

Stock Code:8201



**Inventec Besta Co., Ltd.**

## **2024 Annual Report**

Notice to readers

This English version annual report is a summary translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English version and Chinese version, the Chinese version shall prevail.

**Taiwan Stock Exchange Market Observation Post System: <http://mops.twse.com.tw>**

**Company Website : <http://www.besta.com.tw>**

**Publication Date: April 18, 2025**

I. Names, Titles, Telephone Number, and Email Address of the Company's Spokesperson and Deputy

Spokesperson:

**【Spokesperson】**

Name: Lee, Wei-Cheng

Title: President

Tel: (02)7726-5111

E-mail: [PeterLee@besta.com.tw](mailto:PeterLee@besta.com.tw)

**【Deputy Spokesperson】**

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III. Name, Address, Website, and Telephone Number of the Share Registrar:

Name: Registrar and Transfer Agency Department of Taishin Securities Co., Ltd.

Address: B1F, No.96, Sec. 1, Jianguo N. Rd, Zhongshan Dist., Taipei City, Taiwan, R.O.C.

Tel: (02)2504-8125

Website: <http://www.tssco.com.tw/>

IV. Names, Accounting Firm, Address, Website, and Telephone Number of Independent Auditors for the

Most Recent Financial Report:

Names of Independent Auditors: Lien, Shu-Ling and Kuo, Rou-Lan

Name of Accounting Firm: KPMG Taiwan

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Tel: (02) 8101-6666

Website: <http://www.kpmg.com.tw>

V. Overseas Trading Places for Listed Negotiable Securities and the Inquiry Method of Overseas

Securities Information: None

VI. Corporate Website: <http://www.besta.com.tw>

# Inventec Besta Co., Ltd.

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# I. Letter to Shareholders

Ladies and gentlemen,

## 1.1 2024 Business Report

In 2024, the consolidated operating revenue was NT\$ 465,529 thousand, a decrease of 9.82% compared to 2023 consolidated operating revenue NT\$516,232 thousand; meanwhile, the consolidated operating loss was NT\$ 78,483 thousand, a decrease in loss of NT\$ 8,407 thousand, or 9.68 % compared with previous year. In addition, the net non-operating income of NT\$27,085 thousand, and the net loss after tax was NT\$54,587 thousand, a decrease of 16,378 thousand compared to 2023 net loss after tax NT\$ 70,965 thousand, consolidated loss per share after tax was NT\$0.88 in 2024.

In 2024, the Company continued to dedicate itself to business transformation, and the investment of R&D resources. Meanwhile, by consolidating resources, the Company kept engaging in the business of smart devices and enterprise services.

### 1.1.1 Smart devices business:

1. OBM brand business: Regarding the market for electronic dictionaries, we still invest needed minimum human resources to integrate the business of development, production, and logistics, thus producing products that are tailored to needs and suitable for domestic sales or exports. That products in the Taiwan market are sold online and sales representative offline. As for the overseas market, the Company mainly considers the needs of the local educational market.
2. Manufacturing and research and development services under the ODM/OEM business: The Company will intensify the research and development and manufacturing of the automotive aftermarket products and continue to research and develop rearview cameras, RFID handles, and parking sensors. Products have been successfully marketed and sold in the USA after markets. In addition, the Company has successfully produced multiple camera products certified by the CAPA; such products have successfully penetrated the automotive insurance market. The Company will intensify collaboration with strategic partners simultaneously and provide customized camera for vehicle fleet management systems to expand business opportunities. On the contract manufacturing front, the Company focuses on serving ODM customers by satisfying their needs by means of research and development, improvement in product quality, and integrate the production and production capacity.

### 1.1.2 Enterprise services business:

ICT and the distributor and agency of Cloud Services remain the core of the enterprise service business with focus on platforms solutions and customized software development project.

1. On ICT and the distributor and agency of Cloud Services, the Company will focus on the sales of existing major brand servers, AI servers, networking equipment, and storage servers, while also providing planning and construction services for public cloud, private cloud, hybrid cloud, AI platforms, and high efficiency computing platforms.

2. Keep investing in smart manufacture and traffic surveillance and control system and provide business partner with platforms solutions and customized software development.
3. On the software front, the sales of our proprietary Dr.eye products and the WPS products on an agency basis remain stable, but we are still trying to solicit the agency business of other enterprise software; we are looking forward to seeing the application of integrated hardware, software, and service present in multiple fields.

In 2024, the consolidated research and development expenses was NT\$76,297 thousand, constituting 16.39% of consolidated operating revenue and an increase of 11.40% compared with the previous year.

## 1.2 Business plan summary and the Company's development strategy in the future in 2025

In 2025, the Company will focus on the value brought by the smart devices business and enterprise services business and consolidate itself based on the foundation laid in 2024.

On smart devices business, the Company will keep investing in research and development, diversifying its automotive service items and penetrate the global markets, and improving every aspect of services from research and development, production, logistics, and customer service to provide customers with better services.

On enterprise services business, the Company will continue to broaden and deepen its integration services for enterprises; focus on the establishment of platforms like public cloud, private cloud, hybrid cloud, AI platforms, the high efficiency computing platforms by making use of components like ICT and cloud-based services, AI, and IoT; provide total solutions regarding vertical industries on the platforms; and expand the agency business and sales of enterprise application software.

The Company's development strategy in the future will focus on the following:

### 1.2.1 Product research and development strategy will focus simultaneously on smart devices business and enterprise services business:

1. On the smart devices business front, the Company will greatly increase the categories and items of automotive electronic parts; have more products to be sold to the insurance markets; and work with industry leaders to tap into the market for vehicle fleet management systems.
2. On the enterprise services business front, the Company will focus on products and services featuring an integration of the most cutting-edge technologies, e.g., ICT, cloud service, and AI.

### 1.2.2 Marketing strategy:

1. On automotive electronic, the Company will continue to work with global automotive before and after and develop into distribution channels in Taiwan PDI together; emphasize product quality certification and price-performance ratio; and expand distribution channels.
2. On enterprise services business front, the Company will intensify collaboration with industry peers on marketing and promote the awareness of key products and Besta's professional service capability.

3. On the front of quality and service, the Company will insist on the pursuit of satisfaction with its quality and services, so as to earn preference and trust from customers. On the front of enterprise services business, the Company will emphasize complete and excellent one-stop service, so as to earn trust from corporate customers.

1.2.3 On the marketing strategy front, the Company will, by leveraging own factories and working with subcontractor's factories, take hold of the research and development business and outsource the production; attach special importance to new product introduction and quality assurance; meet the stringent requires of customers in Global regarding quality certification; and strive to create product differentiation in order to increase the Company's profits.

1.3 The effect of external competition, the legal environment, and the overall business environment.

Facing the challenges arising from soaring new technological application and volatile international economic and political situations, Besta will aggressively transform and remake itself. Facing changes in the general environment, the Company will still uphold the principle of ethical corporate management and continue to accelerate product transformation, so as to create value for the Company. With the efforts from the team, the Company hope to make profits from its core business and give back to shareholders.

Chairman: Yang, Jen-Jye

President: Lee, Wei-Cheng

Accounting Officer: Hong, Yu-Yen

## II. Corporate Governance Report

### 2.1 Information on Directors, Supervisors and Presidents, Vice Presidents, Assistant Vice Presidents and Managers of Departments and Branches:

#### 2.1.1 Information on Directors:

2025.03.24

Title (Note 1)	Nationality or registered address	Name	Gender Age (Note 2)	Date elected	Term (Years)	Date first elected (Note 3)	Shareholding when elected		Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/ Work experience (Note 4)	Positions concurrently held in other companies at present	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remarks (Note 5)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation -ship	
Chairman	R.O.C	Yang, Jen-Jye	Male 61~70	2023.06.15	3	2017.06.20	-	-	-	-	-	-	-	-	Master in Computer Science, University of Houston, USA. Chairman of HP Taiwan Information Technology Ltd. Corporate Vice President of HP Information Pte. Ltd. Vice President of Hon Hai Precision Industry Co., Ltd. Senior Vice President of Inventec Corp.	Director of Inventec Besta (BVI) Co., Ltd. Director of Besta (Cayman) Co., Ltd. Chairman of Inventec Besta (XiAn) Co., Ltd. Chairman of Besta Digital Technology Co., Ltd.	-	-	-	-
Director	R.O.C	Director Representative of Inventec Corp.: Tseng, Ping- Jung	Male 71~80	2023.06.15	3	1993.02.15	23,404,962	37.52%	23,404,962	37.52%	-	-	-	-	Master in Business Administration, National Taiwan University of Science and Technology. Senior Vice President of Inventec Corp. Chairman of Inventec Besta Co., Ltd.	Director of Besta Digital Technology Co., Ltd.	-	-	-	-
							458,437	0.74%	458,437	0.74%	161,314	0.26%	-	-						
	R.O.C	Chang, Yiu- Lang	Male 61~70	2023.06.15	3	2023.06.15	-	-	-	-	-	-	-	-	Master in Business Administration, National Taiwan University. Vice President of Alpha Networks Inc. Director and President of Mizuho Bank Hong Kong Branch.	Vice President of Inventec Corp.	-	-	-	-
R.O.C	Lee, Wei-Cheng	Male 61~70	2023.06.15	3	2014.06.18	7,000	0.01%	7,000	0.01%	-	-	-	-	Master in Business Administration, National Taiwan University. Senior Manager of Inventec Corp.	Director and President of Inventec Besta (XiAn) Co., Ltd. Director of Besta Digital Technology Co., Ltd. President of Inventec Besta Co., Ltd.	-	-	-	-	

Title (Note 1)	Nationality or registered address	Name	Gender Age (Note 2)	Date elected	Term (Years)	Date first elected (Note 3)	Shareholding when elected		Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/ Work experience (Note 4)	Positions concurrently held in other companies at present	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remarks (Note 5)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation -ship	
Independent Director	R.O.C	Chen, Chin-Tsai	Male 71~80	2023.06.15	3	2020.06.18	-	-	-	-	-	-	-	-	Master in Public Administration, University of San Francisco, USA. Master in Accounting, Tamkang University, Taiwan. Honorary Doctorate, Tamkang University, Taiwan. Honorary Doctorate, Taipei Medical University, Taiwan. Director and President of Namchow Chemical Industrial Co., Ltd.	Note 6	-	-	-	-
	R.O.C	Liu, Kuo-Chao	Male 81~85	2023.06.15	3	2006.06.16	32,436	0.05%	32,436	0.05%	45,362	0.07%	-	-	Bachelor in Economics, Tunghai University, Taiwan. Master in Business Administration, Meiji University, Japan. Chairman of Taiwan Electrical Electronic Manufacturers' Association. Chairman of Importers and Exporters Association of Taipei.	Note 7	-	-	-	-
	R.O.C	Lai, Ming- Zhang	Male 71~80	2023.06.15	2	2021.07.15	1,300	0.00%	1,300	0.00%	-	-	-	-	Master in Electrical Engineering, National Taiwan University. President of TRUMPF Corp. President of Stronwi Corp. President of Inventec Malaysia Electrical Corp. Vice Chairman of Inventec Corp. Special Adviser and Member of Remuneration Committee of Inventec Corp. Independent Director and Member of Remuneration Committee of E- Ton Solar Tech Co., Ltd.	Convener and Member of Remuneration Committee of Inventec Besta Co., Ltd.	-	-	-	-

Note 1: A corporate shareholder shall list its title and representative separately; (if you are a corporate shareholder's representative, you shall indicate the corporate shareholder's title), and fill in the Table 2.1.1.1 below.

Note 2: Please list your actual age, or you may express your age in terms of interval, e.g. 41-50 years old or 51-60 years old.

Note 3: Please fill in the time when you first became a company director or supervisor, with a note indicating any interruptions thereof.

Note 4: Work experience of anyone in the table above that are related to their current positions, e.g., previous employment at the Company's CPA firms or affiliates, shall be disclosed with detailed job titles and responsibilities.

Note 5: Where the company's chairman and president or personnel with equivalent position (chief manager) are the same person, spouses, or relatives within one degree of kinship, please state the reasons, reasonability, necessity, and measures to be taken (e.g., increase the number of independent directors and have majority of directors not serving as employees or managerial officers).

Note 6: Chairman of WIN Semiconductors Corp., ITEQ Corp. and Bang Mao Investments Co., Ltd.; Vice Chairman of HIWIN Technologies Corp.; Director of Jiangsu Chainwin Agriculture and Animal Technology Co., Ltd., Jiangsu Chainwin Kang Yuan Agricultural Development Co., Ltd., Chainwin Biotech & Agrotech (Cayman Islands) Ltd., WinLux Biomedical Technology Co., Ltd., WIN Venture Capital Corp., WIN Earn Investment Corp., WIN Chance Investment Corp., Jiangsu Win Chance Agriculture Development Co., Ltd., Jiangsu Win Yield Agriculture Development Co., Ltd., Jiangsu Win Shine Agriculture Development Co., Ltd., Phalanx Biotech Group, Inc., WIN SEMI. USA, INC., Win Semiconductors Cayman Islands Co., Ltd., Jiangsu Chainwin Agriculture Development Co., Ltd., i-Chainwin Technology Co., Ltd.; Independent Director of Tong Hsing Electronic Ind., Ltd.; Supervisor of Excellence Sporting Goods Co., Ltd. and Comax Sporting Goods Co., Ltd.; Member of Remuneration Committee of Inventec Besta Co., Ltd.

Note 7: Chairman of Taiwan Testing and Certification Center., Honorary Chairman of Taiwan Institute of Electrical and Electronic Engineering., Chairman of Taiwan Teama Technology Co., Ltd., Chairman of The Giant Co., Ltd., Chairman of Hsinhoti Development Ltd.; Director of Tongya Telecommunication Industry Co., Ltd., and Member of Remuneration Committee of Inventec Besta Co., Ltd.

2.1.1.1 Major Shareholders of the Corporate Shareholders (the Corporate Shareholders of the Top10 shareholders):

2025.03.24

Name of the Corporate Shareholder (Note 1)	Major Shareholders of the Corporate Shareholders (Note 2)
Inventec Corp. (37.52%)	Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF (7.30%), Yeh, Kuo-I (4.92%), Lai-Chu Investment Co., Ltd. (3.81%), Shyh Shiunn Investment Corp. (3.59%), Fu Tai Investment Co., Ltd. (3.53%), Kuo Hsieh Investment Co., Ltd. (3.53%), Yuanta/P-shares Taiwan Dividend Plus ETF (3.35%), Yeh, Li-Cheng (3.27%), Lee, Tsu-Chin (3.23%), Yeh, Li-Quan (2.60%)

Note 1: For Directors and Supervisors who are corporate shareholder's representatives, the titles of said corporate shareholders shall be filled in.

Note 2: Please fill in the names of major shareholders of a corporate shareholder (the top ten ones in terms of shareholding) and their shareholding ratios. Please continue to fill in the Table 2.1.1.2 below if the aforesaid major shareholders are juridical persons.

Note 3: Where a corporate shareholder is not a corporate organization, the names of said shareholders and their shareholding ratios disclosed above are then the names of the investors or contributors (refer to the announcement of the Judicial Yuan for inquiry) and their respective investment or contribution ratios. If there are contributors passing away, note them with "deceased."

2.1.1.2 Major Shareholders of Institutional Shareholders:

2025.03.24

Name of the Institutional Shareholders (Note 1)	Major Shareholders of the Institutional Shareholders (Note 2)
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF (7.30%)	Cathay Financial Holding Co., Ltd. (100%)
Lai-Chu Investment Co., Ltd. (3.81%)	iSee Taiwan Foundation (49.90%), Cheng Han Investment Corp. (50.10%)
Shyh Shiunn Investment Corp. (3.59%)	Wen, Shih-Chih (35.45%), Wen, Shi-Yi (32.27%), Huang, Yue-Min (9.96%)
Fu Tai Investment Co., Ltd. (3.53%)	First Generation Investment Corp. (100%)
Kuo Hsieh Investment Co., Ltd. (3.53%)	First Generation Investment Corp. (100%)
Yuanta/P-shares Taiwan Dividend Plus ETF (3.35%)	Yuanta Financial Holding Co., Ltd. (74.71%)

Note 1: As in Table 2.1.1.2 above, an institutional shareholder shall indicate the title of said corporate.

Note 2: Please fill in the names of major shareholders of an institutional shareholder (the top ten ones in terms of shareholding) and their shareholding ratios.

Note 3: Where a corporate shareholder is not a corporate organization, the names of said shareholders and their shareholding ratios disclosed above are then the names of the investors or contributors (refer to the announcement of the Judicial Yuan for inquiry) and their respective investment or contribution ratios. If there are contributors passing away, note them with “deceased.”

2.1.1.3 Information on Professional Qualification of the Independence Directors:

2025.03.24

Name	Conditions Professional qualifications and experience (Note 1)	Independence Status (Note 2)	Number of other public companies in which the individual is concurrently serving as an independent director
Yang, Jen-Jye (Chairman)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Computer Science, University of Houston, USA.</li> <li>• Previously served as Chairman of HP Taiwan Information Technology Ltd.; Corporate Vice President of HP Information Pte. Ltd.; Vice President of Hon Hai Precision Industry Co., Ltd.; Senior Vice President of Inventec Corp.</li> <li>• Currently served as Chairman of the Company.</li> <li>• Specialized in industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Not applicable.	0
Tseng, Ping-Jung (Director Representative of Inventec Corp.)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Business Administration, National Taiwan University of Science and Technology.</li> <li>• Previously served as Senior Vice President of Inventec Corp. and Chairman of the Company.</li> <li>• Specialized in accounting, finance, industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Not applicable.	0
Chang, Yiu-Lang (Director)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Business Administration, National Taiwan University.</li> <li>• Previously served as Vice President of Alpha Networks Inc. and Director and President of Mizuho Bank Hong Kong Branch.</li> <li>• Currently served as Vice President of Inventec Corp.</li> <li>• Specialized in accounting, finance, industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Not applicable.	0

Conditions Name	Professional qualifications and experience (Note 1)	Independence Status (Note 2)	Number of other public companies in which the individual is concurrently serving as an independent director
Lee, Wei-Cheng (Director)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Business Administration, National Taiwan University.</li> <li>• Previously served as Senior Manager of Inventec Corp.</li> <li>• Currently served as President of the Company.</li> <li>• Specialized in industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Not applicable.	0
Chen, Chin-Tsai (Independent Director)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Public Administration, University of San Francisco, USA.</li> <li>• Master in Accounting, Tamkang University, Taiwan.</li> <li>• Honorary Doctorate, Tamkang University, Taiwan.</li> <li>• Honorary Doctorate, Taipei Medical University, Taiwan.</li> <li>• Previously served as Director and President of Namchow Chemical Industrial Co., Ltd.; Chairman of ITEQ (Wuxi) Electronics Technology Co., Ltd., ITEQ DG Electronics Technology Co., Ltd., Maocheng Electronic Technology (Dongguan) Co., Ltd., ITEQ GZ Electronics Technology Co., Ltd., Ever Smart International Corp., International Partners Ltd., Inspire Investments Ltd., ITEQ International Ltd., ITEQ Holding Ltd., Eagle Great Investments Ltd., ITEQ (Hong Kong) Ltd., ITEQ JX Electronics Technology Co., Ltd.;</li> <li>• Director Representative of Mercuries Life Insurance Co., Ltd.;</li> <li>• Director of Taiwan New Economy Foundation.</li> <li>• Currently served as Chairman of WIN Semiconductors Corp., ITEQ Corp. and Bang Mao Investments Co., Ltd.;</li> <li>• Vice Chairman of HIWIN Technologies Corp.;</li> <li>• Director of Jiangsu Chainwin Agriculture and Animal Technology Co., Ltd., Jiangsu Chainwin Kang Yuan Agricultural Development Co., Ltd., Chainwin Biotech &amp; Agrotech (Cayman Islands) Ltd., WinLux Biomedical Technology Co., Ltd., WIN Venture Capital Corp., WIN Earn Investment Corp., WIN Chance Investment Corp., Jiangsu Win Chance Agriculture Development Co., Ltd., Jiangsu Win Yield Agriculture</li> </ul>	Note 3	1

Name	Conditions	Professional qualifications and experience (Note 1)	Independence Status (Note 2)	Number of other public companies in which the individual is concurrently serving as an independent director
	<p>Development Co., Ltd., Jiangsu Win Shine Agriculture Development Co., Ltd., Phalanx Biotech Group, Inc., WIN SEMI. USA, INC., Win Semiconductors Cayman Islands Co., Ltd., Jiangsu Chainwin Agriculture Development Co., Ltd., i-Chainwin Technology Co., Ltd.;</p> <p>Independent Director of Tong Hsing Electronic Ind, Ltd.;</p> <p>Supervisor of Excellence Sporting Goods Co., Ltd., and Comax Sporting Goods Co., Ltd.;</p> <p>Member of Audit and Remuneration Committee of the Company.</p> <ul style="list-style-type: none"> <li>• Specialized in accounting, finance, industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>			
Liu, Kuo-Chao (Independent Director)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Bachelor in Economics, Tunghai University, Taiwan.</li> <li>• Master in Business Administration, Meiji University, Japan.</li> <li>• Previously served as Chairman of Taiwan Electrical Electronic Manufacturers' Association, and Importers and Exporters Association of Taipei.</li> <li>• Currently served as Chairman of Taiwan Testing and Certification Center., Taiwan Teama Technology Co., Ltd., The Giant Co., Ltd., and Hsinhoti Development Ltd.;</li> <li>Honorary Chairman of Taiwan Institute of Electrical and Electronic Engineering.;</li> <li>Director of Tongya Telecommunication Industry Co., Ltd.;</li> <li>Convener and Member of Audit Committee of the Company.</li> <li>Member of Remuneration Committee of the Company.</li> <li>• Specialized in accounting, finance, industry marketing, and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Note 3	0	

Name	Conditions Professional qualifications and experience (Note 1)	Independence Status (Note 2)	Number of other public companies in which the individual is concurrently serving as an independent director
Lai, Ming-Zhang (Independent Director)	<ul style="list-style-type: none"> <li>• More than 5 years of work experience and professional qualifications.</li> <li>• Master in Electrical Engineering, National Taiwan University.</li> <li>• Previously served as President of TRUMPF Corp., Stronwi Corp., and Inventec Malaysia Electrical Corp.;</li> <li>• Vice Chairman of Inventec Corp.;</li> <li>• Special Adviser and Member of Remuneration Committee of Inventec Corp.;</li> <li>• Independent Director and Member of Remuneration Committee of E-Ton Solar Tech Co., Ltd.</li> <li>• Currently served as Member of Audit Committee of the Company, Convener and Member of Remuneration Committee of the Company.</li> <li>• Specialized in industry marketing and technology, etc.</li> <li>• Does not meet any of the criteria described in Article 30 of the Company Act.</li> </ul>	Note 3	0

Note 1: Professional Qualifications and Experience: Please specify individual director's and supervisor's professional qualifications and experience. If the director is a member of the Audit Committee and specialized in accounting or finance, please specify his/her accounting or financial background and working experience, and also whether he/she meets any circumstances referred to in Article 30 of the Company Act.

Note 2: Please specify the independent directors' compliance of independence, including, but not limited to, whether they or their spouses or relatives within the second degree of kinship serve as directors, supervisors or employees in the Company or any of its affiliates; the number and percentage of the Company's shares held in their own names or names of the spouses, relatives within the second degree of kinship (or proxy shareholder); whether they serve as directors, supervisors, or employees in any company engaged in specific relationship with the Company (please refer to the subparagraphs 5–8, Paragraph 1 of Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and the amount of remuneration received in the last two years for providing commercial, legal, financial, accounting or other professional services to the Company and its affiliates

Note 3: The independence criteria to indicate the directors had met any of the conditions during the 2 years prior to being elected or during the term of office:

(1) Not an employee of the Company or its affiliates.

(2) Not the directors or supervisors of the Company or the affiliated enterprises (except for those who are independent directors of the Company, or the parent company, subsidiaries, or subsidiaries of the same parent company established in accordance with the Act or local laws).

- (3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranking in the top 10 in holdings.
- (4) Not the spouse, second-level blood relative, or lineal blood relative within three degrees of a manager listed in (1) or a person listed in (2) or (3).
- (5) Directors, supervisors, or employees indirectly holding more than 5% of the total shares issued by the Company, the top five shareholders, or appointing the representative as the directors or supervisors in accordance with Item 1 or 2 of Article 27 in the Company Law (except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (6) Not the directors, supervisors, or employees of other companies with the director's seat of the Company or with more than half of the voting shares controlled by the same person (except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (7) Not the directors, supervisors, or employees of other companies or organizations as the same person as the Company's chairman, president, or equivalent position or the spouse (except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (8) Not the directors, supervisors, managers, or shareholders with more than 5% shares of specific companies or organizations with financial or business transaction with the Company (except for those who are independent directors of specific companies or organizations holding more than 20% of the total shares issued by the Company but not more than 50%, and of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (9) Not professionals of business, legal, financial, accounting, or other related services, entrepreneurs of proprietorships, partnerships, corporations or organizations, partners, directors, supervisors, and managers, or their spouses who provide audit services for the Company or affiliated enterprises or whose cumulative remuneration in the last two years has not exceeded NT\$500,000. However, this restriction shall not apply to members of the remuneration committee, open takeover review committee, or special committee for mergers and acquisitions who perform their duties under the Securities and Exchange Act or the relevant statutes of the Mergers and Acquisitions Act.

#### 2.1.1.4 Director Diversity and Independence:

##### A. Diversity of Board Members and Their Achievement:

Since June 2020, the election of all directors of the Company has adopted the candidate nomination system; according to Article 20 of "Corporate Governance Best Practice Principles", shall direct company strategies, supervise the management, and be responsible to the company and shareholders. The various procedures and arrangements of its corporate governance system shall ensure that, in exercising its authority, the board of directors complies with laws, regulations, its articles of incorporation, and the resolutions of its shareholders meetings.

The structure of the board of directors shall be determined by choosing an appropriate number of board members, more than five, in consideration of its business scale, the shareholdings of its major shareholders, and practical operational needs.

The composition of the board of directors shall be determined by taking diversity into consideration that an appropriate policy on diversity based on the company's business operations, operating dynamics, and development needs be formulated and include, without being limited to, the following two general standards:

- Basic requirements and values: Gender, age, nationality, and culture etc.; it is advisable that the number of female directors account for at least one-third of all the directors.
- Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.

Board members shall have the knowledge, skill, and experience necessary to perform their duties. To realize the ideal of corporate governance, the board of directors as a whole shall possess the following abilities:

- (1) Ability to make operational judgments.
- (2) Ability to perform accounting and financial analysis.
- (3) Ability to conduct management administration.
- (4) Ability to conduct crisis management.
- (5) Knowledge of the industry.
- (6) An international market perspective.
- (7) Ability to lead.
- (8) Ability to make policy decisions.

The physical management goals of diversified policies and achievements are as follows:

Management goal	Achievement
More than half of the directors do not concurrently serve as managers or employees.	Done
The number of independent directors shall not be less than one-third of all directors.	Done

The implementation of Board member diversification in 2024 was as follows:

Diversified Core Item  Name of Director	Basic Information						Industry Experience							Professional Ability											
	Nationality	Gender	Concurrent positions in our company	Age			Term and seniority of independent directors		Aeronautical	Transportation	Professional Services and Marketing	Finance and banking	Architecture and Engineering	Commerce	Electric Technology	Metal and Machinery	Law	Finance / Accounting	Marketing Industrial	Business management	Industry knowledge	Leadership ability	Operational judgments	Crisis management ability	Knowledge of international markets
				51~60	61~70	71~80	81~85	below 3																	
Yang, Jen-Jye	R.O.C	Male		V									V	V				V	V	V	V	V	V	V	V
Tseng, Ping-Jung	R.O.C	Male			V						V		V	V			V	V	V	V	V	V	V	V	V
Chang, Yiu-Lang	R.O.C	Male		V							V		V	V			V	V	V	V	V	V	V	V	V
Lee, Wei-Cheng	R.O.C	Male	V	V									V	V				V	V	V	V	V	V	V	V
Chen, Chin-Tsai (Independent Director)	R.O.C	Male			V			5			V						V	V	V	V	V	V	V	V	V
Liu, Kuo-Chao (Independent Director)	R.O.C	Male				V		5			V		V	V			V	V	V	V	V	V	V	V	V
Lai, Ming-Zhang (Independent Director)	R.O.C	Male			V			4					V	V				V	V	V	V	V	V	V	V

The current board of directors consists of seven directors are all Taiwanese nationalities and 3 independent directors without any female director. In the future, the Company considers strengthening diversification policy of director members and increasing the proportion of female director to at least one-third(i.e.,33%), we will elect one female director to the 15th Board.

The seven current directors are all extraordinary persons with rich professional practices and are capable of leadership decisions, operational management, operational judgment, crisis handling, industrial knowledge, and international market observation. The three independent directors are specialized in finance and accounting and business management, respectively. The four directors are specialized in finance and accounting, technology, and industrial marketing to carry out member diversification policies that help the Company promote corporate governance efficacy and operational performance.

Term of office of the current three independent directors serve no more than three consecutive terms (nine years). At the end of 2024, The age range of directors, of which one in the 81~85 age range (14.28%, Liu, Kuo-Chao), three in the 71~80 age range (42.86%, Tseng, Ping-Jung; Chen, Chin-Tsai; Lai, Ming-Zhang), and three in the 61~70 age range (42.86%, Yang, Jen-Jye; Chang, Yiu-Lang; Lee, Wei-Cheng). Of these, independent directors all conformed to FSC Securities and Futures Bureau's relevant specifications. For each director's educational background, work experience, gender, professional qualification, etc., please refer to 2.1.1 Directors' Information.

The Company has formulated the policies for diversification of its Board of Directors' members, and it was disclosed such policies on its website and MOPS.

## B. Independence of the Board of Directors:

### 1. Board structure:

The Company has established a director selection system. The selection process of all directors is open and fair, which is in line with the Company's "Articles of Incorporation", "Procedures for Election of Directors", "Corporate Governance Best Practice Principles", "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies", "Article 14-2 of the Securities and Exchange Act", etc., the composition of the current board of directors consists of 3 independent directors (42.86%) and 4 non-independent directors (57.14%), of which 1 is director with employee/managerial personnel (14.29%, less than 1/3 of all directors). None of the directors has a spouse or family relationship within the second degree of kinship, which complies with the provisions of Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.

### 2. The Board of Directors is independent:

The board of directors of the Company guides the Company's strategy, supervises the management level, and is responsible to the company and shareholders. In the operation and arrangement of the corporate governance system, the board of directors exercises its functions and powers in accordance with laws, the Company's articles of incorporation or the resolutions of the shareholders' meeting. The board of directors of the Company emphasizes the functions of independent operation and transparency. Directors and independent directors are independent individuals and exercise their powers independently. The three independent directors also abide by the relevant laws and regulations, cooperate with the powers of the audit committee, review the management and control of the Company's existing or potential risks, etc., so as to supervise the effective implementation of the Company's internal control, the selection (dismissal) of certified public accountants and their independence, and the fair preparation of financial statements. In addition, according to the Company's "Procedures for Election of Directors", the cumulative voting system and candidate nomination system

are adopted for the selection of directors and independent directors, and shareholders are encouraged to participate. Shareholders who hold a certain number of shares or more may submit a list of director candidates. Qualification review and confirmation of any violations listed in Article 30 of the Company Act shall be conducted and announced in accordance with the law to protect the rights and interests of shareholders, avoid monopoly or excessive nomination rights, and maintain independence.

The Company has established a performance assessment system for the board of directors, and carries out an internal self-assessment of the board of directors and board members every year; the content of the performance self-assessment of the board of directors includes in the five aspects (1) level of participation in company operations, (2) enhancement of the board's strategic decision-making quality, (3) composition and structure of the board of directors, (4) election and continuous education of directors, and (5) internal control; the self-assessment of board members includes in the six aspects (1) alignment of the Company's objectives and missions, (2) awareness of a director's duties, (3) level of participation in company operations, (4) management and communication of internal relations, (5) directors' professionalism and continuous education, and (6) internal control. The result above will also be disclosed in the Company's annual report and its website.

In addition, in order to let the investing public fully understand the operation of the board of directors of the Company, relevant information has also been disclosed in the Company's annual report, its website and MOPS. :

- (1) Attendance status of board members participating in meetings.
- (2) Contents of motion and resolutions of the board of directors.
- (3) Continuing education of directors.
- (4) Changes in shareholding of directors (shareholding ratio, share transfer, pledge setting, etc.). (Please refer to MOPS).

## 2.1.2 Information on the Presidents, Vice Presidents, Assistant Vice Presidents and Managers of Departments and Branches:

2025.03.24

Title (Note 1)	Nationality or registered address	Name	Gender	Date elected	Shareholding when elected		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience (Note 2)	Other Major Positions	Managers who are Spouses or Within Two Degrees of Kinship			Remarks (Note 3)
					Shares	%	Shares	%	Shares	%			Title	Name	Relation- ship	
President	R.O.C	Lee, Wei-Cheng	Male	2017.06.20	7,000	0.01%	-	-	-	-	<ul style="list-style-type: none"> <li>M.B.A. in Business Administration, National Taiwan University.</li> <li>Senior manager of Inventec Corp.</li> </ul>	<ul style="list-style-type: none"> <li>Director and President of Inventec Besta (XiAn) Co., Ltd.</li> <li>Director of Besta Digital Technology Co., Ltd.</li> </ul>	-	-	-	-
Vice President	R.O.C	Tsai, Wei-Chiuan	Male	2020.01.01	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>M.B.A. in Computer Science, National Chiao Tung University.</li> <li>Director of Departments of Inventec Corp.</li> </ul>	-	-	-	-	
Assistant Vice President	R.O.C	Chiu, Lin-Sheng	Male	2022.01.01	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>B.B.A. in Information Management Technologies, Yuan Ze University.</li> <li>Senior Manager of Inventec (Chongqing) Corp.</li> </ul>	-	-	-	-	
Assistant Vice President	R.O.C	Hong, Yu-Yen	Female	2022.04.25	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>B.B.A. in Accounting, Feng Chia University.</li> <li>Manager of NatureWise Biotech &amp; Medicals Corp.</li> <li>Chief audit officer of Evertop Wire Cable Corp.</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor of Inventec Besta (XiAn) Co., Ltd.</li> <li>Supervisor of Besta Digital Technology Co., Ltd.</li> </ul>	-	-	-	-
Assistant Vice President	R.O.C	Che, Cheng-Yang	Male	2023.07.27	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>M.B.A. in National Taiwan University of Science and Technology.</li> </ul>	-	-	-	-	
Assistant Vice President	R.O.C	Chung, Wei-Shu	Male	2024.01.01	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>B.B.A. in department of automation engineering, National Formosa University.</li> </ul>	-	-	-	-	
Assistant Vice President	R.O.C	Huang, Ting-Yao	Male	2024.07.01	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>B.B.A. in department of Electrical Engineering, Hwa Hsia University of Technology.</li> </ul>	-	-	-	-	

Note 1: The information in this table should be disclosed for the presidents, vice presidents, assistant vice presidents, and the chiefs of all the company's divisions and branch units, including all persons in positions equivalent to presidents, vice presidents, or assistant vice presidents, regardless of job title.

Note 2: Specify experience and qualifications related to the current position. If during a period specified above, the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.

Note 3: If the president or person of an equivalent post (the highest level manager) and the chairman of the board of directors of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (e.g. increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as an employee or managerial officer).

## 2.2 Remuneration of Directors, Supervisors, Presidents, and Vice Presidents in the Most Recent Fiscal Year:

### 2.2.1 Remuneration of Directors and Independent Directors (Individual Disclosure of Names and Remuneration Items):

2024.12.31

Unit: NT\$ Thousands

Title	Name (Note1)	Remuneration to directors								Sum of A+B+C+D+E+F+ G and ratio to net incomes (losses) (%) (Note8)		Remuneration received by directors for concurrent service as an employee								Sum of A+B+C+D+E+F+ G and ratio to net incomes (losses) (%) (Note8)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
		Base Compensation (A) (Note 2)		Retirement pays and pension (B)		Director profit- sharing compensation (C) (Note 3)		Expenses and perquisites (D)(Note 4)		The Company	All consolidated entities (Note 7)	Salary, rewards, and special disbursements (E) (Note 5)		Retirement pays and pension (F)		Employee profit-sharing compensation (G) (Note6)				The Company	All consolidated entities (Note 7)	
		The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)			The Company	All consolidated entities (Note 7)	The Company		All consolidated entities (Note 7)						
Chairman	Yang, Jen-Jye	6,485	6,485	-	-	-	-	60	60	-11.99%	-11.99%	-	-	-	-	-	-	-	-	-11.99%	-11.99%	-
Director	Director Representative of Inventec Corp.: Tseng, Ping-Jung	-	-	-	-	-	-	60	60	-0.11%	-0.11%	-	-	-	-	-	-	-	-	-0.11%	-0.11%	-
Director	Chang, Yiu-Lang	-	-	-	-	-	-	55	55	-0.10%	-0.10%	-	-	-	-	-	-	-	-	-0.10%	-0.10%	-
Director and President	Lee, Wei-Cheng	-	-	-	-	-	-	60	60	-0.11%	-0.11%	4,539	4,539	108	108	-	-	-	-	-8.62%	-8.62%	-
Independent Director	Chen, Chin-Tsai	720	720	-	-	-	-	120	120	-1.54%	-1.54%	-	-	-	-	-	-	-	-	-1.54%	-1.54%	-
Independent Director	Liu, Kuo-Chao	720	720	-	-	-	-	120	120	-1.54%	-1.54%	-	-	-	-	-	-	-	-	-1.54%	-1.54%	-
Independent Director	Lai, Ming-Zhang	720	720	-	-	-	-	120	120	-1.54%	-1.54%	-	-	-	-	-	-	-	-	-1.54%	-1.54%	-

- Please describe the policy, system, standards and structure in place for paying remuneration to directors and describe the relationship of factors such as the duties and risks undertaken, and time invested by the directors to the amount of remuneration paid:
  - The remuneration of the independent directors of the Company shall be paid monthly as a fixed amount in accordance with the Articles of Incorporation and the Remuneration Method for Directors and Managers. In addition, the independent directors of the Company shall be compensated for travelling expenses according to the number of times they actually attend board, audit committee and remuneration committee meetings. The independent directors of the Company shall not participate in the remuneration distribution of directors.
  - The remuneration of directors and managers shall be assessed, reviewed, drafted, and recommended by the Remuneration Committee of the Company on a regular basis and submitted to the board of directors for approval.
  - The performance evaluation of the board of directors shall be carried out regularly every year and shall report to the board of directors for review and improvement, depending on the results of the performance evaluation, which shall serve as a reference for the selection or nomination of directors and individual remuneration.
- Apart from those disclosed in the above table, please specify the amount of remuneration received by directors in the most recent fiscal year for providing services (e.g., for serving as a non-employee consultant to the parent company /any consolidated entities /invested enterprises): None.

Note 1: The name of each director shall be stated separately (for a corporate shareholder, the names of the corporate shareholder and its representative shall be stated separately) and the names of the ordinary directors and independent directors shall be stated separately.

Note 2: This refers to director base compensation in the most recent fiscal year (including director salary, duty allowances, severance pay, and various rewards and incentives, etc.).

Note 3: Please fill in the amount of director profit-sharing compensation approved by the board of directors for distribution in the most recent fiscal year.

Note 4: This refers to director expenses and perquisites in the most recent fiscal year (including travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc.). If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market of rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the directors' remuneration.

Note 5: This includes any remuneration received by a director for concurrent service as an employee in the most recent fiscal year (including concurrent service as the president(s), vice president(s), other managerial officer, or non-managerial employee) including salary, duty allowances, severance pay, rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the directors' remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a right offering, etc.—should be included in the calculation of remuneration.

Note 6: This refers to employee profit-sharing compensation (including stocks and cash) received by a director for concurrent service as an employee in the most recent fiscal year (including concurrent service as the president(s), vice president(s), other managerial officer, or non-managerial employee). Disclose the amount of profit-sharing compensation approved or expected to be approved by the board of directors for distribution for the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 2.2.5 should also be completed.

Note 7: Disclose the total amount of remuneration in each category paid to the directors of the Company by all companies in the consolidated financial report (including the Company).

Note 8: Net incomes(losses) mean the net incomes(losses) after tax in the most recent fiscal year.

Note 9: a. In this column, specifically disclose the amount of remuneration received by the directors of the Company from investee enterprises other than subsidiaries or from the parent company (if none, state "None").

b. Remuneration means remuneration received by directors of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

## **2.2.2 Supervisor's Remuneration: Not applicable. (Due to the establishment of the audit committee)**

## 2.2.3 Remuneration of the Presidents and Vice Presidents (Individual Disclosure of Names and Remuneration Items):

2024.12.31  
Unit: NT\$ Thousands

Title	Name (Note 1)	Salary (A) (Note 2)		Retirement pays and pension (B)		Rewards and special disbursements (C) (Note 3)		Employee profit-sharing compensation (D) (Note 4)				Sum of A+B+C+D and ratio to net incomes (losses) (%) (Note 6)		Remuneration received from investee enterprises other than subsidiaries or from the parent company. (Note 7)
		The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company		All consolidated entities (Note 5)		The Company	All consolidated entities (Note 5)	
								Amount in Cash	Amount in Stock	Amount in Cash	Amount in Stock			
President	Lee, Wei-Cheng	3,836	3,836	108	108	703	703	-	-	-	-	-8.51%	-8.51%	-
Vice President	Tsai, Wei-Chiuan	2,190	2,190	108	108	384	384	-	-	-	-	-4.91%	-4.91%	-

Note 1: The name of each president and vice president shall be stated separately, based on the amount of the Individual remuneration items paid to each. If a director concurrently serves as the president(s) or vice president(s), please complete this table and Table 2.2.1.

Note 2: This includes salary, duty allowances, and severance pay to the president(s) and vice president(s) in the most recent fiscal year.

Note 3: This includes the amounts of all types of rewards, incentives, travel expenses, special disbursements, stipends of any kind, provision of facilities such as accommodations or vehicle, and other compensation to the president(s) and vice president(s) in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the company to the driver, but do not include it in the calculation of the director's remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a right offering, should be included in the calculation of remuneration.

Note 4: This refers to employee profit-sharing compensation (including stocks and cash) received by the president(s) and vice president(s) as approved or expected to be approved by the board of directors in the most recent fiscal year (including concurrent service as president(s), vice president(s), other managerial officer, or non-managerial employee). If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 2.2.5 should also be completed.

Note 5: Disclose the total amount of remuneration in each category paid to the president(s) and vice president(s) by all companies in the consolidated financial report (including the Company).

Note 6: Net incomes(losses) mean the net incomes(losses) in the most recent fiscal year.

Note 7: a. In this column, specifically disclose the amount of remuneration received by the president(s) and vice president(s) of the Company from investee enterprises other than subsidiaries or from the parent company (if none, state "None").

b. If the president(s) and vice president(s) of the Company have received remuneration from investee enterprises other than subsidiaries or from the parent company, that remuneration shall be added into the amount in Column E of the Remuneration Range Table, and the name of that column shall be changed to "Parent company and all investee enterprises."

c. Remuneration means remuneration received by the president(s) and vice president(s) of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

## 2.2.4 Managerial Officers with the Top Five Highest Remuneration Amounts in the Company (Individual Disclosure of Names and Remuneration Method):

2024.12.31

Unit: NT\$ Thousands

Title	Name (Note1)	Salary (A) (Note 2)		Retirement pays and pension (B)		Rewards and special disbursements (C) (Note3)		Employee profit-sharing compensation (D) (Note4)				Sum of A+B+C+D and ratio to net incomes (losses) (%) (Note6)		Remuneration received from investee enterprises other than subsidiaries or from the parent company (Note 7)
		The company	All consolidated entities (Note5)	The company	All consolidated entities (Note5)	The company	All consolidated entities (Note5)	The company		All consolidated entities (Note5)		The company	All consolidated entities (Note5)	
								Amount in cash	Amount in stock	Amount in cash	Amount in stock			
President	Lee, Wei-Cheng	3,836	3,836	108	108	703	703	-	-	-	-	-8.51%	-8.51%	-
Vice President	Tsai, Wei-Chiuann	2,190	2,190	108	108	384	384	-	-	-	-	-4.91%	-4.91%	-
Assistant Vice President	Chiu, Lin-Sheng	1,610	1,610	99	99	215	215	-	-	-	-	-3.52%	-3.52%	-
Assistant Vice President	Hong, Yu-Yen	1,407	1,407	87	87	286	286	-	-	-	-	-3.26%	-3.26%	-
Assistant Vice President	Che, Cheng-Yang	1,320	1,320	79	79	217	217	-	-	-	-	-2.96%	-2.96%	-

Note 1: “Management personnel” in the “Five Highest Remunerated Management Personnel” means managerial officers of the Company. “Managerial officers” means those falling within the applicable scope defined on 27 March 2003 Order No. Tai-Cai-Zheng-III-0920001301 of the former Securities and Futures Commission, Ministry of Finance. The “five highest remunerated” is calculated as those ranked in the top five in remuneration based on the sum total of the amounts of salary, retirement pay and pension, rewards and special disbursements, and employee profit-sharing compensation (i.e., the sum of items A+B+C+D) received by each of the Company’s managerial officers from all companies in the consolidated financial reports. If any concurrently serving director(s) is among those tops, fill out this table and also Table 2.2.1 above.

Note 2: This refers to the salary, duty allowances, and severance pay of each of the five highest remunerated management personnel in the most recent fiscal year.

Note 3: This refers to the amount of all rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, and other remuneration of the five highest remunerated management personnel in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the company to the driver, but do not include it in the calculation of the directors’ remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a right offering, etc.—should be included in the calculation of remuneration.

Note 4: This refers to employee profit-sharing compensation (including stocks and cash) received by the five highest remunerated management personnel in the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 2.2.5 should also be completed.

Note 5: Disclose the total amount of remuneration in each category paid to the five highest remunerated management personnel by all companies in the consolidated financial report (including the Company).

Note 6: Net income(losses) means the net income(losses) after tax in the most recent fiscal year.

Note 7: a. In this column, specifically disclose the amount of remuneration received by the five highest remunerated management personnel of the Company from investee enterprises other than subsidiaries or from the parent company (if none, state “None”).

b. Remuneration means remuneration received by the five highest remunerated management personnel of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

\* This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

**2.2.5 Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers: None. (The company incurred losses before tax for the years ended December 2024, therefore, there were no remuneration allocated to employees.)**

**2.2.6 Separately Compare and Describe Total Remuneration, as a Percentage of Net Incomes(Losses) Stated in the Parent Company Only Financial Reports, as Paid by This Company and by Each Other Company Included in the Consolidated Financial Statements for the Most Recent 2 Fiscal Years to Directors, Supervisors, Presidents, and Vice Presidents, and Analyze and Describe Remuneration Policies, Standards, and Packages, the Procedure for Determining Remuneration, and Its Linkage to Operating Performance and Future Risk Exposure:**

2.2.6.1 The Ratio of Total Remuneration Paid to the Company’s Directors, the Presidents, and Vice Presidents by the Company and the Companies in the Consolidated Financial Statements to Net Incomes (Losses) for the Most Recent 2 Fiscal Years:

	Ratio of total remuneration paid to directors, presidents, and vice presidents to net incomes (losses) (%)				Change percentage (%)	
	2024		2023			
Title	The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities
Directors	-25.44%	-25.44%	-19.60%	-19.60%	29.80%	29.80%
Presidents and Vice Presidents	-13.42%	-13.42%	-10.33%	-10.33%	29.91%	29.91%

Note: Due to the decrease in net losses after tax, the total remuneration of the directors, presidents and vice presidents as a percentage of net losses after tax in 2024 increased from the previous year.

2.2.6.2 The Remuneration Policies, Standards, and Packages, the Procedure for Determining Remuneration, and Its Linkage to Operating Performance and Future Risk Exposure:

A. The Company's "Directors Compensation Guidelines" are as follows:

In accordance with Articles of Incorporation, if the Company has a profit of the year shall distribute not less than 3% of the balance as remuneration to Employees and not more than 3% to Directors of the Corporation. However, require that earnings shall first be offset against any deficit.

Procedures for the determination of directors' remuneration shall be submitted to the board of directors for resolutions made by the remuneration committee's recommendations and shall not exceed the ceiling of the Articles of Incorporation. The procedure is based on the "Board Performance Evaluation Method". The remuneration of directors shall fully reflect their personal performance and the long-term business performance of the Company and shall comprehensively consider the operational risks of the Company.

For independent directors, a reasonable remuneration differing from that of ordinary directors may be prescribed. The independent directors of the Company shall be paid a fixed amount monthly and shall be compensated for travelling expenses according to the number of times they actually attend board, audit committee and remuneration committee meetings. The independent directors of the Company shall not participate in the remuneration distribution of directors.

B. The remuneration policies of the company aim to enhance long-term competitiveness and sustainable operational ability, improve overall operation in the future, and fulfill the ideal of giving full scope to the Company's talents. In principle, the remuneration payment is fully incorporated with performance.

In order to encourage executive managers, key professional talents and the entire personnel to pursue long-term overall performance, the Company has taken into account a variety of indicators including financial outcome, business operation, brand, ESG, talent cultivation, continued service, risk management, etc. to formulate a long-term incentive system.

Procedures for the determination of presidents and executive managers' remuneration shall be submitted to the board of directors for resolutions made by the remuneration committee's recommendations. The procedure is based on the "Remuneration Regulations of the Manager".

The presidents and executive managers' remuneration consists of fix salary, variable bonus and employee dividends distributed by surplus profit, which the variable remuneration is determined according to the Company's operating performance of the year and accounts for 2% to 6% of the overall remuneration depending on the position held and performance achieved, to strengthen them for creating long-term shareholder value and achieve ESG goals to be included sustainable development goals.

## 2.3 Operation of Corporate Governance:

### 2.3.1 Operation of the Board of Directors:

A total of 12 meetings of the board of directors were held in 2024. Attendance status was as follows:

Title	Name	Shall Attendance (A)	Attendance in person (B)	Attendance by Proxy	Attendance Rate (%) 【B/A】	Remarks
Chairman	Yang, Jen-Jye	12	12	-	100.00%	Reelection on 2023.06.15
Director	Director Representative of Inventec Corp.: Tseng, Ping-Jung	12	12	-	100.00%	Reelection on 2023.06.15
Director	Chang, Yiu-Lang	12	11	-	91.67%	New appointment on 2023.06.15
Director	Lee, Wei-Cheng	12	12	-	100.00%	Reelection on 2023.06.15
Independent Director	Chen, Chin-Tsai	12	12	-	100.00%	Reelection on 2023.06.15
Independent Director	Liu, Kuo-Chao	12	12	-	100.00%	Reelection on 2023.06.15
Independent Director	Lai, Ming-Zhang	12	12	-	100.00%	Reelection on 2023.06.15

Other matters that should be recorded:

- If any of the following circumstances exists, specify the board meeting date, meeting session number, content of the motion(s), the opinions of all the independent directors, and the measures taken by the Company based on the opinions of the independent directors:
  - Any matter under Article 14-3 of the Securities and Exchange Act: Not applicable (due to the establishment of the audit committee).
  - In addition to the matters referred to above, any dissenting or qualified opinion of an independent director that is on record or stated in writing with respect to any board resolution: None.
- The status of implementation of recusals of directors with respect to any motions with which they may have a conflict of interest: specify the director's name, the content of the motion, the cause for recusal, and whether and how the director voted:

Board of directors meeting	Name of the Directors	Contents proposed	Cause of conflict of interest and status of voting participation
The 21 <sup>st</sup> meeting of the 14 <sup>th</sup> board 2024.12.30	Chairman: Yang, Jen-Jye. Directors: Lee, Wei-Cheng.	Discuss the remuneration of the Company's managers for the year-end bonus proposal.	This resolution proposes the directors' remunerations, and except for the directors prohibited from discussion and voting according to law, the other attending directors have no objection, and this resolution is approved.

- A Listed Company shall disclose the assessment period, duration, scope, method, and content of the self-assessment (or peer evaluations) of the board of directors:

Assessment cycle	Assessment duration	Scope of assessment	Assessment method	Assessment content
The regular internal performance assessment of the Board of Directors every year	2024.01.01~2024.12.31	Includes the entire Board of Directors, individual board members, and functional committees.	Internal self-assessment of the Board of Directors, the board members, and functional committees.	<p>(1) Performance assessment of the Board of Directors includes the degree of participation in the operation of the Company, the quality of board decisions, the composition and structure of the Board of Directors, the selection and continuing education of directors, and the internal control.</p> <p>(2) Performance assessment of individual board members includes the mastery of the Company's objectives and tasks, the recognition of directors' duties, the participation in the Company's operations, internal relationship management and communication, the directors' professional and continuing education, and the internal control.</p> <p>(3) Performance assessment of functional committees includes the degree of participation in the operation of the Company, the recognition of the responsibilities of functional committee, the quality of the decision making of functional committees, the composition and selection of functional committees, and the internal control.</p>

4. Give an evaluation of the targets that were adopted for strengthening the functions of the board during the current and immediately preceding fiscal years (e.g., establishing an audit committee, increasing information transparency, etc.) and the measures taken toward achievement thereof:

4-1 Strengthen board of directors' and functional committee' functions:

- (1) Deepen corporate management: perform the functional committee's duties.
- (2) Promote directors' remuneration information transparency and reasonably connect performance with remuneration.
- (3) Enhance risk management supervision.
- (4) External assessment of Board of Directors' performance.

4-2 Safeguard shareholders' equity:

- (1) Equal treatment of shareholders: properly handle shareholders' suggestions and queries and increase interaction with investors.

4-3 Improve information transparency:

- (1) Improve the timeliness of disclosure of information contained in financial statements.
- (2) Enhance non-financial and ESG information disclosure.

The Company has finished revising "Sustainable Development Best Practice Principles" on March 14, 2022, and also actively implemented sustainable development.

5. The fulfillment of member diversification of the Board:

The physical management goals of diversified policies and achievements, please refer to 2.1.1.4 Director Diversity and Independence.

### 2.3.2 Operations of the Audit Committee:

A total of 4 meetings of the audit committee were held in 2024. Attendance status was as follows:

Title	Name	Shall Attendance (A)	Attendance in person (B)	Attendance by Proxy	Attendance Rate (%) (B/A)	Remarks
Convener	Liu Kuo-Chao	4	4	-	100.00%	Reelection on 2023.06.15
Committee member	Chen, Chin-Tsai	4	4	-	100.00%	Reelection on 2023.06.15
Committee member	Lai, Ming-Zhang	4	4	-	100.00%	Reelection on 2023.06.15

Other matters that should be recorded:

1. If any of the following circumstances exists, specify the audit committee meeting date, meeting session number, content of the motion(s), the content of any dissenting or qualified opinion or significant recommendation of the independent directors, the outcomes of audit committee resolutions, and the measures taken by the Company based on the opinions of the audit committee:

(1) Any matter under Article 14-5 of the Securities and Exchange Act:

Audit Committee	Contents proposed	Matters stipulated in Article 14-5 of the Securities and Exchange Act	Administration of the Company regarding the opinion of the Audit Committee	Resolution result by the Audit Committee
The 3 <sup>rd</sup> meeting of the 2 <sup>nd</sup> committee 2024.03.11	1. 2023 statement of the Internal Control System.	V	No	The matter is approved by all the attendees.
	2. Amendment of the internal control system.	V	No	The matter is approved by all the attendees.
	3. 2023 financial report and business report.	V	No	The matter is approved by all the attendees.
	4. Proposal for 2023 Deficit Compensation.	V	No	The matter is approved by all the attendees.
	5. Appointment of certified public accountant.	V	No	The matter is approved by all the attendees.
	6. Amendment of articles of the “Regulations Governing Procedure for Board of Directors Meetings” of the Company.	V	No	The matter is approved by all the attendees.
The 4 <sup>th</sup> meeting of the 2 <sup>nd</sup> committee 2024.05.13	1. 2024 Q1 consolidated financial report.	V	No	The matter is approved by all the attendees.
The 5 <sup>th</sup> meeting of the 2 <sup>nd</sup> committee 2024.08.12	1. 2024 Q2 consolidated financial report.	V	No	The matter is approved by all the attendees.

The 6 <sup>th</sup> meeting of the 2 <sup>nd</sup> committee 2024.11.12	1. 2025 internal audit plan.	V	No	The matter is approved by all the attendees.
	2. 2024 Q3 consolidated financial report.	V	No	The matter is approved by all the attendees.
	3. Amendment of articles of the “Audit Committee Charter” of the Company.	V	No	The matter is approved by all the attendees.
	4. Accountant's fees.	V	No	The matter is approved by all the attendees.

(2) In addition to the matters referred to above, any matter that was not approved by the audit committee but was approved by a two-thirds or greater majority resolution of the board of directors: None.

2. Implementation of recusals of independent directors with respect to any motions with which they may have a conflict of interest, specify the independent director’s name, the content of the motion, the cause for recusal, and whether and how the independent director voted: None.

3. Communication between the independent directors and the chief internal audit officer and the CPAs that serve as external auditor (including any significant matters communicated about with respect to the state of the company’s finances and business and the method(s) and outcomes of the communication.):

(1) Based on the regulations of “Regulations Governing Establishment of Internal Control Systems by Public Companies” the Chief internal audit officer will prepare an audit report, follow it up after it is submitted, and hand it over to an independent board director for review by the end of the month after the month in which the auditing items were completed.

(2) In view of items for consultation and instruction by independent board directors for improvement and subsequent follow-up, these items should be filed and reported to the independent board director after being completed, and the consultation results should be reported to the board at the end of the month.

(3) Independent Directors will establish an audit project team aimed at important issues of the internal control system to conduct project audits and report the audit results upon completion.

(4) The Chief audit officer should report to independent board directors about internal auditing progress, its execution, and follow-up resorts every month, and the status of communication between the independent board director and the Chief audit officer should be favorable.

(5) Independent Directors should carry out communication related to company governance meetings, important finances, and business conditions every season, and the status of communication between the Independent Directors and the CPA should be favorable.

4. Communication and scenario of independent directors with the Chief audit officer and CPA:

Date of meeting	Attendees	Items of communication	Process execution results of the Company
Audit Committee 2024.03.11	CPA and Chief audit officer	1. 2023 statement of the Internal Control System. 2. Amendment of the internal control system. 3. 2023 financial report and business report. 4. Proposal for 2023 Deficit Compensation. 5. Appointment of certified public accountant. 6. Amendment of articles of the “Regulations Governing Procedure for Board of Directors Meetings” of the Company.	Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution.

Corporate governance meeting 2024.03.11	CPA and Chief audit officer	1. Audit range and opinion of 2023 financial report. 2. Description of important accounting items. 3. Description of Key Audit Matters.	The directors have no objection at the meeting.
Audit Committee 2024.05.13	CPA and Chief audit officer	1. 2024 Q1 consolidated financial report.	Submit to the Board for resolution.
Corporate governance meeting 2024.05.13	CPA and Chief audit officer	1. Audit range and opinion of 2024 Q1 financial report. 2. Description of important accounting items.	The directors have no objection at the meeting.
Audit Committee 2024.08.12	CPA and Chief audit officer	1. 2024 Q2 consolidated financial report.	Submit to the Board for resolution.
Corporate governance meeting 2024.08.12	CPA and Chief audit officer	1. Audit range and opinion of 2024 Q2 financial report. 2. Description of important accounting items.	The directors have no objection at the meeting.
Audit Committee 2024.11.12	CPA and Chief audit officer	1. 2025 Internal Audit Plan. 2. 2024 Q3 consolidated financial report. 3. Amendment of articles of the “Audit Committee Charter” of the Company. 4. Accountant's fees.	Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution. Submit to the Board for resolution.
Corporate governance meeting 2024.11.12	CPA and Chief audit officer	1. Audit range and opinion of 2023 Q3 financial report. 2. Description of important accounting items. 3. Description of Key Audit Matters.	The directors have no objection at the meeting.

5. The audit committee intends to assist the board of directors in overseeing the quality and integrity of the company's accounting, auditing, financial reporting processes, and financial controls. Matters to be deliberated by the audit committee include:

- (1) Establish or amend the internal control system in accordance with Article 14-1 of the Securities and Exchange Act.
- (2) Evaluate the effectiveness of the internal control system.
- (3) According to Article 36-1 of the Securities and Exchange Act, establish or amend the procedures for asset acquisition or disposal, transaction of derivative commodities, lending, endorsement or security provision and other material financial transactions.
- (4) Items relevant to the directors' interest.
- (5) Transaction of major assets or derivative commodities.
- (6) Lending of large amounts, endorsements, and security provisions.
- (7) Raising, issuance or private placement of securities of an equity nature.
- (8) Appointment, discharge, and remuneration of certified public accountant.
- (9) Appointment and removal of finance, accounting, or internal audit supervisors.
- (10) Financial reports signed or sealed by the chairman, manager, and accounting officer.
- (11) Other major issues stipulated by the company or the competent authority.

6. Business performance of the audit committee in 2024:

- (1) The Company holds quarterly audit committee meetings to supervise the company's financial and business conditions and internal control system.
- (2) Refer to 2.3.2 for detailed operations in 2024.
- (3) Review of financial reports.
- (4) Evaluate the effectiveness of the internal control system:

The audit committee evaluates the effectiveness of the Company's internal control systems, policies, and procedures (including financial, operational, risk management, information security, compliance, and other control measures) and then reviews the regular reports submitted by the audit department and management.

Note 1: If any independent director left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of audit committee meetings held and the number they attended in person during the period they were in office.

Note 2: If any by-election for independent directors was held before the end of the fiscal year, the names of the new and old independent directors should be filled in the table, with a note stating whether the independent director left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of board meetings held and the number attended in person during the period of each such person's actual time in office.

**2.3.3 Operations of Participation in Board Meetings by the Supervisors: Not applicable. (Due to the establishment of the audit committee)**

### 2.3.4 Corporate Governance – Implementation Status and Deviations from the Corporate Governance Best-Practice Principles and the Reasons:

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
1. Has the Company established and disclosed its Corporate Governance Best-Practice Principles based on the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies?	V		The Company has established “Corporate Governance Best Practice Principles”. The sixth amendment was approved by the Board of Directors on March 13, 2023, all of which are also disclosed on our website (www.besta.com.tw) and MOPS.	No difference.
2. Shareholding Structure & Shareholders’ Rights				
(1) Does the Company have Internal Operation Procedures for handling shareholders’ suggestions, concerns, disputes and litigation matters. If yes, have these procedures been implemented accordingly?	V		(1) The Company has established “procedures for handling stock affairs”, a dedicated mailbox for accepting suggestions, doubts, disputes, and lawsuits. Meanwhile, the stock affairs agency has been commissioned as a window for shareholder services.	No difference.
(2) Does the Company know the identity of its major shareholders and the parties with ultimate control of the major shareholders?	V		(2) The Company may efficiently control the list of major shareholders and final controllers of major shareholders.	No difference.
(3) Has the Company built and implemented a risk management system and a firewall between the Company and its affiliates?	V		(3) The Company has established “Internal Control Systems” , “Rules Governing Financial and Business Matters Between this Corporation and its Related Parties” , and “Rules of Supervision and Management of Subsidiaries ” and a fire wall mechanism.	No difference.
(4) Has the Company established internal rules prohibiting insider trading of securities based on undisclosed information?	V		(4) The Company has established the “Management Operation Procedures to Prevent Insider Trading”, “Procedure for Handling Material Inside Information”, etc., among others, to prohibit company insiders from utilizing information undisclosed to the market to transact negotiable securities; internal literature is carried out regularly.	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
3. Composition and Responsibilities of the Board of Directors				
(1) Have a diversity policy and specific management objectives been adopted for the board and have they been fully implemented?	V		(1) For more information, please refer to “2.2.1.3 Information on the Professional Qualification of Independence Directors” and “2.2.1.4 Director Diversity and Independence” of the Annual Report.	No difference.
(2) Has the Company voluntarily established other functional committees in addition to the remuneration committee and the audit committee?	V		(2) The Company established the Remuneration Committee and Audit Committee. Furthermore, in accordance with laws and regulations or practical requirements, we established functional committees, “Ethical Management Team” and “Sustainable Development Committee”, to promote corporate governance matters.	No difference.
(3) Has the Company established rules and methodology for evaluating the performance of its Board of Directors, implemented the performance evaluations on an annual basis, and submitted the results of performance evaluations to the board of directors and used them as reference in determining salary/compensation for individual directors and their nomination and additional office terms?	V		(3) The Company has established “Rules for Performance Evaluation of Board of Directors” to carry out corporate governance and promote the functions of the Board.  The Company has disclosed “Rules for Performance Evaluation of Board of Directors” on MOPS and its website and to implement internal performance assessments every year.  Please refer to “2.3.1.3 A Listed Company shall disclose the assessment period, duration, scope, method, and content of the self-assessment (or peer evaluations) of the board of directors” of this annual report.  In 2024, the results of the performance evaluation of the board of directors, functional committee and board members were “excellent”, and will continuously implementing training for directors to enhance professional knowledge in the future.	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
			The results and recommendations of the 2024 internal board performance appraisal were reported to the Board of Directors on February 24, 2025, and applied as a reference to individual directors' remuneration and nomination for renewal.	
(4) Does the Company regularly evaluate its external auditors' independence?	V		<p>(4) The Company evaluates the audit quality indicators (AQI), independence and suitability of CPAs regularly and reported with the issuance of 2024 declaration of independence of all CPAs and approved by the Audit Committee meeting and Board meeting on March 11, 2024 (please refer to “2.3.4.11 CPA Independency Form” of this annual report.).</p> <p>Since 2023, the Company has referred to the audit quality indicators (AQI), which covers 5 major components and 13 indicators, including professionalism, quality control, independence, supervision, and innovation capability, to evaluate the audit quality of the CPA firm as a whole and the audit team. It is aimed to confirm that accountants and the CPA firms are better than the average of the peers in terms of training hours and professional support and that their innovation capability continues to introduce digital audit tools to improve audit quality.</p> <p>The results of the latest annual evaluation have been discussed and approved by the audit committee on March 10, 2025, and were submitted to the Board of Directors for approval. The Board meeting dated March 10, 2025, resolved to approve the evaluation of the audit quality indicators (AQI), the independence and suitability of the accountants.</p>	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
4. Does the TWSE/TPEX listed company have in place an adequate number of qualified corporate governance officers and has it appointed a chief corporate governance officer with responsibility corporate governance practices (including but not limited to providing information necessary for directors and supervisors to perform their duties, aiding directors and supervisors in complying with laws and regulations, organizing board meetings and annual general meetings of shareholders as required by law, and compiling minutes of board meetings and annual general meetings)?	V		<p>The Company has in place an adequate number of qualified corporate governance officers, and has appointed a chief corporate governance officer, who complies with rules competent authority and Taiwan Stock Exchange Corporation, to be responsible for corporate governance matters and support human resources. The major duties include:</p> <ol style="list-style-type: none"> <li>1. Managing matters regarding the Board and shareholders’ meetings.</li> <li>2. Preparing meeting minutes of Board and shareholders’ meetings.</li> <li>3. Assisting directors with inauguration and continuing study.</li> <li>4. Providing directors with information as necessary for business execution.</li> <li>5. Assisting directors on law compliance.</li> <li>6. To report to the Board the results of its review of whether the qualifications of the independent directors at the time of nomination, appointment, and during the term of office comply with the relevant laws and regulations.</li> <li>7. Handle matters related to the change of directors.</li> <li>8. Other matters as stipulated by the Articles of Incorporation or contracts.</li> </ol> <p>Major work in 2024 was as below:</p> <ol style="list-style-type: none"> <li>(1) Acting as the secretary of the Board and the major contact between the Directors and the Company.</li> <li>(2) Assisting Directors to performing their duties and provide meeting materials information as they deem necessary as well as to help the communications between Directors and internal officers.</li> </ol>	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
			<p>(3) Propagate the law and regulation of corporate governance to the Board.</p> <p>(4) Providing continuing educations information to Directors and arranging training courses for them.</p> <p>(5) Assisting the arrangement, the communication affairs between Audit Committee members, external CPAs, and chief of internal auditor.</p> <p>(6) Setting up the Board meetings agenda, calling the meetings and providing meetings materials. Reminder the director for rescue in advance if there is any conflict interest’s matter. Providing meeting minutes within 20 days after the Board meeting.</p> <p>(7) Assisting shareholders’ meeting affairs.</p>	
<p>5. Has the Company established channels for communicating with its stakeholders (including but not limited to shareholders, employees, customers, suppliers, etc.) and created a stakeholder’s section on its company website? Does the Company appropriately respond to stakeholders’ questions and concerns on important corporate social responsibility issues?</p>	V		<p>The Company website has created an interested party zone to maintain communication channels with interested parties at any time through information delivery by telephone, fax, e-mail, etc., for important corporate social responsibility issues that concern interested parties and their feedback. The Company will properly handle matters to respect and maintain its due rights and interests.</p> <p>The Company submitted to the Board of Directors regarding key issues of concern of various stakeholders and the communication on December 30, 2024, and which were disclosed on our website (www.besta.com.tw).</p>	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
6. Has the Company appointed a professional shareholder services agent to handle matters related to its shareholder meetings?	V		The Company has appointed Registrar and Transfer Agency Department of Taishin Securities Co., Ltd. to be responsible for serving shareholders and handling affairs of the Shareholders' Meetings.	No difference.
7. Information Disclosure				
(1) Has the Company established a corporate website to disclose information regarding its financials, business, and corporate governance status?	V		(1) Chinese and English websites of the Company are available to update and disclose financial business, and corporate governance information at any time.	No difference.
(2) Does the Company use other information disclosure channels (e.g., maintaining an English-language website, designating staff to handle information collection and disclosure, appointing spokespersons, webcasting investors conference etc.)?	V		(2) The Company has set up Chinese and English websites and assigned dedicated personnel to be responsible for the collection and disclosure of Company information; it has also set up a spokesman and agency spokesman system and provide information on the corporate briefing session on the company website to which investors may refer.	No difference.
(3) Does the company publish and report its annual financial report within two months after the end of the fiscal year, and publish and report its financial reports for the first, second, and third quarters as well as its operating statements for each month before the specified deadlines?	V		(3) The Company has announced and reported the quarterly financial statements and the operation situation of each month within the prescribed period.	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
8. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors’ and supervisors’ continuing education, the implementation of risk management policies and risk evaluation standards, the implementation of customer relations policies, and purchasing liability insurance for directors and supervisors)?	V		<p>(1) Employee rights, wellness: Please refer to “4.5 The Information on Labor Relations.” of this annual report.</p> <p>(2) Investor relations: The Company takes guaranteeing shareholders' rights and interests as its main objective, and instantly announces relevant significant Company information, such as finance and business.</p> <p>(3) Supplier relations and Rights of interested parties: The Company maintains close partnership with suppliers and deals with suppliers based on the principal of good faith. The Company upholds the spirits of corporate governance to keep good communications and good relationships with shareholders, employees, customers, banks, and suppliers.</p> <p>(4) Directors’ education and training records: Disclosures have been made on the “MOPS”. For more information, please refer to “2.3.4.12. Continuing Professional Education Courses for Directors and Managers” of this annual report.</p> <p>(5) Status of risk management policies and risk evaluation: Please refer to “5.6. The Risks Shall Analyze and Assess Matters for the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report.” of this annual report.</p> <p>(6) Implementation of customer policies: The Company has designated appropriate departments to handle and implement customer policies respond inquires raised by customers regarding products and service, designed customer satisfaction surveys and ensured sound communication with customers.</p>	No difference.

Scope of Assessment	Implementation Status (Note)			Deviations from “Corporate Governance Best-Practice Principles” and Reasons
	Yes	No	Explanation	
			(7) Circumstances of buying liability insurance for directors: The Company has bought relevant liability insurance for its directors. Related liability insurance for directors is purchased up to September 1, 2025, and the insurance policy will be renewed upon expiration. The insured amount, scope of insurance, and insurance fees of the liability insurance of the directors are reported to the board on September 23, 2024.	
9. Please describe improvements that have already been made based on the Corporate Governance Evaluation results released for the most recent fiscal year by the Corporate Governance Center, Taiwan Stock Exchange, and specify the priority enhancement objectives and measures planned for any matters still awaiting improvement.	V		The Company will continuously promote improvement for items not yet scored.	No difference.

Note: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in in the explanation column for each item.

## 10. Succession Planning for Board Members and Key Management Positions:

### (1) Board Members:

The company's election of directors is conducted by the candidate nomination system in accordance with the "Articles of Incorporation" . Meanwhile, pursuant to the requirements of board composition, diversity guidelines, professionalism and abilities specified in the Company's "Procedures for Election of Directors" and "Corporate Governance Best-Practice Principles, and the board of directors shall nominate directors and submit them to the shareholders' meeting for election upon the resolution of the Board.

According to the Company's "Corporate Governance Best-Practice Principles," the formation of the Company's Board of Directors should take into account the Company's operating framework, business development orientation and future development trend, and the diversity policy shall be adopted for the basic formation, professional experience, knowledge and competence of directors; the Board of Directors shall also possess the industrial knowledge, and abilities in business judgment, accounting and financial analysis, business administration, crisis management, international market perspective, leadership, decision making and risk management.

In order to strengthen the directors' functions to improve the Board of Directors' performance, in reference to the external corporate governance trend, corporate business development orientation and competent authorities' requirements, the Company offers related courses concerning the directors' functions, including financial expertise, financial accounting, risk management, compliance, FinTech, information security, corporate governance and corporate social responsibility, subject to individual directors' case and needs, to help the Board members with their continuing education and improve the Board of Directors' overall performance.

### (2) Key Management:

In response to the challenges in the digital age, the Company has used its best effort to boost the digital transformation internally in the recent years, in an attempt to make the Growth Mindset as the basis to drive the enterprise's strategies to transform talents. The Company expects that each colleague and management officer may have the ability to learn, agility, language ability and also digital literacy. Meanwhile, the Company expressly defines the competence needed by the management at each level. By boosting the training development, the Company drives the management at each level to develop themselves in line with the organization's development targets and keep strengthening the momentum of sustainability in their career. Given this, the Company plans various professional and management training courses.

In order to ensure the bench depth for the key management and provide the human resources needed for the business sustainability, the Company constructs the complete talent pool for trainee managers at each level. When assessing the successors, the Company takes into account their personal professional qualifications and experience, as well as their adaptation to the Company's enterprise culture, knowledge about the Company's business and awareness toward the subsidiaries' management. Meanwhile, the Company plans the training plans balancing learning and practicing evenly, and improves the management team's business vision and strategic layout by the vertical (promotion) and horizontal (transfer) mobilization of internal talents, so as to perfect the talent pool for the key management's successors.

11. CPA Independency Form:

**Inventec Besta Co., Ltd.**  
**CPA Independency and Competency Evaluation Form**

CPA Name	Lien, Shu-Ling	Kuo, Rou-Lan
<p>1. The CPA is currently employed by the client or audited entity to perform routine work for which he or she receives a fixed salary, or currently serves as a director or supervisor thereof.</p> <p>2. The CPA has previously served for the client or audited entity as a director, supervisor, managerial officer, or an employee with material influence over attestation, and has been separated from the position for less than two years.</p> <p>3. The CPA is a spouse, lineal relative, direct relative by marriage, or a collateral relative within the second degree of kinship of any responsible person or managerial officer of the client or audited entity.</p> <p>4. The CPA, or the spouse or a minor child thereof, has invested in the client or audited entity, or shares in financial gains therewith.</p> <p>5. The CPA, or the spouse or a minor child thereof, has lent or borrowed funds to or from the client or audited entity.</p> <p>6. The CPA provides management consulting or other non-attestation services that affect his or her independence.</p> <p>7. The CPA fails to comply with regulations, as prescribed by the competent authority with relevant jurisdiction, governing CPA rotation, handling accounting matters on behalf of clients, or other matters that affect his or her independence.</p>	None.	None.
Refer to Article 47 of Certified Public Accountant Act		
<p>1. The self-interest could impair on the accountant's independence. The self-interest threat means to acquire a financial interest in an audited client or has another conflict of interest created by other interests or relationships with the audited client.</p> <p>2. Independence is influenced by self-review threat means that a professional accountant uses the reports or judgments that result from the non-assurance services as an important factor of concluding the result in auditing or reviewing the financial information; or a member of the audit team is an audited client's former director or, supervisor or is in a key position to influence the audit engagement.</p> <p>3. Independence is influenced by advocacy threat means that a member of the audit team acting as an advocate in support of the audited client's position that results in objectivity challenged.</p> <p>4. The effect on independence of familiarity means that a close relationship with an audited client's director, supervisor and manager will influence a CPA or a member of the audit engagement team to excessive concern or sympathize with the audited client's interests.</p> <p>5. Independence is influenced by advocacy threat means that a member of the audit engagement team acting as an advocate in support of the audited client's position that results in objectivity challenged.</p>	None.	None.
Refer to Article 7~11 of The Bulletin of Norm of Professional Ethics for Certified Public Accountant of the Republic of China No.10		
<b>Result of Evaluation: Does the accountant comply with independence?</b>	<b>Yes</b>	<b>Yes</b>

## 12. Continuing Professional Education Courses for Directors and Managers:

### (1) Continuing Professional Education Courses for Directors:

Title	Name	Date	Institute	Course	Hours
Chairman	Yang, Jen-Jye	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Director	Director Representative of Inventec Corp.: Tseng, Ping-Jung	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Director	Lee, Wei-Cheng	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Director	Chang, Yiu-Lang	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5

Title	Name	Date	Institute	Course	Hours
Independent Director	Chen, Chin-Tsai	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.04.29	The Taiwan Corporate Governance Association	Chatbot ChatGPT to flip the new trend of the industry	3
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.06.19	Taiwan Institute of Directors	Under the situation of global competition and cooperation, explore the international competitiveness of Taiwanese enterprises	3
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Independent Director	Liu, Kuo-Chao	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Independent Director	Lai, Ming-Zhang	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5

(2) Continuing Professional Education Courses for Managers(the Presidents, Vice Presidents, Heads of Accounting, Finance, and Chief Audit Officer) :

Title	Name	Date	Institute	Course	Hours
President	Lee, Wei-Cheng	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Assistant Vice President (Corporate Governance Supervisor)	Hong, Yu-Yen	2024.03.11	The Taiwan Corporate Governance Association	Emerging technologies drive improvements in enterprise forecasting and prediction capabilities	1.5
		2024.04.12	Account Research and Development Foundation	Analysis of The Latest ESG Sustainability Policy Regulations Related to "Annual Report Compilation" and the Impact of Net-Zero Carbon Emissions on Financial Reports	6
		2024.05.13	The Taiwan Corporate Governance Association	New Trends & Huge Challenges of Generative AI	1.5
		2024.08.12	The Taiwan Corporate Governance Association	Tax Governance	1.5
		2024.11.12	The Taiwan Corporate Governance Association	Global Compliance management Trends	1.5
Assistant Vice President (Heads of Accounting and Financial)	Hong, Yu-Yen	2024.05.30	Account Research and Development Foundation	Corporate ESG Practical Topic: Legal Responsibilities of Tax Laws Related to "Climate Protection"	3
		2024.05.30	Account Research and Development Foundation	Analysis of the Latest Finance, Accounting Regulations, IFRS Q&A and Common Deficiencies in Corporate Financial Reports	3
		2024.05.31	Account Research and Development Foundation	IFRS Sustainability Disclosure Series Standards: Transformation of Sustainability, Climate Information, and Annual Reports of Shareholders' Meeting	3
		2024.05.31	Account Research and Development Foundation	Analysis of Legal Liability of financial and accounting personnel and Analysis of Cases in Economic Crimes and Money Laundering Crimes	3

Title	Name	Date	Institute	Course	Hours
Chief Audit Officer	Lei, Hsin-Jui	2024.11.27	The Institute of Internal Auditors-Chinese	Enhance the sustainable value of the enterprise and optimize the risk management system	6
		2024.12.26	The Institute of Internal Auditors-Chinese	Internal auditors must understand: Generative AI and AI data protection	6

## 2.3.5 The Composition, Duties and Operations of the Remuneration Committee:

### 2.3.5.1 Information on Remuneration Committee Members:

Position title (Note 1)	Name	Qualifications	Professional qualifications and experience (Note 2)	Independence Status (Note 3)	Number of other public companies at which the person concurrently serves as remuneration committee member
Independent Director (Convener of Remuneration Committee)	Lai, Ming-Zhang		Please refer to “2.1.1 Information on Directors” of this annual report.		0
Independent Director	Chen, Chin-Tsai				1
Independent Director	Liu, Kuo-Chao				0

Note 1: For “Position title,” please specify whether the member is an independent director or other (if the member is the convener, please note that fact).

Note 2: Professional qualifications and experience: Please specify the professional qualifications and experience for each member of the Remuneration Committee.

Note 3: Compliance with the independence requirements: Please specify the Remuneration Committee members’ compliance of independence, including but not limited to, whether they or their spouse or relative within the second degree of kinship serve as directors, supervisors or employees in the Company or any of its affiliates; the number and percentage of the Company’s shares held in their own names or names of the spouses, relatives within the second degree of kinship (or through their nominees); whether they has served as directors, supervisors, or employees in any company engaged in specific relationship with the Company (please refer to the subparagraphs 5–8, Paragraph 1 of Article 6 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange); the amount of any pay received by the remuneration committee member for any services such as business, legal, financial, or accounting services provided to the Company or any affiliate thereof within the past 2 years.

Note 4: During the 2 years before being appointed or during the term of office, a remuneration committee member shall not have been or be any of the following:

- (1) Not an employee of the Company or any of its affiliates.
- (2) Not a director or supervisor or any of the Company’s affiliates. The same does not apply, however, in cases where the person is an independent director of the Company, its parent company, or any subsidiary, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary.

- (3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under any other's name, in an aggregate amount of 1 percent or more of the total number of issued shares of the company or ranking in the top 10 in shareholding.
- (4) Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of a managerial officer under subparagraph 1 or any of the persons in the preceding two and three subparagraphs.
- (5) Not a director, supervisor, or employee of a corporate shareholder that directly holds 5% or more of the total number of issued shares of the Company, or that ranks among the top five in shareholdings, or that designates its representative to serve as a director or supervisor of the Company under Article 27, paragraph 1 or 2 of the Company Act.(except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (6) Not the directors, supervisors, or employees of other companies with the director's seat of the Company or with more than half of the voting shares controlled by the same person (except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (7) Not the directors, supervisors, or employees of other companies or organizations as the same person as the Company's chairman, president, or equivalent position or the spouse (except for those who are independent directors of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (8) Not the directors, supervisors, managers, or shareholders with more than 5% shares of specific companies or organizations with financial or business transactions with the Company (except for those who are independent directors of specific companies or organizations holding more than 20% of the total shares issued by the Company but not more than 50%, and of the Company and its parent company, subsidiary, or subsidiaries of the same parent company established in the Law or local laws).
- (9) Not the professionals of business, legal, financial, accounting, or other related services, entrepreneurs of proprietorships, partnerships, corporations or organizations, partners, directors, supervisors, and managers or their spouses who provide the audit services for the Company or affiliated enterprises or whose cumulative remuneration in the last two years has not exceeded NT\$500,000. However, this restriction shall not apply to members of the remuneration committee, open takeover review committee, or special committee for mergers and acquisitions who perform their duties under the Securities and Exchange Act or the relevant statutes of the Mergers and Acquisitions Act.
- (10) Not been a person of any conditions defined in Article 30 of the Company Act.

### 2.3.5.2 Operation of the Remuneration Committee:

A. The Company's remuneration committee has a total of 3 members.

B. The term of the current members is from June 15, 2023, to June 14, 2026. A total of 2 **【A】** meetings of the remuneration committee were held in 2024. The attendance by the members was as follows:

Title	Name	Attendance in person <b>【B】</b>	Attendance by proxy	Attendance rate (%) <b>【B/A】</b> (Note)	Remarks (Note)
Convener	Lai, Ming-Zhang	2	-	100%	Reelection on 2023.06.15
Member	Chen, Chin-Tsai	2	-	100%	Reelection on 2023.06.15
Member	Liu, Kuo-Chao	2	-	100%	Reelection on 2023.06.15

Other matters that should be disclosed:

1. If the board of directors does not accept, or amends, any recommendation of the remuneration committee, specify the board meeting date, meeting session number, content of the recommendation(s), the outcome of the resolutions of the board of directors, and the measures taken by the Company with respect to the opinions given by of the remuneration committee (e.g., if the salary/compensation approved by the board is higher than the recommendation of the remuneration committee, specify the differences and the reasons.): None.
2. With respect to any matter for resolution by the remuneration committee, if there is any dissenting or qualified opinion of a committee member that is on record or stated in writing, specify the remuneration committee meeting date, meeting session number, content of the motion, the opinions of all members, and the measures taken by the Company with respect to the members' opinion: None.

Note:

- (1) If any remuneration committee member left the committee before the end of the fiscal year, specify the date that they left the committee in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number they attended in person during the period they were on the committee.
- (2) If any by-election for remuneration committee members was held before the end of the fiscal year, the names of the new and old committee members should be filled in the table, with a note stating whether the member left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number attended in person during the period of each such person's actual time on the committee.

### C. Operation of the Remuneration Committee in 2024:

Date	Content of Motion	Resolutions	The Company's handling of the Remuneration Committee members' opinion
The 3 <sup>rd</sup> meeting of the 5 <sup>th</sup> committee 2024.09.23	Discussed the results of the performance evaluation of the Board of Directors to report to the Remuneration Committee regularly and apply as a reference to individual directors' remuneration.	No Resolutions.	-
The 4 <sup>th</sup> meeting of the 5 <sup>th</sup> committee 2024.12.30	Discussion of 2024 remuneration of managers for year-end bonus proposal.	All attending members unanimously agree to pass the proposal.	All attending Directors unanimously agree to pass the proposal on the Board meeting.

### 2.3.6 Sustainable Development Committee:

To practice corporate social responsibility and achieve sustainable development, the Director and President of the Company convenes the top executives of each department to form a "Sustainable Development Committee", which is subordinate to the Board of Directors.

To be in charge of proposing and enforcing the sustainable development policies, systems, or relevant management guidelines, and concrete promotional plans and to report on the same to the board of directors on a periodic basis on the status of promotion.

The Status of the sustainability group 's implementation:

A. The sustainability members comprised of 14.

B. The term of the current members is from June 15, 2023, to June 14, 2026.

Professional qualifications and experience of the sustainability members were as follows:

Title	Name	Professional qualifications and experience	Remarks
Convener	Lee, Wei-Cheng	Please refer to Directors' Information.	The director and president
Member	Liu, Yi-Ting; Hong, Yu-Yen; Lei, Hsin-Jui; Chen, Heng-Xiang	The relevant corporate governance.	The relevant departments of legal, finance and accounting, auditing, and information technology, etc.
Member	Chung, Wei-Shu	The relevant products research and development.	The relevant department of research and development.
Member	Tsai, Wei-Chiuan; Chiu, Lin-Sheng; Che, Cheng-Yang; Huang, Ting-Yao	The relevant marketing operations.	The relevant department of marketing operations.
Member	Chiang, Kuo-Hua; Yang, Po-Chun; Han Shou-Yi	The relevant procurement and production.	The relevant department of procurement and production.
Member	Chen, Chia-Hsin	The relevant human resources and administrative management.	The department of administration.

C. The Board of Directors supervises the implementation of the sustainability development in 2024:

Date	Attendance in person	Contents Proposed	Result of Resolution
(11 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.02.26	All directors	Report on performance evaluation of the board of directors.	No matter to be resolved.
(12 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.03.11	All directors	Report on implementation status of greenhouse gas inventory and verification schedule.	No matter to be resolved.
(15 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.06.24	All directors	Report on implementation status of greenhouse gas inventory and verification schedule.	No matter to be resolved.
(18 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.09.23	All directors	1. Report on purchasing liability insurance for directors and supervisors. 2. Report on implementation status of greenhouse gas inventory and verification schedule.	No matter to be resolved.
(21 <sup>st</sup> meeting of the 14 <sup>th</sup> board) 2024.12.30	All directors	Report on promotion of Sustainable Development included implementation status of the preparation of sustainability reports, the result of corporate governance evaluation, the application and litigation of the new patent, the education of human rights policy, the education on preventing Insider Trading of insiders, the education of labor safety and health, the issues of concern and the communication of stakeholders, the education of "Code of Ethical Conduct" and the "Ethical Management and Guidelines for Conduct", the management of cyber security the inventory and verification schedule of greenhouse gas, etc.	No matter to be resolved.

### 2.3.7 Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice

#### Principles for Listed Companies and the Reasons:

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
<p>1. Has the Company established a governance framework for promoting sustainable development, and established an exclusively (or concurrently) dedicated unit to be in charge of promoting sustainable development? Has the board of directors authorized senior management to handle related matters under the supervision of the board?</p>	V		<p>In order to align with the global ESG trend and enhance the sustainability governance mechanism to achieve the goals of sustainable development, the Director and President of the Company convenes the top executives of each department to form a “Sustainable Development Committee”, which is subordinate to the Board of Directors. To be in charge of proposing and enforcing the sustainable development policies, systems, or relevant management guidelines, and concrete promotional plans and to report regularly to the Board of Directors at least twice a year on the implementation plan and results.</p> <p>The Sustainable Development Committee had a total of 7 meetings in the Most Recent Fiscal Year and Up to March 2025 to report to the board of directors on the implementation of sustainable development, the content included:</p> <p>(1) On February 26, 2024, report on the performance evaluation of board of directors.</p> <p>(2) On March 11, 2024, report on implementation status of the greenhouse gas inventory and verification schedule.</p> <p>(3) On June 24, 2024, report on implementation status of the greenhouse gas inventory and verification schedule.</p> <p>(4) On September 23, 2024, report on the implementation status of purchasing liability insurance for directors and supervisors, the greenhouse gas inventory and verification schedule.</p>	No difference.

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
			<p>(5) On December 30, 2024, report on promotion of Sustainable Development included implementation status of the preparation of sustainability reports, the result of corporate governance evaluation, the application and litigation of the new patent, the education of human rights policy, the education on preventing Insider Trading of insiders, the education of labor safety and health, the issues of concern and the communication of stakeholders, the education of "Code of Ethical Conduct" and the "Ethical Management and Guidelines for Conduct", the management of cyber security, the inventory and verification schedule of greenhouse gas, etc.</p> <p>(6) On February 24, 2025, report on the performance evaluation of the board of directors.</p> <p>(7) On March 10, 2025, report on implementation status of greenhouse gas inventory and verification schedule.</p> <p>The board of directors listen regularly to the report of the management team at least twice a year. The management need to propose the Company's sustainable development strategies to the board of directors. The board of directors judge the possibility of success of these strategies, and regularly review the progress of the specific promotion plan and urge the management team to make adjustments when necessary.</p>	

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons									
	Yes	No	Explanation										
2. Has the company conducted risk assessments on environmental, social and corporate governance issues related to the company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies? (Note 2)	V		The risk management policy was not drafted and submitted to the board of directors. However, the Company prepares a sustainability report each year, and analyzes the effect of material issues on the Company and strategies based on the principle of materiality.  For a description of risk assessments for material issues are as follows:	No difference.									
			<table border="1"> <thead> <tr> <th>Significant issues</th> <th>Risk assessment items</th> <th>Descriptions</th> </tr> </thead> <tbody> <tr> <td>Environment</td> <td>Environmental impacts and their management</td> <td>           1.The Company regularly checks the greenhouse gas emissions, reviews the impact on its operations, and continuously takes carbon reduction measures according to the results of the carbon inventory to effectively reduce the emission risk and the indirect greenhouse gas emissions due to the use of electricity.             2. The annual internal audit plan has been made regarding the Company's compliance with various relevant environmental laws and regulations, and the audit result indicates that each operating process complies with regulations.         </td> </tr> <tr> <td>Social</td> <td>Occupational Safety</td> <td>1.Fire exercises and industrial safety education and training are held regularly to cultivate employees' emergency response and safety self-management capabilities.</td> </tr> </tbody> </table>		Significant issues	Risk assessment items	Descriptions	Environment	Environmental impacts and their management	1.The Company regularly checks the greenhouse gas emissions, reviews the impact on its operations, and continuously takes carbon reduction measures according to the results of the carbon inventory to effectively reduce the emission risk and the indirect greenhouse gas emissions due to the use of electricity.  2. The annual internal audit plan has been made regarding the Company's compliance with various relevant environmental laws and regulations, and the audit result indicates that each operating process complies with regulations.	Social	Occupational Safety	1.Fire exercises and industrial safety education and training are held regularly to cultivate employees' emergency response and safety self-management capabilities.
			Significant issues		Risk assessment items	Descriptions							
Environment	Environmental impacts and their management	1.The Company regularly checks the greenhouse gas emissions, reviews the impact on its operations, and continuously takes carbon reduction measures according to the results of the carbon inventory to effectively reduce the emission risk and the indirect greenhouse gas emissions due to the use of electricity.  2. The annual internal audit plan has been made regarding the Company's compliance with various relevant environmental laws and regulations, and the audit result indicates that each operating process complies with regulations.											
Social	Occupational Safety	1.Fire exercises and industrial safety education and training are held regularly to cultivate employees' emergency response and safety self-management capabilities.											

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
			<p>Product Security</p> <p>1.The products of the Company comply with all laws and regulations, are RoHS compliant, and are free of hazardous substances. At the same time, in order to ensure the quality of customer service, we set up a customer service dedicated communication channel and actively conduct customer service satisfaction surveys on a regular basis every year to strengthen the collaboration with customers.</p> <p>2. In order to avoid losses caused by a variety of risks, the Company has also taken various insurance policies, such as product liability insurance (the policy number is 0100-CT2102 and the insured coverage is USD 2 million.), etc., to ensure that we have sufficient capacities and resources to carry out the following recovery when risks occur, and indeed keep our commitments to customers.</p>	
			<p>Corporate Governance</p> <p>Social economy and regulatory compliance</p> <p>1.By establishing an organizing framework of corporate governance and implementing an internal control system, we ensure that all employees and operations of the Company comply with relevant laws and regulations.</p> <p>2.The Company will apply for patents for the products developed by it to protect its rights and interests.</p>	

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons				
	Yes	No	Explanation					
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<p>3. Environmental issues</p> <p>(1) Has the Company set an environmental management system designed to industry characteristics?</p>	V		<p>The Company has established a complete environmental policy, complied with regulations and other related requirements to reduce air pollution emissions and environmental impact. The company will plan to pass the third-party authentication continuously in the future.</p> <p>The Company has conducted the annual greenhouse gas inventory, tracked, and publicly disclosed the emission reduction results in the sustainability report and on it's website: <a href="https://www.besta.com.tw/zh-w/Page/responsibility">https://www.besta.com.tw/zh-w/Page/responsibility</a></p>	No difference.				

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons																		
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(2) Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	V		<p>Green Manufacturing aspect, the Company plans to implement environmental regulations, establish the green supplier's assessment system. The supplier can be registered in the list of qualified manufacturers only when passing the green management evaluation of the Quality Department of the Company, the implementation of the concept of environmental protection in product design, manufacturing, use, scrap and recycling. And also, the Company is dedicated to building a supply chain featuring green design, green manufacturing and low carbon emissions in order to keep our promise to bring low carbon services to our customers.</p> <table border="1"> <thead> <tr> <th colspan="3">IDC energy saving</th> </tr> <tr> <th>classification</th> <th>Items</th> <th>Implementation</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Energy Conservation and Carbon Reduction</td> <td>Cold and hot aisles design</td> <td>Totally enclosed Hot aisle/cold aisle arrangements lower cooling costs by better managing airflow.</td> </tr> <tr> <td>Improvement of refrigeration efficiency, air conditioner unit in summer.</td> <td>Improving air conditioner efficiency in the Summer by purchasing new cooled water chiller unit.</td> </tr> <tr> <td>Power optimization and Surge protection device</td> <td>Reducing high-frequency noise by super-low impedance (<math>3\Omega &lt;</math>) to remove the improper high frequency energy.</td> </tr> <tr> <td rowspan="2">Environmental Management System (EMS)</td> <td>Overall energy saving benefits review</td> <td>Block out non-used cabinet space to avoid the spillover of cooling; set ceiling to each customer's power usage amount to ensure that Power Usage Effectiveness is plausibility based on production by operation scale of machine room. Control overall nominal voltage in order to reduce the initial meter charges and electric resource.</td> </tr> <tr> <td>Nominal voltage review</td> <td>Evaluating operating condition to raise nominal voltage of taipower to 260KW to lower the initial meter charges.</td> </tr> </tbody> </table>	IDC energy saving			classification	Items	Implementation	Energy Conservation and Carbon Reduction	Cold and hot aisles design	Totally enclosed Hot aisle/cold aisle arrangements lower cooling costs by better managing airflow.	Improvement of refrigeration efficiency, air conditioner unit in summer.	Improving air conditioner efficiency in the Summer by purchasing new cooled water chiller unit.	Power optimization and Surge protection device	Reducing high-frequency noise by super-low impedance ( $3\Omega <$ ) to remove the improper high frequency energy.	Environmental Management System (EMS)	Overall energy saving benefits review	Block out non-used cabinet space to avoid the spillover of cooling; set ceiling to each customer's power usage amount to ensure that Power Usage Effectiveness is plausibility based on production by operation scale of machine room. Control overall nominal voltage in order to reduce the initial meter charges and electric resource.	Nominal voltage review	Evaluating operating condition to raise nominal voltage of taipower to 260KW to lower the initial meter charges.	No difference.
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Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
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(3) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	V		<p>In accordance with Article 7 of Sustainable Development Best Practice Principles of the Company, the directors of the Company shall exercise the due care of good administrators to urge the Company to perform its sustainable development initiatives, examine the results of the implementation thereof from time to time and continually make adjustments so as to ensure the thorough implementation of its sustainable development policies.</p> <p>The board of directors shall appoint executive-level positions with responsibility for economic, environmental, and social issues resulting from the business operations of the Company, and to report the status of the handling to the board of directors. The handling procedures and the person responsible for each relevant issue shall be concrete and clear.</p> <p>In accordance with Article 17, the Company is advised to assess the current and future potential risks and opportunities that climate change may present to enterprises and to adopt related measures, advised to adopt standards or guidelines generally used in Taiwan and abroad to enforce corporate greenhouse gas inventory and to make disclosures thereof, the scope of which shall include the following:</p> <ol style="list-style-type: none"> <li>1. Direct greenhouse gas emissions: emissions from operations that are owned or controlled by the Company.</li> <li>2. Indirect greenhouse gas emissions: emissions resulting from the utilization of energy such as imported electricity, heating, or steam.</li> <li>3. Other indirect emissions: emissions resulting from corporate activities that are not indirect emissions from energy but are from other sources of emissions owned or controlled by the Company.</li> </ol>	No difference.

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
			The Company is advised to compile statistics on greenhouse gas emissions, volume of water consumption and total weight of waste and to establish policies for energy conservation, carbon and greenhouse gas reduction, reduction of water consumption or management of other wastes. The companies' carbon reduction strategies should include obtaining carbon credits and be promoted accordingly to minimize the impact of their business operations on climate change.	
(4) Did the company collect data for the past two years on greenhouse gas emissions, volume of water consumption, and the total weight of waste, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?	V		<p>1. The Company adheres to internationally recognized standards and guidelines to conduct annual greenhouse gas (GHG) inventories and disclose emissions data. We have also established GHG emission reduction strategies and targets. Through operational management and various ICT solutions, we implement energy-saving measures for equipment and regularly review the effectiveness of our carbon reduction efforts. In 2023, the GHG emissions for Scope 1 amounted to 11.1720 metric tons of CO<sub>2</sub>e, while Scope 2 emissions totaled 480.3650 metric tons of CO<sub>2</sub>e. In 2024, Scope 1 emissions increased to 35.1917 metric tons of CO<sub>2</sub>e, and Scope 2 emissions were reduced to 357.8599 metric tons of CO<sub>2</sub>e. The total energy consumption in 2024 increased by 13.7% compared to the previous year. Notably, electricity consumption decreased by 27.2%, while gasoline consumption rose by 14.6%. The annual inventory report has been verified by a third-party organization in accordance with ISO14064-1:2018 standards. The verification statement is available on its website for reference.</p> <p>2. The Company has established a comprehensive water management policy to address water-related risk factors and implement appropriate response measures. In 2024, as there were no water requirements for manufacturing processes, all water usage was limited to domestic purposes. The total water withdrawal for 2024 decreased by 27.5% compared to 2023, marking the third consecutive year of declining water consumption. This demonstrates our</p>	No difference.

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons				
	Yes	No	Explanation					
			<p>commitment to water resource conservation and the effectiveness of our water-saving initiatives. For relevant details, please refer to our Sustainability Report.</p> <p>3. To reduce pollution, toxic substances, and carbon emissions caused by waste, the Company is committed to the proper recycling and management of industrial waste. All waste generated within our facilities is first collected, categorized, and then entrusted to third-party professional and certified disposal, treatment, and recycling organizations for proper handling, transportation, and reuse.</p> <p>In 2024, a total of 3.2685 metric tons of hazardous industrial waste and 12.19 metric tons of domestic waste were outsourced for processing. For relevant details on our policies, please refer to our Sustainability Report.</p> <p>4.Implementation of Climate-Related Information:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Implementation status</th> </tr> </thead> <tbody> <tr> <td>1. The board of directors' and management's oversight and governance of climate-related risks and opportunities.</td> <td>The Director and President of the Company convenes the executives of each department to form a “Sustainable Development Committee”, which is subordinate to the Board of Directors. To be in charge of proposing and enforcing the sustainable development policies, systems, or relevant management guidelines, and concrete promotional plans and to report regularly to the Board of Directors at least twice a year on the implementation plan and results.</td> </tr> </tbody> </table>	Item	Implementation status	1. The board of directors' and management's oversight and governance of climate-related risks and opportunities.	The Director and President of the Company convenes the executives of each department to form a “Sustainable Development Committee”, which is subordinate to the Board of Directors. To be in charge of proposing and enforcing the sustainable development policies, systems, or relevant management guidelines, and concrete promotional plans and to report regularly to the Board of Directors at least twice a year on the implementation plan and results.	
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Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
			<p>2. How the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).</p> <p>3. The financial impact of extreme weather events and transformative actions.</p> <p>4. How climate risk identification, assessment, and management processes are integrated into the overall risk management system.</p>	<p>Please refer to “2.3.7.8 the financial influence, opportunity and business strategy of climate risks.” of this annual report.</p>
		<p>5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.</p>	<p>The Company does not use scenario analysis to assess resilience to climate change risks.</p>	
		<p>6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.</p>	<p>The Company does not assess a transition plan for managing climate-related risks.</p>	

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
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			<p>7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.</p> <p>The Company does not use internal carbon pricing as a planning tool.</p>	
		<p>8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.</p> <p>The Company does not assess a transition plan for managing climate-related risks.</p>		
		<p>9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan (separately fill out in points 1-1 and 1-2 below).</p> <p>The Company does not meet the issue No. Financial-Supervisory-Securities-Firms-1120385996 of the Financial Supervisory Commission, what issue date on November 13, 2023.</p>		

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons										
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<p>4. Social issues</p> <p>(1) Has the company formulated relevant management policies and procedures in accordance with relevant laws and regulations and international human rights conventions?</p>	V		<p>In order to protect the basic human rights of our employees and to create an environment where human rights are fully protected, the Company supports and voluntarily complies with “the United Nations Universal Declaration of Human Rights”, “the Global Compact”, “the International Labor Organization Convention”, and other international human rights conventions, respects internationally recognized basic human rights and formulates Besta's human rights policy based on the guiding principles of the aforementioned regulations.</p> <p>The Company’s human rights policy applies to the Company and each of its operating locations and complies with labor and gender equality in employment laws and regulations where it operates, and it has formulated and enforced human rights protection and labor policies. Additionally, in 2024, we conducted the education on human rights policy for all employees.</p> <p>Human rights policies are as follows:</p> <table border="1"> <thead> <tr> <th>Human Rights Policy</th> <th>Specific Implementation Plan</th> </tr> </thead> <tbody> <tr> <td>Provide a safe and healthy work environment.</td> <td>Please refer to “The Information on Labor Relations” of this annual report.</td> </tr> <tr> <td>Help employees maintain physical and mental health and work-life balance.</td> <td>Please refer to “The Information on Labor Relations” of this annual report.</td> </tr> <tr> <td>Prohibit forced labor and abide by local government labor laws.</td> <td>We faithfully implement the vacation system and encourage colleagues to focus on work-life balance.</td> </tr> <tr> <td>Set out human rights clauses in supplier contracts and implement on-site audits.</td> <td>Please refer to “4.6 the company implemented a supplier management policy” of this applicant.</td> </tr> </tbody> </table> <p>In 2024, the education and training on human rights for all employees had been completed, totaling 17.5 hours, 35 people (35 times) took training, the percentage of total employees accounted for 57%.</p>	Human Rights Policy	Specific Implementation Plan	Provide a safe and healthy work environment.	Please refer to “The Information on Labor Relations” of this annual report.	Help employees maintain physical and mental health and work-life balance.	Please refer to “The Information on Labor Relations” of this annual report.	Prohibit forced labor and abide by local government labor laws.	We faithfully implement the vacation system and encourage colleagues to focus on work-life balance.	Set out human rights clauses in supplier contracts and implement on-site audits.	Please refer to “4.6 the company implemented a supplier management policy” of this applicant.	No difference.
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	Yes	No	Explanation	
			Physical and mental counselling had been completed totaling 8 hours, 4 people, the education on females' health protection had been completed totaling 1 hours, 1 people.	
(2) Has the Company established and implemented reasonable employee welfare measures (include salary/compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	V		Please refer to "The Information on Labor Relations" of this annual report.	No difference.
(3) Does the Company provide employees with a safe and healthy working environment, and implement regular safety and health education for employees?	V		<p>In order to improve safety, health, and environment management performance, the Company has established a professional and effective safety, health, environment, and energy management system, and plans the safety, health, and environment management plan pursuant to relevant laws every year, including occupational disaster prevention in its implementation. Emergency response drills are carried out for different issues, such as fire, flood, earthquake, etc.</p> <p>Regarding health promotion, new employees are required to provide a physical examination report pursuant to law before reporting for duty; for in-service employees, better than what is required by relevant laws and decrees, the Company regularly carries out all employee's health examination every year and implements health management operations. It also regularly cooperates with medical and health institutions to hold all kinds of health lectures and consultations.</p>	No difference.

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons
	Yes	No	Explanation	
			<p><b><u>Hire special medical staff</u></b></p> <p>Based on the concept of prevention, the Company employs a sufficient number of medical staff in accordance with regulations and provides monthly on-site medical staff services to provide professional care for the prevention of occupational injuries and employee health management and promotion.</p> <p><b><u>Worker environment monitoring</u></b></p> <p>Work environment test is conducted twice a year to gather information on workers' environmental exposure, and thereby protect them from hazardous substances, giving them a healthy and comfortable environment to work in.</p> <p><b><u>Safety Inspection Operation</u></b></p> <p>The conductions of safety inspection operation are as follows:</p> <ol style="list-style-type: none"> <li>1. Labor health and safety audit division, department of Occupational Safety and Health: <ol style="list-style-type: none"> <li>a. Occupational safety and health affair managers: by site manager on part-time basis.</li> <li>b. Occupational safety and health personnel: by occupational safety and health management specialist.</li> <li>c. Safety and health executive personnel: by site engineer.</li> <li>d. Subcontractor Safety and Health Management Personnel: by subcontractor's management personnel.</li> </ol> </li> <li>2. Joint inspection team, Department of Administration: Joint inspection work safety audit tasks by audit committee, supervision organization, and contractor.</li> <li>3. Off-premises work site safety inspection: As required by work site owner.</li> </ol>	

Projects	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles and the Reasons															
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			<p><b><u>Hazardous equipment management</u></b></p> <p>Non-hazardous machines and equipment for nature of the Company.</p> <p>According to Occupational Safety and Health Act, the labor of the Company had received on-the-job safety and health education and training at least 3 hours every three years in 2023.</p> <p>Based on Occupational Safety and Health Education and Training Rules, the new employees in 2024 need to train one hours per person in safety and health education and training courses.</p> <p>Education and training in occupational safety in the last two years were as follows:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Employees</th> <th>Hours of occupational safety courses</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>12</td> <td>72</td> </tr> <tr> <td>2024</td> <td>7</td> <td>7</td> </tr> </tbody> </table> <p>Information regarding the number of occupational accidents, number of employees involved, and the ratio of accidents involving people to the total number of employees in 2024 was as follows:</p> <table border="1"> <thead> <tr> <th>Number of employees</th> <th>Number of accidents</th> <th>Occupational accident ratio</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> <p>Notes: No occupational accidents, number of employees occurred in the Company in 2024.</p>	Year	Employees	Hours of occupational safety courses	2023	12	72	2024	7	7	Number of employees	Number of accidents	Occupational accident ratio	0	0	0%	
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(4) Has the Company established effective career development training programs for employees?	V		Please refer to “The Information on Labor Relations” of this annual report.	No difference.															

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(5) Does the company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection and grievance policies?	V		<p>The Company has established the “Regulations Governing Customer Service” in order to protect customers' rights and interests, and corporate image.</p> <p>The Company has established a customer service center exclusively responsible for resolving customers' problems.</p> <p>If a customer complaint occurs, the customer service center shall notify the relevant authorized or responsible unit, which shall resolve the problem within a prescribed period of time. To ensure the protection of customers' rights and interests, customer service results are reviewed at irregular intervals.</p> <p>The Company has operated its own brand for many years and is quite familiar with and abides by relevant regulations and international standards. There are standard operating procedures for handling customer complaints, which are handled by special personnel to transparently and effectively handle customer complaints.</p>	No difference.
(6) Has the company formulated supplier management policies requiring suppliers to comply with relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights, and what is the status of their implementation?	V		<p>The Company has established “Suppliers Code of Conduct” and determines the supplier selection criteria regarding environmental protection, human rights, safety, health and sustainable development, as well as its requirements and expectations for suppliers in terms of environmental, safety and health risks, prohibition of child labor, labor management, basic rights of labors for zero hazards, ethical codes and integrity management, so as to facilitate joint improvement of corporate sustainable development.</p> <p>The Company has established a supplier coaching project. Through supplier selection, audit coaching, performance evaluation and training, and based on cooperation, the sustainable requirements have been implemented in the daily management of the supply chain. All the key suppliers of the Company had met 100% the following conditions in 2024.</p>	No difference.

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			<table border="1"> <thead> <tr> <th>Item</th> <th>Specific Practice</th> </tr> </thead> <tbody> <tr> <td>Supplier Evaluation</td> <td> <p>All the suppliers must pass the supplier assessment and comply with the Supplier Code of Conduct and Sustainable Development Policy.</p> <p>The suppliers must pass the ISO9000 quality management system certification.</p> </td> </tr> <tr> <td>Supplier Audit</td> <td> <p>The audit team and coaching team assess the suppliers regularly, in order to ensure product quality, production capacity, operation management and compliance with RoHS, strengthen the environmental protection, safety and health performance, and introduce the automation technique to increase the production capacity.</p> </td> </tr> <tr> <td>Supplier Training</td> <td> <p>The Company holds supplier communication meetings from time to time, reviews and exchanges on industry knowledge, environment protection, regulations, dynamic market, and other relevant matters, executes the relevant product introduction.</p> </td> </tr> <tr> <td>Supplier Forum and Commendation</td> <td> <p>The Company combines with resources of the Group to hold supplier meetings every year, not only to communicate the Group's philosophy and goals, but also recognize suppliers with outstanding performance and contributions in quality improvement, lowering cost, ensuring delivery, and sustainability performance.</p> <p>In addition, regarding brand agency, the Company also holds supplier meetings to coordinate with Original Design Manufacturer to recognize suppliers with outstanding performance, encourage, and reward.</p> </td> </tr> </tbody> </table>	Item	Specific Practice	Supplier Evaluation	<p>All the suppliers must pass the supplier assessment and comply with the Supplier Code of Conduct and Sustainable Development Policy.</p> <p>The suppliers must pass the ISO9000 quality management system certification.</p>	Supplier Audit	<p>The audit team and coaching team assess the suppliers regularly, in order to ensure product quality, production capacity, operation management and compliance with RoHS, strengthen the environmental protection, safety and health performance, and introduce the automation technique to increase the production capacity.</p>	Supplier Training	<p>The Company holds supplier communication meetings from time to time, reviews and exchanges on industry knowledge, environment protection, regulations, dynamic market, and other relevant matters, executes the relevant product introduction.</p>	Supplier Forum and Commendation	<p>The Company combines with resources of the Group to hold supplier meetings every year, not only to communicate the Group's philosophy and goals, but also recognize suppliers with outstanding performance and contributions in quality improvement, lowering cost, ensuring delivery, and sustainability performance.</p> <p>In addition, regarding brand agency, the Company also holds supplier meetings to coordinate with Original Design Manufacturer to recognize suppliers with outstanding performance, encourage, and reward.</p>	
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5. Does the company refer to international reporting standards or guidelines when preparing its sustainability report and other reports disclosing non-financial information? Does the company obtain third party assurance or certification for the reports above?	V		<p>This report was prepared in accordance with the Core options of the GRI standards published by the Global Reporting Initiative, GRI, and disclosed on dedicated corporate sustainability area on the Company website.</p> <p>The report was not recognized by assurance or opinion of independent verification organization.</p>	No difference.
<p>6. If the Company has adopted its own sustainable development best practice principles based on the Sustainable Development Best Practice Principles for Listed Companies, please describe any deviation from the principles in the Company's operations:</p> <p>The Company has established the "Social Responsibility Best Practice Principles" in 2018. In March 2022, it was amended and renamed as "Sustainable Development Best Practice Principles" in accordance with the Sustainable Development Best Practice Principles for Listed Companies. There is no discrepancy in operations from that of the practice principles in 2024.</p>				
<p>7. Other important information to facilitate better understanding of the company's promotion of sustainable development:</p> <p>The Company has set up dedicated corporate sustainability area on its website: <a href="https://www.besta.com.tw/zh-tw/Page/responsibility">https://www.besta.com.tw/zh-tw/Page/responsibility</a></p>				

Note 1: If "Yes" is ticked in the "Implementation status" column, please concretely describe the major policies, strategies, and measures adopted and the status of their implementation. If "No" is ticked in the "Implementation status" column, please explain the deviations and the reasons in the "Deviations from the Sustainable Development Best Practice Principles for Listed Companies and the Reasons" column and explain the Company's plans for adoption of related policies, strategies, and measures in the future.

Note 2: The materiality principle refers to focusing on environmental, social and corporate governance issues likely to have a material impact on the Company's investors and other stakeholders.

Note 3: Regarding the method for disclosure, please refer to the "SAMPLE ANNUAL REPORT" page on the website of the Taiwan Stock Exchange Corporate Governance Center.

8. The financial influence, opportunity and business strategy of climate risks:

8.1 Climate Change Risk Analysis:

Risk Type	Climate Risk	Timeframe	Potential Financial Impact	Counter Measures
Transition Risk	1. Increased sustainability related requirements and norms	Short to long term	Increased operational costs	1. Regularly follow up and publicize the relevant policies and laws and regulations of the supervisor, and assist various departments to understand and comply with relevant issues and laws, so as to shorten the Company's response time. 2. Continue carrying out GHG reduction actions and participate in government reward programs for carbon reduction to earn carbon credit. 3. Strive to find ways to reduce environmental impact and reduce the total energy consumption in the product life cycle. In the future, the Company will continue to work towards low-carbon design, so that materials can be used more efficiently to reduce the impact on the environment. 4. Insist on green manufacturing and green innovation and use transparent disclosure to enhance the company's green reputation.
	2. Increased cost of greenhouse gas emissions	Short to long term		
	3. Low-carbon technology transformation cost	Medium to long term	Increased research and development / operational/ production costs	
	4. Change in customer behavior	Short to long term	Increased operational/ production/ management costs	
	5. Impact on company reputation	Medium to long term	Increased operational costs and decreased operational income	
Physical Risk	1. Long- term Risk— Rising average temperature	Medium to long term	1. Increased operational costs	1. Assess the potential impact of extreme weather on the plants every year, and plan ahead for mitigation/adaptation plans to reduce the impact of extreme weather on the plants. 2. Ask suppliers to evaluate the flood and drought risks of their operational facilities and implement risk reduction actions. 3. Continue to hold sustainable supply chain workshops to enhance the supply chain's awareness of various climate change management.
	2. Extreme Risk— typhoon/ rainstorm/drought/high temperature	Short to long term	2. Increased insurance liability due to climate-related impacts leading to insurance claims. 3. Decreased income due to productivity loss (e.g., supply chain disruptions)	

## 8.2 Climate Change Opportunity Analysis:

Opportunity Type	Opportunity Description	Timeframe	Potential Financial Impact	Implementation strategy / actions
Product and service	Develop new products and services through R&D and innovation	Short to long term	<ol style="list-style-type: none"> <li>1. Reduced operational costs.</li> <li>2. Expanding into new markets</li> </ol>	Combine circular economy and incentive cycle design, strengthen value chain cooperation, jointly develop net-zero new generation products, select raw materials with low carbon, low energy consumption, and low toxicity, and provide customers with solutions to reduce environmental impact.
	Diversification of business activities	Short to long term	Expanding into new markets	Through the short-, medium-, and long-term goals set by the various functional teams under the Sustainability Committee, combined with various action plans, the company incorporates them into the operating model, which can be considered as a new business model in the future.
Resource utilization efficiency	Use more efficient manufacturing and distribution processes	Medium to long term	Reduced operational costs	The new building adopts green construction methods, while the concept of green practices is gradually being introduced to the old plants. This includes replacing high energy-consuming equipment to reduce electricity costs, minimize energy consumption, and lower the overall greenhouse gas emissions.
Energy sources	Renewable energy setup and management	Medium to long term	Reduced operational costs	Set up a renewable energy team to regularly review and monitor the planning and use of renewable energy, and report to the Sustainability Committee on a regular basis.
	Participate in the renewable energy and carbon market	Medium to long term	Reduced operational costs	Seek to obtain internationally recognized renewable energy certificates and grab the opportunities of green power purchases to meet various international low-carbon needs.

**2.3.8 Ethical Corporate Management – Implementation Status and Deviations from the Ethical Corporate Management Best Practice Principles  
the Reasons:**

Evaluation item	Implementation Status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	Summary description	
1. Establishment of ethical corporate management policies and programs				
(1) Does the company have an ethical corporate management policy approved by its Board of Directors, and bylaws and publicly available documents addressing its corporate conduct and ethics policy and measures, and commitment regarding implementation of such policy from the Board of Directors and the top management team?	V		(1) The Company attaches importance to its reputation and takes integrity and sustainable operations as the maximum assets accumulated by Company operations. Among them, the “Codes of Ethical Conduct” and “Ethical Corporate Management Best Practice Principles and Procedures” for directors, managers, employees, appointees, or those with substantial control capability of the Company, in order to prevent the occurrence of conflicts of interest and acts without good faith, as well as let interested parties of the Company better understand the above company standards by which they must abide.  In 2024, the directors and employees have signed the Statement of Ethical Corporate Management with a 100% signing rate.	No difference.
(2) Whether the company has established an assessment mechanism for the risk of unethical conduct; regularly analyzes and evaluates, within a business context, the business activities with a higher risk of unethical conduct; has formulated a program to prevent unethical conduct with a scope no less than the activities	V		(2) The Company ensures honest operations and shall annually check and assess whether the preventive measures established for the implementation of honest operations are effective in accordance with “Ethical Corporate Management Best Practice Principles and Procedures”, regularly executes internal auditing and self-assessment operations, and actually checks the	No difference.

Evaluation item	Implementation Status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	Summary description	
prescribed in Article 7, paragraph 2 of the Ethical Corporate Management Best Practice Principles for TWSE/TPE Listed Companies?			Company's compliance in order to prevent the occurrence of acts without good faith. The Company's anti-dishonest behavior plan already covers the preventive measures of the various behaviors mentioned in Item 2, Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPE Listed Companies".	
(3) Does the company clearly set out the operating procedures, behavior guidelines, and punishment and appeal system for violations in the unethical conduct prevention program, implement it, and regularly review and revise the plan?	V		(3) The Company established its "Ethical Corporate Management Best Practice Principles and Procedures" which includes prohibiting unethical conduct, whistle-blowing system, and punishment against rule breakers. The Company also established a whistle-blowing procedure and an independent mailbox on its official website and review every year whether it is necessary to revise or establish supporting policies and operating procedures.	No difference.
<b>2. Ethical Management Practice</b>				
(1) Does the company assess the ethics records of those it has business relationships with and include ethical conduct related clauses in the business contracts?	V		(1) The customers and suppliers of the Company are mostly well-known companies. Their information regarding integrity management is more easily obtained. If business contracts are made, the importance of integrity is also underscored in these contracts.  We ask transaction counterparts to sign the Statement of Ethical Corporate Management to ensure they support and agree to perform the Company's ethical corporate management culture.  In 2024, the suppliers have signed the Statement of Ethical Corporate Management with a 41% signing rate.	No difference.

Evaluation item	Implementation Status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	Summary description	
(2) Has the company set up a dedicated unit to promote ethical corporate management under the board of directors, and does it regularly (at least once a year) report to the board of directors on its ethical corporate management policy and program to prevent unethical conduct and monitor their implementation?	V		(2) To fulfill their management responsibility of the good faith operation, prevent interest conflicts, provide the appropriate statements channel, the Company establishes the President Office which is responsible for promoting honest management in the enterprise to take charge of establishment, communication and training of good faith operation policy and dishonest behavior prevention scheme, and the relevant unit supervises the performance. The Company reported implementation of the “Codes of Ethical Conduct” and “Ethical Corporate Management Best Practice Principles and Procedures” to the board of director on December 30, 2024.	No difference.
(3) Has the company established policies to prevent conflict of interests, provided appropriate communication and complaint channels, and properly implemented such policies?	V		(3) The Company has established its “Ethical Corporate Management Best Practice Principles and Procedures” and “Codes of Ethical Conduct” to require the Company personnel not offer, commitment, requirements or accepting any improper profit gains directly or indirectly when engaging in business operation, nor have any unethical or illegal conduct or breach the fiduciary obligations. In order to implement the policy, the Company has arranged education and training every year and established whistle-blowing procedures.	No difference.

Evaluation item	Implementation Status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	Summary description	
(4) Does the company have effective accounting and internal control systems in place to enforce ethical corporate management? Does the internal audit unit follow the results of unethical conduct risk assessments and devise audit plans to audit compliance with the systems to prevent unethical conduct or hire outside accountants to perform the audits?	V		(4) The Company has established internal control systems, accounting systems and related management regulations and asked the audit unit to do the assessment of the risks of ethic management policy. The audit operations were completed in 2024, no abnormalities have been found.	No difference.
(5) Does the company provide internal and external ethical corporate management training programs on a regular basis?	V		(5) To implement integrity management, the responsible unit shall promote the advocacy education of colleagues, collect and draft important norms, such as the Code of Integrity Management, Operation Procedures, and advocate matters those colleagues should pay attention to in the implementation of business activities. Training hours totaled 18.6 hours in 2024 and there were no major breaches of the principle of good faith this year.	No difference.
3. Implementation of Complaint Procedures				
(1) Has the company established specific whistle-blowing and reward procedures, set up conveniently accessible whistle-blowing channels, and appointed appropriate personnel specifically responsible for handling complaints received from whistle blowers?	V		(1) System management and special personnel for special responsibilities: In order to solve major violations or misconduct, etc. complained about by employees, the Company has set up external and internal complaint management. When employees suffer from improper, illegal, or unreasonable events, they can submit a complaint according to the complaint system. There were no employee complaints or labor cases opened in 2024.	No difference.

Evaluation item	Implementation Status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	Summary description	
(2) Has the company established standard operation procedures for investigating the complaints received, follow-up measures taken after investigation, and mechanisms ensuring such complaints are handled in a confidential manner?	V		(2) Pursuant to “Ethical Corporate Management Best Practice Principles and Procedures” and “Whistleblowing Policy”, the Company has established investigation standard operation procedures and a confidentiality mechanism to accept reporting matters and imposes punishment by referring to trial principles.	No difference.
(3) Has the company adopted proper measures to protect whistleblowers from retaliation for filing complaints?	V		(3) In the “Whistleblowing Policy”, the Company has established a whistleblowing system: 1. E-mail: report@besta.com.tw 2. Post Written Whistleblow: The Company's Administration Department  According to the treatment principle, the Company will protect the reporter from discrimination, threats, job transfers, and other unfavorable treatments.	No difference.
4. Strengthening Information Disclosure				
(1) Does the company disclose its ethical corporate management policies and the results of their implementation on its website and the Market Observation Post System (MOPS)?	V		(1) The Company has established its “Ethical Corporate Management Best Practice Principles and Procedures” and disclosed on its website and the MOPS and the President Office to responsible for establishing and promoting the implementation of the ethical corporate management policies.	No difference.
5. If the company has adopted its own ethical corporate management best practice principles based on the Ethical Corporate management Best Practice Principles for TWSE/TPEX Listed Companies, please describe any deviations between the principles and their implementation:				

Evaluation item	Implementation Status (Note 1)		Deviations from the Ethical Corporate Management Best Practice Principles and the Reasons
	Yes	No	
Pursuant to the “Listed Company Code of Integrity Operations”, the Company formulated the “Ethical Corporate Management Best Practice Principles and Procedures” in 2016. The second amendment was approved by the Board of Directors on February 24, 2020, and the operation has no difference from the rules.			
6. Other important information to facilitate a better understanding of the status of operation of the company’s ethical corporate management policies: None.			

Note: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in in the explanation column for each item.

**2.3.9 Other Significant Information That Will Provide a Better Understanding of the State of Implementation of Corporate Governance May Also Be disclosed: None.**

## **2.3.10 The State of Implementation of Internal Control System:**

### **2.3.10.1 A Statement on Internal Control System:**

Inventec Besta Co., Ltd.

#### Statement of Internal Control System

Mar. 10, 2025

Based on the findings of self-assessment, the Company states the following with regard to its internal control system in 2024:

1. The Company is fully aware that establishing, operating and maintaining an internal control system are the responsibilities of its Board of Directors and management. The aim of the internal control system is to provide reasonable assurance to effectiveness and efficiency of operations (including profitability, performance and safeguarding of assets), reliability, timeliness, transparency, and regulatory compliance of reporting and compliance with applicable laws, regulations, and bylaws.
2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can only provide reasonable assurance of accomplishing the aforementioned three objectives. Moreover, the effectiveness of an internal control system may be subject to changes of environmental or circumstances. Nevertheless, the internal control system of the Company contains self-monitoring mechanism, and the Company takes corrective actions whenever a deficiency is identified.
3. The Company evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing Establishment of Internal Control Systems by Public Companies (herein below, the “Regulations”). The criteria adopted by the Regulations identify five components of internal control based on the process of management control: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities. Each component further contains several items. Please refer to the Regulations for details.
4. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid criteria.
5. Based on the findings of the assessment mentioned in the preceding paragraph, the Company believes that, as of December 31, 2024, its internal control system (including its supervision and management of subsidiaries), as well as its internal controls to monitor the achievement of its objectives concerning effectiveness and efficiency of operations, reliability, timeliness, transparency and regulatory compliance of reporting, and compliance with applicable laws, regulations, and bylaws, were effective in design and operation, and reasonably assured the achievement of the above-stated objectives.
6. This Statement will be integral part of the Company’s Annual Report and Prospectus and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171 and 174 of the Securities and Exchange Act.
7. This Statement has been passed by the Board of Directors in their meeting held on Mar. 10, 2025, with zero of seven attending directors expressing dissenting opinions, and the remainder all affirming the content of this Statement.

Inventec Besta Co., Ltd.

Chairman: Yang, Jen-Jye

President: Lee, Wei-Cheng

2.3.10.2 Where a CPA Has Been Hired to Carry Out a Special Audit of the Internal Control System, Furnish the CPA Audit Report: None.

**2.3.11 Material Resolutions of a Shareholders Meeting or a Board of Directors Meeting in the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report:**

2.3.11.1 Material Resolutions of a Shareholders Meeting:

Meeting date	Type	Major resolutions	Implementation Status
2024.06.13	General shareholder meeting	1. Ratification of the 2023 individual financial statements, consolidated financial statements and business report of the Company.	Approved by 34,686,226 voting rights (among which, 26,966,524 voting rights were exercised electronically), accounting for 98.88 % of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed.
		2. Adoption of the Proposal for 2023 Deficit Compensation.	Approved by 34,686,224 voting rights (among which, 26,964,522 voting rights were exercised electronically), accounting for 98.87 % of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed.

2.3.11.2 Material Resolutions of a Board of Directors Meeting:

Meeting date	Type	Major resolutions
(10 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.01.29	Board of Directors	None.
(11 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.02.26	Board of Directors	None.
(12 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.03.11	Board of Directors	1. Passed the 2023 Statement of Internal Control System.
		2. Passed the amendment of the Internal Control System.
		3. Passed the 2023 individual and consolidated financial statements, and business report of the Company.
		4. Passed the 2023 draft of independent auditors' report of individual and consolidated financial statements.
		5. Passed the 2023 deficit compensation proposal of the Company.
		6. Passed the appointment of the certified public accountant.
		7. Passed to agree upon relevant matters of the 2024 general shareholder meeting of the Company.
		8. Passed the amendment of partial articles of the "Regulations Governing Procedure for Board of Directors Meetings of the Company".
(13 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.04.29	Board of Directors	1. Passed to extend the bank quotas of Chang Hwa Commercial Bank, Yunglo Branch.

Meeting date	Type	Major resolutions
(14 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.05.13	Board of Directors	1. Passed the 2024 Q1 consolidated financial statements of the Company.
		2. Passed the 2024 Q1 draft of independent accountants' review report of consolidated financial statements.
(15 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.06.24	Board of Directors	1. Passed to extend the bank quotas of First Commercial Bank, Offshore Banking Branch.
(16 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.07.29	Board of Directors	1. Passed to extend the bank quotas of Hua Nan Commercial Bank, Shihlin Branch.
(17 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.08.12	Board of Directors	1. Passed the 2024 Q2 consolidated financial statements of the Company.
		2. Passed the 2024 Q2 draft of independent accountants' review report of consolidated financial statements.
(18 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.09.23	Board of Directors	None.
(19 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.10.28	Board of Directors	None.
(20 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2024.11.12	Board of Directors	1. Passed the 2025 internal audit plan.
		2. Passed the 2024 Q3 consolidated financial statements of the Company.
		3. Passed the 2024 Q3 draft of independent accountants' review report of consolidated financial statements.
		4. Passed the amendment of partial articles of the "Audit Committee Charter"
		5. Passed the Certified Public Accountant (CPA) Fee.
		6. Passed to extend the bank quotas of Land Bank of Taiwan, Neihsu Branch.
(21 <sup>st</sup> meeting of the 14 <sup>th</sup> board) 2024.12.30	Board of Directors	1. Passed the 2025 business plan.
		2. Passed the 2024 remuneration of managers proposed by Remuneration Committee.
		3. Passed the amendment of partial articles of the "Rules Governing Financial and Business Matters Between this Corporation and its Affiliated Enterprises".
		4. Passed to obtain the right-of-use asset from related parties and renew lease which was expired.
		5. Passed to change the Company's office and business registration address.
(22 <sup>nd</sup> meeting of the 14 <sup>th</sup> board) 2025.01.20	Board of Directors	None.
(23 <sup>rd</sup> meeting of the 14 <sup>th</sup> board) 2025.02.24	Board of Directors	1. Passed to agree upon relevant matters of the 2024 general shareholder meeting of the Company.

Meeting date	Type	Major resolutions
(24 <sup>th</sup> meeting of the 14 <sup>th</sup> board) 2025.03.10	Board of Directors	1. Passed the 2024 Statement of Internal Control System.
		2. Passed the 2024 individual and consolidated financial statements, and business report of the Company.
		3. Passed the 2024 draft of independent auditors' report of individual and consolidated financial statements.
		4. Passed the 2024 deficit compensation proposal of the Company.
		5. Passed the appointment of the certified public accountant.
		6. Passed the amendment of partial articles of the "Articles of Incorporation".

**2.3.12 Where, in the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report, a Director Has Expressed a Dissenting Opinion with Respect to a Material Resolution Passed by the Board of Directors, and Said dissenting Opinion Has Been Recorded or Prepared as a Written Declaration, Disclose the Principal Content: None.**

## **2.4 Information on the Professional Fees of the CPAs:**

Unit: NT\$ Thousands

CPA Firm	CPA		Auditing Period	Auditing Fees	Non-Auditing Fees	Total	Note
KPMG	Lien, Shu-Ling	Kuo, Rou-Lan	2024.01.01- 2024.12.31	2,430	363	2,793	

Note 1: The fees mainly include businesses registration, etc.

**2.4.1 When the Company Changes Its Accounting Firm and the Audit Fees Paid for the Fiscal Year in which Such Change Took Place Are Lower Than Those for the Previous Fiscal Year, the Amounts of the Audit Fees before and After the Change and the Reasons Shall Be Disclosed: None.**

**2.4.2 When the Audit Fees Paid for the Most Recent Fiscal Year Are Lower Than Those for the Previous Fiscal Year by 10 Percent or More, the Reduction in the Amount of Audit fees, Reduction Percentage, and Reason(s) therefor Shall Be Disclosed: None.**

**2.5 Information on Replacement of the CPAs: None.**

**2.6 The Company's Chairman, Presidents, or Any Managerial Officer in Charge of Finance or Accounting Matters has in the Most Recent Year Held a Position at the Accounting firm of Its Certified Public Accountant or at an Affiliated Enterprise of Such Accounting Firm, the Name and Position of the Person, and the Period During which the Position Was Held, Shall Be Disclosed: None.**

**2.7 Any Transfer of Equity Interests and/or Pledge of or Change in Equity Interests by a Director, Supervisors, Managerial Officer, or Shareholder with a Stake of More Than 10 Percent in the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report:**

**2.7.1 Changes in Shareholding of Directors, Supervisors, Managerial Officers, and Major Shareholders:**

Unit: shares

Title	Name	2024		2025.1.1~2025.3.24	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Director/ Chairman	Yang, Jen-Jye	-	-	-	-
Director/ Major Shareholder	Inventec Corp.	-	-	-	-
Director/ Representative	Tseng, Ping-Jung	-	-	-	-
Director	Chang, Yiu-Lang	-	-	-	-
Director/ President	Lee, Wei-Cheng	-	-	-	-
Independent Director	Chen, Chin-Tsai	-	-	-	-
Independent Director	Liu, Kuo-Chao	-	-	-	-
Independent Director	Lai, Ming-Zhang	-	-	-	-
Vice President	Tsai, Wei-Chiuan	-	-	-	-
Assistant Vice President	Chiu, Lin-Sheng	-	-	-	-
Assistant Vice President	Hong, Yu-Yen	-	-	-	-
Assistant Vice President	Che, Cheng-Yang	-	-	-	-
Assistant Vice President	Chang, Chih-Kai (Note)	-	-	Not applicable	Not applicable
Assistant Vice President	Chung, Wei-Shu	-	-	-	-
Assistant Vice President	Huang, Ting-Yao	-	-	-	-

Note: Assistant Vice President, Chang, Chih-Kai, retired on June 30, 2024.

**2.7.2 Information on the Counterparty in Any Such Transfer of Equity Interests Is a Related Party: None.**

**2.7.3 Information on the Counterparty in Any Such Pledge of Equity Interests Is a Related Party: None.**

## 2.8 Relationship Information, if Among the Company's 10 Largest Shareholders Any One Is a Related Party or a Relative within the Second Degree of Kinship of Another:

2025.03.24

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship (Note 3)		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relations	
Inventec Corp.	23,404,962	37.52%	-	-	-	-	Yeh, Li-Cheng Lee, Tsu-Chin	Chairman Director	
Representative of Inventec Corp.: Yeh, Li-Cheng (Note 1)	2,094,509	3.36%	-	-	-	-	Yeh, Li-Quan Inventec Corp. Kuo Hsieh Investment Co., Ltd. Fu Tai Investment Co., Ltd.	Relative within the second degree of kinship Chairman Chairman Chairman	
Yeh, Li-Cheng	2,094,509	3.36%	-	-	-	-	Yeh, Li-Quan Inventec Corp. Kuo Hsieh Investment Co., Ltd. Fu Tai Investment Co., Ltd.	Relative within the second degree of kinship Chairman Chairman Chairman	
Wen, Chien-Chun	1,640,120	2.63%	-	-	-	-	Wen, Tai-Chun	Relative within the second degree of kinship	
Yeh, Li-Quan	1,477,923	2.37%	165,576	0.27%	-	-	Yeh, Li-Cheng	Relative within the second degree of kinship	
Wen, Tai-Chun	922,119	1.48%	-	-	-	-	Wen, Chien-Chun	Relative within the second degree of kinship	
Fu Tai Investment Co., Ltd.	838,643	1.34%	-	-	-	-	Yeh, Li-Cheng	Chairman	
Representative of Fu Tai Investment Co., Ltd.: Yeh, Li-Cheng (Note 1)	2,094,509	3.36%	-	-	-	-	Yeh, Li-Quan Inventec Corp. Kuo Hsieh Investment Co., Ltd. Fu Tai Investment Co., Ltd.	Relative within the second degree of kinship Chairman Chairman Chairman	
Kuo Hsieh Investment Co., Ltd.	789,910	1.27%	-	-	-	-	Yeh, Li-Cheng	Chairman	
Representative of Kuo Hsieh Investment Co., Ltd.: Yeh, Li-Cheng (Note 1)	2,094,509	3.36%	-	-	-	-	Yeh, Li-Quan Inventec Corp. Kuo Hsieh Investment Co., Ltd. Fu Tai Investment Co., Ltd.	Relative within the second degree of kinship Chairman Chairman Chairman	

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship (Note 3)		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relations	
Shih, Chia-Hao	771,000	1.24%	-	-	-	-	-	-	
Lai-Chu Investment Co., Ltd.	586,846	0.94%	-	-	-	-	Yang, Yuan-Yuan	Chairman	
Representative of Lai-Chu Investment Co., Ltd.: Yang, Yuan-Yuan (Note 1)	-	-	-	-	-	-	Wen, Tai-Chun Wen, Chien-Chun	Spouse Relative within the second degree of kinship	
Xue, Xiang-Bin	498,000	0.80%	-	-	-	-	-	-	

Note 1: The top ten shareholders shall all be listed; for corporate shareholders, the name and representative of the corporate shareholder shall be listed, respectively.

Note 2: The calculation of shareholding ratio means the calculation of shareholding ratio in the name of oneself, spouse, minor children, or another person.

Note 3: For the corporate shareholders and natural person shareholders listed above, any relationship between and among them shall be disclosed.

## 2.9 The Total Number of Shares and Total Equity Stake Held in Any Single Enterprise by the Company, Its Directors and Supervisors, Managerial Officers, and Any Companies Controlled Either Directly or Indirectly by the Company:

2024.12.31

Unit: shares; %

Long-Term Investment (Note 1)	Ownership by the Company		Direct/ Indirect Ownership by Directors and Management		Total Ownership	
	Shares	%	Shares	%	Shares	%
Inventec Besta (BVI) Co., Ltd.	9,300,000	100.00%	-	-	9,300,000	100.00%
Besta (Cayman) Co., Ltd.	900,000	100.00%	-	-	900,000	100.00%
Inventec Besta (XiAn) Co., Ltd.	-	-	-	100.00%	-	100.00%
Besta Digital Technology Co., Ltd.	-	-	-	100.00%	-	100.00%

Note 1: It is the investment of Company by adopting the Equity Method.

### III. Capital Overview

#### 3.1 Capital and Shares:

##### 3.1.1 Sources of Capital:

##### 3.1.1.1 Process of Capital Information:

Unit: Shares; NT\$

Month/ Year	Par Value	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital	Capital Increased by Assets Other than Cash	Other
1989/02	10	240,000	2,400,000	240,000	2,400,000	Capital increase by Cash	-	None
1989/10	10	1,000,000	10,000,000	1,000,000	10,000,000	Capital increase by Cash	-	None
1989/12	10	1,200,000	12,000,000	1,200,000	12,000,000	Capital increase by Cash	-	None
1990/12	10	6,200,000	62,000,000	6,200,000	62,000,000	Capital increase by Cash	-	None
1997/07	10	13,900,000	139,000,000	13,900,000	139,000,000	Capital increase by Earnings	-	None
1998/12	10	18,520,000	185,200,000	18,520,000	185,200,000	Capital increase by Earnings	-	None
1999/08	30	41,000,000	410,000,000	35,204,000	352,040,000	Capital increase by Cash	-	Note 1
1999/08	10	41,000,000	410,000,000	41,000,000	410,000,000	Capital increase by Earnings	-	Note 1
2000/01	50	60,000,000	600,000,000	56,000,000	560,000,000	Capital increase by Cash	-	Note 2
2000/09	60	150,000,000	1,500,000,000	76,000,000	760,000,000	Capital increase by Cash	-	Note 3
2000/09	10	150,000,000	1,500,000,000	81,600,000	816,000,000	Capital increase by Capital Surplus	-	Note 3
2000/09	10	150,000,000	1,500,000,000	88,840,000	888,400,000	Capital increase by Earnings	-	Note 3
2001/08	10	150,000,000	1,500,000,000	92,393,600	923,936,000	Capital increase by Capital Surplus	-	Note 4
2001/08	10	150,000,000	1,500,000,000	105,700,000	1,057,000,000	Capital increase by Earnings	-	Note 4
2005/08	10	150,000,000	1,500,000,000	52,850,000	528,500,000	Capital reduction	-	Note 5
2005/08	10	150,000,000	1,500,000,000	58,135,000	581,350,000	Capital increase by Capital Surplus	-	Note 5
2006/08	10	150,000,000	1,500,000,000	63,948,500	639,485,000	Capital increase by Capital Surplus	-	Note 6
2007/07	10	150,000,000	1,500,000,000	70,843,350	700,433,500	Capital increase by Earnings	-	Note 7
2007/11	68	150,000,000	1,500,000,000	80,300,000	803,000,000	Capital increase by Cash	-	Note 8
2008/04	62.08	150,000,000	1,500,000,000	77,300,000	773,000,000	Capital reduction	-	Note 9
2008/08	10	150,000,000	1,500,000,000	81,165,000	811,650,000	Capital increase by Capital Surplus	-	Note 10
2008/10	32.91	150,000,000	1,500,000,000	73,465,000	734,650,000	Capital reduction	-	Note 11
2009/10	10	150,000,000	1,500,000,000	80,811,500	808,115,000	Capital increase by Capital Surplus	-	Note 12
2010/06	10	150,000,000	1,500,000,000	84,852,075	848,520,750	Capital increase by Capital Surplus	-	Note 13
2011/06	10	150,000,000	1,500,000,000	89,094,679	890,946,790	Capital increase by Capital Surplus	-	Note 14
2016/06	10	150,000,000	1,500,000,000	62,366,275	623,662,750	Capital reduction	-	Note 15

- Note 1: Capital increase approved by the Order No. 45970 from Securities Management Committee of the Ministry of Finance on May 21, 1999 (88), and supplemental public issue.
- Note 2: Capital increase approved by the Order No. 93533 from Securities Management Committee of the Ministry of Finance on October 25, 1999 (88).
- Note 3: Capital increase approved by the Order No. 56749 from Securities Management Committee of the Ministry of Finance on June 30, 2000 (89).
- Note 4: Capital increase approved by the Order No. 142946 from Securities Management Committee of the Ministry of Finance on July 4, 2001 (90).
- Note 5: Capital reduction and increase approved by the Order No. 0940127884 from Financial Supervision Commission of Executive Yuan on July 11, 2005 (94).
- Note 6: Capital increase approved by the Order No.0950129633 from Financial Supervision Commission of Executive Yuan on July 11, 2006 (95).
- Note 7: Capital increase approved by the Order No.0960028250 from Financial Supervision Commission of Executive Yuan on June 1, 2007 (96).
- Note 8: Capital increase approved by the Order No.0960053578 from Financial Supervision Commission of Executive Yuan on September 29, 2007 (96).
- Note 9: Capital reduction approved by the Order No. 0970002454 from Financial Supervision Commission of Executive Yuan on January 16, 2008 (97).  
(Capital reduction for 3,000,000 shares via the buyback and cancellation of treasury stocks, and the average buyback price per share was NT\$62.08)
- Note 10: Capital increase approved by the Order No.0970034101 from Financial Supervision Commission of Executive Yuan on July 8, 2008 (97).
- Note 11: Capital reduction approved by the Order No. 0970056003 from Financial Supervision Commission of Executive Yuan on October 16, 2008 (97).  
(Capital reduction for 7,700,000 shares via the buyback and cancellation of treasury stocks, and the average buyback price per share was NT\$32.91)
- Note 12: Capital increase approved by the Order No.0980032955 from Financial Supervision Commission of Executive Yuan on June 29, 2009 (98).
- Note 13: Capital increase approved by the Order No.0990032891 from Financial Supervision Commission of Executive Yuan on June 25, 2010 (99).
- Note 14: Capital increase approved by the Order No.1000029209 from Financial Supervision Commission of Executive Yuan on June 24, 2011 (100).
- Note 15: Capital reduction approved by the Order No. 1050016323 from Financial Supervision Commission of Executive Yuan on May 17, 2016 (105).

### 3.1.1.2 Type of Stock:

2025.03.24  
Unit: Shares

Shares Category	Authorized Capital			Remarks
	Issued Shares (Note)	Non-Issued	Total	
Common Shares	62,366,275	87,633,725	150,000,000	Listed

Note: The company list on centralized securities exchange market from October 29, 2007.

### 3.1.1.3 Information Relating to the Shelf Registration System: Not applicable.

### 3.1.2 List of Major Shareholders:

2025.03.24  
Unit: Shares

Names of major shareholders	Shares	Number of Shareholders	Percentage
Inventec Corp.		23,404,962	37.52%
Yeh, Li-Cheng		2,094,509	3.36%
Wen, Chien-Chun		1,640,120	2.63%
Yeh, Li-Quan		1,477,923	2.37%
Wen, Tai-Chun		922,119	1.48%
Fu Tai Investment Co., Ltd.		838,643	1.34%
Kuo Hsieh Investment Co., Ltd.		789,910	1.27%
Shih, Chia-Hao		771,000	1.24%
Lai-Chu Investment Co., Ltd.		586,846	0.94%
Xue, Xiang-Bin		498,000	0.80%

### 3.1.3 The Company's Dividend Policy and Implementation:

#### 3.1.3.1 The Dividend Policy Adopted in the Company's Articles of Incorporation:

If there is any surplus in the Company's annual final accounts, the Company shall first pay taxes and make up for accumulated losses over the years, and then set aside 10% as the legal reserve. Where such legal reserve amounts to the total paid-in capital, this provision shall not apply. The special capital reserve shall be allocated or converted according to laws or regulations or as requested by business. Any remaining surplus shall be added to the accumulated undistributed earnings of the previous years. The Board of Directors may prepare a proposal for its distribution, and if new shares are to be issued as the form of distribution, the proposal shall be submitted to the shareholders meeting for resolution before the distribution.

The dividend policy of the Company considers the environment, development plan of current and future, future fund demand and long-term financial planning of the Company, as well as shareholders' interests, as results, the Company shall set aside earnings available for distribution which is not less than 10% as shareholders' dividends and bonuses, the cash dividends of share allocations shall be at least 10% of the total dividends.

About the net deduction of other equity which accumulated from the previous period, the Company allocates an amount of special reserve equal to the amount allocated to undistributed earnings for the preceding period. If there remains any insufficiency, allocate it from the amount of the after-tax net profit for the period, plus items other than after-tax net profit for the period, that are included in the undistributed earnings of the period.

#### 3.1.3.2 The Dividend Distributions Proposed at the Most Recent Shareholders' Meeting:

The company incurred losses before tax for the years ended 2024, therefore, there were no distribution of dividend.

**3.1.4 Effect upon Business Performance and Earnings Per Share of Any Stock Dividend Distribution Proposed or Adopted at the Most Recent Shareholders' Meeting:**

This Shareholders' Meeting has not proposed any stock grants. That could not influence on business performance and earnings per share.

**3.1.5 Profit-Sharing Compensation of Employees and Directors:**

**3.1.5.1 The Percentages or Ranges with Respect to Employees and Directors Profit-sharing Compensation, as Set Forth in the Company's Articles of Incorporation:**

In accordance with article 22 of Articles of Incorporation, if the Company has a profit of the year, shall distribute not less than 3% of the balance as remuneration to Employees and not more than 3% to Directors of the Corporation. However, require that earnings shall first be offset against any deficit.

The issuing object may include employees subordinated to the Company and conforming to certain conditions, and the conditions and methods thereof will be stipulated by the Board of Directors.

**3.1.5.2 The Basis for Estimating the Amount of Employees and Directors Profit-sharing Compensation, for Calculating the Number of Shares to Be Distributed as Employees Profit-sharing Compensation, and the Accounting Treatment of the Discrepancy, if any, between the Actual Distributed Amount and the Estimated Figure, for the Current Period:**

The company incurred losses before tax for the years ended December 2024, therefore, there were no remuneration allocated to employees and directors.

**3.1.5.3 Information on Any Approval by the Board of Directors of Distribution of Profit-sharing Compensation:**

- A. The Amount of Any Employees and Directors Profit-sharing Compensation Distributed in Cash or Stocks: None.
- B. The Amount of Any Employee Profit-sharing 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 Employees Profit-sharing Compensation: None.

**3.1.5.4 The Actual Distribution of Employees and Directors Profit-Sharing Compensation for the Previous Fiscal Year (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 Employees and Director Profit-sharing Compensation, Additionally the Discrepancy, Cause, and How It Is Treated: None.**

**3.1.6 Share Repurchases by the Company: None.**

**3.2 The section on Bonds, Preferred Shares, Global Depository Receipts, Employee Stock Options, Restricted Employee Shares, and Mergers or Acquisitions or with Acquisitions of Shares of Other Companies: None.**

**3.3 The Section on Implementation of the Company's Capital Allocation Plans: None.**

## **IV. The Overview of Business Operations**

### **4.1 A Description of the Business:**

#### **4.1.1 Scope of Business:**

1. Major Lines of Business:

- (1) F401010 International Trade.
- (2) CC01120 Data Storage Media Manufacturing and Duplicating.
- (3) CC01060 Wired Communication Mechanical Equipment Manufacturing.
- (4) CC01070 Wireless Communication Mechanical Equipment Manufacturing.
- (5) E601020 Electric Appliance Installation.
- (6) E605010 Computer Equipment Installation.
- (7) EZ99990 Other Engineering.
- (8) F113070 Wholesale of Telecommunication Apparatus.
- (9) F118010 Wholesale of Computer Software.
- (10) F119010 Wholesale of Electronic Materials.
- (11) F218010 Retail Sale of Computer Software.
- (12) F219010 Retail Sale of Electronic Materials.
- (13) CC01080 Electronics Components Manufacturing.
- (14) CC01101 Restrained Telecom Radio Frequency Equipment and Materials Manufacturing.
- (15) F113050 Wholesale of Computers and Clerical Machinery Equipment.
- (16) F213030 Retail Sale of Computers and Clerical Machinery Equipment.
- (17) I301010 Information Software Services.
- (18) I301020 Data Processing Services.
- (19) I301030 Electronic Information Supply Services.
- (20) F401021 Restrained Telecom Radio Frequency Equipment and Materials Import.
- (21) E701030 Controlled Telecommunications Radio-Frequency Devices Installation Engineering.
- (22) CE01030 Optical Instruments Manufacturing.
- (23) F399040 Retail Sale No Storefront.
- (24) F113030 Wholesale of Precision Instruments.
- (25) F113020 Wholesale of Electrical Appliances.
- (26) E603050 Automatic Control Equipment Engineering.
- (27) E603080 Traffic Signs Installation Engineering.
- (28) CD01030 Motor Vehicles and Parts Manufacturing.
- (29) E601010 Electric Appliance Construction.
- (30) ZZ99999 All business activities that are not prohibited or restricted by law, except those that are subject to special approval.

## 2. The Relative Weight of Each Product:

Item	Year	2024	2023
		Weighting (%)	Weighting (%)
Multi-Media E-Learning Business		14.67%	14.85%
Digital Life Products Business		15.00%	23.92%
Smart Devices Business		26.16%	31.16%
Enterprise Services Business		44.17%	30.07%
Total		100.00%	100.00%

## 3. Product/Service items and new products/services to be developed:

- (1) The multi-media e-learning business mainly includes e-learning dictionary products and Dr.eye translation software service.
- (2) The digital life products business mainly includes calculators.
- (3) The smart devices business mainly includes personal multi-media e-learning devices, camera modules and rearview cameras for each type of car, RFID handles, and parking sensor-based assistant systems.
- (4) The enterprise services business mainly includes cloud computing service, networking products, and smart transportation establishment service.

### 4.1.2 Industry Overview:

#### 1. Multi-media e-learning business:

##### 1.1 E-learning dictionary products:

###### (1) Current state and future development:

E-learning dictionary products have developed rapidly since 1988, and have been successfully sold in Japan, Taiwan, Hong Kong, South Korea, Mainland China, and ASEAN, making them an indispensable learning aid for language learners in the said sales regions. The market demand is declined. As a consequence, the company continues to focus on customer needs and produces in moderation.

###### (2) Relations between upstream, midstream, and downstream of the industry:

Changes in industry structure also affect changes in the traditional upstream, midstream, and downstream systems that were based on software and hardware development, production integration, and marketing. Over the past years, the company has outsourced production. Related industries have all trended towards IoT applications.

###### (3) Industry development trends and competition:

###### A. Industry development trends:

###### (a) Decline of proprietary operating systems:

The foundation for the success of e-learning dictionary industry in the past laid in the proprietary environment constructed under a proprietary system; given so, the most optimal user interface was achieved in a proprietary operating system. That is not the case nowadays. With the rise of mobile network and related software applications, the proprietary system has lost its competitiveness.

(b) Cloud service as the key role at play:

Since cloud service enables rapid learning, there arises large demand for database access and real-time update. Therefore, cloud-based learning will become the mainstream.

B. Competition:

(a) As for the sales of branded hardware, since substantial shrinkage of market demand has pushed competitor brands out of the market, current sales markets are mainly in Taiwan and Singapore.

(b) The Company will continue to leverage brand advantages to run the business for language learning devices and platform-based learning service.

1.2 Dr.eye translation software service:

(1) Current state and future development:

Possessing the ability to communicate with the international community and a cosmopolitan perspective is the key to improving a nation's competitiveness. To improve the English proficiency of Taiwanese people, the Executive Yuan passed the "Bilingual Country Policy and Development Roadmap" aiming to build Taiwan as a bilingual country by 2030 based on the three implementation ideas, namely, "Enhance the English proficiency of our country fellow from the demand side", "Achieve both the bilingual policy and development of the mother language culture", and "Forge the competitive advantages for the young generation". Therefore, online English learning platforms have been sprawling in recent years and are deeply favored by learners.

(2) Relations between upstream, midstream, and downstream of the industry:

Dr.eye, a brand under Inventec group, has a professional editing and research and development team charged with provision of the editing of the content of software dictionaries and programming technological support. The Company is the global agent of the brand and responsible for global branding. The Company sets up physical and online distribution channels and provides localized technological support and after-sale customer service worldwide, in addition to helping enterprise customers obtain licenses and use the service that can improve their competitiveness in Chinese and English language, or providing them with custom services.

(3) Industry development trends and competition:

A. Industry development trends:

The Company will continue to win enterprise customers for Dr.eye, the product has two functions: dictionary tools and examination/learning platform. Individual users can access the service through authorized portal websites and subscription-based cross-platform service using multimedia devices. The Company will continue to provide content licensing services for the use by software and website developers.

## B. Competition:

With the widespread use of mobile phones, a great number of free-of-charge dictionary apps have been put on markets. Facing such competition, Dr.eye must differentiate itself from others in terms of function and content. By using fully updated AI functions, Dr.eye Quiz sorts of exam questions by level of difficulty and provides English test questions tailored to the level of learners. Service in this regard includes listening, speaking, and reading. Dr. eye can further run big data analytics and statistics on the test content accumulated by learners and thus enable Dr.eye AI to dispatch and analyze questions in a more precise manner, thereby providing a comprehensive adaptive learning system to learners.

## 2. Digital life products business:

### (1) Current state and future development:

Calculators by business use and scientific plotters are to meet math teaching requirements, and are designed by companies in a way that suits the functions needed by schoolteachers for teaching purpose and has a touch control interface. Given so, they are niche-based educational products.

### (2) Relations between upstream, midstream, and downstream of the industry:

The Company's main strategy for digital life products is to design and develop them in Taiwan and produce them in China, so as to assign additional value to products using the R&D capacity in Taiwan. As for the distribution channels, the Company cooperates with the agent designated by the customer for sales.

### (3) Industry development trends and competition:

The major market for calculators is in Europe and Americas. The main competitors are TI and CASIO. Scientific plotters are mainly sold to the educational market composed of students. However, since calculators are matured consumer electronics and each brand has got existing models on the market, there shouldn't be any risk of volatile fluctuation, though the market is expected to be in gradual decline.

## 3. Smart devices business:

The Company's smart devices business comprises product research and development and manufacturing, plus technological support and after-sale service for related products. Currently, major products include personal multi-media e-learning devices, camera modules and rearview cameras for each type of car, RFID handles, and parking sensor-based assistant systems.

### (1) Current state and future development:

#### A. Personal Multi-media e-learning devices:

Companies provide practical, good-looking, and easily operated e-learning devices to elementary school students and junior high school students among their members. The e-learning devices host textbooks of each grade and interactive educational puzzle game-based learning software, enabling members to continue studying schools' textbooks at home at their leisure; e-learning devices in this sense are an extracurricular aid.

B. Camera modules and rearview cameras for each type of car, RFID handles, and parking sensor-based assistant systems:

Driving safety has been increasingly valued and promoted. The USA will demand that starting from May 2018 all vehicles with a gross vehicle weight of less than 4.5 tons be installed with a rearview camera, so as to greatly reduce vehicle collision incidents. In addition, the development and application of anti-collision systems at the time of back-up are being popularized, especially wireless/wired rearview cameras and Advanced Driver Assistance Systems (ADAS), which have developed rapidly. Having accumulated years of experience in wireless communication technology, the company develops rearview cameras to tap into the automotive after market; works with customers to pass the CAPA certification; continues to create related technologies and labs; and cultivates talents and engages them in the research and development of other automotive electronics, e.g., RFID car door handles and parking sensors.

(2) Relations between upstream, midstream, and downstream of the industry:

As the ADAS technology becomes more common, the company continues to enhance the development of driving safety software and hardware and the integration of production thereof. The Company also establishes a long-term supply relationship with materials and IC providers in the upstream, e.g., Microchip, Onsemi, and Nidec, so as to ensure long term access to the source of critical materials and goods. The hardware and software of all parts and components are self-developed and fully certified in terms of compliance in the local market; no manufacturing may start until the completion of review, so as to ensure the quality of development. In addition, to control product quality and improve competitiveness, the Company also set up a manufacturing factory in Taiwan, and always cooperates with business partners in the midstream and downstream so as to maintain a good relationship across the supply chain.

(3) Industry development trends and competition:

A. Industry development trends:

Mainstream ODM industry is coping with the update of technologies. With its current scale, the company seeks collaboration with customers who have the same niche products; it also finds new markets by integrating existing technologies with wireless technology applications and new-type sensors, in order to avoid competing with large EMS companies.

B. Competition:

The World is competition fiercely for the ODM business. US imposes strict controls on Chinese technology products. The World economic will change accordingly, which in turn impacts the cost structure of Taiwan's industries engaged mainly in the ODM/OEM business, especially SMEs, whose operations have become quite stressful. Facing the challenge, the company turns to focus on the ODM business of niche products, and continues to optimize its investment in product research and development and supply management while insisting on quality management, in the hope to provide satisfactory services to customers.

#### 4. Enterprise services business:

##### 4.1 Cloud computing service:

###### (1) Current state and future development:

Cloud computing is the delivery of computing services through the Internet (i.e., cloud), including servers, storage media, database, networking, software, analysis, and smart functions; it can accelerate the innovation speed and ensure flexible use of resources while achieving the economies of scale. Generally speaking, you only need to pay a fee for using the cloud service; this helps reduce operating costs and more effectively execute the infrastructure while allowing adjustment in line with business requirements.

###### (2) Relations between upstream, midstream, and downstream of the industry:

Cloud service includes software as a service (SaaS), platform as a service (PaaS), and infrastructure as a service (IaaS) in the upstream.

###### (3) Industry development trends and competition:

Leaders of the world's public cloud market include Amazon Web Services (AWS), Microsoft Azure, and Google GCP. Therefore, the Company's cloud service includes not only the sale of public cloud on Google GCP, Amazon Web Services (AWS), and Microsoft Azure, but also hybrid cloud by further integrating customers' own server rooms. Flexible allocation of information security services, custody of private cloud, and the feasibility of fully outsourcing the IT work are the key features. The Company actively partners with advanced services in the industry, both horizontally and vertically, and has obtained a place in this market.

##### 4.2 Networking products:

###### (1) Current state and future development:

The scope of the ICT industry includes the use of information systems by enterprises, governments, educational institutions, communities, and individuals, the use of wired/wireless/mobile/network bandwidth, and the use of networking equipment. The ICT industry must be able to keep pace with times, and the types of ICT services. Below are the types of ICT Services:

###### System integration total solutions:

This includes enterprise ICT infrastructure services (including sales/ design/ construction/ integration/ maintenance); integration of networking and system architecture, including information/ communication and wired/ wireless/ information security/ monitoring (e.g., design/ integration and sales, construction, maintenance, and calibration of each type of equipment); Wi-Fi network check and construction of a wireless-only environment (including self-made wireless networking equipment); construction of international VPN encryption lines and systems; wiring projects (networking, telecom...etc.); construction of cloud-based surveillance system; and hosting of the various application programs, etc.

###### Design and construction of electromechanical and light current systems:

These include the design and maintenance of advanced large data center; the design and maintenance of general computer rooms; and the design of electromechanical and light current projects for each type of factory.

(2) Relations between upstream, midstream, and downstream of the industry:

ICT industry of the new generation focuses on development and design of solutions, i.e., customized services; they set out from the perspective of services, offer suggestions to customers with different needs, and help customers find corresponding products. Meanwhile, integration must be made under a highly effective structure. During the process, it is required to work closely with upstream original manufacturers and be on the same page with downstream contractors in order that the most suitable, or perfect, consumption experience can be given to customers in the intended quality on the scheduled date.

(3) Industry development trends and competition:

Since the market for the ICT industry is tricky and complex, only those mastering flexible allocation and control of resources and possessing the core survival value in the field and the ability to swiftly adapt can know the way to survival, thus sustainable management. As for the ICT industry, the only thing that is “unchanged” is “change” itself. Being conservative or an onlooker often wipe out the opportunities for business transformation and sustainable survival without awareness. A valuable business strategy does not encourage endless cut-throat competition with competitors, but seeks niche and builds a new commercial ecological system, and even facilitates industry integration, in an environment full of opportunities.

4.3 Smart transportation establishment service:

(1) Current state and future development:

The company engages in smart transportation establishment service, and mainly competes for mid-size or large transportation project tender offered by city or county government or the Ministry of Transportation. Below are the types of transportation engineering establishment services:

Smart transportation and applications include the design and establishment of signal systems, lighting systems, traffic control radar systems, security radar systems, rockfall monitoring systems, CMS variable information systems, optical fiber transmission and communication systems, and various types of information security management and monitoring systems, and environmental control systems; smart transportation can effectively promote urban governance, improve road quality and transmission efficiency; in this sense, it is actually one of the important indicators of a country's advanced level.

The Company's smart transportation establishment service cover hardware and software for services from infrastructure all the way to monitoring and alert analysis, and are thus a complete and totally smart advanced application product line.

(2) Relations between upstream, midstream, and downstream of the industry:

The smart transportation establishment service focuses on the integration of total solutions, aka “smart transportation”. Its focus is beyond visible signs or information display equipment, but lies in the fundamental systems of information transmission and computing control. Since changes in traffic information take place multiple instances within one second, the essence in this industry lies in hyper-speed data transmission and back-end computing, which is the key to providing users with the most suitable information in real time. Therefore, the ability to integrate ICT technologies and the supply chain is the key to being successful and taking a place in this industry.

(3) Industry development trends and competition:

The smart transportation establishment service features high professionalism, closed markets, fierce competition for government tenders, and therefore price competition to some extent. Given so, pricing strategy and precise cost analysis are the key to being engaged in this field. Only those possessing the ability to integrate the quality supply chain in the upstream, midstream, and downstream are competitive enough in this industry.

**4.1.3 Overview of Technology and R&D:**

1. Smart devices business:

The Company will continue to intensify the transformation of this product line; invest the minimal enough resources to maintain the yields from e-learning dictionary products and personal multi-media e-learning devices, and invest more in developing automotive products and develop the markets.

2. Enterprise services business:

The Company spares no efforts in building big data-based marketing platforms and data center management software to meet the needs of enterprise customers. In 2018, to align itself with the development of AI and ICT technologies and satisfy the demand therefore, the Company deeply integrated AI, high-speed computing, ICT technologies, and cloud service architecture, so as to provide enterprises with deeper integrated systems and wider application fields. In 2020, the Company fully engaged itself in the three core fields, namely, Cloud, AI, and UC, in the hope to be deeply engaged in the development of such technologies. In 2021, the Company branched out into the market for the software, planning, design, and development of in-vehicle infotainment systems, which have been introduced by a critical customer in Taiwan.

The Company's product research and development expenditures in 2024 and the first quarter of 2025 were NT\$76,297 thousand and NT\$17,775 thousand, respectively, accounting for 16.39% and 15.50%, respectively, of the operating revenue of the year.

**4.1.4 Long-Term and Short-Term Business Development Planning:**

1. Short-term business development plan:

The rise of AI-powered applications has impacted a number of industries, including the Company's proprietary electronic dictionaries and ODM-based multi-media e-learning devices. Currently, the Company is aggressively transitioning to the automotive electronics field.

(1) Product research and development strategy will focus simultaneously on smart devices business and enterprise services business:

A. Smart devices business:

Develop learning devices under proprietary brand that meet local needs. Besides, we also actively transition to the development of automotive aftermarket products and custom products. Aside from the general distribution channels in the US, we have also tapped into the CAPA-certified insurance market.

B. Enterprise services business:

The business focuses on public, private, and hybrid cloud, AI-powered smart platforms, sale of ICT software in the capacity of an agent, and provision of smart transportation and AI-powered application integration service on the platform.

(2) Marketing strategy will focus on proprietary branding and ODM:

A. Leverage the ODM opportunity to enhance technology and innovate products and put self-developed products on the brand market. Market products under self-brand based on the product type through online and offline distribution channels.

B. On the quality and service front, the Company insists on the pursuit of satisfaction with quality and services and will continue to engage itself deeply in the market for automotive electronics applications, in order to win preference and trust from customers. On the front of enterprise services business, the Company will enhance Besta's role as a system integrator, so as to earn trust from corporate customers.

(3) On the production and marketing strategy front, the Company will, by leveraging own factories and working with commissioned factories, take hold of the research and development business and outsource the production:

The Company will attach special importance to guided transfer and quality assurance; continue to enhance product quality and reduce inventory to improve production and sales performance; improve product design and reduce materials cost to reduce manufacturing costs and increase the Company's profits.

2. Long-term business development plan:

(1) Research and development strategy:

A. Uphold the spirit of innovation to increase the value added to products, thereby increasing the Company's core competitiveness in the long term.

B. Integrate the core automotive electronics competitive functions onto smart devices, and seek CAPA certification. Continue to enhance the capability to develop software and hardware, to win domestic PDI customers; work with customized module providers to increase overall sales performance. Cooperate with strategic partners simultaneously, and dedicate to projects-oriented of smart transportation.

C. On the enterprise services front, the Company will develop cloud-based and AI-powered services, including projects regarding smart transportation, smart learning, and AI server products sale.

(2) Marketing strategy:

A. Improve products to tailor them to market needs, and provide quality after-sale services, so as to increase the value of channels and brands.

B. Strengthen the partnership with ODM/OEM customers, and provide them with product planning, research and development, manufacturing, and all-round after-sale services.

(3) Production strategy:

Lead-in automate manufacturing processes; continue to enhance manufacturing resources; properly plan production and quality management; reduce the return merchandise authorization (RMA) in the product markets; and continue to reduce material purchasing costs to lower manufacturing costs.

(4) Operational and financial planning strategy:

A. Continue to increase the capability of the Company's management and information system, so as to improve the business performance and competitiveness.

B. Improve the Company's corporate image and publicity; increase business expansion opportunities; intensify the cohesion among employees; and recruit excellent talents.

C. Enhance the internal control system, implement ethical corporate management and better administration and management, so as to improve performance and create corporate value.

D. Revitalize the Company's assets and office space, so as to reduce costs.

## **4.2 An Analysis of the Market as well as the Production and Marketing Situation:**

### **4.2.1 Market Analysis:**

1. Geographical areas in which the major products are sold, and the market share thereof:

The Company sells the e-learning dictionary products of the multi-media e-learning business and Dr.eye translation software service under the proprietary brand of Besta and Besta Technology in Taiwan, China, and Singapore, and works with local agents in sales.

Calculators of the digital life products business are sold under the HP brand, mainly in Europe and Americas.

Personal multi-media e-learning devices of the smart devices business are sold in Japan. Automotive parts like rearview cameras, RFID handles, and parking sensors are mainly sold in the USA.

Cloud computing service, AI-powered products, networking products, and smart transportation establishment service of the enterprise business are mainly provided in Taiwan.

Overview of market share by product line:

(1) E-learning dictionary products: substantial shrinkage of market demand in Taiwan, and 70% in Singapore.

(2) Dr.eye translation software service: Nearly 95% among the 1,000 largest firms in Taiwan, and more than 1 million individual active members on the product website.

(3) Networking products: 3% in Taiwan.

(4) Transportation engineering establishment service: 5% in Taiwan.

2. Demand and supply conditions for the market in the future, and the market's growth potential:

(1) Multi-media e-learning business:

A. E-learning dictionary products:

Changes in the environment have greatly shrunk the demand for e-learning dictionary products. Currently, the Company turns to launch a learning data base with even better performance, attempting to transition to English reading services and the Sinology learning services.

B. Dr.eye translation software service:

In response to the competition from Google Translate and free software that comes with the popularization of Internet access, Dr.eye transforms itself by cutting into the business of cloud-based translation and word lookup service. Users may use the free-of-charge word lookup service by visiting Dr.eye's official website or installing a light-weight version onto their mobile phone or computer. Furthermore, Dr.eye Quiz has furnished learners with examination and learning functions in terms of the three major skills, namely, listening, speaking, and reading.

(2) Digital life products business:

Calculators co-developed and co-produced by USA partners, are sold stably currently. Calculators are sold successfully in Europe through the brand agents to meet the needs therein and have contributed to the sales to a certain extent.

(3) Smart devices business:

A. Personal multi-media e-learning device:

The Company continues to work with Japanese customers to develop learning devices hosting the teaching materials of specific grades, and peripheral products thereof.

B. The Company will actively invest in the development of rearview cameras for each type of car, RFID handles, and parking sensors, and will seek opportunities to partner with agent customers in order to increase sales and profits.

(4) Enterprise services business:

Gartner publishes the latest data in the forecast of the global public cloud market; it looks into global geographic situations and industry development status, and forecasts cloud-based platforms to develop towards a regional ecological system. Gartner forecasts the expenditure on public cloud by global end users in this year to reach USD396 billion; it also forecasts the growth in the following year to reach 21.7%, which will increase the global public cloud market scale to USD482 billion. In addition, Gartner also forecasts that more than 45% of global enterprises' IT expenditure will be spent on the public cloud in 2026, dwarfing the 17% this year.

3. Competitive niche; positive and negative factors for future development, and the company's response to such factors:

(1) Multi-media e-learning business:

### Competitive niche

#### A. A strong R&D team:

The company has a strong software and hardware R&D team, especially the capabilities to integrate hardware with systems. Therefore, the Company is able to innovate products endlessly and deliver product functions and quality that satisfies customers.

#### B. Large database:

The Company has accumulated a complete and large database since incorporation. Besta constructs an ever-scalable cloud-based dictionary based on its large vocabulary database hosting more than 5 million words. Dr.eye's translation database already hosts large amount of phrases in Chinese, English, Japanese, and Korean language, as well as English sample sentences and pronunciation made by a real person. In addition, the three authoritative English-Chinese dictionaries (Besta English-Chinese Dictionary, Oxford Advanced Dictionary, Longman English-Chinese Dictionary) are further incorporated into the database. In this sense, dictionaries, encyclopedias, professional dictionaries, etc. constitute an omnipotent encyclopedia database.

#### C. Complete distribution network:

The company's sales team has accumulated more than 30 years of experience, and Besta has established a dense distribution network. Products are sold across multiple fields and wide geographic regions through online and offline channels, e.g., large retail chains, distributors' network, e-commerce malls, official websites, and customer service center of regular chains.

#### D. Good brand image:

With the "Besta" and "Besta Technology" brands, the company has become the leading brand of electronic dictionaries in China, Hong Kong, and Taiwan. In the future, the Company will launch new smart learning products, in the hope to pass on the good tradition of the brand and continue to be favored by consumers.

#### E. Good product quality:

The electronic dictionary products and Dr.eye products sold by the Company were recognized for their quality. For multiple times they were awarded the "Excellent Product Award" and "Good Product Design Award" under the MOEA's Product Image Awards, and were selected by the MOEA as one of Taiwan's Top 100 brands.

### Positive factors

#### A. The rise of cloud mechanism:

The popularization of Internet has made cloud-based learnings a trend. The cloud-based learning mechanism provides content tailored to users' needs. Compared with other platforms which have only hardware without a learning database, the company e-learning device is built in with rich dictionaries, encyclopedia, English learning content, and Chinese learning content, and, coupled with the newly launched Dr.eye cloud-based Ebbinghaus Memory Method Learning Platform, will be the top choice for English learning in the Chinese culture community.

B. A brand leader:

The positive brand image accumulated over the past 30 years is conducive to the marketing and promotion of the various new products.

Negative factors

A. After years of boom, electronic dictionaries have entered a recession period.

B. People have become accustomed to using Google search and the widespread free-of-charge software when they need to look up or learn a word, posing stiff challenges to the Company's production and profitability in this industry.

Response measures

A. Enhance marketing through proprietary media (e.g., official website, online shopping mall, social media group, blogger); increase sales, brand recognition, and social volume; start a long-term relationship directly with potential customers; and reach more consumers through different interfaces.

B. Focus on memorization-based English learning, and English reading, to increase product value and competitiveness.

C. Dr.eye provides more authoritative dictionary content on the website and apps, and offers an in-app purchase option to increase the opportunity for sales.

D. Promote the use of Dr.eye through websites and by offering a great number of cloud-based free-of-charge versions, so as to increase users' installation and activation rate, thereby increasing sales by means of advertisement profit-sharing and IAP.

(2) Digital life products business:

(2-1) Calculators:

Competitive niche

A. Possession of the capability to integrate hardware and software systems:

The Company is a system integrator in the fields of communications and wireless and consumer electronic handheld devices, responsible for development, design, testing, manufacturing, and maintenance business. The upstream hardware industry includes IC industry, photoelectric component industry, and other industries such as battery module or PCB industry, and the keyboard casing industry. The upstream software industry includes operating system developers and application program developers. Currently, the Company's ODM product lines are developed by our own teams, which means a high autonomy. This enables to Company to have a ready access to parts and components across the supply chain and possess the functions and quality required of an international giant, which further enables the Company to provide professional ODM service.

B. Rapid service that meets customer needs:

The management approach of a flat organization features customer projects-oriented teams, including business, software and hardware research and development, production team, and so on, and is therefore a highly flexible organization capable of making decision swiftly, reflecting customers' needs rapidly, and providing real-time service.

### Positive factors

Scientific calculators are widely used as a mathematics learning aid for 9th graders and above worldwide; the only positive factor is that the scientific calculators are sold under an internationally renowned brand.

### Negative factors

The market will become gradually saturated in the long term. Organizational adjustment and product strategy adjustment made by customers have caused the shipping volume to be volatile in the short term, making inventory management more difficult. In addition, calculators are non-essential matured products, whose sales will decline due to the impact of the pandemic and inflation.

### Response measures

The Company must continue to invest in research and development, innovate new product items, and develop new ODM customers to jointly create market value, e.g., development of smart learning robots.

## (3) Smart devices business:

### Competitive niche

#### A. Possession of the capability to integrate hardware and software systems:

The Company is a system integrator in the fields of communications and wireless and consumer electronic handheld devices, responsible for development, design, manufacturing, and maintenance business. Currently, the Company's ODM product lines are developed by our own teams, which means a high autonomy. This enables to Company to have a ready access to parts and components across the supply chain. We are able to develop products with reasonable price and satisfactory quality, even in the Japanese market where price is strictly demanding.

#### B. Rapid service that meets customer needs:

Given its responsiveness and rapid reaction, the company better meets customers' requirements and is readily available to provide comprehensive services.

### Positive factors

AI and networking technologies have grown rapidly, forging a cyber world where everything is connected together. Even so, the company deeply understands that IoT is not one of its advantages. Instead, the company has been focusing on developing the technologies of embedded system, and is therefore more advantageous when it comes to technologies and research and development of niche, smart products with a low or average price.

### Negative factors

Since the factories collaborated with the company are limited in production scale, it's not likely that the company can directly compete with large EMS companies. However, the company is more flexible in pricing and costs, and can focus instead on the ODM business, a niche that features little quantity and large varieties. In addition, the mismatch of supply and demand in the semiconductor markets has made it harder to obtain ICs, a semiconductor part, impacting both the production and shipments.

### Response measure

Invest in research and development, as well as innovation, and do promotion jointly with suitable customers or distribution channels.

#### (4) Enterprise services business:

##### (4-1) Cloud computing service:

### Competitive niche

Inventec Group is the largest server producer in the world. Given so, the company can leverage the Group's servers to provide cloud-based applications in different fields.

### Positive factors

Enterprises differ in use habits and purchasing methods; the difference can be resolved with the Company's localized services and technological integration. Besta is able to help customers swiftly make assessment and introduce cloud computing services and clear up their doubts about and unfamiliarity with the cloud using cyber security technologies, thereby satisfying the needs of customers in China, Hong Kong, and Taiwan for cloud services.

### Negative factors

Large cloud services providers, e.g., Amazon Web Services, Microsoft Azure, and Google GCP, will become even larger; the services they provide have reached the effects of scale, and they usually dominate the pricing.

### Response measures

#### A. Local support services:

Although cloud services emphasize online services, enterprise users also care about and need local support and services. In addition to acting as an agent for the sale of Amazon Web Services, Microsoft Azure, and Google GCP, the three major public cloud services, the Company will also tap into the market for technological support for the gradually trendy cloud-ground integration service in the future.

#### B. Information security total solutions:

Provide information security total solutions that comply with ISO27001 information security requirements, e.g., intrusion detection systems, intrusion prevention systems, and firewalls.

##### (4-2) ICT products business:

### Competitive niche

Inventec Group is the largest server producer in the world and can provide related information and testing samples to the Company early on. Therefore, Besta stands to gain the niche of the Group's development.

### Positive factors

By catering to the needs of the Group and its subsidiaries, the Company has accumulated the experience in the establishment for transnational conglomerates.

Negative factors

This business has attracted number SIs, so the investment, in terms of both manpower and scale, must be intensified.

Response measures

Besta will work with strategic partners, and will focus on its core technologies at the early stage to gradually gain market share in Taiwan and China.

(4-3) Smart transportation establishment service:

Competitive niche

Nowadays smart transportation establishment service is based on ICT-related professional knowledge and technologies, which are further integrated with the ever-changing transportation electronic equipment and put on the roadside. Given its capability of information electronic manufacturing and ICT integration, the Company already possesses the fundamental elements required for entering the field.

Positive factors

The Company already possesses the experience in the establishment of large projects on the basis development of the Group’s ICT product research and development results, experience in the establishment of information projects for subsidiaries and connecting the supply chain accumulated over the past years.

Negative factors

This business is highly professional and yet relatively closed. Therefore, promoting this business will encounter numerous obstacles in the early stage.

Response measures

Besta will work with strategic partners and will focus on its core technologies at the early stage to gradually gain market share and fame.

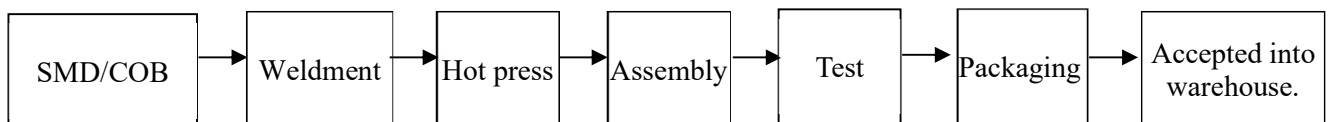
**4.2.2 Main uses and Production Processes of Major Products:**

1. Smart devices business:

(1) Main uses of major products:

Product name	Use
Multi-media e-learning business	Digital content in the form of operable audio, videos, and text; capable of performing the operation of storage, conversion, translation, and search; multi-functions, e.g., computer connection, communication, and audio.

(2) Production process of major products:



## 2. Enterprise services business:

### (1) Production process of major products:

Provision of comprehensive services by integrating the following units.

A. Hardware includes server, network equipment, storage equipment, and information security equipment.

B. Software includes cloud software, management tools, B/OSS system, enterprise unified communications system, monitoring software, etc.

C. The network includes: the external line provided by the ISP.

D. Services: including customer service, and technical consultation.

### 4.2.3 Supply Status of Main Raw Materials:

#### 1. Smart devices business:

The company's main raw materials are a central processing unit (CPU), automotive microcontroller (MCU), liquid crystal display module (LCM), printed circuit board (PCB), and flash memory (Flash), all of which are purchased from suppliers with stable quality at home and abroad.

The Company maintains a good cooperative relationship with suppliers. Meanwhile, main raw materials are managed centrally and purchased from multiple suppliers in order to ensure the stability of goods source and reasonability of costs.

Sources and suppliers of main raw materials:

Item	Supplier	Supplier	Supply status
CPU	Sonix	Nuvoton	Good
Automotive microcontroller	Microchip	TI	Good
Liquid crystal display (LCM) module	CALLIO	Holitech	Good
PCB	Lensuo	Lantek	Good
Flash memory/card	Phison	MACRONIX	Good

#### 2. Enterprise services business:

Sources and suppliers of main raw materials:

Item	Supplier	Supplier	Supplier	Supply status
Server	Super Micro	Leadtek	Dell	Good
Network equipment	Cisco	Dell	Extreme	Good
Public cloud	Google	AWS	Microsoft	Good

**4.2.4 Suppliers/Customers Accounted for at Least 10% of Purchase/Sales in the Most Recent Two Years and Respective Amount and Percentage:**

4.2.4.1 Information on Major Customers for the Most Recent Two Fiscal Years:

Unit: NT\$ Thousand

Item	2023				2024				Up to the preceding quarter of the current fiscal year (Note)			
	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of 2025 Q1 net sales (%)	Relationship with the issuer
1	Benesse Corporation Tokyo Head Office	81,848	15.85	Non-related party	Hushan Autoparts Inc.	81,994	17.61	Non-related party	Hushan Autoparts Inc.	34,165	29.80	Non-related party
2	Hushan Autoparts Inc.	70,567	13.67	Non-related party	Moravia Consulting, Spol. s.r.o.	65,158	14.00	Non-related party	Moravia Consulting, Spol. s.r.o.	11,514	10.04	Non-related party
3	Moravia Consulting, Spol. s.r.o.	64,749	12.54	Non-related party								
4	Royal Consumer Information Products, Inc.	52,001	10.07	Non-related party								
	Others	247,067	47.87		Others	318,377	68.39		Others	68,964	60.16	
	Net sales	516,232	100.00		Net sales	465,529	100.00		Net sales	114,643	100.00	

Note: If, up to the date of publication of the annual report for a TWSE or TPEX listed or Emerging Stock company, there is any financial data audited and attested or reviewed by a CPA for the most recent period, it shall also be disclosed.

The explanation of the reason for increases or decreases in the above figures: Decrease in the orders of Benesse and Royal Consumer Information Products, Inc.; Increase in the orders of Hushan Autoparts Inc. and Moravia Consulting, Spol. s.r.o.

4.2.4.2 Information on Major Suppliers for the Most Recent Two Fiscal Years:

Unit: NT\$ Thousand

Item	2023				2024				Up to the preceding quarter of the current fiscal year (Note)			
	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of 2025 Q1 net purchases (%)	Relationship with the issuer
1	Crown Honest International Ltd.	111,579	30.18	Non-related party	Crown Honest International Ltd.	79,496	23.11	Non-related party	Crown Honest International Ltd.	16,092	22.66	Non-related party
2	LOGICOM INC.	52,351	14.16	Non-related party					Winlong National Co., Ltd.	8,641	12.17	Non-related party
	Others	205,842	55.66		Others	264,537	76.89		Others	46,292	65.17	
	Net purchases	369,772	100.00		Net purchases	344,033	100.00		Net purchases	71,025	100.00	

Note: If, up to the date of publication of the annual report for a TWSE or TPEX listed or Emerging Stock company, there is any financial data audited and attested or reviewed by a CPA for the most recent period, it shall also be disclosed.

The explanation of the reason for increases or decreases in the above figures: Purchasing needs are decrease due to the performance declined.

#### 4.3 The Information on the Number of Employees Employed for the Most Recent 2 Fiscal Years and Up to the Publication Date of the Annual Report:

Year		2023	2024	As of 2025.03.31 of the current fiscal year
Employee Number	Direct Labor	-	-	-
	Indirect Labor	115	108	108
	Total	115	108	108
Average Age		44.29	44.94	45.35
Average Seniority		12.10	12.51	12.82
Education Distribution %	PhD.	-	-	-
	Master's Degree	6.09%	4.63%	4.63%
	College	87.83%	89.81%	89.81%
	Senior High School	6.09%	5.56%	5.56%
	Below Senior High School	-	-	-
	Total	100.00%	100.00%	100.00%

#### 4.4 The Information on Disbursements for Environmental Protection:

Since the Company is mainly engaged in the design, research and development, and trading of electronic dictionaries and digital products, and in cloud services, the Company is not subject to any penalty due to material pollution. Therefore, there were no related losses or environmental expenditure.

#### 4.5 The Information on Labor Relations:

The Company is employee-oriented and values labor-management harmony. Striving to maintain labor-management relations is the key to the Company's operations and management. To achieve thorough communication and effectively solve problems, the Company has set up the "Employee Grievance System", in addition to communicating with employees at internal awareness sessions, annual education and training, inter-departmental meetings, and labor-management meetings. Meanwhile, during daily operations, the Company always listens to employees' voice and opinions through different channels, and deals with employee complaints through employee interview and make timely adjustments and improvement. The proposals by members of the Employee Benefit Committee are adopted at regular and extraordinary meetings of the Employee Benefit Committee, so as to obtain a basis for formulating employee welfare policy and promote welfare events. In addition, the Company also encourages employees to attend club activities to promote their physical and mental health.

Below are the various measures for maintaining labor-management relationships:

#### **4.5.1 Employee Welfare Measures, and Their Implementation:**

1. Employees are the Company's vital assets. To provide a work environment that facilitates stable and continuous development, the Company has formulated reasonable remuneration policy, system, standards, and packages. Salary adjustment, monetary rewards, and promotion are given based on the performance evaluation results; in addition, the salary does not discriminate on the basis of gender, race, religion, political affiliation, or marital status. The Company has formulated a sound employee retirement scheme by the Labor Pension Act and implemented the scheme according to laws and regulations. Old scheme: The Company makes pension contribution regularly to employees' personal retirement reserves account; the retirement reserves are managed by the Labor Retirement Reserves Supervisory Committee. The Company estimates the balance in the labor retirement reserves accounts before the end of a year according to the Labor Standards Act amended on February 4, 2015. Where the balance does not suffice to pay the amount of pension expected to be paid in the following year, the Company must make a lump sum contribution to make up for the differences. New scheme: The Company contributes an amount equal to 6% of employees' monthly salary to their personal pension account with the Labor Insurance Bureau. In addition, a bonus scheme and a rewards scheme are in place to protect employees' rights at work.
2. Aside from providing the various basic labor conditions by law, the Company also offers days of annual leave which outnumber that required by law, and adopts a flexible attendance mechanism and a sound leave system. In terms of welfare measures, the Company's employees are entitled to labor insurance, health insurance and pension; they are also provided with group insurance, an insurance for their dependents, overseas travel insurance, and free employee meals. The Company also improves the group meal quality and dining environment. As required by law, the Company demands that new employees provide a health examination report on the first day they start working at the Company. In addition, the Company does more than what the law requires; for instance, it also organizes a regular health check for in-service employees every year, and health consultation service and soft stimulus seminars on an irregular basis. In addition, the Company also provides employees with a stress-relieving work environment in that they are entitled to use the Group's employee restaurant, social lounge, employee library, company store, stress-relieving massage service, a health center where healthcare is provided, a gym and a table tennis room. An employee parking lot is also available at a preferential rate. As required by law, the Company also set up the "Employee Benefit Committee", whose members are elected in proportion to the number of employees of each department. Meetings are regularly held for election of new members and promotion of employee welfare measures, e.g., marriage money gifts, maternity allowance, condolence money, employee insurance, festival gifts, birthday money gifts, allowance for clubs, educational scholarships for employees' children, family day, company trip, year-end dinner party, and sports day.

3. To encourage employees to create value and thereby increase the Company's competitiveness, the Company rewards the well-performed and those who have special contribution to the Company. For the well-performed, the Company shares with them its profits, and has put in place incentive rewards, year-end rewards, and year-end bonus, which are given based on the Company's profits earned. For those who demonstrate excellent work performance, the Company also gives them rewards and commendations. To encourage improvement and innovation, the Company has put in place the "Innovative Proposal System", whereby employees submitting proposals for improvement and innovation are given money rewards and those who obtain patents also get rewards from the Company.

#### **4.5.2 Work Environment and Measure for Protecting the Physical Safety of Employees:**

1. To provide employees with a cozy and safe work environment, the Company has set up an access control system and a camera surveillance system in the office and public area. The Company also hires security personnel, who assist the administrative personnel in access control during the day and patrol the factory at night, in order to maintain the safety of a work environment for employees.
2. The Company regularly monitors the work environment according to its Work Environment Monitoring Plan based on the hazard characteristics of the work environment, and examines the data of the monitoring results to improve the environment and reduce onsite hazard factors, thereby preventing the occurrence of occupational disease. In addition, as required by the Fire Safety Act, the Company also commissions a qualified fire safety service to inspect and repair the fire safety equipment every year; the Company also regularly attends labor safety and health seminars and holds fire safety drills to ensure that employees' safety and the Company's assets are maintained. As required by the "Workplace Health and Safety Rules", in each year, the Company has its electrical equipment, air conditioners, fire safety equipment, and elevators maintained and inspected; its company cars maintained regularly based on the mileage; the filter of its drinking fountain replaced; its office cleaned and disinfected regularly; and its lighting system and traffic flow maintained, so as to provide a cozy and toxic-free workplace. The Company also puts in place professional labor safety personnel like the "Labor Safety and Health Officer", "Labor Safety and Health Specialist", "Emergency Medical Technician", "Fire Safety Specialist", and "Organic Solvents Operation Officer", who are charged with inspecting and maintaining fire safety equipment, patrolling the engine rooms, controlling access to special operation area, reviewing the qualifications of personnel who are to carry out special operation, and controlling the access to the smoking area, so as to ensure employees' safety at work.
3. The Company provides additional coverage to cover the risk of possible incidents with occupational accident group insurance, in addition to the health insurance and labor insurance.

4. Products are developed and designed in a manner that attaches great importance to environmental issues, and will be transitioning towards the advantages of being low energy, low pollution, recyclable, and reusable. The Company carries out measures to save energy and reduce carbon emissions, and reduces the generation of waste to lower its environmental impact, thereby avoiding public nuisance; maintains water resources, makes its products more eco-friendly, and conserves the ecology; formulates its environment and energy policy and energy strategic goals in line with the government's policy aiming to achieve net zero emissions by 2025; inventories its GHG emissions; and fulfills its corporate social responsibilities and promoting environmental sustainability goals.
5. The Company respects life, values employees physical and mental health, and implements the education and training on occupational safety and health for employees; effectively promotes health-promotion events at workplace; and implements environmental safety management. The company is committed to the prevention and control to achieve the zero-accident ideal; maintaining a friendly workplace; caring for employees; improving corporate image; and aiming to create a sustainable and excellent workplace.

#### **4.5.3 Employee Continuing Education and Training System, and the Implementation Thereof:**

To achieve sustainable management goals, the Company assesses the gap between its goals and human resources structure at the end of every year. Each department is obliged to propose a training program based on their employees' needs and assess what type of trainings are to be given. Training courses for forging internal consensus are given by the Company through departmental meetings, management meetings, lectures by internal lecturers, and soft seminars; on the other hand, employees may apply for professional learning, continuing education, and training held at an external institution based on their occupational development requirements. In doing so, the Company helps employees strengthen the capabilities required of their work.

1. The three systems through which employees are encouraged to take continuing education courses are presented as follows by type:
  - (1) New employee orientation: This is the training to familiarize new employees with personnel regulations, systems, corporate culture, and work environment; Occupational safety and health education, and Signing the Code of Integrity; during the orientation, the immediate supervisor and departmental colleagues give instructions based on the job content, and assess the training performance.
  - (2) Rank-based training: This is the training for junior managerial officers and executives in order to hone their management skills. In addition, their self-management ability is improved through the various managerial officers' meetings and communication and coordination. This is to create common communication language and managerial philosophy, thereby improving the performance of the organization as a whole.
  - (3) Job-based training: This is the training given based on what is required of an employee's job, to train their professional competency; this is also the training given on a regular basis to enable employees to get a good grasp of up-to-date industry knowledge. Employees are sent to external training institutions for training or obtainment of a professional license.

2. Education and training courses held by the Company in 2024 totaled 1,053 hours and were attended by 237 persons.

Education and training type	Number of trainees (person)	Training hours
New employee orientation	8	510
Rank-based training	55	110
Job-based training	174	433
Total	237	1,053

**4.5.4 Labor-Management Communication Mechanism:**

1. Upholding the business philosophy of “Harmony”, the Company values dispute settlement through regularly held management meetings, departmental meetings, and communication and interview. During daily operations, the Company disseminates its policy and regulations through each channel at any time, and manages to understand employees’ opinion and thoughts, in the hope to promote a harmonious labor-management relationship.
2. The proposals by members of the Employee Benefit Committee are adopted at regular and extraordinary meetings of the Employee Benefit Committee, so as to obtain a basis for formulating employee welfare policy and promoting welfare events.
3. The Company has set up its “Employee Complaints Review Committee” and charges dedicated personnel with responding to an employee complaint case.

**4.5.5 List Any Losses Suffered by the Company in the Most Recent Fiscal Year and up to the Date of Publication of the Annual Report due to Labor Disputes (Including Any Violations of the Labor Standards Act Found in Labor Inspection, Specifying the Disposition Dates, Disposition Reference Numbers, the Articles of Law Violated, the Substance of the Legal Violations, and the Content of the Dispositions), and Disclosing an Estimate of Possible Expenses that could be Incurred Currently and in the Future and Measures being or to be Taken. If a Reasonable Estimate Cannot be Made, an Explanation of the Facts of Why it Cannot be Made shall be Provided: None.**

**4.5.6 The Company Has Set up the Employee’s “ Work Rules” and Registered It with the Competent Authority for Future Reference.**

**4.5.7 Ethics and Morality are the Cornerstone of the Company’s Credit Worthiness to External Parties and Harmony with Internal Employees. The Company Refrains from Employing a Person Suspected of Unethical or Unmoral Conduct; Besides, Employees’ Morality Accounts for a Substantial Part in the Annual Employee Assessment. Employees are Trained on the Company’s “Work Rules” and “Personnel Regulations” and Sign the "Integrity Business Code Employee Commitment Letter" the First Day They Work at the Company. According to the Principles, Employees are Banned from Carrying out Any of the Following Conduct:**

Below is the outline of the “Besta Code of Conduct”:

- ※ Absent without leave without due causes for three days in a row or for 6 days in a month.
- ※ Inciting illegal sabotage or strike to an extent considered material.
- ※ Vandalizing machinery, tools, raw materials, products, or public property to an extent causing huge losses to the Company.
- ※ Intentionally leaking the Company’s technological or business secrets to an extent causing huge losses to the Company.
- ※ Stealing company products or assets.
- ※ An employee proven guilty of offense of sexual harassment, sexual assault, or indecent behaviors.
- ※ Refusal to reasonable job instructions or obstruction of the Company’s business by means of violence, which are proven by concrete evidence.
- ※ Gross negligence at work that cause losses to the Company or cause other personnel to be seriously injured.
- ※ Fabrication of facts or expenses to make illegal income.
- ※ Forging the signature of supervisors or using the specimen chop thereof without authorization.
- ※ Participation in an organization deemed and announced by the government to be illegal.
- ※ A person engaging in work conflicting with the interests of the Company and refusing to cease to do so after exhortation. A person conspiring with vendors, extracting money or objects, or taking bribes.
- ※ A person misrepresenting himself/herself at the time of executing a contract, in a way that misleads the Company and causes losses to the Company.
- ※ Spreading rumors or passing through incitement documents to an extent jeopardizing labor-management relationships.
- ※ A person proven guilty of violation of national laws or interference with public powers.

Employment will be terminated upon violation of the matters said above.

## **4.6 Cyber security management:**

### **4.6.1 Infocomm Security Management Strategy and Framework :**

#### **1. Infocomm Security Risk Management Framework:**

##### **(1) Information Security Governance Organization:**

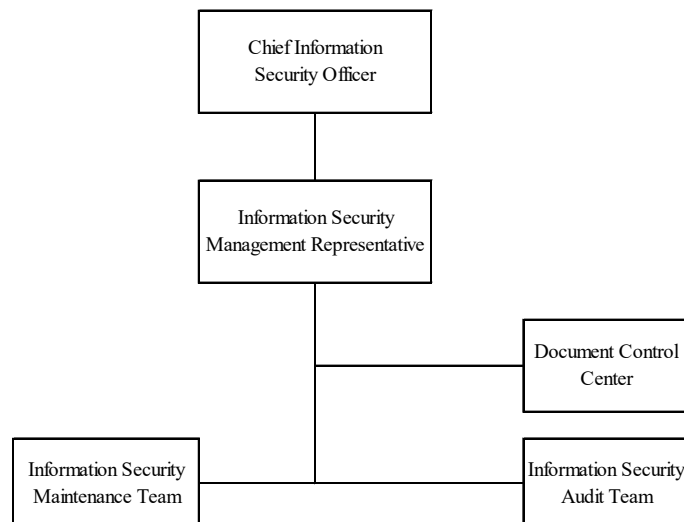
To strengthen the information security management and ensure the security of data, systems, and networks. The company has established an Information Security Committee, which includes the Chief Information Security Officer, Information Security Management Representative, the Information Security Maintenance Team, and the Information Security Audit Team. The Chief Information Security Officer is the person in charge of assembling and leading the information security team, which includes the Information Security Maintenance Team and the Information Security

Audit Team. The team is responsible for coordinating, planning, executing, and analyzing information security events. Additionally, the company obtained the ISO/IEC 27001:2013 certification on January 3, 2019, and successfully renewed the ISO/IEC 27001:2017 (Europe)-ISO/IEC 27001:2013 certification on February 20, 2024. In response to the revision of ISO/IEC 27001, the company has scheduled to initiate the ISO/IEC 27001:2022 revision guidance in January 2025 and aims to obtain the updated certification by June 2025, in order to enhance the response capabilities for information security incidents and safeguard the security of the company's and clients' assets.

(2) Information Security Organizational Structure:

The Company established the Information Security Committee including Chief Information Security Officer, Information Security Management Representative, Information Security Maintenance Team, and Information Security Audit Team.

**Organization Chart of Information Security Committee**



2. Infocomm security policy:

(1) Enterprise information security management policy:

The Company ensures the confidentiality, integrity, and availability of owned information assets, avoid unauthorized access, modification, use and disclosure, as well as losses caused by natural disasters, and provide complete and available information in a timely manner. The Company introduced ISO/IEC 27001 : 2013 Information Security Management System and established information security policies in accordance with the company operational requirements and relevant legal regulations. These policies serve as guiding principles for information security management and are implemented through the operation of internal cyber security organizations. Additionally, the security objectives of information collection, processing, transmission, storage, and circulation should be achieved through management procedures and security protection technology and key business operations to ensure the continuity of corporate operations.

The Company has established an Information Security Committee tasked with formulating and reviewing information security policies, resource allocation, and reviewing the implementation of various measures. Senior management executives serve as management representatives, responsible for coordinating and promoting information security management matters. Regular cyber security meetings are held, and reports are submitted to the board of directors. Additionally, representative lead information security maintenance Team and information security audit team to participate in drawing up and execution of various information security's plans and measures. The Information Security Committee shall report information security management policies and its implementations to the Board of Directors regularly each year. The last report was made on December 30, 2024.

(2) Specific management schemes:

**Human resource safety and Information Security Awareness Training and Enhances the Awareness.**

- A. Integrates information security into its personnel management processes, such as hiring, changes, and terminations. This ensures that employees are capable of implementing relevant security measures in their roles, reducing potential security risks.
- B. Regular education and training are provided to employees based on their job responsibilities and the current information security landscape. This promotes awareness of information security among the workforce and enhances the company's overall security level.
- C. Offering specialized courses or training for dedicated personnel to strengthen the skills of information security management staff and improve overall capability in managing information security.
- D. Employees receive periodic information security advisories to raise awareness and maintain vigilance. These advisories serve to keep employees informed and alert about potential security threats.

**Information Security Incident Reporting and Response.**

- A. Joined cybersecurity information sharing organizations that may obtain information on cybersecurity early warning and cybersecurity threats and weaknesses. Such organizations include Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC). Meanwhile, we are consistently updated on the latest cybersecurity information, technologies and trends. Our cybersecurity defense and management keep pace with changing times to improve our rapid response capabilities accordingly and ensure we can effectively block new types of cybersecurity threats. This can thus ensure resilient information services and reduced influence or impact on operations.
- B. Conduct simulation exercises for events that may impact operations and cause disruptions. In the event of an information security incident within the company, the associated departments are responsible for promptly reporting the incident according to their roles and the incident classification system. They should follow prepared mitigation plans, take necessary actions, and document the process and outcomes. The reports are then submitted to the Information Security Committee.

(3) Information security management results:

The Company had completed the certification audit by an impartial third party in February 2024 to execute re-certifications to maintain the validity of the ISO 27001 and implemented the “Plan-Do-Check-Act” (PDCA) cycle according to the standards. The Company conducts internal self-audit and ensures the Company's implementation of ISO 27001 management mechanisms.

(4) Confidential Information Protection Policy:

To protect proprietary information, the company has established policies and procedures such as "Intellectual Property Management Regulations", "Ethical Corporate Management Best Practice Principles and Procedures", "Privacy Protection Policy," "Personal Data Protection Regulations", and security management measures at each plant. These policies and procedures disclose the company's management systems for confidential information, including intellectual property rights, personal privacy, and access control that may pose a risk to the company's confidential information.

After joining the company, employees sign confidentiality agreements to clearly understand their confidentiality obligations. If a project involves proprietary information, the employees and suppliers involved will also sign a confidentiality agreement. Comprehensive policies and management systems are in place to ensure the complete protection of company and customer proprietary information. Access permissions for shared folders are set, and any data involving client privacy or personal information is saved and used in accordance with relevant management procedures to prevent any leakage of client privacy or loss or theft of client data.

(5) Information security management resources input:

**Implementation**

The company promotes and manages relevant policies and reviews management policies for any necessary adjustments through regular meetings. In addition, the company undergoes periodic audits from customers to comprehensively review whether there are any deficiencies in the implementation of the company's confidential information protection measures. There have been no significant incidents of customer audits or complaints regarding violations of proprietary information protection or privacy infringement or loss of confidential information since 2024.

**Filing Complaints and Management**

If any matters that may endanger confidential information are found, they can be reported to the company through the mail of the interested parties at [accusation@besta.com.tw](mailto:accusation@besta.com.tw). Internal colleagues can also file complaints by reporting them to their supervisors or through the channels provided by the Management Department. Once a complaint is received, the company will assign responsible personnel to handle the situation, and if a violation is confirmed, the company will take appropriate disciplinary action according to its work rules.

**Education, Training, and Awareness**

In 2024, a total of four awareness campaigns were conducted.

#### 4.6.2 Significant Infocomm Security Event Achievements in 2024:

1. It has been confirmed that no complaints related to the violation of customer privacy or loss of customer data have occurred.
2. It has been confirmed that no complaints related to personal data not being saved or used according to relevant management procedures.
3. It has been confirmed that no complaints related to incidents of customers complaining directly to the company about violations of confidentiality obligations.

#### 4.7 Important Contracts:

2025.03.24

Contract Nature	Counterparty	Contract Term	Major Contents	Restrictions
Sales and Purchase Agreement	HuShan Autoparts Inc.	From 2019.02.20	The buying and selling of car electronics	The duty of confidentiality
Development Agreement (Contract)	Benesse Corp.	From 2020.08.01	Original Design Manufacturer	The duty of confidentiality
Sales and Purchase Agreement	Moravia Consulting spol. s.r.o.	From 2021.11.01	Designated electronics supply	The duty of confidentiality
Sales and Purchase Agreement	Ellton Enterprise Pte Ltd	From 2023.01.01	The buying and selling of electronics and component	The duty of confidentiality
Project Contract	Winlong National Co., Ltd.	2024/01/01-2024/12/31	Construction Work Procurements	The duty of confidentiality

## V. Review and Analysis of Financial Position, Financial Performance, and Risk Management

### 5.1 Financial Position:

Unit: NT\$ Thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Current Assets	448,377	526,547	(78,170)	(14.85)
Property, Plant and Equipment	115,047	125,077	(10,030)	(8.02)
Intangible Assets	9,714	8,658	1,056	12.20
Other Assets	65,610	61,849	3,761	6.08
<b>Total Assets</b>	<b>638,748</b>	<b>722,131</b>	<b>(83,383)</b>	<b>(11.55)</b>
Current Liabilities	121,231	165,445	(44,214)	(26.72)
Non-current Liabilities	46,969	39,469	7,500	19.00
<b>Total Liabilities</b>	<b>168,200</b>	<b>204,914</b>	<b>(36,714)</b>	<b>(17.92)</b>
Share Capital	623,663	623,663	-	-
Capital Surplus	12,047	82,159	(70,112)	(85.34)
Retained Earnings	(51,387)	(70,112)	18,725	(26.71)
Other Equity	(113,775)	(118,493)	4,718	(3.98)
<b>Total Equity</b>	<b>470,548</b>	<b>517,217</b>	<b>(46,669)</b>	<b>(9.02)</b>

Note: Analysis of financial ratio changed in the last two years. (If the difference does not exceed 20%, the analysis is not required.):

1. The decrease in current liabilities was mainly due to the decrease in accounts payable.
2. The decrease in retained earnings was mainly due to deficit compensation.

## 5.2 Financial Performance:

Unit: NT\$ Thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Sales Revenues	465,529	516,232	(50,703)	(9.82)
Operating Costs	376,783	437,342	(60,559)	(13.85)
Gross Profit	88,746	78,890	9,856	12.49
Less: Unrealized Profit (Loss) from Sales	-	-	-	-
Plus: Realized Profit (Loss) from Sales	-	-	-	-
Operating Expenses	167,229	165,780	1,449	0.87
Net Operating Income (Loss)	(78,483)	(86,890)	8,407	(9.68)
Non-Operating Income and Expenses	27,085	15,925	11,160	70.08
Profit (Loss) from Operations of Continued Segments - before Income Tax	(51,398)	(70,965)	19,567	(27.57)
Less: Income Tax	3,189	-	3,189	-
Profit (Loss) from Operations of Continued Segments - after Income Tax	(54,587)	(70,965)	16,378	(23.08)

Note: Analysis of financial ratio changed in the last two years. (If the difference does not exceed 20%, the analysis is not required.):

1. The increase in non-operating income and expenses was mainly due to the increase in foreign exchange gains.
2. The increase in income tax expense was mainly due to the increase in deferred tax expense.

## 5.3 The Cash Flow:

### 5.3.1 Analysis of Cash Flow for the Current Year:

Unit: NT\$ Thousands

Cash and Cash Equivalents, Beginning Balance	Annual Net Cash Outflow from Operating Activities	Annual Cash Outflow	Cash Surplus (Insufficient) Amount	Leverage of Cash Deficit	
				Investment Plans	Financing Plans
292,614	(25,964)	(10,824)	255,826	-	-

Note: Analysis on change of cash flow this year:

1. Operating activities: mainly due to loss, which should bring in net cash outflow.
2. Investing activities: mainly due to the acquisition of property, plant and equipment which should bring in net cash outflow.

**5.3.2 The Corrective Measures to Be Taken in Response to Illiquidity: The company has ample cash on-hand; remedial actions are not required.**

**5.3.3 Analysis of Cash Flow for the Coming Year:**

Unit: NT\$ Thousands

Cash and Cash Equivalents, Beginning Balance	Annual Net Cash Outflow from Operating Activities	Annual Cash Inflow	Cash Surplus (Insufficient) Amount	Leverage of Cash Deficit	
				Investment Plans	Financing Plans
255,826	(62,509)	6,753	200,070	-	-

Note: Analysis of change in cash flow in the coming year:

Looking into 2025, loss should bring in net cash outflow. The professional team of the Company will continuously improve the cost structure and devote itself to stabilizing the gross profit margin. Together with the significant impact of cost control, it is expected that cash flow for business activities will be abundant. The Company also takes advantage of loans from financial institutions to invest in the business, resulting in efficient cash flow thanks to this proper arrangement and management.

**5.4 The Effect upon Financial Operations of Any Major Capital Expenditures for the Most Recent Fiscal Year:**

**5.4.1 Employment of Significant Capital Expenditure and Capital Source:**

Unit: NT\$ Thousands

Planned Project	Actual or Expected Capital Source	Actual or Expected Completion Date	Total Capital Needed	Circumstance of Actual or Expected capital Employment	
				2024	2025
Intangible Assets	Own Capital	Current Year	9,469	3,777	5,692
Property, Plant and Equipment	Own Capital	Current Year	7,070	7,070	-

**5.4.2 The Anticipated Possible Effects: None.**

**5.5 The Company's Reinvestment Policy for the Most Recent Fiscal Year, the Main Reasons for the Profits/Losses Generated thereby, the Plan for Improving Re-investment Profitability, and Investment Plans for the Coming year:**

The Company has been deeply engaged in smart devices business and enterprise service business for a long period. Under the guidance of a multi-angle development application and long-term layout, in 2024, the reinvestment loss by equity method was about NT \$2,177 thousand, which was increased NT \$10,191 thousand more than the loss of the previous year.

In the future, the Company will continue to carefully evaluate related reinvestment policies to optimize their performance.

## 5.6 The Risks Shall Analyze and Assess Matters for the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report:

### 5.6.1 The Effect Upon the Company's Profits (Losses) of Interest and Exchange Rate Fluctuations and Changes in the Inflation Rate, and Response Measures to Be Taken in the Future:

1. Impact on loss and profit of the Company:

2024	Net Amount of Interest income (Loss)	Net Amount of Exchange (Loss) Profit
Unit: NT\$ Thousands	6,245	10,884

2. Interest rate:

Our 2024 and 2023 net interest income and expenses, only accounted for 1.34% and 1.03% of our operating revenue for the year, respectively, so interest rate changes do not have a material effect.

If the interest rate increases or decreases by 0.5%, our net (loss) profit will increase or decrease by \$0 thousand and \$22 thousand for the years ended December 31, 2024, and 2023, respectively, assuming all other variable factors that remain constant. This is mainly due to the time deposits at a variable rate.

Interest rates in the United States are expected to remain unchanged or decrease in 2025, our financial position is stable, we have sound credit records and will maintain close contact with banks to collect financial and economic information, in order to understand trends in interest rates and gain the best interest rates on loans.

3. Exchange rate:

A strengthening (weakening) 0.5 % of appreciation (depreciation) of the NTD against the USD and CNY as of December 31, 2024, and 2023, would have increased or decreased the net loss after tax for the years ended December 31, 2024, and 2023 by NT\$599 thousand and NT\$580 thousand, respectively, assuming all other variable factors that remain constant. The analysis is performed on the same basis for both periods.

For the years ended December 31, 2024, and 2023, foreign exchange gains (losses) (including realized and unrealized portions) amounted to NT\$10,884 thousand and NT\$275 thousand, respectively. It only accounted for about 2.34% and 0.05% of operating revenue in 2024 and 2023 respectively, the proportion was not large.

The Company's export proportion was around 32.46% in 2024. The Company's raw materials are typically purchased in US dollars. The resulting offsets of recurrent purchases and sales generate a certain degree of natural hedging that can mitigate the influence that exchange rate fluctuation has on the Company's business results.

Looking into 2025, the exchange rate of the USD is also strong against the NTD. The Company has dedicated personnel to stay abreast of exchange rate trends and international markets as a way of monitoring changes in the foreign exchange rate. Furthermore, we stay in close contact with financial institutions to facilitate the timely adoption of response measures, such as adjustment of foreign currency assets and liabilities or operation of foreign currency hedging instruments.

#### 4. Inflation:

Monetary policies and currency inflation are often mutually reinforcing to prevent the distortion of real interest rates and exchange rates. With the domestic price increases in recent years due to the global epidemic, the Central Bank will raise interest rates gradually to stabilize market mechanisms and contain inflation.

Looking into 2025, global overall inflation will slow despite a limited range, the Company will continue to actively observe market conditions and effectively control costs and operating expenses to mitigate the impact of currency inflation on operations and prevent the phenomenon of false profits and real losses.

#### **5.6.2 The Company's Policy Regarding High-Risk Investments, Highly Leveraged Investments, Loans to Other Parties, Endorsements, Guarantees, and Derivatives Transactions; the Main reasons for the Profits/Losses Generated thereby; and Response Measures to Be Taken in the Future:**

Based on a steady operation philosophy, the Company mainly focuses on the operation of its original product field. Regarding investments, in addition to relevant investments in the original industry, upstream and downstream of the product field, vertical cooperation, etc., the Company does not engage in any high risk or high leverage investments. Regarding lending funds to other parties, endorsements, and derivatives related transactions, such is actually handled according to the execution policy stipulated in “Procedures for Acquisition and Disposal of Assets”, “Procedures for Lending Funds to Other Parties”, and “Procedures for Endorsements and Guarantees ’of the Company”.

In the future, the Company will still rigorously execute such matters according to the handling procedures of relevant regulations in order to guarantee the maximum rights and interests of the Company and its shareholders.

#### **5.6.3 Research and Development Work to Be Carried out in the Future, and Further Expenditures Expected for Research and Development Work:**

##### 1. Future R&D plan:

##### (1) Development of learning tools:

- A. Since market demand has plummeted, the Company will be sales representative to reduce expenditure and consolidate products to reduce losses.
- B. The Company will continue to provide services of localized products and service content for customers at home and abroad.
- C. The Company will continue to work with the educational services and increase the value-based service on Dr. eye.

##### (2) Development of in-vehicle products:

- A. The Company will develop ODM business from customers at home and abroad and will invest in developing cameras module of cars in order to be deeply engaged in the automotive before and aftermarket.
- B. The Company will use the RFID coil induction technology and the touch sensing technology to develop wireless inductive car handles continuously.

- C. The Company will accelerate to develop ultrasonic parking sensors and expand the insurance market application fields.
- D. The Company will have its rearview cameras and ultrasonic sensors certified by the Certified Automotive Parts Association (CAPA).
- E. The Company will develop general-purpose in-vehicle image products, including dextral blind spot view assistance system, wireless long-range backup image systems, customized surround-view system for special varieties of vehicles, and the image-based products for the automotive aftermarket.
- F. The Company will plan to appoint personnel to regularly station in the USA.

(3) Development of cloud-based service products:

- A. The Company will construct AI, big data-based platforms and management software.
- B. The Company will forge talents' skills in public cloud, private cloud, hybrid-cloud, and related IT technologies.
- C. The Company will develop IT infrastructure solutions.
- D. The Company will cooperate with strategic partners to develop solutions across the upstream, midstream, and downstream regarding smart healthcare, smart learning, smart manufacturing, and smart transportation.

2. Expected R&D expenses:

- (1) The Company will invest NT\$37.40 million in developing electronic in-vehicle products in 2025.
- (2) The Company will invest NT\$13.62 million in developing cloud-based and ICT products in 2025.

**5.6.4 Effect on the Company's Financial Operations of Important Policies Adopted and Changes in the Legal Environment at Home and Abroad, and Measures to Be Taken in Response:**

The relevant units of the Company have always strictly followed important policies at home and abroad, as well as law changes, and pay close attention to any changes at all times. The Company actively coordinates to handle such matters as required.

**5.6.5 Effect on the Company's Financial Operations of Developments in Science and Technology (Including Cyber Security Risks) as well as Industrial Change, and Measures to Be Taken in Response:**

The Company is dedicated to protecting the confidential information of the Company, customers, suppliers, and employees, as well as the competitive intellectual properties of the Company, in order to ensure the rights of the Company, customers, employees, and all shareholders and maintain corporate competitiveness.

Technological and industry changes have not impacted on our finance position and business operations during the most recent year or during the current year up to the date of printing of the annual report.

In response to technological changes, the Company continues to invest in and purchase advanced information security equipment in order to stop cyber threats, while establishing a comprehensive information protection mechanism.

In addition, we closely monitor industry conditions and relevant emerging technologies to provide immediate responses to any challenges arising from technology or industry-related changes.

We will not only continuously increase R&D investments, but also make appropriate business adjustments, and maintain steady and flexible financial management to face the challenges of technological changes.

The Company' current information technology security risks and countermeasures are as follows:

The Company aims to protect the information assets of the Company and its partners (including suppliers, dealers, customers, and contract workers) from any threat or damage, being it internal or external, intentional, or accidental. The goals of the Company' s information security policy:

1. Perform related operations in accordance with security policies and procedures.
2. Manage and report risks and response in accordance with internal information security organizations
3. Maintain the confidentiality of information and prevent information from being accessed without due authorization.
4. Regularly conduct assets, vulnerability scanning and recovery plan drills.
5. Continuously implement the system backup mechanism, establish and test the business continuity planning
6. Comply with laws and bylaws regarding information security.
7. Establish, maintain, and test the business continuation plan.
8. All information about security incidents and suspecting vulnerability will be reported and investigated.

The Company's information security policy is applicable to all employees and business partners, who, where an asset within the scope of the Information Security Management System is involved, are responsible for implementing this policy and will be supported by the Company's management. The Company's management is charged with establishment and regular review of this policy. The information security officer is charged with implementing this policy by proper standards and procedures. All employees and business partners must comply with the Company's policy to maintain the security of information. All employees are obliged to record any security incidents and any notable security vulnerabilities. Any intentional conduct putting the information security of the Company or its business partners at risk is subject to appropriate punishment and litigation. This policy will be reviewed on a regular basis, or upon the occurrence of material changes, so as to ensure that business requirements can be met and that the ability to serve customers can be obtained.

Response measures in the short term:

1. Conduct proper risk assessment to identify the value of information assets and understand what kind of vulnerabilities or threat are likely to expose information assets to risks; design, implement, and maintain the Information Security Management System to restrict risks to an acceptable level.
2. Update anti-virus software and anti-hacking software in a timely manner to monitor the penetration of viruses and do analysis to find the causes of virus intrusion, thereby ensuring that virus is fully blocked and thus protecting the safety of the software and information on the system.
3. Regularly assesses the status of the use of equipment and backup software; upgrade or replace equipment where required to enhance the availability and safety of equipment.
4. Use cloud-based email protection system; enable email protection measures; avoid attacks of phishing by hackers, malicious computer code, and known threats, lest the Company suffers any loss.
5. Gather and compute network packets through the established network information security risk management system to analyze the status of information security situation and then fix related information security vulnerabilities and risks based on the analysis results.
6. The Information, Communications, and Cloud Service Division under the Enterprise Service Business Group also passed ISO27001:2013 – Information security, cybersecurity, and privacy protection — Information security management systems — Requirements; it reviews the state of operation of information security, risk control, and event improvement every year.

There was no material cyber security safety incident in 2024 that impacted the Company's operations.

#### **5.6.6 Effect on the Company's Crisis Management of Changes in the Company's Corporate Image, and Measures to Be Taken in Response:**

The Company adheres to a consistent operation philosophy and corporate culture. Through internal management mechanisms and external auditing execution, the Company vigorously examines and approves the setting and execution of objectives and strategies, actually mastering the overall organizational risk. As of the publication date of this annual report, the Company has no impact on enterprise crisis management caused by a change of corporate image.

#### **5.6.7 Expected Benefits and Possible Risks Associated with Any Merger and Acquisitions, and Measures to Be Taken in Response: None.**

#### **5.6.8 Expected Benefits and Possible Risks Associated with Any Plant Expansion, and Measures to Be Taken in Response: None.**

**5.6.9 Risks Associated with Any Consolidation of Sales or Purchasing Operations, and Measures to Be Taken in Response:**

1. Customer Concentration

Our top ten customers accounted for about 65.94% and 73.50% of our total revenues in 2024 and 2023, respectively. In addition to maintaining existing customers, we also actively develop new processes and new customers to reduce sales concentration.

2. Concentration of Purchasing Sources

Please refer to “4.2.4 suppliers accounting for 10 percent or more of the Company's total procurement amount in either of the 2 most recent fiscal years”.

The Company has full control in the technology and production of such key components and is able to engage in frequent technological exchange with its suppliers, indicating that the Company is capable of dispersing supplies. Therefore, the Company is not subject to the risks of centralized procurements.

**5.6.10 Effect Upon and Risk to the Company in the Event a Major Quantity of Shares Belonging to a Director, or Shareholder Holding Greater Than a 10 Percent Stake in the Company Has Been Transferred or Has otherwise Changed Hands, and Measures to Be Taken in Response: None.**

**5.6.11 Effect Upon and Risk to Company Associated with Any Change in Governance Personnel or Top Management, and Measures to Be Taken in Response: None.**

**5.6.12 Litigious and Non-Litigious Matters:**

1. List Major Litigious, Non-Litigious or Administrative Disputes that Involve the Company and the Company Controlled by the Company, Where Such a Dispute Could Materially Affect Shareholders' Equity or the Prices of the Company's Securities Up to the Date of Publication of the Annual Report: None.
2. List Major Litigious, Non-Litigious or Administrative Disputes that Involve Directors, Supervisors, the President, Person with Actual Responsibility for the Firm, Major Shareholder Holding a Stake of Greater Than 10 Percent, Where Such a Dispute Could Materially Affect Shareholders' Equity or the Prices of the Company's Securities Up to the Date of Publication of the Annual Report: None.

**5.6.13 Other Important Risks, and Measures to Be Taken in Response: None.**

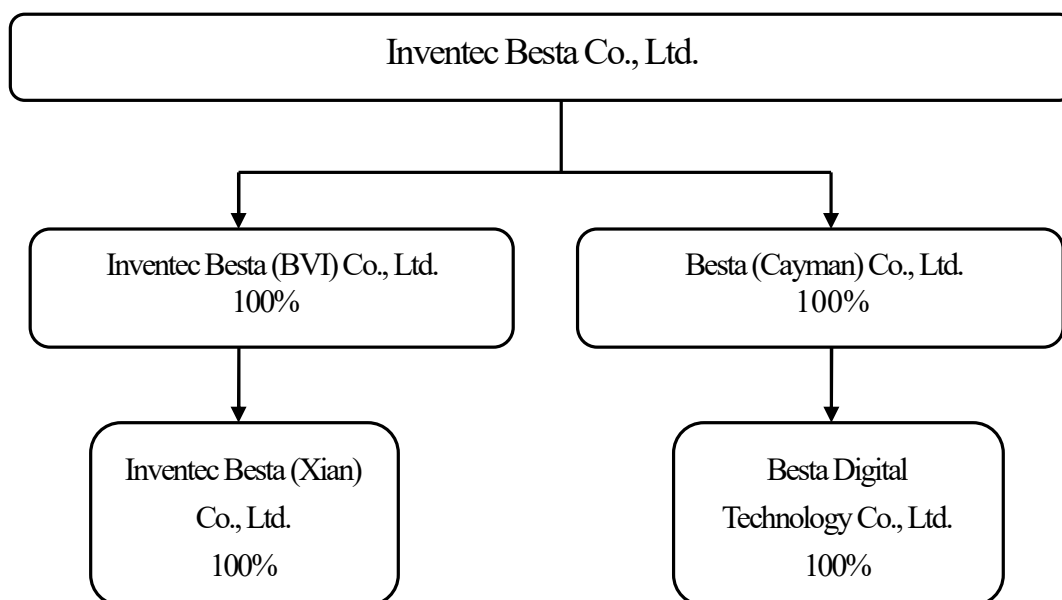
**5.7 Other Significant Matters: None.**

## VI. Special Items to Be Included

### 6.1 Information Related to the Company's Affiliates:

#### 6.1.1 Consolidated Business Report of the Affiliates:

##### 1. Organizational Chart of the Affiliates:



##### 2. Basic Information of the Affiliates:

2024.12.31

Unit: Original Currency \$ Thousands

Company	Date of Incorporation	Place of Registration	Capital Stock	Business Activities
Inventec Besta (BVI) Co., Ltd.	1999	Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG1110, British Virgin Islands. Contact's Address: Rm. 1, 4F., No. 13, Sec. 2, Beitou Rd., Beitou Dist., Taipei City, Taiwan.	USD \$9,300	Investment management
Besta (Cayman) Co., Ltd.	2004	Vistra (Cayman) Limited, P.O. Box 31119 Grand Pavilion, Hibiscus Way, 802 West Bay Road, Grand Cayman, KYI-1205, Cayman Islands. Contact's Address: Rm. 1, 4F., No. 13, Sec. 2, Beitou Rd., Beitou Dist., Taipei City, Taiwan.	USD \$900	Investment management
Inventec Besta (Xian) Co., Ltd.	1994	Registered (Contact) Address: Room 1207, Block B, PowerLeader Cloud Valley International, No. 52, Jinye 1st Road, Yanta District, Xi'an, Shaanxi Province.	USD \$6,500	Design, research, and sale of electronic products
Besta Digital Technology Co., Ltd.	2002	Registered (Contact) Address: Room 737, Building B, No. 329, Tianyaoqiao Road, Xuhui District, Shanghai.	USD \$12,000	Sale of electronic dictionaries and PDA- related products

3. The Company Presumed to Have a Relationship of Control and Subordination: None.

4. The Industries Covered by the Business Operated by the Affiliates Overall:

Industrial Classification	Company	Relationships to Related Party
Holding company	Inventec Besta (BVI) Co., Ltd.	Indirect investment in Inventec Besta (XiAn) Co., Ltd.
Holding company	Besta (Cayman) Co., Ltd.	Indirect investment in Besta Digital Technology Co., Ltd.
Electric Product Manufacturing	Inventec Besta (Xian) Co., Ltd.	Design, research, and sale of electronic products.
Electric Product Manufacturing	Besta Digital Technology Co., Ltd.	Sale of electronic dictionaries and PDA- related products.

5. The Names of the Directors and Supervisors of Each Affiliate:

2024.12.31  
Unit: Share

Company	Title	Name or Representative	Shareholding Shares	Investment Holding (%)
Inventec Besta (BVI) Co., Ltd.	Director	Representative of Inventec Besta Co.,Ltd.: Yang, Jen-Jye	9,300,000	100%
Besta (Cayman) Co., Ltd.	Director	Representative of Inventec Besta Co.,Ltd.: Yang, Jen-Jye	900,000	100%
Inventec Besta (Xian) Co., Ltd.	Chairman Director Director Supervisor	Representative of Inventec Besta (BVI) Co., Ltd.: Yang, Jen-Jye Lee, Wei-Cheng Liu, Hai-Bin Hong, Yu-Yen	N/A	100%
Besta Digital Technology Co., Ltd.	Chairman Director Director Supervisor	Representative of Besta (Cayman) Co., Ltd.: Yang, Jen-Jye Tseng, Ping-Jung Lee, Wei-Cheng Hong, Yu-Yen	N/A	100%

## 6. The Overview of the Operations of the Affiliates:

2024.12.31

Unit: NT\$ Thousands

Company	Capital	Total Assets	Total Liabilities	Total Stockholders' Equity	Sales Revenue	Operating Income	Income after Tax	EPS after Tax (NT\$Dollar)
Inventec Besta (BVI) Co., Ltd.	288,170	9,602	-	9,602	-	-	(1,999)	(0.01)
Besta (Cayman) Co., Ltd.	28,603	70,464	-	70,464	-	-	(789)	(0.03)
Inventec Besta (Xian) Co., Ltd.	212,778	16,566	7,680	8,886	16,570	(5,308)	(2,053)	N/A
Besta Digital Technology Co., Ltd.	392,820	71,219	1,064	70,155	535	(1,720)	(812)	N/A

### 6.1.2 The Consolidated Financial Statements of the Affiliates:

#### Representation Letter

The entities that are required to be included in the combined financial statements of Inventec Besta Co., Ltd. as of and for the year ended December 31, 2024 under the Criteria Governing the Preparation of Affiliation Reports, Consolidated Business Reports, and Consolidated Financial Statements of Affiliated Enterprises are the same as those included in the consolidated financial statements prepared in conformity with International Financial Reporting Standards No. 10, "Consolidated Financial Statements" endorsed by the Financial Supervisory Commission of the Republic of China. In addition, the information required to be disclosed in the combined financial statements is included in the consolidated financial statements. Consequently, Inventec Besta Co., Ltd. and Subsidiaries do not prepare a separate set of combined financial statements.

Company name: Inventec Besta Co., Ltd.

Chairman: Jonathan Yang

Date: March 10, 2024

### 6.1.3 The Affiliation Report: None.

- 6.2 The section on Private Placement of Securities in the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report: None.**
- 6.3 Other Matters that Require Additional Description: None.**
- 6.4 The Situations Listed in Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act, which Might Materially Affect Shareholders' Equity or the Price of the Company's Securities in the Most Recent Fiscal Year and Up to the Publication Date of the Annual Report: None.**
- 6.5 If the content of any information required to be reported under Article 10, paragraph 1, subparagraph 3, item h and subparagraph 7 (fore part), Article 17, and Article 21, subparagraphs 1 and 2 has already been publicly announced and reported on the information reporting website designated by the FSC, it may be incorporated in the annual report by cross-reference to the source where the information can be found, whereupon, such publicly announced and reported information shall be deemed content of the annual report: None.**

Inventec Besta Co., Ltd.

Chairman: Yang, Jen-Jye