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Unifosa Corp.

2024 Annual Report

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Notice to readers

This English-version annual report is translation of the Chinese version. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevaill.

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4. **CPA of the Most Recent Fiscal Year – Names, CPA Firm, Address, Website, and Phone Number**
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5. **Overseas Listings and Inquiry Methods for Overseas Securities**
   The Company currently has no overseas-listed securities.

6. **Corporate Website:**
   https://www.unifosa.com.tw

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I. Letter to Shareholders

Dear Shareholders,

Following the memory industry's longest-ever cyclical downturn—from Q2 2022 to a bottoming out in Q3 2023—the market began to rebound from its pricing trough in 2024. This recovery was driven primarily by supply-side dominance and market optimism surrounding the demand for Generative AI and High-Performance Computing (HPC), which boosted the prominence of High Bandwidth Memory (HBM) and its crowding-out effect on production capacity. However, the global economic recovery has been sluggish, and overall macroeconomic momentum remains weak. Demand from consumer electronics and distribution channels has consistently fallen short of expectations. Furthermore, the consumer market lacks a "killer application," and there is no urgent need for general consumers to upgrade to higher specifications. In addition, China's economic outlook remains gloomy. While there is widespread optimism about the recovery and growth of memory demand, conservative voices remain. By the end of Q1, market transaction volumes remained insufficient, and demand had not seen a significant rebound. A disconnect emerged between the prices set by original manufacturers and market expectations, signaling a possible cooling off of the sharp upward trend in memory prices. As a result, challenges and risks for memory module manufacturers have been escalating. The overall market has entered a phase characterized by "price without volume," where rising spot market prices are merely an illusion. Heading into Q3, consumer market demand remained sluggish, resulting in a "peak season without a peak." This led to a quarter-by-quarter increase in supplier inventories starting from the second half of 2024. In the fourth quarter, due to market oversupply and weak customer restocking momentum, spot DRAM price indices fell below the levels of the same period in 2023. In the storage product market, performance remained weak throughout 2024 due to the overall market slowdown.

In light of the changes in the global economy and industry environment, Unifosa reported a revenue of NT$294 million for the year 2024, marking a modest increase of 9.93% compared to 2023. The net loss for the period was NT$82.95 million, which represents a slight decrease of 10.72% compared to the previous year. The earnings per share after tax was -NT$0.72. Despite this, the Company's long-term efforts to strengthen financial structure and enhance operational resilience are evident, with a debt ratio of only 25.40%, reflecting the successful implementation of its prudent management strategy.

Looking ahead to 2025, the global economy will continue to face numerous challenges. Key factors include the policies of the newly elected U.S. president, divergent monetary policies among central banks worldwide, uncertainty in China's real estate market, and geopolitical tensions such as the wars in Ukraine and the Middle East, all of which warrant close monitoring and forward-looking assessment.

As for the 2025 outlook of the memory market, the weakening of memory demand that began in Q4 2024 is expected to extend into the first half of 2025. This is due to ongoing global economic uncertainties and the fact that end-user applications lack urgency in upgrading specifications, which has slowed the adoption of high-end memory products. The industry remains cautious regarding a recovery in end-market demand, with a general reluctance to proactively build up inventory. As a result, the imbalance where supply exceeds demand is still evident. Nonetheless, with the continued development of AI and cloud server applications, and with upstream suppliers exercising production control, the long-term outlook for the memory market remains cautiously optimistic.

Operating Performance in 2024

1. Business plan implementation results

Unit: NT$ Thousand

Item	2024	2023	Increase (Reduce)	Increase (Reduce) (%)
Operating revenue	293,682	267,153	26,529	9.93 %
Gross profit from operations	71,960	44,131	27,829	63.06 %
Net Sales	(64,836)	(86,632)	21,796	25.16 %
Non-operating income and expenses	(18,066)	(6,166)	(11,900)	(192.99) %
Profit before income tax	(82,902)	(92,798)	9,896	10.66 %
Net Profit	(82,950)	(92,910)	9,960	10.72 %
Earnings per share (NT$)	(0.72)	(0.74)	–	–

2. Budget implementation

Since the rebound of memory prices in 2024, the memory industry has remained affected by slow global economic recovery and overall weak macroeconomic conditions. Demand for consumer electronics and from distribution channels has consistently fallen short of expectations. Additionally, China's economic downturn has cast further uncertainty on the market. By the end of Q1, trading volume was

low, and a disconnect emerged between OEM pricing and market expectations. These conditions have increased challenges and risks for memory module manufacturers. In Q3, actual consumer demand remained weak, resulting in an underwhelming peak season. By Q4, the spot DRAM price index had already fallen below levels recorded in the same period of 2023. The Company's memory business group originally expected to sell 26,000 memory modules in 2023, and the actual sales volume was 8,196, with an achievement rate of 31.52%. The original estimated sales volume of integrated circuits was 388,800, and the actual sales volume was 174,720, the achievement rate is 44.94%. It is caused by the loss of avoiding the risk of falling prices; In addition, in terms of the storage business group, in 2024, the original estimated sales volume of disk array products was 855 units, and the sales volume of system integration products was 3,500 units. Actual sales reached 261 units and 4,538 units, respectively, achieving 30.53% and 129.66% of their targets, indicating a relatively satisfactory performance.

3. Financial income and expenditure, and Profitability Analysis

Unit: NT$ thousands; %

Item			2024	2023
Financial income and expenditure	Operating revenue		293,682	267,153
	Non-operating income and expenses		(18,066)	(6,166)
Profitability	Return on asset (%)		-11.78	-12.83
	Return on stockholders' equity (%)		-15.76	-15.89
	Operating income to paid-in capital (%)	Operating profit	-7.08	-9.45
		Pre-tax Profit	-9.05	-10.13
	Net profit margin (%)		-28.25	-34.78
	Earnings per share (%)		(0.72)	(0.74)

4. Research and development status

In the area of memory-related products, DDR5 memory has not yet jumped into the mainstream in 2024, mainly because the memory market is still in the doldrums and DDR5 is still expensive compared to DDR4 memory. Currently, DDR5 holds a market share of approximately 10%. According to estimates from major memory manufacturers, market penetration is expected to reach around 20% in the first half of fiscal year 2025 and may increase to 50% by the end of the year. Therefore, the Company’s products in 2024 still focused primarily on DDR4 modules. Our DDR5

desktop memory module development has been completed and is ready for market launch depending on the adoption of DDR5 memory and compatible motherboards in 2025.

In the area of storage-related products, during 2024, our NAS/iSCSI network storage systems—specifically the Rackmount 2U12 / 3U16 / 4U24 SQX series—underwent upgrades. These systems previously used Intel's C246 chipset paired with Xeon E-2100/2200 "Coffee Lake-S" series processors. They were updated to the newer Intel C252 chipset, achieving full compatibility and integration with the existing proNAS software version. The new chipset supports the latest Intel® Xeon® E-2300 "Rocket Lake" processors and 10th Gen Intel® Pentium® "Comet Lake" series. This architecture utilizes the widely adopted DDR4 memory and PCIe 4.0 bus, and products using this configuration are expected to enter the market progressively in the coming year.

In 2025, the Company will continue to upgrade its NAS/iSCSI network storage systems by developing updates to the existing Embedded Linux version of the proNAS software, transitioning it to Linux Kernel version 6. This upgrade is intended to ensure compatibility with future operating systems and their associated security updates. The new Linux Kernel 6 will also support Intel's next-generation Raptor Lake-S chipsets and Xeon processors, enabling architectures that support higher-speed DDR5 memory and the PCIe 5.0 bus. Throughout 2025, the Company will continue to assess market demand and customer needs, while placing emphasis on the next-generation integrated storage interfaces, such as NVMe solid-state drives and RAID storage systems supporting SAS/SATA/NVMe tri-mode interfaces. These developments aim to further enhance the performance and security of RAID array storage devices and NAS-related products.

Business Plan for 2024

1. Operating policy

   (1) Strengthening Financial Structure and Enhancing Operational Resilience

   In view of the importance of enhancing the Company's ability to respond to risks arising from industry changes, Unifosa will continue to proactively improve the flexibility of its operating capital and strive toward a low-debt business model. The Company will delve into the operational details and, through meticulous review and comprehensive coordination, formulate a

robust and well-structured financial plan. By operating under a sound financial structure and maintaining adequate working capital, the Company aims to ensure stable and sustainable management. This approach is intended to further strengthen the Company's operational foundation and industrial competitiveness, positioning it for growth and expansion in the post-adjustment phase of the industry, and ultimately driving improved performance and profitability in the future.

(2) Driving Operational Transformation to Address Industry Risks and Economic Fluctuations

Under the violent fluctuations of the DRAM industry and the global economy, the Company remains committed to its core business with a philosophy of "prudent management" and a focus on "core value." To stay ahead of competitive industry trends, the Company aims to integrate resources to enhance operational efficiency, expand business domains to scale operations, and ultimately achieve stable growth, improved performance, and strengthened competitiveness. Looking forward, the Company will continue to promote operational transformation by adopting a diversified business strategy to effectively mitigate risks associated with DRAM industry cycles. In addition to developing new products to create business opportunities, the Company plans to make equity investments in promising industries to enter emerging technology fields and growth sectors. These efforts are designed to enhance innovation capabilities and broaden business development scope, thereby improving the Company's overall operational performance.

(3) Implementing Cost-Reduction Measures to Proactively Improve Operational Performance

In light of the continued weakness in memory demand amid industry fluctuations and a generally conservative market outlook, the Company, while actively pursuing operational transformation and business expansion, is also exploring various cost-saving solutions to enhance its performance. Before a clear recovery emerges in the broader market environment, the Company aims to improve operational efficiency by implementing effective cost control strategies. Through a dual focus on revenue generation and expense reduction, the Company seeks to inject renewed vitality and momentum into its business performance.

2. Projected Sales Volume and Basis

Looking ahead to 2025, the Company projects that in the memory business group,

sales will reach 52,000 memory modules and 1,127,700 integrated circuits. In the storage business group, the projected sales volumes are 196 units of disk array products and 1,455 units of system-integrated products.

3. Important Marketing Policies

   (1) The Company will strengthen process integration and optimization to enhance efficiency and flexibility in production management, with the goal of maximizing production and sales profitability.

   (2) It will also actively pursue product transformation and diversification, expanding the range of consumer-oriented new products to capture broader market opportunities and achieve the most efficient business model.

Future Company Development Strategy

1. The Company will actively plan new products and adopt a strategy of diversified and balanced development. Through flexible and diversified operational planning, it aims to establish a business model that emphasizes both steady growth and profitability, thereby enhancing operational performance and overall industry competitiveness.

2. By implementing a software-hardware integrated R&D strategy, the Company will focus on core storage technologies that meet enterprise and market demands, aligning with mainstream industry trends. It will develop integrated niche products with competitive niche and future applications, leveraging various technological innovations to offer customized cloud storage hardware and software solutions. The Company will also focus on industry-oriented storage solutions to tap into enterprise and market segments with high-capacity storage demands.

3. In addition, the Company will seek out forward-looking and high-potential industries through investments and strategic alliances, enabling rapid and effective market entry while capturing opportunities for mutual growth and success.

Impacts of the External Competitive Environment, Regulatory Environment, and Macroeconomic Conditions

1. Impact of the External Competitive Environment

   In response to market changes, Unifosa has focused its strategy on diversification. While maintaining its core advantage in memory module products, the Company is also actively developing customized cloud storage hardware and software solutions to tap into high-capacity storage application markets with strong growth potential.

This approach is designed to expand the Company's competitive edge and clearly differentiate its unique market position from external competitors, enabling it to effectively adapt to the evolving competitive landscape.

2. Impact of the Regulatory Environment

As a provider of core products such as computer memory modules and disk array systems, Unifosa adheres to customer-specific requirements and complies with relevant regulations, including the EU RoHS Directive and green product certification standards. The Company has accumulated extensive experience in regulatory compliance across R&D, manufacturing, quality control, and after-sales service, and is well-prepared to respond to changes in the regulatory environment.

3. Impact of the Macroeconomic Environment

In view of the high industrial risks related to memory, Unifosa has adopted a risk-first approach in its transformation process—prioritizing risk mitigation before pursuing operational growth. This principle underpins the Company's strategy to reduce exposure to industry risks, effectively respond to shifts in macroeconomic conditions, and achieve the goal of sustainable operations.

We sincerely thank all our shareholders for their long-standing support and trust in Unifosa. We encourage our management team and all employees to continue striving for excellence with diligence and determination. With unwavering dedication, we will bravely face changes in the economic climate, shifts within the industry, and increasing competition. Upholding our commitment to focused and responsible management, we will stay attuned to market trends, pursue innovation, and work toward achieving greater operational performance—all with the goal of delivering sustained value to our shareholders.

In closing, we extend our heartfelt wishes to all our shareholders for

good health and continued success.

Chairman Ching Jong Chen

II. Corporate Governance Report

2.1 Directors, Supervisors and Management Team

2.1.1 Directors and Supervisors

A. Information on Directors and Supervisors

2025/04/30; Unit: shares

Title	National ity/ Place of Incorpor ation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Shares Held by Spouse and Minor Children		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman	R.O.C.	Ching Jong Chen	Male 67	06.10 2022	3	10.06 2000	187,092	0.20%	187,092	0.20%	0	—	0	—	Tamkang University Department of Electronic Engineering Clevo Co. business manager	General Manager of the Company General Manager of the Company's memory business group Head of Phoenix Innovative Materials Co., Ltd. Legal person director representative of Foresight Energy Technologies CO., LTD. Legal person director representative of Morelink Technology Corporation	—	None	—	Note2
Director	R.O.C.	Trump Gain Investments Ltd.		06.10 2022	3	06.10 2009	10,025,533	10.94%	6,025,533	6.58%	0	—	0	—	Chinese Culture University Department of Geology Head of Trump Gain Investments Ltd	None	—	None	—	Note3
	R.O.C.	Representative: Cheng The Wu	Male 79				0	—	0	—	0	—	0	—						
Director	R.O.C.	Tsang An Chiang	Male 69	06.10 2022	3	06.11 2013	577,290	0.63%	577,290	0.63%	0	—	0	—	National Chiao Tung University Electrophysics United Microelectronics Corporation Marketing Manager	Chairman and General Manager of Princeton Technology Corp. Chairman of Princeton Technology (Shenzhen) Corp. Chairman of Princeton Technology (Chengdu) Corp. Chairman of Chengdu Chip-Rail Microetectronics CO., LTD. Chairman of Princeton Capital Corp. Chairman of Princeton Silicon Inc. Chairman of MoreLink Technology Corporation Chairman of Foresight Energy Technologies Chairman of SIPP Technology Corporation Chairman of Silan CO., LTD. Director of Taiwan Commate Computer Inc. Director of TC-1 Culture Fund Supervisor of Innorich Venture Capital Corp. Legal person director representative of Phoenix Innovative Materials Co., Ltd Chairman of Himalaya Venture Capital Management Consulting Co., Ltd. Director of Himalaya Venture Capital Management Consulting Co., Ltd. Chairman of TAI XIN CORP. Chairman of Jiaxin Co., Ltd.	—	None	—	

Title	National ity/ Place of Incorpor ation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Shares Held by Spouse and Minor Children		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director	R.O.C.	Wu Hsing Hsiao	Male 71	06.10. 2022	3	06.11 2013	826,453	0.90%	718,453	0.78%	0	—	0	—	Chung Yuan Christian University Department of Information Vice General Manager of DATAWORLD INT'L CORP.	General Manager of the Company's storage business group Legal person director representative of Morelink Technology Corporation	—	None	—	
Independent Director	R.O.C.	Chih Ling Chen	Male 66	06.10 2022	3	06.15 2016	0	—	0	—	0	—	0	—	National Chengchi University Master of Accounting College entrance examination accountant pass Taiwan Securities Analyst Researcher of Accounting Research and Development Foundation	Chairman of the Audit Committee of the Company Member of remuneration committee of the Company Supervisor of G&B BREWERY DEVELOPMENT(ASIA) CORP. Supervisor of SmartAnt Telecom CO., LTD. Supervisor of HC Photonics Corp. Independent Director of Princeton Technology Corp. Director of Taiwan Cooperative Bank NEXIA Sun Rise CPAs & Co. partnership accountant	—	None	—	
Independent Director	R.O.C.	Wen Chin Lee	Male 69	06.10 2022	3	06.26 2003	0	—	0	—	0	—	0	—	National Chiao Tung University Electrophysics Senior Vice General Manager of Telefonaktiebolaget LM Ericsson Chief Operating Officer of AT Telecom CORP. Vice General Manager of Taiwan Fixed Network Chief Advisor of ARCOA Communication CO., LTD. General manager of ARCOA Communication CO., LTD. Executive Vice General Manager of VIBO Telecom Chief Operating Officer of Asia Pacific Telecom	Chairman of remuneration committee of the Company Member of the Audit Committee of the Company	—	None	—	
Independent Director	R.O.C.	Chi Thon Yo	Male 69	06.10 2022	3	06.13 2007	0	—	0	—	0	—	0	—	Doctor of Laws, Tulane University Lawyer of the Republic of China Washington Attorney Attorney at the Federal Court of Northern California Lawyer of the International Trade Court of New York Attorney at the U.S. Patent and Intellectual Circuit	Member of the Audit Committee of the Company Member of remuneration committee of the Company Leading lawyer of Dr Yo's international Litigation Law Firm	—	None	—	
Independent Director	R.O.C.	Xue Min Wu	Female 68	06.09 2023	3	06.09 2023	0	—	0	—	0	—	0	—	Master of University of Chicago Booth School of Business Chief Auditor of TECO Corporation Vice General Manager of Audit Office of Dachan Great Wall Group	Member of the Audit Committee of the Company Member of remuneration committee of the Company Independent Director of Princeton Technology Corp.	—	None	—	

Note 1: In accordance with Article 14-4 of the Securities and Exchange Act, the Company has elected four independent directors to form an Audit Committee in lieu of appointing supervisors. Therefore, no supervisors have been designated by the Company.

Note 2: Where the Chairman of the Board of Directors and the General Manager or person of an equivalent post (the highest level manager) of a company are the same person, spouses, or relatives within the first degree of kinship, the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (such as increasing the number of independent director seats, and more than half of all directors must not concurrently serve as employees or managers) must be disclosed.

The Company’s general manager and chairman of the board are the same individual. This arrangement is primarily based on the need for professionalism and agility in response to the rapidly changing nature of the DRAM industry, ensuring the Company’s ability to react promptly and effectively. This structure is considered both reasonable and necessary. However, to align with corporate governance principles and regulatory standards, the Company added one independent director during the 2023 Shareholders' meeting. In addition, more than half of the board members do not concurrently serve as employees or managers, thereby ensuring operational stability and reducing management risk.

Note 3: The Company’s corporate director Trump Gain Investments Ltd. resigned from its directorship on March 17, 2025

B. Major shareholders of the institutional shareholders

As of the publication date of this annual report, there are no directors serving as representatives of institutional shareholders, hence this section is not applicable.

C. Major shareholders of the Company's major institutional shareholders

As of the publication date of this annual report, there are no directors serving as representatives of institutional shareholders, hence this section is not applicable.

D. Board Diversity and Director Independence

1. Board Diversity

(1) Board Diversity Policy

The Company has complied with Article 20 of its “Corporate Governance Best Practice Principles” regarding the required competencies of the Board of Directors. Board members are expected to possess the knowledge, skills, and character necessary to effectively perform their duties. To achieve the goals of sound corporate governance, the Board as a whole should collectively possess the following core competencies:

A. Operational judgment
B. Accounting and financial analysis
C. Business management
D. Crisis management
E. Industry knowledge
F. Global market perspective
G. Leadership
H. Decision-making

In addition, the Company has formulated a policy of "Diversity of Board Members", including but not limited to the following two standards:

A. Basic conditions and values: Gender, age, nationality and culture, etc.
B. Professional knowledge and skills: Professional background (such as law, accounting, industry, finance, marketing or technology), professional skills and industry experience, etc.

(2) Specific management goals

In order to strengthen the effectiveness of corporate governance and promote the sound development of the composition and structure of the Board of Directors, the composition of the Board of Directors of the Company takes

into consideration the various needs of the Company's operating structure, business development direction and future industrial development trends, and evaluates the industrial experience and professional ability of the Board members. We aim to diversify and complement each other's expertise in terms of basic composition (e.g. gender, nationality, age, etc.), professional background (e.g. electronics, information, communication, etc.) and professional knowledge and skills (e.g. technology, accounting, law, etc.). As part of its governance objective, the Company strives to ensure that at least one-third of directors possess professional backgrounds in business, marketing, or technology, and at least one-third of independent directors have expertise in finance, accounting, law, or business. In addition, the Company has established specific diversity management objectives for its Board of Directors. These include limiting the proportion of directors who are also employees of the Company to less than one-third, setting the proportion of independent directors at 50%, limiting the tenure of independent directors to no more than three terms, and achieving at least one-third representation of a different gender. These targets demonstrate the Company’s concrete commitment to board diversity and the pursuit of a well-balanced and inclusive governance structure.

(3) Current board members' implementation of the diversity policy

The eleventh board of directors of the Company consists of eight directors. Except for the directors, all of whom are of local nationality, they all have different professional backgrounds. The respective departments are composed of majors from the Department of Electronic Engineering of Tamkang University, the Department of Electronic Physics, the Department of Electrophysics of National Chiao Tung University, the Department of Information of Chung Yuan Christian University, the Department of Geology of Chinese Culture University, the Master of Accounting Department of National Chengchi University, and the Doctor of Laws from Tulane University and the Master of University of Chicago Booth School of Business. Among them, four general directors all have a background in actual industry operation, and the other four independent directors are composed of professionals with accounting, legal and industrial backgrounds. The overall board members have diverse and complementary industrial experience and financial and accounting professional capabilities, of which 62.5% have business experience, and they belong to different fields of semiconductor, IC design,

storage and communication, and the proportion of marketing capability and technology professionals up to 50%, and those with legal profession and accounting profession each accounted for 12.5% and 25%. In terms of implementing board diversity, the current board composition demonstrates significant progress toward achieving the Company's diversity goals. Directors who are also employees of the Company account for 25%, and independent directors make up 50% of the board. Among the independent directors, 50% have served for less than nine years. In terms of age distribution, 12.5% of directors are over the age of 70, while 87.5% are between 60 and 70 years old. Female representation on the board stands at 12.5%. Its establishment and operation are in accordance with the relevant laws and regulations, so the Company's board of directors diversification policy has been implemented. The detailed composition of the board of directors diversification of the Company is as follows:

Diversified implementation / Name of Directors	Gender	Concurrent employee of the Company	Age range (yrs)		Independent director seniority		Industry experience / professional expertise				
			60~70	70~80	Less than 9 years	More than 9 years	Business experience	Marketing capability	Technology expertise	Legal expertise	Accounting expertise
Ching Jong Chen	Male	√	√				√	√	√		
Tsang An Chiang	Male		√				√	√	√		
Wu Hsing Hsiao	Male	√	√				√	√	√		
Cheng The Wu	Male			√			√				
Chih Ling Chen	Male		√		√						√
Wen Chin Lee	Male		√			√	√	√	√		
Chi Thon Yo	Male		√			√				√	
Xue Min Wu	Female		√		√						√

(4) If the seats held by directors of either gender do not reach one-third of the Board, explain the reasons and the measures planned to enhance gender diversity on the Board.

As of now, female directors account for 12.5% of the 11th Board of Directors of the Company. The proportion of either gender does not yet reach one-third.

This is primarily because gender diversity was not a key consideration at the time of appointment. To address this, the Company has formulated a plan for the full re-election of directors at the 2025 Shareholders' meeting. The Company intends to nominate three female and five male directors, thereby achieving the target of at least one-third board representation for either gender.

2. Board Independence

Among the eight members of the Company's 11th Board of Directors—comprising four general directors and four independent directors—none is subject to any of the disqualifications listed in Article 30 of the Company Act. Furthermore, none of the directors falls under the circumstances described in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act. Specifically, there are no spousal or second-degree familial relationships among the directors, including between general and independent directors; In addition, all four independent directors meet the independence requirements outlined in Article 3, Paragraph 1 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies." This includes not having any of the following conditions during the two years prior to their election and throughout their tenure:

I. Employment by the Company or any of its affiliates.
II. Serving as a director or supervisor of the Company or its affiliates.
III. Personally, or through a spouse, minor children, or via nominee accounts, holding 1% or more of the Company's total outstanding shares or being among the top ten individual shareholders.
IV. Being a manager or relative (spouse, second-degree relative, or third-degree direct blood relative) of any of the persons listed in the preceding items.
V. Serving as a director, supervisor, or employee of a corporate shareholder holding 5% or more of the Company's outstanding shares, being among the top five shareholders, or having assigned representatives as directors or supervisors pursuant to Article 27 of the Company Act.
VI. Serving as a director, supervisor, or employee of another company where over half of the seats or voting rights are controlled by the same person as in the Company.
VII. Serving as a director, supervisor, or employee of another company or institution whose chairperson, General Manager, or equivalent officer is the same person or spouse of the Company's chairman or General Manager.
VIII. Serving as a director, supervisor, manager, or shareholder holding 5% or more

of a specific company or institution having financial or business dealings with the Company.

IX. Being a professional (or business owner, partner, director, supervisor, or manager of a sole proprietorship, partnership, company, or institution), or the spouse of such a person, who provides audit, legal, financial, accounting, or other related services to the Company or its affiliates, and who received total compensation exceeding NT$500,000 within the past two years. However, persons serving on a Remuneration Committee, Tender Offer Review Committee, or M&A Special Committee in accordance with the law or the Business Mergers and Acquisitions Act shall not be subject to the above restrictions.

3. Disclosure of Professional Qualifications of Directors and Independence of Independent Directors

Criteria / Name	Professional qualifications and experience (Note1)	Independence Criteria (Note2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Ching Jong Chen	Director Ching Jong Chen previously served as Business Manager at Clevo Co. He currently holds multiple positions, including Chairman, General Manager, and General Manager of the Memory Business Group at the Company. He also serves concurrently as the head of Phoenix Innovative Materials Co., Ltd., and as the legal person director representative of Foresight Energy Technologies Co., Ltd. and Morelink Technology Corporation. He possesses professional qualifications and extensive experience in business operations, industry knowledge, operational judgment, risk management, decision-making, and leadership.	Independence Criteria: The individual, their spouse, minor children, or those holding shares on their behalf do not hold 1% or more of the Company's total outstanding shares, nor are they among the top ten individual shareholders. The individual does not have a spousal or second-degree familial relationship with any other director, has not engaged in any conduct as specified under Article 30 of the Company Act, and was not elected as a director pursuant to Article 27 of the Company Act as a representative of a government entity or legal person.	None
Trump Gain Investments Ltd. Representative: Cheng The Wu	Representative Director Cheng The Wu currently serves as the head of Trump Gain Investments Ltd. and the legal person director representative of HGiga, Inc. He possesses the professional qualifications and experience required for business operations and corporate governance.	Independence Criteria: He is not an employee of the Company or any of its affiliates. Neither he, nor his spouse, minor children, nor any shares held under others' names, hold 1% or more of the Company's total issued shares, nor is he among the top ten individual shareholders. He has no spousal or second-degree familial relationship with any other director and does not fall under any of the conditions specified in Article 30 of the Company Act.	None
Wu Hsing Hsiao	Director Wu Hsing Hsiao previously served as Vice General Manager of DATAWORLD INT'L CORP. He currently serves as General Manager of the Company's Storage Business Group, and concurrently as the legal person director representative of Morelink Technology Corporation. He possesses professional qualifications and extensive experience in business operations, industry knowledge, operational judgment, risk management, decision-making, and leadership.	Independence Criteria: He is not a natural-person shareholder who, together with shares held by his spouse, minor children, or held under others' names, holds 1% or more of the Company's total issued shares, nor is he among the top ten individual shareholders. He does not have a marital or second-degree familial relationship with any other director of the Company. He has not been subject to any conditions defined in Article 30 of the Company Act, and was not elected as a representative of a government entity or legal person as stipulated in Article 27 of the Company Act.	None
Tsang An Chiang	Director Tsang An Chiang previously served as Marketing Manager at United Microelectronics Corporation. He is currently the Chairman and General Manager of Princeton Technology Corp., and also serves as Chairman of Princeton	Independence Criteria: He is not an employee of the Company or any of its affiliates. Neither he, nor his spouse, minor children, nor any shares held under others' names, hold 1% or more of the Company's total issued shares, nor is he among	None

	Technology (Shenzhen) Corp., Princeton Technology (Chengdu) Corp., Chengdu Chip-Rail Microelectronics Co., Ltd., Chengyi Investment Co., Ltd., among others. He possesses professional qualifications and extensive experience in international market perspective, business operations, technology, operational judgment, risk management, decision-making, and leadership.	the top ten individual shareholders. He does not have a spousal or second-degree familial relationship with any other director of the Company. He has not been subject to any of the conditions defined in Article 30 of the Company Act, and was not elected as a representative of a government entity or legal person as defined in Article 27 of the Company Act.	
Chih Ling Chen	Independent Director Chih Ling Chen holds a Master's degree in Accounting from National Chengchi University, and has passed the national certified public accountant examination as well as obtained the professional qualification of Taiwan Securities Analyst. He is currently a partner accountant at NEXIA Sun Rise CPAs & Co., and possesses strong professional qualifications and experience in financial and accounting practices.	Independent Director Chih Ling Chen meets the professional qualifications, shareholding and concurrent position restrictions, and independence criteria set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies. Specifically, neither he, his spouse, nor relatives within the second degree of kinship have served as directors, supervisors, or employees of the Company or any of its affiliates. Furthermore, neither he, his spouse, nor relatives within the second degree (including shares held under others' names) hold any shares in the Company. He also does not serve as a director, supervisor, or employee of any company having a specific relationship with the Company. In the past two years, he has not provided business, legal, financial, accounting, or other services to the Company or its affiliates, nor has he received any compensation for such services. He is also not subject to any of the circumstances specified in Article 30 of the Company Act.	1
Wen Chin Lee	Independent Director Wen Chin Lee has previously served as General Manager or Chief Operating Officer of several major telecommunications companies, including Asia Pacific Telecom and VIBO Telecom. He has profound professional knowledge and extensive hands-on management experience in the telecommunications industry. He possesses professional qualifications and experience in business operations, the technology industry, operational judgment, risk management, decision-making, and leadership.	Independent Director Wen Chin Lee meets the professional qualifications, shareholding and concurrent position restrictions, and independence criteria as prescribed by the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies. Neither he, his spouse, nor any relatives within the second degree of kinship have served as directors, supervisors, or employees of the Company or any of its affiliates. Furthermore, neither he, his spouse, nor relatives within the second degree (including shares held under others' names) hold any shares in the Company. He does not serve as a director, supervisor, or employee of any company with a specific relationship to the Company, and in the past two years, he has not provided the Company or its affiliates with business, legal, financial, accounting, or other services, nor has he received any compensation for such services. He is also not subject to any of the disqualifying circumstances specified in Article 30 of the Company Act.	None

Chi Thon Yo	Independent Director Chi Thon Yo holds a Juris Doctor (J.D.) degree from Tulane University and has passed the bar examination of the Republic of China. He is currently the lead attorney at Dr. Yo's International Litigation Law Firm, and has previously served as an attorney in Washington, D.C., at the Federal Court of Northern California, the U.S. Court of International Trade in New York, and the U.S. Court of Appeals for the Federal Circuit, among other distinguished legal positions. He possesses profound legal expertise and practical experience in the field of law.	Independent Director Chi Thon Yo meets the professional qualifications, shareholding and concurrent position restrictions, and independence criteria as set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies. Neither he, his spouse, nor any relatives within the second degree of kinship have served as directors, supervisors, or employees of the Company or any of its affiliates. In addition, neither he, his spouse, nor relatives within the second degree (including shares held under others' names) hold any shares in the Company. He does not serve as a director, supervisor, or employee of any company having a specific relationship with the Company, and in the past two years, he has not provided the Company or its affiliates with business, legal, financial, accounting, or other services, nor has he received any remuneration for such services. He is also not subject to any of the disqualifying circumstances specified in Article 30 of the Company Act.	None
Xue Min Wu	Independent Director Xue Min Wu holds a Master's degree from the University of Chicago Booth School of Business. She has previously served as Chief Auditor at TECO Corporation and Vice General Manager of the Audit Office at Dachan Great Wall Group. She specializes in internal auditing, financial management, and corporate governance, and possesses professional capabilities and extensive practical experience in business operations, analytical judgment, risk management, and objective analysis.	Independent Director Xue Min Wu meets the professional qualifications, shareholding and concurrent position restrictions, and independence criteria stipulated in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies. Neither she, her spouse, nor any relatives within the second degree of kinship have served as directors, supervisors, or employees of the Company or any of its affiliates. Furthermore, neither she, her spouse, nor relatives within the second degree (including shares held under others' names) hold any shares in the Company. She does not serve as a director, supervisor, or employee of any company having a specific relationship with the Company, and in the past two years, she has not provided business, legal, financial, accounting, or other services to the Company or its affiliates, nor has she received any compensation for such services. She is also not subject to any of the conditions defined in Article 30 of the Company Act.	1

Note 1: Professional qualifications and experience: Describe the professional qualifications and experience of each director and supervisor. For members of the Audit Committee with expertise in accounting or finance, their educational background and work experience in accounting or finance should be specified. In addition, indicate whether the individual is free from any of the circumstances specified in Article 30 of the Company Act.

Note 2: Disclose whether the independent directors meet the independence criteria, including but not limited to: whether the individual, their spouse, or relatives within the second degree of kinship serve as directors, supervisors, or employees of the Company or any of its affiliates; the number and percentage of Company shares held by the individual, their spouse, or relatives within the second degree (including those held under others' names); whether the individual serves as a director, supervisor, or employee of a company having a specific relationship with the Company (as defined in Paragraphs 5 to 8, Article 3, Paragraph 1 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and the amount of compensation received for providing business, legal, financial, accounting, or other services to the Company or its affiliates in the past two years.

2.1.2 Information on the General Manager, Vice General Managers, Assistant Vice General Managers, and Heads of Departments and Branch Offices

2025/04/30; Unit: shares

Title	Nationality	Name	Gender	Date of Appointment	Shareholding		Shares Held by Spouse and Minor Children		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Managers who are Spouses or Within Two Degrees of Kinship			Remark
					Number of shares	%	Number of shares	%	Number of shares	%			Title	Name	Relationship	
General Manager and General Manager of Memory Business Group	R.O.C.	Ching Jong Chen	Male	2000.08.31	187,092	0.20%	—	—	—	—	Tamkang University Department of Electronic Engineering Clevo Co. business manager	Note1	—	None	—	
General Manager of Storage Business Group	R.O.C.	Wu Hsing Hsiao	Male	1996.08.01	718,453	0.78%	—	—	—	—	Chung Yuan Christian University Department of Information Vice General Manager of DATAWORLD INT'L CORP.	Note2	—	None	—	
Storage Business Group Assistant Manager of Technology Department and System R&D Department	R.O.C.	Tzu Chi Yin	Male	2001.03.01	18,705	0.02%	—	—	—	—	St. John's and St. Mary's Institute of Technology of Electronics Deputy Manager of DATAWORLD INT'L CORP.	None	—	None	—	
Memory Business Group R&D Department and Information Department Vice General Manager	R.O.C.	Shih Tang Wu	Male	1997.12.01	6,065	0.01%	—	—	—	—	Master of Electrical Engineering, Tamkang University American SMC Manager	Note3	—	None	—	

Memory Business Group Assistant Manager of Materials Department	R.O.C.	Min Hsien Lee	Female	1999.09.01	4,069	0.00%	—	—	—	—	Takming College of Business Accounting and Statistics KAPOK Computer CO. Purchasing Staff	Note4	—	None	—	
General Manager's Office Vice General Manager	R.O.C.	Da Wei Hhieh	Male	2003.05.15	11,000	0.01%	—	—	—	—	Department of Accounting, Fu Jen Catholic University Senior Manager of Asia Securities INC.	Note5	—	None	—	
Management business group Accounting Department Manager	R.O.C.	Hsiu Yu Chen	Female	1998.10.13	10,263	0.01%	—	—	—	—	Ming Chuan Women's Commercial College of Business Accounting and Statistics Deputy Manager of Accounting Department of Data Expert Computer Co., Ltd.	None	—	None	—	Note6

Note 1: General Manager Ching Jong Chen currently holds concurrent positions in other companies as the Responsible Person of Phoenix Innovative Materials Co., Ltd., Legal Person Director Representative of Foresight Energy Technologies Co., Ltd., and Legal Person Director Representative of Morelink Technology Corporation.

Note 2: General Manager of the Storage Business Group, Wu Hsing Hsiao, currently serves concurrently as the Legal Person Director Representative of Morelink Technology Corporation.

Note 3: Vice General Manager of the R&D Department of the Memory Business Group and the Information Department currently holds a concurrent position as General Manager of Phoenix Innovative Materials Co., Ltd. in another company.

Note 4: Assistant Manager of the Materials Department of the Memory Business Group currently concurrently serves as Supervisor of Phoenix Innovative Materials Co., Ltd..

Note 5: The general manager's office associate currently concurrently holds the position of Legal Person Director Representative of Morelink Technology Corporation.

Note 6: Manager of the Finance and Accounting Department retired upon reaching the mandatory retirement age on April 30, 2025.

2.2 Remuneration paid to directors, general manager and vice general managers in the most recent year

A. Remuneration of Directors and Independent Directors

2024; Unit: NT$ Thousand Shares

Title	Name	Remuneration								Ratio of total compensation (A+B+C+D) to net income (%) (Note1)		Relevant Remuneration Received by Directors Who are Also Employees								Ratio of Total Compensation (ABCDEFG) to Net Income (%) (Note1)		Remuneration from ventures other than affiliated enterprises or from the parent company
		Base Compensation (A)		Severance Pay (B)		Directors Compensation (C) (Note2)		Allowances (D)				Salary, Bonuses, and Allowances (E) (Note3)		Severance Pay (F) (Note4)		Employee Compensation (G)(Note2)						
																The Company		Companies in the consolidated financial statements				
		The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	Cash	Stock	Cash	Stock	The Company	Companies in the consolidated financial statements	
Director	Ching Jong Chen	0	0	0	0	0	0	35	35	0	0	2,809	2,809	4,600	4,600	0	0	0	0	0	0	None
Director	Tsang An Chiang	0	0	0	0	0	0	35	35	0	0	0	0	0	0	0	0	0	0	0	0	None
Director	Wu Hsing Hsiao	0	0	0	0	0	0	35	35	0	0	2,879	2,879	6,663	6,663	0	0	0	0	0	0	None
Director	Trump Gain Investments Ltd. Cheng The Wu	0	0	0	0	0	0	30	30	0	0	0	0	0	0	0	0	0	0	0	0	None
Independent Director	Chih Ling Chen	0	0	0	0	0	0	160	160	0	0	0	0	0	0	0	0	0	0	0	0	None
Independent Director	Wen Chin Lee	0	0	0	0	0	0	160	160	0	0	0	0	0	0	0	0	0	0	0	0	None
Independent Director	Chi Thon Yo	0	0	0	0	0	0	160	160	0	0	0	0	0	0	0	0	0	0	0	0	None
Independent Director	Xue Min Wu	0	0	0	0	0	0	160	160	0	0	0	0	0	0	0	0	0	0	0	0	None

Note 1: As the Company reported a loss in its final accounts for year 2024, the calculation of the percentage of net profit after tax is not applicable.

Note 2: As the Company suffered a loss in its final accounts for the year 2024, no compensation to directors and employees was distributed.

Note 3: In addition, one official vehicle was provided by lease to the Chairman and General Manager (same person), and another to the Director who also serves as General Manager of a Business Group. The total lease payment for year 2024 amounted to NT$1,568 thousand.

Note 4: In accordance with Taipei Exchange (TPEx) disclosure requirements, the Company's actual retirement pension payments for year 2024 amounted to NT$11,058 thousand, and the accrual or contribution recognized as retirement pension expense totaled NT$205 thousand.

Range of Remuneration

Range of Remuneration for Directors of the Company	Name of Directors			
	Total Amount of the First Four Types of Compensation (A+B+C+D)		Total Amount of the First Seven Types of Compensation (A+B+C+D+E+F+G)	
	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements
Less than NT$ 1,000,000	Ching Jong Chen, Tsang An Chiang, Wu Hsing Hsiao, Chih Ling Chen, Wen Chin Lee, Chi Thon Yo, Xue Min Wu, Trump Gain Investments Ltd	Ching Jong Chen, Tsang An Chiang, Wu Hsing Hsiao, Chih Ling Chen, Wen Chin Lee, Chi Thon Yo, Xue Min Wu, Trump Gain Investments Ltd	Tsang An Chiang, Chih Ling Chen, Wen Chin Lee, Chi Thon Yo, Xue Min Wu, Trump Gain Investments Ltd	Tsang An Chiang, Chih Ling Chen, Wen Chin Lee, Chi Thon Yo, Xue Min Wu, Trump Gain Investments Ltd
NT$1,000,000 (inclusive) – NT$2,000,000 (exclusive)	–	–	–	–
NT$2,000,000 (inclusive) – NT$3,500,000 (exclusive)	–	–		
NT$3,500,000 (inclusive) – NT$5,000,000 (exclusive)	–	–	–	–
NT$5,000,000 (inclusive) – NT$10,000,000 (exclusive)	–	–	Ching Jong Chen, Wu Hsing Hsiao	Ching Jong Chen, Wu Hsing Hsiao
NT$10,000,000 (inclusive) – NT$15,000,000 (exclusive)	–	–	–	–
NT$15,000,000 (inclusive) – NT$30,000,000 (exclusive)	–	–	–	–
NT$30,000,000 (inclusive) – NT$50,000,000 (exclusive)	–	–	–	–
NT$50,000,000 (inclusive) – NT$100,000,000 (exclusive)	–	–	–	–
Greater than or equal to NT$100,000,000	–	–	–	–
Total	8	8	8	8

Note: The remuneration of Chairman Ching Jong Chen and Director Wu Hsing Hsiao includes NT$11,058 thousand in retirement benefits actually paid in 2024, representing a lump-sum settlement under the old pension scheme.

B. Remuneration of Supervisors

According to Article 14-4 of the Securities and Exchange Act, the audit committee composed of four independent directors, so it is not applicable.

C. Remuneration of the General Manager and Vice General Managers

2024; Unit: NT$ Thousand / Thousand Shares

Title	Name	Salary (A)		Severance Pay (B) (Note1)		Bonuses and Allowances (C) (Note2)		Employee Compensation (D) (Note3)				Ratio of total compensation (A+B+C+D) to net income (%) (Note4)		Remuneration from ventures other than affiliated enterprises or from the parent company
		The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company	Companies in the consolidated financial statements	The Company		Companies in the consolidated financial statements		The Company	Companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
General Manager and General Manager of Memory Business Group	Ching Jong Chen	2,400	2,400	4,600	4,600	409	409	0	0	0	0	(Note4)	(Note4)	None
General Manager of Storage Business Group	Wu Hsing Hsiao	2,460	2,460	6,663	6,663	419	419	0	0	0	0	(Note4)	(Note4)	None
Vice General Manager of R&D Department of Memory Business Group	Shih Tang Wu	1,920	1,920	108	108	612	612	0	0	0	0	(Note4)	(Note4)	None

Note 1: In accordance with Taipei Exchange (TPEx) disclosure requirements, the Company's actual retirement pension payments for year 2024 amounted to NT$11,058 thousand, and the accrual or contribution recognized as retirement pension expense totaled NT$205 thousand.

Note 2: In addition, one official vehicle was provided by lease to the Chairman and General Manager (same person), and another to the Director who also serves as General Manager of a Business Group. The total lease payment for year 2024 amounted to NT$1,568 thousand.

Note 3: As the Company suffered a loss in its final accounts for the year 2024, no compensation to employees was distributed.

Note 4: As the Company suffered a loss in its final accounts for the year 2024, the calculation of the proportion of net profit after tax is not applicable.

Note 5: The Vice General Manager of the General Manager's Office was promoted in February 2025 and therefore is not included in the disclosures for fiscal year 2024.

Range of Remuneration	Name of General Manager and Vice General Managers	
	The Company	Companies in the consolidated financial statements (E)
Less than NT$ 1,000,000	—	—
NT$1,000,000 (inclusive) – NT$2,000,000 (exclusive)	—	—
NT$2,000,000 (inclusive) – NT$3,500,000 (exclusive)	Shih Tang Wu	Shih Tang Wu
NT$3,500,000 (inclusive) – NT$5,000,000 (exclusive)	—	—
NT$5,000,000 (inclusive) – NT$10,000,000 (exclusive)	Ching Jong Chen, Wu Hsing Hsiao	Ching Jong Chen, Wu Hsing Hsiao
NT$10,000,000 (inclusive) – NT$15,000,000 (exclusive)	—	—
NT$15,000,000 (inclusive) – NT$30,000,000 (exclusive)	—	—
NT$30,000,000 (inclusive) – NT$50,000,000 (exclusive)	—	—
NT$50,000,000 (inclusive) – NT$100,000,000 (exclusive)	—	—
Greater than or equal to NT$100,000,000	—	—
Total	3	3

D. The name of the manager who distributes employee compensation and the distribution situation

The name of the manager who distributes employee compensation and the distribution situation

December 31, 2024; NT$ thousands

	Title	Name	Stock (Note1)	Cash (Note1)	Total	Ratio of the Aggregate Amount to the Net Income After Tax (%) (Note 1)
Manager	General Manager	Ching Jong Chen	0	0	0	Not applicable
	General Manager of Business Group	Wu Hsing Hsiao				
	Vice General Manager of R&D Department	Shih Tang Wu				
	Vice General Manager	Da Wei Hhieh				
	Assistant Manager	Min Hsien Lee				
	Assistant Manager	Tzu Chi Yin				
	Manager	Hsiu Yu Chen				

Note 1: As the Company suffered a loss in its final accounts for the year 2024, no compensation to employees was distributed, and the calculation of the proportion of net profit after tax is not applicable.

2.2.3 Managerial officers with the top five highest remuneration amounts (disclose their names and remuneration method)

2024; Unit: NT$ Thousand / Thousand Shares

Title	Name	Salary (A) (Note 2)		Severance Pay (B)		Bonuses and Allowances (C) (Note 3)		Employee Compensation (D) (Note 4)				Ratio of total compensation (A+B+C+D) to net income (%) (Note 6)		Remuneration from ventures other than affiliated enterprises or from the parent company (Note 7)
								The Company		Companies in the consolidated financial statements (Note 5)				
		The Company	Companies in the consolidated financial statements (Note 5)	The Company	Companies in the consolidated financial statements (Note 5)	The Company	Companies in the consolidated financial statements (Note 5)	Cash	Stock	Cash	Stock	The Company	Companies in the consolidated financial statements	
General Manager	Ching Jong Chen	2400	2400	4,600	4,600	409	409	0	0	0	0	0	0	None
General Manager of Business Group	Wu Hsing Hsiao	2460	2460	6,663	6,663	419	419	0	0	0	0	0	0	None
Vice General Manager of R&D Department	Shih Tang Wu	1920	1920	108	108	612	612	0	0	0	0	0	0	None
Assistant Manager	Min Hsien Lee	1560	1560	95	95	424	424	0	0	0	0	0	0	None
Assistant Manager	Tzu Chi Yin	1260	1260	76	76	341	341	0	0	0	0	0	0	None

Note 1: Managerial officers with the top five highest remuneration amounts refers to managers at the Company, in which the standard for determining managers is the applicable scope set forth in Order Tai-Cai-Zheng-San-Zi No. 0920001301 from the former Securities and Futures Commission, Ministry of Finance dated March 27, 2003. The top five highest remuneration amounts are determined based on the sum of salaries, severance pay, bonuses and allowances, and employee compensation received by a managerial officer from all companies in the consolidated financial statements (i.e., the sum of items A, B, C, and D). If a director also serves as one of the aforementioned executives, their information should be disclosed in both this table and the previous table (Remuneration of Directors and Independent Directors)

Note 2: Refers to the salaries, duty allowances, and severance pay paid to the managerial officers with the top five remuneration amounts in the most recent year.

Note 3: Refers to the remuneration paid to the managerial officers with the top five remuneration amounts, including various bonuses, incentives, travel expenses, special disbursements, allowances, accommodation, company car, other physical items, other compensations, etc., in the most recent year. Where housing, cars, other means of transportation, or expenditures exclusively for individuals are offered, the nature and costs of the offered assets, the actual rent or fair market rent, fuel expenses, and other benefits shall be disclosed. In addition, where a driver is provided, please provide an explanation in the notes on the compensation paid to the driver by the Company, but not calculating as remuneration. The salaries recognized in accordance with IFRS 2 "Share-based Payment," including the share subscription warrants issued to employees, new restricted stock award shares issued to employees, and employee stock at cash capital increase, shall also be calculated as remuneration.

Note 4: Refers to the amount of employee compensation (including stock and cash) approved by the Board of Directors for managerial officers with the top five remuneration amounts in the most recent year. If the amount of employee compensation cannot be estimated this year, the proposed amount should be calculated based on the actual amount and ratio distributed last year. As the Company suffered a loss in its final accounts for the year 2024, no compensation to employees was distributed, and the calculation of the proportion of net profit after tax is not applicable.

Note 5: The total remuneration paid by all companies in the consolidated statements (including the Company) to managerial officers with the top five highest remuneration amounts must be disclosed.

Note 6: As the Company suffered a loss in its final accounts for the year 2024, the calculation of the proportion of net profit after tax is not applicable.

Note 7: a. Specify the amount of remuneration received by managerial officers with the top five remuneration amounts from ventures other than affiliated enterprises or from the parent company in this field (Please fill in "None" if none).

b. The remuneration means pay, compensation (including compensation of employees, directors and supervisors) and business expenses received by managerial officers with the top five remuneration amounts who are serving as a director, supervisor or manager of ventures other than affiliated enterprises or of the parent company.

2.2.4 Comparison of Remuneration for Directors, Supervisors, General Manager and Vice General Managers in the Most Recent Two Fiscal Years and Remuneration Policy for Directors, Supervisors, General Manager and Vice General Managers

1. The ratio of total remuneration paid by the Company and by all companies included in the consolidated financial statements for the two most recent fiscal years to directors, supervisors (independent directors of the Audit Committee), General Manager and Vice General Managers of the Company, to the net income.

Unit: NT$ thousands; %

Item	Proportion of total remuneration to net profit after tax of individual financial report (Note 3)				Increase (decrease) ratio
	2024 (Note 2)		2023 (Note 2)		
	Amount	Ratio	Amount	Ratio	
Director	775	-	665	-	16.54%
Supervisors (Note 1)	-	-	-	-	-
General Manager and Vice General Managers	8,220	-	7,897	-	4.17%

Note 1: According to Article 14-4 of the Securities and Exchange Act, the Company has established an Audit Committee composed of four independent directors to replace the functions of supervisors. Therefore, the disclosure of supervisor remuneration listed in this table is not applicable to the Company.

Note 2: The remuneration paid to the Company's directors (including independent directors of the audit committee), general manager and Vice General Managers is not different between the Company and the consolidated statement, so they are not shown separately.

Note 3: The Company's 2023 and 2024 years are final accounts losses, so the calculation of the proportion of total remuneration to net profit after tax is not applicable.

2. The policies, standards, and portfolios for the payment of remuneration, the procedures for determining remuneration, and the correlation with risks and business performance.

(1) Remuneration Policy

The Company has set up "Directors and Managers' Compensation Management Measures", There are clear and specific regulations on the policies, standards and combinations of remuneration for directors, independent directors and managers, the procedures for setting remuneration, and the relevance to business performance and future risks. In addition to the Company's overall operating performance, the remuneration is determined with reference to the individual's contribution to the Company's performance and the relevance of the degree of risk to the future, and reasonable remuneration is given. The procedures for determining the remuneration are based on relevant laws and regulations, the Company's articles of association, and the internal control system, and the

Company's remuneration committee regularly evaluates the results of directors, independent directors and managers' performance goals. After putting forward suggestions on the content and amount of individual personnel's remuneration, it is submitted to the board of directors for discussion and approval.

In addition, the design and implementation of the Company's compensation for directors and managerial officers shall take into account the following policy objectives to establish a competitive remuneration system in the market:

I. Compensation should support the Company's overall objectives and strategic direction aimed at maximizing value.
II. Compensation should be flexible enough to respond to industry risks and changes.
III. Compensation should adhere to the principles of internal fairness and external competitiveness.
IV. Compensation should consider the components and proportions of fixed pay, variable pay, and other benefits.
V. Compensation should strike a balanced alignment with both short-term and long-term performance assessments.

(2) Director Remuneration Standards, Structure, and Determination Procedures

The remuneration structure for directors (including independent directors) is determined in accordance with Article 23 of the Company's Articles of Incorporation, which authorizes the Board of Directors to approve compensation based on each director's level of participation in the Company's operations, their value of contribution, and prevailing industry standards. Additionally, remuneration from earnings distribution is handled pursuant to Article 29 of the Articles of Incorporation, which stipulates that up to 2% of annual profit, if any, may be allocated as director compensation.

As for the remuneration standards and determination procedures, the Company conducts regular performance evaluations of directors in accordance with its "Board Performance Evaluation Guidelines." The assessment items include: alignment with Company goals and missions, understanding of directors' responsibilities, level of participation in operations, management and communication of internal relations, professional expertise and continuing education, internal control, ESG performance, and other relevant factors. The results of these evaluations are used as a basis for determining remuneration allocation ratios. The Remuneration Committee first reviews and assesses the reasonableness of the proposed distribution, formulates a recommendation, and submits it to the Board of Directors for resolution and approval; Regarding business execution expenses, these pertain solely to reimbursements such as travel and meeting attendance fees for directors attending board meetings, as

well as compensation for independent directors serving on the remuneration committee. No other types of compensation are provided.

(3) Manager Remuneration Standards, Structure, and Determination Procedures

The remuneration structure for the Company's managerial officers primarily consists of fixed salary, year-end bonuses, and employee remuneration. The employee remuneration portion is allocated in accordance with Article 29 of the Company's Articles of Incorporation, which provides that 5% to 15% of annual profits may be distributed as employee remuneration.

As for the standards and procedures for determining managerial compensation, these are regularly evaluated by the Remuneration Committee. The process for determining fixed salary is based on the achievement of individual performance targets and performance evaluation results. Evaluation criteria include departmental performance, initiative and innovation, internal control management, work relationships, professional skills, talent development, and sustainability performance. Individual compensation content and amounts are then set accordingly. Year-end bonuses and employee remuneration are determined based on the Company's operational performance for the year, as well as each managerial officer's individual annual performance and contributions. In addition, when conducting annual performance appraisals, the Company integrates its employee performance evaluation system with ESG and corporate social responsibility policies, and considers various factors such as the Company's overall business performance, individual salary level, appraisal results, awards and disciplinary actions, and length of service. The above elements are first reviewed and evaluated by the Remuneration Committee, which formulates and approves a recommended proposal. This proposal is then submitted to the Board of Directors for resolution and implementation.

(4) Correlation Between Directors' and Managerial Officers' Remuneration and Business Performance and Future Risk

A. Correlation with Business Performance

The Company's review of its remuneration policies, payment standards, and related systems is primarily based on the Company's overall operational performance. Compensation is determined in accordance with performance achievement rates and individual contributions, with the goal of enhancing the organizational effectiveness of the Board of Directors and management team. Industry compensation benchmarks are also considered to ensure that the remuneration offered to the Company's management remains competitive, thereby helping to retain top managerial talent.

B. Correlation with Future Risk

The Company's managerial performance targets are closely tied to risk control mechanisms. Remuneration policies are designed to discourage directors and managerial officers from engaging in behavior that exceeds the Company's risk appetite for the sake of financial gain. All risk factors are carefully considered in the performance evaluation process, ensuring that potential risks within each individual's area of responsibility are appropriately managed and mitigated. Compensation is then determined based on the results of performance assessments, effectively linking remuneration to risk management outcomes.

2.2.5 Link between directors and managers' performance evaluation and remuneration

1. For directors, apart from the distribution of director remuneration based on Article 29 of the Company's Articles of Incorporation, which stipulates that no more than 2% of annual profits may be allocated as director compensation, the Board of Directors is also authorized under Article 23 to determine remuneration according to each director's level of participation in Company operations, value of contribution, and prevailing industry standards. In addition, pursuant to Article 5 of the Company's "Regulations for Managing Compensation of Directors and Managerial Officers", director and managerial compensation must reasonably reflect individual performance evaluations, Company operating performance, and associated future risks. The Company conducts annual performance assessments in accordance with its "Board Performance Evaluation Guidelines", with distribution based on the results of individual evaluations. Assessment criteria include alignment with Company goals and missions, understanding of duties, participation in operations, internal communication and relationship management, professionalism and continuous learning, internal control, ESG performance, and other relevant indicators. However, in fiscal year 2024, the Company only paid fixed compensation such as transportation or attendance fees and did not issue any variable remuneration. Therefore, the Company has fully incorporated the results of director performance evaluations into its remuneration decisions, and no additional compensation was granted.

2. The remuneration of the Company's managers mainly includes fixed salary, year-end bonus and employee compensation, among them, employee remuneration is based on the provisions of Article 29 of the Company's articles of association for the distribution of surplus, with 5 to 15% allocated as employee remuneration. Are regularly evaluated by the Remuneration Committee, fixed salary is to determine the content and amount of individual salary and remuneration based on the manager's performance goal achievement situation and performance evaluation results, which cover departmental performance, initiative and innovation, internal control management, work relationships, professional skills, talent development, and sustainability performance. Year-end bonuses and employee remuneration are determined based on the Company's

operating performance achieved during the year, and the annual performance and contribution of each manager. After the foregoing content is evaluated and determined by the Remuneration Committee, the recommended content of its resolution will be submitted to the board of directors for resolution and implementation. Therefore, the remuneration of the Company's managers has taken into consideration the relevant results of the manager's performance evaluation.

2.2.6 Whether the Company discloses its policy on linking senior managers' compensation and ESG-related performance evaluations

In view of the fact that the linkage between senior managers' compensation and ESG (Environmental, Social and Corporate Governance) related performance evaluation has become an important key factor in the sustainable development of Corporate Social Responsibility (CSR), the Company has incorporated ESG sustainability performance indicators into its compensation policy for senior executives starting in fiscal year 2024. This ensures that senior executives play an active role in advancing the Company’s ESG goals and values. The related policy framework is outlined as follows: The Company's plan for policies related to this issue is as follows:

1. ESG performance goal setting

   The Company has incorporated specific ESG indicators into the performance goals of senior managers to guide and motivate them in advancing ESG initiatives. These indicators cover areas such as energy conservation and carbon reduction, employee diversity, community engagement, and improvements in corporate governance. The Board of Directors has approved revisions to the “Regulations for Managing Compensation of Directors and Managerial Officers” to formally link director and executive compensation with ESG sustainability performance. Starting from fiscal year 2024, ESG-related performance indicators have been added to the evaluation criteria for directors, including their “degree of emphasis on and oversight of sustainable development” and their “contributions to ESG initiatives.” Specifically, the evaluation of directors highlights two key performance indicators: “incorporating sustainable development as a core corporate strategy to address current social, environmental, and governance challenges” and “valuing and appropriately responding to sustainability issues raised by stakeholders.” For managerial officers, the indicator “contribution to sustainable development initiatives” accounts for 10% of the overall performance evaluation. This includes specific goals and achievements in the areas of carbon reduction management (2%), risk management (2%), legal compliance (2%), occupational health and safety (2%), and stakeholder communication (2%).

2. Stock Option and Incentive Plans

The Company plans to use ESG performance as part of the stock options and incentive plans. Senior managers can receive stock options or rewards when the Company reaches specific ESG goals to encourage senior managers to promote the realization of ESG goals in the long term.

3. Enhancing ESG Performance Transparency

The Company will build trust by increasing ESG performance transparency and reporting to investors and stakeholders the ESG performance of senior managers, including how they participate in achieving these goals and related salary and remuneration arrangements and encourage senior managers to become more actively involved in ESG issues.

4. Continuous Improvement and Revisions

The Company will continue to revise and improve the evaluation criteria for senior managers as ESG issues evolve and the corporate environment changes, and adjust the design of remuneration rewards accordingly.

2.3 Implementation of Corporate Governance

2.3.1 Operation of the Board of Directors

A total of 6 (A) meetings of the Board of Directors were held In the most recent fiscal year (2024). The attendance of director were as follows(Including independent directors of the audit committee):

Title	Name	Attendance in Person (B)	Attendance by Proxy	Attendance Rate (%) (B/A)	Remark
Chairman	Ching Jong Chen	6	0	100%	Re-elected on June 10, 2022
Corporate director Representative	Cheng The Wu	5	1	83.33%	Re-elected on June 10, 2022
Director	Tsang An Chiang	6	0	100%	Re-elected on June 10, 2022
Director	Wu Hsing Hsiao	6	0	100%	Re-elected on June 10, 2022
Independent Director	Chih Ling Chen	6	0	100%	Convener of Audit Committee Re-elected on June 10, 2022
Independent Director	Wen Chin Lee	6	0	100%	Member of the Audit Committee Re-elected on June 10, 2022
Independent Director	Chi Thon Yo	6	0	100%	Member of the Audit Committee Re-elected on June 10, 2022
Independent Director	Xue Min Wu	6	0	100%	Member of the Audit Committee New appointment on June 9, 2023

Other mentionable items:

1. If the operation of the board of directors has one of the following circumstances, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the Company's response should be specified:

   (1) Matters referred to in Article 14-3 of the Securities and Exchange Act.

Meeting Date Session	Proposal content and subsequent processing	Matters referred to in Article 14-3 of the Securities and Exchange Act.	Independent directors opposed or reserved opinions
2024.05.07 11th Session 14th meeting	1. It is proposed to revise the Company's "Internal Control System" and "Implementation Rules for Internal Audit", as well as revise the "Internal Control System" using form.	V	None

	Independent directors' opinions: None		
	The Company's handling of independent directors' opinions: None		
	Resolution result: All present directors agreed to pass.		
2024.08.02 11th Session 15th meeting	1. It is proposed to revise the Company's "Internal Control System" and "Implementation Rules for Internal Audit".	V	None
	Independent directors' opinions: None		
	The Company's handling of independent directors' opinions: None		
	Resolution result: All present directors agreed to pass.		
2024.11.01 11th Session 16th Meeting	1. It is proposed to ratify the Company's participation in the investment in Phoenix Innovative Materials Co., Ltd.'s first cash capital increase in 2024 and the issuance of new shares.	V	None
	Independent directors' opinions: None		
	The Company's handling of independent directors' opinions: None		
	Resolution result: All present directors agreed to pass.		
2024.12.24 11th Session 17th meeting	1. It is proposed to revise the Company's "Internal Control System" and "Implementation Rules for Internal Audit", as well as revise the "Internal Control System" using form. 2. It is proposed to revise the Company's "internal criteria for evaluating the effectiveness of its Internal Control System." 3. It is proposed to agree to the appointment and remuneration of the Company's 2025 certified accountant.	V	None
	Independent directors' opinions: None		
	The Company's handling of independent directors' opinions: None		
	Resolution result: All present directors agreed to pass.		

(2) Other matters involving objections or expressed reservations by independent directors that were recorded or stated in writing that require a resolution by theboard of directors.

In 2024, there were no resolutions of the board of directors meeting resolutions that were opposed or reserved by independent directors and recorded or declared in writing. Therefore, do not apply.

2. If there are directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified:

The Company has clearly stipulated a system for avoiding the interests of directors in the "Rules of Procedure of the Board of Directors". And reiterate in the meeting reply note of the meeting notice of the board of directors that the directors have an interest in meeting matters with themselves or

the legal person they represent, those who may be harmful to the interests of the Company shall not participate in discussions and voting, and shall not act for other directors to exercise their voting rights. In 2024, the board of directors and directors have an interest that should be avoided as follows:

Meeting Date/Session	2024.01.25 / The 12th meeting of the 11th Session
Contents of the motion	1. Approved the proposal to set the amount of year-end bonuses for the Company's managers for 2023. 2. Evaluate and determine the content and amount of monthly compensation for the Company's managers.
Directors who avoided the interest motion proposal	Ching Jong Chen and Wu Hsing Hsiao
Reasons for avoiding interests and participation in voting	According to Article 206 of the Company Act, in this case, with the exception of Chairman Ching Jong Chen and Director Wu Hsing Hsiao who were concurrently serving as managers of the Company, they avoided interests according to law, after the acting chairman consulted all other directors present, the proposal was passed without objection.

3. The Company are required to disclose the evaluation cycle and period, scope of evaluation, evaluation method, and evaluation items of the self (or peer) evaluations conducted by the Board of Directors, and to fill out "Implementation Status of Board Evaluations."

Evaluation cycle	Evaluation period	Scope of evaluation	Evaluation method	Evaluation items
Once a year	2024.01.01–2024.12.31	Includes performance evaluation of the overall Board of Directors, individual board members, the Audit Committee, and the Remuneration Committee	Performance evaluations are conducted through internal self-assessments by the Board of Directors, Audit Committee, and Remuneration Committee, as well as self-assessments and peer reviews by individual board members.	Evaluation content such as "Questionnaire of Self-Evaluation of Performance of the Board", "Questionnaire of Self-Evaluation of Performance of Board Members (for Themselves or Peers)", "Questionnaire of Self-Evaluation of Performance of the Audit Committee", and "Questionnaire of Self-Evaluation of Performance of the remuneration Committee" (detailed in Notes 1~4)

Note 1: Board performance evaluation: (1) Level of participation in Company operations (2) Enhancement of board decision-making quality (3) Composition and structure of the Board (4) Selection and continuing education of directors (5) Internal control (6) ESG sustainability performance (7) Other relevant aspects.

Note 2: Individual director performance evaluation: (1) Understanding of the Company's goals and missions (2) Awareness of directors' duties (3) Level of participation in Company operations (4) Management of internal relationships and communication (5) Professional expertise and continuous education (6) Internal control (7) ESG sustainability performance (8) Other relevant aspects.

Note 3: Audit committee performance evaluation content: (1) Participation in company operations (2) Perception of the responsibilities of the audit committees (3) Improvement the decision-making quality of the audit committees (4) Composition and selection of members of the audit committees (5) Internal control, (6) Other items.

Note 4: Remuneration Committee performance evaluation content: (1) Degree of participation in company operations (2) Perception of the responsibilities of the Remuneration Committee (3) Improving the decision-making quality of the Remuneration Committee (4) Composition and selection of members of the Remuneration Committee (5) Internal control (6) Other items.

4. The objectives of strengthening the functions of the board of directors in the current year and the most recent year (such as establishing an audit committee, improving information transparency, etc.) and evaluation of implementation

(1) Strengthening the professional capacity of directors

In order to enhance the professional capabilities of its directors, the Company not only continuously promotes further training and development but also takes into account the educational background and professional experience of its directors and supervisors. Training schedules and course content are appropriately arranged based on the Company’s core operations and key business development strategies. Directors are encouraged to increase their training hours as needed. The Company also regularly reviews the training status of its directors to improve the effectiveness of board governance and support the enhancement of the Company's strategic planning capabilities. In 2024, the directors of the Company have completed relevant training courses, the number of training hours and compliance with the requirements of the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies".

(2) Improve information transparency

In order to improve the transparency of operating information and protect the rights and interests of shareholders, the Company will announce the important resolutions of the board of directors on the public information observatory and in the corporate governance section of the Company's website after each board meeting. Internal material information processing and disclosure mechanism to avoid improper disclosure of information, and to ensure the consistency and correctness of the information published by the Company to the outside world. The "procedures for handling important internal information" have been approved by the board of directors, and are simultaneously included in the Company's internal control and internal audit. The system is controlled and regularly included in the focus of annual important laws and regulations to promote the implementation of the fair principle of information symmetry.

(3) Implement board management functions

In order to strengthen the good governance system of the board of directors, improve the supervision function and strengthen the management function, the Company deepens the control of the internal control system and internal audit method of the subsidiaries, in order to implement the management efficiency of the board of directors over the subsidiaries and continue to effectively implement them.

(4) Strengthen the promotion of corporate governance laws

In order to enhance directors and managers' familiarity with securities management laws, in 2025, we will continue to strengthen the promotion of corporate governance related laws and regulations. In addition to providing information on recent amendments to laws and regulations in the board of directors, the relevant laws and regulations on corporate governance are collected from time to time. Provide real-time information by e-mail, in order to improve the effectiveness of publicity, and further improve the goal of improving corporate governance.

(5) Improve the Company's salary and remuneration system

In order to improve the salary and remuneration system of the Company's directors and managers, to ensure that the Company's remuneration complies with relevant laws and regulations and is sufficient to attract outstanding talents, and to prevent directors and managers from engaging in behaviors that exceed the Company's risk appetite in pursuit of remuneration, the Company has formulated the "Administrative Measures for the Compensation of Directors, Supervisors and Managers", and continue to review the Company's directors and managers' remuneration policies, systems, standards and structures to evaluate and set the content and amount of the Company's managers' monthly remuneration; In addition, the Company has formulated the "Remuneration Structure and Standards for Directors and Managers", "Director Performance Appraisal Form", and "Executive Performance Appraisal Form" to specify performance evaluation indicators for directors and managers to review, Evaluate the performance of the Company's directors and managers, and determine the remuneration of the directors and the amount of the manager's year-end bonus according to them. In 2024, the Company incorporated ESG sustainability performance as a key evaluation criterion in the performance assessments of the Board of Directors, individual board members, and managerial personnel, in order to strengthen their focus on ESG-related matters. These measures were implemented in accordance with the aforementioned policies and systems. Moving forward, the Company will continue to review and enhance the relevant performance evaluation indicators and related systems to further improve its compensation and remuneration framework.

(6) Deepen the performance evaluation mechanism of the board of directors

In order to implement corporate governance and enhance the functions of the Company's board of directors, establish performance targets to enhance the operational efficiency of the board of directors. The board of directors of the Company shall perform an internal board performance evaluation at least once a year. The scope of evaluation includes performance evaluation of the overall board of directors, individual directors and functional committees; Evaluation methods include internal self-evaluation of the board of directors, self-evaluation of directors or other appropriate methods for performance evaluation. The Company's internal board of directors performance appraisal unit has completed the 2024 internal performance appraisal of the board of directors, including completing the "Questionnaire of Self-Evaluation of Performance of the Board", "Questionnaire of Self-Evaluation of Performance of Board Members" and "Questionnaire of Self-Evaluation of Performance of the Audit Committee", and "Questionnaire of Self-Evaluation of Performance of the remuneration Committee", and sending the evaluation results to the board of directors for report, and according to the results of the assessment, the Company's 2024 board of directors and directors have performed well in operation, and there is no situation to be reviewed or improved. In 2025, the Company will continue to deepen the performance evaluation mechanism of the board of directors to implement corporate governance and strengthen the operational efficiency of the board of

directors.

(7) Elevate the level of the board of directors in promoting ESG and risk management

In order to effectively implement ESG initiatives and risk management, the Company has placed ESG and risk oversight directly under the supervision of the Board of Directors. In addition to completing and obtaining assurance for the Company's first Sustainability Report for fiscal year 2023, the Board approved the adoption of the "Risk Management Policy and Procedures" on December 22, 2023, and established a Risk Management Task Force. This task force is composed of members from the Audit Committee, which is responsible for overseeing risk management activities. Through the involvement of the Audit Committee and senior management, the Company ensures that risk management is closely aligned with its strategic direction and objectives. This framework helps define key risk areas, enhances the comprehensiveness, foresight, and integrity of risk identification results, and supports the dissemination and implementation of corresponding risk control and response measures across all levels of the organization. The goal is to reasonably ensure the achievement of the Company's strategic objectives. In 2025, the Company will continue to advance the implementation of these initiatives to realize its long-term commitment to corporate sustainability (ESG).

5. The attendance of independent directors of the board of directors in 2024

⊙：Attended in person ★：Attended by proxy ∗：Not attended

Independent Director	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting	6th Meeting
Chih Ling Chen	⊙	⊙	⊙	⊙	⊙	⊙
Wen Chin Lee	⊙	⊙	⊙	⊙	⊙	⊙
Chi Thon Yo	⊙	⊙	⊙	⊙	⊙	⊙
Xue Min Wu	⊙	⊙	⊙	⊙	⊙	⊙

2.3.2 Operation of the Audit Committee

A total of 6 (A) Audit Committee meetings were held in 2024. The attendance of the independent directors was as follows:

Title	Name	Attendance in Person (B)	Attendance by Proxy	Attendance Rate (%) (B/A)	Remark
Independent Director	Chih Ling Chen	6	0	100%	Convener Re-elected on June 10, 2022
Independent Director	Wen Chin Lee	6	0	100%	Re-elected on June 10, 2022
Independent Director	Chi Thon Yo	6	0	100%	Re-elected on June 10, 2022
Independent Director	Xue Min Wu	6	0	100%	New appointment on June 9, 2023

The audit committee of the Company consists of 4 independent directors, the function of the audit committee is to assist the board of directors in supervising the Company's implementation of relevant accounting, auditing, and financial reporting processes and risk control in financial control.

The audit committee of the Company convened 6 meetings in 2024. Its annual work priorities and operating conditions include:

(1) Review financial reports and accounting policies.
(2) Review the formulation and implementation of the annual audit plan.
(3) Review and revise the content and procedures of the internal control system and internal audit implementation rules.
(4) Review the effectiveness of the internal control system.
(5) Review and assess the independence of certified accountants.
(6) Review the appointment and remuneration of visa accountants.
(7) Review reinvestment policies and procedures.
(8) Review the purpose and procedures of major asset transactions.

Other mentionable items:

1. If any of the following circumstances occur, the dates of meetings, sessions, contents of motion, resolutions of the Audit Committee and the Company's response to the Audit Committee's opinion should be specified:
   (1) Matters referred to in Article 14-5 of the Securities and Exchange Act.

Meeting Date Session	Proposal content and subsequent processing	Matters referred to in Article 14-5 of the Securities and Exchange Act.	Resolutions that have not been approved by the Audit Committee but were approved by two-thirds or more of all directors.
2024.03.08 7th Session 11th meeting	1. Review the Company's 2023 "Internal Control System Effectiveness Assessment" and "Declaration of Internal	V	None

		Control System". 2. Review the Company's "2023 Annual Financial Report".		
		Dissenting opinion of independent directors: None.		
		Contents of reserved comments or major proposals: None.		
		Audit Committee Resolution Results: All audit committee members agreed to pass.		
		The Company's handling of the audit committee's opinions: All present directors agreed to pass.		
	2024.05.07 7th Session 13th meeting	1. Review of the Company's proposed amendments to the "Internal Control System" and "Implementation Rules for Internal Audits", and amendments to the "Internal Control System" usage form.	V	None
		Dissenting opinion of independent directors: None.		
		Contents of reserved comments or major proposals: None.		
		Audit Committee Resolution Results: All audit committee members agreed to pass.		
		The Company's handling of the audit committee's opinions: All present directors agreed to pass.		
	2024.08.02 7th Session 14th meeting	1. Review the Company's proposed revision of the "Internal Control System" and the "Implementation Rules for Internal Audit".	V	None
		Dissenting opinion of independent directors: None.		
		Contents of reserved comments or major proposals: None.		
		Audit Committee Resolution Results: All audit committee members agreed to pass.		
		The Company's handling of the audit committee's opinions: All present directors agreed to pass.		
	2024.12.24 7th Session 16th meeting	1. Review of the Company's proposed amendments to the "Internal Control System" and "Implementation Rules for Internal Audits", and amendments to the "Internal Control System" usage form. 2. Review the Company intends to agree to the appointment and remuneration of certified accountants in 2025.	V	None
		Dissenting opinion of independent directors: None.		
		Contents of reserved comments or major proposals: None.		

	Audit Committee Resolution Results: All audit committee members agreed to pass.
	The Company's handling of the audit committee's opinions: All present directors agreed to pass.

(2) Other matters which were not approved by the Audit Committee but were approved by two-thirds or more of all directors.

There is no case in 2024 which has not been approved by the Audit Committee and which has been approved by more than two-thirds of all directors, and therefore does not apply.

2. If there are independent directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified.
The Company's 2024 and as of the printing period of the annual report, none of the proposals of the Audit Committee have an interest in the independent directors and therefore should not be applicable.

3. Communications between the independent directors, the Company's chief internal auditor and CPAs (e.g. the material items, methods and results of audits of corporate finance or operations, etc.)

3.1 Communications between the independent directors, the Company's chief internal auditor.

3.1.1 Communicate regularly

(1) The independent directors of the Company receive monthly audit reports and follow-up reports from the Company's chief internal auditor, the Company's chief internal auditor are also present at the Board of Directors' meetings, regularly report quarterly on the execution status and audit results of the audit business of the Company and its subsidiaries.

(2) The independent directors of the Company review the Company's annual and quarterly financial report proposals in each session, they will pass through the Audit Committee. Without the presence of the management, take the initiative to communicate with the Company's chief internal auditor on the Company's finances, business conditions, internal control implementation and any issues that independent directors are concerned about. Including the review of the lack of internal control system, making records, tracking and implementing improvements, and submitting a report to the board of directors.

3.1.2 Irregular communication

(1) The independent directors of the Company will ask the Company's chief internal auditor from the audit committee or over the phone from time to time for issues they want to know about.

(2) If the Company's chief internal auditor discovers a major violation or the Company is in danger of major damage, he will immediately prepare a report and notify the independent directors.

(3) The Company's chief internal auditor of the Company may also directly contact independent directors from time to time as necessary to communicate with the implementation of the internal control system, the matters required by the competent authority, or the explanation and response of new laws and regulations, etc. The communication effect is good.

3.1.3 Communication matters and results between independent directors and internal audit supervisors in 2024.

Date	Communication matters	Independent Director's Recommend ation	Company processing execution results
2024.03.08 Audit Committee	1. Implementation of the 2023 Audit Plan.	No opinion	It has been informed
	2. The Company's 2023 "Internal Control System Effectiveness Assessment" and "Declaration of Internal Control System". 3. Internal Audit Operations Report.	No opinion	Submit to the board of directors for approval after deliberation
2024.05.07 Audit Committee	1. Internal Audit Operations Report.	No opinion	Submit to the board of directors for approval after deliberation
2024.08.02 Audit Committee	1. Internal Audit Operations Report.	No opinion	Submit to the board of directors for approval after deliberation
2024.11.01 Audit Committee	1. Internal Audit Operations Report.	No opinion	Submit to the board of directors for approval after deliberation
2024.12.24 Audit Committee	1. 2025 Internal Audit Plan.	No opinion	Submit to the board of directors for approval after deliberation

3.2 Communication between independent directors and CPAs.

3.2.1 When auditing financial reports on a quarterly basis, certified accountants all sit on the audit committee, explain the process of auditing or reviewing the Company's financial statements, the scope of auditing and key auditing matters, and communicate on the Company's financial and business conditions.

3.2.2 In addition, when necessary, he took the initiative to communicate directly with independent directors when the audit committee was convened, and the communication channel was very smooth.

3.2.3 Communication matters and results between independent directors and CPAs in 2024.

Date	Communication matters	Independent Director's Recommendation	result
2024.03.08 Audit Committee	1. The accountant will explain the financial position, analysis of operating performance and key audit items in the 2023 annual financial report. 2. The accountant shall explain according to the implementation of the internal control system. 3. The accountant explained the issues raised by the audit committee.	No opinion	No objection
2024.05.07 Audit Committee	1. The accountant will explain based on the analysis of the financial position and operating performance of the consolidated financial report for the first quarter of 2024. 2. The accountant explained the issues raised by the audit committee.	No opinion	No objection
2024.08.02 Audit Committee	1. The accountant will explain based on the analysis of the financial position and operating performance of the consolidated financial report for the second quarter of 2024. 2. The accountant explained the issues raised by the audit committee.	No opinion	No objection
2024.11.01 Audit Committee	1. The accountant will explain based on the financial position and analysis of operating performance in the consolidated financial report for the third quarter of 2024. 2. The accountant explained the issues raised by the audit committee.	No opinion	No objection
2024.12.24 Audit Committee	1. The accountant reported on "Matters communicated with management units during the audit planning stage in 2024".	No opinion	No objection

2.3.3 Corporate Governance Implementation Status and Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies"

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
1. Does the Company establish and disclose the Corporate Governance Best-Practice Principles based on "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies"?	V		The Company has established its own "Corporate Governance Best Practice Principles" in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies", which have been approved by the Board of Directors. Relevant information has been disclosed on the Public Information Observatory and the Company's official website.	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".
2. Shareholding structure & shareholders' rights				It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".
(1) Does the Company establish an internal operating procedure to deal with shareholders' suggestions, doubts, disputes and litigations, and implement based on the procedure?	V		(1) In addition to the "Shareholders' Rights and Interests Operations" defined in the Company's internal operations and implemented in accordance with the procedures, the Company has established a spokesperson system to handle external shareholders' suggestions, doubts, disputes and litigation matters.	
(2) Does the Company possess the list of its major shareholders as well as the ultimate owners of those shares?	V		(2) The Company regularly obtains the latest register of shareholders from the stock agency, and keeps abreast of the list of major shareholders who hold a large proportion of shares and can actually control the Company and the ultimate controllers of major shareholders.	
(3) Does the Company establish and execute the risk management and firewall system	V		(3) The management rights and responsibilities of personnel, assets and finance between the Company and its affiliated companies are clearly divided and independent, and relevant	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
within its conglomerate structure?			measures such as "Rules Governing Financial and Business Matters Between this Corporation and its Affiliated Enterprises" have been formulated to standardize them to establish risk control. mechanism and firewall mechanism.	
(4) Does the Company establish internal rules against insiders trading with undisclosed information?	V		(4) In addition to the "Management Operations for Prevention of Insider Transactions" formulated in the internal control system, the Company has also formulated "Measures for the Management of Preventing Insider Trading" to prohibit and prevent insiders from using unpublished information in the market to buy and sell securities.	
3. Composition and Responsibilities of the Board of Directors (1) Does the board of directors formulate diversity policies, specific management objectives and implement them?	V		(1) For details on the Board Diversity Policy, specific management objectives, and implementation status, please refer to pages 11–14 under the section titled "Board Diversity".	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".
(2) In addition to the Remuneration Committee and the Audit Committee set up in accordance with the law, does the Company voluntarily set up other various functional committees?		V	(2) Except for the remuneration committee and audit committee that have been established in accordance with the law, the Company has not established other functional committees.	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
(3) Does the Company establish a standard to measure the performance of the Board and implement it annually, and are performance evaluation results submitted to the Board of Directors and referenced when determining the remuneration of individual directors and nominations for reelection?	V		(3) 1. In order to implement corporate governance and enhance the functions of the board of directors, the Company establishes performance targets to enhance the operational efficiency of the board of directors. In accordance with Article 37 of the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies", Formulate the Company's "Rules for Performance Evaluation of Board of Directors", specifying the performance evaluation methods and evaluation indicators of the board of directors, functional committees and individual directors, we will conduct regular assessments on the achievement of the board of directors and individual directors' performance goals at the end of Decembe of each year to evaluate the performance of the Company's board of directors, functional committees and individual directors and disclose it on the Company's website. The Company has completed the performance evaluation of the board of directors, director members and audit committee and remuneration committee in 2024. The evaluation methods are divided into internal self-evaluation and member self-evaluation, including"Questionnaire of Self-Evaluation of Performance of the Board", "Questionnaire of Self-Evaluation of Performance of Board Members"(for Themselves or Peers) and "Questionnaire of Self-Evaluation of Performance of the	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			Audit Committee", and "Questionnaire of Self-Evaluation of Performance of the remuneration Committee" and on January 17, 2025, the 18th meeting of the eleventh session of the board of directors submitted the results of the performance evaluation of the board of directors in 2024 to the report of the board of directors. 2. The link between director performance evaluation and salary In accordance with the provisions of Article 5 of the Company's "Administrative Measures for Remuneration of Directors and Managers", the salary and remuneration of the directors and managers of the Company shall consider the reasonableness of the personal performance evaluation, the Company's operating performance and the relatedness of future risks in order to achieve the following performance evaluation goals: (1) Both short and long term performance evaluation should be considered. (2) The link between overall salary level planning and performance should balance job value and incentive effects. (3) Individual award performance appraisal should be aligned with the interests of the Company and its shareholders. Based on the above, the Company's procedures for determining remuneration are based on the Company's "Directors and Managers' Salary and Remuneration Management Measures". In addition to referring to the Company's overall	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			operating performance, future business risks and development trends of the industry, it also refers to the individual's performance achievement and contribution to the Company, and gives reasonable compensation. Relevant performance appraisal and remuneration reasonableness have been reviewed by the Remuneration Committee and the Board of Directors, and used as a reference for individual directors' remuneration and nomination for renewal, in addition, review the remuneration system in a timely manner based on the actual operating conditions and relevant laws and regulations in order to balance the Company's sustainable operation and risk control.	
(4) Does the Company regularly evaluate the independence of CPAs?	V		(4) In order to ensure the independence of the certified accountants and strengthen the effectiveness of corporate governance, the Company regularly evaluates the independence of the certified accountants every year. In addition to referring to the 13 AQI indicators in the four aspects of the Audit Quality Index Report (AQIs) provided by the certified accounting firm, its evaluation process evaluates the audit quality of the accounting firm and the audit team item by item, which are better than the average level of the industry, and also takes "Declaration of Independence" issued by certified accountants and audit service team members. Review the audit quality and independence assessment standard items of certified accountants and audit service team members one by one, and completed the	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			"Certified Public Accountants Independence and Suitability Assessment Form". The evaluation of this evaluation form includes 12 "Independence Requirements Reviews", 6 "Independence Operation Reviews" and 4 "Competency Reviews" (Note 1). After confirming that they all meet the independence and competency assessment standards, The audit committee's review resolution will then be forwarded to the board of directors for discussion, and the operation of its evaluation should be able to implement the Company's supervision and assurance of the independence of the certified accountant. The Company has been discussed and approved at the 17th meeting of the 11th board of directors on December 24, 2024, assessing the currently appointed certified accountants Chang,Ya-Chuan and Chin Feng Lin accountants and audit service team members of Crowe Horwath United Certified Public Accountants, there is no violation of the "Professional Code of Ethics Bulletin No. 10" of the Republic of China Accountants that may affect the accountant's detached independence or be punished or impaired and independence, Therefore, we confirm the independence of the Company's currently appointed certified public accountants and the financial reports issued by them should be trustworthy. Note 1: (I) Independence requirements review project 1. The accountant himself, his spouse, and minor children do not have any investment or financial interest-sharing relationship with the Company.	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			2. The accountant himself, his spouse, and minor children do not have any funds or loans from the Company. 3. The accounting firm did not issue a report on the assurance services designed or performed to assist in the effective operation of the financial information system. 4. The accountants or members of the audit service team do not currently serve as directors or managers of the Company or hold positions that have a significant impact on the audit case or in the past two years. 5. There are no important items that directly affect the audit cases for the non-audit services provided by the Company. 6. Neither the accountants nor the members of the Audit Services Group advertised or brokered shares or other securities issued by the Company. 7. Except for the business permitted by law, accountants or members of the audit service team do not represent the Company in defending legal cases or other disputes between the Company and third parties. 8. The accountants or members of the audit service team do not have a spouse, direct blood relative, direct marriage relative, or second blood relative, or any other indirect blood relative, with the Company's directors, managers, or persons with positions that have a significant impact on the audit case. 9. The co-practising accountants who have	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			resigned within one year do not hold positions as directors or managers of the Company or have significant influence on audit cases. 10. The accountants or members of the audit service team have not received gifts or special offers of significant value from the Company or its directors, managers or major shareholders. 11. The accountant is not employed by the client or the person under investigation to perform regular work, receive a fixed salary, or serve as a director or supervisor. 12. The accountant has not provided audit services to the Company for five consecutive years. (II) Operational independence review 1. When the accountant has a direct or significant indirect interest in the matter that affects his or her impartiality and independence, has the accountant recused himself and failed to undertake it ? 2. When an accountant provides an audit, review, review or ad hoc review of financial statements and writes an opinion, in addition to maintaining substantive independence, does the accountant also maintain formal independence? 3. Do members of the Audit Services Group, other co-practicing accountants or shareholders of the corporate accounting firm, the accounting firm, firm affiliates and allied firms also maintain independence from the Company? 4. Do accountants perform professional	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			services with integrity and rigor? 5. When performing professional services, do accountants maintain a fair and objective stance and avoid bias, conflict of interest or interest from affecting professional judgment? 6. Has the accountant's integrity, impartiality and objectivity been affected by a lack or loss of independence? (III) Suitability review 1. The accountant has no disciplinary record from the Accountants Disciplinary Committee in the past two years? 2. Does the accounting firm have sufficient scale, resources and regional coverage to handle corporate audit services? 3. Does the accounting firm have clear quality control procedures? Does the aspect covered include the levels and key points of the audit process, the way to deal with audit issues and judgments, independent quality control reviews and risk management? 4. Does the accounting firm promptly notify the board of directors (audit committee) of any significant issues and developments in risk management, corporate governance, financial accounting and related risk control?	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
4. Does the Company appoint a suitable number of competent personnel and a supervisor responsible for corporate governance matters (including but not limited to providing information for directors and supervisors to perform their functions, assisting directors and supervisors with compliance, handling work related to meetings of the board of directors and the shareholders' meetings, and producing minutes of board meetings and shareholders' meetings)?	V		According to the provisions of Article 3-1 of the Company's "Corporate Governance Best Practice Principles", the Company has assigned qualified and an appropriate number of personnel to form a Corporate Governance Working Group, and has designated Mr. Da Wei Hhieh, Vice General Manager of the General Manager's Office, as the dedicated Corporate Governance Officer, responsible for supervising matters related to corporate governance. The scope of his responsibilities is as follows: 1. To study and plan an appropriate company system and organizational structure to strengthen the Company's management efficiency, and implement laws and regulations and system operations. 2. Plan and handle matters related to the board of directors, audit committee and salary and remuneration committee in accordance with legal requirements or practical needs, and notify all directors, members and attendees of the meeting information required at least seven days before the meeting to facilitate directors and members to fully Understand the content of relevant issues; If there is an interest avoidance situation with the attending directors, committee members or personnel, the relevant personnel shall be reminded in advance to help the Company comply with the relevant laws and regulations of the operation of the Board of Directors, audit committee and Remuneration Committee. 3. Handling matters related to convening shareholders' meetings according to law, prepare and submit relevant documents such as the notice of the meeting, the manual of proceedings, the annual report and the minutes of the meeting before the deadline, and after the revision of the Articles of Association or the re-election of directors and supervisors, the Company's change registration will be handled. 4. Provide information required by directors and independent directors to perform their business and the latest developments in laws	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			and regulations related to operating companies to assist directors and independent directors in complying with laws and regulations. 5. According to the Company's industry characteristics and director's academic and experience background, assist all independent directors and general directors to handle annual training plans and arrange directors' training courses. 6. According to the needs of corporate governance, assist in arranging meetings between independent directors, chief internal auditors and certified accountants to discuss relevant issues or exchange opinions. 7. Handle the annual "board performance Evaluation", "director member performance Evaluation" and "audit committee performance Evaluation" and "remuneration committee performance Evaluation". 8. Responsible for collecting and responding to relevant issues of stakeholders. 9. Responsible for promoting corporate integrity, sustainable development and risk management operations, and regularly reporting relevant promotion plans and implementation status to the board of directors. 10. Responsible for regular assessment of the independence and competency of certification accountants. 11. Responsible for regularly reviewing whether the qualifications of independent directors comply with relevant laws and regulations at the time of nomination, election and during their term of office, and reporting the review results to the board of directors. 12. Responsible for regular notifications to remind directors not to trade their stocks during the closed period of 30 days before the announcement of annual financial reports and 15 days before the announcement of quarterly financial reports. 13. Review and improve the achievement of corporate governance evaluation indicators. 14. Handle other matters stipulated in the Company's articles of association or contract.	

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Abstract Explanation</th></tr>
<tr><td></td><td></td><td></td><td>In addition to performing the duties within the scope of responsibilities outlined above, the Company's Corporate Governance Officer also oversaw the completion and assurance of the 2023 Sustainability Report by various departments and subsidiaries, and was invited to participate in a corporate investor conference hosted by Fubon Securities in 2024. In addition, the Corporate Governance Officer completed the following continuing education courses:
<table>
<tr><th>Study Date</th><th>Organizing Institution</th><th>Course Title</th><th>Hours</th></tr>
<tr><td>2024.07.12</td><td>Securities and Futures Institute</td><td>From Corporate Governance to Sustainable Human Rights Governance: ESG Challenges and Strategic Responses</td><td>3</td></tr>
<tr><td>2024.08.29</td><td>Securities and Futures Institute (SFI)</td><td>Board Performance Evaluation</td><td>3</td></tr>
<tr><td>2024.09.10</td><td>Taipei Exchange (TPEx)</td><td>Publicity and briefing session on insider equity of listed companies</td><td>3</td></tr>
<tr><td>2024.11.07</td><td>Corporate Operating and Sustainable development Association</td><td>Gender Equality and Sustainable Development in Corporate Governance</td><td>3</td></tr>
<tr><td>2024.12.02</td><td>Accounting Research and Development Foundation</td><td>Practical Forum on “Internal Control of Sustainable Information Management”</td><td>3</td></tr>
</table></td><td></td></tr>
<tr><td>5. Does the Company establish a communication channel and build a designated section on its website for stakeholders (including but not limited to</td><td>V</td><td></td><td>The Company has established communication channels with stakeholders, maintains smooth communication channels with banks and other creditors, shareholders, employees, customers, suppliers, communities or other stakeholders of the Company, and respects and safeguards stakeholders due legitimate rights and interests.</td><td>It is in compliance with the "the Corporate Governance Best-Practice Principles for</td></tr>
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Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
shareholders, employees, customers, and suppliers), as well as handle all the issues they care for in terms of corporate social responsibilities?			In addition to the above-mentioned communication channels for stakeholders, in order to improve the quality of communication with stakeholders, the Company has set up an exclusive "Stakeholders Area" on the Company's website, In addition to revealing the important concerns of each stakeholder, and set up a communication window between the government and the competent authority, customers, suppliers, and employees is set up to respond to important corporate social responsibility issues of concern to stakeholders in a timely manner. As a channel for maintaining smooth communication with stakeholders.	TWSE/TPEx Listed Companies".
6. Does the Company appoint a professional shareholder service agency to deal with shareholder affairs?	∨		The Company's shareholders' meeting affairs are all entrusted to professional stock affairs agency (CAPITAL SECURITIES CORP. Stock Affairs Agency Department) to handle.	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".
7. Information Disclosure (1) Does the Company have a corporate website to disclose both financial standings and the status of corporate governance?	∨		(1) In addition to the Company's financial business and corporate governance information is uploaded to the Open Information Observatory as required, the Company's financial, business and corporate governance information is also detailed in the Company's proprietary corporate website "Investor Relations" and "ESG Sustainability" section.	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".
(2) Does the Company have other information	∨		(2) In addition to appointing a dedicated person responsible for the collection and disclosure of corporate information, the Company has also	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
disclosure channels (e.g. building an English website, appointing designated people to handle information collection and disclosure, creating a spokesman system, webcasting investor conferences)?			designated both a spokesperson and a deputy spokesperson to explain the Company's financial and business conditions to the public. Furthermore, the Company has established official corporate websites in both Chinese and English, through which it provides detailed disclosures of information of interest to shareholders (including the content of investor conferences), and continues to enhance the content and quality of its information disclosure.	
(3) Does the Company announce and report annual financial statements within two months after the end of each fiscal year, and announce and report Q1, Q2, and Q3 financial statements, as well as monthly operation results, before the prescribed time limit?		V	(3) In order to comply with the audit progress of the appointed accounting firm and the planned schedule for submission to and approval by the Audit Committee and the Board of Directors, the Company—except for the annual financial report for fiscal year 2023, which was not announced and filed within two months after the end of the fiscal year—announced and filed the Q1, Q2, and Q3 financial reports ahead of the regulatory deadline. As for monthly operating results, these are in principle announced and filed on the 8th day of the following month, which is also earlier than the prescribed deadline.	
8. Is there any other important information to facilitate a better understanding of the Company's corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights	V		(1) Employee rights and employee care. Employees are the Company's greatest asset and the source of the Company's growth. Unifosa upholds the business philosophy of taking responsibility for the rights and interests of employees, providing employees with a good working environment and reasonable benefits, in addition to stabilizing the security of employees in work and life, creating a goal of joint efforts, and in the cautious and conscientious good management to create the	It is in compliance with the "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies".

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
of stakeholders, directors' and supervisors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?			Company's business performance, and then the performance of the Company in the virtuous circle of caring for employees, in order to pursue harmonious, progressive company development model. At the same time, under the concept of corporate ethics, the Company establishes communication channels between management and employees through regular labor-management coordination meetings, and encourages employees to communicate directly. To enable employees to properly reflect their opinions on the Company's operating and financial conditions or major decisions involving the interests of employees, and to implement the spirit of protecting employees' rights and promoting employee care. (2) Investor Relations. The Company's when dealing with investor relations, in addition to abiding by laws and regulations, it has long been committed to improving "information transparency" and "information symmetry" to strengthen investor relations and maintain In line with the fairness of all shareholders' rights and interests. (3) Supplier relationships and rights of stakeholders. When the Company faces any external stakeholders, whether it is a supplier or other stakeholders, it is based on respecting and safeguarding its legitimate rights and interests, in order to establish a long-term business relationship of mutual trust, And further expand the long-term common interests of both parties, and achieve the win-win goal of coexistence and common prosperity. (4) Directors and supervisors' training. For the training status of the Company's directors and independent directors in 2023,	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			please refer to pages 113–114. (5) Implementation of risk management policies and risk measurement standards: To ensure that risk management is properly applied across all departments and operations within the Company, and to promote risk-based thinking as a foundation for execution, supervision, and continuous improvement, the Company, in addition to adopting the “Risk Management Best Practice Guidelines” as approved by the Board of Directors on November 4, 2022, also approved the adoption of the “Risk Management Policies and Procedures” on December 22, 2023. These documents define standardized procedures for risk identification, assessment, decision-making, and monitoring/improvement, and serve as the Company’s highest guiding principles for risk management, helping ensure the achievement of operational goals. Furthermore, on December 22, 2023, the Board approved the establishment of a “Risk Management Task Force” under the Board of Directors, composed of the 4 independent directors of the Audit Committee. This task force is responsible for overseeing the Company’s risk management framework. Through the joint participation of the Audit Committee and senior management, risk management is integrated with the Company’s strategies and objectives. The task force is also tasked with identifying key risk areas, enhancing the breadth, foresight, and integrity of the Company’s risk identification process, and promoting downward communication and implementation of appropriate risk control and response measures to reasonably ensure the achievement of the Company’s strategic goals. The Company’s risk management process	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			includes elements such as risk identification, risk analysis, risk evaluation and response, and risk monitoring. In addition to assessing the overall potential impact of various risks on the Company through cross-departmental communication and data collection, the Company also links the level of impact of each risk to its short-, medium-, and long-term business objectives in order to assess the Company's risk tolerance. To effectively implement the risk management mechanism, the Company conducts regular annual risk assessments. The results of these assessments are compiled into an "Annual Risk Report" (including an appendix titled "Risk Evaluation and Contingency Action Table"), which is submitted each year to the Risk Management Task Force and the Board of Directors. The most recent submission was made on December 24, 2024. The report includes a summary of the year's key risk analyses, corresponding response measures, and proposed improvement plans. The Company also tracks the implementation status of these actions and notifies the Audit Office of the follow-up results to ensure that its risk management framework operates and is executed effectively. In addition, to strengthen risk awareness among personnel across the corporate group and to embed risk control concepts into day-to-day operational management, the Company regularly conducts risk management training programs. For example, in 2024, the Company held an "Annual Internal Risk Management Training Seminar", with a total of 50 participants and a training duration of 2 hours. The course covered topics including an overview of risk management, the Company's	

Evaluation Item	Implementation Status			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			risk management policies and processes, and the organizational structure of the Company's risk management framework. These initiatives aim to foster a risk-conscious culture among all employees, reinforce the importance of risk reporting, and enhance the Company's overall operational capacity—thereby effectively implementing and strengthening the Company's risk control practices. (6) Implementation of the consumer or customer protection policy: Not applicable. (7) The situation where the Company purchases liability insurance for directors and supervisors. The Company continues to insure the directors and supervisors (independent directors of the audit committee) with liability insurance in accordance with the provisions of the Company's articles of association, and will renew the relevant insurance period and insurance amount after completing the renewal of the directors' and managers' liability insurance every year., coverage and premium rates and other important content are submitted to the report of the Company's board of directors. The 2024 "Directors and Managers Liability Insurance Renewal Status" has been submitted to the 16th report of the 11th board of directors on November 1, 2024.	

9. Please explain the improvements which have been made in accordance with the results of the Corporate Governance Evaluation System released by the Corporate Governance Center, Taiwan Stock Exchange, and provide the priority enhancement measures.

Recognized in 2024by the TWSE as 6% to 20% company in the "11th Corporate Governance Evaluation" or companies whose market capitalization does not reach 11% to 20% of the NT$5 billion category. Regarding the evaluation items that have not yet been improved, the Company has already completed improvements for those indicators that can be addressed under current conditions. As for the remaining indicators with no score, they pertain to areas where the Company does not yet meet the necessary conditions for improvement. The Company will continue to make dedicated efforts to strengthen these aspects in order to enhance the overall quality of corporate governance.

2.3.4 Composition, Responsibilities and Operations of the Remuneration Committee

(1) Information on Members of the Remuneration Committee

The Company's Remuneration Committee is composed of four independent directors, with Independent Director Wen Chin Lee serving as the convener. Except for Independent Director Wu, Hsueh-Min, who also serves as a member of the Remuneration Committee of one other public company, the remaining members do not hold such positions in any other listed company. For detailed information on the members of the Remuneration Committee, please refer to pages 16–18 under "Disclosure of Directors' Professional Qualifications and Independence of Independent Directors."

(2) Attendance of Members at Remuneration Committee Meetings

1. There are 4 members in the Remuneration Committee.
2. The term of office of the current members: June 28, 2022 to June 9, 2025，A total of 2 (A) Remuneration Committee meetings were held in the 2024. The attendance record of the Remuneration Committee members was as follows:

Title	Name	Attendance in Person (B)	Attendance by Proxy	Attendance Rate (%) (B / A)	Remark
Convener	Wen Chin Lee	2	0	100%	Re-elected on June 28, 2022
Committee Member	Chih Ling Chen	2	0	100%	Re-elected on June 28, 2022
Committee Member	Chi Thon Yo	2	0	100%	Re-elected on June 28, 2022
Committee Member	Xue Min Wu	2	0	100%	New appointment on August 4, 2023

Other mentionable items:

1. If the board of directors declines to adopt or modifies a recommendation of the remuneration committee, it should specify the date of the meeting, session, content of the motion, resolution by the board of directors, and the Company's response to the remuneration committee's opinion (e.g., the remuneration passed by the Board of Directors exceeds the recommendation of the remuneration committee, the circumstances and cause for the difference shall be specified):

   In the Company's 2024 year, there was no event that the board of directors did not adopt or amend the recommendations of the Remuneration Committee.

2. Resolutions of the remuneration committee objected to by members or expressed reservations and recorded or declared in writing, the date of the meeting, session, content of the motion, all members' opinions and the response to members' opinion should be specified:

   None of the resolutions of the 2024 Remuneration Committee of the Company have objections or reservations from members and there are records or written statements..

Note 1: If any member of the Remuneration Committee resigns before the end of the fiscal year, the resignation date shall be noted in the remarks column. The actual attendance rate (%) shall be

calculated based on the number of meetings held during the member's term of service and the number of meetings the member actually attended.

Note 2: If a re-election of the Remuneration Committee occurs before the end of the fiscal year, both outgoing and incoming members shall be listed, and the remarks column shall specify whether the member is outgoing, newly appointed, or reappointed, along with the date of the re-election. The actual attendance rate (%) shall be calculated based on the number of meetings held during the member's respective term and their actual attendance.

A. Meeting Information of the Remuneration Committee.

The latest (2024) annual meeting information of the Company's Remuneration Committee and as of the publication date of the annual report is as follows:

Meeting Date Session	Contents of the motion	Resolution result	The Company's handling of the opinions of the Remuneration Committee
2024.01.25 5th Session 6th meeting	1. Review the performance evaluation of the Company's directors for 2023. 2. Review the performance evaluation of the Company's managers for fiscal 2023. 3. Evaluate and determine the amount of year-end bonuses for the Company's managers for 2023. 4. Evaluate and determine the content and amount of monthly compensation for the Company's managers. 5. Approved the revision of the Company's " Salary Management Measures ".	All present members passed without objection	The proposal was approved by all the directors present at the board of directors
2024.12.24 5th Session 7th meeting	1. Proposed review of the Company's "Organizational Rules of the Remuneration Committee". 2. Proposed review and revision of the Company's "Regulations Governing the Remuneration of Directors and Officers". 3. Proposed review and revision of the Company's salary and compensation related management practices. 4. Proposed review and revision of the Company's "Measures for the Performance Evaluation of the Board of Directors" and related	All present members passed without objection	The proposal was approved by all the directors present at the board of directors

	appendices. 5. Proposed review and revision of the Company's "Performance Evaluation Form for Directors" and "Performance Evaluation Form for Executives".		
2025.01.17 5th Session 8th meeting	1. Proposed review of the performance evaluation of the Company's directors for 2024. 2. Proposed review of the performance evaluation of the Company's managers for fiscal 2024. 3. Proposed evaluation and determination of the amount of year-end bonuses for the Company's managers for 2024. 4. Proposed evaluation and determination of the content and amount of monthly compensation for the Company's managers.	All present members passed without objection	The proposal was approved by all the directors present at the board of directors

Note: The Company completed the 2024 performance evaluation of the Company's directors and managers (including the chief internal auditors) and the setting of the salary and remuneration of the managers (including the chief internal auditors) at the 8th meeting of the 5th session of the Salary and Remuneration Committee on January 17, 2025.

B. Terms of Reference of Remuneration Committee

In accordance with the provisions of Article 7 of the scope of responsibility of the "Remuneration Committee Charter" of the Company, the Remuneration Committee of the Company shall, with the attention of good managers, faithfully perform the following functions and powers, and submit its suggestions to the board of directors for discussion:

(1) Regularly review the Company's "Remuneration Committee Charter" and propose amendments.

(2) Formulate and regularly review the Company's directors, supervisors and managers' annual and long-term performance targets and remuneration policies, systems, standards and structures.

(3) Regularly evaluate the achievement of the performance goals of the Company's directors, supervisors and managers (chief internal auditors), and determine the content and amount of their individual remuneration.

C. Did all members of the Remuneration Committee attend at least two meetings during the year, and was information disclosed regarding the regular review of policies, systems, standards, and structures for director and managerial performance evaluations and compensation?

In fiscal year 2024, the Company held a total of two Remuneration Committee meetings, with 100% attendance by all committee members in person. At the 7th meeting of the 5th term on December 24, 2024, the Committee discussed the “Review and Revision of the Company’s Regulations for Managing Compensation of Directors and Managerial Officers,” during which the policies, systems, standards, and structures for director and managerial performance evaluations and compensation were regularly reviewed. In addition, since the Company’s directors did not receive any compensation, the 8th meeting of the 5th term held on January 17, 2025 focused first on discussions regarding “Review of the Directors’ Performance Evaluation for Fiscal Year 2024” and “Review of the Managerial Officers’ Performance Evaluation for Fiscal Year 2024.”

Subsequently, in the agenda item “Evaluation and Determination of the Monthly Compensation Structure and Amounts for Managerial Officers,” the Committee conducted a regular review of the achievement of performance targets for managerial officers and determined their respective compensation accordingly.

2.3.5 Implementation of Sustainable Development Initiatives and Explanation of Any Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
1. Does the Company established a governance structure to promote sustainable development, and set up a dedicated (part-time) unit to promote sustainable development and the board of directors authorizes the senior management to handle it, and the board of directors supervises the situation?	V		1. The Company's governance structure to promote sustainable development In order to fulfill its corporate social responsibility and demonstrate a commitment to sustainable business practices, the Company has established the Board of Directors as the highest decision-making body for sustainability-related issues. Under the Board's oversight, the General Manager's Office has set up the Sustainable Development Promotion Team, responsible for implementing sustainability initiatives, including formulating and reviewing sustainability policies, systems, management guidelines, and promotion plans, as well as evaluating the effectiveness of implementation. 2. The implementation of each organization of the Company (1) The name, setting time and authorization of the board of directors of the professional (part-time) unit to promote sustainable development. The Company's Sustainable Development Promotion Team is an evolved version of the former Corporate Social Responsibility Task Force, originally established in 2019. The sustainable development efforts are coordinated and executed by the General Manager's Office under the supervision of the Board of Directors, with senior management from relevant departments authorized by the Board to handle matters. These responsibilities include identifying sustainability issues relevant to the Company's operations and stakeholders, formulating corresponding strategies and action plans, allocating budgets needed for	It is in compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies".

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			sustainability initiatives, planning and executing annual programs, tracking implementation outcomes, and reporting progress to the Board of Directors regularly before the end of each fiscal year. (2) The composition, operation and current year performance of the promotion unit (e.g., work plan and execution). The organizational structure of the Company's Sustainable Development Promotion Team is coordinated by the General Manager's Office, with the Administration Department serving as the supporting unit, and is jointly operated by various departments including Sales, Procurement, Human Resources, Quality Assurance, and Information Technology. The responsibilities of the Sustainable Development Promotion Team are as follows： A. Identify sustainability issues that require attention and formulate policies and directions that coordinate corporate social responsibility and sustainable development. B. Plan and supervise the operation and implementation of corporate social responsibility and sustainable development. C. Responsible for collecting and consolidating issues of interest to stakeholders, and assisting in responding to the needs of stakeholders. D. A consolidated report is reported to the board of directors at the end of each year, and the issues of concern to stakeholders collected during the year and corresponding measures are reported. (3) Frequency of reporting to the Board of Directors by the promotion unit (at least	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			once a year) or the date of the current annual report to the Board of Directors. The Company reports the status of sustainability-related matters to the Board of Directors regularly before the end of each fiscal year. The sustainability initiatives and implementation status for fiscal year 2024 were reported at the 17th meeting of the 11th Board of Directors held on December 24, 2024. The most important project undertaken by the Sustainable Development Promotion Team in 2024 was the preparation and completion of the “2023 Sustainability Report” and the “2023 Greenhouse Gas Inventory Report.” The “2023 Sustainability Report” underwent limited assurance by Crowe Horwath in accordance with Attestation Standard No. 3000—"Assurance Engagements Other Than Audits or Reviews of Historical Financial Information," issued by the Accounting Research and Development Foundation of the Republic of China, and a limited assurance report from the CPA was obtained. In addition, the main tasks of the Sustainable Development Promotion Team in 2024 also included identifying sustainability issues of concern to the Company’s stakeholders and formulating corresponding action plans. The team also participated in the “1919 Food Bank Public Welfare Campaign”, donating NT$100,000 to support underprivileged groups in society, fulfilling the Company’s corporate social responsibility. 3. Supervision of sustainable development by the board of directors he Company’s Board of Directors receives periodic reports from members of the Sustainable Development Promotion Team regarding the progress and challenges of	

<table>
<tr><th rowspan="2">Promotional Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Abstract Explanation</th></tr>
<tr><td></td><td></td><td></td><td>ongoing sustainability initiatives. The Board also evaluates and adjusts relevant strategies and measures proposed by the team to ensure effective implementation of the Company’s sustainable development efforts.</td><td></td></tr>
<tr><td>2. Does the Company assess ESG risks associated with its operations based on the principle of materiality, and establish related risk management policies or strategies?</td><td>V</td><td></td><td>1. Boundaries of Risk Assessment
The risk assessment boundary of the Company's operation-related environmental, social and corporate governance issues is mainly based on the Company, covering the Company's business bases in Taipei and Xindian.
2. Identify risk assessment standards, processes, results and risk management policies or strategies for material issues related to environmental, social and corporate governance
During the operation planning, the Company conducts risk assessments on environmental, social and corporate governance issues related to the Company's operations under the consideration of cost-effectiveness and based on the principle of materiality of whether it will have a significant impact on the Company's investors and other stakeholders. And formulate relevant risk management policies or strategies as follows:
<table>
<tr><th>Major issues</th><th>Risk assessment</th><th>Risk management policy or strategy</th></tr>
<tr><td>Environment</td><td>Product Quality and Safety</td><td>1. In responding to the concept of environmental protection and caring for the earth, Unifosa feels that the Company is responsible for the environment. the ISO14001 environmental management system was introduced and certified in 2005, which means to take</td></tr>
</table></td><td>It is in compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies".</td></tr>
</table>

Promotional Item	Implementation Status					Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation			
					practical actions to care for the environment in terms of saving energy, reducing environmental pollution, caring about employee health, and establishing good public relations. 2. Continuously optimize process management and strive to strengthen environmental protection measures. 3. Continue to pay attention to the announcement by the European Chemical Agency ECHA of the candidate list of substances requiring authorization under the REACH directive. 4. Regularly conduct inventory of greenhouse gas emissions in accordance with ISO14001 and examine the impact faced by the Company's operations. 5. In view of the relevant environmental regulations that the Company must comply with, all operating procedures are inspected to comply with the regulations.	
			Social	Harmless product	In order to ensure that the products do not contain substances that are harmful to the environment, Unifosa has been working hard on the project plans of the raw material procurement	

Promotional Item	Implementation Status					Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation			
					evaluation of green products and the adjustment of equipment manufacturing process in 2005, and obtained the certificate of the customer's green partner; In addition, the Company expects to be in line with international environmental protection and green product policies, and continues to promote IECQ QC080000 (electronic and electrical parts and product hazardous substance process management system) and has been certified to ensure that the Company's products do not contain harmful environmental substances. In response to the concept of environmental protection and the action of caring for the earth, we will fulfill our corporate responsibility to the environment.	
				Occupational Safety and Health	1. The Company has established the "Occupational Disease Prevention and Control Management Guidelines" and arranges general health checkups for all employees every two years to ensure their health and safety. 2. The Company has also implemented the "Occupational Safety and Health Work Guidelines," which set out procedures and training for employees on the safe and proper operation of machinery and	

Promotional Item	Implementation Status					Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation			
					equipment (including tools and fixtures) to protect their personal safety. 3. In accordance with the ISO 9001 Quality Management System, the Company conducts regular maintenance and inspections of machinery and instruments to ensure proper functioning and to prevent safety incidents caused by equipment failure. 4. Following the ISO 14001 Environmental Management System, the Company monitors and manages environmental factors such as air and water quality to maintain a healthy working environment. Drinking water quality is tested every three months to ensure the health and safety of employees. 5. The Company also holds fire safety training sessions and evacuation drills from time to time to safeguard both the workplace and the physical safety of its employees.	
			Corporate governance	Compliance	In order to ensure that all personnel and operations of the Company can indeed comply with relevant laws and regulations and the Company's operating specifications, the Company implements the goals of corporate governance by establishing various	

Promotional Item	Implementation Status					Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation			
					governance organizations or implementing various audit procedures.	
				Enhancing Directors' Competencies	1. The Company plans at least six hours of corporate governance-related training for each director every year. The training content covers areas such as financial accounting, legal affairs and risk management, corporate social responsibility, internal controls, and financial reporting responsibilities. 2. The Company also provides directors with directors' and officers' liability insurance to protect them against potential litigation or claims. 3. In addition, the Company regularly provides updates on the latest legal and regulatory developments at board meetings to ensure that directors stay informed of relevant changes in laws and regulations.	
3. Environmental issues (1) Does the Company establish proper environmental management systems based on the characteristics of their industries? (2) Does the Company	V V		(1) All of the Company's factories have established appropriate environmental management systems according to their industrial characteristics, and have obtained ISO 14001 environmental management system certification. (2) The Company ensures that all recyclable and			It is in compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies".

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
committed to improving energy efficiency and use renewable materials which have low impact on the environment?			reusable scrap materials—such as trays, cartons, and PCB waste—are collected, processed, and reused by qualified recycling service providers in accordance with applicable regulations. In terms of material usage, the Company makes every effort to utilize recycled materials, such as packaging cushions, to minimize environmental impact and maximize the benefits of a circular economy. Additionally, all of the Company's products are made from non-toxic materials, aiming to further reduce environmental impact and support a 10% growth in economic scale compared to 2023.	
(3) Does the Company evaluate the potential risks and opportunities in climate change with regard to the present and future of its business, and take appropriate action to counter climate change issues?	V		(3) For the Company's assessment of and response measures to the current and future risks and opportunities related to climate change, please refer to the annex titled "Climate-Related Information of TWSE/TPEx Listed Companies" in this annual report.	
(4) Does the Company take inventory of its greenhouse gas emissions, water consumption, and total weight of waste in the last two years, and implement policies on energy efficiency and carbon dioxide reduction, greenhouse gas reduction, water reduction, or waste management?	V		(4) a. For the greenhouse gas inventory results and reduction policies of the consolidated entities, please refer to Annex 2-2-3 of this annual report. b. The consolidated entities have long been committed to the conservation of water resources and environmental sustainability. In terms of water-saving initiatives, the approach begins with the comprehensive implementation of daily water conservation practices, aiming to maximize the efficiency and utilization of available water resources. The water resource usage of the consolidated entities over the past two fiscal years is as follows: 2023 2024	

<table>
<tr><th rowspan="2">Promotional Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Abstract Explanation</th></tr>
<tr><td></td><td></td><td></td><td>
<table>
<tr><td>water consumption</td><td>2,283,540</td><td>2,013,401</td></tr>
<tr><td>Water intensity</td><td>8.548</td><td>6.856</td></tr>
</table>
The consolidated entities do not require water in their production processes. Through the promotion of water-saving policies and the implementation of water-saving technologies, water resource management in 2024 achieved a reduction of approximately 27 metric tons, representing a 11.8% decrease compared to the previous year (2023).
c. The consolidated entities are committed to environmental protection and adopt a source management approach to waste. The primary source of waste is domestic waste generated by employees, and no hazardous waste is produced. Household waste is collected and disposed of by the science park management committee, while industrial waste is handled by licensed waste disposal contractors. Through employee training programs, the Company effectively promotes waste reduction and sorting, thereby enhancing resource reuse and the value of resource recycling. The waste output of the consolidated entities over the past two fiscal years is as follows:
<table>
<tr><td>Waste Composition</td><td>2023</td><td>2024</td></tr>
<tr><td>Domestic waste (metric tons)</td><td>8.47</td><td>9.81</td></tr>
<tr><td>Waste Plastics (metric tons)</td><td>1.868</td><td>3.950</td></tr>
<tr><td>Waste wood (metric tons)</td><td>0.482</td><td>0.37</td></tr>
<tr><td>Total (metric tons)</td><td>10.820</td><td>14.130</td></tr>
<tr><td>Waste Intensity (metric tons per NT$1 million in revenue)</td><td>0.0405</td><td>0.0481</td></tr>
</table>
</td><td></td></tr>
<tr><td>4. Social issues
(1) Does the Company</td><td>V</td><td></td><td>(1) The Company takes the responsibility of</td><td>It is in compliance</td></tr>
</table>

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?			assuming the rights and interests of employees, and abides by relevant labor laws and regulations, and refers to the principles and spirits of the "United Nations Universal Declaration of Human Rights" and the International Labor Organization "Declaration of Fundamental Principles and Rights at Work" and other international human rights conventions. Treat and respect current employees and partner personnel with dignity, prevent any violations and violations of human rights, and incorporate the content of various management policies. Examples of specific management policies and specific measures to protect human rights are as follows: 1. Practice and implement the protection of employees' legal rights and employment policies without discrimination. 2. Promote gender equality, reward childbirth, strengthen pregnancy and postpartum care, and formulate "Sexual Harassment Prevention Measures" to protect the dignity and rights of female colleagues. 3. Recruit disabled and disadvantaged employees up to the legal number of employees, establish and implement a fair and perfect workplace environment in order to create a beautiful and harmonious social atmosphere. 4. The establishment of employment relationship with employees is based on the agreement of both parties. All comply with relevant labor laws and regulations, and must not be forced to work. In addition, child laborers under the age of 16 shall not be employed, and young laborers over the age of 16 and under 18 shall not engage in work that may harm their health, including night duty or overtime. 5. Working hours must not exceed the legal limit, and at least one day off should be	with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies".

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
(2) Does the Company have reasonable employee benefit measures (including salaries, leave, and other benefits), and do business performance or results reflect on employee salaries?	V		allowed seven days a week. 6. The wages paid to employees are in compliance with relevant laws and regulations, including the calculation of minimum wages and overtime pay. 7. Employees should be treated in a humane spirit and no inhumane behavior of any kind should be allowed. 8. Any tangible or intangible discrimination is prohibited, including race, gender, age, marital status, political stance, or religious belief as considerations and standards for employee appointments, assessments, and promotions. In addition, to concretely implement its human rights protection management policies, the Company also requires its suppliers to place importance on labor rights. In 2024, the Company invited 30 key suppliers to complete the “Supplier ESG Sustainability Self-Assessment Questionnaire,” incorporating both supplier labor practices assessment and supplier human rights assessment as evaluation criteria in the supplier evaluation process. (2) In order to provide favorable working conditions and meet the needs of employees' welfare, the Company formulates and implements reasonable employee welfare measures, including providing a competitive salary system. The salary payment adopts multiple combinations, including basic salary, allowances, bonuses, employee compensation, etc., Supplemented by welfare systems such as vacations, insurance, travel, parental leave and childbirth gifts related to the encouragement of childbirth, to construct a complete salary and reward structure. In addition, the Company has a remuneration system that takes into account both business performance and risk management, and clearly stipulates	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			that employee bonuses shall be calculated based on the Company's operational performance achieved during the year. According to the provisions of the Company's Articles of Incorporation, if the Company generates a profit, 5% to 15% shall be allocated as employee compensation. Furthermore, in order to align departmental goals and individual performance with the Company's sustainability development indicators, and to encourage employees to integrate environmental friendliness and corporate social responsibility into the corporate culture, the Company incorporates sustainability indicators (such as environmental protection and carbon reduction, workplace safety, and information security) into the employee performance evaluation system, so as to appropriately reflect the Company's business performance in employee compensation. In addition, to promote workplace diversity and equality, the Company has integrated gender equality into its workplace equity policies, ensuring fair pay and promotion opportunities for both male and female employees. In 2024, female employees accounted for 42.37% of the total workforce, and female managerial personnel accounted for 20.83%, thereby advancing gender equality and enhancing overall employee satisfaction.	
(3) Does the Company provide a healthy and safe working environment and organize training on health and safety for its employees on a regular basis?	V		(3) In order to ensure a safe working environment and protect the physical well-being of its employees, as well as to foster a healthy and fulfilling workplace, the Company complies with the Occupational Safety and Health Act and relevant regulations set by clients and associated organizations to establish its Occupational Safety and Health Policy. The Company has implemented various management procedures and guidelines, including the "Occupational Safety and Health	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			Work Guidelines," "Environmental Management Program Procedures," "Emergency Preparedness and Response Procedures," and "Occupational Disease Prevention and Control Management Guidelines," all of which are strictly enforced by employees. Thanks to the collective efforts of all personnel, there were no occupational safety or health incidents and no violations or fines incurred in 2024. At the same time, under the concept of corporate ethics, the Company establishes a communication channel between management and employees through regular "labor-management coordination meetings" to implement the social responsibility of respecting employees' human rights and protecting their rights. The Company is committed to providing a safe and healthy working environment to prevent work-related injuries and health impacts. It strives to eliminate potential hazards to ensure workplace safety and health, fully complying with applicable occupational safety and health laws and regulations, as well as other relevant requirements. With accident prevention as a core objective, the Company evaluates and reduces occupational safety and health risks. Starting in 2024, the Company also began monitoring indoor carbon dioxide (CO_2) concentration every six months to ensure a healthy office environment for employees. In addition, the Company conducts regular occupational safety and health education and awareness campaigns, including periodic training and inspections, to help prevent occupational injuries among employees. In addition, to ensure that employees are familiar with occupational safety and health regulations, the Company arranges an education and training program every year. In 2024, internal and external training sessions were conducted on topics such as occupational	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			safety, health, and related laws, totaling 175 person-hours. The Company also conducts regular fire emergency response drills to strengthen emergency preparedness. Furthermore, to enhance workplace safety, the Company designated experienced personnel to undergo specialized training and obtain certifications. In 2024, these individuals successfully completed training and obtained a total of six certifications, including Occupational First Aid and Safety Training, Class C Occupational Safety and Health Management Supervisor Certification, Class B Occupational Safety and Health Management Supervisor Re-certification, and Fire Safety Manager Re-certification. For more details, please refer to the “Labor Relations” section of this annual report (pages 168–177). Additionally, in 2024 and up to the date of publication of this annual report, the Company has not experienced any occupational accidents or fire incidents. As a result, the number of casualties due to occupational accidents or fires, as well as the casualty rate as a proportion of total employees, remains at zero. Additionally, in light of the frequent news reports of sudden death in the workplace in recent years, which is mostly related to modern issues such as obesity and the three highs, the Company is committed to improving employee health. In addition to including blood sugar, blood lipids, and blood pressure as mandatory examination items in regular employee health checkups, the Company also provides care and education for employees with obesity or the three highs, encourages exercise and promotes the prevention and treatment of related chronic diseases.	
(4) Does the Company provide its employees	∨		(4) The Company has established the “Employee Training Procedures,” under which it conducts	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
with career development and training sessions?			an annual “Training Needs Assessment Plan” and “Competency Inventory Survey.” These initiatives are aligned with the Company’s vision and strategic goals, aiming to provide employees with high-quality and diverse training programs that promote professional development. Based on the results of the competency assessment, the Company organizes various types of training, including both internal and external courses, to help employees engage in continuous learning through a variety of methods. This approach enhances their career development and cultivates professional talent for the Company. In addition, in response to individual differences and the evolving corporate environment, the Company continuously explores the needs of both the organization and its employees during the talent development process. It regularly reviews and gradually expands the scope of essential training programs to improve the knowledge and skills necessary for individual career growth, while also strengthening organizational development. These efforts aim to continuously increase and create value for both the Company and its employees. For further details on the implementation, please refer to pages 114–116 of this report.	
(5) Do the Company's products and services comply with relevant laws and international standards in relation to customer health and safety, customer privacy, and marketing and labeling of products and services, and are relevant consumer protection and grievance	V		(5) The Company complies with all relevant laws and international standards concerning customer health and safety, customer privacy, marketing, and product labeling, including but not limited to electronic product safety regulations, CE marking directives, and international environmental protection regulations such as RoHS and REACH. However, since the Company does not sell directly to end consumers, policies and procedures related to consumer rights protection and complaint handling are not applicable. What's more, to earn customers'	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
procedure policies implemented?			trust, the Company has always attached great importance to the rights and interests of customers. In addition to establishing "Customer Complaint Handling Procedure Manual" and "After-Sales Service Procedure Manual" as guidelines for sales and quality control personnel in serving customers, the Company has also included "Customer Complaint Handling Procedures" in the internal control system. The goal of relevant policies and complaint procedures to protect the rights and interests of customers is implemented through internal audits.	
(6) Does the Company implement supplier management policies, requiring suppliers to observe relevant regulations on environmental protection, occupational health and safety, or labor and human rights? If so, describe the results?	V		(6) The Company has clearly established a "Supplier Management Policy" and "Supplier Code of Conduct." Before engaging in business with any supplier, the Company conducts a thorough evaluation in accordance with the "Supplier Assessment Procedure." Only those suppliers who meet the standards of IECQ QC080000 (Hazardous Substance Process Management System for Electrical and Electronic Components and Products) and pass a comprehensive assessment are considered for collaboration. Furthermore, the Company continues to conduct regular or unscheduled re-evaluations throughout the partnership to ensure ongoing compliance with supplier qualification requirements. In recent years, in light of ESG-related risk considerations, the Company has implemented a "Supplier ESG Sustainability Performance Evaluation," requiring suppliers to comply with relevant standards concerning environmental protection, occupational safety and health, and labor and human rights. The goal is to establish a robust procurement control system that ensures the Company can maintain strong relationships with its suppliers while securing raw materials, semi-finished products, and finished goods in a timely, appropriate, and cost-effective manner. This	

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
			system aims to meet production goals and ensure that the quality of all procured materials complies with the Company's standards. If any major supplier is found to be in violation of the above-mentioned policies—particularly in ways that cause significant environmental or social impact—the Company reserves the right to terminate or cancel the contract at any time. Additionally, the Company will continue to conduct regular or unscheduled re-evaluations of supplier qualifications throughout the partnership. Should a supplier be found non-compliant during ongoing assessments, the Company may suspend deliveries and halt procurement in accordance with its quality management system, thereby fulfilling its corporate responsibility for environmental protection, occupational safety and health, and labor rights. To date, all major suppliers have fully cooperated and complied with these requirements, and no violations of the above issues have occurred. In 2024, the Company issued the “Supplier ESG Sustainability Self-Assessment Questionnaire” to 25 key suppliers, and achieved a 100% response rate. This reflects the strong support and full cooperation of key suppliers with the Company’s commitment to ESG and sustainable development. Through this initiative, the Company actively promotes the implementation of sustainable values and gradually ensures that suppliers comply with and improve their practices in areas such as environmental protection, occupational safety and health, and labor and human rights. The effort also reinforces the suppliers’ appreciation for their close and collaborative partnership with Unifosa.	
5. Does the Company reference internationally accepted reporting standards or guidelines,	V		Starting from 2024, the consolidated entities have prepared the 2023 Sustainability Report in accordance with the Universal Standards issued by the Global Reporting Initiative (GRI), while also	It is in compliance with the "Sustainable

Promotional Item	Implementation Status			Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Explanation	
and prepare reports that disclose non-financial information of the Company, such as ESG reports? Do the reports above obtain assurance from a third party verification unit?			referencing the industry-specific standards of the Sustainability Accounting Standards Board (SASB) and the framework of the Task Force on Climate-related Financial Disclosures (TCFD). The report has undergone limited assurance by Crowe Horwath, in accordance with Attestation Standard No. 3000 — "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" — issued by the Accounting Research and Development Foundation of the Republic of China (Taiwan), and an assurance report has been obtained accordingly.	Development Best Practice Principles for TWSE/TPEx Listed Companies".

6. Describe the difference, if any, between actual practice and the Sustainable Development Best Practice Principles, if the Company has implemented such principles based on the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies:

   The Company has formulated its own "Sustainable Development Best Practice Principles" in accordance with the "Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies," and there are no significant differences between its implementation and the content of the established principles.

7. Other important information that may assist in understanding the Company's sustainability implementation:

   Please refer to the Company's official website (http://www.unifosa.com.tw/company_tw/)(and Sustainability Report(http://www.unifosa.com.tw/company_tw.php?id=87) for details regarding various sustainability-related initiatives and implementation status.

Climate-related information for TWSE/TPEx Listed Companies

1. Climate-related information implementation status

Item	Implementation Status
1. Describe the monitoring and governance of climate-related risks and opportunities by the Board of Directors and the management.	To address the supervision and governance of climate-related risks and opportunities, the Company has established a Sustainable Development Promotion Team, under the oversight of the Board of Directors, which serves as the highest decision-making and supervisory body for climate-related matters. The General Manager's Office is responsible for overall coordination, with the Management Department acting as a supporting unit. Departments including Sales, Procurement, Human Resources, Quality Assurance, and Information Technology collaborate closely in the operation of the team. The Sustainable Development Promotion Team conducts various risk and opportunity assessments with reference to the framework recommended by the Task Force on Climate-related Financial Disclosures (TCFD). It identifies major risks and opportunities by analyzing the degree of exposure and classifies risks across different aspects such as policy and regulation, market conditions, and manufacturing operations to evaluate potential impacts. The team also assesses climate risks—such as typhoons, floods, droughts, and extreme heat—that may affect the Company's operational sites, aiming to better understand external environmental changes and potential market volatility. Through comprehensive operational strategy planning, the Company seeks to establish a mindset of climate resilience, and the Sustainable Development Promotion Team regularly reports the progress and implementation of sustainability initiatives to the Board of Directors. The Sustainable Development Promotion Team is responsible not only for addressing issues related to environmental sustainability—such as evaluating climate change response mechanisms, complying with environmental regulations and international standards, establishing environmental management systems, and improving resource reuse efficiency—but also for planning policies and procedures related to risk management. This includes responding to climate-related risk issues, identifying and evaluating climate risks and opportunities, and staying up to date with the latest regulations governing climate risks. These efforts ensure that climate change risk management is integrated as a core element of the Company's overall risk management framework. In addition to the Board of Directors' oversight of climate-related governance, the Company's Audit Committee also conducts regular reviews of risk management practices. It examines the contents of the Annual Risk Report, including the Risk Assessment and Response Table, which outlines the risk analysis, response measures, and proposed improvement plans for the year. The most recent periodic review of risk management operations was conducted at the 16th meeting of the 7th Audit Committee on December 24, 2024. In order to enhance directors' and managerial officers' awareness of and engagement in sustainable development, the Company's Remuneration Committee incorporated sustainability performance into the performance evaluation indicators for directors and managerial officers at the 17th meeting of the 11th Board of Directors held on December 24, 2024. By

<table>
<tr><td></td><td>linking the remuneration system with the outcomes of climate change management, the Company uses ESG-related performance—including the management of climate-related issues—as part of the assessment criteria for directors and managerial officers. Climate change response targets and the degree of achievement of these targets are now included in the performance evaluation and compensation framework for senior executives; In addition, at the same board meeting, the Company resolved to incorporate “sustainability information management” into the Internal Control System, and to revise the relevant audit procedures accordingly in the “Internal Audit Implementation Rules,” thereby reinforcing the goal of embedding sustainable development into the core operational culture of the entire organization.</td></tr>
<tr><td>2. Describe how the identified climate risks and opportunities affect the Company's business, strategy and finance (short, medium, and long-term).</td><td>In accordance with the risk management policies and procedures, the Company will carry out the risk identification, analysis, measurement and response of climate-related risks and opportunities at least once a year, and will start to identify climate-related risks and opportunities of the Company in 2023, and conduct risk management according to the occurrence probability and impact degree of their risk analysis, so as to control the risks to a tolerable range as far as possible. The Company refers to the possibility of occurrence: short-term refers to within three years (2023 ~2025), medium-term refers to within three to five years (2026 ~2027), long-term refers to more than five years (2028 ~2030); In order to reduce the financial impact of risks and opportunities, the Company will establish risk and management mechanisms and strengthen the link with financial information, so as to plan the corresponding contingency capacity in advance. The Company identified a total of 7 risks in 2024, based on the impact period, possibility and impact degree, the analysis is as follows:
1. Transition risk
<table>
<tr><th>Risk-riented</th><th>Risk events and descriptions</th><th>During the occurrence, possibility and influence degree</th></tr>
<tr><td rowspan="2">Policies and regulations</td><td>● Raising the Pricing of Greenhouse Gas Emissions
In 2023, Taiwan's Climate Change Response Act was passed in its third reading, and in the carbon levy section, priority will initially be given to applying the terms and conditions to large carbon and electricity users, and the Ministry of Environment will levy a carbon fee from 2026 onwards on enterprises with an annual carbon emission of more than 25,000 metric tons, with the scope of the levy to be gradually expanded in the future.</td><td>During the occurrence: Short-term
Possibility of occurrence: High
Influence degree: Middle</td></tr>
<tr><td>● Strengthen emissions reporting obligations
1. The Financial Supervisory Commission announced in 2022 that subsidiaries in the consolidated statements of listed companies with capital of less than NT$5 billion must complete greenhouse gas inventories in 2027 and complete verification by 2029, expanding the scope of</td><td>During the occurrence: Short-term
Possibility of occurrence: High</td></tr>
</table>
</td></tr>
</table>

		greenhouse gas inventories and verifications. 2. The Taipei Exchange (TPEx) mandates companies to disclose ESG-related information, and disclosure topics include greenhouse gas emissions, energy management, water resources, waste, manpower development, board of directors and investor communication. 3. Customers require all their suppliers to provide information on greenhouse gas emissions.	Influence degree: Middle
	Technology	● Transition costs of replacing existing products and services with low-carbon goods The Company utilizes energy-saving and efficiency-enhancing process utilization equipment or peripheral equipment for the production of its products.	During the occurrence: Medium-term Possibility of occurrence: Mid-to-high Influence degree: High
	Market	● Changes in Customer Behavior The international net-zero carbon emission trend and the regulations and policies of various countries have increased the uncertainty of customers' upstream and downstream supply chain layout, or customers may prefer companies with low carbon emission production, so the Company must invest in researching more emerging green energy technologies.	During the occurrence: Long-term Possibility of occurrence: Mid-to-high Influence degree: High
		● Increase in raw material costs In order to comply with local government carbon emission standard trends and regulatory requirements, suppliers must invest in more low-energy-consuming processes, as well as rising inflation and electricity costs caused by global economic instability.	During the occurrence: Short-term Possibility of occurrence: High Influence degree: High

2. Entity risk

Risk-riented	Risk events and descriptions	During the occurrence, possibility and influence degree
Immediacy	● The severity of extreme weather events such as typhoons and floods has increased Extreme weather events such as typhoons and floods may lead to production interruptions, transportation difficulties, and supply chain disruptions, which could cause damage to the Company's operations.	During the occurrence: Short-term Possibility of occurrence: High Influence degree: Low
Long-term	● Extreme rainfall and drought Extreme rainfall and drought events affect the storage capacity of reservoirs, causing production disruptions, transportation difficulties and supply chain disruptions.	During the occurrence: Short-term Possibility of occurrence: High Influence degree: Low

The Company has assessed the aforementioned risks and identified climate-related risks and opportunities that may have a material financial impact, along with the corresponding response strategies as follows:

1. Transformation Risks and Opportunities

Risk/Opportunity	Potential financial impact	Response Strategy
R: Raise the Pricing of Greenhouse Gas Emissions	Increase operating costs 1. Increased cost of energy saving measures. 2. Increase the cost of renewable energy construction.	1. Strengthen R&D and Innovation of Green Products 2. Improve energy efficiency 3. Invest in Green Energy Equipment
O: Strengthening emissions reporting obligations	Increase operating costs 1. Increased inventory and assurance	1. Enhance corporate green image through transparent disclosure

	costs. 2. Reduce the cost of greenhouse gas emissions by planning early reduction measures after identifying emission hotspots through greenhouse gas inventory.	2. Strengthen corporate governance and establish a culture in which the Company values climate-related issues and actively engages in practical actions. 3. Improve sustainability ratings and establishing a positive corporate image.
O: Transition costs of replacing existing products and services with low-carbon alternatives	Increase operating costs 1. R&D expenses increase. 2. Increasing in raw materials, equipment and procurement costs.	1. Continuous investment in research and development of low carbon products 2. Use raw materials with a low carbon footprint and reconfigure product composition
R: Changes in Customer Behavior	Reduced revenue Increase operating costs 1. Increase in procurement costs. 2. Increasing the cost of acquiring green technologies.	1. Continuously strengthen R&D and innovation of green products 2. Enhance customer recognition with high quality products.
R: Rising Raw Material Costs	Increase operating costs 1. Increase in procurement costs. 2. Increase energy consumption and carbon allocation costs.	1. Strengthen R&D and Innovation of Green Products 2. Improve fundraising feasibility and reduce capital costs

2. Physical Risks and Opportunities

Risk/Opportunity	Potential financial impact	Response Strategy
R: Extreme weather conditions such as typhoons, floods, etc. may cause capacity disruptions, transportation	Increase operating costs/ Capital expenditure 1. Expenditure on plant and equipment in response to extreme	1. Assess flood risk at production sites and implement relevant mitigation measures 2. Actively monitor and respond to

	difficulties and supply chain disruptions.	weather conditions. 2. Investment expenditures on disaster prevention-related assets.	climate-related issues 3. Develop alternative raw materials 4. Seek suppliers in other regions
	R: Extreme rainfall and drought affecting reservoir storage capacity, resulting in production disruptions, transportation difficulties, and supply chain interruptions	Reduce product revenue. Increased transportation and energy costs.	1. Assess the impact of extreme rainfall and drought events on production at each site and implement relevant mitigation measures 2. Consider extreme climate risks when selecting locations for new operational sites
3. Describe the financial impact of extreme climate events and transformation actions.	**Financial Impact of Extreme Climate Events** The Company recognizes that extreme weather events (typhoons, droughts and heavy rainfall) may cause damage to the Company's factory equipment and difficulties in logistics and transportation, thereby affecting the Company's operations. In view of the risks of typhoons and heavy rainfall, Taiwan's Xindian factory is an important production base of Unifosa. According to the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP) analysis of northern Taiwan, the change rate of continuous rainfall days in RCP 6.0 is higher than that of RCP 8.5 under the worst warming scenario at the end of the century. According to RCP 6.0, the number of consecutive rainfall days in the northern region will increase by 9% by the end of this century. From the current average of 12 days, it has been extended to 13.1 days. In addition, Xindian Factory is not a low-lying area, and according to the 3D disaster potential map of the International Disaster Prevention and Protection Technology Center, Xindian Factory has no flooding disaster potential. Regarding drought risk, according to the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP) analysis of the northern region, under the most severe warming scenario at the end of RCP 8.5, The dry season in the northern region increased by 13% at the end of this century, from the current average of 52 days to 58.7 days. According to the "Aqueduct Water Risk Atlas" of the World Resources Institute, the Company's Xindian plant is located in a low-medium risk area. The Company assesses that its significance will not affect the plant's operations and production. **Financial Impact of Transformation Actions** Under the risks associated with the transition to a low-carbon economy, the Company is expected to face a wide range of changes in policies and regulations, technologies, and market dynamics. In terms of the nature, timing, and significance		

<table>
<tr><td></td><td>of these changes, developments such as carbon fees, greenhouse gas emissions caps, and shifts in consumer preferences may lead to increased operating costs or reduced sales volume. However, given that the Company has already begun and continues to invest in the development and innovation of low-carbon products, these market changes are not expected to have a material impact on overall sales; Therefore, in the context of the low-carbon transition trend, the financial impact of carbon pricing on the Company will mainly be limited to increased supply chain costs associated with the use of low carbon footprint raw materials. In response to these transition risks, the Company will implement energy-saving and carbon-reduction projects to reduce energy and water consumption, minimize waste generation, and enhance energy efficiency. At the same time, the Company will continue to invest in green product innovation and R&D to meet evolving consumer demands.</td></tr>
<tr><td>4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.</td><td>In order to implement climate risk management and reduce the impact of various risks on Unifosa's operations, the Company has formulated relevant integration steps for the identification, assessment and management process of climate risks, and then integrated them into the overall risk management system. The steps are as follows:
<table>
<tr><th>Step 1:
Collect climate risk and opportunity issues</th><th>Step 2:
Identify physical and transformation risks and opportunities</th><th>Step 3:
Analyze financial impact</th><th>Step 4:
Develop response management system</th></tr>
<tr><td>Carefully study global climate change trends and issues of concern relevant to our industry. Including past and predicted climate change, policy and legal changes, market trends and technological developments, all of which will have potential impacts on Unifosa's business and finances.</td><td>Through interviews with various units, we compiled all climate risks and opportunities that may affect operations, and designed a climate change risk and opportunity assessment questionnaire.
Evaluate the specific impact of these climate-related trends and issues on Unifosa's business. This will include identifying possible risks to our physical assets, supply chain, operations and market position, as well as identifying potential transformation opportunities.</td><td>Based on the TCFD guidelines, we will make corresponding financial disclosures to clarify our understanding of and response measures to risks and opportunities related to climate change.
This will include revealing the extent of Unifosa's financial impact, risk management strategies and objectives, and its risk and opportunity outlook over different time horizons.
Through financial disclosure, we will provide stakeholders with more transparency about</td><td>For the key risks and opportunities we have identified, we will propose corresponding measures.
The aim is to effectively address the risks that may arise and to maximize opportunities to achieve business objectives.
At the same time, we will also regularly review and evaluate the effectiveness of the management to understand the implementation and specific effectiveness of the contingency</td></tr>
</table></td></tr>
</table>

			Unifosa's climate-related risk management.	measures, and make necessary rolling adjustments in a timely manner.
5. If scenario analysis is used to assess the resilience to climate change risks, please describe the scenarios, parameters, assumptions, analytical factors, and major financial impacts.	The Company has not yet conducted scenario analysis to assess resilience to climate change risks.			
6. If there is a transition plan in place to manage climate-related risks, please describe the	The Company is currently in the process of formulating a transition plan to manage climate-related risks. However, as part of the preliminary planning to address and manage such risks, the Company intends to implement reduction measures covering: direct emissions from operational activities (Scope 1), indirect emissions from energy usage (Scope 2), and indirect emissions generated along the value chain (Scope 3). The plan includes: 1. Continuing proactive carbon reduction efforts: through the development of advanced technologies, improving energy productivity and efficiency, and minimizing energy-related carbon emissions from both processes and products. 2. Encouraging suppliers to support energy conservation and carbon reduction: promoting low-carbon transition throughout the value chain through concrete actions.			

plan and the indicators and targets used to identify and manage physical and transition risks.	
7. If internal carbon pricing is used as a planning tool, please describe the basis for price determination.	The Company has not yet implemented an internal carbon pricing mechanism.
8. If climate-related targets have been established, please specify the covered activities, GHG emission scopes, planning timeframe, and annual	The Company has not yet established climate-related targets.

progress. If carbon offsets or Renewable Energy Certificates (RECs) are used to meet targets, please specify the sources and amounts of offsets or RECs.	
9. Status of GHG inventory and assurance, and information on reduction targets, strategies, and action plans (to be separately reported in Sections 1-1 and 1-2).	As the Company's paid-in capital does not exceed NT$5 billion, the following schedule applies regarding GHG inventory, assurance, and related disclosures on reduction targets, strategies, and action plans: 1. For the parent entity: GHG inventory disclosure will begin in 2026, and assurance disclosure will begin in 2028. 2. For subsidiaries included in the consolidated financial statements: GHG inventory disclosure will begin in 2027, and assurance disclosure will begin in 2029. 3. Disclosure of carbon reduction targets, strategies, and concrete action plans for the Company (including subsidiaries) will begin in 2027.

2. GHG inventory and assurance in the last 2 years

(1) Greenhouse gas inventory information

Describe the greenhouse gas emission volume (metric tons CO2e), intensity (metric tons CO2e/NTD million), and data coverage for the most recent two years.

Although the Company's paid-in capital does not exceed NT$5 billion and is therefore not yet subject to mandatory disclosure requirements, in order to proactively comply with future regulatory obligations, the Company has already completed the preparation of its "2023 Greenhouse Gas Inventory Report." The organizational boundary of the report was defined based on the recommendations of the ISO 14064-1:2018 Greenhouse Gas Inventory Protocol, applying the operational control approach. Under this method, the Company recognizes 100% of the greenhouse gas emissions from facilities it manages or has operational control over. In addition, the Company has completed the greenhouse gas inventory for fiscal year 2024 and has summarized the greenhouse gas emissions of the Company and all its subsidiaries included in the consolidated financial statements, as described below:

Organizational Boundary	Emission Source	2023		2024	
		Emissions (tons CO_2e/year)	Emissions Intensity (tons CO_2e/NT$ million revenue)	Emissions (tons CO_2e/year)	Emissions Intensity (tons CO_2e/NT$ million revenue)
The Company	Scope 1 – Direct GHG Emissions	8.3222		12.2163	
	Scope 2 – Indirect GHG Emissions	207.0206		206.3746	
	Subtotal	215.3428		218.5909	
All Subsidiaries in Consolidated FS	Scope 1 – Direct GHG Emissions	3.8015		9.0231	
	Scope 2 – Indirect GHG Emissions	89.3072		87.1936	
	Subtotal	93.1087		96.2167	
Total		308.4515	1.1546	314.8076	1.0719

Other Indirect GHG Emissions of the Company in 2024 (Scope 3, Categories 3–6)

Table of Greenhouse Gas Emissions – Category 3

Category	(3.1) Upstream transportation & distribution	(3.2) Downstream transportation & distribution	(3.3) Business travel	(3.4) Employee commuting	(3.5) Customer & visitor transportation
Indirect greenhouse gas emissions from transportation (Category 3)	Not significant	Not significant	71.3557	Not significant	Not significant

Table of Greenhouse Gas Emissions – Category 4

Category	(4.1) Purchased goods & services	(4.2) Capital goods	(4.3) Waste generated in operations	(4.4) Upstream leased assets	(4.5) Emissions from services not categorized above
Indirect Greenhouse Gas Emissions from Use of Products by the Organization (Category 4)	Not significant	Not significant	Not significant	Not significant	Not significant

Table of Greenhouse Gas Emissions – Categories 5 to 6

Category	(5.1) Use of sold products	(5.2) Downstream leased assets	(5.3) End-of-life treatment of sold products	(5.4) Investments	(6.1) Other
Indirect Greenhouse Gas Emissions from Use of Products Supplied by the Organization (Category 5) and Other Sources (Category 6)	Not significant	Not significant	Not significant	Not significant	Not significant

Note 1: Direct emissions (Scope 1, that is, directly from emission sources owned or controlled by the Company)、Energy indirect emissions (Scope 2 refers to indirect greenhouse gas emissions from imported electricity, heat or steam) and other indirect emissions (Scope 3 refers to emissions generated by company activities, which are not indirect energy emissions, but come from emission sources owned or controlled by other companies).

Note 2: The coverage of direct emissions and energy indirect emissions data shall be handled in accordance with the timetable specified in the order specified in Paragraph 2 of Article 10 of these Guidelines. Other indirect emissions information may be disclosed voluntarily.

Note 3: Greenhouse Gas Inventory Standard: Greenhouse Gas Protocol, GHG Protocol or International Organization for Standardization, ISO 14064--1 released by ISO.

Note 4: The intensity of greenhouse gas emissions can be calculated per unit of product/service or turnover, but at least data calculated in terms of turnover (NT$ million) should be stated.

(2) Greenhouse gas assertion information

Describe the status of assurance in the last 2 years up to the date of publication of the annual report, including the scope of assurance, institutions of assurance, criteria of assurance, and opinions of assurance.
The Company's paid-in capital has not reached NT$5 billion, so the disclosure in this section is not yet applicable.

Note 1: It should be handled in accordance with the timetable specified in the order stipulated in Article 10, Paragraph 2 of this Code. If the Company does not obtain a complete greenhouse gas confidence opinion by the publication date of the annual report, it should indicate that "the complete assurance information will be disclosed in the sustainability report." If the Company does not prepare a sustainability report, it should indicate that "complete and assurance information will be disclosed in the Market Observation Post System (MOPS)" and disclose complete and assurance information in the next annual report.

Note 2: Assurance institutions should comply with the relevant requirements for certified institutions on sustainability reports stipulated by the Taiwan Stock Exchange Corporation (TWSE) and the Taipei Exchange (TPEx).

Note 3: The disclosure content can be found in the Best Practice Reference Examples on the Taiwan Stock Exchange Corporation (TWSE) Corporate Governance Center website.

3. Greenhouse gas reduction goals, strategies and concrete action plans

Describe the greenhouse gas reduction base year and data, reduction goals, strategies, and concrete action plans and achievement of the reduction goals.
Baseline Year and Data for Greenhouse Gas (GHG) Emissions Reduction, and Reduction Targets As the Company's paid-in capital has not yet reached NT$5 billion, it is not subject to the disclosure requirements of this section. However, to proactively plan for greenhouse gas (GHG) reduction strategies, the consolidated entity completed its GHG inventory in 2023, using the scope of the consolidated financial statements as the organizational boundary. Accordingly, 2023 is designated as the baseline year. Scope 1 and Scope 2 emissions were 12.1237 metric tons of CO_2e and 296.3278 metric tons of CO_2e, respectively, totaling 308.4515 metric tons of CO_2e. As the primary source of carbon emissions for the consolidated entity is purchased electricity, energy conservation has been adopted as the principal approach to emissions reduction. The Company aims to reduce emissions by 5% in 2024 compared to the baseline year and to continue achieving a minimum 5% reduction annually thereafter, targeting a cumulative 35% reduction by 2030. In addition, the Company has completed its GHG inventory for 2024, and Scope 1 and Scope 2 emissions were 21.2394 metric tons of CO_2e and 293.5682 metric tons of CO_2e, respectively. Since the Company did not achieve the 5% reduction target, it is currently reviewing and implementing improvement measures. **Greenhouse Gas Reduction Strategies and Specific Action Plans** The consolidated entity has integrated carbon reduction management into its operational strategies, including implementing mechanisms that link ESG performance to employee compensation. Efforts are being made to identify effective carbon reduction approaches and outcomes through energy-saving initiatives, the purchase of green electricity, and process improvements. Looking ahead, the Company will further enhance energy efficiency and assess the replacement of machinery with energy-saving equipment to ensure reductions stay on track. These proactive measures aim to mitigate carbon emissions and strengthen operational competitiveness. To ensure that management, the implementation team, and all employees work together toward greenhouse gas reduction goals and improved energy resource efficiency, major program objectives have been incorporated into the Company's operational performance assessment indicators. These indicators serve as the basis for employee performance evaluations and bonus distribution, thereby embedding a culture of accountability. Furthermore, starting in 2024, the consolidated entity has introduced a mechanism linking ESG performance to employee compensation. When the overall performance goals of the Company are achieved, an additional percentage of bonuses will be granted. This initiative is intended to foster a deeply rooted sustainable corporate culture, rally employees toward a common goal, and gradually realize the consolidated entity's net-zero emissions roadmap and targets.

Note 1: It shall be handled in accordance with the timetable specified in the order stipulated in Article 10, Paragraph 2 of these Guidelines.

Note 2: The base year should be the year in which the review is completed based on the boundaries of the consolidated financial report. For example, in accordance with the provisions of Article 10, Paragraph 2 of these Standards, companies with capital of more than NT$10 billion should complete the review of the 2024 consolidated financial report in 2025., so the base year is 2024.If the Company has completed the review of the consolidated financial report in advance, the earlier year can be used as the base year, and the data in the base year can be calculated as the average of a single year or several years.

Note 3: The disclosure content can be found in the Best Practice Reference Examples on the Taiwan Stock Exchange Corporation (TWSE) Corporate Governance Center website.

4. Whether the Company invests in energy-saving or green energy-related environmentally friendly and sustainable machinery and equipment, or invests in our country green energy industry (such as renewable energy power plants), or has issued or invested its funds for green or social benefit investment plans and has Sustainable development financial products with substantial benefits, and disclose their investment status and specific benefits

   Based on company size and cost considerations, the Company has not yet made any investment related to this item, so it is not applicable.

5. Whether the sustainability report prepared by the Company has been submitted to the board of directors for approval

   The Company has completed the preparation of its 2023 Sustainability Report, which was approved by the 16th meeting of the 11th Board of Directors on November 1, 2024.

6. Whether the Company discloses its annual greenhouse gas emissions over the past two years

   The Company has disclosed its greenhouse gas emissions for the past two years. Please refer to pages 95–96 under the section “Greenhouse Gas Inventory Information.”

7. Whether the Company has formulated a greenhouse gas reduction management policy, including reduction targets, promotion measures and achievement status, etc.

   The Company has not yet completed the formulation of a greenhouse gas reduction management policy.

8. Whether the Company has assessed risks or opportunities to the community and taken corresponding actions?

   To support economically disadvantaged and emergency-stricken families, and to uphold the principle that giving is more blessed than receiving, while allowing the enterprise to give back to society, the Company—although based in Taipei City and New Taipei City—responded to the invitation from the Taipei Exchange in 2024 by participating in the “TPEx Family Joins Hands for Public Welfare –

Sending Love to the 1919 Food Bank" campaign organized by the Chinese Christian Relief Association. The Company donated NT$100,000 as part of its ESG commitment and charitable contributions.

9. Whether the Company has invested resources to support domestic cultural development?

The Company has not yet had an appropriate opportunity to support domestic cultural development but will seek suitable cultural events to support or sponsor in the future.

2.3.6 Fulfillment of Ethical Corporate Management and Deviations from the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies"

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
1. Establishment of ethical corporate management policies and programs				It complies with the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies".
(1) Does the Company have a Board-approved ethical corporate management policy and stated in its regulations and external correspondence the ethical corporate management policy and practices, as well as the active commitment of the Board of Directors and management towards enforcement of such policy?	V		(1) In addition to explicitly stating its policies and practices regarding ethical business conduct in relevant internal regulations and external documents, the Company considers ethical management to be a mission and goal actively implemented by the Board of Directors and senior management. It is also a code of conduct observed and enforced by all levels of the Company from the Board downward. The Company has adopted the "Ethical Corporate Management Best Practice Principles" with the approval of the Board of Directors and has established an effective accounting system, internal control system, and regular audits conducted by internal auditors. Furthermore, the Company clearly communicates its ethical business policies and practices, as well as the Board of Directors' and senior management's commitment to implementing such policies, through internal regulations and external disclosures.	
(2) Does the Company have mechanisms in place to assess the risk of unethical conduct, and perform regular analysis and assessment of business activities with higher risk of unethical conduct within the scope of business? Does the	V		(2) The Company has established the "Ethical Corporate Management Best Practice Principles" and the "Code of Ethical Conduct" to serve as behavioral guidelines for directors, managers, and all employees. In addition, the Company has implemented the "Whistleblowing Procedures for Violations of Ethical Conduct and Integrity" and the "Employee Grievance Management Procedures," which include systems for disciplinary actions and grievance handling in	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
Company implement programs to prevent unethical conduct based on the above and ensure the programs cover at least the matters described in Paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?			the event of violations. These measures are intended to establish a risk assessment mechanism for preventing unethical conduct. The Company also regularly analyzes and evaluates business activities within its operational scope that pose a higher risk of unethical behavior. These assessments form part of the Company's integrity risk prevention plan and include precautionary measures aligned with Article 7, Paragraph 2 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies." Furthermore, the Company promotes awareness of such preventive measures through the formulation of internal procedures and behavioral guidelines (such as employee handbooks and work rules), and by facilitating two-way communication with employees during labor-management meetings and onboarding training sessions for new employees.	
(3) Does the Company provide clearly the operating procedures, code of conduct, disciplinary actions, and appeal procedures in the programs against unethical conduct? Does the Company enforce the programs above effectively and perform regular reviews and amendments?	V		(3) The Company has established the "Whistleblowing Procedures for Violations of Ethical Conduct and Integrity" to prevent unethical behavior. These procedures clearly define disciplinary and grievance systems for handling violations, thereby creating a mechanism to mitigate the risk of unethical conduct. The Company also regularly reviews and revises the aforementioned procedures to enhance and strengthen their content, ensuring effective implementation and continuous improvement.	
2. Fulfill operations integrity policy (1) Does the Company evaluate business partners' ethical records and include ethics-	V		(1) The Company is based on the principle of honest management and conducts business activities in a fair and transparent manner. Before business dealings, we have	It complies with the "Ethical Corporate Management Best Practice

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
related clauses in business contracts?			considered and assessed the legality of relevant trading vendors, customers and other business partners and whether there are records of dishonest behaviors, so as to avoid dealing with persons with records of dishonest behaviors. In addition, the business contract has added provisions to comply with the integrity management policy and that the counterparty of the transaction may terminate or terminate the contract at any time if it is involved in dishonest behavior.	Principles for TWSE/GTSM Listed Companies".
(2) Does the Company have a unit responsible for ethical corporate management on a full-time basis under the Board of Directors which reports the ethical corporate management policy and programs against unethical conduct regularly (at least once a year) to the Board of Directors while overseeing such operations?	∨		(2) A. In order to improve the management of integrity management, the general manager's office is the special unit responsible for the formulation and supervision of integrity management policies and prevention plans. And the General manager office is according to the work responsibilities and scope of each unit, responsible for implementing the board of directors and supervising senior management to formulate and implement various integrity management policies and programs to ensure the implementation of integrity management. The general manager's office will regularly report to the board of directors the implementation of the Company's integrity management policy and the plan for preventing dishonest behavior before the end of each year. The most recent annual report on the implementation of integrity management The board of directors was the 17th meeting of the 11th session of the board of directors on December 24, 2024. The general manager's office completed the supervision and implementation of the business activities undertaken in 2024,	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
			and confirmed the formulation of relevant business policies and business The activities are conducted in accordance with the Company's "Ethical Corporate Management Best Practice Principles", and there has been no violation of integrity management. B. In 2024, the Company implemented its integrity management policy through the following initiatives: a. Training and Education An internal training seminar on integrity management was held, focusing on topics such as “The Importance of Integrity Management, Company Policies and Codes of Conduct, Common Challenges and Practical Case Sharing, and Employees' Responsibilities and Whistleblowing Mechanisms.” The seminar was attended by 50 participants, totaling 100 training hours. The goal was to reinforce the understanding among employees that integrity management is a mission and objective actively pursued by the Board of Directors and management, thereby promoting the effective implementation of integrity practices. b. Enhancing the Integrity System To further implement the integrity management system, in 2024 the Company revised its “Whistleblowing Procedures for Violations of Ethical Conduct and Integrity.” The revisions strengthened the authority and procedures for the units responsible for handling and investigating	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
			whistleblower reports, clearly defined recusal provisions for whistleblower investigations, and established measures for protecting and rewarding whistleblowers. These enhancements aim to make the whistleblowing system the most effective tool for ensuring the practice of integrity. c. Compliance Promotion To ensure all employees are well-informed about the seriousness of violating integrity principles and to encourage the use of the whistleblower mechanism, thereby reinforcing the effectiveness of the Company's integrity management, the Company conducted a focused campaign to promote the revised "Whistleblowing Procedures for Violations of Ethical Conduct and Integrity."	
(3) Does the Company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	V		(3) The Company has established the "Code of Integrity Management" and the "Code of Ethical Conduct" as behavioral guidelines for directors, managers, and all employees. In addition, it has formulated the "Whistleblowing Procedures for Violations of Ethical Conduct and Integrity" and the "Employee Grievance Management Procedures," which define the conflict-of-interest policy and provide appropriate communication channels. Relevant provisions are also included in the Company's internal regulations such as the "Work Rules," "Employee Handbook," and "Employee Rewards and Disciplinary Measures."	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
(4) Does the Company have effective accounting and internal control systems in place to implement ethical corporate management?Does the internal audit unit follow the results of unethical conduct risk assessments and devise audit plans to audit the systems accordingly to prevent unethical conduct, or hire outside accountants to perform the audits?	V		(4) To implement integrity management practices, the Company has established effective accounting and internal control systems for business activities with high risks of unethical conduct. Internal auditors develop audit plans based on risk assessments of unethical behavior and conduct audits to monitor compliance with integrity management programs.	
(5) Does the Company regularly hold internal and external educational trainings on operational integrity?	V		(5) Through internal educational seminars, the Company fosters two-way communication and regularly conducts integrity management training sessions to promote specific anti-corruption measures, including compliance with integrity-related laws and regulations and internal control mechanisms, to firmly implement integrity management. In 2024, beyond reinforcing the revised whistleblowing procedures, the Company held an internal training seminar on the theme of “The Importance of Integrity Management, Company Policies and Codes of Conduct, Common Challenges and Practical Case Sharing, and Employees’ Responsibilities and Whistleblowing Mechanisms.” A total of 50 participants attended, amounting to 100 training hours. The training aimed to ensure that employees recognize integrity management as a mission and goal actively pursued by the Board of Directors and management, and to promote the effective implementation of integrity throughout the Company.	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
3. Operation of the integrity channel (1) Does the Company establish both a reward/punishment system and an integrity hotline? Can the accused be reached by an appropriate person for follow-up?	V		(1) The Company has established the "Procedures for Reporting Violations of Ethical Conduct and Integrity" and the "Employee Grievance Management Procedures," and has also set up an employee suggestion box. Both employees and internal/external stakeholders are provided with convenient channels—such as the suggestion box and the email addresses listed in the "Procedures for Reporting Violations of Ethical Conduct and Integrity" (which is publicly available on the Company's website: http://www.unifosa.com.tw/_i/assets/upload/files/CA03(2).pdf)—to report any illegal or unethical conduct. To handle such reports, the Company has designated independent and dedicated personnel responsible for receiving and processing complaints. Whistleblowers may select the appropriate reporting unit and channel according to the nature of the report.	It complies with the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies".
(2) Does the Company have in place standard operating procedures for investigating accusation cases, as well as follow-up actions and relevant post-investigation confidentiality measures?	V		(2) The Company's "Procedures for Reporting Violations of Ethical Conduct and Integrity" clearly stipulate the standard operating procedures for investigating reported cases, the follow-up actions to be taken upon completion of investigations, and the confidentiality mechanisms involved, all of which are implemented in accordance with defined regulations. A. Acceptance Principles A reported case may be rejected or closed without further reply by the responsible unit under the following circumstances, even after requesting supplementary information or conducting a fact-finding investigation: a. The whistleblower fails to fill out or	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
			complete the "Whistleblower Complaint Registration Form" with specific and substantive evidence under their real name and does not provide sufficient information to facilitate investigation. Anonymous reports are acceptable; however, the whistleblower must still provide the necessary information (excluding real name) to enable verification. b. The reported issue is clearly a malicious attack or contains false and fabricated information. c. The reported matter does not fall under violations of the Company's Code of Ethical Conduct and Integrity, incidents of unlawful workplace infringement, or violations of current Company regulations, systems, or personal legal rights. d. The subject of the report does not fall within the scope of relevant personnel such as employees, suppliers, or customers. e. The same matter has already been verified and deemed unqualified for acceptance or has been processed and closed. This does not apply if the whistleblower provides new evidence that justifies reopening the investigation. f. The report is submitted anonymously, lacks specific content for verification, and the whistleblower fails to respond or cannot be reached when contacted for clarification or additional information. g. The whistleblower fails to provide contact information and cannot be	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
			reached or does not respond when contacted. h. The same case has already been reported through another Company channel and has been accepted and processed. B. Investigation Procedures and Processing Timeline a. For any reported case that has been reviewed and accepted, it must be registered in the "Whistleblower Complaint Registration Form" within five working days, and an investigation team shall be established to initiate the investigation. b. Members of the investigation team and relevant parties are required to maintain confidentiality regarding the investigation process and all related information and are prohibited from disclosing any details externally without authorization. c. In principle, the investigation team must conclude the investigation and respond to the complainant within two months from the date of acceptance. If necessary, the period may be extended, but the extension shall not exceed one additional month. If the case is particularly complex and cannot be completed within the specified time frame, the reason for the extension, encountered difficulties, or required assistance must be reported to the General Manager or Chairman for approval. However, the total investigation period shall not exceed six months.	

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
(3) Does the Company provide proper whistleblower protection?	∨		d. The results of the investigation shall be provided to the whistleblower in writing or via email as confidential communication. If the complainant is dissatisfied with the handling of the case, they may file a request for reconsideration by resubmitting the "Whistleblower Complaint Registration Form" within ten days from the date of receiving the response. Reconsideration is limited to one time only. (3) A. The Company's "Whistleblower Policy for Violations of Ethical Conduct and Integrity" explicitly stipulates that all individuals involved in the case — including the subject, the whistleblower, and personnel responsible for handling the case — must maintain confidentiality and are prohibited from disclosing any information externally. This is to protect the whistleblower from unfair treatment, retaliation, or threats. Violators shall be dealt with in accordance with the Company's disciplinary regulations. B. In 2024, neither the Company nor its subsidiaries received any reports from employees, suppliers, customers, or other external stakeholders regarding illegal conduct, human rights violations, breaches of the Code of Ethical Conduct, or integrity issues.	
4. Strengthening information disclosure (1) Does the Company disclose its ethical corporate management policies and the results of its implementation on the Company's website	∨		(1) The Company has disclosed its "Ethical Corporate Management Best Practice Principles" on its official website and the Market Observation Post System, providing transparency regarding its policies, organizational structure, and implementation	It complies with the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM

Evaluation Item	Implementation Status			Differences and Reasons for Deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Abstract Explanation	
and MOPS?			status related to ethical business practices.	Listed Companies".
5. If the Company has established the ethical corporate management policies based on the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies, please describe any discrepancy between the policies and their implementation: No major differences.				
6. Other important information to facilitate a better understanding of the Company's ethical corporate management policies (e.g., review and amend its policies). (1) The Company's business philosophy clearly sets out the corporate culture and policy of "integrity first, people-oriented management". (2) The Company strictly requires that all decisions and behaviors of the Company must be based on the basic principle of compliance with laws and regulations, and legal consultants are hired to provide necessary consultation and review basis. (3) Through two-way communication with employees, the Company promotes ethics and ethics as the basic requirements of company operators for employees, so that employees understand the characteristics of the Company's employment culture and the first priority is honesty and integrity, so as to establish a corporate culture that values ethics. (4) The Company expressly stated that performance is not the only factor in the reward plan, so as to avoid the employees' efforts to be profit-oriented, and to reduce the risk of employees' violations of integrity and lawlessness in order to obtain or maintain benefits. (5) The Company encourages employees to participate in training courses and internal awareness programs related to ethical corporate management in order to enhance the effectiveness of its integrity-based business practices.				

2.3.7 Other Important Information Regarding Corporate Governance

1. To introduce training measures for directors

   The directors of the Company and independent directors of the audit committee are in accordance with the requirements of the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies". Every year after being elected, at least cover corporate governance related finance, risk management, business, business, legal affairs, accounting, corporate social responsibility or internal control system, financial reporting responsibility and other courses; Among them, the new appointee should study at least twelve hours in the year of taking office, and at least six hours per year during the term of office from the next year after taking office. And immediately after obtaining the training certificates of the directors, the training status will be disclosed in the "MOPS", which is in line with the relevant requirements for the training of the "Directions for

the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies".

2. The Company's directors and independent directors'training in the last (2024) year.

Title	Name	Course Title	Study Date	Organizer	Training Hours
Chairman and General Manager	Ching Jong Chen	[Gender Equality and Sustainable Development in Corporate Governance].	2024/11/07	Corporate Operating and Sustainable development Association	3.0
		[Designing Executive Compensation Systems Linked to ESG Performance]	2024/12/17	Taiwan Corporate Governance Association	3.0
Corporate director Representative	Cheng The Wu	[Building a Corporate Security Fortress: Essential Information Security Strategies for Senior Executives]	2024/11/12	Corporate Operating and Sustainable development Association	3.0
		[Analysis of Practical Disputes in Board Operations]	2024/11/27	Corporate Operating and Sustainable development Association	3.0
Director	Tsang An Chiang	[Gender Equality and Sustainable Development in Corporate Governance].	2024/11/07	Corporate Operating and Sustainable development Association	3.0
		[Analysis of Practical Disputes in Board Operations]	2024/11/27	Corporate Operating and Sustainable development Association	3.0
Director and General Manager of Storage Business Group	Wu Hsing Hsiao	[Gender Equality and Sustainable Development in Corporate Governance].	2024/11/07	Corporate Operating and Sustainable development Association	3.0
		[Building a Corporate Security Fortress: Essential Information Security Strategies for Senior Executives]	2024/11/12	Corporate Operating and Sustainable development Association	3.0
Independent Director	Chih Ling Chen	[Top 10 Sustainability Topics Every Director and Supervisor Should Know]	2024/01/16	Securities and Futures Institute	3.0
		[Carbon Credit Trading Mechanism and Carbon Management Applications]	2024/02/02	Securities and Futures Institute	3.0
		[Economic Landscape and Market Mechanisms of New	2024/02/22	Securities and Futures Institute	3.0

Title	Name	Course Title	Study Date	Organizer	Training Hours
		Southbound Countries]			
Independent Director	Wen Chin Lee	[TPEx Family "AI Strategy and Governance" Program]	2024/07/09	Taipei Exchange (TPEx)	3.0
		[ChatGPT and the Emerging Industry Transformation Trend]	2024/07/11	Securities and Futures Institute	3.0
Independent Director	Chi Thon Yo	[Sustainable Supply Chain Strategies Amid Rising Global Risks]	2024/09/19	Securities and Futures Institute	3.0
		[Intellectual Property Management – Focusing on Patent Rights and Trade Secrets]	2024/10/22	Securities and Futures Institute	3.0
Independent Director	Xue Min Wu	[TPEx Family "AI Strategy and Governance" Program]	2024/07/09	Taipei Exchange (TPEx)	3.0
		[ESG Wave: Legal Issues the Board Should Pay Attention To]	2024/09/06	Securities and Futures Institute	3.0

3. Managers participate in the training and training related to corporate governance

The Company uses the websites of "Taiwan Corporate Governance Association", "Republic of China Corporate Operation Association", " Accounting Research and Development Foundation" and "Securities and Futures Institute". Master courses and information related to corporate governance, in order to truly grasp the latest information on corporate governance and improve the quality of corporate governance of the Company. The Company's managers and auditing units participated in the training and training related to corporate governance in 2024 as follows:

Title	Name	Course Title	Study Date	Organizer	Training hours
General Manager's Office Vice General Manager	Da Wei Hhieh	"Online Briefing on the New Reporting System for Substantial Share Acquisitions under Article 43-1, Paragraph 1 of the Securities and Exchange Act for TPEx/ Emerging Stocks Companies"	2024/03/21	Securities and Futures Institute	3 hours
		"From Corporate Governance to Sustainable Human Rights Governance: ESG Challenges and Response Strategies for Enterprises"	2024/07/12	Securities and Futures Institute	3 hours
		Internal Control System Briefing on Management of Sustainability Information in	2024/07/30	Taipei Exchange (TPEx)	3 hours

Title	Name	Course Title	Study Date	Organizer	Training hours
		2024			
		Board Performance Evaluation	2024/08/29	Securities and Futures Institute	3 hours
		"Briefing on Insider Shareholding for TPEx/ Emerging Stocks Companies"	2024/09/10	Taipei Exchange (TPEx)	3 hours
		Seminar on Trends and Current Developments in Employee Welfare Trusts	2024/09/12	Financial Supervisory Commission R.O.C (Taiwan) (FSC)	3 hours
		Introduction to Sustainability and Standard Regulations	2024/11/05	Taiwan Electrical and Electronic Industries Association (TEEIA)	6 hours
		Thematic Seminar (1)	2024/11/12		3 hours
		Practical Applications of Sustainability Development	2024/11/19		6 hours
		Thematic Seminar (2)	2024/11/26		6 hours
		Gender Equality and Sustainable Development in Corporate Governance	2024/11/07	Corporate Operating and Sustainable development Association	3 hours
		Practical Forum on "Internal Control of Sustainable Information Management"	2024/12/02	Accounting Research and Development Foundation	3 hours
Accounting Department Manager	Hsiu Yu Chen	ESG Sustainability Trends, Practices, and New Regulatory Knowledge	2024/07/26	Accounting Research and Development Foundation	6 hours
		Personal Data and Privacy Protection & Internal Control Practices			
		"Irregular Transactions" – Legal Responsibilities & Case Analysis	2024/08/02		6 hours
		Strategic Thinking and Practice of "Corporate Group Restructuring"			
Audit Supervisor	Kung Cheng Chen	Internal Control System Briefing on Management of Sustainability Information in 2024	2024/07/30	Taipei Exchange (TPEx)	3 hours
		ESG Annual Report New Law & Internal Control Practice	2024/08/28	Accounting Research and Development	6 hours

Title	Name	Course Title	Study Date	Organizer	Training hours
				Foundation	
		Audit Practice on "Information Security" for Internal Auditors	2024/09/06	Accounting Research and Development Foundation	6 hours
Audit supervisor agent	Chieh Hsiung Ho	Practical Audit Techniques Workshop	2024/09/10	The Institute of Internal Auditors – Chinese Taiwan	6 hours
		Analysis of the Latest Regulations on “Annual Report / Sustainability Information / Financial Report Preparation” and Internal Control Practice	2024/10/25	Accounting Research and Development Foundation	6 hours

4. Whether the Procedures for Handling Material Inside Information are stipulated.

   The "Procedures for Handling Material Inside Information" was discussed and approved by the Board of Directors on August 24, 2009, and was then announced and implemented internally and incorporated into the Company's internal control and internal audit system for control purposes. In addition, during the announcement of important annual laws and regulations at least once a year, the directors, managers and all colleagues of the Company shall be ordered to be familiar with the relevant provisions and to comply with them, so as to clearly regulate the processing procedures of the Company's important information. Avoid the situation of information leakage and misinformation of insider trading by directors, managers and employees who are exposed to important internal information in the business, and at the same time improve the quality of disclosure of important information, so as to provide investors with correct investment decision information.

5. Succession Planning and Its Implementation for Board Members and Senior Management

   (1) Succession Planning and Implementation for Board Members

   In accordance with the "Corporate Governance Best Practice Principles," the Company implements a board diversity policy. Currently, the board consists of eight members, including four independent directors, who collectively possess diverse and complementary industry experience as well as professional expertise in finance and accounting. Among them, two individuals concurrently serve as members of the Company’s senior management. The future composition and

background of the board will continue to align with the current structure. The Company will formulate a diversified policy based on its business operations, operating model, and development direction, focusing on two main aspects: fundamental qualities and values, and professional knowledge and skills.

The Company prioritizes integrity, accountability, innovation, and decisiveness in identifying board succession candidates. Candidates must also align with the Company's core values and possess knowledge and skills that contribute to corporate governance and management. In selecting new board members, the Company aims to enhance the board's operational efficiency and decision-making quality by considering the overall professional diversity of the board. The expertise areas may include industry strategy, finance and taxation, law, and management. In addition, the board composition should include at least one female director to achieve both professional and gender diversity.

(2) Succession Planning and Implementation for Senior Management

To ensure the continuity of professional expertise and experience among key management personnel, the Company has developed a succession plan based on short-, medium-, and long-term schedules for assuming key positions, while considering each successor's strengths and areas for improvement. In addition to enhancing training and involving successors in core decision-making processes, the Company also arranges overseas assignments, job rotations, or interim roles to strengthen their capabilities. Particular emphasis is placed on improving performance leadership, organizational transformation, and strategic thinking, thereby effectively enhancing succession readiness, ensuring adequate preparation for future roles, and shortening the transition period.

6. Whether the Company has formulated written specifications for financial business-related operations with related parties. The content should include management procedures for transactions such as purchasing and selling goods, acquiring or disposing of assets, and relevant major transactions should be submitted to the board of directors for approval and the shareholders' meeting for approval or report.

The Company has established "Rules Governing Financial and Business Matters Between this Corporation and its Related Parties", which includes the management procedures for transactions such as purchasing and selling goods, acquiring or disposing of assets, and related major transactions should be submitted to the board of directors for approval and submitted to the shareholders' meeting for approval or report, and are disclosed on the Company's website and public information observatory.

2.3.8 Implementation status of internal control system

1. Internal Control Statement: See page 198.
2. Accountant review report: Not applicable.

2.3.9 Major resolutions of the shareholders' meetings and board of directors in the most recent fiscal year and up to the date of the annual report

Shareholders' Meeting/Board of Directors	Date	Major resolutions
Board of Directors	2024.01.25	1. Report on the results of the qualification review of the Company's independent directors during their term of office. 2. The Company's 2023 performance evaluation results report of the board of directors, board members, audit committee and salary and remuneration committee. 3. Approved the proposal to set the amount of year-end bonuses for the Company's managers for 2023. 4. Evaluate and determine the content and amount of monthly compensation for the Company's managers. 5. Approved the revision of the Company's " Salary Management Measures ".
Board of Directors	2024.03.08	1. The Company's Report on the "Implementation Status of the Parent Company's Greenhouse Gas Inventory and Assurance Timeline Plan" for the Q4 of 2023. 2. The Company's Report on the "Consolidated Statement Subsidiary Greenhouse Gas Inventory and Verification Schedule Planning" for the Q4 of 2023. 3. The report on the communication between the audit committee and the internal audit supervisor and accountants of the Company in 2023. 4. Approved the Company's 2023 "Internal Control System Effectiveness Assessment" and "Declaration of Internal Control System". 5. Approved the Company's "2023 Annual Financial Report" proposal. 6. Approved the Company's "2023 Annual Business Report" proposal. 7. Adoption of the Proposal for 2023 Deficit Compensation. 8. Approved the revision of the Company's " Rules and Procedures of Shareholders' Meeting ". 9. Approved the convening of the Company's 2024 Shareholders' meeting and the acceptance of shareholder proposals.
Board of Directors	2024.05.07	1. No shareholder proposals were submitted for the Company's 2024 Annual General Meeting. 2. The Company's report on the "Execution Status of the Parent Company's Greenhouse Gas Inventory and Assurance Schedule" for the first quarter of 2024. 3. The Company's report on the "Consolidated Statement Subsidiary Greenhouse Gas Inventory and Assurance Schedule Implementation Status" for the first quarter of 2024. 4. Approved the Company's "Consolidated Financial Report for the

Shareholders' Meeting/Board of Directors	Date	Major resolutions
		First Quarter of 2024". 5. Approved the amendment of the "Internal Control System" and "Internal Audit Implementation Rules" and the amendment of the "Internal Control System" usage form of the Company.
Shareholders' meeting	2024.05.29	1. 2023 Business Report. 2. Audit Committee's Review Report on the 2023. 3. Report on directors' remuneration for 2023. 4. Approval of 2023 Financial Statements. 5. Approval of the Proposal for 2023 Deficit Compensation. 6. Approved the proposal to amend the "Rules and Procedures of Shareholders' Meeting" of the Company.
Board of Directors	2024.08.02	1. The Company's report on the "Execution Status of the Parent Company's Greenhouse Gas Inventory and Assurance Schedule" for the second quarter of 2024. 2. The Company's report on the "Consolidated Statement Subsidiary Greenhouse Gas Inventory and Assurance Schedule Implementation Status" for the second quarter of 2024. 3. Approved the Company's "Consolidated Financial Report for the Second Quarter of 2024". 4. Amendments to the Company's "Internal Control System" and "Implementation Rules for Internal Audit". 5. Amendments to the Company's "Rules of Procedure for Board of Directors Meetings." 6. Amendments to the Company's "Audit Committee Charter."
Board of Directors	2024.11.01	1. The Company's report on the "Execution Status of the Parent Company's Greenhouse Gas Inventory and Assurance Schedule" for the third quarter of 2024. 2. The Company's report on the "Consolidated Statement Subsidiary Greenhouse Gas Inventory and Assurance Schedule Implementation Status" for the third quarter of 2024. 3. Report on "Renewal of Directors' and Managers' Liability Insurance for the Year 2024" of the Company. 4. Approved the Company's "Consolidated Financial Report for the Third Quarter of 2024". 5. Approved the revision of the Company's " Corporate Governance Best Practice Principles ". 6. Approved the Company's "2023 Sustainability Report". 7. Ratification of the Company's participation in the investment in Phoenix Innovative Materials Co., Ltd.'s first cash capital increase and issuance of new shares in 2024.
Board of Directors	2024.12.24	1. Report on the Company's "Honest Management Performance". 2. Report on the Company's "Sustainable development promotion plan and implementation status". 3. Report on the Company's "Communications with Stakeholders". 4. Report on the Company's "Risk management operations".

Shareholders' Meeting/Board of Directors	Date	Major resolutions
		5. Report on the Company's “2023 GHG Inventory Report.” 6. Review of the Company's "Organizational Rules of the Remuneration Committee". 7. Review of the Company's "Regulations Governing the Remuneration of Directors and Officers". 8. Review and amendment of the Company's salary and compensation related management practices. 9. Review and amendment of the Company's "Method of Evaluation of the Performance of the Board of Directors" and related schedules. 10. Review and amendment of the Company's "Performance Evaluation Form for Directors" and "Performance Evaluation Form for Executives". 11. Approved the amendment of the "Internal Control System" and "Internal Audit Implementation Rules" and the amendment of the "Internal Control System" usage form of the Company. 12. Amendment of the Company's self-assessment checklist for the effectiveness of the internal control system. 13. Periodic evaluation of the Company's independence and competency of the Company's certified accountants. 14. Approval of the appointment and remuneration of the Company's certified public accountant for 2025. 15. Adoption of the Company's "2025 Internal Audit Plan". 16. Adoption of the "2025 Internal Audit Plan" for the Company's subsidiary Phoenix Innovative Materials Co., Ltd. 17. Adoption of the "2025 Internal Audit Plan" for the Company's subsidiary Morelink Technology Corporation. 18. Approval of the Company's "2025 Business Plan". 19. Application for the credit line of Taiwan Cooperative Bank.
Board of Directors	2025.01.17	1. Report on the results of the qualification review of the Company’s independent directors during their term of office. 2. Report on the 2024 performance evaluation results of the Board of Directors, individual directors, Audit Committee, and Remuneration Committee. 3. Approved the proposal to set the amount of year-end bonuses for the Company's managers for 2024. 4. Evaluate and determine the content and amount of monthly compensation for the Company's managers.
Board of Directors	2025.02.25	1. Report on the implementation status of the parent company’s GHG inventory and assurance plan for Q4 2024. 2. Report on the implementation status of the consolidated subsidiaries’ GHG inventory and assurance plan for Q4 2024. 3. Report on the 2024 communication between the Audit Committee, the head of internal audit, and the external auditor. 4. Approval of the 2024 “Internal Control System Effectiveness

Shareholders' Meeting/Board of Directors	Date	Major resolutions
		Assessment" and "Declaration of Internal Control System." 5. Approval of the Company's 2024 "Annual Financial Report." 6. Approval of the Company's 2024 "Annual Business Report." 7. Approval of the Company's Proposal for 2024 Deficit Compensation. 8. Amendment of the Company's "Articles of Incorporation." 9. Definition of the Company's "Scope of Entry-Level Employees." 10. Amendments to the Company's "Internal Control System" and "Implementation Rules for Internal Audit". 11. Re-election of the Company's directors. 12. Nomination of candidates for directors of the Company for the 2025 Shareholders' meeting. 13. Approved the Release the Prohibition on new directors from Participation in Competitive Business. 14. Approved the convening of the Company's 2025 Shareholders' meeting and the acceptance of shareholder proposals and nominations of director candidates.

2.3.10 Major Issues of Record or Written Statements Made by Any Director or Independent Director Dissenting to Important Resolutions Passed by the Board of Directors: There is no such case, so it is not applicable.

2.4 Certified Public Accountant Expenses Information

2.4.1 Disclosure of audit and non-audit fees paid to the certifying CPAs, their firms, and affiliated enterprises, as well as the nature of non-audit services

In 2024, the Non-audit Fee paid by the Company to the certified public accountants, their affiliated firms and their affiliated companies accounted for 35.98% of the audit public expenses. The public fee is related to the tax visa NT$520 thousand and the renewal of the business registration certificate of the Hong Kong branch and the annual declaration of NT$72 thousand and ESG report NT$695 thousand and other related matters. The relevant contents are as follows:

Unit: NT$ Dollars

Accounting Firm	Name of CPA	Period Covered by CPA's Audit	Audit Fee	Non-audit Fee	Total	Remark
Crowe Horwath	Ya Chuan Chang	2024.01.01 – 2024.12.31	2,290,000	1,286,790	3,576,790	None
	Chin Feng Lin	2024.01.01 – 2024.12.31				

2.4.2 If the accounting firm is replaced and the public audit fees paid during the replacement year are less than the public audit fees of the previous year, the amount and reasons for the public audit fees before and after the replacement shall be disclosed.

The Company did not change its accounting firm in 2024, so it is not applicable.

2.4.3 If the Audit Fee are reduced by more than 10% from the previous year, the amount, proportion and reasons for the reduction in Audit Fee shall be disclosed.

The Company's latest (2024) annual audit fee is consistent with the previous (2023) year's amount, and there is no intention to disclose that the audit fee has decreased by more than 10% compared with the previous year, so it is not applicable.

2.5 Information on Replacement of CPA

The Company has not changed its accountants in 2024, so it is not applicable.

2.6 The Company's chairman, general manager, manager in charge of financial or accounting affairs, who have worked in the firm of the certified public accountant or its affiliated company within the most recent year, shall disclose their name, title and work in the firm of the certified public accountant or the period of its affiliated company: The Company has no such incident, so it is not applicable.

2.7 Changes in Shareholding of Directors, Supervisors, Managers and Major Shareholders

2.7.1 Changes in Shareholding of Directors, Supervisors, Managers and Major Shareholders

Unit: share

Title	Name	2024		As of March 31, 2025	
		Holding Increase (Reduce)	Pledged Holding Increase (Reduce)	Holding Increase (Reduce)	Pledged Holding Increase (Reduce)
Chairman	Ching Jong Chen	0	0	0	0
Director	Trump Gain Investments Ltd (Note)	(4,000,000)	0	0	0
Director	Tsang An Chiang	0	0	0	0
Director	Wu Hsing Hsiao	(108,000)	0	0	0
Independent Director	Chih Ling Chen	0	0	0	0
Independent Director	Wen Chin Lee	0	0	0	0
Independent Director	Chi Thon Yo	0	0	0	0
Independent Director	Xue Min Wu	0	0	0	0
General Manager	Ching Jong Chen	0	0	0	0
General Manager of Storage Business Group	Wu Hsing Hsiao	(108,000)	0	0	0
Storage Business Group Assistant Manager of Technical Department and Systems R&D Department	Tzu Chi Yin	(17,000)	0	0	0
Memory Business Group Vice General Manager, R&D Department and Information Department	Shih Tang Wu	0	0	0	0
Memory Business Group Assistant Manager of Materials Department	Min Hsien Lee	0	0	0	0

General Manager's Office Vice General Manager	Da Wei Hhieh	0	0	0	0
Management business group Accounting Department Manager	Hsiu Yu Chen	0	0	0	0

Note: Director Trump Gain Investments Ltd. resigned on March 17, 2025, and transferred 6,025,533 shares on April 1, 2025. It no longer qualifies as a 5% major shareholder.

2.7.2 Information on related parties involved in the share transfer: Not applicable to the Company.

2.7.3 Information on related parties involved in share pledge: Not applicable to the Company.

2.8 Relationship among the Top Ten Shareholders

2025/03/31

Name	Shares Held Personally		Shares Held by Spouse and Minor Children		Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders, or Spouses or Relatives Within Two Degrees		Remark
	Shares	%	Shares	%	Shares	%	Name	Relationship	
Trump Gain Investments Ltd. Representative: Cheng The Wu	6,025,533	6.58%	0	—	0	—	None	—	None
	0	—	0	—	0	—			
TAI XIN CORP. Responsible person: Tsang An Chiang	4,000,000	4.37%	0	—	0	—	Tsang An Chiang	The chairman is the same person	None
	577,290	0.63%	0	—	0	—			
Fu Tai Lin	1,000,000	1.09%	0	—	0	—	None	—	None
Hexin Venture Capital Co., Ltd. Responsible Person: Chung Kwan Investment Co., Ltd.	724,760	0.79%	0	—	0	—	None	—	None
	0	—	0	—	0	—			
Wu Hsing Hsiao	718,453	0.78%	0	—	0	—	None	—	None
Shu-Huei Jhou	696,000	0.76%	0	—	0	—	None	—	None

Jhong Kuan Huang	666,000	0.73%	0	—	0	—	None	—	None
Tsang An Chiang	577.290	0.63%	0	—	0	—	None	—	None
Heng Fu Shiu	557,000	0.61%	0	—	0	—	None	—	None
Su Tsai Hsu	545,553	0.60%	0	—	0	—	None	—	None

2.9 The number of shares held by the Company, the Company's directors, supervisors, managers and enterprises directly or indirectly controlled by the Company in the same affiliated enterprises, and combined to calculate the comprehensive shareholding ratio

Unit: share; %

Affiliated Enterprises	Ownership by the Company		Direct or Indirect Ownership by Directors/Supervisors/ Managers		Total Ownership	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
Phoenix Innovative Materials Co., Ltd.	17,760,000	98.89%	—	—	17,760,000	98.89%
Morelink Technology Corporation	9,556,310	47.61%	3,724,464	18.56%	13,280,774	66.17%

III. Capital Overview

3.1 Capital and Shares

3.1.1 Source of Capital

As of April 30, 2025
Unit: Thousand shares/NT$ thousands

Month/ Year	Par Value (NT$)	Authorized Capital		Paid-in Capital		Remark		
		Number of shares	Amount	Number of shares	Amount	Source of Capital	Capital Increased by Assets Other than Cash	Other
1994.05	10	560	5,600	560	5,600	cash capital increase 5,600	None	—
1996.08	10	1,060	10,600	1,060	10,600	cash capital increase 5,000	None	—
1998.04	10	2,800	28,000	2,800	28,000	cash capital increase 17,400	None	1998.04.04 Jianyizi No. 87278296
1998.10	10	4,600	46,000	4,600	46,000	cash capital increase 18,000	None	1998.11.11 Jianyizi No. 87346670
1999.01	10	8,000	80,000	8,000	80,000	cash capital increase 34,000	None	1999.02.20 Jianyizi No. 88260294
1999.07	10	12,000	120,000	12,000	120,000	cash capital increase 40,000	None	1999.07.30 Jing (088) Shang Zi No. 127936
2000.04	12	19,900	199,000	19,900	199,000	transfer of surplus to capital 31,946 cash capital increase 47,054	None	2000.04.18 Jing (089) Shang Zi No. 111814
2000.07	20	60,000	600,000	30,000	300,000	cash capital increase 101,000	None	2000.07.17(89) Taicai Securities (I) No. 60120
2002.08	10	60,000	600,000	36,000	360,000	cash capital increase 60,000	None	2002.08.14 Taicai Securities No. 0910145235
2004.08	10	60,000	600,000	41,100	411,000	transfer of surplus to capital 51,000	None	2004.08.27 Jinguanzheng Yizi No. 0930137858
2005.06	10	60,000	600,000	45,953	459,528	transfer of surplus to c apital 48,528	None	2005.06.28 Jinguanzheng Yizi No. 0940125919
2005.11	10	86,500	865,000	48,534	485,340	corporate debt conversion 20,118 employee stock options 5,694	None	2005.11.01 Fu Jian Shang Zi No. 09423579610
2006.01	10	86,500	865,000	48,734	487,338	employee stock options 1,998	None	2006.01.20 Fu Jian Shang Zi No. 09571945600
2006.04	10	86,500	865,000	52,470	524,704	corporate debt conversion 37,366	None	2006.04.13 Fu Jian Shang Zi No. 09575633000
2006.08	10	86,500	865,000	52,560	525,597	corporate debt conversion 893	None	2006.08.11 Authorized Commercial No. 09501176700
2006.09	10	86,500	865,000	55,417	554,171	transfer of surplus to capital 28,574	None	2006.09.19 Authorized Commercial No. 09501212040
2006.11	10	86,500	865,000	56,732	567,321	employee stock options 13,150	None	2006.11.23 Authorized Commercial No. 09501262390

Month/ Year	Par Value (NT$)	Authorized Capital		Paid-in Capital		Remark		
		Number of shares	Amount	Number of shares	Amount	Source of Capital	Capital Increased by Assets Other than Cash	Other
2007.01	10	86,500	865,000	59,190	591,899	employee stock options 4,060 corporate debt conversion 20,518	None	2007.01.11 Authorized Commercial No. 09601005650
2007.04	10	86,500	865,000	59,736	597,356	employee stock options 928 corporate debt conversion 4,528	None	2007.04.04 Authorized Commercial No. 09601069090
2007.05	10	86,500	865,000	59,839	598,393	corporate debt conversion 1,037	None	2007.05.14 Authorized Commercial No. 09601103270
2007.07	10	86,500	865,000	59,851	598,513	employee stock options 120	None	2007.07.04 Authorized Commercial No. 09601145270
2007.08	10	86,500	865,000	59,856	598,563	employee stock options 50	None	2007.08.31 Authorized Commercial No. 09601213380
2007.09	10	86,500	865,000	63,911	639,108	transfer of surplus to capital 40,545	None	2007.09.29 Authorized Commercial No. 09601235130
2007.11	10	86,500	865,000	64,123	641,228	employee stock options 2,120	None	2007.11.23 Authorized Commercial No. 09601287570
2008.09	10.2	150,000	1,500,000	84,126	841,258	cash capital increase 200,000	None	2008.09.05 Authorized Commercial No. 09701227710
	3.70					employee stock options 30	None	
2008.12	2.36	150,000	1,500,000	124,126	1,241,258	private equity capital increase 400,000	None	2008.12.03 Authorized Commercial No. 09701307160
2009.08	10	150,000	1,500,000	24,825	248,252	capital reduction 993,006	None	2009.08.25 Government Property Commercial No. 09887980200
2009.09	12.6	150,000	1,500,000	44,825	448,252	private equity capital increase 200,000	None	2009.09.24 Government Property Commercial No. 09888737600
2010.01	10	150,000	1,500,000	49,453	494,528	corporate debt conversion 46,278	None	2010.01.22 Government Property Commercial No. 09980179110
2010.04	42.2	150,000	1,500,000	50,047	500,469	corporate debt conversion 474	None	2010.04.21 Authorized Commercial No. 09901080070
	59.0					employee stock options 5,465	None	
2010.07	59.0	150,000	1,500,000	50,053	500,529	employee stock options 60	None	2010.07.05 Authorized Commercial No. 09901140650
2010.08	10	150,000	1,500,000	55,058	550,576	transfer of surplus to capital 50,047	None	2010.08.12 Authorized Commercial No. 09901182010
2010.09	52.88	150,000	1,500,000	65,058	650,576	cash capital increase 100,000	None	2010.09.09 Authorized Commercial No. 09901204760
2013.01	10	150,000	1,500,000	91,167	911,672	Consolidated capital increase 278,476	None	2013.01.22 Authorized Commercial No. 10201014580
						Merger elimination 17,380	None	

Month/ Year	Par Value (NT$)	Authorized Capital		Paid-in Capital		Remark		
		Number of shares	Amount	Number of shares	Amount	Source of Capital	Capital Increased by Assets Other than Cash	Other
2013.04	12.3 14.1	150,000	1,500,000	91,346	913,464	employee stock options 1,792	None	2013.04.11 Authorized Commercial No. 10201063320
2013.07	12.3 14.1	150,000	1,500,000	91,350	913,503	employee stock options 3.8	None	2013.07.17 Authorized Commercial No. 10201121930
2013.09	12.3 14.1	150,000	1,500,000	91,458	914,577	employee stock options 1,074	None	2013.09.04 Authorized Commercial No. 10201180700
2014.01	12.3 14.1	150,000	1,500,000	91,629	916,288	employee stock options 1,711	None	2014.01.24 Authorized Commercial No. 10301015880

2025/04/30; Unit: shares

Share Type	Authorized Capital			Remark
	Issued Shares	Un-issued Shares	Total	
Common stock	91,628,833	108,371,167	200,000,000	—

Note: The Company's shares are listed on the Taipei Exchange (TPEx).

3.1.2 List of Major Shareholders

(Shareholders holding 5% or more of total shares. If fewer than ten, disclose shareholders with the top ten shareholding ratios, including their names, number of shares held, and percentage of ownership.)

2025/03/31

Share / Shareholder's Name	Shares	Shareholding ratio %
Trump Gain Investments Ltd.	6,025,533	6.58%
TAI XIN CORP.	4,000,000	4.37%
Fu Tai Lin	1,000,000	1.09%
Hexin Venture Capital Co., Ltd.	724,760	0.79%
Wu Hsing Hsiao	718,453	0.78%
Shu Huei Jhou	696,000	0.76%
Jhong Kuan Huang	666,000	0.73%
Tsang An Chiang	577,290	0.63%
Heng Fu Shiu	557,000	0.61%
SuTsai Hsu	545,553	0.60%

3.1.3 Dividend Policy and Implementation Status

1. Dividend Policy

The dividend policy stipulated in Article 29 and Article 29-1 of the Articles of Association of the Company, If the Company makes a profit during the year, it shall allocate 5 to 15% for employee compensation and no more than 2% for directors' compensation; Employee remuneration to be issued to stocks or cash may include employees of affiliated companies who meet certain conditions, which are set by the chairman of the board.

However, when the Company still has accumulated losses, it shall reserve the compensation amount in advance, and then allocate employee compensation and director compensation in proportion to the preceding paragraph.

In addition, if there is any surplus in the Company's annual final accounts, such surplus shall first be used to pay taxes in accordance with the law and to offset any accumulated losses from prior years. Thereafter, 10% of the remaining earnings shall be allocated as legal reserve, unless the legal reserve has already reached the Company's paid-in capital. When necessary, a special reserve shall be appropriated or reversed in accordance with applicable laws. Any remaining earnings, combined with undistributed retained earnings from previous years, may be retained in whole or in part for future distribution as resolved, or a proposal for earnings distribution shall be prepared by the Board of Directors in accordance with the Company's dividend policy and submitted to the shareholders' meeting for approval and distribution.

The Company considers the Company's environment and growth stage, in response to future capital needs and long-term financial planning, and meets shareholders' demand for cash inflows, it can allocate more than 50% of the surplus and distribute shareholder dividends, of which cash dividends must not be low 20% of the total dividend.

2. Proposed Distribution of Dividend

Since the Company suffered a loss in its final accounts in 2024, the Company's board of directors resolved and approved on February 25, 2025 that no dividends will be distributed this year, which is in line with the Company's dividend policy and is proposed to be approved by the 2025 Shareholders' meeting.

3. Note when significant changes in dividend policy are expected

To date, the Company does not anticipate any material changes in its dividend policy.

3.1.4 Impact of the proposed capital increase by issuing stock dividends on the Company's operating performance and earnings per share

Item		Before free allotment of shares	After free allotment of shares
Paid-in capital (NT$ thousands)		916,288	916,288
Allotment shares and dividends this year	Cash dividend per share (NT$)	0	
	Earnings transferred to capital increase dividend per share (NT$)	0	
	Capital surplus transferred to increase capital stock dividend per share (NT$)	0	
Employee bonus transfer to capital increase (NT$ thousands)		0	
2024 net profit after tax (NT$ thousands)		(82,950)	
Earning Per Share (NT$)		(0.72)	(0.72)

3.1.5 Compensation of Employees, Directors and Supervisors

1. Information Relating to Compensation of Employees, Directors and Supervisors in the Articles of Incorporation.

   According to Article 29 of the Articles of Association of the Company, if the Company makes profits in the year, it shall allocate 5% to 15% for the remuneration of its employees and no more than 2% for the remuneration of its directors. Employee remuneration to be issued to stocks or cash may include employees of affiliated companies who meet certain conditions, which are set by the chairman of the board. However, when the Company still has accumulated losses, it shall reserve the compensation amount in advance, and then allocate employee compensation and director compensation in proportion to the preceding paragraph.

2. The basis for estimating the amount of employee, director, and supervisor compensation, for calculating the number of shares to be distributed as employee compensation, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period.

   Since the Company has a final financial loss for 2024, there is no estimate of the amount of remuneration for employees, directors and supervisors. No dividends will be distributed this year, and there will be no distribution of remuneration for employees, directors and supervisors, so there is no relevant estimate difference The situation.

3. Remuneration distribution approved by the board

(1) The amount of employee compensation and directors and supervisors' compensation paid in cash or stocks. If there is a discrepancy from the annual estimated amount of recognized expenses, the number of discrepancies, reasons and handling circumstances should be disclosed.

Since the Company has a final financial loss for 2024, it is not applicable.

(2) The amount of any employee compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income stated in the parent company only financial reports or individual financial reports for the current period and total employee compensation.

Since the Company has a final financial loss for 2024, it is not applicable.

4. Information of 2023 Distribution of Compensation of Employees, Directors and Supervisors (with an indication of the number of shares, monetary amount, and stock price, of the shares distributed) and, if there is any discrepancy between the actual distribution and the recognized employee, director, or supervisor compensation, additionally the discrepancy, cause, and how it is treated.

The Company suffered a loss in its final accounts in 2023 and did not distribute compensation to employees, directors and supervisors, so it is not applicable.

3.1.6 Compensation of Employees, Directors and Supervisors: The Company has no such case, so it is not applicable.

3.2 Issuance of Corporate Bonds: Not applicable, as the Company has not issued any corporate bonds.

3.3 Issuance of Preferred Shares: Not applicable, as the Company has not issued any preferred shares.

3.4 Issuance of Overseas Depositary Receipts: Not applicable, as the Company has not issued any overseas depositary receipts.

3.5 Issuance of Employee Stock Warrants: Not applicable, as the Company has not issued any employee stock warrants.

3.6 Issuance of Restricted Stock Awards for Employees: Not applicable, as the Company has not issued any restricted stock awards.

3.7 Issuance of New Shares for Mergers or Acquisitions of Other Companies' Shares: Not applicable, as the Company has not engaged in such transactions.

3.8 Implementation status of fund utilization plan

As of the end of the most recent quarter prior to the publication date of this annual report, all previous public offerings or private placements of securities by the Company have been completed, and the benefits of the plans completed within the past three years have already been realized. Therefore, there are no applicable fund utilization plans currently in execution, and this section is not applicable.

IV. Operational Highlights

4.1 Business Activities

4.1.1 Business Scope

A. Main areas of business operations

(1) Affairs Machine Manufacturing
(2) Wired Communication Mechanical Equipment Manufacturing
(3) Wireless Communication Mechanical Equipment Manufacturing
(4) Electric Appliance and Audiovisual Electric Products Manufacturing
(5) Electronic Parts and Components Manufacturing
(6) Restrained Telecom Radio Frequency Equipments and Materials Manufacturing
(7) Computers and Computing Peripheral Equipments Manufacturing
(8) Photographic and Optical Equipment Manufacturing
(9) Computing Equipments Installation Construction
(10) Restrained Telecom Radio Frequency Equipments and Materials Construction
(11) Basic Telecommunications Equipment Construction
(12) Wholesale of Computing and Business Machinery Equipment
(13) Wholesale of Telecom Instruments
(14) Wholesale of Motor Vehicle Parts and Supplies
(15) Wholesale of Photographic Equipment
(16) Wholesale of Computer Software
(17) Wholesale of Electronic Materials
(18) Retail sale of Computing and Business Machinery Equipment
(19) Retail Sale of Telecom Instruments
(20) Retail Sale of Motor Vehicle Parts and Supplies
(21) Retail Sale of Photographic Equipment
(22) Retail Sale of Computer Software
(23) Retail Sale of Electronic Materials
(24) International Trade
(25) Restrained Telecom Radio Frequency Equipments and Materials Import
(26) Intellectual Property
(27) Other Consultancy
(28) Software Design Services
(29) Product Designing
(30) All business items that are not prohibited or restricted by law, except those that are subject to special approval

B. Operating proportion

Memory Business Group:

Unit: NT$ Thousand

Year / Item	2024	
	Amount	Proportion
DRAM module	4,629	42.31%
RAM	6,312	57.69%
Commodity	-	-
Total	10,941	100.00%

Storage Business Group:

Unit: NT$ Thousand

Year / Item	2024	
	Amount	Proportion
RAID	29,591	14.98%
Commodity	87,301	44.20%
Raw materials, components	76,247	38.60%
Other	4,386	2.22%
Total	197,525	100.00%

Wireless Communication Business Group:

Unit: NT$ Thousand

Year / Item	2024	
	Amount	Proportion
Wireless communication and digital electronic products	73,715	92.63%
Raw materials, components	2,172	2.73%
Other	3,693	4.64%
Total	79,580	100.00%

Other Business Group:

Unit: NT$ Thousand

Year / Item	2024	
	Amount	Proportion
Microporous breathable membrane	3,655	64.85%
Functional fabric	1,894	33.61%
Other	87	1.54%
Total	5,636	100.00%

C. The Company's current product (service) projects

Memory Business Group:

(1) DRAM module

The DRAM module manufactured by the Company is a dynamic random access memory that is adhered to a printed circuit board through surface mount technology, and is equipped with related passive components such as bypass capacitors for voltage regulation, It is composed of a resistance to suppress the amplitude and a removable read-only memory of the recording module specifications. The current product specifications are divided according to the characteristics of the memory, including the following:

① The third-generation double data rate synchronous dynamic random access memory (DDRIII SDRAM) module, with operating frequencies of 1066MHz, 1333MHz and 1600MHz, etc.

② The fourth-generation double data rate synchronous dynamic random access memory (DDR4 SDRAM) module, which includes PC4-1600/PC4-1866/PC4-2133/PC4-2400/PC4-2666/PC4-3200 series according to the transmission rate.

③ The fifth-generation double data rate synchronous dynamic random access memory (DDR5 SDRAM) module includes PC5-4000/PC5-4800/PC5-5200/PC5-5600/PC5-6000 series according to the transmission rate.

Its application areas include personal computers, notebook computers, industrial computers, workstations and servers and other computer products. It is also applied to routers in the communications field, printers and fax machines in the consumer electronics field.

(2) RAM and Flash Memory

The RAM sold by the Company includes DRAM and flash memory. DRAM includes double data rate synchronous dynamic random access memory, third and fourth and fifth generation double data rate synchronous dynamic random access memory, and drawing synchronous dynamic random access memory And eMCP (eMMC+LPDDRSDRAM), etc. The main applications include graphics and display cards for computers, communication equipment and consumer electronic products; The flash memory is mainly NAND (inverse and gate) flash memory, and its application fields include industrial-grade storage media, personal portable storage media, and consumer electronics.

(3) Flash memory card

The flash memory cards produced by the Company include consumer memory cards and industrial-standard storage devices. Consumer memory cards mainly include SD cards, micro SD cards and flash drives. The main components of the SD card are composed of a microcontroller and one to several NAND-type FLASH. The microcontroller and FLASH are combined with several passive components by surface-mounting technology, and they are adhered to the PCB. After initializing, loading the firmware, and testing, the PCB assembly is wrapped in a plastic case by means of ultrasonic waves. The capacities currently launched range from 64GB to 256GB. In addition, there are SDHC, SDXC, micro SDHC, micro SDXC cards, etc. The main difference is that HC refers to High Capacity, the capacity is defined to 32GB, and XC refers to eXtended Capacity. A flash drive is a personal storage medium commonly known as Big Thumbing. It also consists of a microcontroller and several NAND-type FLASH. The interface with the personal computer is through the USB port provided by the computer for data transmission.

Storage Business Group:

The main service of the Company's storage business group is the development, design, manufacturing and sales of software and hardware for network storage equipment.The main products include disk fault-tolerant array storage systems, cloud data center solutions, network-linked storage devices, digital multimedia editing, and digital security monitoring. And ODM/OEM industrial storage solutions and other products. In addition, it also provides solutions for a variety of information security software products.

Item	Products	Storage architecture	Storage interface	Application
(1)	Ultra High Density 4U/64bays SAS 12Gb Dual JBOD enclosure	DAS	SAS	For the high demand for fast backup and data protection, it can efficiently protect important data and execute disaster recovery plans to meet diverse applications and needs.
(2)	4U/64bays 16Gb/32Gb Fibre SAS 12Gb to 12Gb SAS Single/Dual RAID sub-system	SAN DAS	Fibre SAS	
(3)	2U12/2U24/3U16 bays 16Gb/32Gb Fibre/SAS 12Gb to 12Gb SAS Single/Dual RAID sub-system	SAN DAS	Fibre SAS	
(4)	2U12 bays USB/eSATA/1Gb iSCSI to 6Gb SATA RAID sub-system	DAS	iSCSI/USB /eSATA	

Item	Products	Storage architecture	Storage interface	Application
(5)	2U12/3U16/4U24 bays 6G/12G SAS/SATA proNAS subsystem	NAS	Ethernet	
(6)	Ultra high density 4U/96bays Ethernet JBOD enclosure design	SDS	Ethernet	
(7)	2U24/3U16/4U24 bay 12Gb SAS JBOD	DAS	SAS	
(8)	OEM/ODM NVR and DVR Server	NAS / DAS	SAS / SATA	

D. New products development

Memory Business Group:

DDR5 memory has not yet jumped into the mainstream in 2024, mainly because the memory market is still in the doldrums and DDR5 is still expensive compared to DDR4 memory. Currently, DDR5 holds a market share of approximately 10%. According to estimates from major memory manufacturers, market penetration is expected to reach around 20% in the first half of fiscal year 2025 and may increase to 50% by the end of the year. Therefore, the Company's products in 2024 still focused primarily on DDR4 modules. Our DDR5 desktop memory module development has been completed and is ready for market launch depending on the adoption of DDR5 memory and compatible motherboards in 2025.

Storage Business Group:

In 2025, the Company will continue to upgrade its NAS/iSCSI network storage systems by developing updates to the existing Embedded Linux version of the proNAS software, transitioning it to Linux Kernel version 6. This upgrade is intended to ensure compatibility with future operating systems and their associated security updates. The new Linux Kernel 6 will also support Intel's next-generation Raptor Lake-S chipsets and Xeon processors, enabling architectures that support higher-speed DDR5 memory and the PCIe 5.0 bus. Throughout 2025, the Company will continue to assess market demand and customer needs, while placing emphasis on the next-generation integrated storage interfaces, such as NVMe solid-state drives and RAID storage systems supporting SAS/SATA/NVMe tri-mode interfaces. These developments aim to further enhance the performance and security of RAID array storage devices and NAS-related products. In addition, the Company also acts as a distributor for various information security software product solutions to meet the growing demand in the domestic

information security market.

4.1.2 Industry Overview

A. Industry status and development

Memory Business Group:

According to a report by the Electronics Times, major memory manufacturers such as Samsung Electronics, SK Hynix, and China-based ChangXin Memory Technologies (CXMT) are expected to expand DRAM production capacity in 2025. As a result, the general-purpose DRAM market may continue to face downward pressure on prices, while high-margin High Bandwidth Memory (HBM) is projected to become the key to profitability.

Citing a report from Omdia, South Korea's Chosun Biz indicated that Samsung's forecasted DRAM wafer input for 2025 will reach 7.89 million units, representing a 6% year-on-year increase. Samsung is expected to boost the capacity of its Pyeongtaek plant in South Korea by 25%, aiming to increase its market share in advanced DRAM process technologies. Meanwhile, SK Hynix's projected DRAM wafer input for 2025 is 5.92 million units, up 15% from the previous year—a record high for the Company. SK Hynix plans to maximize utilization of its Wuxi plant in China and fully leverage its M14 and M16 fabs in Icheon, South Korea.

Notably, ChangXin Memory is anticipated to make an aggressive push in 2025. Omdia estimates CXMT's DRAM wafer input will reach 2.37 million units in 2025, a 54% year-on-year increase. While CXMT mainly produces legacy DDR4 DRAM in 2024, it plans to expand DDR5 production in 2025, potentially exerting more pressure on Samsung and SK Hynix. TechInsights previously reported that CXMT appears to have significantly improved its yield rates in 2024. Micron's projected DRAM wafer input for 2025 stands at 3.6 million units, slightly above its 2024 level.

Overall, with capacity expansions by Samsung, SK Hynix, and Micron, and the entrance of CXMT into the competition, DRAM prices—already on a downward trend in 2024—are likely to continue falling in 2025. A researcher at South Korea's IM Securities expects general-purpose DRAM prices to decline through the end of 2025. Some analysts suggest that to maintain profitability, companies like Samsung and SK Hynix must enhance the competitiveness of their HBM offerings. In particular, whether Samsung can become a primary HBM supplier to companies like NVIDIA and AMD will heavily influence its 2025 performance.

At CES 2025, NVIDIA CEO Jensen Huang stated for the first time that Samsung's HBM requires a "new design," but also expressed confidence in Samsung's ability to

overcome these challenges. With tech giants such as Google and Meta actively developing AI accelerators—which rely heavily on HBM—the competitive landscape of the HBM market is also expected to shift significantly. According to IBK Investment & Securities, the global AI industry is projected to flourish in 2025, driving strong growth in HBM demand.

Storage Business Group:

The enterprise storage systems market in 2024 presents both opportunities and challenges. Key trends and forecasts are as follows:

(1) Market Recovery:
After a significant downturn in 2023, the storage market is expected to rebound strongly in 2024. According to Gartner, the global semiconductor market is projected to reach USD 624 billion in 2024, representing a 16.8% increase.

(2) Impact of Generative AI:
The rapid advancement of generative AI will substantially increase enterprise demand for data storage. It is anticipated that by 2026, over 80% of enterprises will be using generative AI APIs and models.

(3) Advancements in Hard Drive Technology:
Data centers are gradually phasing out low-capacity hard drives in favor of high-capacity alternatives, such as 30TB drives, to improve efficiency and reduce costs.

(4) Flash Memory Market:
The NAND flash memory market is expected to see significant growth in 2024, with revenue projected to reach USD 53 billion—an increase of approximately 49.6%.

(5) Edge Computing and IoT:
The integration of edge computing and the Internet of Things (IoT) will drive further advancements in storage technology, requiring higher scalability and real-time data processing capabilities.

Overall, the enterprise storage systems market in 2024 will benefit from the combined momentum of generative AI, hard drive technology improvements, and the expansion of edge computing, ushering in new development opportunities.

Future Trends in Hard Drive Technology:

(1) Capacity Expansion:
Hard drive capacity will continue to increase, with 40TB drives expected to emerge by 2025. This is primarily driven by progress in Heat-Assisted Magnetic Recording (HAMR) technology, which enables higher storage density on a

single disk.

(2) Breakthroughs in Recording Density:
Companies such as Seagate are focusing on increasing areal density through HAMR technology and nanoscale read/write heads to pack more bits per square inch. This will greatly enhance both capacity and efficiency.

(3) Energy Efficiency:
As energy costs rise and environmental regulations tighten, HDD manufacturers are developing more energy-efficient products to reduce operating costs and environmental impact.

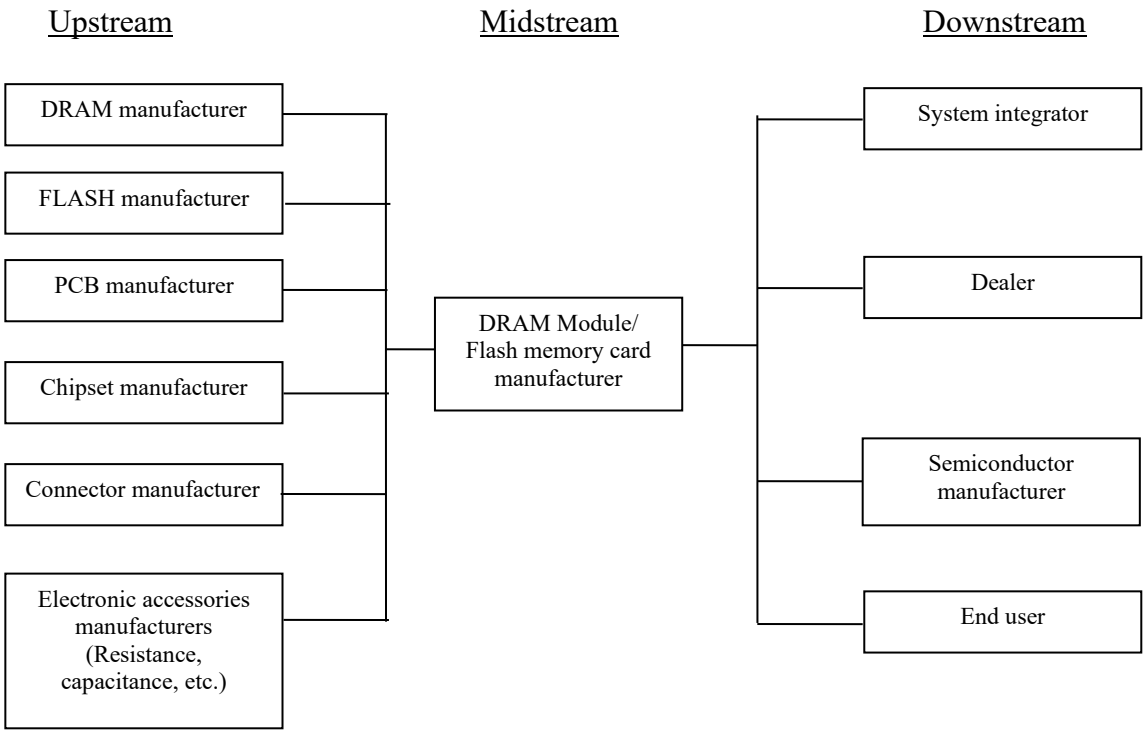
(4) Data Security:
To combat data breaches and cybersecurity threats, HDD manufacturers are incorporating advanced encryption and data protection technologies to enhance the security of stored information.

(5) Growth in Specialized Applications:
The use of hard drives is expanding in fields such as surveillance, automotive, and IoT. These specialized applications are driving increasing demand for high-capacity and high-reliability HDDs.

B. Relevance of the industry's upper, middle and lower reaches

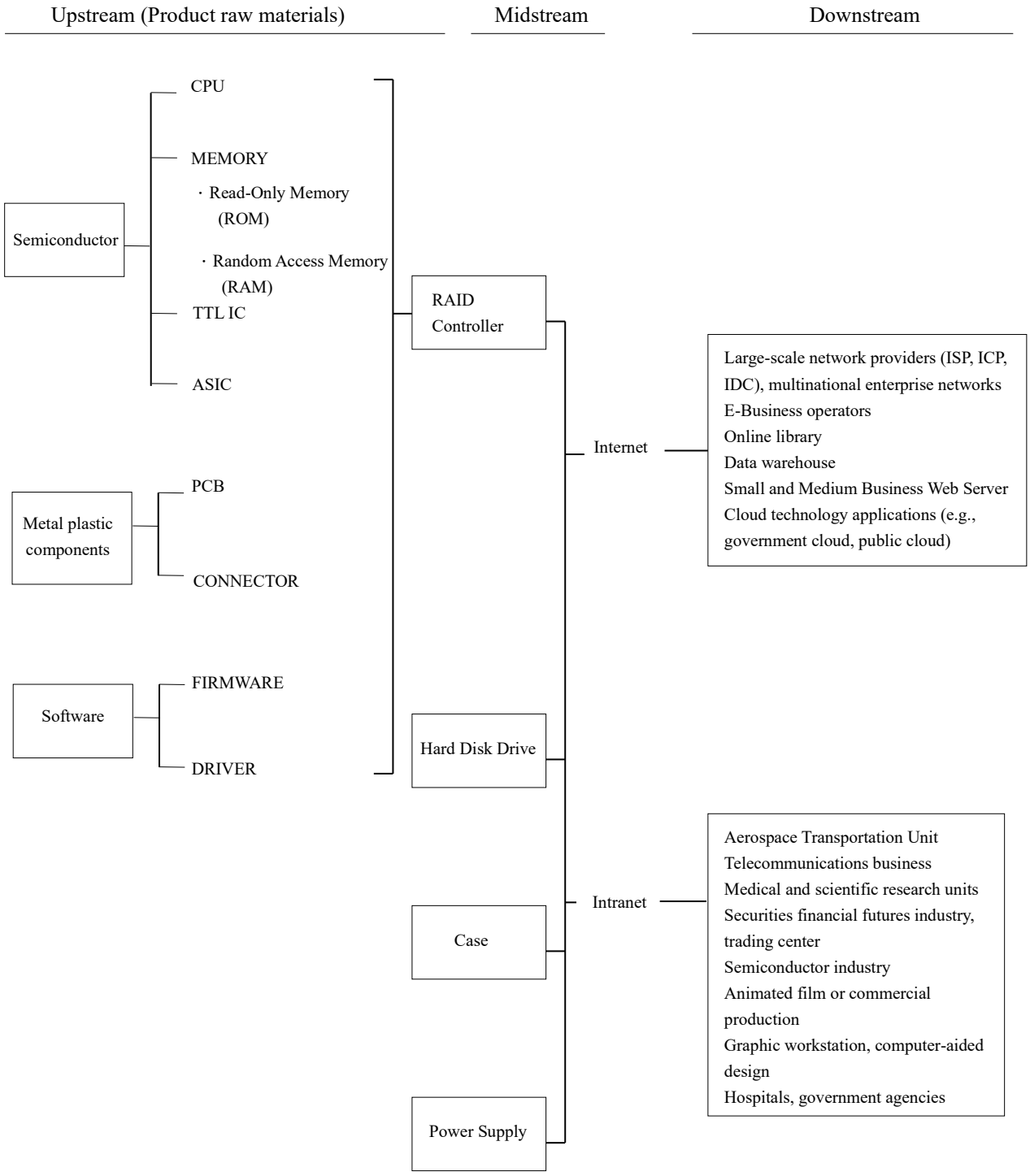
Memory Business Group:

The Company's products span the two major memory fields of DRAM and FLASH. The main products include memory modules and flash memory-related products. Here are the following diagrams of the upper, middle and downstream relevance of its industry:



Storage Business Group:

Thanks to Taiwan's long-term development in the global IT industry, a comprehensive and specialized division of labor has been established across upstream, midstream, and downstream segments. The tight collaboration from development to mass production has driven continuous technological advancement and maturity across these segments. The industry relationships for the Company's disk array products are illustrated as follows:



C. Product Trends and Competition

Memory Business Group:

(1) Product Trends

Micron has recently succeeded in delivering samples of its sixth-generation 10nm-class DRAM to customers. Meanwhile, Samsung Electronics, which has fallen behind in the mass production of high-bandwidth memory (HBM), is reportedly facing yield issues with its advanced DRAMs and is said to be adjusting its designs in response to increasing competition in the next-generation memory market.

According to Korean media outlets such as ZD Net Korea and Seoul Economic Daily, Micron has outpaced current DRAM market leader Samsung in the delivery of its sixth-generation 10nm-class (1γ) DRAM samples, drawing significant attention from the South Korean industry. The 1γ DRAM features line widths of approximately 11–12 nm and is referred to as 1c DRAM in South Korea. This generation marks Micron's first use of extreme ultraviolet (EUV) lithography, enabling data processing speeds of up to 9,200 MT/s — a 15% increase over the previous generation — while reducing power consumption by more than 20%.

Originally, Samsung had planned to begin mass production of 1c DRAM by the end of 2024. However, development is not yet complete, and mass production may be delayed until May 2025 or later. Industry insiders report that Samsung has encountered yield issues with 1c DRAM since the early stages of development. Although initial batches of "good die" were reportedly produced in late 2024, the overall yield has not met expectations.

Samsung is said to be redesigning its 1c DRAM, planning to enlarge the chip size in order to improve yield and stability. Concrete results from this R&D effort may emerge as early as March or April 2025. Some analysts warn that Samsung is already behind Micron in HBM3E production. If it fails to begin mass production of 1c DRAM on time, this may further weaken its competitiveness in HBM4.

Micron began supplying 8-layer HBM3E to NVIDIA in February 2024 and plans to supply samples of the 12-layer HBM3E for quality testing in September. In contrast, Samsung has yet to pass testing for both its 8-layer and 12-layer HBM3E products and is counting on using 1c DRAM in its HBM4 offerings to regain its position in the market. Therefore, the progress of 1c DRAM development is critical to Samsung’s overall memory business strategy. At the same time, Samsung has begun equipment investments to prepare for 1c DRAM

mass production. At the end of 2024, it placed equipment orders for a small-scale production line at its Pyeongtaek Plant 4 (P4), with the possibility of further investment depending on the progress of R&D.

Meanwhile, SK Hynix completed the development of its 1c DRAM in August 2024 and announced in its Q4 earnings call that it had secured mass production capabilities for 1c-nm products in the second half of 2024. Industry evaluations suggest that, building on the competitive strength of its 1b DRAM process technology, SK Hynix’s 1c DRAM also exhibits strong yield stability and is likely to be the first to enter full-scale mass production.

(2) Product Competition

According to Digitimes, South Korea's long-standing dominance in the memory sector now faces a significant challenge from mainland China, which is showing signs of surpassing its rival. A recent survey revealed that within just two years, South Korea has lost most of its technological lead to China. Industry experts are calling on the government to formulate a comprehensive strategy to maintain competitiveness in memory, while also strengthening the foundations of the system semiconductor industry.

Seoul Economic Daily, citing a report from the Korea Institute of S&T Evaluation and Planning (KISTEP) titled "Technology Level Analysis in Three Game-Changing Fields", noted that among 39 South Korean semiconductor experts who participated in the 2022 technology level evaluation, it was found that by 2024, China had overtaken South Korea in all four major semiconductor technology areas—except for advanced packaging. Assuming the leading global technological standard is 100%, South Korea's capability in its traditional strength—memory—was rated at 90.9%, trailing behind China at 94.1%. In 2022, South Korea had been ahead with 95%, compared to China’s 90%.

In addition, the survey showed that in the field of artificial intelligence (AI) semiconductors, South Korea’s technology level stood at 84.1%, while China’s reached 88.3%. In the power semiconductor sector, South Korea scored 67.5% compared to China’s 79.8%. For next-generation high-performance sensing technologies, South Korea was at 81.3%, with China slightly ahead at 83.9%. The only area in which South Korea and China were on par was advanced semiconductor packaging technology, where both registered a technical level of 74.2%.

In terms of the overall semiconductor technology lifecycle, South Korea leads only in manufacturing processes and mass production. In basic and core technologies and design capabilities, it trails behind China. Notably, South Korea ranks the lowest among the compared countries in both foundational

technologies and design, marking a significant weakness. Industry insiders point out that since 2014, China has designated semiconductors as a national strategic industry. Through robust policy support and massive investments, it has accelerated the localization of semiconductor production. In the memory sector, where the technology gap is relatively narrow, Chinese companies have significantly expanded capacity, steadily increasing market share.

By contrast, South Korea's total R&D investment—both from the government and in terms of corporate revenue proportion—has been relatively low. This has hindered progress in transforming its system semiconductor capabilities. Additionally, with intensifying global competition since the Trump administration, the outlook for South Korea's semiconductor industry is becoming increasingly uncertain.

According to ET News, a recent securities industry analysis indicated that China's semiconductor industry is now projected to have higher future growth potential than South Korea's. A recent analysis by South Korean securities firms of publicly listed companies in the global semiconductor market revealed that South Korea's market share by capitalization stands at 4%, ranking fifth globally. In contrast, China holds an 8.1% share, ranking third.

The United States tops the list with a dominant 66.8% share, followed by Taiwan at 12.3%. Europe ranks fourth with a 6.3% share. What is particularly concerning is the consistent decline in South Korea's market share, which has dropped from 12.8% in 2019 to 10.7% in 2022, 7.6% in 2023, and further down to just 4.0% in 2024.

Analysts attribute this to South Korean semiconductor companies' inability to keep pace with global industry developments. Even its largest player, Samsung Electronics, is facing serious challenges, and the country lacks standout performers in materials, components, and equipment sectors.

Storage Business Group:

(1) Product Trends

The development trends for DAS (Direct Attached Storage) Fibre and SAS RAID products are primarily focused on the following areas:

1. High-Speed Transmission:
   With the widespread adoption of high-speed interfaces such as SAS 12Gbps and Fibre Channel 32Gbps, DAS RAID will see significant improvements in data transfer rates, meeting the demands of high-performance applications.

2. Large-Capacity Storage:

Future DAS RAID will support larger capacity hard drives and utilize RAID technology to achieve higher storage efficiency and enhanced data protection.

3. Energy Efficiency:
   With growing awareness of environmental sustainability, DAS products will place greater emphasis on energy efficiency, aiming to reduce power consumption and minimize environmental impact.

4. Data Security:
   In response to increasing data security requirements, DAS RAID will be equipped with more advanced encryption technologies and data protection mechanisms.

5. Versatile Applications:
   DAS RAID will not only serve data storage purposes but also play a crucial role in professional fields such as video editing and image processing, offering efficient data access and processing capabilities.

The current industry situation and future trends of networked storage (NAS) systems for enterprise are as follows:

1. Market Growth:
   The global NAS market is projected to reach USD 35.82 billion by 2025 and continue to grow at a compound annual growth rate (CAGR) of 12.3% from 2025 to 2037.

2. Cloud Integration:
   With the increasing adoption of cloud technologies, integration between NAS systems and cloud storage is becoming mainstream. This hybrid solution offers greater data manageability and scalability.

3. SME Demand:
   Demand for NAS systems among small and medium-sized enterprises (SMEs) is steadily increasing due to their cost-effectiveness and ease of management for data storage.

4. Growth of Unstructured Data:
   With the explosive growth of unstructured data such as audio, video, and image files, enterprises are facing a growing need for efficient storage and management solutions.

5. Enhanced Security:
   As cyberattacks and data breaches become more frequent, the security of NAS systems has become a major concern for businesses. Manufacturers are reinforcing encryption and data protection measures.

6. 5G and IoT:
   The advancement of 5G and Internet of Things (IoT) technologies is expected to further drive the NAS market, as these applications require highly efficient data storage and management solutions.

In summary, by 2025, the enterprise NAS system market is expected to experience new growth opportunities driven by cloud integration, enhanced security, and the application of emerging technologies.

(2) Product Competition

The enterprise NAS market is highly competitive due to several key factors:

1. Market Growth:
   The global NAS market size is projected to exceed USD 32.61 billion in 2024 and reach USD 147.33 billion by 2037. This rapid growth has attracted many companies into the sector, intensifying competition.

2. Major Players:
   Key players include Dell Technologies, NetApp, Hewlett Packard Enterprise, Hitachi, Western Digital, Seagate, Synology, and QNAP. These companies continuously launch innovative products and solutions to maintain their competitive edge.

3. Technological Innovation:
   The development of cloud computing, 5G, and the Internet of Things (IoT) has made technological innovation a critical competitive factor. Enterprises must constantly improve performance and security to meet market demands.

4. SME Demand:
   The rising demand for NAS systems among small and medium-sized enterprises has diversified the market. Many emerging companies offer affordable and easy-to-manage solutions.

5. Security and Reliability:
   With increasing concerns over data security and privacy, businesses prioritize NAS systems with high security and reliability. This has driven providers to enhance data encryption and protective measures.

The competitive environment of enterprise DAS systems is equally intense due to the following factors:

1. Rising Market Demand:
   As enterprise data volumes grow rapidly, the need for efficient storage solutions drives the expansion of the DAS market.

2. Major Players:
   Key players in the DAS market include Dell Technologies, Hewlett Packard Enterprise (HPE), IBM, NetApp, Western Digital, and Seagate. These companies continuously launch innovative products and solutions to maintain their competitive edge.

3. Technological Innovation:
   With the widespread adoption of high-speed interfaces such as SAS 12Gbps and Fibre Channel 32Gbps, DAS systems have significantly improved in speed and performance—factors critical to competitiveness.

4. SME Demand:
   Growing demand from small and medium-sized enterprises contributes to market diversification. Many emerging companies offer affordable and easy-to-manage solutions.

5. Data Security:
   With increasing concerns over data security and privacy, businesses prioritize DAS systems with high security and reliability. This has driven providers to enhance data encryption and protective measures.

4.1.3 Research and Development

A. R&D expenses invested in the most recent year and as of the date of publication of the annual report

Unit: NT$ Thousand

Item \ Year	2024	As of March 31, 2025
R&D expenses	43,327	11,979
Net revenue	293,682	52,615
Ratio	14.75%	22.77%

B. Successfully developed technologies or products in the most recent year and as of the date of publication of the annual report

Memory Business Group:

2024	PC5 unBuffer DIMM DDR5-5600 x8bit serials
The first quarter of 2025	N/A

Storage Business Group:

In the area of storage-related products, during 2024, our NAS/iSCSI network storage systems—specifically the Rackmount 2U12 / 3U16 / 4U24 SQX series—underwent upgrades. These systems previously used Intel's C246 chipset paired with Xeon E-2100/2200 "Coffee Lake-S" series processors. They were updated to the newer Intel C252 chipset, achieving full compatibility and integration with the existing proNAS software version. The new chipset supports the latest Intel® Xeon® E-2300 "Rocket Lake" processors and 10th Gen Intel® Pentium® "Comet Lake" series. This architecture utilizes the widely adopted DDR4 memory and PCIe 4.0 bus, and products using this configuration are expected to enter the market progressively in the coming year.

In 2025, the Company will continue to upgrade its NAS/iSCSI network storage systems by developing updates to the existing Embedded Linux version of the proNAS software, transitioning it to Linux Kernel version 6. This upgrade is intended to ensure compatibility with future operating systems and their associated security updates. The new Linux Kernel 6 will also support Intel's next-generation Raptor Lake-S chipsets and Xeon processors, enabling architectures that support higher-speed DDR5 memory and the PCIe 5.0 bus. Throughout 2025, the Company will continue to assess market

demand and customer needs, while placing emphasis on the next-generation integrated storage interfaces, such as NVMe solid-state drives and RAID storage systems supporting SAS/SATA/NVMe tri-mode interfaces. These developments aim to further enhance the performance and security of RAID array storage devices and NAS-related products.

4.1.4 Long-term and Short-term Development

A. Short-term Development

(1) Marketing strategy

① Adopt a niche high-end product development strategy, focusing on flexible and adaptive operational planning to create a balanced approach to stable growth and profitability, thereby enhancing operational performance.

② Integrate channel markets, expand business development areas, increase business diversification and extension, and enhance product market competitiveness.

③ Strengthen the provision of complete technical support for customers, implement the marketing strategy of deepening customer service, and build mutual trust and loyal customer relationships to ensure the advantage of business competition.

(2) Production and purchasing strategy

① Continuously pursue improvements in quality and efficiency through advanced manufacturing processes and quality improvement systems, while enhancing coordination between production and sales to maximize the efficiency of available capacity.

② Maintain a sound and precise production capacity scale, prioritizing profitability in planning capacity for the product sales portfolio.

③ In response to market pricing trends, enhance the Company's competitive position during industry restructuring by reinforcing differentiated core values, solidifying close customer relationships, and seizing opportunities to expand strategic partnerships.

(3) R & D strategy

① Continue to invest in research and development funds, actively recruit and train outstanding research and development talents, and continue to actively cooperate with world-class manufacturers to develop new products to ensure market operating advantages.

② Grasp the market trend and product segmentation positioning, continue to develop niche and highly segmented module products, and expand the research and development scale of FLASH-related industrial products.

③ By implementing a software-hardware integrated R&D strategy, the Company will focus on core storage technologies that meet enterprise and market demands, aligning with mainstream industry trends. It will develop integrated niche products with competitive niche and future applications, leveraging various technological innovations to offer customized cloud storage hardware and software solutions. The Company will also focus on industry-oriented storage solutions to tap into enterprise and market segments with high-capacity storage demands.

(4) Operation management and financial planning

① Continue to strive for a stable business model and a rigorous internal control mechanism to strengthen the efficiency of the rapid response decision-making system to achieve the goal of pursuing stable growth.

② Actively strengthen the scale of working capital, improve the financial structure, implement the stable operation goal of low debt ratio, and increase the Company's reputation and attract outstanding professionals to improve operating performance.

③ In-depth operation details, formulate high-quality operation management plans, and further strengthen the Company's operating fitness and industrial competitiveness, with a view to welcoming the growth and robustness of the industry after adjustment, and creating better results for future operations and profits.

B. Long-term Development

(1) Marketing strategy

① Develop potential foreign markets and strengthen global operations management capabilities to consolidate long-term competitive niche and prepare for the Company's diversification and internationalization.

② Expand the breadth and depth of the vertical integration strategic alliance, and carry out closer cooperation with world-class famous manufacturers, further expand the market share and enhance the Company's structure, and move towards an international company.

(2) Production and purchasing strategy

① Continue to improve the professional level of production technology and automation equipment to develop innovative production technology and ensure the competitive advantage of product technology and quality.

② Cooperate with the planning of marketing strategy, and further enhance the strategic cooperation with domestic and foreign upstream manufacturers in order to exert vertical integration and improve procurement efficiency.

(3) R & D strategy

① In addition to continuously recruiting talents and expanding technical cooperation with clients, it will further cooperate with international manufacturers to develop innovative products to fully grasp market trends and cost advantages.

② Grasp the latest technology of product innovation, and be guided by market demand, select product design priorities, shorten development time, improve product standardization and flexibility, to reduce costs, and continue to invest in the research and development of new generation products to pursue technological leadership.

③ Integrate the product application of memory and network storage devices, grasp the application trend of future products, and gain market-leading advantages and business opportunities.

(4) Operation Management and Planning

① Establish a forward-looking human resource management system and train professionals in various fields to strengthen the Company's international competitiveness and implement the concept of sustainable business.

② Grasp the trend of industry changes, devote to the depth and breadth of diversified operations, to diversify the risk of business fluctuations in the Company's industry, and to expand the business development field, create a new prospect for the Company's long-term development, and improve the Company's operating performance And industrial competitiveness.

③ Through flexible and diversified fund-raising channels in the capital market, construct the most suitable capital portfolio plan to strengthen the financial structure and the Company's physical fitness; and cooperate with the growth of the Company's operating scale to create the maximum benefit of the Company, shareholders and employees, and stabilize towards large enterprises development of.

4.2 Market and Sales Overview

4.2.1 Market Analysis

A. Sales (Service) Region

Unit: NT$ Thousand

Year / Area	2023		2024	
	Sales Amount	%	Sales Amount	%
China (Including Hong Kong)	6,453	2.42%	11,754	4.00%
Taiwan	232,113	86.88%	254,363	86.61%
Asia - Other	19,002	7.11%	14,577	4.97%
Americas	4,891	1.83%	11,267	3.84%
Europe	3,742	1.40%	1,122	0.38%
Other	952	0.36%	599	0.20%
Total	267,153	100.00%	293,682	100.00%

B. Market Share

Memory Business Group:

Overall, memory module-related products are key components for personal computers, multimedia devices, and 3C (computer, communication, and consumer electronics) products. In Taiwan, there are numerous manufacturers engaged in the production and sales of such products. However, differences in product types, market positioning, and production scales among industry peers are significant. At present, there is no comprehensive and specialized domestic statistical data available for detailed analysis. Therefore, only the Net Sales of TWSE/TPEx Listed Companie with similar product lines in Taiwan are summarized in the following table for reference.

Unit: NT$ Thousand

Company name	Stock code	2024 Net revenue	Market Share (%)
Unifosa	8277	209,565	0.41%
Panram	8088	1,075,748	2.10%
Apacer	8271	7,069,010	13.78%
Transcend	2451	9,493,089	18.51%
ADATA	3260	33,439,858	65.20%
Total		51,287,270	100.00%

Source: MOPS; Financial statements verified by an CPA.

Storage Business Group:

Since there is currently no professional and complete statistical data for analysis and reference in Taiwan, only the Net Sales of TWSE/TPEx Listed Companies with similar products and businesses in China is calculated in the following table. As the domestic disk array controller technology is becoming more and more mature, such as Infortrend, ATE Energy, etc., have gradually been able to compete with foreign manufacturers, and the overall storage equipment due to the market potential, the investment in manufacturers is increasing, driving the overall market activity. One development will give domestic storage equipment manufacturers unlimited business opportunities whether they are expanding their market channels or accepting OEM orders.

Unit: NT$ Thousand

Company name	Stock code	2024 Net revenue	Market Share (%)
Unifosa	8277	209,565	3.41%
Promise	3057	508,123	8.26%
Infortrend	2495	1,278,206	20.79%
ATE Energy	6179	4,152,205	67.54%
Total		6,148,099	100.00%

Source: MOPS; Financial statements verified by an CPA.

C. The future supply and demand situation and growth of the market

Memory Business Group:

Prior to the extended Lunar New Year holiday in 2025, the memory market remained in a consolidation phase, with overall demand appearing tepid. In recent months, DDR5 prices continued to show a slight uptick, while prices for other products such as DDR4 and NAND wafer spot prices declined modestly by around 1–2%. Following several quarters of price decline, the prices of key products like DDR4 and 512Gb TLC NAND Flash wafers have largely fallen back to their early Q4 2023 levels—the starting point of the last uptrend.

Although memory manufacturers began to recognize weak end-market demand in the second half of 2024 and took measures such as capacity adjustments and production cuts to alleviate oversupply, the first quarter of 2025—typically a seasonal low—saw sluggish demand across applications including enterprise servers, leading to inventory corrections. In the short term, oversupply remains difficult to resolve, making HBM (High Bandwidth Memory) growth momentum a crucial differentiator among leading DRAM manufacturers.

From the perspective of spot market prices, DDR5 16Gb once peaked above USD 5 in 2024, primarily benefiting from the three major DRAM manufacturers shifting capacity toward HBM production, thereby tightening DDR5 supply and pushing prices

higher. However, as market conditions cooled in Q4 and DDR5 supply gradually eased, spot prices stabilized in the USD 4.6–4.8 range. Compared with DDR4 16Gb, the price gap remains around 50%.

DDR4 16Gb spot prices fell below USD 3 in mid-2023, before slowly rebounding in Q4 to around USD 3.3 by the end of December. Market expectations were optimistic that supply-demand dynamics would improve in 2024, pushing DDR4 prices to USD 3.55. However, a steep price cut by Chinese memory suppliers and the circulation of second-hand chips in the market caused prices to decline again. In January 2025, the spot price stood at USD 3.11, reflecting a monthly drop of around 2.5%. The market remains cautious about whether prices will stabilize in the first half of 2025.

NAND Flash wafer prices have also broadly returned to Q4 2023 levels. The spot price of 512Gb TLC NAND Flash wafers hit a low of USD 1.4–1.45 in Q2 2023, then rebounded above USD 2.5 in Q4. In the first half of 2024, due to aggressive price hikes by upstream NAND manufacturers and optimistic market sentiment, 512Gb prices surged to USD 3.6–3.8. However, this sharp increase led to a wave of inventory clearance at low prices and a more conservative outlook on restocking demand. By January 2025, the price had dipped approximately 1.2% to USD 2.41.

Storage Business Group:

The enterprise Network Attached Storage (NAS) market is expected to continue growing in the coming years. Below is an analysis of key supply-demand dynamics and growth potential:

Market Growth: The global NAS market is projected to exceed USD 32.61 billion in 2024 and reach USD 147.33 billion by 2037, representing a compound annual growth rate (CAGR) of over 12.3%.

Demand Drivers:

(1) Remote Work and Virtual Offices:
The rise of remote work and virtual office environments has significantly increased the demand for anytime-anywhere data access, thereby driving up demand for NAS devices.

(2) SME Demand:
Demand for NAS systems among small and medium-sized enterprises (SMEs) is steadily increasing due to their cost-effectiveness and ease of management for data storage.

(3) Growth of Unstructured Data:
With the explosive growth of unstructured data such as audio, video, and image files, enterprises are facing a growing need for efficient storage and management solutions.

Supply Challenges:

(1) Performance Issues:

As the number of NAS users increases, systems may face performance-related challenges such as high latency and low throughput.

(2) Data Security:

In response to the growing frequency of cyberattacks and data breaches, enterprises are placing greater emphasis on security and reliability when selecting NAS systems.

Technological Innovation:

(1) Cloud Integration:

The integration of NAS systems with cloud storage will become mainstream, offering enhanced data manageability and scalability.

(2) 5G and IoT:

The advancement of 5G and Internet of Things (IoT) technologies is expected to further drive the NAS market, as these applications require highly efficient data storage and management solutions.

D. Competitive niche

(1) Across the memory and network storage industries, it has a competitive advantage in the market

In addition to the long-term focus on notebook computer memory modules and niche products, the Company has also merged with Proware Technology, and its products span the memory and network storage industries, and not only have the expertise in notebook computer memory modules Differentiate, and after entering the field of magnetic material storage, we can grasp the application trend of NAND Flash products that will be widely used in network storage products in the future. Especially in the demand for storage with cloud business opportunities, we will be able to differentiate in the competition The competitive advantage of the market, to achieve a niche for stable operation, improved operating performance and industrial competitiveness.

(2) Innovative technology research and development strategy to enhance the integration and compatibility of product innovation

In order to grasp the market pulsation, the Company develops mainstream products in a timely manner, and continues to invest in the research and

development of a new generation of memory module products. At the same time, we are committed to expanding the depth and breadth of our product lines. Especially after merging with Proware Technology, it can also integrate the complementarity of the R&D technology of semiconductor storage devices for both products, and enhance the integration and compatibility of product innovation.

(3) Superior production and quality management, backing up business development

In order to be able to stand out from many peers, the Company obtained the ISO 9001 international quality assurance certification as early as 1999, and passed the ISO 9001 2000 certification in 2003, and also passed the ISO 9001 2000 version of the certification successfully in 2009. And obtain the ISO 9001 2008 edition certification, continue and actively promote the work policy of process improvement, quality improvement and comprehensive service, and with the replacement of products, The work of various improvements and enhancements is never interrupted, and the pursuit of perfection is the goal, which is the best backing for business development.

E. Advantages and disadvantages of development prospects and countermeasures

(1) Favorable factors

① Prudent and active diversified business strategy to enhance the Company's industrial competitiveness

In view of the sharp fluctuations in DRAM industry risks, in consideration of risk diversification and stable operations, the Company merged with Proware Technology through a prudent and proactive diversified business strategy, and successfully expanded its product line into the field of magnetic material storage devices. In addition to effectively diversifying industrial risks and expanding business development areas, it can reduce operating costs through the integration and complementation of overall corporate resources, and strengthen the Company's competitive niche. Since then, the Company has continued to grasp the trend of industrial changes and is committed to diversification And the depth and breadth of cross-industry operations, in order to diversify the risk of business fluctuations in the industry to which the Company belongs, and to expand the scope of business development, to create a new prospect for the Company's long-term development, thereby enhancing the Company's operating performance and industrial competitiveness.

② A stable and innovative management team maintaining the best combat capability to meet challenges

The main cadres and employees of the Company have rich and complete

professional experience, and are brave in innovation and strong centripetal force. The personnel turnover rate has been very low for many years. Therefore, the stable professional management team has become the backing of the Company's long-term stable operation; After merging with Proware Technology, under the new team integration, the Company can further stimulate the innovation of organizational thinking, bring out the benefits of resource integration, and maintain the best combat capability to meet various challenges.

③ Sound financial structure to ensure stable operation

After experiencing the global financial tsunami in 2008, Unifosa is committed to improving the Company's financial structure, establishing a low-debt operation strategy, and striving to ensure a stable operation with a sound financial structure. Among them, the gearing ratio by the end of 2023 has reached only 20.69%, and the results are concrete and significant, which is of substantial help to ensure stable operation.

(2) Disadvantageous factors and corresponding countermeasures

① DRAM price fluctuations will affect the stability of profit

The cost of DRAM particles accounts for a high proportion of the cost of memory modules. When faced with a market downturn, DRAM prices fall sharply and fluctuate rapidly, which often erode profits and even cause huge losses.

Coping strategies:

A. Fast and rigorous inventory management and decision-making mode

DRAM is a key raw material for the Company’s products. The procurement decision-making authority evaluates market price trends, product dynamics, and order demand timing as the basis for inventory planning, with the aim of avoiding potential risks of price depreciation and inventory obsolescence caused by improper stock levels. The Company also implements weekly monitoring of total inventory volume and structure to improve inventory turnover and promptly adjust the composition of raw materials and finished goods.

B. High-end product differentiation and effective cost control

Standardized products with general specifications have lower gross profit after deducting the cost of particles. Only by strengthening the product structure to create differentiation can the profit be effectively increased. This is also the direction that the Company has been working hard in recent years to strengthen the flash memory industry standard products. Moreover, cost control is also of great importance in this industry. Effectively reducing fixed costs is a top priority in generating profits. Therefore, the Company has consistently adopted a lean policy and a frugal management approach, implementing various cost-saving solutions to effectively reduce personnel expenses and administrative costs. These efforts help strengthen the Company's ability to face various adverse challenges.

C. Diversified operations to effectively diversify industry fluctuation risks

As memory module manufacturers are structurally exposed to the risks associated with DRAM price fluctuations, the Company has, in recent years, actively pursued various transformation plans aimed at risk diversification and operational stability. Through diversified operations and cross-industry business models, the Company seeks to effectively mitigate industry volatility. In 2012, the Company successfully merged with Proware Technology, thereby expanding its product line into the field of magnetic storage devices. This move not only helps to disperse industry risks and broaden the scope of business development, but also enhances the Company's competitive niche through diversification, ultimately improving operational performance and industry competitiveness.

② Rapid product generation turnover and shortened life cycles in memory products

With the vigorous development of the global technology industry, the generation of memory products is changing rapidly, and the product life cycle is shortening day by day, especially the rapid growth of the personal computer market and 3C products. The relative DRAM industry also faces the same problem. It is another disadvantage.

Coping strategies:

A. Flexible adjustment of product portfolio strategy to grasp profitable business opportunities

In the DRAM industry, due to the ever-shortening product life cycle, profitable business opportunities can only be grasped by flexibly adjusting the product portfolio strategy. Therefore, under the adverse factors of generations, the Company's differentiated product strategy has also hidden considerable business opportunities.

B. Cross-industry R&D technology integration, creating profit with innovative products

After merging with Proware Technology, we will grasp the application trend of Nand Flash in a large number of storage devices in the future. Through the integration of cross-industry R&D technology between the two parties, we are committed to the development of new products and create profits with innovative product price advantages.

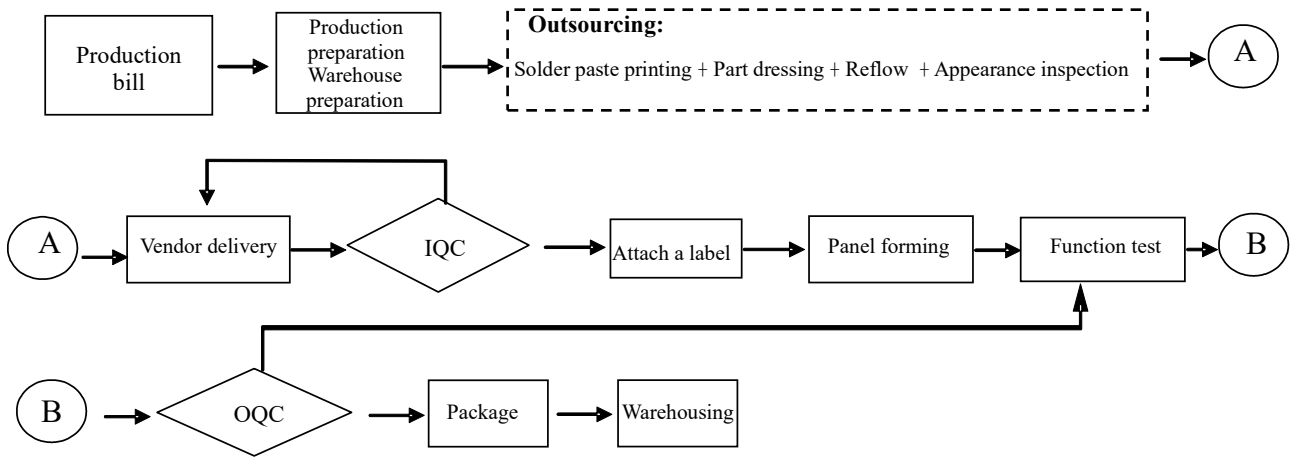
4.2.2 Important use and production process of main products

Memory Business Group:

A. Major Products and Their Main Uses

Main products	Important use
DRAM module	Used in information products such as desktop computers, notebook computers, servers, printers, etc., to expand the computer data processing capacity and speed up its processing speed.
RAM	Used in information hardware and peripheral products such as memory modules, VGA cards, motherboards, etc., as access memory.
Flash memory card	Commercial cards are used in digital cameras, PDAs, NB, MP3, GPS and other products for access to mobile devices. Industrial cards are used in industrial computers, communication equipment, industrial control devices, medical instruments and transportation products. As a storage medium for operating systems, applications or firmware.

B. Major Products and Their Production Processes



Storage Business Group:

A. Major Products and Their Main Uses

At present, various storage devices on the market require different storage devices in different application environments. Higher-level storage devices are usually suitable for environments with higher data security requirements. In addition, users must consider other factors such as price, Requirements for space, distance, efficiency, scalability, backup methods, etc. The following are the applicable environments for high-end and low-end storage devices:

(1) High-level

① Mission-Critical Non-Stop Applications

a. Aerospace transportation units, telecommunications and communications, medical, scientific research units

b. Large Internet Operator (ISP, ICP), Multinational corporate network, e-Business operators

c. Securities financial futures industry, trading center

d. Semiconductor industry

② Ultra High Capacity、Ultra High Speed

a. Animated film or commercial production

b. Online library

c. OpenStack, Ceph, Hardoop, etc. SDS software-defined storage architecture

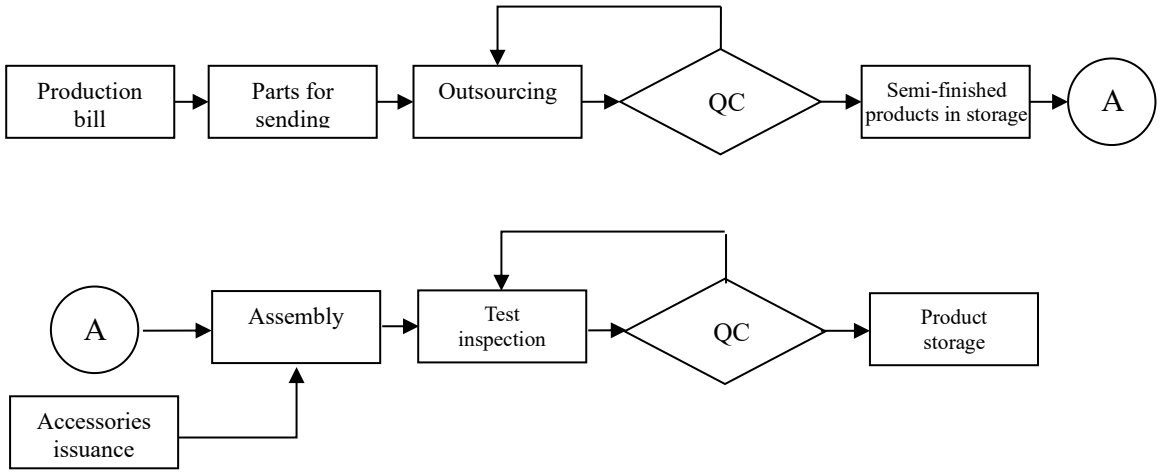
d. Scale-Out cloud storage, cloud backup

e. Backup, archiving, data analysis, development and file sharing

(2) Mid-level, low-level

① Graphics workstation, (CAD/CAM/CAE)
② Email server, web server
③ Audio and video data reading (Video-On-Demand、Audio-On-Demand)
④ Data warehousing industry, small and medium-sized enterprise network server
⑤ Hospitals, government agencies
⑥ Small company server, department server
⑦ Small Office Home Office (SOHO)
⑧ Audio-visual monitoring system

B. Major Products and Their Production Processes



4.2.3 Supply Status of Main Materials

The Company maintains excellent relationships with major domestic and international suppliers for the procurement of key raw materials. To mitigate procurement risks, the Company adopts a strategy of diversifying its sources of supply to ensure stability. By adjusting and spreading out its procurement channels and supplier base, the Company avoids overreliance on any single source. As a result, the supply of the Company's key raw materials remains stable and reliable.

4.2.4 The names of customers who have accounted for more than 10% of total purchases (sales) in any of the last two years, their purchases (sales) amount and proportion, and the reasons for the increase or decrease.

A. Purchases: In 2024, the Company's purchases from supplier V-66 totaled NT$21,451 thousand, representing a significant increase compared to 2023. This increase was mainly due to the supplier's diverse platform offerings and competitive pricing on enterprise cloud and AI (artificial intelligence) products, which met customer demands. As a result, V-66 accounted for 11.75% of the Company's total purchases in 2024, making it the Company's largest supplier.

Major Suppliers in the Last Two Calendar Years

Unit: NT$ Thousand

Year	2023				2024				2025 (As of March 31)			
Item	Name	Amount	Percentage of total annual net purchases (%)	Relationship with Issuer	Name	Amount	Percentage of total annual net purchases (%)	Relationship with Issuer	Name	Amount	Percentage of net purchases for the quarter (%)	Relationship with Issuer
1	V-90	19,427	11.22	None	V-66	21,451	11.75	None	V-93	5,677	18.16	None
2	V-87	14,894	8.60	None	V-87	18,855	10.33	None	V-94	5,494	17.58	None
3	V-49	11,479	6.63	None	V-49	13,947	7.64	None	V-95	3,874	12.39	None
4	Other	127,307	73.55	-	Other	128,304	70.28	-	Other	16,212	51.87	-
	Net total purchases	173,107	100.00	-	Net total purchases	182,557	100.00	-	Net total purchases	31,257	100.00	-

B. Sales: In 2024, the Company primarily focused on sales of diversified platforms, enterprise cloud solutions, and cybersecurity software/hardware. As a result, Customer C-73 was the Company's largest sales customer, accounting for 10.55% of the total net sales for the year.

Major Clients in the Last Two Calendar Years

Unit: NT$ Thousand

Year	2023				2024				2025 (As of March 31)			
Item	Name	Amount	Percentage of total annual net sales (%)	Relationship with Issuer	Name	Amount	Percentage of total annual net sales (%)	Relationship with Issuer	Name	Amount	Percentage of net sales for the quarter (%)	Relationship with Issuer
1	C-121	43,378	16.24	None	C-73	30,973	10.55	None	C-47	11,272	21.42	None
2	C -73	25,038	9.37	None	C-131	26,793	9.12	None	C-97	5,485	10.42	None
3	C-105	16,050	6.01	None	C-130	17,400	5.92	None	C-137	4,038	7.68	None
4	Other	182,687	68.38	-	Other	218,516	74.41	-	Other	31,820	60.48	-
	Net total sales	267,153	100.00	-	Net total sales	293,682	100.00	-	Net total sales	52,615	100.00	-

4.3 Human Resources

Year		2023	2024	2025/4/30
Number of Employees	Direct employees	7	7	7
	Indirect employees	53	52	51
	Total	60	59	58
Average Age		50	51	52
Average Years of Service		18 years 7 months	19 years 4 months	20 years
Education	Ph.D.	0.00%	0.00%	0.00%
	Masters	6.67%	5.08%	5.17%
	Bachelor's Degree	76.67%	77.97%	77.59%
	Senior High School	13.33%	13.56%	13.79%
	Below Senior High	3.33%	3.39%	3.45%

4.4 Environmental Protection Expenditure

The Company is a technology-intensive professional memory module manufacturing and disk array system integration company. The production process of the memory business is mainly based on computer motherboard testing, and the production process of the storage business is mainly based on hardware assembly. Therefore, it will not cause waste gas, waste water and other pollution. For general waste, qualified cleaning and transportation companies are also entrusted to carry out cleaning and transportation. Therefore, there is no environmental pollution. In the most recent year of 2024 and as of the publication date of the annual report, the Company There is also no loss, punishment or compensation due to environmental pollution.

(1) According to laws and regulations, those who should apply for a pollution facility installation permit or a pollution discharge permit, or should pay pollution prevention and control fees, or should set up a special unit for environmental protection, their application, payment or establishment status: Not applicable.

(2) The Company's investment in the main equipment for the prevention and control of environmental pollution and its use and possible benefits: Not applicable.

(3) In the most recent year and as of the publication date of the annual report, the Company's process of improving environmental pollution, if there is a pollution dispute, should explain its handling process: No such incident.

(4) In the most recent year and up to the publication date of the annual report, the Company

suffered losses due to environmental pollution (including compensation and environmental protection audit results that violated environmental protection laws and regulations. The date of punishment, the font size, the violation of laws and regulations, the content of violations, and the content of punishment should be listed), and disclose the estimated amount and corresponding measures that may occur at present and in the future: No such incident.

(5) The impact of the current pollution situation and its improvement on the Company's earnings, competitive position and capital expenditures and the major environmental protection capital expenditures expected in the next two years: No such incident.

4.5 Labor Relations

4.5.1 The following outlines the Company's employee welfare programs, continuing education and training initiatives, retirement system and its implementation, labor-management agreements, and measures for protecting employee rights:

1. Employee Welfare

   (1) Insurance Coverage: Labor Insurance, National Health Insurance, Employment Insurance, Occupational Accident Insurance, and Group Insurance.

   (2) Employee Welfare: An Employee Welfare Committee is established.

   ① Subsidies for marriage, funerals, celebrations, hospitalization due to illness or injury, and childbirth.

   ② Year-end banquet.

   ③ Subsidies for leisure and travel activities.

   ④ Gifts for major holidays.

   ⑤ Birthday gifts.

   ⑥ Financial support for employee club activities.

2. Continuing education and training

   In order to respond to the rapid changes in industrial technology and ensure the development of employees, the Company achieves the Company's common goals, education and training are one of the Company's human resources management priorities. The Company has set up "employee education and training procedures" and "professional appraisal method" to provide employees with opportunities and funds to participate in training, hoping that each employee can contribute what they have learned, improve the quality and level of work, and create overall company profits. And through work and training, personal career planning and the Company's overall interests can grow at the same time. The Company's personnel unit is responsible for the implementation of employee education and training. It coordinates the preparation of annual education and training plans for all departments. It is divided into internal training and external training to be responsible for the implementation of training plans.

According to the functional needs of employees, the scope includes new recruits. Pre-training, on-the-job education and training, professional training and management communication courses to enhance the knowledge and skills required by employees. The Company's recent training and training for external training in 2024 are summarized as follows:

Course Title / Content	Training hours	Training cost (NT$)
Advanced Training for Audit Supervisor	12 hours	7,000
Advanced Training for Audit Supervisor Agent	12 hours	6,800
Continuing Education Course for Accounting Supervisors of Issuing Issuers and Stock Exchanges	12 hours	8,000
Courses on Corporate Governance and Sustainability	33 hours	15,750
On-the-Job Occupational Safety and Health Training for Safety and Health Supervisors	6 hours	1,600
Refresher Training for Fire Prevention Managers	6 hours	2,600

3. Retirement system

The Company, in accordance with the Labor Standards Act, has retained the old pension scheme for employees who opted to remain under the previous system, as well as for the portion of service years under the old system for employees who transitioned to the new pension scheme. A Labor Pension Fund Supervisory Committee was established, and each month, the Company contributes 4% of the employees' total taxable salary to the pension reserve fund. This reserve is deposited in a dedicated trust account with the Bank of Taiwan. The pension reserve under the old system was fully settled with employees in 2022, and the account was closed in 2024. Starting from July 1, 2005, in accordance with the Labor Pension Act (the new pension system), the Company contributes 6% of employees' monthly salary to their individual pension accounts managed by the Bureau of Labor Insurance. In 2024, a total of NT$2,482,730 was contributed. When employees meet the retirement conditions specified by law and the Company's internal regulations, retirement shall be processed in accordance with the Company's "Retirement Management Guidelines."

The Company's employee retirement system

A. Self-retire

Workers of the Company who have one of the following circumstances can request their retirement:

(1) Those who have worked for more than 15 years and are over 55 years old.

(2) Those who have worked for more than 25 years.

(3) Those who have worked for more than 10 years and are over 60 years old.

B. Mandatory retirement

The Company may force employees to retire if they have one of the following situations:

(1) Those who are over 65 years old.

(2) Loss of mind or physical disability is incapable of being a qualified worker.

Standards for pensions

C. Pension Payment Standards

(1) For years of service prior to July 1, 2005, the pension shall be calculated as follows:

a. Two base figures are given for each full year according to their working years. However, for working years of more than 15 years (30 bases), one base is given for every full year, and the maximum total is limited to 45 bases. Those who are less than half a year will be counted as half a year; those who have completed half a year will be counted as one year. The standard of the pension base refers to the average salary of one month at the time of approved retirement, and the pension calculated in accordance with the regulations, the maximum total is limited to 45 bases.

b. For workers who are forced to retire in accordance with the provisions of Article 40, if their loss of mind or physical disability is caused by the performance of their duties, 20% shall be added in accordance with the provisions of the preceding paragraph.

c. The average wage referred to in the preceding paragraph (a.): refers to the total wages earned in the six months prior to the day when the cause of calculation occurs divided by the total number of days in the period. For those who have worked for less than six months, it is the total wages earned during the working period divided by the total number of days in the working period.

d. Pension benefits shall be paid from the Company's Labor Retirement Reserve Account within one month from the date of retirement. If the Company's retirement reserve cannot be paid, the Company shall raise additional funds to pay for it.

e. When the Company's legally appropriated retirement reserve fund is insufficient to pay and the business's operation and finances are indeed in difficulties, the Company may report to the competent authority for approval of the installment payment.

(2) Since July 1, 2005, in accordance with the Labor Pension Regulations, the "Labor Standards Act" has been selected to continue to apply the pension provisions of the "Labor Standards Law". The working years and the working years of the preceding paragraph 1 are combined and the pension is calculated according to the preceding paragraph 1.

(3) Since July 1, 2005 (inclusive), for those who are employed or who choose the Labor Pension Regulations, the method of receiving and calculating the pension is as follows:

a. For employees who are subject to the pension provisions of the Labor Pension Regulations, the Company pays 6% of their insured salary monthly to the individual pension account of the employee according to the standard of the monthly wage grading table.

b. The insured salary referred to in the preceding paragraph (a.) refers to the salary declared by the Company to the Labor Insurance Bureau based on the total monthly salary of the insured and in accordance with the insured salary grading table.

(4) The right of workers to claim pensions will be extinguished due to failure to exercise them for 5 years from the month following their retirement.

(5) For other relevant regulations on retirement, please refer to the Company's Retirement Management Measures.

4. Agreements between labor and management and various employee rights protection measures

(1) To ensure that all employees understand ethical principles, their rights and obligations, and codes of conduct, the Company has established relevant policies and regulations to provide clear guidelines for compliance.

(2) In order to strengthen internal communication channels, the Company has established an "internal communication system", an "employee grievance system", a labor suggestion mailbox, and regular labor coordination meetings to provide labor suggestions and exchange opinions between labor and management to strengthen labor-employment relations coordination.

(3) Labor safety and hygiene follow the regulations of the competent authority and formulate safety and hygiene work rules for employees to comply with safety and hygiene work matters.

5. Whether the Company has a workplace diversity or gender equality policy and discloses its implementation

(1) Workplace Diversity and Gender Equality Policy

The Company has long been committed to promoting workplace diversity and values gender equality among employees. It is dedicated to providing a

respectful and safe working environment, and upholding fairness in recruitment, compensation, and promotion opportunities. The Company ensures that employees are not subject to discrimination, harassment, or unequal treatment on the basis of race, gender, religious beliefs, age, political affiliation, or any other status protected under applicable laws. As a result, there have been no incidents involving violations of labor rights or human rights.

(2) Implementation situation

A. Female Diversity Indicator

Index	(%)
Women account for total employees (%)	42.37%
Women account for all managers (%)	20.83%
22.00% Women account for lower-level managers (%)	27.27%
Women account for higher-level managers (%)	15.38%

B. Other diversification indicators

Category		Proportion of full-time equivalent employees (%)
Persons with physical and mental disabilities		1.69%
All employees	Group by age: <30 years old	6.78%
	Group by age: <30 ～ 50 years old	37.29%
	Group by age: >50 years old	55.93%
	Total	100

C. Pay equity

The Company has a "Remuneration Committee" to provide employees with competitive remuneration and use transparent and equal remuneration policies to feedback corporate operating performance to employees. In terms of employee remuneration policy, for junior specialists in the same position, all employees will receive the same treatment. For personnel with relevant professional and work experience, the salary will be determined based on the applicant's academic experience, expertise, certificates, etc., and will not be based on Differences according to gender or ethnic group.

Pay equity indicator	Gap (%)
The gap between the "average" wages of men and women	35.92%
The gap between the "median" salaries of men and women	19.81%

The gap between men's and women's "Variable Bonus Average"	56.26%
The gap between men's and women's "median variable bonuses"	41.13%

D. Compensation Policy for Frontline Employees and the Actual Distribution or Adjustment of Salaries

According to Article 29 of the Company's Articles of Incorporation, the Company shall allocate 5% to 15% as employee compensation if it makes a profit during the year. In order to appropriately reflect the operating performance or results in employee compensation and in accordance with the amendment to Article 14, Paragraph 6 of the Securities and Exchange Act, the Company's Articles of Incorporation were amended at the 2025 General Shareholders' Meeting. It clearly set out, in the event of a surplus in the annual final accounts, the profit before tax before the estimated compensation to employees and remuneration to directors are recorded shall be allocated to the employee compensation amount, with no less than 10% reserved for distributing compensation to employees or adjusting salaries for frontline employees, so as to motivate all employees to work together for the Company's goals. Since the Company suffered a loss in its final accounts for the year 2024, the aforementioned employee compensation policy is not applicable.

6. Protective Measures for Working Environment and Employee Personal Safety

In order to maintain the working environment and the personal safety of employees, the Company formulates relevant protective measures according to their importance. For major environmental risk control, the ISO 14001 management system is adopted, and the objectives and program management are used to prioritize improvements; and lower risks are controlled by operational control methods. Various management procedures and methods such as "Safety and Health Work Code", "Environmental Management Program Procedures", "Emergency Response and Preparation Management Procedures" and "Occupational Disease Prevention and Control Management Measures" are established, which are required to be thoroughly implemented by all employees. The ISO 14001 management system and related operational controls are described as follows:

(1) Major goals and management programs of the ISO 14001 management system

Item	Goal/objective	Program	Status description	Implementation Status
1	Compliant with the EU regulation on	Product compliance solution for	In order to meet the requirements of EU regulation on the	1. Information on additions to the EU's list of

	the registration, evaluation, authorization and restriction of chemicals (REACH)	REACH regulation	registration, evaluation, authorization and restriction of chemicals, the current raw materials used in products have been investigated for substances of very high concern, and the status of the list of substances of very high concern has been continuously monitored.	substances of very high concern has been continuously collected. 2. In January 2024, ECHA, the European Chemicals Agency, announced the addition of 5 new candidate lists of substances of very high concern (SVHC) under the REACH Directive that require authorization. In June, the addition of 1 new candidate list of substances requiring authorization was announced. In December, the addition of 1 more candidate list of substances requiring authorization was announced. By the end of 2024, the official list of substances requiring authorization has a total of 59 items; the candidate list of substances requiring authorization has a total of 242 items.
2	Continuously collecting customer HSF product requirements and regulations	Hazardous substance free product introduction program	1. Some customers will gradually introduce halogen-free products in 2010. 2. The raw materials required for	1. Halogen-free product production began at the end of May 2010. 2. Currently, information on the client's requirements for HSF products has

			production have fully met the halogen-free requirements. 3. Continuously tracking customers' requirements for hazardous substances.	been continuously collected.

(2) Other environmental promotion activities

①. Promotion of halogen-free products

In the past ten years, many experts have reminded that some chemical substances with similar biological hormone effects may cause harm to human health and ecology. These substances are collectively referred to as environmental hormones or endocrine disruptors. Among them, halogen compounds account for a lot. Internationally, non-governmental organizations also attach great importance to non-halogen issues. For example, the greening policy promoted by Green peace at this stage requires all manufacturers to completely eliminate polyvinyl chloride and brominated flame retardants in their electronic products in order to comply with both lead-free and halogen-free green electronics. Therefore, under the requirements of regulations and the promotion of international environmental protection organizations, the introduction of halogen-free materials has become an important environmental protection goal of international giants. The Company also actively promotes green production and procurement, and has fully introduced the production of halogen-free products in 2011.

②. Promoting waste reduction production technology

In addition to improving manufacturing processes and operation management to increase recycling and reuse, and reduce waste production, the Company actively makes full and effective use of resources to reduce waste and production costs. On the other hand, pollution-free and low-polluting processes are developed and selected to reduce waste.

③. On-site work environment measurement

When implementing the work environment measurement, the Company formulates a work environment measurement plan that includes sampling strategies. The process begins with basic data collection, raw materials, process flow, hazards inventory. Similar exposure group is determined through observations, interviews, and investigations. Then, sampling and measurement are conducted for the greatest possible exposure, including

exhaust emissions, noise levels, organic solvents, lead (Pb)…

(3) Related operations and controls

①. Insured labor insurance, health insurance and group insurance for employees.

②. The "Occupational Disease Prevention and Control Management Measures" has been established. All employees are arranged for general health checkups every two years, and employees engaged in lead operations and ionizing radiation inspections are arranged for health examinations for special operations once a year to ensure the personal safety of employees.

③. The "Safety and Health Work Code" has been established, which regulates and educates employees how to safely and correctly operate machinery and equipment (including tools) to protect their work safety.

④. According to the ISO 9001 quality management system, regular maintenance and inspection of machines and instruments are carried out to maintain their normal operation and avoid machinery and equipment failures and industrial safety incidents.

⑤. According to the ISO 14001 environmental management system, the quality of the environment, air, and water is monitored and managed to maintain a good working environment.

⑥. According to IECQ QC-080000 Hazardous Substance Process Management System, corresponding measures are taken for internationally regulated hazardous substances and customer-specific requirements to comply with the regulations of green products.

⑦. The quality of drinking water is inspected every three months to ensure healthy drinking water for employees.

⑧. In response to emergencies such as earthquakes, floods, chemical tank rupture and leakage, exhaust gas treatment equipment failure, X-ray radiation leakage, an emergency response team has been established to conduct regular training and drills every year to avoid or reduce the damage to employees during disasters.

⑨. A self-defense fire brigade has been established with a command team, notification team, fire extinguishing team, evacuation guidance team, safety protection team, and first aid team. Fire safety lectures and escape drills are held regularly once a year or irregularly in cooperation with the building management committee to ensure the safety of the working environment and the personal safety of employees.

4.5.2 Disclosure of losses arising from labor disputes in the most recent fiscal year and up to the date of annual report publication (including violations of the Labor Standards Act identified in labor inspections, with details of date, reference number, violated provisions, violation description, and disposition), and estimated current and potential future losses and response measures

Since its establishment, the Company has been adhering to the management philosophy of "labor-management harmony". Over the years, it has established a good and stable corporate culture and working environment. It has not suffered losses due to labor disputes in the most recent year and as of the publication date of the annual report., The labor-management relationship is harmonious. In the future, the Company will continue to work hard to expand various management regulations, benefits, systems, etc., to seek more and better rights and obligations for all colleagues, and to create better performance and profits for the Company.

4.6 Information Security Management

4.6.1 Describe the information security risk management framework, the information security policy, the specific management plan and the resources invested in the information security management, etc.

1. Information security Risk Management Framework

   In view of the potentially immeasurable losses caused by information security risks, the Company has established a cross-departmental Information Security Management Team, convened by the General Manager, to effectively implement the information security policy and related management plans. The Information Technology Department is responsible for leading and planning the security management of information operations, including the establishment and maintenance of the information security management system, formulating and enforcing relevant policies for information security and protection, risk management, and compliance audits. Other relevant departments cooperate in execution. Through clearly defined organizational responsibilities and task assignments, the information security management system is implemented and operated systematically and structurally to develop policies and preventive measures required for information security. The Information Security Management Team convenes an annual information security review meeting to examine the results of security risk analysis and evaluate the corresponding protective measures and strategies adopted by the Company to ensure the continued effectiveness of the information security management system. The team’s organizational structure and responsibilities are as follows:

   (1) Convener: The highest-ranking member of the team, served by the General Manager, responsible for approving the information security policy, providing resources, and reviewing major security initiatives.

   (2) Chief Information Security Officer (CISO): Served by the Vice General Manager of the Information Technology Department, responsible for formulating the information security policy and planning, coordinating, implementing, reviewing, and improving the information security management system.

   (3) Information Security Handling Team Members: Composed of members from

each business unit's security teams, responsible for planning and implementing various security control measures to protect information assets, including risk assessment, risk treatment, and execution of information security controls.

2. Information Security Policy

In order to ensure the goal of information security, and to implement the awareness and action principles of information security, the Company can establish and maintain its information security management system. The policy objectives for establishing information security are as follows:

(1) Ensure confidentiality of information assets

① Prevent unauthorized personnel from accessing the Company's information resources.

② Protect sensitive data from leakage or improper disclosure.

(2) Maintain the integrity of information assets

① Ensure data accuracy and consistency during transmission, storage, and processing.

② Prevent data from being tampered with or damaged due to malicious actions or system errors.

(3) Enhance the availability of information systems

① Ensure that critical systems and services operate normally when required for business operations.

② Minimize downtime caused by security incidents or system failures.

(4) Ensure regulatory compliance

① Comply with domestic and international information security laws and industry standards (e.g., ISO 27001, NIST CSF).

② Ensure that the Company's information security practices meet the expectations of business partners and customers.

(5) Improve incident response capabilities

① Establish effective mechanisms for the detection, reporting, and response to information security incidents.

② Minimize the impact of such incidents on business operations and accelerate recovery.

(6) Enhance employee awareness of information security

① Conduct regular security awareness training to keep employees informed of the latest threats and preventive measures.

② Foster a culture of active participation in information security across all employees.

(7) Promote continuous improvement

① Regularly evaluate and enhance information security measures to respond to emerging threats.

② Leverage audit and analysis results to optimize security management processes and technical solutions.

3. Specific management plan

(1) Regularly review the Company's information hardware and environment to ensure the prevention of possible information security management risks.

(2) Regularly assess the risks of internal man-made and external environment changes that may endanger the security of the Company's information and communication to ensure the stable operation of the Company's operations.

(3) Establish and enhance the information security risk awareness of the Company's employees, so as to ensure that all colleagues actually follow information security-related regulations and prevent possible information security risks.

(4) Security control of network services: Network users are only allowed to access network resources within the scope of their authorization.

(5) Management of network information: Business data or documents classified as sensitive or confidential must not be stored in public data areas. If there is a special need to do so, enhanced security control mechanisms must be implemented.

(6) Network connection operation: Measures such as segmented zones, information concealment, and service restrictions are adopted to ensure network security.

(7) Network system channel configuration: The planning of network segmentation must comply with the requirements for physical separation between internal and external networks.

(8) Network security management operations: Firewalls (routers) must be used to separate application service system networks from the Internet.

(9) The Company maintains active participation in external cybersecurity organizations, such as the Taiwan Computer Emergency Response Team/Coordination Center (TWCERT), to collect early warning intelligence and stay abreast of potential threats and vulnerabilities.

(10) To enhance employees' cybersecurity awareness, the Company regularly conducts internal cybersecurity training sessions. These sessions aim to communicate information security policies and key compliance requirements

under the Cyber Security Management Act. Through trend analysis and case studies, employees are equipped with the knowledge needed to identify risks and avoid potential legal liabilities, thereby ensuring continuous improvements in information security governance and defense capabilities. In 2024, the key topics covered in the training sessions included the importance of information security, cybersecurity trends, real-life cases of personal data breaches and social engineering, ransomware and DDoS attacks, as well as security measures for mobile devices and endpoint protection.

(11) The Company also works closely with its long-term legal advisors to reinforce the legal framework for its information security practices.

4. Resources invested in information security management

(1) To ensure the security of its information systems, the Company has established a cross-departmental Information Security Management Team, led by the Information Security Officer (the Vice General Manager of the IT Department). This officer is responsible for formulating information security policies and for planning, coordinating, implementing, reviewing, and improving the information security management system. The team includes four additional members, who are responsible for planning and implementing various security control measures to safeguard information assets and continuously enhance information security.

(2) One information security review meeting was convened in 2024.

(3) Internal information security training sessions were held, totaling 84 personnel-hours in 2024.

(4) The Company obtained ISO/IEC 27001 Information Security Management System certification, with no major findings during related security audits.

(5) Cybersecurity personnel participated in training courses, totaling 12 personnel-hours in 2024.

(6) The Company continued to conduct disaster recovery drills. In 2024, the scenario involved a simulated failure of ERP and ERPII host systems resulting in service interruption. The systems were restored using daily backup data via backup software, and a business continuity drill report was issued upon completion.

(7) In 2024, no major cybersecurity incidents or losses occurred, and no complaints were received regarding breaches of customer privacy or loss of customer data.

4.6.2 List the losses, possible impacts and countermeasures suffered due to major information security incidents in the most recent year and as of the publication date of the annual report. If it is impossible to estimate reasonably, the fact that it cannot be reasonably estimated shall be stated.

In the most recent (2024) year and as of the date of publication of the annual report, the Company has not experienced any major information security incidents, and therefore has not suffered any related losses.

4.7 Material Contracts

Contract type	Counterparty	Contract duration	Key terms	Restrictive clauses
Short-term loan contract	Mega International Commercial Bank Neihu Branch	2024/07/01 – 2025/06/30	Short-term loan facility of NT$70 million. Pledged time deposits required as follows: under NT$20 million – 30%; NT$20–40 million – 50%; above NT$40 million – 100%.	None
Short-term loan contract	Taiwan Cooperative Bank Baoqiao Branch	2024/10/28 – 2025/10/28	Short-term loan facility of NT$60 million secured by mortgage on the 6F., No. 2 and No. 4, Aly. 1, Ln. 235, Baoqiao Rd., Xindian Dist..	None

V. Review of Financial Conditions, Financial Performance, and Risk Management

5.1 Analysis of Financial Status

Unit: NT$ thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Current assets	292,475	305,913	(13,438)	(4.39)
Investment using the equity method	48,399	60,715	(12,316)	(20.28)
Property, Plant and Equipment	267,639	274,832	(7,193)	(2.62)
Intangible assets	4,809	5,773	(964)	(16.70)
Other assets	39,394	65,986	(26,592)	(40.30)
Total assets	652,716	713,219	(60,503)	(8.48)
Current liabilities	66,976	63,091	3,885	6.16
Non-current liabilities	98,824	84,480	14,344	16.98
Other liabilities	-	-	-	-
Total liabilities	165,800	147,571	18,229	12.35
Capital	916,288	916,288	-	-
Capital surplus	60,654	60,849	(195)	(0.32)
Retained earnings	(482,123)	(420,494)	61,629	14.66
Total Stockholders' Equity	486,916	565,648	(78,732)	13.92%

Analysis of changes in financial ratios:

1. Total assets: As of the end of 2024, total assets decreased by NT$60,503 thousand compared to 2023. This was mainly due to a decrease of NT$12,316 thousand in investments accounted for using the equity method and NT$12,288 thousand in net defined benefit assets.

   In addition, current assets and non-current assets decreased by NT$13,438 thousand and NT$47,065 thousand, respectively, which were the main reasons for the decline in total assets.
2. Total liabilities: As of the end of 2024, total liabilities increased by NT$18,229 thousand compared to 2023, mainly due to an increase of NT$22,000 thousand in accounts payable to shareholders of consolidated subsidiaries.
3. Total shareholders’ equity: As of the end of 2024, total shareholders’ equity decreased by NT$78,732 thousand compared to the end of 2023. This was primarily due to an increase of NT$61,629 thousand in accumulated deficit to be offset and a decrease of NT$16,337 thousand in non-controlling interests.

5.2 Analysis of Financial Performance

5.2.1 Comparative analysis of business results

Unit: NT$ thousands

Item \ Year	2024	2023	Increase (Reduce) amount	Change ratio %
Net Sales	293,682	267,153	26,529	9.93
Cost of Sales	221,722	223,022	(1,300)	(0.58)
Gross profit	71,960	44,131	27,829	63.06
Operating Expenses	136,796	130,763	6,033	4.61
Operating net profit (loss)	(64,836)	(86,632)	21,796	25.16
Total non-operating income and expenses	(18,066)	(6,166)	(11,900)	(192.99)
Net profit (loss) before tax	(82,902)	(92,798)	9,896	10.66
Income tax benefits (expenses)	(48)	(112)	64	57.14
Net profit (loss) for the period	(82,950)	(92,910)	9,960	10.72

Analysis and explanation of changes in the increase or decrease ratio in the last two years:

1. Operating revenues: In 2024, the Company's sales revenue increased by NT$26,529 thousand (9.93%) compared to 2023. This growth was primarily driven by stronger demand for cybersecurity hardware and software in 2024, with the total sales of the Storage Business Group rising by NT$15,876 thousand. Additionally, revenue from wireless communication and digital electronic products increased by NT$7,884 thousand compared to 2023, contributing significantly to the overall revenue growth.
2. Operating costs: Operating costs slightly decreased by NT$1,300 thousand (0.58%) in 2024 compared to 2023. The decline was mainly due to lower production costs in the Wireless Communication Business Group, which focused on mature process products.
3. Operating expenses: Operating expenses in 2024 increased by NT$6,033 thousand compared to 2023, mainly due to an NT$3,033 thousand increase in administrative expenses.
4. Operating net profit (loss): The Company recorded a lower operating loss in 2024 compared to 2023, with an improvement of NT$21,796 thousand. This was primarily due to a gross profit increase of NT$27,829 thousand year-on-year.
5. Non-operating income and expenses: In 2024, non-operating expenses increased by NT$11,900 thousand compared to 2023. This was mainly due to an increase of NT$6,398 thousand in goodwill impairment losses and an increase of NT$3,962 thousand in the share of losses recognized from equity-method investees. These were the primary reasons for the year-on-year increase in non-operating expenses.

5.2.2 Expected sales volume and its basis

The Company's expected sales volume for 2025 is compiled based on reasonable assumptions such as the Company's business strategy, operating goals and budgets of each unit, and taking into account the overall industry prospects and development trends and operating performance over the years. The estimated sales volume is as follows:

Memory Business Group:

Unit: Thousands Strip/Thousands piece

Main products	Estimated sales volume in 2025
DRAM module	52,000
Integrated circuits	1,127,700
Total	1,179,700

Storage Business Group:

Unit: Units

Main products	Estimated sales volume in 2025
Disk array - EP series	196
Commodity	1,455
Total	1,651

5.2.3 Potential Impact on the Company’s Future Financial Operations and Response Plans

Looking ahead to the memory market in 2025, demand for memory has been slowing down from the fourth quarter of 2024 to the first half of 2025. Under the influence of global economic variables and the slowdown in the introduction of high-end memory due to the lack of urgency in upgrading specifications at the application end, as well as the related industry's conservative wait-and-see approach to the recovery of end-market demand and the general unwillingness to actively stock up, the situation in which supply exceeds demand remains relatively obvious. However, with the continuous development of high-end applications such as AI and cloud servers, as well as the control of output by upstream suppliers, the future outlook of the memory market is not bleak. Therefore, overall, the Company's financial structure is sound under the policy of low debt operation, which is sufficient to meet the Company's future business needs.

5.3 Cash Flow

5.3.1. Analysis of recent annual cash flow changes

Unit: NT$ thousands

Item	2024	2023	Increase (Reduce) percentage
Cash flow from operating activities	(21,970)	(57,199)	61.59%
Cash flow from investing activities	14,227	(22,208)	164.06%
Cash flow from financing activities	17,177	26,667	(35.59)%

1. Operating activities: Net cash outflows from operating activities in 2024 decreased by NT$35,229 thousand compared to 2023. This was mainly due to a decrease in pre-tax net loss by NT$9,896 thousand, a reduction in contract assets by NT$7,994 thousand, a decrease in net inventory by NT$4,310 thousand, and an increase in other operating assets by NT$14,349 thousand compared to 2023.
2. Investing activities: Cash inflows from investing activities increased by NT$36,435 thousand in 2024 compared to 2023, primarily due to an increase of NT$11,088 thousand from the disposal of financial assets measured at amortized cost and a decrease of NT$15,600 thousand in investments in equity-method investees (specifically, the investment in Prospect) compared to 2023.
3. Fund-raising activities: Net cash inflows from financing activities decreased by NT$9,490 thousand in 2024 compared to 2023, mainly due to an increase of NT$22,000 thousand in shareholder transactions with Morelink Technology Corporation.

5.3.2. Cash Flow Liquidity Analysis for the Coming Year

Unit: NT$ thousands

Beginning cash balance (1)	Net cash flow from operating activities for the year (2)	Total annual cash inflow (outflow) (3)	Cash surplus (shortfall) (1)+(2)+(3)	Remedial measures for cash shortfall	
				Investment plans	Financing management plan
157,716	(22,000)	(15,000)	120,716	—	—

Cash flow liquidity analysis for the coming year:

Looking ahead to 2025, due to oversupply in China and weak demand, DRAM prices have seen a noticeable decline. In addition to sluggish growth in the PC market, poor electric vehicle (EV) sales have also been a key factor affecting DRAM prices. Moreover, there are reports that some Korean and U.S. semiconductor manufacturers may cease production of DDR3 and DDR4 within 2025, which would alter the market supply structure. he global memory market is currently facing the dual impact of price decline and supply-demand imbalance. While uncertainties remain in the DRAM market for 2025, adjustments on the supply side and the gradual increase in demand for AI PCs and servers provide a positive outlook for semiconductor revenue growth. As a result, the DRAM industry is expected to recover in the second half of the year. In addition, sales of cybersecurity software and hardware within the storage business segment continue to show a growth trend. Therefore, with a beginning cash balance of NT$157,716 thousand and an estimated net cash outflow of NT$22,000 thousand from operating activities, the company is expected to have sufficient funds to cover the total estimated annual cash outflow of NT$15,000 thousand.

5.4 Effect of significant capital expenditures on financial operations in the most recent year

The Company has no plans for major capital expenditures for 2024 and the next year, so it has no major impact on the financial business.

5.5 Investment Policy in the Last Year, Main Causes for Profits or Losses, Improvement Plans and Investment Plans for the Coming Year

The Company has no plans for major capital expenditures for 2024 and the next year, and the amount of profit or loss of reinvestment is small, so no improvement plan is applicable.

5.6 Analysis of Risk Management

5.6.1. Impact of interest rate fluctuations, exchange rate changes, and inflation on the company's profit and loss in the most recent fiscal year and up to the date of the annual report, and future countermeasures

A. Interest rate changes

Unit: NT$ thousands

Item	2024	2025 Q1
Interest income	1,262	154
Interest expense	3,163	822
Net profit (loss) after tax	(82,950)	(16,626)
(Interest expense - Interest income)/ Net profit after tax	2.29%	4.02%

(1) The impact of interest rate changes

As can be seen from the above table, the ratio of net interest expense deducting interest income to net profit after tax in 2024 and up to the first quarter of 2025 is 2.29% and 4.02%, respectively, indicating that changes in interest rates pose a lower risk to the Company, As the Company has no short-term borrowings at the end of 2024 and the end of the first quarter of 2025, there is no cash flow risk arising from changes in interest rates.

(2) Response measures to changes in interest rates

In terms of measures in response to changes in interest rates, the Company has dedicated staff to maintain close interaction with banks, and will use various financial instruments (such as the issuance of convertible corporate bonds or cash capital increase) at appropriate times to reduce the risk of interest rate changes.

B. Exchange rate changes

Unit: NT$ thousands

Item	2024	2025 Q1
Net conversion benefit (loss)	616	202
Net profit (loss) after tax	(82,950)	(16,626)
Net Sales	293,682	52,615
Net conversion benefit (loss)/ Net profit (loss) after tax	0.74	1.21
Net conversion benefit (loss)/ Net Sales	0.21	0.38

(1) The impact of exchange rate changes

As can be seen from the above table, the Company in 2024 and up to the first quarter of 2025, Net foreign exchange gains (losses) accounted for 0.74%, 0.21% and 1.21%、0.38 % of net profit (loss) after tax and Net Sales, respectively, indicating that changes in foreign exchange rates pose certain risks to the Company's profits and losses; However, the Company does not hold derivative financial products with exchange rate risk, and the Company also has capital

transactions for import and sales business denominated in foreign currencies, so the impact of market exchange rate changes on the Company is still limited.

(2) Measures to respond to exchange rate changes

In response to exchange rate changes, the following specific measures are mainly adopted:

① As current sales customers mainly pay in U.S. dollars, the Company also uses U.S. dollars as the payment currency for major purchasers. The natural hedging effect is achieved by offsetting receipts and payments. The remittance of sales depends on actual capital needs and exchange rates. In case of changes, it is decided to convert to NTD or deposit in a foreign exchange deposit account. Purchase payment will consider foreign currency derived from foreign sales or choose the opportunity to pre-purchase foreign currency to pay for imported raw materials according to exchange rate changes to reduce the impact of exchange rate changes.

② In accordance with the "Procedure for the Acquisition and Disposal of Assets" established by the Company, depending on market conditions, the Company sells forwards or establishes option positions and adjusts hedging ratios on an opportunistic basis to minimize the impacts of exchange rate fluctuations by controlling foreign exchange rate risks to a certain level.

C. Inflation

(1) The impact of inflation

In accordance with the "Procedure for the Acquisition and Disposal of Assets" established by the Company, depending on market conditions, the Company sells forwards or establishes option positions and adjusts hedging ratios on an opportunistic basis to minimize the impacts of exchange rate fluctuations by controlling foreign exchange rate risks to a certain level.

(2) Countermeasures against inflation

In addition to paying attention to market price fluctuations at all times, and maintaining good interaction with suppliers and customers, the Company has not had a major impact due to inflation in recent years, and the interest rate on deposits is still maintained at a relatively low level., The short-term will not pose a serious risk of inflation, so it has no significant impact on the Company's profit and loss.

5.6.2. Policies on engaging in high-risk, high-leverage investments, loans to others, endorsements and guarantees, and derivative transactions in the most recent fiscal year and up to the date of the annual report, along with the main reasons for any profits or losses and future countermeasures

The Company does not engage in high-risk, high-leverage investments, fund loans to others, endorsements, and derivatives transactions; in addition, the Company has established " Procedure for the Acquisition and Disposal of Assets" to regulate the risks of derivatives transactions The management system has no impact on the Company's profit and loss.

5.6.3. Future R&D plans and estimated R&D expenses in the most recent fiscal year and up to the date of the annual report

Memory Business Group:

Research Projects	Current progress	Expected Research Expenditure	Expected Completion Schedule	Major Risk Factors
PC5-6200 UnBuffer DIMM series module	Product specification definition stage	2,000	2025/07	The launch schedule of the new platform

Storage Business Group:

Unit: NT$ Thousand

Research Projects	Current progress	Expected Research Expenditure	Expected Completion Schedule	Major Risk Factors
Intel Raptor Lake chipset platformiSCSI/NAS Server Storage Network storage server	Product software under development	1,500	2025/Q4	New chipset platform CPU & MB

5.6.4. Impact of major domestic and international policy and legal changes on the company’s financial and business operations in the most recent fiscal year and up to the date of the annual report, and corresponding countermeasures

The Company's most recent year and as of the publication date of the annual report have not been affected by changes in important domestic and foreign policies and laws that have an impact on the Company's financial business.

5.6.5. Impact of technological changes (including information security risks) and industry developments on the company's financial and business operations in the most recent fiscal year and up to the date of the annual report, and corresponding countermeasures

In order to respond to industrial changes in market demand due to technological changes, the Company not only adjusts its product mix dynamically according to market demand, but also uses a diversified and cross-industry business model to diversify risks. In addition, in

terms of information security risks, the information security policy and specific management plan have also been formulated to respond (please refer to the information security management on page 177–180). Therefore, technological changes and industrial changes should have no significant adverse impact on the Company's financial business.

5.6.6. Impact of corporate image changes on crisis management and corresponding countermeasures in the most recent fiscal year and up to the date of the annual report

The Company has always adhered to the concept of stable operation and the first emphasis on integrity. Regardless of internal management or external transactions, it abides by laws and regulations and treats fairly. There has been no incident that could affect the corporate image, so there is no corporate image change to corporate crisis management risk Doubts.

5.6.7. Expected benefits, potential risks, and countermeasures of mergers and acquisitions in the most recent fiscal year and up to the date of the annual report

The Company has not engaged in mergers and acquisitions in the most recent year and as of the publication date of the annual report, so there is no expected benefit and possible risks of this.

5.6.8. Expected benefits, potential risks, and countermeasures of plant expansion in the most recent fiscal year and up to the date of the annual report

As of the date of publication of the annual report, the Company has no plans to expand the plant, so there is no expected benefit and possible risks of this.

5.6.9. Risks arising from procurement or sales concentration and corresponding countermeasures in the most recent fiscal year and up to the date of the annual report

(1) In order to avoid the risk of concentration of sales and increase profitability, in addition to long-term commitment to the balanced layout of the market to diversify risks, the Company is still committed to developing other distributors in new markets. At the same time, after merging with Proware Technology, the market and customers Adjust and diversify to reduce the concentration of sales, so the Company should have no risk of concentration of sales.

(2) In order to ensure a competitive advantage and avoid the risk of over-concentration of purchases, the Company is committed to establishing stable cooperative relations with various domestic and foreign semiconductor manufacturers, semiconductor distributors and computer system manufacturers. The procurement strategy is based on the principle of decentralizing purchase sources. To ensure the stability of the source of supply, the Company's current source of supply is still stable, and the risk of concentrated purchases should be limited.

5.6.10. Impact, risks, and response measures related to significant share transfers or changes involving directors, supervisors, or major shareholders holding more than 5% of shares during the most recent fiscal year and up to the date of the annual report

As of the date of publication of the annual report, directors or major shareholders holding more than 5% of the Company's shares, only Trump Gain Investments Ltd has transferred all of his shares to the new director nominee of the 2025 general election of directors, TAI XIN Corp., as a result of the shareholding plan, and there has been no large-scale transfer or replacement of equity. Therefore, there are no possible risks arising from this.

5.6.11. Impact, risks, and countermeasures related to changes in management control in the most recent fiscal year and up to the date of the annual report

The Company has no circumstances under which the management rights have changed, so there is no such possible risk.

5.6.12. Material litigation or non-litigation matters in the most recent fiscal year and up to the date of the annual report

(1) If the Company, during the most recent fiscal year and up to the date of publication of the annual report, has been involved in any significant litigation, non-litigation, or administrative disputes that have been concluded or are still pending, and the outcome of which may have a material impact on shareholders' rights or the price of its securities, the nature of the dispute, amount involved, commencement date, principal parties, and current status as of the date of the annual report shall be disclosed: The Company has no such matters, and therefore this is not applicable.

(2) If any of the Company’s directors, supervisors, general manager, de facto responsible persons, major shareholders holding more than 10% of shares, or subsidiaries have been involved in any significant litigation, non-litigation, or administrative disputes during the most recent fiscal year and up to the date of the annual report, and the outcome of which may have a material impact on the Company's shareholders' rights or the price of its securities, the nature of the dispute, amount involved, commencement date, principal parties, and current status as of the date of the annual report shall be disclosed: The Company has no such matters, and therefore this is not applicable.

5.6.13. Other significant risks and response measures during the most recent fiscal year and up to the date of the annual report

(1) Risk management organizational structure

In order to properly implement risk management across all departments and operations, and to ensure that all business developments are guided by risk-oriented thinking for effective execution, supervision, and improvement, the Company has established a Risk Management Policy and Procedures. These serve to standardize the processes of risk identification, assessment, decision-making, and the monitoring and improvement

of outcomes, thereby guiding the Company's overall risk management practices and ensuring the achievement of its business objectives. Additionally, the internal audit unit reviews, assesses, and proposes preventive and corrective measures for existing or potential operational risks, thereby serving as the second line of defense in risk management. In the annual audit review report, the conclusions from audit findings and self-assessments of the internal control system are integrated. The results of the risk assessment are then included in the audit report presented to the Board of Directors, serving as the basis for developing and implementing a "risk-oriented" annual audit plan. Risk management framework and roles/responsibilities are as follows:

A. Risk management supervision unit: Comprising the Audit Committee under the Board of Directors, the Risk Management Team is responsible for overseeing risk management. Through the involvement of the Audit Committee and senior management, risk management is aligned with corporate strategy and objectives. The team defines key risk items, enhances the comprehensiveness, forward-looking nature, and completeness of risk identification results, and promotes corresponding risk control and response measures throughout the Company to reasonably ensure the achievement of strategic goals.

B. General Manager's Office: Responsible for planning, executing, and supervising risk management affairs, introducing and promoting risk management techniques throughout the Company. By managing risks, the aim is to prevent or reduce undesirable outcomes and to achieve the Company’s expected results and continuous improvement goals.

C. Quality Management Units: Responsible for applying risk management concepts and techniques to their operations, evaluating risks and opportunities within their respective departments, and formulating corresponding response measures to mitigate risks. They are also tasked with implementing and tracking those measures.

D. Risk review meeting: Convened by the management representative and composed of department heads, these meetings define the risk acceptance policy, regularly review risk management activities, and ensure the appropriateness and effectiveness of the risk management process.

(2) Information security risk assessment analysis and specific management plan

The Company has established a comprehensive network and computer security protection system to control and maintain critical business functions such as manufacturing operations and accounting. However, it cannot guarantee that its computer systems are fully immune to cyberattacks from third parties that may paralyze its systems, such as Distributed Denial of Service (DDoS) attacks, ransomware, social engineering attacks, or phishing websites. Such attacks may infiltrate the Company’s internal network through unlawful means, causing

operational disruption and damaging corporate reputation. In the event of a severe cyberattack, the Company may lose important data or experience production halts if the issue cannot be promptly resolved. The Company regularly reviews and evaluates its cybersecurity policies and procedures annually to ensure their appropriateness and effectiveness. However, it cannot guarantee that the Company will remain unaffected by ever-evolving cybersecurity threats and attacks. Cyberattacks may also aim to steal the Company's trade secrets, other intellectual property, or confidential information, such as proprietary data from clients or stakeholders, as well as employees' personal information. Malicious hackers may attempt to introduce viruses, destructive software, or ransomware into the Company's network to disrupt operations, extort the Company by taking control of its systems, or access sensitive information. Such incidents may result in financial losses due to delayed or interrupted order fulfillment, or lead to substantial costs for implementing remedial and improvement measures to strengthen cybersecurity systems. They may also expose the Company to significant legal liabilities due to potential breaches of confidentiality involving client or third-party data, resulting in lawsuits or regulatory investigations.

As of 2024 and up to the date of this annual report, the Company has not experienced or identified any major cyberattacks or incidents that have had or may have a significant adverse impact on its business and operations. It has also not been involved in any related legal proceedings or regulatory investigations.

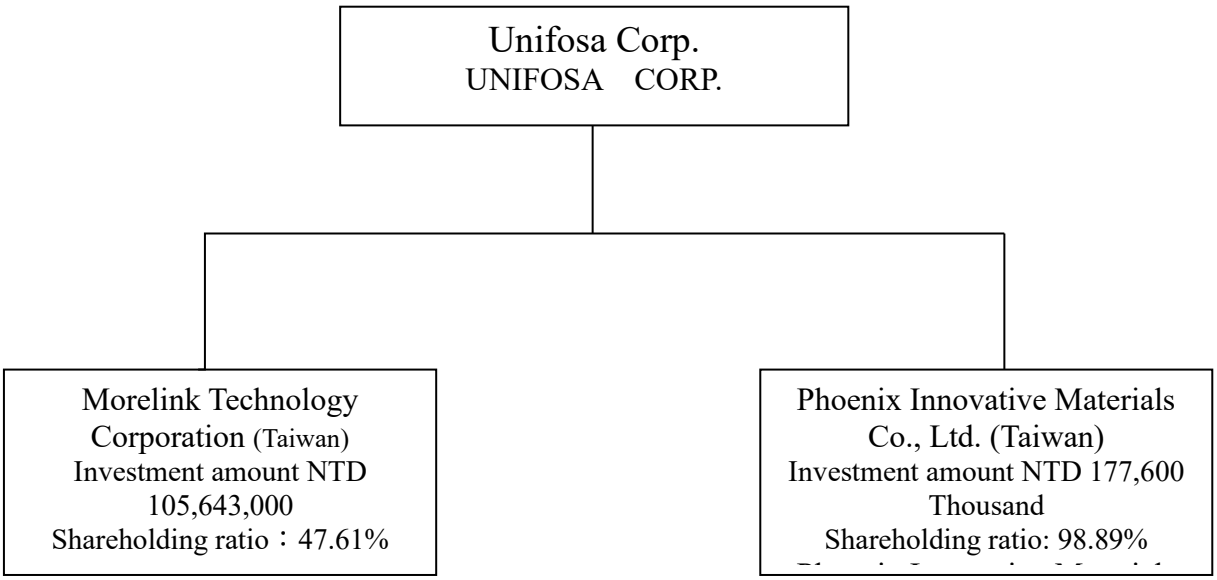
To enhance information security management, the internal audit function has developed a "Cybersecurity Inspection Control Procedure" to execute security oversight. Additionally, a "Personal Data Protection Management Procedure" has been implemented to rigorously manage data usage and safeguard information. Measures such as firewalls and file encryption systems have been adopted to control and audit access rights and activity logs of relevant personnel, thereby reducing cybersecurity risks. The Company's future objectives include establishing complete cybersecurity protocols, conducting regular security assessments, obtaining international cybersecurity certifications, and continuously strengthening defenses and building coordinated security response mechanisms.

5.7 Other important matters: None.

VI. Special Disclosure

6.1 Summary of Affiliated Companies

6.1.1 Organization Chart of Affiliated Enterprises



6.1.2 Basic information of each affiliated company

December 31, 2024
Unit: NT$ Thousand

Company Name	Date of establishment	address	Paid-in capital	Main business or production items
Phoenix Innovative Materials Co., Ltd.	2018.01.05	3F, No.3, Alley 22, Lane 513, Jui Kuang Rd., Nei-Hu, Taipei, Taiwan, R.O.C.	179,600	Plastic film and other high-tech chemical materials manufacturing
Morelink Technology Corporation	2010.09.27	3F, No.5, Alley 22, Lane 513, Jui Kuang Rd., Nei-Hu, Taipei, Taiwan, R.O.C.	200,700	Wireless communication machinery and equipment manufacturing, electronic component manufacturing, telecommunications equipment wholesale and retail, electronic materials wholesale and retail, telecommunications control radio frequency equipment input and international trade, etc.

6.1.3 Those who are presumed to have control and subordination in accordance with Article 369-3 of the Company Act: None.

6.1.4 Information on directors, supervisors and general managers of related companies

Unit: share; %

Company Name	Title	Name or Representative	Shareholding	
			Number of shares	Shareholding ratio
Phoenix Innovative Materials Co., Ltd.	Chairman	Legal person of Unifosa Corp. Director representative: Ching Jong Chen	17,760,000	98.89%
	General Manager	Shih Tang Wu	0	0%
	Director	Legal person of Unifosa Corp. Director representative: Tsang An Chiang	17,760,000	98.89%
	Director	Legal person of Unifosa Corp. Director representative: Shih Tang Wu	17,760,000	98.89%
	Supervisors	Min Hsien Lee	0	0%
Morelink Technology Corporation	Chairman	Tsang An Chiang	815,000	4.06%
	General Manager	Yung Ting Lee	632,100	3.15%
	Director	Legal person of Unifosa Corp. Director representative: Ching Jong Chen	9,556,310	47.61%
	Director	Legal person of Unifosa Corp. Director representative: Wu Hsing Hsiao	9,556,310	47.61%
	Director	Legal person of Unifosa Corp. Director representative: Da Wei Hhieh	9,556,310	47.61%
	Director	Yung Ting Lee	632,100	3.15%
	Supervisors	Jade Hu	0	0%

6.1.5 Overview of operations of related companies

December 31, 2024

Unit: NT$ Thousand

Company Name	Capital	Total assets	Total liabilities	Net worth	Operating revenue	Operating profit	Current profit and loss(After tax)	Earnings per share(After tax) (NTD)
Phoenix Innovative Materials Co., Ltd.	179,600	38,461	5,601	32,860	5,637	(18,780)	(18,777)	(1.14)
Morelink Technology Corporation	200,700	125,897	120,177	5,720	79,579	(28,850)	(31,121)	(1.55)

6.1.6 Circumstances in which affiliated companies endorse guarantees, lend funds to others, and engage in derivative commodity transactions: None.

6.1.7 For related party transactions of each affiliated company: Please refer to the consolidated financial statements of the affiliated enterprises.

6.1.8 Consolidated business reports of related companies, consolidated financial statements of related companies, and relationship reports: For the "Consolidated Business Report of Affiliated Enterprises," please refer to the "Three Statements of Affiliated Enterprises" section in the e-book on the Market Observation Post System (MOPS).

6.2 Status of private placements of securities in the most recent fiscal year and up to the date of this annual report: The Company has no such matters, and therefore this is not applicable.

6.3 Other necessary supplementary explanations: None.

VII. Events in the most recent fiscal year and up to the date of this annual report that may have a significant impact on shareholders' equity or the market price of securities, as defined under Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act: None.

Unifosa Corp.
Declaration of Internal Control System

Date: February 25, 2025

The Company's internal control system for 2024, based on the results of self-inspection, hereby declares as follows:

A. The Company is sure that the establishment, implementation and maintenance of the internal control system is the responsibility of the Company's board of directors and managers, and the Company has established this system. Its purpose is to achieve the objectives of operation effectiveness and efficiency (including profitability, performance and asset safety protection, etc.), reporting reliability, timeliness, transparency, and compliance with relevant regulations and compliance with relevant laws and regulations, and provide reasonable To ensure.

B. The internal control system has its inherent limitations. No matter how perfect the design is, an effective internal control system can only provide a reasonable guarantee for the achievement of the above three objectives. Moreover, due to changes in the environment and circumstances, the effectiveness of the internal control system may change accordingly. However, the Company's internal control system has a self-monitoring mechanism. Once the defect is identified, the Company will take corrective action.

C. The Company judges whether the design and implementation of the internal control system are effective based on the judgment items of the effectiveness of the internal control system stipulated in the "Regulations Governing Establishment of Internal Control Systems by Public Companies" (hereinafter referred to as "Handling Guidelines"). The judgment items of the internal control system adopted in this " Handling Guidelines " are based on the process of management control, which divides the internal control system into five components: 1. Control environment; 2. Risk assessment; 3. Control activities; 4. Information and communications; 5. Monitoring activities. Each component includes several items. For the aforementioned items, please refer to the "Handling Guidelines".

D. The Company has adopted the above-mentioned internal control system judgment items to evaluate the effectiveness of the design and implementation of the internal control system.

E. Based on the evaluation results of the preceding paragraph, the Company believes that the Company's internal control system (including supervision and management of subsidiaries) as of December 31, 2024, includes understanding the effectiveness of operations and the extent to which efficiency goals are achieved, and the reporting system The design and implementation of the internal control system that is reliable, timely, transparent and in compliance with relevant regulations and relevant laws and regulations are effective, which can reasonably ensure the

achievement of the above objectives.

F. This declaration will become the main content of the Company's annual report and public brochure, and will be made public. If there is any false or concealed content in the above disclosure, it will involve legal liabilities under Article 20, Article 32, Article 171, and Article 174 of the Securities and Exchange Act.

G. This declaration was approved by the Company's board of directors on February 25, 2025. Among the eight directors present, all of them agreed with the content of this declaration and made a declaration.

Unifosa Corp.

Chairman: Ching Jong Chen

General Manager: Ching Jong Chen

Unifosa Corp.

Chairman: Ching Jong Chen