues in 2024 – an decrease that is attributable to increased data accuracy.

In 2025, the recycling rate for solid waste remained unchanged (75%) versus 2024. We aim to increase the recycling rate to 85% by 2027.

We see an increase in the percentage of landfilled waste in 2025 versus 2024 (15% versus 11%). This is mainly due to the significant decrease of our total (and non-landfilled) waste and refined calculations in our ESG platform of estimated sites. There also is limited recycling infrastructure in the Georgia (US). We still aim however to further reduce this amount of landfilled waste to zero by 2027 the latest.

Waste from own operations	2025		2024	
	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Waste directed to disposal	2	365	0	426
Landfill	0	227	0	215
Incineration	2	138	0	212
Disposal by other disposal operations	0	0	0	0
Waste diverted from disposal	28	1,138	0	1,461
Preparation reuse	0	0	0	0
Recycling	28	1,123	0	1,440
Other recovery operations	0	15	0	22
Total amount of hazardous waste	29		0	
Total amount of non-recycled waste (& % of total)	382 (25%)		448 (24%)	
Total amount of radioactive waste	0		0	
Total Waste generated	1,532		1,888	

Refining our waste calculation

In 2025 we transitioned to a new ESG platform leading to a refined waste calculation. To estimate the impact, we recalculated our 2024 results using our ESG platform and compared it to last year's results. The total waste generated by Barco in 2024 amounts up to 1,888 tons using the new platform, compared to 1,776 tons which was reported in our Integrated Report 2024. This is a difference of +6% on the total result. The reason is fully related to the difference in estimating waste for sites without primary waste data where the ESG platform estimates the waste generated more accurately based on the number of employees, FTEs, remote working percentages, and average waste generation for that location.

4. Actions in 2025, E5-2

4A. Resource inflows and resource outflows related to our products

In 2025, the following concrete actions were launched in 2025:

- Ecoscore tool is updated to version 8, to include the calculation of recyclability rate in End-of-life pillar, and CO2 impact hotspots in the material pillar.
- The updated Eco-labeled revenue methodology expands its scope beyond hardware, software, key components, lenses, and Product-as-a-Service. It now also accounts for revenues from installation services linked to Eco-labeled products, extended warranties, and upgrade kits that enhance environmental efficiency and increase product longevity in the field. This methodology has been independently validated by an external auditor according to ISO14021:2016/ Amd 1:2021
- We launched circular projects in the forward-looking strategic management plans of every business unit.

The following actions will continue or be launched in 2026:

- Further improve the circular design of our products through the Ecoscore.
- Conduct LCAs and integrate the material findings into our Ecoscoring methodology.
- Increase the amount of circular offerings by motivating every business unit to work out specific action plans.
- Further investigate revenue streams that could be considered as circular under the new Eco-label revenue methodology.
- Develop a calculation model that enables the creation of business cases comparing optimal circularity solutions with traditional linear products, considering both environmental and economic perspectives..

In 2025, Barco partnered with the University of Antwerp and KU Leuven under a research project to develop a circularity assessment tool. The goal is to identify suitable circular business models and optimize value chains for environmental impact, value retention, cost-effectiveness, and overall circularity. The framework will apply across all Barco Business Units.

The work spans 2025–2027 and includes four main tasks:

- Map current value chains, report on alternative circularity strategies, and define tool outputs.
- Collect and integrate data, create virtual data representations.
- Build the assessment tool, quantify environmental topics, analyze economic impact, and define circular business strategies.
- Validate the tool and apply it to real business cases (starting with Cinema BU, then other BUs).

4B. Resource outflows related to our own operations

To minimize the waste of our operations and services, we launched the following actions in 2025, which we will continue in 2026:

- Further increase the accuracy of the collected waste data
- Guide suppliers of incoming components and products on how to reduce packaging.
- Raise awareness amongst suppliers to use recyclable packaging materials.
- Encourage employees to sort waste efficiently and correctly. Waste recycling is part of our 5S audit system, where the presence of the different waste recycling bins is checked.
- Search for alternatives to landfilled waste in our US plants. In 2025 we have explored several options to further reduce the landfilled waste in our US plants. These options include ship waste out of the region, potential investment in onsite recycling or re-evaluate our packaging materials.

Analysis on non-material environmental topics E2-IRO1, E3 - IRO1, E4- IRO1

As part of our double materiality assessment (DMA) in 2023, we consulted our stakeholders on a broad range of topics, including all ESRS topics. This included an analysis on our assets, activities and site locations for potential or actual impacts on water and marine resources, pollution and biodiversity.

In 2025, we evaluated the water-related risks across our manufacturing sites Kortrijk (Belgium), Saronno (Italy), Wuxi (China), Suzhou (China), and Noida (India). Using the WWF Water Risk Filter, we identified three sites (Wuxi, Suzhou, and Noida) located within basins classified as having high physical water risk. However, subsequent operational assessments determined the actual risk level to be low or very low, primarily because our production processes require no significant water consumption.

The environmental & biodiversity impact of our products across the upstream and downstream value chain has been integrated into the material topic 'sustainable life cycle management'. We perform lifecycle assessments (LCAs) to measure the pressure on biodiversity across the value chain and address the hotspots. In addition, we have identified key commodities that may be considered critical or high water risk, and we plan to integrate them into our supplier sustainability programme in the future. To further strengthen our approach, we are developing a sustainability score that will include water impact among other relevant impact categories, enabling R&D teams to factor these considerations into component selection.

A biodiversity assessment was initiated in 2024 and improved in 2025 to identify Barco's dependencies, pressures, and potential local impacts. We conducted a biodiversity assessment across our manufacturing sites in Kortrijk (Belgium), Saronno (Italy), Wuxi (China), Suzhou (China), and Noida (India). The analysis, performed using the ENCORE tool and sector-specific data for electronics manufacturing, identified pollution as the primary biodiversity pressure, with high impacts from toxic pollutants to water and soil and medium impacts from disturbances, GHG emissions, non-GHG air pollutants, and water consumption.

Local biodiversity risks were further evaluated using the WWF Biodiversity Risk Filter and IBAT. All sites showed low or very low interaction with Key Biodiversity Areas, and impacts on protected areas were generally low. Only Saronno registered a medium score due to its proximity to a Natura 2000 site, though its industrial location limits direct interaction. Additional screening confirmed that Kortrijk and Saronno are several kilometres from protected areas, resulting in very low local impact.

The assessment also highlighted medium dependency on ecosystem services, including water supply, purification, and flood and storm mitigation. Sites in Wuxi, Suzhou, and Noida face higher regional exposure to extreme heat and air-quality risks, with tropical cyclones posing an additional challenge in Wuxi and Suzhou.

All manufacturing sites operate under ISO 14001 and ISO 9001 certifications and comply with environmental permits, demonstrating our established environmental management system. Local risks are monitored and mitigated through proactive planning measures, including the involvement of sustainability teams in new building design and development. Going forward, we aim to integrate the biodiversity risk assessment in our general risk management framework.

Reporting on EU taxonomy

1. Background

A key objective of the European Commission's ('Commission') action plan on financing sustainable growth is to reorient capital flows towards sustainable investment and ensure market transparency. To achieve this objective, an EU classification system for sustainable activities has been created, i.e. the EU Taxonomy. The regulation relates to 6 environmental objectives, namely: Climate change mitigation, Climate change adaptation, Circular economy, Sustainable use of water and marine resources, Pollution prevention and Healthy ecosystems.

Article 8(2) of Regulation (EU) 2020/852 requires non-financial undertakings, as Barco, to disclose information on the key performance indicators (KPIs) related to the proportion in their turnover of environmentally sustainable economic activities ('Taxonomy-aligned activities'), and the proportion of their capital expenditure ('CapEx') and their operating expenditure ('OpEx') related to assets or processes associated with environmentally sustainable economic activities for all objectives.

For this reporting year we did not align our reporting methods to the simplification delegated Act (4 July 2025) as the publication in the OJ has not occurred. Nevertheless we intend to implement the simplified reporting tables going forward.

Barco recognizes that its economic activities have the potential to make a significant contribution to the following Environmental objectives (Eligible): Climate Change Mitigation and Transition to a Circular Economy.

Our turnover is closely linked to many of the high-impact economic sectors identified in the initial Technical Expert Group (TEG) report on Sustainable Finance. We are committed to transparent communication regarding Barco's potential impact on these objectives and sectors.

1A. Climate change mitigation

Delegated Regulation (EU) 2021/2139 defines the activities that are contributing substantially to climate change mitigation or climate change adaptation.

Evaluating the Barco Scope 3 emissions reporting, dominantly driven by Category 1 and 11 (representing Scope 2 of our customers), further supported by discussions with customers, peers and industry associations led to the following conclusion:

Barco's aligned products have the potential to substantially contribute to one of the environmental objectives by supporting the GHG reduction in specific economic activities e.g. entertainment, visualisation industry, transport and ICT sector. For example, supported by our (laser) cinema projectors, we play an important role in making theatres and permanent installations more energy efficient. Our ClickShare products enable remote collaboration, hence less travel.

Barco's product alignment conclusion is founded on the application of NACE codes and adherence to the guidance provided in the Technical Screening Criteria (TSC) and the Do No Significant Harm (DNSH) criteria. This approach involves comparing the product's Life Cycle Assessment (LCA) performance against market benchmarks, specifically the 'best performing alternative'.

1B. Transition to circular economy

Delegated regulation (EU) 2023/2486 for the Circular economy (CE) objective[1] indicates that circular economy reflects the need for economic activities to promote efficient use of resources through appropriate re-use and recycling of resources. Barco is manufacturing electronic equipment for professional B2B use and the Ecoscore framework has a direct link to CE requirements and the potential resources efficiency.

2. Taxonomy-eligible

2A. Turnover to eligible activities

Article 1 of the EU Taxonomy Regulation defines a taxonomy-eligible economic activity as an economic activity that is listed under the applicable TSC, irrespective of whether that economic activity meets any or all the TSC.

An economic activity is defined as contributing to Climate change mitigation if that activity contributes substantially to the stabilization of greenhouse gas concentrations consistent with the long-term temperature goal of the Paris Agreement, through the avoidance or reduction of greenhouse gas emissions or the increase of greenhouse gas removals, including through process innovations or product innovations, for instance, in low-carbon technologies. Barco offers products that have the potential to qualify as substantially contributing to Climate change mitigation[2], where these products support the transition to a climate-neutral economy consistent with the IPCC pathway to limit the temperature increase to 1.5°C above pre-industrial levels, by reducing the greenhouse gas emissions during the use phase of our devices, through an enhanced energy efficiency, at our customers.

Barco does not offer products that have the possibility to directly substantially contribute to Climate change adaptation. Therefore, eligible activities related to the Climate will be directed towards the Climate change mitigation objective.

The EU Taxonomy Regulation qualifies an economic activity as contributing to the transition to a circular economy if that activity potentially results in: increased material resource efficiency and state of the art ecodesign across the full product lifecycle by focusing for example on: "R-concepts", longevity, upgradability, recyclability and the avoidance of hazardous substances.

In summary both the climate change mitigation (CCM) and Transition to a Circular Economy (CE) are the relevant objectives to investigate eligibility.

Determination of Barco relevant economical activities is based on NACE code registration and validation of the economic activity and is conducted per objective separately. The following applicable economic activity as defined in the delegated acts applies:

Climate Change Mitigation – Manufacturing: C26 Manufacture of computer, electronic and optical products and C27 Manufacture of electrical equipment, qualifying under 3.6 'Manufacture of other low-carbon technologies' in the Climate Delegated Act on climate change mitigation (CCM 3.6).

Our products are employed in the visualization technology sector, as this sector relies on electronic products to fulfil it intended use. Through energy savings triggered by energy efficiency measures our products have a direct impact on the potential GHG emission reduction in the visualization technology sector. The use of electronic products has a significant impact on the footprint of this sector. Hence Barco's products are in scope of the workplan of the Ecodesign Directive 2009/125/EC and recent Ecodesign for Sustainable Products (ESPR) Regulation (EU) 2024/1781. This scope inclusion as Energy Related Products is based on numerous preparatory studies and confirmed by the latest EIA report (include footnote)

Products covered by Barco's Ecoscoring framework have the objective to potentially enable substantial reduction of GHG emission at the customer, the scope of the Eco-label program outlines the eligibility scope.

Transition to a circular economy – Manufacturing: C26 Manufacture of computer, electronic and optical products and C27 Manufacture of electrical equipment, qualifying under 1.2. 'Manufacture of electrical and electronic equipment' in the Environmental Delegated Act (CE 1.2).

This activity clearly aligns with the scope of the Ecoscore framework and corresponding Barco product portfolio. In addition, the TSC refer to the EU Eco-label criteria or do copy the dedicated requirements from ecodesign regulations such as for example electronic displays, servers and data storage and the recent public green public procurement requirements.

Products covered by Barco's Ecoscoring framework have the objective to facilitate the transition towards Circular Economy, hence the scope of the Ecodesign program outlines the eligibility scope.

For turnover eligibility reporting purposes, the following parameters were applied for both objectives:

- **Turnover:** in accordance with International Financial Reporting Standards (IFRS), as adopted for use by the EU. We refer to note 'Significant accounting principles 1.11. Revenue recognition' for the accounting principles applied
- **Turnover-related eligible activities:** turnover linked to Barco solutions that have a direct carbon footprint or circularity impact and are covered by NACE code C26 or C27.

The turnover defined above represents turnover generated by hardware products and project revenues (include footnote) revenues (see note 3 of the financial statements)..

Turnover-related non-eligible activities: turnover linked to Barco solutions that are not in scope of CCM 3.6 or CE 1.2 are turnover from licenses or services (include footnote).

The overall reported "Proportion of Turnover (4)" as displayed in EU Taxonomy reporting table, aggregates unique economic activities and corresponding revenues. This to avoid double counting or incorrect grouping of economic activities.

2B. CapEx and OpEx related to eligible activities

CapEx

The definition of KPI CapEx is available in Annex I 1.1.2 of DA C(2021) 4987 and is fully in line with the reporting framework defined in the financial note on Significant accounting principles '5. Property, plant and equipment' and '6. Leases'.

The total amount of CapEx is reported in Note 9.b tangible fixed assets and Note 9.a intangible fixed. The total amount equals the eligible CapEx, as the total amount of CapEx relates solely to assets or associated with dedicated individual measures.

OpEx

The definition of KPI OpEx is available in Annex I 1.1.3 of DA C(2021) 4987. For eligibility reporting, OpEx shall be considered to cover direct non-capitalised costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets. Translated to Barco expenses, only the cost related to research and development (R&D) is considered material and therefore included as eligible OpEx identical to R&D entity-specific KPI reported under ESRS. Other expenses are related to maintenance & repairs (facility and machinery related) make up for 2% of total OPEX on eligibility reporting and thus are immaterial.

R&D expenses include all internal and external costs related to Research and Development projects, as well as investments linked to the company's product roadmap. The roadmap can be fully linked to specific economic activities. We refer to note 3. (a) 'Research and Development expenses.

3. Taxonomy alignment

EU Taxonomy requires alignment with the TSC, DNSH and compliance with the minimum safeguards. Only if these three items are met can an economic activity be labelled "aligned". The following sections aim to disclose what process and methodology Barco employs for alignment determination covering the Climate change mitigation objective.

Reporting obligations covering circularity alignment is not detailed in this section. At this time it is impossible to claim an alignment under CE 1.2 due to the strict requirements set in the TSC concerning the use of hazardous substances. The CE 1.2 TSC implies substitution that is not realistic for our industry. Hence no alignment under CE 1.2 is considered for reporting year 2025.

3A. Aligned turnover

The relevant alignment TSC are defined under the economic activity CCM 3.6 'Manufacture of other low-carbon technologies': "The economic activity manufactures technologies that are aimed at and demonstrate substantial lifecycle GHG emission savings compared to the best performing alternative technology/ product/solution available on the market."

However, the regulation does not contain specific guidance or requirements on how to identify the best-performing alternative technology/product/solution or how to avoid creating a moving target/benchmark. In addition, the lifecycle GHG emission savings of alternative technology/product/solution available on the market are unknown to the reporting entity.

For this reason, the following interpretation is made to consider a product to be aligned:

- **Provide supporting LCA[1] evidence:** the product must demonstrate that it supports GHG reductions consistent with the IPCC1,5°C pathway, through LCA evidence. Translated to product Scope 3 GHG emissions, this requires a minimum linear annual reduction of 2.5% compared to the previous generation of the product placed on the market, as defined by the SBTI Net Zero Standard Guide P8.
- **DNSH compliance:** the product does not violate the applicable DNSH criteria.
- **Social safeguards:** the product must comply with minimum social safeguard requirements.

Product Scope 3 emissions of electronic products are typically dominantly driven by energy consumption during the product usage phase (category 11). Therefore, GHG emission reduction can directly be linked to the relative improved energy efficiency versus the relevant benchmark.

All revenue-generating products have been assessed individually to determine whether they achieve the required 2.5% annual improvement in energy efficiency compared with the relevant internal benchmark.

Products are benchmarked against the previous generation of Barco products with identical intended use. For example, a new generation of projectors benchmarked to the previous generation, made available on the market 11 years ago, shall be at least 25% more energy efficient for the same delivered capabilities. The source data for this assessment has undergone an assurance assessment by Vinçotte.

Our benchmark approach is a strict prudent interpretation and reflects a moving target that annually increases, due to the lack of predefined external benchmark; we are looking forward to receiving more clear guidance in due course on how to perform external benchmarking and align our methodology accordingly.

Barco products in scope of the Ecoscore program have the objective to enable substantial reduction of GHG Scope 3 Category 11 emission benefiting our customers. In order to safeguard this, only Eco-label products are potentially aligned as this score ensures the energy use pillar is assessed positively.

We have proactively adjusted the Ecoscore framework to assess the turnover alignment of Barco products. This Ecoscore framework is annually updated to keep pace with evolving regulatory requirements. In fact, the Ecoscore tool incorporates the TSC related to the Climate mitigation objective. Next to this, the corresponding DNSH criteria for Transition to circular economy in the Ecoscore framework under the End-of-life pillar.

The following DNSH criteria are assessed outside the Ecoscore framework:

- Climate change adaptation: We conducted a screening of the relevant physical climate risks and performed an initial climate risk and vulnerability assessment to identify which manufacturing sites may be affected by physical climate risks during their expected lifetimes. The climate change scenario and vulnerability analysis is based on Representative Concentration Pathway (RCP) scenarios, in accordance with the DNSH requirements. The conclusions of the analysis are described in the section on climate change & energy

[1] GHG reductions have been validated by third party Vinçotte for this reporting year.

- Sustainable use and protection of water and marine resources: all our manufacturing sites are ISO 14001 and ISO 9001 certified representing an established environmental management system and environmental due diligence process. As described in the previous chapter, we assessed in 2025 water-related risks across our five manufacturing sites using the WWF Water Risk Filter. The assessment confirmed that the residual risk level is low to very low, primarily because water consumption is not significant in our manufacturing processes. Consequently, water is not considered a material issue for our direct operations, though we are continuing to investigate potential impacts within our supply chain.

- Pollution prevention and control: Since 2014 Barco has been actively managing environment, health and safety regulated substances by detailing the substances, which use is prohibited and those which use is restricted to selected applications through its terms and conditions as Barco Regulated Substance List. Barco implemented a management process for hazardous substances that ensures the compliance relevant EU regulations and directives, hence the specified DNSH criteria.

- Protection and restoration of biodiversity and ecosystems: All Barco projects comply with necessary local authority approvals regarding environmental regulations, and no Environmental Impact Assessment (EIA) has been required for our activities, as none of our projects are included in Annex I or II of Directive 2011/92/EU. Additionally, no Barco facilities are in biodiversity-sensitive areas, and their locations pose very low to medium risk to key biodiversity or protected areas. More details about the biodiversity assessment can be found in the previous chapter.

This results in the following quantitative data (see reporting table for more details):

Proportion of turnover/total turnover

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM*	41%	89%
CCA*	0%	0%
WTR*	0%	0%
CE*	0%	89%
PPC*	0%	0%
BIO*	0%	0%

* CCM: Climate Change Mitigation; CCA: Climate Change Adaptation; WTR: Water and Marine Resources; PPC: Pollution Prevention and Control; CE: Circular Economy; BIO: Biodiversity and Ecosystems.

Eligibility for both objectives are identical, the scope of Barco's Eco-label program, representing the same defined economic activities under objective 1 and 4. Eligibility remained stable at 89% in 2024 and 2025. Aligned revenue did remained stable at 41% vs 42% in 2024. This is the result of the applied benchmark to become stricter over time.

3B. Aligned CapEx

Aligned CapEx as defined in the Annex I 1.1.2 of DA C(2021) 4987 can be any of the following:

- Related to assets or processes that are associated with Taxonomy-aligned economic activities;
- Part of a plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned;
- Related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.

At this point of time, no assets/processes can be linked unambiguously to aligned turnover activities (CapEx type a, b) in our reporting system. Hence why we have allocated all CapEx to eligible activities although this might not be the case, and have limited the current year reporting on alignment to individual measures. A new process has been implemented in 2025, to proactively assess CapEx type a and b. Under this process, every new CapEx request will undergo screening, which will be reflected in the coming years' reporting.

Type c investments are assessed on case by case basis and linked to dedicated economic activities, covering both acquisition of products/services and measures that indirectly lead to the contribution of the defined objectives. As a result, we identified several CapEx investments that fulfil the alignment definition (e.g. investments in green mobility and renewable energy). For these individual measures, we have positively assessed the applicable TSC, DNSH and minimum safeguards.

In 2025, we continued the shift in electrifying our fleet of company cars CCM 6.5 and associated charging installation and services CCM 7.4. the next years, we will continue electrifying our fleet and further reduce mobility-related CO2 emissions. We continued to invest in renewable energy by installing solar panels CCM 7.6 and invest in re-lighting of our headquarters towards solid state lighting CCM7.3. More information about our climate change transition plan can be found in the chapter 'Climate change & Energy'.

This results in the following aggregated quantitative data (see reporting table for more details):

Proportion of CapEx/total CapEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM*	7%	100%
CCA*	0%	0%
WTR*	0%	0%
CE*	0%	100%
PPC*	0%	0%
BIO*	0%	0%

* CCM: Climate Change Mitigation; CCA: Climate Change Adaptation; WTR: Water and Marine Resources; PPC: Pollution Prevention and Control; CE: Circular Economy; BIO: Biodiversity and Ecosystems.

The CapEx eligibility proportion (footnote) remained stable (CCM and CE) over the last reporting years. In 2025, aligned CapEx increased slightly from 6.5% in 2024 to 7.3% in 2025. This rise is primarily driven by continued investments in electric vehicles and the installation of energy-efficient and management equipment as part of the building re-lighting initiatives

3C. OpEx

Aligned OpEx as defined in the Annex I 1.1.2 of DA C(2021) 4987 can be any of the following:

- Related to assets or processes associated with Taxonomy-aligned economic activities, including training and other human resources adaptation needs, and direct non-capitalised costs that represent research and development;
- Operating expenditure included as part of the CapEx plan to expand Taxonomy-aligned economic activities or allow Taxonomy-eligible economic activities to become Taxonomy-aligned;
- Related to the purchase of output from Taxonomy-aligned economic activities and to individual measures enabling the target activities to become low carbon, or to lead to GHG reductions as well as individual building renovation measures.

Aligned OpEx reflects the development and maintenance effort into sustainable product design. OpEx (R&D) should remain at a high level if a company has continuous sustainability improvement integrated in the innovation process and wants to achieve improvement KPIs.

Supported by the Barco Ecoscoring process and managed by dedicated short-term KPIs (new products and revenue-based) Barco has a dedicated strategy in place to ensure expansion of Taxonomy-aligned economic activities, or to enable target activities to become aligned. This strategy covers all product development, both hardware and corresponding software. In other words, applied to Barco the aligned OpEx corresponds to the investments made in R&D to develop (future) turnover-aligned products (Eco-label). If R&D OpEx effort cannot directly be linked to an aligned activity or future aligned products, this effort is not accounted for as aligned. In case R&D effort is linked to both aligned and unaligned product, a pro-rata aligned revenue vs eligible revenue is applied as suggested in FAQ C/2023/305[8].

Examples of aligned R&D activities: the development of the new generation efficient HDR light steering projection, the development of Barco CTRL, the development of a new generation video management processors and the development of new healthcare display.
Examples of pro-rata aligned activities: video processing PCBA that are employed in different displays, software running on the Nexxis platform, development of laser source shared over different end products.

This results in the following aggregated quantitative data (see reporting table for more details):

Proportion of OpEx/total OpEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM*	54%	81%
CCA*	0%	0%
WTR*	0%	0%
CE*	0%	81%
PPC*	0%	0%
BIO*	0%	0%

* CCM: Climate Change Mitigation; CCA: Climate Change Adaptation; WTR: Water and Marine Resources; PPC: Pollution Prevention and Control; CE: Circular Economy; BIO: Biodiversity and Ecosystems.

The eligibility coverage (CCM and CE) had a 5pp increase, from 76% in 2024 to 81% in 2025. Alignment further increased from 50% to 54%, reflecting the continued effort in R&D expenses to Eco-label products.

4. Nuclear and fossil gas-related activities

Barco does not carry out,, funds or has exposure to nuclear energy or gas-related activities as defined in the following tables. None of our products are intended to operate nuclear or gas facilities.

5. Minimum safeguards

Barco carries out economic activities across the globe in a responsible and respectful way. In doing so, it is committed to complying with the minimum safeguards referred to in Article 18 of the Taxonomy Regulation. Pursuant to the European Commission's notice on the interpretation and implementation of certain legal provisions of the EU Taxonomy Regulation (2023/C 211/01), Article 18 of the EU Taxonomy Regulation does not require any disclosures in addition to what is already disclosed in these Sustainability Statements (see section 'Corporate Governance and Business Ethics').

Responsible tax practices build trust, support societal development, and reinforce ethical business conduct. In the coming year we aim to formalize Barco's responsible tax commitment that will outline our responsible tax principles in line with international standards and Barco's Code of Ethics.

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

Financial year 2025	2025			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)(h)									
Economic Activities (1)	Code[2]	Absolute turnover[3]	Proportion of Turnover[4]	Climate Change Mitigation[5]*	Climate Change Adaptation[6]	Water[7]	Pollution[8]	Circular Economy[9]	Biodiversity and ecosystems[10]	Climate Change Mitigation[11]	Climate Change Adaptation[12]	Water[13]	Pollution[14]	Circular Economy[15]	Biodiversity[16]	Minimum Safeguards[17]	Taxonomy aligned proportion of total turnover, year 2024[18]	Category (enabling activity)[20]	Category(transitional activity)[21]
	In thousands EUR		%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies	CCM 3.6 / CE 1.2	398,454	41.3%	Y	N/EL	N/EL	N/EL	N	N/EL	Y	Y	Y	Y	Y	Y	Y	42.0%	E	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		398,454	41.3%	41.3%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y*	42.0%		
Of which Enabling		398,454	41.3%	41.3%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	42.0%	E	
Of which Transitional		0	0%	0%						Y	Y	Y	Y	Y	Y	Y	0.0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of other low carbon technologies	CCM 3.6 / CE 1.2	456,785	47.4%	EL	N/EL	N/EL	N/EL	EL	N/EL								47.3%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		456,785	47.4%	47.4%	0%	0%	0%	47.4%	0%								47.3%		
A. Turnover of Taxonomy eligible activities (A.1 + A.2)		**855,239**	**88.7%**	**88.7%**	**0%**	**0%**	**0%**	**88.7%**	**0%**								**89.3%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		108,603	11.3%																
Total (A+B)		**963,842**	**100%**																

* Compliance with minimum safeguards, as further clarified by the Platform on Sustainable Finance (see Minimum Safeguards and section 'Corporate Governance and business ethics).
Y - Yes: Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N - No: Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL: not eligible, Taxonomy non-eligible activity for the relevant environmental objective; EL: Taxonomy eligible activity for the relevant objective.

Financial year 2025	2025			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)(h)									
Economic Activities[1]	Code[2]	Absolute CapEx[3]	Proportion of CapEx[4]	Climate Change Mitigation[5]*	Climate Change Adaptation[6]	Water[7]	Pollution[8]	Circular Economy[9]	Biodiversity and ecosystems[10]	Climate Change Mitigation[11]	Climate Change Adaptation[12]	Water[13]	Pollution[14]	Circular Economy[15]	Biodiversity[16]	Minimum Safeguards[17]	Taxonomy aligned proportion of CapEx, year 2024[19]	Category (enabling activity)[20]	Category(transitional activity)[21]
	In thousands EUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings) (CapEx C)	CCM 7.4	146.5	0.3%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.2%	E	
Installation, maintenance and repair of renewable energy technologies (CapEx C)	CCM 7.6	15.5	0,0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.3%	E	
Transport by motorbikes, passenger cars and light commercial vehicles (CapEx C)	CCM 6.5	3,199	6.7%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	6.0%		T
Installation, maintenance and repair of energy efficiency equipment CapEx C)	CCM 7.3	108.7	0.2%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	N/A	Y	0,0%	E	
energy performance of buildings CapEx C)	CCM 9.3	14.5	0,0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0,0%	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		3,484	7.3%	7.3%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y*	6.5%		
Of which Enabling		285.0	0.6%	0.6%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	N/A	Y	0.6%	E	
Of which Transitional		3,199	6.7%	6.7%						Y	Y	Y	Y	Y	N/A	Y	6.0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings) (CapEx C)	CCM 7.4	0	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		

Financial year 2025	2025			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)(h)								
Economic Activities[1]	Code[2]	Absolute CapEx[3]	Proportion of CapEx[4]	Climate Change Mitigation[5]*	Climate Change Adaptation[6]	Water[7]	Pollution[8]	Circular Economy[9]	Biodiversity and ecosystems[10]	Climate Change Mitigation[11]	Climate Change Adaptation[12]	Water[13]	Pollution[14]	Circular Economy[15]	Biodiversity[16]	Minimum Safeguards[17]	Taxonomy aligned proportion of CapEx, year 2024[19]	Category (enabling activity)[20]	Category(transitional activity)[21]
	In thousands EUR		%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
Manufacture of other low carbon technologies (CapEx A)	CCM 3.6 / CE 1.2	44,002	92.7%	EL	N/EL	N/EL	N/EL	EL	N/EL								91.9%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		44,002	92.7%	92.7%	0%	0%	0%	92.7%	0%								93.5%		
A. CapEx of Taxonomy eligible activities (A.1 + A.2)		**47,486**	**100%**	**100%**	**0%**	**0%**	**0%**	**100%**	**0%**								**100.0%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		0	0%																
Total (A+B)		**47,486**	**100%**																

* Compliance with minimum safeguards, as further clarified by the Platform on Sustainable Finance (see Minimum Safeguards and section 'Corporate Governance and business ethics).
Y - Yes: Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N - No: Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL: not eligible, Taxonomy non-eligible activity for the relevant environmental objective; EL: Taxonomy eligible activity for the relevant objective.

Financial year 2025	2025			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)(h)									
Economic Activities(1)	Code(2)	Absolute OpEx(3)	Proportion of OpEx(4)	Climate Change Mitigation(5)*	Climate Change Adaptation(6)	Water(7)	Pollution(8)	Circular Economy(9)	Biodiversity and ecosystems(10)	Climate Change Mitigation(11)	Climate Change Adaptation(12)	Water(13)	Pollution(14)	Circular Economy(15)	Biodiversity(16)	Minimum Safeguards(17)	Taxonomy aligned proportion of OpEx, year 2024(19)	Category (enabling activity)(20)	Category(transitional activity)(21)
	In thousands EUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies	CCM 3.6 / CE1.2	65,455	53.9%	Y	N/EL	N/EL	N/EL	N	N/EL	Y	Y	Y	Y	Y	Y	Y	50.0%	E	
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		65,455	53.9%	53.9%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	50.0%		
Of which Enabling		65,455	53.9%	53.9%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	50.0%	E	
Of which Transitional		0	0%	0%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of other low carbon technologies	CCM 3.6 / CE1.2	32,364	26.6%	EL	N/EL	N/EL	N/EL	EL	N/EL								26.0%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		32,364	26.6%	26.6%	0.0%	0.0%	0.0%	26.6%	0.0%								26.0%		
A. OpEx of Taxonomy eligible activities (A.1 + A.2)		**97,820**	**80.5%**	**80.5%**	**0.0%**	**0.0%**	**0.0%**	**80.5%**	**0.0%**								**76.0%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		23,711	19.5%																
Total (A+B)		**121,531**	**100%**																

* Compliance with minimum safeguards, as further clarified by the Platform on Sustainable Finance (see Minimum Safeguards and section 'Corporate Governance and business ethics).
Y - Yes: Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N - No: Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL: not eligible, Taxonomy non-eligible activity for the relevant environmental objective; EL: Taxonomy eligible activity for the relevant objective.

Social

Own workforce (S1)

1. Impacts, risks and opportunities

Sub-topic	IRO type	IRO & description	Actual/ Potential	Time Horizon	Occurence in the value chain	Interconnection between impacts and risks/ opportunities	Primary financial effect
Working conditions	Risk	IRO 14: Lack of employee engagement A lack of employee engagement across entities could lead to reduced business performance.	P	ST	OO		Decreased sales, lower productivity
	Positive impact	IRO 15: Healthy, safe, and smart organization leveraging on talent Offering a healthy, safe and smart workplace where people feel engaged, fulfilled and get the opportunity to develop their talents.	A	ST, MT, LT	OO	IRO 15-IRO 14 A healthy, safe and smart organization is connected with the potential risk of a lack of employee engagement	Increased sales, higher productivity
Talent & Career Development	Risk	IRO 16: Failure in recruiting and retaining skilled employees The failure to recruit and retain skilled employees may result in decreased business performance, less innovation, and lower-quality products and services.	P	ST, MT, LT	OO		Decreased sales, higher costs, lower productivity
	Positive impact	IRO 17: Put forward a continuous learning mindset and training offering to empower employees By nurturing and enhancing the skills, knowledge and capabilities of individuals within Barco, we support their professional growth and development.	A	ST, MT, LT	OO	IRO 17- IRO 14, IRO 17- IRO 16 A continuous learning mindset and training offering is connected with the potential risks related to the lack of employee engagement and failure in recruiting & retaining skilled employees	Higher productivity
Diversity & Inclusion	Opportunity	IRO 18: Diversity resulting in innovative thinking and approaches Barco serves a diverse range of global markets. If our internal teams reflect the same diversity, with views from all different angles, that will encourage innovative thinking and approaches.	A	ST, MT, LT	OO	IRO 18 - IRO 16 A diverse and inclusive organization is connected with the potential risk related to the failure in recruiting & retaining skilled employees	Increased sales
	Positive impact	IRO 19: Inclusive culture where people from different backgrounds can thrive By building an inclusive culture, where people from different backgrounds are respected and treated equally, we help people thrive in the workplace.	A	ST, MT, LT	OO	IRO 19 - IRO 15, IRO 19- IRO 18 An inclusive culture is connected with a diverse, healthy, safe and smart organization	Increased sales, stronger brand value

2. Our response - S1-1

Policies	Targets & metrics
Recruitment vision, Competence management & training program Recognition and Reward policy Diversity & Inclusion policy & program Social dialogue & employee representation policies Code of Ethics Human Rights pledge EHS[2] pledge Modern Slavery and Human Trafficking Statement Specific HR policies & programs Whistleblower policy	Each year, achieve an employee engagement score of at least 75% Increase the number of average formal learning hours to 20 hours per employee per year Make yearly progress with our diversity & inclusion program Each year, train all our employees via the Standards@Work training program Additional metrics (not covered by targets): ESRS S1 metrics + below entity-specific metrics: % women in Board of Directors % women in Core Leadership Team % of women in senior management Average age of the global workforce Number of nationalities in the global workforce Average training investment per employee Internal mobility (% of vacancies filled internally) Number of (new) external hires Employee wages and benefits (personnel costs) Employer contributions to pensions or other retirement plans

Our policies

At Barco, we are committed to inspiring and engaging our people worldwide. We manage the impacts, risks and opportunities related to our employees through a comprehensive set of policies and programs. Each policy is aligned with internationally recognized standards and supported by robust governance and monitoring processes. The policies align with EU directives, Belgian legislation and country specific legislation and collectively reflect Barco's commitment to creating a respectful, safe, and inclusive workplace.

Barco's **Code of Ethics** sets the foundation for responsible business conduct and a strong corporate culture. It applies to all employees, managers, and directors of Barco NV and its subsidiaries, and we expect suppliers, contractors, consultants, distributors, resellers, joint-venture partners, and customers to uphold the same standards.

The Code addresses health and safety, diversity and inclusion, work-life balance, and prevention of workplace violence and harassment. It prohibits discrimination in all forms and ensures equal opportunity across recruitment, remuneration, training, promotion, job assignments, and termination. Protected characteristics include racial and ethnic origin, sex and gender, sexual orientation, disability, age, religion or belief, national or social origin, and other characteristics unrelated to legitimate business interests. Additional protections cover pregnancy and maternity, family responsibilities, trade union membership, and health status. Barco strictly prohibits child, forced, and compulsory labor across its operations and supply chain.

The Code operates alongside internal policies and applicable legislation, with oversight by the CEO.

Barco supports **freedom of association** and constructive **social dialogue**. We collaborate with employee representatives through collective labor agreements and bodies such as the Committee for Prevention and Protection at Work and the European Works Council, ensuring employees have a meaningful voice in workplace matters.

Our **Safe Workplace Policy** promotes a secure, healthy, and respectful environment, reinforcing Barco's commitment to physical and mental well-being. It applies globally and is overseen by the Core Leadership Team and the Ethics Committee.

Our **Inclusion and Diversity program** guarantees equal opportunity and fair treatment in all employment decisions. The program supports Barco's HR mission to build an inclusive workplace, outlining principles,

responsibilities, and compliance expectations. It applies to recruitment, promotion, compensation, and termination worldwide, under the accountability of the Chief HR Officer and HR leadership. Our **Recruitment Vision** guarantees fair, transparent, and merit-based hiring and internal mobility, overseen by the CHRO.

Barco's **Competence Management & Training Program** ensures our global employees have the right skills and qualifications and promotes continuous learning. It applies to all employees globally, covering technical and leadership training, and is overseen by the CHRO.

Barco's **Human Rights Pledge** affirms our commitment to internationally recognized human rights across our operations and value chain, aligned with the UN Universal Declaration of Human Rights, ILO conventions, the UN Guiding Principles on Business and Human Rights, and OECD Guidelines. It applies globally and is overseen by the CEO.

The **Modern Slavery and Human Trafficking Statement** reinforces our zero-tolerance approach to child labor, forced labor, and human trafficking, in compliance with applicable international and national regulations. It applies to all Barco employees, contractors, suppliers and their respective workforces. The Statement is overseen been by the Senior Vice President Legal.

Our **EHS² Pledge** ensures health, safety & wellbeing, and environmental protection across all sites, aligned with ISO 45001 and ISO 14001. The EHS² policy falls under the oversight of the EVP Operations.

Barco's **Recognition and Reward Policy** acknowledges exceptional performance, business impact, and long-term commitment. Additional **HR policies** support fair working conditions and employee well-being, including guidelines on working time and wages, hiring, telework, bonus plans, parental leave, and structured onboarding. These policies fall under the oversight of the CHRO.

Our **Whistleblower Policy** provides secure, confidential, and anonymous reporting channels and protects individuals from retaliation. It complies with the EU Whistleblower Directive and is overseen by the Senior Vice President Legal, with quarterly reporting to the Audit Committee.

All policies undergo **annual review** and are monitored through defined **targets & metrics**. Barco allocates dedicated **resources**—including HR expertise, financial budgets, technology, and training—to manage impacts, risks, and opportunities. Progress is overseen by the HR EXCOM, the Executive Sustainability Steering Committee, and core leadership team to ensure alignment with strategic and regulatory requirements.

Targets & metrics

Barco's people targets aim to foster engagement, enhance skills and career development, and foster diversity and inclusion for a thriving workplace.

A central pillar of this strategy is our target to improving overall employee engagement (IRO 14). Based on the 2024 global engagement survey, Barco recorded a baseline score of 73%. **We aim to achieve each year an employee engagement score of at least 75%.** Annual survey results are reviewed by HR and the Sustainability Steering Committee, with corrective action plans implemented where needed. We expect steady progress of 1–2 percentage points per year, supported by stable participation rates and a consistent survey methodology.

Developing the skills and capabilities of our people is equally essential (IRO 16 & 17). We have set a target to **increase formal external learning hours per employee to 20 hours by 2026**. This target applies to all employees globally, excluding contractors, and is tracked through our Learning Management System and sustainability dashboards. Interim progress is monitored quarterly.

In addition, we continue to reinforce a strong learning culture through the Standards@Work training program. With a baseline completion rate of 98% in 2024, our **goal is to achieve 100% completion every year.** This mandatory training is monitored monthly, with escalation procedures in place for overdue completions.

Finally, diversity and inclusion (IRO 18 & 19) remain foundational to our long-term success. Our ongoing target is to **accelerate the maturity and impact of our Diversity & Inclusion program** across all regions and functions. Progress is reviewed regularly by the HR team and integrated into our sustainability dashboard, ensuring visibility and continuous improvement.

Targets to manage the IROs related to talent & career development and diversity & inclusion are proposed, discussed and decided at our Executive Sustainability Steering Committee. Additionally, the HR balanced scoreboard is a visualisation of our targets and our progress and discussed at the HR EXCOM and Core Leadership Team meetings. The internal HR Balanced scorecard also includes metrics related to HR Digitalisation adoption & execution metrics, different sub-scores of the employee engagement score (growth & development, D&I index, work-life balance), learning hours per employee (%), completion rate (%) and satisfaction rate (%) of the management enablement program (see below).

3. Engaging with our people S1-2 & S1-3

Our approach

Barco aims to ensure that employees' voices are heard and integrated into decision-making processes. To ensure that engagement, we combine direct (i.e. annual employee engagement, training & workshops, global town halls, quarterly check-ins between managers and employees, etc.) and indirect channels (i.e. regular consultations and meetings with workers' representatives including trade unions and works council). Engagement can occur at multiple stages, including planning, implementation and continuous improvement (feedback cycles).

Our metrics

Each year, Barco engages all employees through an anonymous survey to help co-create a workplace where everyone feels supported, valued, and empowered. The survey results are consolidated into an **overall engagement score**, offering a comprehensive view of employee engagement across all areas. Unlike the Employee Net Promoter Score (eNPS), which measures advocacy, the engagement score serves as a broader indicator of workforce sentiment. It is a key performance metric for our People strategy pillar.

We use the Qualtrics platform to conduct our employee engagement survey, and the score is directly calculated using the Qualtrics tool and method. The results are visualized in dashboards that can be consulted and discussed per team. Employees are kept informed about many of these actions through multiple channels, including the company Intranet, team meetings, and global town halls. HR Business Partners, people managers, and executive management collaborate to review the findings and define actions and meaningful improvements based on the survey results.

Barco's 2025 engagement score was 76%, a 3pp improvement compared to the previous year, over-achieving our target of 75%. 82% of the workforce participated in the survey.

Human Resources is responsible for employee engagement activities, and for launching a survey to gather feedback on these initiatives. This responsibility is overseen by the Chief Human Resources Officer (CHRO), who is a member of the Corporate Leadership Team. The CHRO ensures that insights from the annual engagement survey are integrated into strategic people initiatives and action plans.

76%

Our 2025 engagement score rose to 76%, +3pp against 2024 - and +1% against our target of 75%.

Our actions

In 2025, insights from the 2024 survey led to several initiatives and improvements, such as amongst others the expanded Employee Assistance Program (EAP) for mental health support, the global mentoring program, enhancing the frequency and increased emphasis on internal storytelling (more details can be found in the next chapters).

4. Employee rights and working conditions

Our approach - S1-1

Barco actively supports freedom of association and employee representation. In line with our Code of Ethics, we engage in constructive negotiations with employee representatives to reach collective bargaining agreements on terms and conditions of employment. In addition, Barco actively upholds freedom of association and employee representation through collective labor agreements and collaboration with employee-driven bodies, including the Committee for Prevention and Protection at Work and the European Works Council.

For employees not covered by collective bargaining agreements, we establish working conditions and terms of employment through internal policies, frameworks and benchmarking, rather than directly applying collective bargaining agreements.

Our metrics S1-8, S1- 10 & S1-16

Most employees in the EAA (European Economic Area) work in countries with worker's council representation (97%) and are covered by collective bargaining agreements (98%). In line with the applicable legislation, Barco has established agreements with its **employees** ensuring **representation** at both local and European levels. Specifically, Barco maintains a **European Works Council** (EWC) agreement, which facilitates structured dialogue and consultation between employee representatives and management on transnational matters. At the local level, employee representation is organized through **country managers**, who act as the primary liaison for workforce engagement and consultation within each jurisdiction. Additional information related to the % of employees covered by collective bargaining agreements (S1-8) and social protection (S1-11) will be disclosed in the next years.

The **working time** of our employees is laid down in our employee handbooks. All employees are entitled to family-related leave.

Remuneration metrics are closely monitored. Currently, 100% of our global workforce is employed in countries with minimum wage regulations. Barco defines adequate wages as those that meet or exceed the legal minimum wage requirements in each country where we operate, in line with local labour legislation.To ensure competitiveness and fairness, we partner with independent third-party providers to obtain benchmark data from reputable global compensation surveys and industry-specific market analyses. Based on the latest benchmarks, we confirm that all employees receive wages considered adequate in every country where we operate.

The ratio of highest paid individual versus the median paid individual on a global level for 2025 is 15. More information can be found in the Renumeration section of the Corporate Governance Statements.

5. Employee learning & development

Our approach S1- 1

Learning is fundamental to Barco's innovation culture. We encourage curiosity, diverse perspectives, and continuous skill development to ensure we bring the most relevant and innovative solutions to the markets we serve (see the Core section for more info on markets).

Through our global Competence Management and Training Program, all employees — including temporary staff and consultants — have equitable access to learning, development, and career-growth opportunities. Employee learning & development is the responsibility of the HR Center of Expertise Talent, which reports directly to the CHRO.

Our metrics & performance S1-13 -

Our general learning philosophy follows the 70/20/10 principle (a well-known learning model that is described in the literature). We aim for our employees to invest in personal growth and development continuously.

At Barco, we believe in learning by doing: 70% of **learning** happens **on the job**. To facilitate personal growth, well-being and recognition, we implemented 3 formal talent check-ins per year that promote meaningful discussions between managers and employees on personal growth objectives and ideas, well-being and recognition. Our target is that 90% of all employees have at least 3 dedicated manager-employee check-ins per year. In 2025, 61% of the global workforce participated in documented performance and career development reviews (based on LMS & Employee Central Data). 65% (1,489 on total of 2,291) of male and 52% (500 on total of 962) female employees participated in regular performance and career development reviews. Due to limited digital records for blue-collar employees, actual participation may be higher than reported.

Second, we learn 20% through **mentoring and coaching**. In 2025, more than 200 mentors and mentees signed up for global mentoring program, resulting in almost 100 mentorships formed during the year.

Third, we invest in **formal training initiatives**, which represent 10% of our employees' learnings.

- Our target is for white-collar employees to complete an average of 20 hours of formal learning annually. In 2025, we did not yet reach this goal. The average stands at 15.6 hours per employee (14.6 hours for female employees and 15.9 hours for male employees)
- In 2025 94% of our employees (white collars and blue collars) were trained in Standards@work (versus 98% in 2024), close to the 100% target set.
- In 2025, we invested on average € 1,079 per employee (versus € 1,249 in 2024).

The 2025 decrease in training hours and investments is mainly due to a deliberate choice to organize shorter trainings (less hours), to boost efficiency. In addition, we didn't organize a series of specific, time-intensive trainings that we had set up in 2024 did not take place in 2025. We remain however committed to reach an average of 20 hours of formal learning every year.

Still, our people clearly appreciate our efforts, giving us an average 78% in the 'Growth & Development' category of our Employee Engagement Score - a 2-point increase against 2024.

Our actions S1- 4

In 2025, Barco strengthened its learning ecosystem through the following initiatives:

- We set up **strategic skills boards** per functional group (e.g. R&D, sales, operations…) to identify future skill needs and develop learning plans and initiatives to grow the required skills, in line with our business strategy.
- Our global **mentoring program** fosters career growth, peer networking, cross-site collaboration, and knowledge sharing. The program pairs mentees with experienced colleagues who provide guidance on specific topics or support career development at Barco. New in 2025 was the digitalization and global expansion of the program, making it accessible to all employees worldwide.
- Through our **Management Enablement Program**, we continued to strengthen leadership capabilities across key strategic topics. Completion rate year to date is 88%, which is slightly below our target of 90%. Looking to 2026, we will work to make the program more flexible and accessible to our manager community.
- In 2025, a **Global Training Calendar** was launched structured into two semester programs each year. Employees can choose from more than 20 topics covering leadership, business, well-being, and professional development.

- In 2025, we continued our **'Share & Learn' sessions**, where colleagues share expertise on key topics.

- To support continuous learning within our software engineering community—representing nearly 60% of Barco's global R&D footprint—we expanded access to the **O'Reilly learning platform** in 2025. Following a successful pilot with 101 engineers in 2023, the program now includes all software engineers globally.

- We continued partnerships with LinkedIn Learning and internal/external trainers to support compliance, professional skills, and technical development. Employees can also submit ad-hoc requests for training courses aligned with their personal development plans.

- **Talent check-ins:** we globally implemented three structured conversations per year to support growth, well-being, and recognition.

Building AI knowledge & skills

Artificial Intelligence remains a strategic priority for Barco in 2025, with a strong focus on building awareness, skills, and practical applications across the organization. Our initiatives aimed to integrate AI into workflows, product development, and services to enhance innovation and competitiveness.

- AI Inspiration Session – "Tools to Make People Smarter" introducing predictive and generative AI and real-world use cases.
- Dedicated sessions for Sales, Marketing, R&D, Product Management, HR, and SWIT to dive into AI applications relevant to each function.
- Share & Learn with Barco Labs on embedding digital and software touch into healthcare solutions
- AI Assembly: 60 colleagues collaborated to define actionable AI implementations for products and internal processes, focusing on real business problems, governance, and speed of execution
- AI Event @HQ: Barco hosted a full-day event with Google AI in November, featuring demos of Gemini Enterprise, Vertex AI, and custom agent development. These sessions showcased how AI can accelerate innovation and empower developers through advanced tools and platforms.

6. Diversity & Inclusion

Our approach S1-1

Barco is committed to being a truly diverse organization, where inclusion is a lived experience, not just a policy. Through awareness campaigns, leadership engagement, and measurable actions, we aim to create a workplace where diversity fuels innovation and belonging.

In 2021, our Board of Directors set Diversity & Inclusion (D&I) as a strategic priority. In 2022, it was decided to embed D&I in our organizational DNA as part of our culture. Since then, D&I has been on the agenda at different levels of the organization, with progress being discussed at the Executive Sustainability Steering Committee meetings.

The progress of our Diversity & Inclusion Program is tracked through the different KPIs and implementation of the actions as described below. Barco implements its anti-discrimination and diversity policies through structured HR processes and targeted training programs.

Our metrics S1-9 & S1- 16

Barco monitors several key diversity metrics:

- 38% of our Board members are women (3 individuals), consistent with 2024.
- 23% of the Core Leadership Team (3 individuals), compared to 15% in 2024.
- 20% of general management positions are held by women, consistent with 2024 results. (General management is defined according to our internal grading system.)
- When diving into the age of our employees, our metrics remain stable. 10% (305 employees) are under 30 years old (versus 9% in 2024). 60% (1,962 employees) are between 30 and 50 (versus 61% in 2024). 30% (986 employees) are over 50 (equal as in 2024). The average age of our global workforce remains 44 years, unchanged from 2024.
- Our workforce represents 69 different nationalities (versus 68 in 2024).

As mentioned above, remuneration metrics are closely monitored. More can be found in the Renumeration section of the Corporate Governance Statements.

The table below shows the percentage **pay gap between female and male employees**. The analysis is based on ordinary base salary data from our SAP SuccessFactors system and includes countries with 100 or more employees and salary bands with at least 20 employees. It is important to note that this ratio does not account for seniority, which remains a key factor in salary comparisons. The table shows, for each country and across all salary bands in scope, the minimum and maximum female-to-male pay ratio. In most countries, the ratio fluctuates around 100%, indicating near parity. However, in Taiwan, we still observe a statistically lower average salary for females compared to males. In India, we see a move toward tighter pay distribution compared to 2024 figures, at the same time as overall female advantage seen in some bands in 2024 has diminished. We are committed to improving transparency and will update our methodology to align with the upcoming Equal Pay Directive in future disclosures.

Female/male pay ratio, calculated by salary band	2025		2024	
Country	Min	Max	Min	Max
Belgium	93%	105%	94%	103%
India	82%	116%	74%	134%
USA	85%	109%	85%	105%
China	90%	102%	87%	104%
Taiwan	85%	99%	86%	93%
Italy	94%	106%	93%	104%
Germany	n/a	n/a	73%	89%

Our actions S1- 4

In 2025, we continued to advance our key initiatives to strengthen diversity and inclusion across Barco:

- **Barco Culture Café and Conversations:** to foster an open and inclusive culture, we set up a series of Culture Café sessions and guided conversations where employees and teams explicitly discussed acceptable workplace behavior, respect, and inclusion. The next step in our cultural journey is translating our Barco values into a shared behavioral framework.
- **Bi-monthly People SPOC sessions:** regular meetings with one executive per business unit or function, led by HR, help us to share updates on upcoming processes and initiatives. These sessions also serve as a platform to gather direct feedback and insights from People SPOCs.
- The **inclusion index** was again measured through the employee engagement survey, resulting in a score of 77 (idem 2024).
- **D&I calendar campaigns:** each month, a different business unit or function organizes an activity around a specific DEI topic, like inviting a keynote speaker or setting up interactive sessions. These campaigns aim to build awareness, encourage participation, and embed inclusive practices into everyday work life. On 29 September, we celebrated Neurodiversity Day, exploring how different ways of thinking can fuel innovation. Together with Daphné De Troch from Bjièn, we shared practical actions to support neurodivergent colleagues and foster inclusion
- **DEI Awareness Training:** in 2024 and 2025, Barco invested in additional expert training on Diversity and Inclusion to bring all parts of the organization to a similar level of awareness and understanding. Our HR processes and Management Enablement Program also highlight key DEI topics and skills such as inclusive leadership and conversations about wellbeing.
- **Growth of the D&I Community:** we continued to expand our D&I Community, hosting quarterly sessions open to all employees.

We recognize that meaningful change takes time. Our goal is to accelerate progress by continuing these initiatives and introducing additional actions to evolve toward a more diverse and inclusive organization.

7. Health, safety & work-life balance

Our approach S1-1

Barco has explicit policies and management systems in place to address health, safety and wellbeing. Our guiding principles are documented in our **Code of Ethics**, which applies equally to all employees, workers, third parties, and suppliers, regardless of location. In addition, Barco's commitment is formalized in the **Environment, Health, Safety and Security (EHS[2]) Pledge** which establishes company-wide policies and management systems.

Furthermore, Barco maintains formal management-worker **health and safety committees** in several countries, in full compliance with local legislation. These committees currently cover 60% of our global workforce, ensuring collaborative oversight and continuous improvement in health and safety practices.

Our metrics - S1-14

As shown in the table, the lost time injury frequency rate increased significantly in 2025 (2.9) versus 2024 (0.6), while the 'lost time injury severity rate' remained very low. The increase in frequency rate is mainly due to a lot of layout and product changes, which raised the number of new employees at our Kortrijk HQ manufacturing site (employees had to adapt and find their way in the new environment with a higher risk for accidents). Nil work-related fatalities were recorded, neither for our own employees, nor for agency workers or contractors working at our premises.

The lost time injury frequency rate & lost time injury severity rates cover all Barco sites with manufacturing activities, taking into account internal employees only. The reported accidents are based on the country-specific legislation on recordable accidents. The results are based on the inputs from the local EHS manager and regional HR managers.

The absenteeism (Belgium only) slightly decreased in 2025 (3.5%) versus 2024 (3.6%). Regarding employee well-being, our 2025 engagement survey showed a 74% well-being score - a 5% increase compared to 2024. While this progress is encouraging, we recognize that sustaining and improving well-being requires ongoing effort.

	2025	2024	2023
Lost time injury severity rate (per 1,000 hours worked)	0.05	0.03	0.03
Lost time injury frequency rate (per 1,000,000 hours worked)	2.9	0.6	1.6

Our actions S1-4

In 2025, the following key actions were launched on health, safety and wellbeing

- Continue analyzing accidents and implementing preventive actions based on near-miss incident analyses at our manufacturing sites. These actions can be grouped in 3 categories: introducing and adapting EHS procedures linked to factory footprint changes, conducting physical health check-ups, and providing training and tools to raise awareness about both physical and mental health.
- In response to employee feedback highlighting well-being as a priority, Barco **expanded its Employee Assistance Program** in 2025 to cover all European sites, China, and APAC, in addition to existing coverage at HQ, India, and the Americas. The EAP provides confidential, free support for employees and their household members on topics such as stress, anxiety, burnout, and other well-being concerns. This global rollout ensures consistent well-being support across all regions.

We will continue these actions in the coming years to achieve the objectives of our EHS[2] pledge.

8. Remediation channels S1-3

Our approach S1-1

Barco wants to actively promote a genuine 'speak up' culture where ethical questions, dilemmas or concerns (including human rights violations) about behavior that is unlawful or in violation of Barco's Code of Ethics or internal policies can be raised without fear of retaliation.Employees and other workers are encouraged to report any negative impact, unlawful behaviour, or suspected breaches of Barco's Code of Ethics or relevant to their supervisor or line manager. If they are uncomfortable doing so, they may contact their HR Business Partner or the Ethics Committee, or use the Ethics mailbox (ethics@barco.com), or our HR escalation process.

All reports, complaints, and inquiries are handled confidentially. Barco strictly prohibits retaliation or intimidation against anyone who, in good faith, reports a violation or potential violation. When Barco identifies that it has caused or contributed to a material negative impact on individuals within its own workforce, we are committed to providing or contributing to an effective remedy. Remedies are determined based on the specific circumstances and may include corrective actions, policy changes,

compensation, or other measures to address harm and prevent recurrence.

Barco ensures the availability and accessibility of workplace channels for its own workforce to raise their concerns through multiple processes. Process usage and effectiveness are monitored through follow-up and feedback mechanisms carried out by relevant HR and Compliance teams. Strict confidentiality protocols are embedded in these processes to protect employee identity and prevent retaliation. Currently, no formal assessments have been conducted to determine whether our workforce is aware of and trusts the structures or processes available for raising concerns or needs and having them addressed.

Our metrics - S1-17

In 2025, we can report:

- 0 severe human rights incidents (forced labour, human trafficking or child labour)
- 0 severe human rights incidents that are cases of non-respect of UN Guiding Principles and OECD Guidelines Multinational Enterprises
- 0 complaints were filed through the Ethics mailbox
- 0 complaints were filed to the NCP for OECD Multinational Enterprises
- 0 incidents of discrimination including harassment
- No fines, penalties & damages for the incidents for severe human rights issues and incidents connected to own workforce
- No material fines, penalties, compensation in damages as result of violations regarding social and human rights factors

Our actions S1-4

Concrete measures against violence and harassment in the workplace are linked to our Code of Ethics. Annually, each manager signs off the Code of Ethics, while each white-collar employee is invited to acknowledge receipt of the Code.

In the coming years, we will continue these actions. More details can be found in the Corporate governance & business ethics section of this report.

9. Overview people data S1-6 & S1-7

All individuals within our workforce who may be materially impacted by the undertaking are included within the scope of disclosure, in alignment with ESRS 2 disclosure requirements. This encompasses employees across all relevant categories, ensuring comprehensive coverage of potential material impacts. This approach was also applied for the 2024 reporting year; however, it was not explicitly stated in that year's disclosures.

Barco's workforce includes both employees and non-employees who may be subject to material impacts from our operations. The vast majority - more than 90% - of our workforce consists of internal staff employed directly by Barco. To manage peak demand, particularly in production, Barco is relying on agency workers, though this remains a limited portion – around 4% (122 heads), in addition to our internal staff. This number is slightly higher in 2025 than 2024, due to a small increased demand in our EMEA operations facilities.

For specialized functions where internal capacity or competencies are insufficient, we engage external resources such as consultants and contractors. This accounts for 5% (150 heads) on top of our internal staff. These external resources primarily include software engineers, comprising both self-employed professionals and experts employed by other companies.

The number of employees remained broadly stable between December 2024 (3,243 heads) and December 2025 (3,253 heads), also in terms of full-time-equivalents (FTEs) with 2,937 FTEs in 2025 versus 2,917 FTEs in 2024. In 2025, 357 employees (heads) left Barco (versus 478 heads in 2024). Minor variations across regions reflect normal business adjustments rather than structural changes.

EMEA is the biggest region from a headcount perspective, with 54% of our employees, followed by APAC including China (32%), and the Americas (13%). The details by region can be found at the bottom of this section. Of our employees, about 70% are male and 30% are female.

Permanent employees represent the majority of the workforce (≈90%). Non-permanent employees increased slightly from 299 in 2024 to 326 in 2025.

All employees have the option to work reduced hours. Part-time employees in 2025 decreased marginally (from 326 to 316). These arrangements are voluntary and offered to support work-life balance, not as a substitute for full-time employment. We do not employ on non-guaranteed hours.

Total employee turnover in 2025 accounted for 11%. Voluntary turnover declined from 5.9% in 2024 to 4.6% in 2025, while involuntary turnover also decreased (from 8.8% to 6.4%), reflecting stabilization after prior restructuring.

Internal mobility (number of internally recruited, filled in vacancies/total number of vacancies filled) increased from 27 % in 2024 to 29% in 2025. External hires increased (367 vs. 247), excluding the transfer of 115 Cinionic employees in early 2024. This supports strategic skill needs rather than replacing permanent roles. Agency workers (interims) totalled 122 heads in 2025, slightly up from 109 heads in 2024. External contractors remained stable (≈150 heads), used mainly for specialized technical work.

The above information can also be found in the note Revenues and expenses by nature (a) Personnel costs

Measurement basis

Barco reports its employee figures using two metrics: headcount and full-time equivalents (FTE). Both measures include only permanent and fixed-term employees on Barco payroll, while interim or temporary contracts, interns, and external contractors are excluded.

- **Headcount** reflects the total number of employees on payroll as of December 31, representing the year-end workforce.
- **Full-Time Equivalent (FTE)** expresses the average number of employees over the full year, calculated based on contractual working hours. Part-time employees are converted into FTE based on their contractual working hours relative to the standard full-time schedule (e.g., an employee working 50% of full-time hours equals 0.5 FTE).

The average number of employees is determined using the formula: Average FTE =
Sum of month-end FTE counts/12

All employee data is sourced from SAP SuccessFactors, Barco's HR information system, ensuring consistency and accuracy across reporting periods.

To calculate the number of non-employees, we use the same source as for employee data: SAP SuccessFactors. This ensures consistency in reporting and alignment with our internal HR systems.

The methodology applied in 2025 is the sum of all headcount, meaning each individual is counted as one, regardless of working hours or contract type. For non-employees, classification follows the categories defined in SAP SuccessFactors (e.g., contractors, temporary staff, consultants). No assumptions regarding standard working hours were applied in 2025, as the methodology is based on headcount rather than FTE. Note: In 2024, FTE was used as the calculation method, which required applying standard working hours assumptions for equivalency.

Gender	Number of employees (# heads)	Number of permanent employees (# heads)	Number of temporary employees (# heads)	Number of non-guaranteed hours employees (# heads)
Female	962	833	129	0
Male	2,291	2,094	197	0
Total	3,253	2,927	326	0

Region	Number of employees (# heads)	Number of permanent employees (# heads)	Number of temporary employees (# heads)	Number of non-guaranteed hours employees (# heads)
AMERICAS	437	436	1	0
APAC	715	710	5	0
CHINA	336	95	241	0
EMEA	1,765	1,686	79	0
Total	3,253	2,927	326	0

Region	Number of full-time employees (# FTEs)	Number of part-time employees (# FTEs)
AMERICAS	435	2
APAC	714	1
CHINA	336	0
EMEA	1,452	313
Total	2,937	316

Gender	Number of full-time employees (# FTEs)	Number of part-time employees (# FTEs)
Female	787	175
Male	2,150	141
Total	2,937	316

Consumers and end-users (S4)

1. Customer experience

1A. Impacts, risks and opportunities

Sub-topic	Type	IRO & description	Actual/ Potential	Time Horizon	Occurence in the value chain	Interconnection between impacts & risks/opportunities	Primary financial effect
Customer experience	Opportunity	IRO 20: Positive engagement with and satisfaction from business partners boosts business performance A positive engagement of business partners with Barco boosts business performance.	A	ST	OO & D	IRO 20-IRO 16, IRO 20 - IRO 17 A positive engagement of business partners with Barco is connected with recruiting & retaining skilled employees and embedding a continuous learning mindset and training offering to employees	Increased performance and sales

1B. Our approach - S4-1, S4-2 & S4-3

Policies	Targets and metrics
– **Barco Customer Experience program:** dedicated global program to increase customer engagement and satisfaction – **Corporate Quality Policy**: commitment to deliver innovative, highly reliable, and sustainable visualization solutions meeting customer, legal, regulatory, and security requirements. More information on our website. – **Corporate Cybersecurity Commitment and Program:** commitment to deliver secure solutions, products, and services. More information on our website. – Barco's **product privacy statement** describes how Barco collects data through its products, and how Barco uses that data. This statement is available on the Trust Center section of our website and can be found here. The privacy and cookie policy related to our website and recruitment & selection is available on the Trust Center section and can be found here: • Barco.com privacy policy • Barco.com cookie policy – **Recruitment & selection privacy statement** – **Code of Ethics**: Barco's Code of Ethics is a well-established set of ethical principles and guidelines for sound business conduct describing risks and opportunities related to business conduct and corporate culture. The Code of Ethics can be found here. – **Human Rights pledge:** Barco commits to managing and respecting human rights in both its own operations and the value chain, in accordance with the internationally recognized human rights. • The Universal Declaration of Human Rights • The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, and the ILO eight fundamental labor conventions • The UN Guiding Principles on Business and Human Rights • The OECD Guidelines for Multinational Enterprises As described in the General section of these Sustainability Statements, regular contacts with our stakeholders (customers, business partners, end-users) feeds into the above described policies.	Each year, achieve a global Net Promotor Score of at least 50 Additional KPIs and targets linked to the material topics product quality, responsible & resilient supply chain and corporate governance & business ethics Targets & metrics to manage the IROs related to customer experience are being proposed, discussed and decided at our Executive Sustainability Steering Committee and Commercial Council with representatives from different internal divisions.

"Customer Orientation", one of our 3 culture values, highlighting the customer is at the heart of what we do at Barco. For us, customer centricity is not just about a program or initiative but it is a belief, a priority that we aim to demonstrate in our daily work.

Mindful and transparent customer relations - S4 - SBM 3

Our customers are both the end-users and the partners who purchase our solutions and services, including distributors, resellers, system integrators and rental partners.

Given the breadth of industries that Barco's divisions cover, our customer base spans a wide array of sectors, including corporate enterprises, healthcare providers, entertainment venues, cinemas, governments, transportation companies and security providers. End-users accordingly range from medical professionals who use our diagnostic imaging solutions, and surgeons and staff in operating rooms, to control room operators, professionals who hold meetings or lectures, and audiences who enjoy entertainment experiences powered by Barco's projection systems.

Barco recognizes and acts upon the IROs related to all its customers and end-users, both directly through our operations and indirectly through our value chain. Next to the above-described opportunity, we refer to the impacts, risks and opportunities (IROs) described under the topical sections product quality, safety & security, corporate governance and business ethics, and responsible and resilient supply chain (including the right to privacy, freedom of expression, non-discrimination and possible supply chain constraints).

Barco proactively and consistently engages with customers. This interaction helps us gather valuable insights that guide the development of new products and roadmaps, ensuring that our visualization technology meets real-world needs. Barco takes deliberate steps to prevent disruptions, such as product delivery delays, software malfunctions, or insufficient technical support. As many of our customers are working in a critical environment, we prioritize our services. Next to warranty, we offer a complete set of maintenance contracts and service levels. Moreover, we actively address broader risks, including but not limited to cybersecurity threats and supply chain challenges, to safeguard our customer and end-users, especially small businesses and healthcare providers that rely heavily on Barco technology. Additionally, we ensure our product and service information is accurate, accessible, and user-friendly. Barco maintains open channels for feedback, complaints, and inquiries, ensuring accessibility, trust, and transparency.

Barco commits to managing and respecting internationally recognized human rights, both in its own operations and the value chain. We do not tolerate unacceptable worker treatment, such as exploitation of children, physical punishment, abuse, or involuntary servitude. The full text of our Human Rights pledge can be consulted here. In line with our Code of Ethics, customers and end-users can file complaints using the Ethics Helpline. The human right pledge is signed by the CEO. To oversee this pledge, we use the company-wide compliance management system. Adherence to anti-discrimination is monitored by the Legal office and HR team.

Global Customer Experience program

Barco's customer experience approach consists of 3 key building blocks, ensuring that we not only collect but also work with and act on customer insights in each phase of the customer life cycle:

- **Customer journey dashboard:** a set of selected touchpoints to measure real-time satisfaction or effort through various channels, tailored to each business unit and customer journey. These outside-in insights are contextualized with internal KPIs, prompting direct action by responsible owners (e.g. web UX designers for navigation issues, service managers for after-sales cases).

The always-on listening points are linked to specific events, triggering personalized surveys or feedback requests, such as surveys after closing a service case, after showing interest in a product, after deploying a project, or online feedback after downloading a videowall configuration, completing training or reading knowledge base articles.

Touchpoints are tracked separately for end-users and partners, ensuring actions are tailored to each audience. Barco uses the customer life cycle journey approach, aiming for at least one active touchpoint in every phase of the journey.

- **Bi-annual relational NPS study** – Twice a year, Barco surveys active end-users and partners to assess their likelihood of recommending the company, utilizing the Net Promoter Score (NPS) methodology. NPS indicates customer loyalty and overall satisfaction. Respondents are asked to indicate on a scale from 0 to 10 how likely they are to recommend Barco to a friend or colleague. The Net Promoter Score is calculated as (% of promoters) - (% of detractors). A customer NPS above 50 is generally considered great, and continuous growth of 2 – 3 pts.

NPS results are shared organization-wide, integrated into quarterly business reviews and discussed with Barco's CEO. Like customer journey tracking, we analyze scores separately for partners and end-users to tailor action plans.

Beyond traditional number collection, Barco applies advanced analysis models and automated workflows to classify open feedback by mentioned topic and its sentiment, determining each topic's impact on the given NPS. This analysis highlights **product quality and after-sales service** as key drivers of satisfaction, guiding decision-making and prioritization.

End-users' satisfaction is especially critical for our Healthcare products. We embedded a post-market surveillance survey as a follow up once the end-user fills in the Relational NPS survey and this way we try to capture more product related insights from them: product features, performance after years of use, ease of use, understanding our manuals, etc. Other than that, we don't recognize especially vulnerable groups of customers that would face greater risk than others.

Regular surveys triggered from our side are of course not the only channel where customers can voice possible shortcomings of our processes/products. The advised channel to raise any type of inquiry is our **service portal** platform, which can be accessed via Barco website. Each complaint or inquiry raised via our service portal is captured in a fort of a ticket in CRM. Once such ticket is addressed by relevant Service desk colleagues or resolved by our engineers, the customer receives a Service NPS survey - to evaluate their satisfaction with the resolution offered, approach, friendliness of the agent, turn around time or other relevant parameters of this interaction. (this KPI is part of customer journey transactional studies described in the first part). This feedback is then assigned to the relevant regional or product related owners which need to follow up on any complaint from the survey and make sure lessons learnt flow back to the organization.

Based on tens of thousands of handled phone calls, service tickets logged and survey feedback captured yearly, we can stay assured that our customers are well aware of existing channels to raise concerns and are actively using them. Understanding our customers requires collection of

direct customer feedback. As email is still the predominated communication channel in the business, this can also mean that customers receiving surveys via email may find them annoying or intrusive. Barco mitigates this risk via very transparent Privacy policy (published online) and Preference centre where customers can unsubscribe from such communication. Our surveys are sent out only based on a legitimate interest assessment approved by the Legal department.

- **Customer Journey Board** – Each quarter, customer journey managers from each business unit meet with the global program coordinator to ensure alignment, share feedback and exchange learnings. The Customer Journey Board owns common projects for customer satisfaction improvements and contributes to the customer insights roadmap, representing the business needs. During this forum, the team also agree on our global NPS target.

We strive to put the responsibilities where they belong, to make sure the correct teams are aware of feedback on their functional area and tailor actions accordingly, embedding them in their strategy and yearly targets.

Next to this, every business unit leads their own customer research plans, especially in early phases of new product development. On one hand reaching out to customers to understand their needs when we structure our product requirements, on the other reaching out to capture feedback on first prototypes.

The most senior role with operational responsibility for ensuring the engagement with customers and end-users happens and that the results inform our strategy, is the CEO.

1C. Metrics and performance in 2025-S4-5

Relational NPS is Barco's main KPI for customer engagement. We set our first global NPS target in 2022 with a baseline score of 44 and an ambition to annually increase the score by two points, to ultimately achieve an NPS of 50 by 2025. As we overachieved on this ambition, we now aim for a global Net Promotor Score of at least 50 every year, keeping the bar on customer experience high.

In 2025, we achieved a full-year **relational NPS of 60, an improvement of 6** versus previous year, setting the benchmark for next year's target. This reflects the positive impact of our efforts. NPS results are shared organization-wide, integrated into quarterly business reviews and discussed with Barco's CEO. Like customer journey tracking, we analyze scores separately for partners and end-users to tailor action plans. Concerns expressed in the Relational NPS survey may trigger prioritization or creation of new KPIs within different customer journey phases. Performance on targets is evaluated internally, while customers may be informed about corrective and preventive actions we took in relation to a concern or gap in performance they experienced.

1D. Actions in 2025 - S4-4

In 2025, we continue to invest in improving website navigation, expanding self-service options, and enhancing the quality of our knowledge base. Barco is doubling down on the quality of insights by connecting experience data with operational data, enabling new analytics capabilities and exploring AI-driven solutions for customer experience research. These advancements will allow us to uncover deeper patterns and act faster on customer needs.

2025 delivered favorable results, particularly big improvement for Meeting Experience business unit, where a new campaign boosted response rates by activating promoter groups that typically do not engage in loyalty surveys. Previous dedicated actions in after-sales service and updated service model in MX are reflected in significant decline of negative comments towards Clickshare service.

Cross-divisional initiatives launched in 2024 remain active, focusing on product quality and nurturing a quality mindset across Barco through internal events and process improvements in supplier management, testing, and rapid resolution of escalated issues. The key action of 2025 refers to the together for the better project to enhance product quality across the entire Barco organization. More information can be found in the section 'Product quality, safety & security'

Additionally, there have been extended efforts invested in

- Improving our aftersales support, e.g. Faster, more personalized support
- Integrated telephony platform: our teams have transitioned to a new telephony system , providing a 360° view of each case
- New service portal design: improved user experience and accurate data verification for a more efficient global process.
- Service repair and warehouse footprint faster turnaround times for customers

These efforts are already well reflected in our Service NPS, overachieving its annual target and in customer sentiment towards Service expressed in comments of Relational NPS survey. Partners could also experience strengthened offering of Barco university online and in-class trainings, technical bootcamp or certification renewal. Their expressed their high satisfaction in post-training surveys exceeding 90 %.

Next to the global actions & packed new product roadmap, business units don't stop pushing for increasing customer satisfaction. Control rooms realized to increase customer intimacy through customer success management program; Immersive experience invests in more preventive mechanisms to secure top-notch quality; Diagnostic imaging is on their way to re-design services processes to scale & perform remote diagnosis; Cinema intends to increase number of trained partners and look into automation of selected flows, e.g. licence creation.

2. Product quality, safety & security

2A. Impacts, risks and opportunities

Type	IRO & description	Actual/ Potential	Time Horizon	Occurence in the value chain	Interconnections between impacts & risks/opportunities	Primary financial effect
Positive impact	IRO 21: Offering safe, secure, and high-quality products to our business partners Safe, secure and high-quality products boost satisfaction from business partners	A	ST	OO	IRO 21- IRO 20 Offering safe, secure and high-quality products directly connects with positive engagement of business partners with Barco	Increased performance and sales
Risk	IRO 22: Security threats for our products Possible cybersecurity risks for our customers when handling Barco products.	P	MT	OO, D	IRO 22-IRO 21, IRO 22 - IRO 20 The potential security threats for our products are connected with offering safe, secure and high-quality products as well as the positive engagement of business partners with Barco	Increased costs, banning of our products from the market
Risk	IRO 23: Safety accidents that occur when handling our products Possible safety accidents that might occur when handling Barco products	P	ST	OO, D	IRO 23 - IRO 20, IRO 23- IRO 21 Potential safety incidents with our products are connected with offering safe, secure and high-quality products as well as the positive engagement of business partners with Barco	Increased costs, banning of our products from the market
Risk	IRO 24: Protection of personal data When not protected and managed personal data might get dispersed and not controlled anymore by individuals. This includes personal data from our products, services & our website.	P	ST, MT, LT	OO, U, D	IRO 24- IRO 21 The protection of personal data is connected with offering safe, secure and high-quality products	Increased costs, fines and banning of our products from the market

2B. Our approach, MDR-P

Policies	Targets and metrics
– **Corporate Quality Policy**: commitment to deliver innovative, highly reliable, and sustainable visualization solutions meeting customer, legal, regulatory, and security requirements More information on our website. – **Corporate Cybersecurity Commitment and Program**: commitment to deliver secure solutions, products, and services More information on our website. – **Customer Experience Program**: dedicated global program to increase customer engagement and satisfaction (for more details see Customer experience section) – **Barco's product privacy statement** describes how Barco collects data through its products, and how Barco uses that data. This statement is available on the Trust Center section of our website and can be found here: – The privacy and cookie policy related to our website and recruitment & selection is available on the Trust Center section and can be found here: • Barco.com privacy policy • Barco.com cookie policy • Recruitment & selection privacy statement As described in the General section of these Sustainability Statements, regular contacts with our stakeholders (customers, business partners, end-users) feeds into the above described policies.	– Report 0 recalls or critical safety & security incidents with our products or services to competent authorities each year • Number of recalls of Barco healthcare products reported to competent authorities • Number of safety incidents with Barco products and services reported to competent authorities • Number of security incidents with Barco products and services reported to competent authorities – Each year, 100% of (development and manufacturing) sites are covered by a certified quality management system – Each year, we target to extend the scope of the ISO27001 certificate on product security – Additional metrics (not covered by targets): • Number of GDPR/data breaches reported to data protection authorities Targets & metrics to manage the IROs related to product quality, safety and security are being proposed, discussed and decided at our Executive Sustainability Steering Committee with representatives from different internal divisions.

Barco aims to offer products and solutions that ensure top quality throughout their lifetime. This includes a clear commitment to deliver secure products and services,, protect our intellectual property and ensure compliance with regulations.

The bi-annual relational net promotor score, which rose to 60 in 2025, gives us a picture of customer and partner loyalty. For more information, we refer to the section on Customer Experience.

The drive to realize our quality policy and ensure that every product – hardware and software – that we launch is of the highest quality, is ingrained in a company-wide **quality management system**. This system defines the standard Barco processes – from product planning, design and development, manufacturing and sales, all the way to customer services. One of its key aspects is defining clear roles and responsibilities and the authority of those responsible for product quality throughout the entire product life cycle. Our quality management system is kept up to date with the latest regulations, quality standards and industry best practices.

The sustained product quality levels are a result of Barco's standardized product design processes, focusing on:

- Compliance with the applicable standards, laws and regulations
- 'Security by design principle' to ensure protection against the rising number of cyberattacks
- Agile software development principles to ensure that high-quality software is delivered at the right cadence
- Close monitoring of key product quality indicators during the different design stages
- Early and automated product integration and validation
- Reliable and mature supplier management and manufacturing processes

Regarding product safety, assessments by external certification bodies are conducted to ensure that our product validation lab meets the quality requirements of the ISO 17025 quality management standard for laboratory activities. Our certification partners assess the impartiality of the lab personnel as well as their technical competence. Year after year, the product validation lab scores very well on these audits, thanks to our highly experienced and knowledgeable team.

Having an internal product validation lab gives Barco a competitive advantage, reducing costly and time-consuming testing in external laboratories. Besides the standard certification of EU, US, Canada and China, we also certify for Australia, New-Zealand, India, Mexico, Brazil, the Emirates, Saudi-Arabia, and others. The Radio Equipment Directive Delegated Act (RED) has adopted cybersecurity as a safety issue to be covered in the technical file for the EU Declaration of Conformity of products that implement wireless connectivity as of August 2025. We met the deadline for the relevant wireless-connected products: Clickshare and ProAV projectors.

The use of Artificial Intelligence in products and/or software sold on the EU market will be regulated with the aim of being safe, transparent, traceable, non-discriminatory, and environmentally friendly. Barco's innovative products and software will implement the use of AI by complying with the EU Artificial Intelligence Act.

The quality journey continues after product launch through a set of different processes and initiatives to integrate feedback into existing and new products, including:

- Our iGemba continuous improvement program (initiatives initiated by employees to raise product quality)
- The monitoring of customer feedback and satisfaction by the divisional and regional service teams
- Regular cross-functional meetings between quality, R&D, procurement, and service to monitor and assess internal product quality indicators. When needed, improvement activities are initiated in response to quality-related issues
- Process execution monitoring through a yearly internal audit program
- A monthly quality dashboard visualizing overall quality performance and customer feedback.

Barco has a dedicated product quality team headed by the Vice President Quality and quality professionals within every division. Product safety is the responsibility of our Barco Labs team (Product Validation Group) under the responsibility of our Senior Vice President Innovation. Product security is driven forward by the Head of Product Security (integrated in the IT department) reporting to the Chief Digital Information Officer.

Barco prioritizes the protection and management of personal data in accordance with GDPR, and similar data privacy and protection legislation outside the EU, e.g. the US HIPAA*, the UK General Data Protection Regulation, the California Consumer Privacy Act, etc. Our intragroup data-transfer agreement sets the GDPR standards and principles that Barco legal entities must apply when processing personal data. Our data protection officer (DPO) is in charge of managing our data protection compliance program, which is governed by several guidelines, instructions, and templates.

A team of privacy liaison officers (the legal & compliance responsible, security & privacy champions, and regional knowledge owners) support the DPO by overseeing and ensuring compliance with the GDPR on a day-to-day and local basis. Barco's DPO office works in close cooperation with our Security Office and reports at least annually to the Audit Committee.

2C. Metrics and performance in 2025, MDR-M

Barco's **quality management system** is audited annually and certified according to international **certification** standards by third parties:

- ISO 9001 quality management system for the Barco sites in US (Duluth, Rancho, Cordova), India, China (Wuxi and Beijing), Norway, Taiwan, and Belgium;
- ISO 13485 quality management system specifically for the medical device industry for our sites in US (Duluth & Portland), China (Suzhou), Belgium (Kortrijk, Kuurne) and Italy.

To comply with regulations and customer expectations, Barco ensures and monitors that all sites with relevant production or design activities are covered under these quality management system certificates. In 2025, we decided to not recertify the sites in Seoul (Korea), Changping district (China) and Karlsruhe (Germany), as there are no relevant design or production activities anymore on these sites.

At Barco it is our ambition to report

- 0 recalls with our healthcare products to competent authorities (such as FDA)
- 0 safety incidents with our products and services to competent safety authorities each year
- 0 security incidents with our products and services to competent security authorities each year.

One important key indicator for **monitoring our product quality** is the number of recalls of Barco's healthcare products that are reported to the competent authorities. As the reporting criteria are defined by the regulatory requirements and validated by the competent authorities, this KPI provides an objective independent measurement. Like in 2024, we had one recall in 2025.

Although this recall was carried out as a preventive measure, it demonstrates Barco's commitment to product excellence and patient protection. With the goal of zero recalls, a detailed corrective and preventive action plan is developed for each recall and the effectiveness of the actions is monitored.

In 2025, 0 safety or security incidents were reported to competent authorities related to product (excluding medial products). In 2025, also no GDPR/personal data breaches were reported to the data protection authorities.

Regarding **product security**, the current ISO 27001 certification scope includes ClickShare, XMS (the ClickShare cloud management platform, extended with related processes), medical displays manufactured in Barco's plant in Saronno (Italy), video wall solutions and control room software (Barco CTRL). This means we did not extend the ISO27001 certification scope in 2025, but preparations are ongoing to do so in the years to come.

2D. Actions in 2025, MDR-A

Barco wants to continuously raise the bar in order to consistently meet and even exceed customers' quality expectations. That commitment is strongly reflected in the '**Together for the Better' quality improvement program** that we launched in 2024. This program focuses on further improving product reliability, supplier quality, manufacturing efficiencies, tighter control on product changes, and closing the loop from customer feedback. The program was completed in 2025.

In 2025, we took the following actions on general **product quality**:

- Improved categorisation of service cases enabling trend analysis to further improve product designs
- Installation of Change Control Board to better assess impact of engineering changes and streamline the decision and implementation flow
- Deployment of Design for Manufacturing (DfM) process for suppliers and diligent follow-up of Supplier Cost of Non Quality
- Strengthened product verification and validation plan

We've taken important steps in the right direction. We don't just respond better to product quality problems; we increasingly prevent them.

Tatiana Looten, Global Strategic Initiatives Manager

To enhance **product safety,** we consistently updated certification processes for both products and critical components. That will allow us to meet evolving standards such as the new upcoming edition of the hazard-based safety standard and agreements with our certification partners covering retrofits in the field. Barco proactively complied with the Radio Equipment Directive's cybersecurity requirements for wireless connected products well ahead of the August 2025 deadline.

The initiatives we launched in 2025 to improve the **security of our products and services** will be sustained and further reinforced throughout 2026. These include:

- **Streamline our security organization:** We strengthened our first line of defense by expanding security resources across the various business units, ensuring increased focus on product security throughout the entire product lifecycle, in alignment with the forthcoming Cyber Resilience Act in Europe

- **Product security roadmap & focus on changing cybersecurity landscape**

We updated our product security roadmap and aligned it with external drivers, such as evolving market requirements and cybersecurity regulations. Serving as our internal compass, this roadmap ensures a consistent and unified approach to product security across all product lines, with a strong emphasis on people, processes, and technology. Additionally, we maintain heightened focus on continuously monitoring regulatory developments worldwide to ensure Barco remains fully prepared to adopt forthcoming cybersecurity requirements.

Barco successfully demonstrated compliance, via independent, accredited laboratories, with the essential cybersecurity requirements outlined in the European Radio Equipment Directive Delegated Act for devices incorporating radio interfaces.. The insights gained from this process will serve as a foundation for achieving compliance with the Cyber Resilience Act across the entire product portfolio for all applicable Barco products and services.

- **Secure development process:** Barco remains committed to enhancing the efficiency, maturity, and governance of its Secure Development Life Cycle (SDLC), ensuring alignment with evolving regulatory requirements and industry best practices. Assessing SDLC adoption maturity provides valuable insights that help us opportunities to continuously improve. Furthermore we increasingly involve external pentest partners to evaluate the security of our products and services
- **Training:** The entire R&D community followed technical cybersecurity training tailored to their respective roles and areas of expertise.

To improve **data protection,** we took the following steps, which we'll continue in the coming year(s):

- New 'data protection' module for Standards@work
- Providing additional data protection awareness training for employees
- Further maturing the data protection and privacy instructions and templates
- Embedding privacy by design into new projects, products, and initiatives
- Conducting security and privacy assessments of new third party cloud service providers
- Ensuring data processing agreements are in place with third-party cloud-service providers involved in the processing of personal data on Barco's behalf

Governance

Corporate governance & business ethics (G1)

1. Impacts, risks and opportunities

Type	IRO and description	Actual/ Potential	Time horizon	Occurence in the value chain	Interconnection between impacts & risks/opportunities	Primary financial effect
Positive impact	IRO 25: Perform fair, transparent, accountable, and responsible decision-making behavior Barco aims to conduct operations in accordance with internationally accepted principles of good governance and ethical behavior. This includes living up to the highest ethical and good governance standards as well as requesting the same from our business partners.	A	ST, MT, LT	OO & VC	IRO 25-IRO14, IRO25-IRO 18, IRO25-IRO20 Fair, transparent, accountable & responsible decision-making behaviour is connected with employee engagement, a diverse and inclusive culture and positive engagement of business partners with Barco	Increased performance and sales
Positive impact	IRO 26: Protection of whistleblowers through company-specific policies By actively promoting a genuine 'speak up' culture where ethical questions or dilemmas can be raised without fear of retaliation, both by internal and external stakeholders, Barco ensures protection against human rights violations (conflicts of interest, mistreatment, etc.).	A	ST, MT, LT	OO & VC	IRO26-IRO15, IRO26-IRO19 The protection of whistleblowers is connected with a healty, safe and smart organization and a diverse and inclusive culture	Increased performance and sales

2. Our approach - G1-1

Policies	Targets & metrics
Corporate Governance Charter & Code of Conduct: Barco embraces the principles of good management and transparency laid down in the 2020 Belgian Code on Corporate Governance Code. Solid corporate governance is at the heart of Barco and forms an integral part of the corporate strategy. Our corporate governance charter incorporates and supplements the corporate governance terms set forth in the Belgian Code. **Code of Ethics:** Barco's Code of Ethics is a well-established set of ethical principles and guidelines for sound business conduct describing risks and opportunities related to business conduct and corporate culture. The Code of Ethics can be found here. **Human rights pledge**: Barco commits to managing and respecting human rights in its own operations, as well as in the value chain in accordance with the internationally recognized human rights contained in the following standards and conventions: • The Universal Declaration of Human Rights • The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, and the ILO eight fundamental labor conventions • The UN Guiding Principles on Business and Human Rights • The OECD Guidelines for Multinational Enterprises This human right pledge is signed by the CEO and available on Barco's corporate website. **Modern Slavery and Human Trafficking Statement** is available on Barco.com: Barco does not tolerate any kind of child, forced or compulsory labor, either in its own manufacturing activities or those of its suppliers. **Whistleblower channel procedure**: In line with the EU Whistleblowers' directive, Barco has set up a whistleblower reporting tool (Barco's Ethics Helpline) through the assistance of an external service provider. Employees, suppliers, contractors, customers, or even a third party can use this tool to reach out to Barco and (anonymously) report any violation or suspected violation of any applicable laws and regulations of the Code of Ethics. Protection is guaranteed against retaliation for individuals that use the reporting tool to raise concerns. Policies are communicated to the relevant stakeholders via email. The Code of Ethics and Code of Digital Conduct are communicated through Barco's learning management system.	Each year, train all our employees via the Standards@Work training program G1 metrics

2A. Promoting a true ethics and compliance culture

Barco considers ethical and compliant business conduct a prerequisite for preserving its brand and reputation. That's why we aim to build a company culture centered around ethical conduct and compliance with Barco's policies and the applicable regulations.

Barco's Code of Ethics, contains different sections related to integrity at work, in business, and as a corporate citizen as well as ethical guidance and reporting misconduct. The first edition of the Code dates back to 2010 and was revised in 2017, before getting a major overhaul in 2023.

Annually, each manager signs off the Code of Ethics, electronically through Barco's learning management system, while every white-collar employee is invited to acknowledge receipt of the Code and reminded of its importance in promoting a transparent and ethical business culture. In addition, every Barco site worldwide has a local legal & compliance responsible who is in charge of promoting a compliance culture in the country where the site is located. Every year, the legal and compliance responsible completes a risk and compliance assessment, covering Barco's risk universe and Barco's compliance domains, which is an integral part of our compliance program. The risks coming out of this assessment are managed in accordance with Barco's risk management process. The identified compliance gaps are addressed by the Global Compliance Manager.

2B. Company-wide Standards@Work training on business conduct

To boost awareness and know-how on compliance-related issues among Barco employees, we set up Standards@Work, a company-wide training program hosted by Barco University, our in-house training and development center.

The program includes e-learning courses covering cybersecurity, data protection, sustainability, quality, safety, confidentiality and ethics. In addition, we organize more in-depth, annual mandatory Standards@Work trainings on topics like anti-corruption, anti-trust, and healthcare regulatory compliance for designated employees based on their role and/or functions at risk, in particular employees in customer-facing roles, such as sales.

2C. Promoting a 'speak up' culture

Barco wants to actively promote a genuine 'speak up' culture where ethical questions, dilemmas, or concerns (including human rights violations) about behavior that is unlawful or in violation of Barco's Code of Ethics or internal policies can be raised without fear of retaliation. Questions, dilemmas, concerns, and/or business conduct incidents can be communicated via the Ethics mailbox.

The mailbox is monitored by Barco's Ethics Committee, which is composed of senior representatives of the HR, IT, and legal functions, and acts independently from Barco's management. It is tasked with providing guidance on ethical issues and investigating business conduct incidents. When an email is received in the Ethics mailbox, the content of the email is assessed collaboratively by the Ethics Committee to determine its nature and urgency. Based on the subject matter, the email is assigned to a committee member whose expertise or responsibilities align with the reported issue. This member prepares a response, ensuring it reflects the committee's position after internal consultation. The designated member replies to the sender from the Ethics mailbox, clearly indicating that the response is issued on behalf of the Ethics Committee. The correspondence is logged for record-keeping. If the issue requires follow-up, appropriate actions are tracked and scheduled. The Ethics Committee's composition ensures that it can function impartially, make unbiased decisions, and provide recommendations based solely on ethical considerations, without being influenced by organizational pressures or conflicts of interest.

In 2024, in line with the EU Whistleblowers' directive, Barco also set up a company-wide whistleblower reporting tool (Barco's Ethics Helpline) through an external service provider. The tool allows employees and other stakeholders to report unlawful behavior, behavior in contradiction of our Code of Ethics, allegations or incidents of corruption or bribery, etc. The whistleblower tool is monitored by the compliance function. Reports filed through this tool are promptly, independently, and objectively investigated. Barco's whistleblower channel procedure can be downloaded from the website under the Trust Center. The channel procedure describes, among others, how whistleblower reports can be made, and how they are handled. Moreover, the procedure clearly spells out that reporting persons are protected against retaliation, including threats and attempts of retaliation. Individuals who report or publicly disclose information on breaches anonymously, but are later identified and experience retaliation, remain eligible for protection, provided they meet the conditions set out in applicable laws or regulations.

13 issues were reported to the ethics mailbox. 13 reports were submitted in the whistleblower tool in 2025. In addition, the Ethics Committee received questions on Barco's gift policy, potential conflicts of interest, etc. The Ethics Committee provides advice to the Core Leadership team, Board of Directors or relevant supervisory body, depending on the specifics of the reported issue.

The increase in ethics cases is primarily driven by positive developments in our compliance ecosystem: strengthened awareness initiatives and changed reporting mechanism with a broader case categorization (Protection of Privacy & Personal data security of network and information systems). The rise in reporting does not indicate a deterioration in ethical behavior; rather, it reflects higher transparency, earlier detection, and a more mature speak-up culture.

3. Metrics and performance - G1-3, G1-4

In 2025, 94% of our employees (white-collars and blue-collars but excluding supervisory bodies) followed the Standards@Work training program on cybersecurity, data protection, ethics, security and environmental sustainability. In 2025, all employees in functions at risk (designated employees in customer facing roles representing 11 % of our employees) were covered by an annual mandatory Standards@Work level 2 training related to anti-corruption.

Key figures for 2025 related to reported incidents of corruption or bribery include:

- Zero convictions and fines for violations of anti-corruption and anti-bribery laws
- Zero confirmed incidents of corruption or bribery
- Zero confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents
- Zero confirmed incidents related to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery

No legal cases regarding corruption or bribery were brought against Barco or our own workers.

4. Actions - G1-3, G1-4

The following key actions have been taken in 2025 and we will continue these actions in the coming year(s):

- We undertake several initiatives to raise awareness about the Code of Ethics. The key initiative is the Compliance Challenge, a live quiz with compliance-related questions in which Barco teams around the world compete with each other. In 2025, we organized the Compliance Challenge for the 10th time.
- Every year, the Compliance Officer updates all Barco employees and the Board of Directors on relevant compliance topics in the 'Compliance in review' letter, in which recent cases and topics from the Ethics mailbox and the Whistleblower tool are being discussed (anonymized) and the way they were dealt with in order to foster and nurture a culture of continuous improvement. Annually, the Compliance Officer reports on the Barco compliance program to the Audit Committee. New employees receive an introduction to ethics and compliance as part of their onboarding program.

Membership of organizations

Barco is strongly integrated into local and professional initiatives as well as communities that are relevant to its activities. We support these initiatives and communities in various ways – as a founding partner, through directorship, delegation of employees to work groups, membership fees, etc. We are also member of non-governmental organizations, platforms & networks; non-profit organizations (supporting local entrepreneurship, innovation research and international exchange and trade) and trade and business associations.

Next, directly or indirectly through trade and business associations, Barco maintains a dialogue and engages in discussions with policymakers and regulatory agencies in matters relevant to its operations. Barco does not make donations or other contributions of any kind to political parties. .

Innovation, technology & product portfolio

1. Impacts, risks and opportunities

Type	IRO and description	Actual/ Potential	Time horizon	Occurence in the value chain	Interconnection between impacts & risks/opportunities	Primary financial effect
PI	IRO 27: Offering innovative value-adding products and solutions that address societal needs Barco solutions like our healthcare, laser projectors or meeting room applications are innovative and add value, addressing societal needs.	A	ST	OO, D	IRO 27-IRO3, IRO 27- IRO 4, IRO27-IRO18, IRO 27-IRO19 Offering innovative, value adding products and solutions that address societal needs is connected with both the potential risk and opportunity related to the transition to low carbon emission technology. Also a diverse and inclusive culture stimulates innovative thinking and approaches.	Increased sales, higher market share and tap into new markets
R	IRO 28: Inability to be ahead of innovation trends across our markets The inability to remain ahead of innovation trends and the inability to remain relevant in the markets with new technologies and new business models or enhanced product features, may lead to loss of markets share and revenues.	P	MT	OO	IRO28-IRO27 The potential inability to be ahead of innovation trends is connected with offering innovative value adding products and solutions that address societal needs.	Decreased sales and lower market share

2. Our approach - MDR-P

Policies	Targets & metrics
Innovation policy: strategic framework to identify and develop new value added products & solutions. Because of reasons of confidentiality we do not wish to disclose all details on our innovation policy, metrics & actions.	By 2027, have 90% of our new products ecolabeled (hard- & software) Additional metrics (not covered by targets): – Number of patents at year-end – Number of new patents filing – % of R&D spend – % of employees in R&D

Innovation has always been the lifeblood of Barco. While displays and visualization hardware were our initial focus, we now innovate in the entire visual chain, from acquisition through to the display of images, adding all the capabilities in between that help bring the image to the screen.

Of course, innovation is an ongoing journey. In recent years, we have been strengthening and streamlining our innovation approach, and accelerating our innovation efforts, with more focus on breakthrough, disruptive solutions – primarily for our core and adjacent markets, but also in entirely new domains.

To ensure that our ideas are tightly connected to our strategy and purpose, and can be turned into revenue growth potential, we adopt a disciplined approach to innovation:

- Balancing start-up dynamics with fast-fail principles
- Focus on early customer involvement
- Governance: disciplined management with dedicated budget

Both the Executive Vice Presidents of every business unit as well as the Senior Vice President Innovation are accountable for Barco's innovation roadmap.

Our innovation funnel is structured into distinct stages: new ideas (funnel entry gate), seeds (shark tank gate), proof of concepts (incubators), and viable product/ solutions (break-even gate). We actively manage and review this funnel on a quarterly basis, ensuring that product roadmaps are continuously updated and aligned with evolving market and customer needs. Derivate portfolios are prepared for adjacent markets.

We keep a strong focus on breakthrough innovations and actively pursue concrete M&A opportunities. New ideas – whether related to or beyond the business unit's scope – are encouraged and channeled through the seed board, a vital element of our innovation funnel process.

To make sure that every Barco solution adds value for customers and society as a whole, our innovation roadmap is enriched with feedback from our ecosystem and market trends. 5 clear foundation pillars (including sustainability) guide us in each and every technology and innovation effort. Going forward, we aim to further enhance the positive impact of our solutions.

Next to product innovations (including enhanced product features or new technologies) Barco divisions also explore new business models. Feedback from our business partners feeds into division specific roadmaps (see section on Customer experience). Read more about our innovation roadmap and its five foundation pillars (of which sustainability is one) in our CORE report.

3. Metrics and performance in 2025, MDR-T, MDR-M

Patent management

We educate employees on the importance of IP, and the R&D teams fully incorporated IP in their innovation processes. Patentability is checked early on in the new product development cycle, more patents are filed, and professional IP infringement checks are introduced.

At the end of 2025, Barco holds 938 active patents, versus 962 at the end of 2024, an atypical decrease expected to be only temporary and mainly due to Barco's transition to filing more Unitary Patents, which provide protection in 18 European countries but are then counted as only 1 patent. Also, a European patent family was revoked by a third party, causing a number of related patent family members to be closed. Third, as a result of increased attention to good cost-saving management, some less relevant priority applications were abandoned after one year because they no longer held strategic importance. The number of new patent filings amounts to 19 by the end of 2025.

R&D spend

In order to keep up with – or rather anticipate – the rapidly evolving market and technology trends, we consistently allocate more than 11% of our turnover to R&D.

An increasing fraction of that budget is reserved for breakthrough, long-term innovation projects. Those budgets are allocated based on payback periods, opportunity size, patentability, sustainability and strategic fit, and are reviewed three times a year.

In 2025 we invested 13% of our turnover in R&D (versus 14% in 2024) for a total amount of 122 mio Euro (versus 131 mio Euro in 2024). In 2025, 29% of our employees work within the R&D division. We refer to note 3 Income from operations from our Financial Statements for more explanation on the evolution of our R&D expenses.

Integrating product sustainability in the design process

Our ecoscore methodology is embedded in our New Product Development cycle. In 2025, 96% of our hardware NPIs (new product initiatives) received a Barco ecoscore. This means we are surpassing our target to achieve at least 90% of our NPIs ecoscored by 2027. More information is available in the sustainable lifecycle management section of these Statements.

4. Actions in 2025, MDR-A

In 2025, we took the following actions as part of our innovation roadmap, which we'll continue in 2026:

- Setting up a framework to judge innovation ideation potentials.
- Creating ideation campaigns to evaluate ideas and position them into the innovation funnel
- Monitoring the innovation projects within the innovation framework via the Innovation Board governance

Responsible & resilient supply chain

1. Impacts, risks and opportunities

Type	IRO and description	Actual/ Potential	Time horizon	Occurence in the value chain	Interconnection between impacts & risks/opportuniities	Primary financial effect
Risk	IRO 29: Suppliers not adhering to all applicable ESG laws Suppliers contribute signficantly to making our products more circular and sustainable. This includes current dynamics in geopolitical and economic circumstances that might lead to disruptions or unexpected events in our supply chains affecting normal operations.	A	MT, LT	OO, U	IRO29-IRO20 Potential ESG risks related to suppliers are connected with positive engagement of business partners with Barco .	Disruption in upstream value chain, increased costs

2. Our approach - MDR - P

Policies	Targets & metrics
Global Procurement Sustainability Commitment: the commitment describes how we want to collaborate responsibly with our suppliers. The key to a high-standard supply chain is ensuring that our suppliers know our expectations, including those in the field of sustainability. More information on our website. We adhere to 3 important sustainability standards and compliance requirements: – **Barco Code of Conduct for suppliers**: We expect all our suppliers to comply with the Responsible Business Alliance (RBA) Code of Conduct, including labor, ethics, and health and safety standards. The screening of our suppliers on human rights is conducted via the adherence to the Barco Code of Conduct. – **Product Compliance requirements**: Every component that our suppliers deliver must meet the Barco Product Compliance requirementss, which includes compliance with different worldwide regulations (such as RoHS10 and REACH, ecodesign requirements, ERP, SCIP*), industry standards, and additional criteria that we set. This includes compliance with the Barco Substance List, in which we restrict the use of specific chemicals or require declaration of specific substances. By the implementation of this list, we go beyond current legislation. – **Responsible Minerals Sourcing policy**: Managing conflict minerals is part of Barco's corporate responsibility. Just like many of our stakeholders, we are concerned about human rights violations (child labor, human-trafficking, forced labor, etc.) and armed conflicts causing extreme violence across so-called 'Conflict-Affected and High-Risk Areas' (CAHRAs). Our Responsible Minerals Sourcing Policy is aligned with the 'OECD Due Diligence Guidance for Responsible Chains of Minerals from Conflict-Affected and High-Risk Areas'. Our in-scope suppliers (i.e. suppliers of products containing tin, tungsten, tantalum, gold, or cobalt) are expected to complete the Conflict Minerals Reporting Template (CMRT) and submit it to Barco. We perform a detailed responsible minerals risk analysis on the data received through cross-referencing and close collaboration with members of the Responsible Minerals Initiative (RMI). **Modern Slavery and Human Trafficking Statement**: Barco does not tolerate any kind of child, forced or compulsory labor, either in its own manufacturing activities or those of its suppliers. More details can be found on our website: – Environmental guidance for suppliers – Terms & conditions of purchase For more details on our Corporate Governance Charter and Code of Ethics, we refer to the Corporate Governance & business ethics section of this report.	Entity-specific KPIs not covered by targets: – % of direct spend suppliers scored on sustainability – % of direct spend suppliers signing the Supplier Code of Conduct (RBA) – % of in-scope suppliers responding to our CMRT – % of production spend covered by signed contracts with a sustainability clause (MSA, signed T&Cs, PA) – # supplier quality audits – % of active components covered by a Full Material Declaration (FMD) G1 metrics related to supplier payments: – Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated – Number of outstanding legal proceedings for late payments – Percentage of payments aligned with standard payment terms ESG related topics within the supply chain are clustered in this section. This includes potential risks from an environmental, social or governance perspective related to amongst others the type of supplier, nature of the product or service, region, etc. For specific Environmental related topics within our supply chain we also refer to the sections on climate change & energy, sustainable lifecycle management and circular economy and waste. Our strategy is to evolve towards a risk-based approach, enabling proactive management of potential risks across our products and supplier network.

2A. Making our supply chain more resilient and responsible

As we deal with a large range of suppliers, we have created **4 supplier categories** (key, key+, core, and other), based on their supply risk and relevance to Barco. This categorization helps us define a targeted scope and supplier management activities and triggers different levels of engagement (annual business review meetings, surveys, etc.). In 2025, Barco had 168 direct spend suppliers, covering 88% of total production spend. The level of engagement depends on the specific supplier agreement.

In 2025, Barco continued to **focus on supplier resilience** amid ongoing geopolitical and economic, including embargos and trade restrictions. We keep mitigating these impacts in close cooperation with our suppliers, using an agile and proactive approach. This is supported by an online, real-time risk management tool that enables our buyers to monitor supply base risks daily and react quickly to potential issues. With the input of this tool, we can proactively engage with our suppliers and address potential risks arising from events such as extreme weather, social disputes, etc.

2B. Supplier payment practices - G1-6

For 99% of Barco's spend, suppliers are paid weekly or twice per month based on invoices due on the payment date, provided all necessary approvals are in place and goods or services have been delivered. This approach applies uniformly, regardless of supplier size or Barco's purchasing power.

The average number of days on which Barco pays its suppliers amounts to 70 days, calculated as the DPO (days payable outstanding). We refer to note 18 in the Financial Statements.

Barco has varying payment terms with suppliers, ranging from immediate payment to 60 days. For production-related purchases, the most common payment term is 60 days, while for purchased services, payment terms vary between 30 days or less and 60 days.

In 2025, 83% of payments were made in line with the net due date mentioned on the invoice (versus 80% in 2024). Considering Barco's weekly or bi-monthly payment cycles, on-time payments are those made within 7 days of the due date. Currently, Barco has no outstanding legal proceedings related to late payments.

Our supplier payment practices related to SMEs are included in our general supplier payment procedure (including guidelines to prevent late payments). This supplier payment procedure was updated in 2025 so that payment term discussions are conducted with sufficient attention for SMEs.

2C. Engaging with our suppliers on sustainability

The key to a high-standard supply chain is to ensure that our suppliers know our expectations, including those in the field of sustainability. To ensure the level of engagement we require from our suppliers, sustainability is integrated at every step of the procurement process.

The **supplier self-assessment documen**t we use during supplier scouting includes sustainability-related questions. These are reviewed and serve as the foundation for discussions when we identify any gaps between supplier behavior and our expectations. All new direct spend suppliers (i.e. suppliers where we purchase components that end up in our products) fill in this self-assessment form via our supplier platform. We have integrated our existing direct-spend suppliers and new suppliers that are being added into our supplier platform. From next year onwards, our onboarding scope will broaden to incorporate indirect suppliers into the supplier portal.

We also use sustainability criteria to increase awareness during the onboarding process. The digital supplier platform that went live end 2023, provides more insights and transparency on suppliers' maturity levels in the field of sustainability.

Sustainability clauses are part of Barco's terms and conditions (T&Cs) for purchase, master supply agreements (MSAs) (i.e. contracts with major suppliers) and purchasing agreements (PA).

In the **annual performance review**, direct spend core & key+ suppliers are scored on their sustainability performance in areas such as product compliance, adherence to Barco's Code of Conduct, and transparency (the provision of CMRTs and FMDs). They are encouraged to proactively share sustainability progress in their operations and supply chains, including innovations that could help us improve the sustainability impact of our products. For all active components we collect the applicable signed hazardous substance declaration of conformity, this ensures all components are covered by relevant compliance data. The collection of FMD's is going beyond what is required by regulations, allowing Barco to anticipate future regulations. Barco also audits both existing and new suppliers, focusing on quality, compliance, and process risks that could affect quality. More information about Barco's Responsible Minerals, Sourcing Policy can be found on our website.

To ensure that our suppliers understand our sustainability standards and how to respond, we provide **training** and inform on various sustainability areas, including environmental compliance, ecodesign, and conflict minerals. In 2025, we continued to focus on raising awareness about potential restrictions, current reporting obligations on PFAS/PFOS, and upcoming expiration of EU RoHS exemptions. We actively discussed substitution plans and shared knowledge on where these substances may be present.

Regularly we also train our global procurement community in sustainability and compliance, e.g. on how to coach suppliers in improving environmental compliance data and providing IPC/FMD data, on Barco's sustainability targets and KPIs, and on upcoming legislation on sustainable supply chain requirements.

Recently Barco submitted new 2030 & 2050 carbon emission reduction targets that have been validated by the Science Based Targets Initiative (SBTi) , Since our suppliers are one of the dominant contributors to our **Scope 3 emissions**, we are working on a supplier engagement and governance process to ensure at least 30% of suppliers by emissions have set science-based targets by 2030.

Suppliers will be actively engaged and coached by our teams to set SBTi (alike) targets and achieve reductions in carbon emissions in the coming years. As mentioned in the section on Climate change & Energy, we are also aiming to collect more primary data from suppliers

Also, we actively engage with industry partners and sustainability networks (such as organizations across technology, telecommunications and academia, , sectors) to exchange best practices and identify actionable measures that can be integrated into our processes.

3. Metrics and performance in 2025, MDR-M

The share of major suppliers who have committed to the renewed Barco Code of Conduct for suppliers or have a similar code, is tracked as a KPI in the Global Procurement dashboard (based on self-declaration). At the end of 2025, this share, based on our production spend, was 86% (vs. 81% in 2024). We updated our Code of Conduct in line with the update of the RBA code of Conduct and asked our direct-spend suppliers to renew their formal adherence.

We strongly urge our suppliers to provide FMDs for chemical substances contained in products. In 2025, 85% of active components were covered by FMDs. Moreover, 100% of in-scope suppliers responded to the CMRT (highlighting the accuracy of our conflict minerals data collection system).

Along with the procurement process, the following metrics were tracked in 2025:

- 100% of new production suppliers were screened using the supplier self-assessment.
- 80% of total production spend was covered by signed contracts with a sustainability clause, i.e. signed MSAs, T&Cs & PA (versus 82% in 2024).
- Suppliers covering 83% of our production spend were scored on their sustainability performance, (versus 77% in 2024).
- 48 suppliers were audited on quality, versus 50 in 2024.

We focus on improving the above metrics and have not yet adopted external targets on responsible & resilient supply chain. It is our objective to proactively upgrade our supplier procurement program in line with the upcoming requirements of the EU Corporate Sustainability Due Diligence Directive. We will also create policies and procedures to achieve progress towards our supplier engagement SBTi validated target.

4. Actions in 2025, MDR-A

In 2025 we worked on the following actions, which we aim to continue in 2026:

- We implemented the supply chain resilience tool in our projects.
- We are assessing opportunities to integrate sustainability principles into our indirect procurement processes to ensure alignment with best practices.
- Refining a risk classification framework to assess our supply base on sustainability risks in partnership with our industry association.
- Engage with our Carbon emissions suppliers and help them set SBTi (alike)targets.
- We are evaluating advanced risk management tools to enhance supplier monitoring and ensure compliance with sustainability and ethical standards.
- When risks are detected and in case the suppliers do not adhere to the Code of Conduct, we take appropriate actions (improvement plan, training, audit, etc.). In the coming years, we aim to determine a remediation toolbox.

Annex

Overview of disclosure requirements - ESRS content index (ESRS 2 - IRO 2 56)

The following table lists all of the ESRS disclosure requirements in ESRS 2 and the five topical standards which are material to Barco and which have guided the preparation of our sustainability statements. We have omitted the disclosure requirements in the topical standards, E2, E3, E4, S2 & S3 as these are below our materiality thresholds or since they are covered by entity specific topics. The tables can be used to navigate to information relating to a specific disclosure requirement in the sustainability statements. The tables also show where we have placed information relating to a specific disclosure requirement that lies outside of the Sustainability Statements and is 'incorporated by reference' to either the CORE report (CORE), the Financial Statements (FS) or the Corporate Governance Statements (CG) within this integrated report. In cases where we a) apply a phase-in, or b) the disclosure requirement is currently not applicable to Barco, this is indicated in the table as such. This overview also demonstrates the datapoints that are on our roadmap that we have omitted in the first years.Datapoints on the involvement in activities related to fossil fuel activities, chemical production, controversial weapons or cultivation and production of tobacco are considered not relevant.

Disclosure Requirement		Section/report	Page	Additional information
ESRS 2 – General disclosures				
BP - 1	General basis for preparation of the sustainability statement	SUS – General	4-5	
BP - 2	Disclosure in relation to specific circumstances	SUS – General	4-5	
	Datapoints that derive from other EU legislation	SUS - Annex	95-97	
GOV - 1	The role of the administrative, management and supervisory bodies	SUS- General	6-7	Certain GOV-1 disclosure requirements are disclosed in CGR (p.3-4)
GOV - 2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	SUS - General	6-7	
GOV - 3	Integration of sustainability-related performance in incentives schemes	SUS - General	8	
GOV - 4	Statement on sustainability due diligence	SUS - General	9	
GOV - 5	Risk management and internal controls over sustainability reporting	SUS - General	10	
	Strategy, business model and value chain (products, markets and customers)	CORE	12-21	
	Strategy, business model and value chain (headcount by region)	SUS - Own workforce & FS	67	
SBM - 1	Strategy, business model and value chain (breakdown of revenue)	FS	35	
SBM - 2	Interests and views of stakeholders	SUS – General	19-21	
SBM - 3	Material, impacts, risk and opportunities and their interaction with strategy and business model	SUS - General & SUS - topical sections	15-18 & every topical section	Phase-in for SBM-3 DR 48e
IRO - 1	Description of the process to identify ad assess material, impact, risks and opportunities	SUS – General	11-14	
IRO - 2	Disclosure requirements in ESRS covered by the undertaking's sustainability statements	SUS - Annex	88-94	

Disclosure Requirement		Section/report	Page	Additional information
ESRS E1 – Climate change				
ESRS 2, GOV 3	Integration of sustainability-related performance in incentive schemes	SUS - General	8	
E1 - 1	Transition plan for climate change mitigation	SUS – Climate change and energy	26-30	
ESRS 2, SBM -3	Material impacts, risks and opportunities, and their interaction with strategy and business model	SUS – Climate change and energy	15-18, 22-23	Phase-in for SBM-3 DR 48e
ESRS 2, IRO - 1	Description of the process to identify and assess material climate-related IROs	SUS – General	11-14	
E1 - 2	Policies related to climate change mitigation and adaptation	SUS – Climate change and energy	26-30	
E1 - 3	Actions and resources in relation to climate change policies	SUS – Climate change and energy	30-32	
E1 - 4	Targets related to climate change mitigation and adaptation	SUS – Climate change and energy	26-30	
E1 - 5	Energy consumption and mix	SUS – Climate change and energy	33-34	
E1 - 6	Gross scope 1, 2, 3 and total GHG emissions	SUS – Climate change and energy	34-36	
E1 - 7	GHG removals and GHG mitigation projects financed through carbon credits	SUS – Climate change and energy	32	
E1 - 8	Internal carbon pricing	Not applicable		
E1 - 9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phase-in		
ESRS E2 - Pollution				
E2 - IRO 1	Description of the process to identify and assess material pollution-related impacts, risks and opportunities	SUS - Environment	11-14, 46	
ESRS E3 - Water and marine resources				
E3 - IRO 1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	SUS - Environment	11-14, 46	

Disclosure Requirement		Section/report	Page	Additional information
ESRS E4 - Biodiversity & ecosystems				
ESRS E4 - IRO 1	Description of the processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	SUS- Environment	11-14, 46	
ESRS E5 – Resource use and circular economy				
ESRS 2, IRO-1	Description of the processes to identify and assess material resources use and circular economy-related impacts, risks and opportunities	SUS – General	11-14	
E5-1	Policies related to resource use and circular economy	SUS – Resource use and circular economy	40-45	
E5-2	Actions and resources related to resource use and circular economy	SUS – Resource use and circular economy	40-45	
E5-3	Targets related to resource use and circular economy	SUS – Resource use and circular economy	40-45	
E5-4	Resource inflows	SUS – Resource use and circular economy	40-45	
E5-5	Resource outflows	SUS – Resource use and circular economy	40-45	
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	Phase-in		
ESRS 2 – MDR – Sustainable lifecycle management				
ESRS2 - MDR - P	Policies adopted to manage material sustainability matters	SUS – Sustainable lifecycle management	37-39	
ESRS2- MDR - A	Actions and resources in relation to material sustainability matters	SUS – Sustainable lifecycle management	37-3ç	
ESRS2 - MDR - M	Metrics in relation to material sustainability matters	SUS – Sustainable lifecycle management	37-39	
ESRS2 - MDR - T	Tracking effectiveness of policies and actions through targets	SUS – Sustainable lifecycle management	37-39	
ESRS S1 – Own workforce				

Disclosure Requirement		Section/report	Page	Additional information
ESRS 2 - SBM-2	Interest and views of stakeholders	SUS - General	20-22	
ESRS 2 - SBM - 3	Material impacts, risks and opportunities and their interaction with strategy and business model	SUS – Own workforce	15-18, 57	Phase-in for SBM-3 DR 48e
S1 - 1	Policies related to own workforce	SUS – Own workforce	58-59	
S1 - 2	Processes for engaging with own workers and own worker's representatives about impacts	SUS – Own workforce	60	
S1 - 3	Processes to remediate negative impacts and channels for own workers to raise concerns	SUS – Own workforce, SUS - Corporate governance & business ethics	64	
S1 - 4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	SUS – Own workforce	60-65	
S1 - 5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS – Own workforce	59	
S1 - 6	Characteristics of the undertaking's employees	SUS – Own workforce	65-67	
S1 - 7	Characteristics of non-employee workers in the undertaking's own workforce	SUS – Own workforce	65-67	
S1 - 8	Collective bargaining coverage and social dialogue	SUS – Own workforce	60-61	Phase-in for S1-8 (DR 60c)
S1 - 9	Diversity metrics	SUS – Own workforce	63-64	
S1 - 11	Social protection	Phase-in		
S1 - 12	Persons with disabilities	Phase-in		
S1 - 13	Training and skills development metrics	SUS – Own workforce	61-62	
S1 - 14	Health and safety metrics	SUS – Own workforce	64	Phase-in for S1-14 DR 88d/e
S1 - 15	Work-life balance metrics	Phase-in		
S1 - 16	Compensation metrics (pay gap and total compensation)	SUS – Own workforce and CG	60-61	
S1 - 17	Incidents, complaints and severe human rights impacts	SUS – Own workforce & SUS - Corporate governance and business ethics	64-65	
ESRS S4 – Consumers and end–users				

Disclosure Requirement		Section/report	Page	Additional information
ESRS 2 - SBM-2	Interests and views of stakeholders	SUS – General	20-22	
ESRS 2 - SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SUS – Consumers and end-users	15-18, 68, 72	Phase-in for SBM-3 DR48e
S4 - 1	Policies related to consumers and end-users	SUS – Consumers and end-users	69-71	
S4 - 2	Processes for engaging with consumers and end-users about impacts	SUS – Consumers and end-users	69-71	
S4 - 3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	SUS – Consumers and end-users	69-71	
S4 - 4	Taking action on material impacts on consumers and end- users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	SUS – Consumers and end-users	69-71	
S4 - 5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS – Consumers and end-users	69-71	
ESRS 2 – Customer experience				
ESRS 2 - MDR - P	Policies adopted to manage material sustainability matters	SUS – Consumers and end-users	68-71	
ESRS 2 - MDR - A	Actions and resources in relation to material sustainability matters	SUS – Consumers and end-users	68-71	
ESRS 2 - MDR - M	Metrics in relation to material sustainability matters	SUS – Consumers and end-users	68-71	
ESRS 2 - MDR - T	Tracking effectiveness of policies and actions through targets	SUS – Consumers and end-users	68-71	
ESRS 2 – MDR – Product quality, safety & security				
ESRS 2 - MDR - P	Policies adopted to manage material sustainability matters	SUS – Product quality, safety & security	72-76	
ESRS 2- MDR - A	Actions and resources in relation to material sustainability matters	SUS – Product quality, safety & security	72-76	
ESRS 2 - MDR - M	Metrics in relation to material sustainability matters	SUS – Product quality, safety & security	72-76	
ESRS 2 - MDR - T	Tracking effectiveness of policies and actions through targets	SUS – Product quality, safety & security	72-76	

Disclosure Requirement		Section/report	Page	Additional information
ESRS G1 – Corporate governance & business ethics				
ESRS 2 - GOV 1	The role of the administrative, supervisory and management bodies	CG, SUS	3-7 (CG), 7-8 (SUS)	
ESRS 2 - IRO 1	Description of the processes to identify and assess material impacts, risks and opportunities	SUS – General	11-14	
G1 - 1	Business conduct policies and corporate culture	SUS – Corporate Governance & business ethics	77-80	
G1 - 2	Management of relationships with suppliers	SUS – Responsible & resilient supply chain	83-86	
G1 - 3	Prevention and detection of corruption and bribery	SUS – Corporate Governance & business ethics	77-80	
G1 - 4	Incidents of corruption or bribery	SUS – Corporate Governance & business ethics	77-90	
G1 - 5	Political influence and lobbying activities	SUS- Corporate Governance & business ethics	77-80	
G1- 6	Supplier payment practices	SUS - Responsible & resilient supply chain	85	
ESRS 2 – MDR – Innovation, technology & AI				
ESRS 2 - MDR - P	Policies adopted to manage material sustainability matters	SUS – Innovation, technology & AI	81-82	
ESRS 2- MDR - A	Actions and resources in relation to material sustainability matters	SUS – Innovation, technology & AI	81-82	
ESRS 2 - MDR - M	Metrics in relation to material sustainability matters	SUS – Innovation, technology & AI	81-82	
ESRS 2 - MDR - T	Tracking effectiveness of policies and actions through targets	SUS – Innovation, technology & AI	81-82	
ESRS 2 – MDR – Responsible & Resilient supply chain				
ESRS 2 - MDR - P	Policies adopted to manage material sustainability matters	SUS – Responsible & resilient supply chain	83-86	

Disclosure Requirement		Section/report	Page	Additional information
ESRS 2- MDR - A	Actions and resources in relation to material sustainability matters	SUS – Responsible & resilient supply chain	83-86	
ESRS 2 - MDR - M	Metrics in relation to material sustainability matters	SUS – Responsible & resilient supply chain	83-86	
ESRS 2- MDR - T	Tracking effectiveness of policies and actions through targets	SUS – Responsible & resilient supply chain	83-86	

ESRS data points from other EU legislations

The table below includes all of the datapoints that derive from other EU legislation SFDR, Pillar 3, Benchmark Regulation and EU Climate Law as listed in ESRS 2 indicating where the data points can be found in these Sustainability Statements and which data points are assessed as not material.

Disclosure requirement	Data point	Sustainability statements/Appendix	SDFR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Report & section	Page
ESRS 2 GOV-1	21(d)	Board's gender diversity	x		x		CGR	3
ESRS 2 GOV-1	21(e)	Percentage of board members who are independent			x		CGR	3
ESRS 2 – GOV-4	30	Statement on due diligence	x				SUS	9
ESRS 2 – SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	x	x	x		SUS - Not relevant	
ESRS 2 – SBM-1	40 (d) ii	Involvement in activities related to chemical production	x		x		SUS - Not relevant	
ESRS 2 – SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	x		x		SUS - Not relevant	
ESRS 2 – SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			x		SUS - Not relevant	
ESRS E1 – 1	14	Transition plan to reach climate neutrality by 2050				x	SUS	22-36
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		x	x		SUS	22-36
ESRS E1 – 4	34	GHG emission reduction targets	x	x	x		SUS	22-36
ESRS E1 – 5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	x				SUS	22-36
ESRS E1-5	37	Energy consumption and mix	x				SUS	22-36
ESRS E1-5	40-43	Energy intensity associated with activities in high climate impact sectors	x				SUS	22-36
ESRS E1 - 6	44	Gross Scope 1,2, 3 and Total GHG emissions	x	x	x		SUS	22-36
ESRS E1 - 6	53-55	Gross GHG emissions intensity	x	x	x		SUS	22-36
ESRS E1 - 7	56	GHG removals and carbon credits				x	SUS	22-36
ESRS E1 – 9	66	Exposure of the benchmark portfolio to climate-related physical risks			x		SUS	22-36
ESRS E1 - 9	66(a); 66 (c)	Disaggregation of monetary amounts by acute and chronic physical risks, location of significant assets at material physical risk		x			Not stated (phase-in)	
ESRS E1 - 9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		x			Not stated (phase-in)	
ESRS E1 – 9	69	Degree of exposure of the portfolio to climate-related opportunities			x		SUS	22-36
ESRS E2 – 4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation emitted to air, water and soil	x				Not material	
ESRS E3-1	9	Water and marine resources	x				Not material	
ESRS E3-1	13	Dedicated policy	x				Not material	

Disclosure requirement	Data point	Sustainability statements/Appendix	SDFR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Report & section	Page
ESRS E3-1	14	Sustainable oceans and seas	x				Not material	
ESRS E3-1	28 (c)	Total water recycled and reused	x				Not material	
ESRS E3-1	29	Total water consumption in m^3 per net revenue on own operations	x				Not material	
ESRS 2 – SBM 3 – E4	16(a) i		x				SUS	46
ESRS 2 – SBM 3 – E4	16 (b)		x				SUS	46
ESRS 2 – SBM 3 – E4	16 (c)		x				SUS	46
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	x				Not material	
ESRS E4 -2	24(c)	Sustainable oceans/seas practices or policies	x				Not material	
ESRS E4 – 2	24 (d)	Policies to address deforestation	x				Not material	
ESRS E5 – 5	37 (d)	Non-recycled waste	x				SUS	40-45
ESRS E5 - 5	39	Hazardous waste and radioactive waste	x				SUS	40-45
ESRS 2 SBM-3 -S1	14 (f)	Risk of incidents of forced labour	x				SUS	57-67
ESRS 2 SBM-3 -S1	14 (g)	Risk of incidents of child labour	x				SUS	57-67
ESRS S1-1	20	Human rights policy commitments	x				SUS	57-67
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			x		SUS	57-67
ESRS S1-1	22	Processes and measure for preventing trafficking in human beings	x				SUS	57-67
ESRS S1-1	23	Workplace accident prevention policy or management system	x				SUS	57-67
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	x				SUS	57-67
ESRS S1-14	88(b) and (c)	Number of fatalities and number and rate of work-relate accidents	x		x		SUS	57-67
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	X				SUS	57-67
ESRS S1-16	97(a)	Unadjusted gender pay gap	x		x		SUS	57-67
ESRS S1-16	97(b)	Excessive CEO pay ratio	x				CGR	57-67
ESRS S1-17	103 (a)	Incidents of discrimination	x				SUS	57-67
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human rights and OECD	x		x		SUS	57-67
ESRS 2 SBM-3 -S2	11 (b)	Signfication risk of child labour or forced labour in the value chain	x				Not Material	
ESRS S2-1	17	Human rights policy commitments	x				Not material	
ESRS S2-1	18	Policies related to value chain workers	x				Not material	
ESRS S2-1	19	Non-respect of UNGPs on Business and Human rights and OECD guidelines	x		x		Not material	
ESRS S2-1	19	Due diligence policies issues addressed the fundamental International Labor Organisation Conventions 1 to 8			x		Not material	
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	x				Not material	

Disclosure requirement	Data point	Sustainability statements/Appendix	SDFR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Report & section	Page
ESRS S3-1	16	Human rights policy commitments	x				Not material	
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	x				Not material	
ESRS S3-4	36	Human rights issues and incidents	x				Not material	
ESRS S4-1	16	Policies related to consumers and end-users	x				SUS	68-76
ESRS S4-1	17	Non-respect of UNGPs on Business and Human rights and OECD guidelines	x		x		SUS	68-76
ESRS S4-4	35	Human rights issues and incidents	x				SUS	68-76
ESRS G1-1	Par. 10 (b)	United Nations Convention against Corruption	x				SUS	77-80
ESRS G1-1	Par. 10(a)	Protection of whistle-blowers	x				SUS	77-80
ESRS G1-4	Par. 24 (a)	Fines for violation of anti-corruption and anti-bribery laws	x		x		SUS	77-80
ESRS G1-4	Par. 24 (b)	Standards of anti-corruption and anti-bribery	x				SUS	77-80

Other information

As mentioned in the General section, several topics have been scored as medium or low material by our stakeholders. We aim however to continue our strategy, targets and actions related to these topics (as set already in the previous years) to manage actual and potential impacts, risks and opportunities related to these topics.

1. Cybersecurity

Next to product security, Barco's leadership has a clear commitment to corporate cybersecurity, which translates into a Security Organization that operates along three lines of defense. Ensuring operational security (e.g. own and manage operational risk) is managed by the first line of defense. The second line of defense is managed by Barco's Security Office and the third line of defense is the cybersecurity audit (e.g. risk assurance)..

Barco's Security Office activities focusing on corporate cybersecurity are led by the chief information security officer (CISO). To identify new and remaining security gaps, we regularly perform cybersecurity maturity assessments using the CyFun® Cybersecurity framework, owned by the Centre for Cybersecurity Belgium (CCB). We have set the target to obtain an average cybersecurity maturity score of at least 3.00 by 2026 based on the CyFun® framework for assurance level Important (CyFun® version 2023). At the end of 2025, we scored 3,05 / 5 during this self-assessment.

The highlights in 2025 included

- Increased focus on regulatory landscape (e.g. NIS2 regulation, CyFun®, CRA);
- Risk-based approach to improve Barco's security maturity level, managed by a dedicated NIS2 Program, focusing on people, process, and technology;
- Continue the cybersecurity awareness training to foster a cybersecurity culture, including phishing simulations and cybersecurity e-learnings;
- Focus on data security;
- Focus on securing access to Barco platforms;
- Sustain and further optimize Barco's ISMS in line with the ISO 27001 standard;
- Aligned policies and procedures with regulations and cybersecurity frameworks;
- Enhanced 24/7 security monitoring for continuous detection and response.

More details can be found on the Barco Trust Center.

2. Macroeconomic & geopolitical risk

The macroeconomic and geopolitics risk sees an increase in residual risk score and ranks second in corporate risk management.

Serious political and (macro-)economic evolutions and fluctuations can heavily impact the investment climate and could even stop the complete business in a country or region. Geopolitical tensions, pandemics, worsening trade relations and trade policy uncertainties impact the global economic activity and could translate into constraints to Barco's operations (tariffs, IP, investment restrictions, mobility restrictions), and rising trade barriers, particularly between China and the US and Europe.

The company closely monitors the macroeconomic and geopolitical developments, in particular those affecting the countries in which it is active. The possible impact hereof on the company's operations (geographical footprint, supply chain, operations, import and export activities, commercial and go-to-market strategy, cash management, etc.) and remedial actions are assessed in business review meetings for the short term, and in the strategic management plan and budget for the mid to long term respectively.

The construction of so-called focused factories in different countries will help Barco respond more flexibly to certain constraining geopolitical evolutions. The wide spread of activities across different regions and industries contributes to absorbing the risk.

3. Community engagement – provide access to health & education for all

Visioneering a bright tomorrow, the Barco purpose, also means ensuring more people can participate in and benefit from a prospering society, regardless of their background. Focusing on health and education, we partner with non-profits and leverage the engagement of our employees to make long-lasting impact in the communities where we live and work. We have three levels of giving: supporting global & local efforts, encourage and empower our teams to participate in volunteering programs and inspire and motivate broader society.

More details on our community engagement actions can be found on our website.

5. Measuring our carbon footprint related to product use emissions

Disclaimer: the following data does not replace any product specific service or warranty, quality or any kind of formal performance statement.

Methodology: Greenhouse Gas Protocol Methodology. Formula to be used: ∑ (total lifetime expected uses of product × number sold in reporting period × electricity consumed per use (kWh) × emission factor for electricity (kg CO_2e/kWh))

Scope: Emissions from sold products correspond to the greenhouse gas emissions during the use phase of the devices sold by Barco, at the end-user location. This considers all finished electronic consuming products sold by Barco. Software, services, hardware not consuming electricity (e.g. spare parts) and modules are not in scope. The emissions are based solely on the energy consumption of the product (excluding the embodied energy of components, end-of-life emissions, etc).

Use case data collection

Use case data for Medical Displays

- Average power on (W), typically measured at calibrated luminance value.
- Suspend = standby (W)
- Hibernate = Deep Sleep Power = off (W), internal processor active and communication with control software possible.

As defined in the public product specification sheet. If no data is in the product specification sheet electrical safety reporting is used to define the applicable number.

- Use case on (hrs)
- Use case standby (hrs)
- Use case deep sleep (hrs)

Are defined based on feedback of the product manager.

- Guaranteed lifetime (per 10000 hrs), linked to the backlight lifetime performance or the device MTBF performance.
- Relative increase in nominal power per year (%), power compensation to maintain calibrated luminance value.

Delivered capability specifications:

- Max Luminance (cd/m2)
- Mpixels
- Size (Inch)
- DPI (#MP/Inch diagonal)

For Diagnostic imaging devices the following is applicable: 8h On mode, 1 h Standby and 15h Deep sleep/Off mode over a usage time as defined in the public product sheet and default 8% of relative increase, if no performance data is available.

For Surgical and modality devices the use cases and expected lifetime, relative increase but ranges between 4-24h On mode 1-16 h Standby and 0-19h Deep sleep/Off mode. This variation relates to the specific end user or end system setup.

Use cases	Cinema	Events	Proav fix install	Proav simulation	HER	Image Processors
Usage time per year	4.000	600	2.000	8.760	500	2,500
Total product lifetime	50.000	3.000	20.000	50.000	5.000	12.500
Power used	68%	100%	75%	35%	100%	1
Number of years	12.00	5,0	10,0	5,7	10,0	5,0

Use case data for Cinema and Immersive Experience

- Power consumption (W), as defined in the public product specification sheet. If no data is in the product specification sheet electrical safety reporting is used to define the applicable number.

Delivered capability specifications:

- Center lumens (lm), Native brightness as defined in the public product specification sheet.

Several end user application cases have been defined that have an impact on the energy consumption calculation. The generic use cases shown in the table below have been defined by the product managers based on field knowledge and feedback.

None-Cinema product can be sold into the different markets, a specific share is taken into account. This is per default 50/50%, but can vary from 10-100% assigned to one single market.

Use case data for Meeting Experience and Learning Experience

- Average power on (W)
- Suspend = standby (W)
- Deep sleep power = off (W)

As defined in the public product specification sheet. If no data is in the product specification sheet electrical safety reporting is used to define the applicable number.

- Use case on (hrs)
- Use case standby (hrs)
- Use case deep sleep (hrs)
- Guaranteed lifetime (hrs)

Are defined based on feedback of the product manager.

For ClickShare product the following is applicable: 6h On mode, 6 h Standby and 12h Off mode over a usage time of 438000h.

Connected media devises are per default assesses 8h On mode, 0 Standby and 14h Off mode is considered over a lifetime of 438000h.

Use case data Large Video Wall Experience

- Average power on (W)
- Suspend = standby (W)
- Deep Sleep Power = off (W)
- Use case deep sleep (hrs)

For increased data accuracy, the specifications are now derived from a combination of measurements conducted by the R&D department and market input data. The market input data is sourced from display registration information recorded in Salesforce. This approach ensures consideration of the percentage of LED tiles utilized in control rooms, simulation environments, and high-end residential markets.

Delivered capability specifications:

- Center lumens (lm)
- Typical power consumption at consumer side @ 400NIT wall brightness (W)
- Display area (m^2)

Products sold into the LVW market are considered to be active 24/7. The following expected usage times are considered: 5 Year LED and LCD, 10 Year Laser RPC, 7 Year for LED/LAMP RPC, Server products 5 Year.

Group management
Beneluxpark 21
8500 Kortrijk – Belgium
Tel.: +32 (0)56 89 59 00

Registered office
President Kennedypark 35
8500 Kortrijk – Belgium
Tel.: +32 (0)56 89 59 00
VAT BE 0473.191.041
RPR Gent, Section Kortrijk

Stock exchange
Euronext Brussels

Financial information
More information is available from the Group's Investor Relations Department:

Willem Fransoo
Director Investor Relations
Tel.: +32 (0)56 89 59 00
E-mail: willem.fransoo@barco.com

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Realization
Barco Corporate Marketing &
Investor Relations Office
Focus Advertising

Barco
Beneluxpark 21
8500 Kortrijk – Belgium