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MOSSADAMS

Climate-Related Financial Disclosures

BAKER TILLY AND MOSS ADAMS
DECEMBER 2025

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Foreword

This report contains climate-related financial disclosures and Scope 1 and Scope 2 greenhouse gas (GHG) emissions for Baker Tilly Advisory Group, LP (BTAG) for fiscal year ended May 31, 2025. This report also contains climate-related financial disclosures for Moss Adams LLP (Moss Adams) for the 2024 calendar year.

In June 2025, BTAG and Moss Adams completed a merger that brought together the Moss Adams audit business with Baker Tilly US, LLP. At the same time, the Moss Adams business advisory, tax and other services were combined with BTAG. As part of the integration, the Moss Adams, LLP legal entity will cease to exist on January 1, 2026.

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms.

While this report reflects a period during which BTAG and Moss Adams operated as separate legal entities, we plan to issue a combined TCFD-aligned report which will cover Fiscal 2026 (June 1, 2025—May 31, 2026).

Climate-Related Disclosures

Baker Tilly

In compliance with California's HSC § 38533, Baker Tilly has prepared this report in alignment with the Final Report of Recommendations of the TCFD (June 2017, October 2021 Annex) published by the TCFD.

Baker Tilly initially published this report in June 2025 for the 2024 calendar year. This updated version shifts the reporting period to Baker Tilly's 2025 fiscal year (June 1, 2024—May 31, 2025) and includes recalculated total Scope 1 and Scope 2 emissions for that time frame. As planned and initially noted in our June 2025 report, we have refined the process used to gather and analyze our emissions data. As a result, the quality of the data was enhanced through additional validation and a review of source consistency.

Additionally, Baker Tilly has converted its greenhouse gas emissions to metric tons of CO_2e using 100-year Global Warming Potential (GWP) values from the IPCC's Sixth Assessment Report (AR6), in alignment with the latest Greenhouse Gas Protocol guidance. This report reflects Baker Tilly's operations and climate risk profile prior to the merger with Moss Adams. As stated in the foreword for this report, the next report issued will represent the combined organization—Baker Tilly Advisory Group, LP (BTAG)—and align with Baker Tilly's fiscal year.

Except for updating the emissions data between January and May 2025, no material changes occurred in other sections of the report for Baker Tilly. Therefore, the sections below remain consistent with the previously published version of the report which can be found here: Baker Tilly 2024 Impact Report.

Governance

Disclose the organization's governance around climate-related risks and opportunities.

Describe the board's oversight of climate-related risks and opportunities.

Our organization consists of Baker Tilly, US LLP and Baker Tilly Advisory Group (BTAG), which is governed by the Baker Tilly US, LLP Board and Baker Tilly Advisory Group, LP Board, respectively. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA organization that provides assurance services to its clients. BTAG and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA organizations.

The BTAG Board of Directors oversees the organization's Compensation Committee, Audit and Risk Committee and Senior Leadership Team (SLT). Our Environmental, Social, & Governance (ESG) steering committee (SteerCo) is a subcommittee of the SLT (manages the operations of the firm) which reports to the Board of Directors.

The ESG SteerCo reviews climate-related issues as they pertain to the organization and consists of 17 members from across the organization, representing 14 departments including assurance, tax, advisory, strategy, HR, risk, marketing and other firm leadership teams. In particular, the General Council for BTAG is a member of the ESG SteerCo and the BTAG Board of Directors and is responsible for providing an annual update to the board. The ESG SteerCo meets quarterly to review progress, align on future priorities and gather feedback from stakeholders, including our sponsors. These meetings serve as a platform for assessing the status of ongoing initiatives aligned with the established ESG goals and key performance indicators (KPIs), discussing successes and addressing

any challenges or roadblocks encountered in the implementation of climate-related strategies. The goal of the ESG SteerCo is to also ensure that the organization's climate-related strategies remain aligned with evolving business objectives and external regulatory requirements, adjusting priorities and action plans as needed to respond to new developments in the climate landscape (such as policy changes, market dynamics and technological advancements), soliciting feedback from a broad range of internal and external stakeholders to inform the committee's decisions and strategies, incorporating stakeholder insights to enhance the relevance and effectiveness of the organization's climate-related initiatives. The SteerCo also works to enhance the organization's sustainability efforts to drive long-term value creation.

At least annually, members of the ESG SteerCo provide an update to the SLT on the progress of achieving the goals established and to provide an update on the current regulatory environment and its impact on the organization.

We established our baseline emissions data for Scope 1 & 2 for the 2024 calendar year. This baseline served as a critical foundation for understanding our current impact across Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from the generation of purchased electricity) and Scope 3 (all other indirect emissions that occur in our value chain). Throughout the remainder of fiscal 2026, ending May 31, 2026, we will continue to enhance our data collection processes and methodologies to ensure accurate and comprehensive reporting of our emissions. This will allow us to identify key areas for improvement and set climate-related goals and targets that align with our business goals while considering industry best practices and the latest climate science. As part of this process, the BTAG Board of Directors will play an active and strategic role in reviewing and approving our climate-related goals, once established. Once we have refined our process used to gather and analyze the necessary data from our Scope 1 and 2 emissions for FY2026 (Scope 3 to begin at the beginning of 2026), the BTAG Board will be engaged in discussions to ensure alignment with our overall business strategy, risk management framework and our commitment to sustainability. The board's oversight will help ensure that any targets set are realistic and reflective of our organization's long-term objectives. Their input will be critical in shaping the direction of our climate action plan, ensuring that we remain accountable and transparent in our progress.

Describe management's role in assessing and managing climate-related risks and opportunities.

Climate-related matters fall under the scope of our organization's ESG program, overseen by our ESG SteerCo. Our ESG SteerCo was established in 2022 to build and formalize the organization's internal approach to sustainability. Led by Shante George, Principal and Chief of Staff, the committee includes 17 passionate team members from a variety of service areas and geographies across the organization and is supported by environmental, social and governance subcommittees.

At the start of each fiscal year, the SteerCo members, alongside the ESG subcommittees, establish comprehensive organization-wide and specific E, S and G goals. These goals are prioritized based on stakeholder materiality and potential impact on the organization, ensuring alignment with the company's strategic vision and regulatory requirements. Our approach to materiality includes assessing which issues, risks, or opportunities are most important to our organization from the perspective of our stakeholders. Management integrates these ESG goals into the broader business strategy, ensuring that sustainability considerations are embedded in operational and strategic decision-making processes. This involves aligning climate-related goals with the organization's long-term growth plans and market positioning. The ESG SteerCo oversees the process of identifying climate-related risks. In 2024, Baker Tilly conducted its first climate risk assessment to identify climate-related risks and opportunities in alignment with the TCFD framework. The scope of the climate risk assessment included Baker Tilly, US LLP and BTAG, which is reflective of mostly a national presence with few international locations. The assessment was led by our ESG client delivery team.

In the future, our organization will work to incorporate our climate risk assessment into our broader Enterprise Risk Management framework and processes.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.

Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

Risks were assessed across three distinct time horizons—short term (0-5 years), medium term (6-10 years) and long term (11+ years)—in alignment with our Enterprise Risk Management (ERM) methodology. These time frames were selected to capture the evolving nature climate related risks, ensuring our organization is well-prepared for immediate challenges, as well as those emerging over the medium and long term. The timelines were also selected by considering our limited fixed assets and the nature of the professional services industry.

The risk assessment process considered the likelihood of occurrence and potential financial loss with input from key stakeholders across the organization. Through this evaluation, we identified and prioritized the risks most relevant to our organization. See the Risk Management section for details on this process. These risks were evaluated not only for their potential to impact business continuity and profitability, but also in terms of their broader influence on regulatory compliance, reputation and long-term sustainability. While we have not yet fully evaluated or communicated the specific ways in which identified climate-related issues may quantitatively impact financial planning, we recognize the importance of integrating these considerations into our decision-making processes. Future iterations of our climate risk assessment are expected to include quantitative financial impacts. This will involve developing metrics and models to quantify the financial implications of identified risks, enhancing data collection and analysis capabilities to support quantitative assessments and continuously updating the assessment process based on new data, emerging risks and lessons learned.

Below are the risks deemed most relevant to the organization based on their likelihood of occurrence and potential magnitude of impact in each time horizon:

Enhanced emissions reporting obligations: In the short-term, Baker Tilly faces a significant risk due to enhanced emissions reporting obligations. This includes both increasing reporting requirements and the rising cost of compliance. As regulations evolve, the organization is required to comply with the California Climate Accountability Package, which mandates extensive climate-related disclosures such as greenhouse gas (GHG) emissions and risk assessments. Additionally, pending or proposed regulations in states like Colorado, Illinois and New York are expected to further increase the burden of compliance. Due to our organization's decentralized and highly manual sustainability-related reporting processes, it is anticipated that the cost of compliance will rise considerably. As more states follow suit with climate disclosure regulations, the organization's existing reporting processes may become increasingly unsustainable.

Changing customer behavior: In the medium-term, a significant risk identified is the organization's inability to evolve with the rapidly changing climate-related landscape and its potential impact on our ability to retain and attract top sustainability talent. As regulatory frameworks, stakeholder expectations and climate-related risks become more complex, our clients increasingly demand

sophisticated, forward-looking ESG and sustainability solutions. While our ESG and sustainability practice is currently positioned to offer core services such as regulatory compliance and reporting, there is a growing concern that competitors with more advanced, innovative capabilities could gain a competitive advantage. As a result, the organization faces the risk of client attrition as competitors who are better equipped to address emerging climate-related challenges, such as decarbonization strategies, sustainable finance and transition risk assessments. Additionally, as the demand for sustainability specialists continues to surge, the organization must be proactive in both retaining its existing talent and attracting new experts with cutting-edge knowledge in climate science, ESG reporting frameworks and sustainable business strategies. Failure to do so could result in a skills gap that further diminishes our ability to compete effectively, meet client demands and seize growth opportunities within the sustainability advisory space.

Costs to transition to lower emissions technology: Another key medium-term risk involves the organization's ability to transition to lower-emissions technologies. As our operations and technological footprint expand, the need for carbon reduction becomes increasingly critical. However, the pathway for integrating low-emissions technologies remains uncertain, particularly in emerging areas like artificial intelligence (AI) and other energy intensive innovations. The organization faces potential challenges in balancing innovation with sustainability, especially if we fail to establish a clear strategy for integrating more energy-efficient technologies or decarbonizing our existing infrastructure. This uncertainty could also have financial implications, as transitioning to lower-emissions technology may require substantial capital investment in new systems, equipment and processes. Lastly, regulatory pressures and stakeholder expectations regarding the reduction of operational emissions are likely to intensify, making it critical for the organization to proactively explore lower-emissions solutions.

Uncertainty in market signals: Another medium-term risk the organization faces is volatility and uncertainty within the current market for climate-related services and the associated regulatory landscape. The fast-evolving nature of climate policies, coupled with inconsistent regulatory frameworks across regions, creates ambiguity that directly impacts the organization's ability to make informed and strategic decisions. The volatility in the regulatory landscape stems from the lack of harmonization between different regions and jurisdictions. While some areas are implementing aggressive climate-related regulations (e.g., the EU's Corporate Sustainability Reporting Directive and California's Climate Accountability Package), others are still in the process of developing or proposing frameworks. Additionally, the market demand for climate-related services is equally unpredictable. While many clients are increasing their focus on sustainability and ESG reporting, the pace and scale of this shift can vary significantly across industries and regions. Client expectations and requirements for climate-related advisory services may evolve rapidly, making it challenging for the organization to align its service offerings with emerging needs. The organization's ability to make long-term strategic decisions, including where to focus investments in new services, technologies, or geographic expansion, is impacted by this ambiguity. The risk of misallocating resources is high, as shifting regulations or unexpected market trends could render current investments in our ESG client services (e.g., training, resourcing, software, etc.) obsolete or less impactful.

Increased external stakeholder concern or negative stakeholder feedback: Another critical medium-term risk the organization faces involves the growing concerns from external stakeholders, such as investors, clients, regulators and the public, about our climate related performance and transparency. As expectations for corporate responsibility and sustainability increase, any perceived failure to uphold our commitment to sustainability or maintain transparency in our reporting could result in negative stakeholder feedback and significant reputational damage. In today's climate-conscious environment, stakeholders are increasingly prioritizing organizations that demonstrate a genuine commitment to sustainability. Investors are focusing on Environmental, Social and

Governance (ESG) criteria when making capital allocation decisions and clients are demanding that service providers align with their own sustainability goals. Failing to meet these expectations, either through insufficient progress on climate initiatives, lack of transparency, or the perception that the organization is engaging in green washing, could lead to a loss of trust and the erosion of our reputation in the market. This reputational risk has far-reaching consequences, particularly for talent attraction and retention. The organization's ability to attract and retain top talent, especially sustainability specialists and professionals passionate about ESG initiatives, could be significantly hindered if the organization is perceived as falling short on climate action. In a highly competitive market, where employees increasingly seek to work for purpose-driven organizations, perceived misalignment between the organization's stated climate goals and its actual performance could deter potential recruits or lead to increased turnover among existing staff. Furthermore, negative stakeholder feedback or reputational damage can lead to increased costs in other areas, such as more stringent regulatory scrutiny or higher compliance costs. Shareholder activism may intensify, pressuring the organization to take corrective action at a faster pace, which may require significant financial investment. If the organization is seen as a laggard in sustainability, we risk losing key clients, being excluded from ESG investment portfolios and facing diminished market credibility.

Opportunities were identified in alignment with the TCFD Framework's categorization and assessed based on both their potential value and the feasibility of implementation. In this initial phase, the assessment of climate-related risks and opportunities has been primarily qualitative. However, future assessments will incorporate more detailed quantitative analysis to better capture the financial impacts of these opportunities. The climate-related opportunities identified span several areas, including resource efficiency, energy resilience, products and services and market positioning.

Resource efficiency: Opportunities in this category focus on reducing operational costs by improving building efficiencies related to energy, water and waste management. We also see potential in increased adoption of new technologies, such as videoconferencing and remote work solutions, which reduce the need for air travel, thereby cutting emissions and operational expenses.

Energy resilience: Investments in renewable energy infrastructure present a key opportunity, particularly in deploying solar, wind and other renewable technologies. Our focus will be on enhancing energy efficiency, integrating advanced energy storage systems and adopting smart grid technologies to optimize the use of renewable energy sources and increase energy security.

Products and services: As climate-related risks become more prominent, we anticipate growth in revenue from climate-related client services. Clients are increasingly seeking expertise on how to address climate change and manage related risks and opportunities, presenting us with the chance to expand our service offerings in this space.

Market opportunities: We recognize an opportunity to enhance our reputation and strengthen relationships with customers and communities by demonstrating our active contribution to the transition to a lower-carbon economy.

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.

Describe the impact of climate-related risks and opportunities the organization has identified over the short, medium and long term.

Many of the impacts of climate-related risks and opportunities have been described in the section above. Additionally, Baker Tilly holds very few fixed tangible assets and primarily leases all office spaces. However, Baker Tilly is subject to changes in the commercial lease real estate market and if

increasing landlord costs are shifted to lessees, Baker Tilly will see higher lease costs in the short to medium term.

The risks outlined in the previous section could impact revenue overtime if changing client preferences reduces Baker Tilly's competitiveness in the ESG and sustainability practice space. Additionally, increasing costs of regulatory compliance could also have a significant impact on our organization.

Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

As part of our first climate risk assessment, we have conducted scenario analysis at a high level but have not yet assessed our resilience relative to these scenarios. The two scenarios utilized reflect a low warming scenario, which assumes broad adoption of carbon transition policies leading to substantial net negative global GHG emissions and a high warming scenario, which represents minimal efforts to reduce global GHG emissions, as part of our strategic planning. As a professional services firm with minimal Scope 1emissions, since all offices are leased, we have determined that physical climate risks are less directly relevant to our operations. Instead, scenario analysis will be most critical in assessing transition risks, such as evolving regulations, market shifts and changing client preferences as the global economy aligns with a 2°C or lower scenario. We recognize the importance of understanding how these transition risks may affect our business and service offerings and we are committed to refining our scenario.

Risk management

Disclose how the organization identifies, assesses and manages climate-related risks.

Describe the organization's processes for identifying and assessing climate-related risks.

In 2024, we conducted our first climate risk assessment to identify climate-related risks and opportunities in alignment with the TCFD framework. The scope of the climate risk assessment included Baker Tilly, US LLP and BTAG which is reflective of mostly a national presence with few international locations. The assessment was led by our ESG and sustainability client delivery team.

As part of the risk identification and qualification process, roughly 30 stakeholders were included, representing various functions: Finance, Enterprise Technology, Risk Management and Legal, Growth Strategies, Strategy and Innovation, People Solutions, Operations (Real Estate) and client delivery leaders. Risks were identified based on the TCFD Framework's categorization of transition risks and physical risks. Transition risks included policy and legal changes, technological advancements, market shifts and reputational impacts. Physical risks were divided into acute (extreme weather events) and chronic (long-term shifts in climate patterns).

Given the initial assessment of climate-related risks and opportunities, risks and opportunities were assessed qualitatively. Our assessment involved surveying and hosting workshops with internal stakeholders to gather insights on potential risks as well as gathering historical and projected climate data from reliable sources. It also involved an analysis of the evolving regulatory requirements for climate change, including considering the California Climate Accountability Act. The assessment evaluated risks based on their likelihood of occurrence and potential financial impact. Likelihood of occurrence was assessed on a scale from 1 to 5, with 5 being extremely likely. Potential financial impacts were assessed on a scale of 1 to 5, with 5 being extremely impactful. The qualitative assessment included evaluating the sensitivity of key operations to identified risks

and considering short-term, medium-term and long-term time horizons to understand how risks may evolve. Future iterations of our climate risk assessment are expected to include quantitative financial impacts. This will involve developing metrics and models to quantify the financial implications of identified risks, enhancing data collection and analysis capabilities to support quantitative assessments and continuously updating the assessment process based on new data, emerging risks and lessons learned.

We are in the process of fully integrating climate-related risks into our overall risk management framework. Currently, climate-related risks are identified, assessed and managed through a structured process designed to align with our existing risk management practices, which includes identification of climate-related risks, assessment of those risks, management of those risks and future integration of those risks into the organization's broader Enterprise Risk Management function. This process is evolving and we anticipate that our climate-related risk integration will mature over the coming years as we refine our understanding and management of these risks within the broader risk management structure.

Describe the organization's processes for managing climate-related risks.

See above

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

As 2024 is the first year our organization conducted a climate risk assessment, we are in the process of fully integrating climate-related risks into our overall risk management framework. Currently, climate-related risks are identified, assessed and managed through a structured process designed to align with our existing risk management practices, which includes identification of climate-related risks, assessment of those risks, management of those risks and future integration of those risks into the organization's broader Enterprise Risk Management function. This process is evolving and we anticipate that our climate related risk integration will mature over the coming years as we refine our understanding and management of these risks within the broader risk management structure.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

At present, our organization does not utilize formal metrics or targets to assess climate related risks and opportunities. It is our intent to develop a perspective on anticipated revenue losses/gains and operational savings/additional expenses based on the changing regulatory landscape and our materiality analysis, which includes feedback from our clients.

As this is an evolving area of focus for our business, we are integrating climate considerations into our broader risk management and strategic planning processes. While we have not yet established specific climate-related metrics, we recognize the importance of developing appropriate tools and indicators to monitor our exposure to physical and transition risks associated with climate change.

Our first climate risk assessment was designed and aligned with our Enterprise Risk Management

(ERM) methodology which weighs risk based on impact and likelihood, management preparedness and is continually reported to the Audit & Risk committee. The TCFD framework also served as the basis of the risk categorization. Stakeholders from across the organization were engaged and ranked risks based on how they would impact their line of business and stakeholders were asked to consider the potential financial loss of each risk, as well as the impact on business continuity. The climate risk assessment also considered the likelihood of occurrence for each risk as it pertains to our industry and in terms of their broader influence on regulatory compliance, reputation and long-term sustainability.

Physical risks were divided into acute (extreme weather events) and chronic (long-term shifts in climate patterns). Transition risks and physical risks were measured as a percentage of various impacted business activities were the risk to manifest. GHG emissions were converted to metric tons of CO_2e using 100-year Global Warming Potential (GWP) values from the IPCC's Sixth Assessment Report (AR6).

Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

Our organization currently tracks and reports Scope 1 and Scope 2 GHG emissions, which represent direct and indirect emissions associated with our operations. We are in the process of evaluating our Scope 3 emissions and assessing their materiality to our overall carbon footprint.

The Scope 1 and Scope 2 emissions outlined below represent data for Baker Tilly's 2025 fiscal year, which operates from June 1, 2024, to May 31, 2025. As noted in the foreword of this report, this data does not include Moss Adams, which merged with Baker Tilly on June 3, 2025.

Our Scope 1 emissions are generated from sources that we own or control, which include natural gas consumption. As professional services organization, we own minimal assets, do not own vehicles and we lease all of our commercial office spaces. For FY25, our Scope 1 emissions totaled 1,367.03 metric tons of CO_2e, inclusive of estimated A/C and heat pump fugitive emissions.

Scope 2 emissions are those associated with the consumption of purchased electricity, steam, heat, or cooling. For FY25, our Scope 2 location-based emissions amounted to 5,443.71 metric tons of CO_2e. The key risks related to Scope 2 emissions include volatility in energy costs and potential exposure to regulatory changes incentivizing a shift to renewable energy sources.

As of the date of this report, we have not assessed our Scope 3 emissions. However, we recognize that these emissions may represent a significant portion of our overall carbon footprint. As part of our ongoing sustainability strategy and regulatory compliance efforts with the California Climate Accountability Act, we are working towards a comprehensive Scope 3 assessment, which we plan to integrate into future disclosures, as it is completed.

While the GHG emissions reported in this document have not been externally assured, we have made every attempt to present accurate data based on our internal processes and methodologies. We have aligned our GHG accounting with the standards set by the GHG Protocol and best practices. When we did not have direct utility data for our leased office spaces, we used the U.S. Department of Energy CBECS survey to estimate our electricity and gas usage. To estimate our A/C and heat pump fugitive emissions, we used the methodology laid out by the U.S. EPA's Simplified Screening 2 approach.

Refrigerant data for our office refrigerators was inaccessible and represented a minimal portion of our total emissions, therefore we excluded it from our Scope 1 emissions. The electricity used for the refrigerators is accounted for in our Scope 2 emissions.

We are committed to enhancing the rigor of our reporting and plan to seek third-party assurance

for our GHG emissions in the next reporting year, in alignment with regulatory requirements.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

At present, our organization does not utilize formal metrics or targets to assess climate related risks and opportunities. We weighed the transition and physical risks by considering the impact the risk could have on different business activities. As this is an evolving area of focus for our business, we are integrating climate considerations into our broader risk management and strategic planning processes. While we have not yet established specific climate-related metrics or targets, we recognize the importance of developing appropriate tools, indicators and goals to monitor our exposure to physical and transition risks associated with climate change.

Disclaimer

This report contains information based on current data, forward-looking estimates, professional judgments and assumptions specific to Baker Tilly. The information presented may be subject to limitations and uncertainties beyond the firm's direct control. Consequently, forward-looking statements within this report are not guarantees of future performance and actual outcomes may differ.

While this report presents our most comprehensive assessment of current climate-related financial risks and opportunities, it should be understood as a dynamic evaluation which is subject to ongoing refinement. Readers are advised to approach the information with an understanding of its inherently forward-looking nature and the potential for changes in scientific understanding, regulatory landscapes and organizational strategy.

Climate-Related Disclosures

Moss Adams

This section of the report contains climate-related financial disclosures for Moss Adams LLP (Moss Adams) for the 2024 calendar year. As such, the scope of this report reflects the management structure, operations and climate risk profile of Moss Adams before the combination with Baker Tilly.

In June 2025, Baker Tilly Advisory Group, LP (BTAG) and Moss Adams LLP (Moss Adams) completed a merger. As of the merger date, Moss Adams and Baker Tilly's audit business combined with Baker Tilly US, LLP and the firms' business advisory, tax and other services combined under BTAG. As noted above, Baker Tilly had already completed its climate risk assessment which was published in June 2025 in conjunction with the issuance of its 2024 Impact Report. Future iterations of this report will reflect the combined state of Moss Adams and Baker Tilly as Baker Tilly Advisory Group, LP (BTAG).

In compliance with HSC § 38533, also known as California Senate Bill 261, Moss Adams has prepared this report in alignment with The Final Report of Recommendations of the TCFD (June 2017) and guidance such as Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures (2021) published by the TCFD.

Moss Adams recognizes the TCFD recommendations as a useful framework for assessing and disclosing climate-related risks and opportunities and is dedicated to providing clear and transparent disclosures about the firm's climate change risks and opportunities. This report represents a comprehensive initial assessment of the firm's climate-related financial risks and opportunities that management believes could materially impact the firm's financial results and strategic direction. As of late 2025, the report captures the current understanding of potential climate-related challenges, acknowledging that it is subject to ongoing review and refinement. This report does not include information on GHG emissions or an assessment of the firm's resilience using scenario analysis.

While the firm has not yet fully quantified the financial impacts of identified climate-related issues, it recognizes the importance of integrating these considerations into strategic decision-making processes.

Governance

Describe the board's oversight of climate-related risks and opportunities.

Moss Adams maintains a robust Enterprise Risk Management (ERM) framework designed to identify, assess and mitigate risks across the firm. The Risk Committee has primary oversight over the enterprise's risk management function, which is led by the Chief Risk Officer (CRO). The CRO is responsible for ensuring that risks are systematically identified, assessed and managed alongside other critical organizational risks. The Risk Committee reports to the Executive Committee, also known as the Board and CEO.

The Risk Committee monitors the risk framework and assists the Executive Committee (Board) and Senior Leadership Team by providing a comprehensive assessment of key risks, the interrelationship between these risks and the relative rewards. The Risk Committee recommends risk-based decisions to achieve the firm's strategic, operational and financial objectives. Meetings are held on a quarterly basis, or more frequently as needed.

Describe management's role in assessing and managing climate-related risks and opportunities.

The climate risk assessment involved critical members of management including representatives from the Operations, Technology, Risk Management, Compliance, Business Development, People Solutions and Sustainability functions. By integrating perspectives from these various functions, the firm could understand potential climate risks not just as environmental challenges, but as strategic and operational opportunities for innovation and adaptation.

Strategy

Describe the climate-related risks and opportunities and their impacts, the organization has identified over the short, medium and long term.

The results of the assessment identified eight distinct climate-related risks that management believes could materially impact the firm's financial results and strategic direction.

Risks that exist in the short-, medium- and long-term.

Enhanced emissions reporting obligations present administrative and compliance challenges, potentially requiring increased investments in the firm's reporting infrastructure. Regulatory mandates on sustainability services may require adaptive service models, while potential litigation exposure demands enhanced risk management protocols across services and internal sustainability initiatives. Market signal uncertainties around sustainability further complicate strategic planning, requiring more flexible and scenario-based strategic frameworks.

Risks that exist in the medium- and long-term.

Risks across the medium- and long-term focus on evolving stakeholder expectations, low carbon technologies and market dynamics. Anticipated shifts in consumer preferences will likely demand significant service and operational model transformations. While it is known that the need to invest in low carbon technology is unavoidable, the pathway remains uncertain, particularly in emerging areas like artificial intelligence (AI). Increased stakeholder expectations and scrutiny will require more transparent communication, robust sustainability performance and proactive engagement strategies.

Risks that Exist in the long-term.

Long-term risks are predominantly characterized by physical climate challenges, particularly extreme

weather pattern variability. These risks have potential operational implications and disruptions to direct operations and clients across all three climate-scenarios analyzed.

RISK	BUSINESS EFFECTS
Enhanced emissions reporting obligations	The emerging regulatory landscape will require more detailed and comprehensive emissions reporting, potentially increasing administrative and compliance burdens. This may impact operational efficiency and require significant investments in data collection and reporting infrastructure.
Mandates on sustainability services	Increasing regulatory scrutiny may constrain current sustainability service offerings, requiring significant adaptation of existing service models and potential limitations on service delivery.
Litigation exposure for sustainability services or claims	Increased legal risks associated with sustainability services and internal sustainability claims could expose the firm to potential legal challenges and reputational damage.
Market signal uncertainty	Volatility in market signals related to sustainability and climate strategies may create challenges in strategic planning and service development.
Low carbon technology investment	The shift to lower carbon technology will increase the investment required for identifying and implementing lower-emission processes and technologies.
Consumer preference shifts	Changing consumer expectations around sustainability may require significant service and operational model transformations.
Stakeholder concern and feedback	Increased stakeholder expectations and scrutiny may impact reputation, client relationships and organizational credibility.
Extreme weather pattern variability	Potential operational disruptions to direct operations and clients' operations leading to service delivery challenges.

The firm has identified two significant opportunities by assessing the expected value of the opportunity and the feasibility of implementation.

OPPORTUNITY	BUSINESS EFFECTS
Remote working model	Enhanced operational flexibility, potential cost and emissions reductions.
Sustainability service offerings	Potential revenue growth, market differentiation and expanded service capabilities.

Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

As part of our first climate risk assessment, we have conducted scenario analysis for physical risks across three distinct climate projection scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) but have not yet assessed our resilience relative to these scenarios. We recognize the importance of assessing the resiliency of the organization's strategy and understanding how transition risks may affect our business and service offerings and we are committed to refining our scenario analysis to ensure our strategies remain resilient in an increasingly carbon-conscious world.

Risk management

Describe the organization's processes for identifying and assessing climate-related risks.

In 2025, we conducted a comprehensive climate risk assessment focusing on both transition and physical risks to our offices, employees and data centers in the United States. The risk assessment process evaluated potential financial losses based on both the likelihood of occurrence and the potential impact magnitude. Risks were analyzed across three time horizons (short, medium and long), providing a comprehensive view of potential climate-related financial impacts.

To evaluate physical risks, we leveraged the physical risk modeling tools of Enterprise Climate Risk Management (ECRM) software to assess the potential impacts of critical climate hazards, including wildfires, floods, cyclones, heat stress and drought across three distinct climate projection scenarios developed by the Intergovernmental Panel on Climate Change (IPCC):

- **SSP1 Scenario (Low Emissions Pathway):**
  Representing a sustainable, proactive global response to climate change, this scenario aligns with a 1.7°C warming pathway.
- **SSP3 Scenario (Moderate Emissions Pathway):**
  Aligned with a 3.6°C warming pathway, this scenario depicts a more fragmented global landscape that reflects "business as usual."
- **SSP5 Scenario (High Emissions Pathway):**
  This scenario represents a high-emission future associated with a 4.4°C warming pathway by 2100.

To evaluate transition risks, we utilized insight from subject matter experts and representatives from management to identify and evaluate risks based on their potential financial losses.

Describe the organization's processes for managing climate-related risks.

With the completion of the initial climate risk assessment, the firm now possesses a comprehensive understanding of the climate-related risks and opportunities that could impact the organization across short-, medium- and long-term horizons. Management will leverage this knowledge to develop risk mitigation strategies that evolve alongside emerging climate challenges and organizational capabilities. The firm anticipates that risk mitigation will be an iterative process, with strategies refined through ongoing stakeholder engagement.

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

The firm is actively integrating climate-related risks into its enterprise risk management framework, recognizing this as an evolving process that will mature over time. The 2025 climate risk assessment, executed separately from our standard enterprise risk management process, provided a foundational understanding of potential risks and their financial impacts.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

At present, the firm does not utilize formal metrics or targets to assess climate-related risks and opportunities. We recognize the importance of developing appropriate tools, indicators and goals to monitor our exposure to physical and transition risks associated with climate change.

Disclose scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

At present, the firm does not report GHG emissions. Future iterations of our TCFD reporting, which will reflect the combined state of Moss Adams and Baker Tilly as Baker Tilly Advisory Group, LP (BTAG), are expected to include our GHG emissions data.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

At present, our organization does not utilize formal metrics or targets to assess climate related risks and opportunities. While we have not yet established specific climate-related metrics or targets, we recognize the importance of developing appropriate tools, indicators and goals to monitor our exposure to physical and transition risks associated with climate change.

Looking ahead.

Moss Adams recognizes the dynamic and evolving nature of climate change and its impacts. The firm remains committed to assessing climate-related risks and opportunities, with a clear understanding that our governance, strategy and risk management approaches will necessarily adapt and mature over time. This commitment reflects a forward-looking perspective that views climate risk management as a continuous journey of learning, refinement and strategic adaptation.

Future iterations of our climate risk assessment, which will reflect the combined state of Moss Adams and Baker Tilly as Baker Tilly Advisory Group, LP (BTAG), are expected to provide more quantitative insights into potential financial impacts. We anticipate enhancing our capabilities through advanced climate modeling techniques, more sophisticated data collection methodologies and deeper stakeholder engagement. Our goal is to progressively develop a more nuanced, precise understanding of how climate-related risks and opportunities may materially affect our firm's financial performance, operational resilience and strategic positioning.

Disclaimer

This report contains information based on current data, forward-looking estimates, professional judgments and assumptions specific to Moss Adams. The information presented may be subject to limitations and uncertainties beyond the firm's direct control. Consequently, forward-looking statements within this report are not guarantees of future performance and actual outcomes may differ.

While this report presents our most comprehensive current assessment of climate-related financial risks and opportunities, it should be understood as a dynamic evaluation which is subject to ongoing refinement. Readers are advised to approach the information with an understanding of its inherently forward-looking nature and the potential for changes in scientific understanding, regulatory landscapes and organizational strategy.

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