

Inventec Corporation

Inventec



2024 Annual Report

Annual Report Website: <https://mops.twse.com.tw>

Company Website: <https://www.inventec.com>

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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.

創新

Innovation

品質

Quality

虛心

Open Mind

力行

Execution

1. Name, Title and Contact Information for Company's Spokesperson

Name : Yu, Chin-Pao

Tel. : 886(2) 2881-0721

Title : Vice President

E-mail : iec@inventec.com

Name, Title and Contact Information for Company's Deputy Spokesperson

Name : Tsai, Chih-An

Tel. : 886(2) 2881-0721

Title : President

E-mail : iec@inventec.com

2. Address and Telephone Number of Company's Headquarters, Branches and Plant

Headquarters

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Taipei Research and Development Center

Add : No.166, Chengde Road, Sec. 4, Shihlin District, Taipei City, Taiwan, R.O.C.

Tel : 886(2) 2881-0721

Taoyuan Research and Development Center (Computer Factory)

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Tel : 886(3) 390-0000

Taoyuan Science and Technology Park (Taoyuan RD Factory)

Add : No.88, Dazhi Road, Taoyuan District, Taoyuan City, Taiwan, R.O.C.

Tel : 886(3) 390-0000

3. Common Share Transfer Agent and Registrar

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

Add : B1F, No.96, Sec. 1, Jianguo N. Road, Zhongshan District, Taipei City, Taiwan, R.O.C.

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

Tel. : 886(2) 2504-8125

4. Information of the Certified Public Accountants for the Latest Financial Report

Name of CPA: Kuo, Rou-Lan and Chen, Ying-Ju

CPA Firm: KPMG

Add : 68F, No.7, Sec. 5, Xinyi Road, Xinyi District, Taipei City, Taiwan, R.O.C.

Website: <https://kpmg.com/tw>

Tel : 886(2) 8101-6666

5. Overseas Trade Places for Listed Negotiable Securities

None

6. Corporate Website

<https://www.inventec.com>

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Letter to Shareholders

The global economy in 2024 continues to face systemic risks such as energy crises and economic imbalances caused by extreme weather and regional conflicts. However, with the advent of the era of technological innovation, such as the development of artificial intelligence applications, the deepening of 5G applications, and the wave of net-zero transformation, various industries are adjusting their production efficiency and competitiveness. Inventec has already deployed ahead of these future industry trends, actively investing in new business developments such as automotive electronics, IoT products, and 5G product applications to increase revenue. Additionally, strategic overseas production base layouts are being implemented to strengthen our position as an indispensable key partner in the industry ecosystem. We thank our shareholders for their long-term support and trust. Below is a summary of the company's business results for 2024, the business plan for 2025, and future development strategies.

2024 Business Performance and Operational Results

Inventec's consolidated revenue for 2024 posted NT\$646.2 billion, an increase of 25.55% compared to 2023 (consolidated revenue of NT\$514.7 billion). Consolidated operating profit posted NT\$11.8 billion, a growth of 58.33% compared to 2023. Consolidated pre-tax net profit was NT\$9.2 billion, an increase of 27.30% compared to 2023. The net profit attributable to shareholders of the parent company was NT\$7.2 billion, an increase of 18.54% compared to the previous year. The consolidated earnings per share after tax were NT\$2.03.

In 2024, driven by strong customer demand, the overall revenue from personal computer products recorded double-digit growth compared to the previous year. In the server business, in addition to the existing product base, continuous investment in the development, research, and market penetration of booming AI server business has led to strong shipment momentum. This favorable industry trend has resulted in robust shipments of cloud customer products, leading to significant year-over-year growth in server revenue. The smart device product line also reached mid-single-digit growth, thanks to the introduction of new products.

2025 Business Plan and Future Outlook

Due to the almost simultaneous adoption of tight monetary policies by various countries to curb inflation, inflation has been controlled within the target range, preventing the global economic situation from continuous recession. Although leading research institution predicts that the global economic growth rate in 2025 will be nearly the same as in 2024, we still need to pay attention to the two major risks of regional conflicts caused by geopolitical issues and the escalation of trade protectionism and tariff barriers after the 2024 US presidential election, which may bring uncertainties in economic growth. Based on the above variables, the company carefully assesses the impact of upcoming international

situations on the global supply chain and leverages its global logistics service management to reduce potential costs, ensuring that revenue continues to grow within the established targets. The following are the business plans and outlook for 2025 from several perspectives:

1. Orders for the server business are expected to continue growing, benefiting from generative AI, high-speed computing, cloud computing, and 5G smart factory-related big data collection and application services. Inventec is committed to providing customers with the best data center solutions for more energy-efficient and high-performance computing. At the same time, in line with the global trend of net-zero carbon emissions and green transformation, we focus on developing immersion cooling energy-saving technology to optimize energy efficiency of server room. The above business opportunities are expected to drive the growth of customer orders and increase the global market share.
2. The personal computer product business continues to research and introduce environmentally friendly, recyclable materials and non-toxic labels for new models in line with green transformation and customer needs. We would strengthen the application of AI and simulation in product design to enhance product performance and reduce power consumption. The mid-to-high-end hybrid business laptops and gaming laptops for brand manufacturers continues the development, and with our long-term merits in research, design, and production, performance is expected to maintain its previous advantages.
3. In the emerging business development of automotive electronics, we actively invest in cooperation with Tier-1 suppliers and OEM manufacturers, initially focusing on automotive network security, wireless systems for electric vehicles (OTA), advanced driver assistance systems (ADAS), and in-vehicle infotainment systems (IVI). We have obtained various automotive certifications (such as IATF16949) and established a complete upstream and downstream supply chain to lay the foundation. Dedicated automotive product lines have been set up in worldwide production facilities, and the overall product line is expected to grow in 2025 to meet customer needs.
4. Smart device products continue to focus on smart wearables, 5G applications, smart healthcare, and medical platforms.

Corporate Governance and Sustainable Development

Integrity management has always been the highest guiding principle of Inventec's corporate governance. With the business philosophy of integrity, transparency, and responsibility, we comply with laws and regulations related to business conduct and implement various ESG performance indicators, including opportunities and potential risks of climate change for sustainable development. Inventec's vision for sustainable governance is "Sustainability as the foundation, innovation moving forward." In terms of strategic execution, we promote low-carbon economic opportunities while facilitating net-zero transformation. We follow corporate governance and fulfill social responsibility, strengthen stakeholder

communication, and achieve a balance between corporate profitability and responsibility. In terms of sustainable supply chain management, we deepen the resilience of the green supply chain and in cooperation with upstream and downstream partners to create a sustainable ecosystem.

Year 2025 marks the 50th anniversary of Inventec. We have always adhered to the core values of "innovation, quality, open mind, execution" to face the challenges of changing times. With the growth of existing products and the gradual development of emerging business products, we aim to realize the vision of a multinational enterprise group with diverse product lines. Looking ahead, in the face of the burgeoning AI industry and the challenges of corporate sustainable development, we will integrate ESG aspects into our business philosophy and core values, continue to focus on research and innovation, actively develop new businesses to enhance corporate competitiveness, create new growth momentum for the group, and create better profitability for all shareholders, expanding the corporate landscape for the next 50 years with forward-thinking and innovative ideas.

Best wishes to everyone

Good health and all the best!

Chairman: Yeh, Li-Cheng

President: Tsai, Chih-An

I. Corporate Governance Report
1.1 Directors, Supervisors and Managerial Personnels’ Information
1.1.1 Directors
1.1.1.1 Directors’ Information

2025.03.30

Title	Nationality or place of registration	Name	Gender Age	Date elected	Term (Years)	The commence- -ment date of the first term	Shareholding when elected		Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions held in the Company and/or in any other company	Executives, directors or supervisors who are spouses or within two degrees of kinship		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation -ship
Chairman	R.O.C	Yeh, Li-Cheng	Male 51-55	2023.06.13	3	2020.06.12	117,412,472	3.27%	117,412,472	3.27%	200,000	0.01%	—	—	Master of Information Engineering, Pace University Chairman, Fulltime Investment Corporation Chairman, Goldshare Investment Corporation	Note 1	Director	Yeh, Kuo-I	Father and son
Director	R.O.C	Yeh, Kuo-I	Male 81-85	2023.06.13	3	1975.06.09	176,361,330	4.92%	176,361,330	4.92%	69,314,117	1.93%	—	—	Shihlin High School of Commerce Chairman, Inventec Corporation	Note 2	Director	Yeh, Li-Cheng	Father and son
Director	R.O.C	Wen, Shih-Chih	Male 66-70	2023.06.13	3	2004.05.27	35,685,590	0.99%	35,685,590	0.99%	36,399	0.00%	—	—	Xihu Vocational High School of Industry and Commerce Chairman, Shyh Shiunn Investment Corp.	Note 3	None	None	None
Director	R.O.C	Lee, Tsu-Chin	Male 76-80	2023.06.13	3	1980.06.08	115,833,835	3.23%	115,833,835	3.23%	—	—	—	—	Bachelor of Economics, Tunghai University Chairman, Inventec Corporation	Note 4	None	None	None
Director	R.O.C	Chang, Ching-Sung	Male 66-70	2023.06.13	3	2014.06.12	788,644	0.02%	2,602,078	0.07%	—	—	—	—	Master of Electric Engineering, National Taiwan University Chairman, Inventec Appliances Corporation	Note 5	None	None	None

Title	Nationality or place of registration	Name	Gender Age	Date elected	Term (Years)	The commence-ment date of the first term	Shareholding when elected		Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions held in the Company and/or in any other company	Executives, directors or supervisors who are spouses or within two degrees of kinship		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation-ship
Director	R.O.C	Cho, Tom-Hwar	Male 66-70	2023.06.13	3	2017.06.16	1,004,311	0.03%	954,311	0.03%	5,508	0.00%	—	—	Department of Electrical Engineering, National Taiwan University. EMBA, Shanghai Jiao Tong University, Chairman, Inventec Corporation and Inventec Solar Energy Corporation Director, Inventec Appliances Corporation and Simplo Technology Co. Ltd	-	None	None	None
Independent Director	R.O.C	Chang, Chang-Pang	Male 76-80	2023.06.13	3	2014.06.12	—	—	—	—	—	—	—	—	Master of Laws, National Cheng-Chi University Bachelor of Law, Fujen University Chief Executive Officer, Lien Chan Foundation for Peace and Development Chairman, Fuhwa Financial Holding Co., Ltd. Deputy Minister, Ministry of Economic Affairs, Deputy Secretary General, Executive Yuan Vice Minister, Ministry of Finance, Chairman, Securities and Exchange Commission, Ministry of Finance	Note 6	None	None	None

Title	Nationality or place of registration	Name	Gender Age	Date elected	Term (Years)	The commence-ment date of the first term	Shareholding when elected		Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions held in the Company and/or in any other company	Executives, directors or supervisors who are spouses or within two degrees of kinship		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation-ship
Independent Director	R.O.C	Chen, Ruey-Long	Male 76-80	2023.06.13	3	2014.06.12	—	—	—	—	—	—	—	—	Bachelor of Economics, National Chung-Hsing University Chairman, Sinocon Industrial Standards Foundation Chairman, Institute for Information Industry Minister, Ministry of Economic Affairs	Note 7	None	None	None
Independent Director	R.O.C	Wea, Chi-Lin	Male 76-80	2023.06.13	3	2020.06.12	—	—	—	—	—	—	—	—	Doctor of Economics, University of Paris Chairman, Land Bank of Taiwan. Secretary-General, Executive Yuan Administrative Deputy. Adjunct Professor, Business Administration, National Taiwan University.	Note 8	None	None	None

Note 1: Chairman of Fulltime Investment Co. Ltd., Goldshare Investment Corporation, Inventec Investments Co., Ltd., Inphicomm Ltd., AIMobile Co. Ltd., and InveneXt System Co., Ltd. ; Executive Director and President of Saint Investment Consulting Corporation ; Director of Inventec Corporation (Hong Kong) Ltd., IEC (Cayman) Corporation, Inventec Holding (North America) Corp., Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Configuration (North America) Corp., Inventec Distribution (North America) Corp., IEC Technologies, S.de R.L.de C.V., Win Semiconductors Corp., Chainwin Biotech & Agrotech (Cayman Islands) LTD., Inventec (Cayman) Corp., Royal Base Corporation, and Inventec Group Charity Foundation ; Representative Director of Inventec Development Japan Corporation and Inventec Japan Corporation.

Note 2: Director of Inventec Corporation (Hong Kong) Ltd., Inventec Group Charity Foundation, and Everbright Biofund ; Chairman of RNS Asset Management Company, and First Generation Investement Co.Ltd.

Note 3: Chairman of Shyh Shiunn Investment Corp.

Note 4: Chairman of Esther Investment Co., Ltd., Inventec Group Charity Foundation, and Taiwan Electrical and Electronic Manufacturers' Association.

Note 5: Director of Inventec Appliances Corp., and Cardio Ring Technongies, Inc.

Note 6: Independent Director of Formosa Petrochemical Corp., Formosa Sumco Technology Corporation, and Asia Cement Corporation ; Director of Grand Cathay Venture CapitalII Co., Ltd., and Inventec Group Charity Foundation ; Chairman of China Investment and Development Co. Ltd., Grand Cathay Venture Capital Co., Ltd., Asia-Pacific Emerging Industries Venture Capital Co., Ltd, Prudence Venture Investment Corporation, and Global Investement Holdings Co., Ltd.

Note 7: Chairman of Sinocon Industrial Standards Foundation and China Petrochemical Development Corporation ; Independent Director of Formosa Chemicals & Fibre Corporation ; Director of Asia Cement Corporation, Taivex Therapeutics Inc., BES Engineering Corporation, Tatung Corp., Kaohsiung Monomer Company, Linde Taiwan Technologies Limited, and Inventec Group Charity Foundation.

Note 8: Adjunct Professor of Business Administration, National Taiwan University ; Chairman of IBF Financial Holdings Co., and International Bills Finance Corporation ; Independent Director of Formosa Plastics Corporation, Sinbon electronics co., Ltd., and Taiwan Secom Company Ltd. ; Director of Inventec Group Charity Foundation, Rakuten International Commercial Bank, AcBel Polytech Inc., Nuvoton Technology Corp., Elan Microelectronics Corp., and Avatack Co., Ltd ; Supervisor of Breeze Comprehensive Development.

1.1.1.2 Major shareholders of Corporation shareholders:

1.1.1.2.1 Major Shareholders of Inventec Corporation's Institutional Shareholders: Not applicable.

1.1.1.2.2 Major Shareholders of Inventec Corporation's Major Institutional Shareholders: Not applicable.

1.1.1.3 Disclosure of directors' professional qualifications and independent directors' status

05/05/2025

Name	Professional qualifications and experience (Note 1)	Independence Status	Number of other public companies in which the individual is concurrently serving as an independent director (Note 3)
Yeh, Li-Cheng	Chairman Yeh, Li-Cheng graduated from Pace University with a Master's Degree in Information Engineering. He previously served as executive Vice President of the Company and was responsible for the promotion and expansion of new business areas, including industrial IoT, automotive electronics, AI and 5G, and business operations. He currently serves as Chairman of AIMobile Co., Ltd., President of Saint Investment Consulting Corporation, and Chairman of InveneXt System Co., Ltd. Also serves as the Convener of the Company's Sustainability Committee, leading the Company in net-zero carbon reduction, environmental protection, and low-carbon transformation. Mr. Yeh, Li-Cheng has abundant experience in IT industrial management and operational strategies. Professional in industrial marketing, technology skills, information security, corporate sustainability, risk management, and experience in the technology sector. He actively promotes the Company's ESG sustainable development.	-	-
Yeh, Kuo-I	Graduated from the Shihlin High School of Commerce, Mr. Yeh, Kou-I founded Inventec in 1975 and served as Chairman of the company until 2008. During his tenure, Mr. Yeh led the company to establish a solid presence in the global supply chain. He currently serves as Director of the Inventec Group Charity Foundation with professional abilities in accounting and finance, industrial marketing, information security, corporate sustainability, risk management capabilities, and experience in the information technology industry.	-	-
Wen, Shih-Chih	Graduated from the Xihu Vocational High School of Industry and Commerce, Mr. Wen, Shih-Chih joined Inventec in 1980 and previously held positions in a range of fields of the company, including procurement, management, and human resources. He currently serves as Chairman of Shyh Shiunn Investment Corp. with	-	-

	professional abilities in industrial marketing and technology, information security, corporate sustainability, risk management capabilities, and experience in the information technology industry.		
Lee, Tsu-Chin	Graduated from the Department of Economics, Tunghai University, Mr. Lee, Tsu-Chin joined Inventec in 1976 and previously served as President of the company. During a period from 2008 to 2017, he served as Chairman of the company and led the Company to conduct transformation and upgrading. Currently, he serves as Chairman of Taiwan Electrical and Electronic Manufacturers' Association and Chairman of Inventec Group Charity Foundation with professional ability in accounting and finance, industrial marketing, technology, information security, corporate sustainability, risk management capabilities, and experience in the information technology industry.	-	-
Chang, Ching-Sung	Graduated from National Taiwan University with a Master's Degree in Electrical Engineering, Mr. Chang, Ching-Sung previously served as Executive Vice President of Inventec Corporation and Chairman of Inventec Appliances Corporation with professional abilities in industrial marketing, technology, information security, corporate sustainability, risk management capabilities, and experience in the information technology industry.	-	-
Cho, Tom-Hwar	Graduated in Electrical Engineering from National Taiwan University with an EMBA from Shanghai Jiao Tong University, Mr. Cho, Tom-Hwar served as Chairman of the company from 2017 to 2023 and led the company to conduct transformation and upgrading, and to expand into new business areas. He previously served as Chairman of Inventec Solar Energy Corporation with professional abilities in industrial marketing and technology, information security, corporate sustainability, risk management capabilities, and experience in the information technology industry.	-	-
Chang, Chang-Pang	Previously served as Chief Executive Officer, Lien Chan Foundation for Peace and Development, Chairman of Fuhwa Financial Holding Co., Ltd., Deputy Minister of the Ministry of Economic Affairs, Deputy Secretary General of the	Note 2	3

	Executive Yuan, Vice Minister of the Ministry of Finance, and the Chairman of the Securities and Exchange Commission, Ministry of Finance. Currently he serves as the Convener of the Company's Audit Committee and Remuneration Committee, as well as a member of the Sustainability Committee, specialized in the field of finance. Mr. Chang, Chang-Pang graduated from National Chengchi University with a Master's Degree in Law, acquired National bar examination pass certificate. Specialized in law, accounting, finance, information security, corporate sustainability, risk management, and experience in the financial industry. He oversees internal controls, proper representation of financial information, managerial personnel compensation, sustainability strategy resolutions, and other issues, fulfilling his duties as an independent director.		
Chen, Ruey-Long	Previously served as the Chairman of the Institute for Information Industry, Minister of the Ministry of Economic Affairs, Chairman of the Powerchip Technology Corporation from 2012 to 2020 and led Powerchip Technology Corporation through operational transformation, successfully turning losses into profits and completing corporate restructuring. Currently, he serves as Chairman of the Sinocon Industrial Standards Foundation and Chairman of the China Petrochemical Development Corporation. He also serves as a member of the Company's Audit Committee, Remuneration Committee, and Sustainability Committee. Mr. Chen, Ruey-Long graduated from National Chung Hsing University with Bachelor's Degree in Economics, specialized in accounting and finance, information security, corporate sustainability, risk management, and experience in information technology and materials industry. He oversees internal controls, proper representation of financial information, managerial personnel compensation, sustainability strategy resolutions, and other issues, fulfilling his duties as an independent director.	Note 2	1
Wea, Chi-Lin	Previously served as Chairman of the Land Bank of Taiwan, Secretary-General of the Executive Yuan Administrative Deputy, Chairperson of the Department of International Trade of the College of Management, National Taiwan University.	Note 2	3

	Currently, he serves as the Adjunct Professor of the Business Administration, National Taiwan University, Chairman of the IBF Financial Holdings Co. He also serves as a member of the Company's Audit Committee, Remuneration Committee, and Sustainability Committee. Mr. Wea, Chi-Lin acquired PhD in Economics, University of Paris, specialized in accounting, finance, information security, corporate sustainability, risk management, and experience in the financial industry. He oversees internal controls, proper representation of financial information, managerial personnel compensation, sustainability strategy resolutions, and other issues, fulfilling his duties as an independent director.		
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Note 1: Not been a person of any conditions defined in Article 30 of the Company Act.

Note 2: 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 managerial personnel 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, managerial personnel, 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 managerial personnels, 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.

Note 3: Comply with Article 4 of “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies”: No independent director of a public company may concurrently serve as an independent director of more than three other public companies.

1.1.2 Information on President, Vice President, Assistant Managerial Personnel, and Heads of Departments and Branches

2025.03.30

Title	Nationality	Name	Gender	On-board date	Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions at other companies	Spouses or Relative within two degrees of kinship holding a position as Manager		
					Shares	%	Shares	%	Shares	%			Title	Name	Relationship
President	R.O.C	Tsai, Chih-An	Male	2014.12.23	746,101	0.02%	13,208	0.00%	—	—	B.S. in Industrial Engineering and Enterprise Information, Tunghai University Digital Equipment Corporation	Note 1	None	None	None
Business Group President	R.O.C	Yi, Fu-Ming	Male	2016.11.14	65,637	0.00%	—	—	—	—	B.S. in Electrical Engineering, Tatung University	Note 2	None	None	None
Business Group President	R.O.C	Lin, Shu-Ju	Male	2018.02.27	—	—	—	—	—	—	Ph. D. in Mechanical Engineering, National Taiwan University of Science and Technology C.T. Star Co., Ltd.	Note 3	None	None	None
Senior Vice President	R.O.C	Chiu, Chui-Kuan	Male	2017.06.27	410,239	0.01%	82,484	0.00%	—	—	B.S. in Institute of Control Engineering, National Chiao Tung University	None	None	None	None
Senior Vice President	R.O.C	Chen, Yea-Ping	Male	2013.07.30	120,000	0.00%	7,000	0.00%	—	—	Ph. D. in Electrical Engineering, University of Wisconsin-Madison Philips Semiconductors	Director of TMY Technology Inc.	None	None	None
Senior Vice President	R.O.C	Chen, Wei-Chao	Male	2020.07.01	—	—	140,000	0.00%	—	—	PhD, Institute of Computer Science, University of North Carolina Skywatch Innovation	Chairman of Skywatch Innovation	None	None	None
Senior Vice President	U.S.A.	Chang, Lin	Male	2022.04.01	—	—	—	—	—	—	Department of Electronic Engineering, New York Institute of Technology, IBM, HP	None	None	None	None

Title	Nationality	Name	Gender	On-board date	Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions at other companies	Spouses or Relative within two degrees of kinship holding a position as Manager		
					Shares	%	Shares	%	Shares	%			Title	Name	Relationship
Vice President	R.O.C	Chang, Nai-Wen	Female	2004.12.01	28,857	0.00%	—	—	—	—	LL.M. in Law, University of Minnesota VIA Technologies Inc.	None	None	None	None
Vice President	R.O.C	Chang Yiu-Lang	Male	2007.05.01	—	—	—	—	—	—	B.B.A. in Business Administration, Senshu University M.B.A. in Business Administration, National Taiwan University Alpha Networks	Director of Inventec Besta Co., Ltd.	None	None	None
Vice President	R.O.C	Yu, Chin-Pao	Male	2009.01.20	707,576	0.02%	175,105	0.00%	—	—	B.B.A. in Accounting, National Cheng Kung University M.B.A. in Executive Master of Business Administration, National Cheng-Chi University	Note 4	None	None	None
Vice President	R.O.C	Tsai, Yuh-Chen	Male	2010.12.28	—	—	—	—	—	—	M.S. in Engineering and Computer Science, Syracuse University Arima Computer Corp.	None	None	None	None
Vice President	R.O.C	Hsu, Ching-Wu	Male	2012.01.16	88,508	0.00%	—	—	—	—	M.B.A in Finance and Business Administration, National Taiwan University of Science and Technology Sanyo Electric Corp., Ltd.	None	None	None	None
Vice President	R.O.C	Chao, Tsai-Hsiu	Female	2018.02.27	6,227	0.00%	20,275	0.00%	—	—	Master of Business Administration, National Central University Digital Equipment Corporation	None	None	None	None
Vice President	R.O.C	Li, Jui-Chin	Male	2018.02.27	—	—	—	—	—	—	Master of Business Administration, Syracuse University INTEL	None	None	None	None

Title	Nationality	Name	Gender	On-board date	Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions at other companies	Spouses or Relative within two degrees of kinship holding a position as Manager		
					Shares	%	Shares	%	Shares	%			Title	Name	Relationship
Vice President	R.O.C	Chung, Chien-Yao	Male	2021.06.29	—	—	—	—	—	—	University of Illinois Urbana-Champaign, IBM, Quanta Cloud Technology	None	None	None	None
Vice President	R.O.C	Lin, Hung-Chou	Male	2021.10.01	—	—	371	0.00%	—	—	University of Northern Virginia, Verifone Inc., DELL, APC	President of SQ Technology (Shanghai) Corporation.	None	None	None
Vice President	R.O.C	Ting, Wei-Fan	Male	2021.10.01	—	—	—	—	—	—	NCTU Institute of Physics, Philips, Digital Equipment Corporation	Director of AsicAI Co., Ltd.	None	None	None
Vice President	R.O.C	Chen, Wen-Chi	Male	2022.02.01	597	0.00%	30,000	0.00%	—	—	Department of Mechanical Engineering, National Central University, Quanta Computer Inc.	Note 5	None	None	None
Vice President	R.O.C	Yu, San-Hua	Male	2022.04.01	—	—	—	—	—	—	Department of industrial engineering, National Taipei University of Technology	Note 6	None	None	None
Vice President	R.O.C	Song, Jing-Sian	Male	2022.07.01	—	—	—	—	—	—	San Francisco State University/MBA, Cogitoimage International Co., Ltd.	None	None	None	None
Vice President	R.O.C	Wang, Chih-Ching	Male	2022.07.01	—	—	6,852	0.00%	—	—	University of California, Santa Barbara/Bachelor of Science.	None	None	None	None

Title	Nationality	Name	Gender	On-board date	Current shareholding		Spouse and Minor shareholding		Shareholding by nominee arrangement		Education/Work experience	Current positions at other companies	Spouses or Relative within two degrees of kinship holding a position as Manager		
					Shares	%	Shares	%	Shares	%			Title	Name	Relationship
Vice President	R.O.C	Shih, Yu-Te	Male	2022.07.01	—	—	—	—	—	—	Department of Electronic Engineering, Hwa Hsia University of Technology, Wayi International Digital Entertainment Co., Ltd.	None	None	None	None
Vice President	R.O.C	Lin, Shih-Pin	Male	2022.10.01	28,000	0.00%	—	—	—	—	M.S. in Manufacturing Engineering, Boston University Hon Hai Technology Group Radiant Opto-Electronics Corporation	None	None	None	None
Vice President	R.O.C	Wu, Chia-Ming	Male	2023.01.01	—	—	—	—	—	—	China University of Science and Technology, Anton Technology Co., Ltd.	None	None	None	None
Vice President	R.O.C	Chiu, Chui-Chao	Male	2024.07.01	—	—	—	—	—	—	Master's degree in Computer Science from Syracuse University, USA, Digital Equipment Corporation	None	None	None	None
Director of Finance Center	R.O.C	Liang, Wen-Jan	Male	2008.08.01	—	—	—	—	—	—	B.B.A. in Economics, National Taiwan University OCBC Bank	None	None	None	None
Director of Finance Center	R.O.C	Hsiao, I-Ying	Female	2015.04.01	—	—	—	—	—	—	M.B.A., Baruch College, City University of New York CTBC bank	None	None	None	None

Note 1: President of Inventec Holding (North America) Corp. ; Director of Inventec Appliances Corp., Inventec Holding (North America) Corp., Inventec Electronics (Thailand) Co., Ltd., and InveneXt System Co., Ltd.

Note 2: Executive Director of Inventec (Chongqing) Corp., and Inventec (Chongqing) Service Co., Ltd. ; Dircetor of Inventec Appliances Corp., and Inventec Technology (Singapore) Pte. Ltd.

Note 3: Chairman of Inventec Electronics (Tianjin) Co., Ltd., and Inventec (Pudong) Technology Corp. ; Director and President of Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Configuration (North America) Corp., Inventec Distribution (North America) Corp., IEC Technologies,S.de R.L.de C.V. ; Director of Inventec Appliances Corp., and Inventec Electronics (Thailand) Co., Ltd. ; Representative of Inventec (Czech) s.r.o. ; Executive Director of Inventec Hi-Tech Corp., Inventec (Shanghai) Service Co., Ltd., and SQ Technology (Shanghai) Corporation.

Note 4: Director of Inventec Solar Engergy Corporation, Inventec Technology (Vietnam) Company Limited, and Inventec Electronics (Thailand) Co., Ltd. ; Supervisor of Inventec Investments Co., Ltd., Inventec Appliances Corp., AIMobile Co., Ltd., and InveneXt System Co., Ltd. ; Chief Executive Officer of Inventec Group Charity Foundation ; Supervisor of Inventec Development Japan Corporation, and Inventec Japan Corporation.

Note 5: Director of Inventec Electronics (Tianjin) Co., Ltd., and Inventec (Pudong) Technology Corp.

Note 6: President of Inventec (Chongqing) Corp., and Inventec (Chongqing) Service Co., Ltd.

1.1.3 Remuneration Paid to Directors (Including Independent Directors), Presidents and Vice Presidents

1.1.3.1 Directors’ Remuneration (Including Independent Directors)

Unit: NT\$ Thousands

Title	Name	Remuneration								Total amount (A+B+C+D) and ratio of total to net income		Relevant remuneration received by directors who are also employees								Total amount (A+B+C+D+E+ F+G) and Ratio of total to net income		Compensation paid to directors from an invested company other than the company's
		Compensa- tion (A)		Retirement pension (B)		Bonus (C)		Allowance (D)				Salary and allowance (E)		Severance pay (F)		Employees bonus (G)						
		The Company	Companies in the financial report	The Company	Companies in the financial report	The Company	Companies in the financial report	The Comp-any	Companies in the financial report	The Company	Companies in the financial report	The Company	Companies in the financial report	The Company	Companies in the financial report	The Company		Companies in the financial report		The Company	Companies in the financial report	
																cash	stock	cash	stock			
Chairman	Yeh, Li-Cheng	9,865	9,865	-	-	84,266	84,266	1,580	1,700	95,711 1.32%	95,831 1.32%	49,586	56,904	533	533	-	-	-	-	145,830 2.01%	153,268 2.11%	-
Director	Yeh, Kuo-I																					
Director	Wen, Shih-Chih																					
Director	Lee, Tsu-Chin																					
Director	Chang, Ching-Sung																					
Director	Cho, Tom-Hwar																					
Independent Director	Chang, Chang-Pang	7,200	7,200	-	-	-	-	1,070	1,070	8,270 0.11%	8,270 0.11%	-	-	-	-	-	-	-	-	8,270 0.11%	8,270 0.11%	-
Independent Director	Chen, Ruey-Long																					
Independent Director	Wea, Chi-Lin																					

1. Please state the remuneration policy, system, standard, and structure of the independent director, and the correlation between the remuneration and the responsibilities, risks, dedicated time, and other factors: please refer to 1.1.3.5.
- (1). The remuneration of the independent directors of the Company shall be paid monthly as a fixed amount in accordance with the Articles of Association and the Remuneration Method for Directors and Managerial Personnel. In addition, the independent directors of the Company shall be compensated for travelling

expenses according to the number of times they actually attend board meetings, audit committee, remuneration committee and sustainability committee meetings. The independent directors of the Company shall not participate in the decision of remuneration distribution of directors.

- (2). The remuneration of directors and managerial personnel 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.
 - (3). The performance evaluation of the board of directors shall be carried out regularly every year. The chief corporate governance officer 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.
2. Apart from those disclosed in the above table, the remuneration received by Company directors for providing services to all companies in financial reports of recent years (such as taking a post as an adviser, other than employee): None.

Bracket	Name			
	Total of (A+B+C+D)		Total of (A+B+C+D+E+F+G)	
	The Company	Companies in the financial report	The Company	Companies in the financial report
Below NT\$ 1,000,000				
NT\$1,000,000(Included) ~ \$2,000,000(Excluded)				
NT\$2,000,000(Included) ~ \$3,500,000(Excluded)	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin
NT\$3,500,000(Included) ~ \$5,000,000(Excluded)				
NT\$5,000,000(Included) ~ \$10,000,000(Excluded)	Lee Tsu-Chin, Cho Tom-Hwar, Chang Ching-Sung	Lee Tsu-Chin, Cho Tom-Hwar, Chang Ching-Sung	Chang Ching-Sung	
NT\$10,000,000(Included) ~ \$15,000,000(Excluded)				
NT\$15,000,000(Included) ~ \$30,000,000(Excluded)	Yeh Li-Cheng, Yeh Kuo-I, Wen Shih-Chih	Yeh Li-Cheng, Yeh Kuo-I, Wen Shih-Chih	Wen Shih-Chih, Lee Tsu-Chin, Cho Tom-Hwar	Wen Shih-Chih, Lee Tsu-Chin, Cho Tom-Hwar, Chang Ching-Sung
NT\$30,000,000(Included) ~ \$50,000,000(Excluded)			Yeh Li-Cheng, Yeh Kuo-I	Yeh Li-Cheng, Yeh Kuo-I
NT\$50,000,000(Included) ~ \$100,000,000(Excluded)				
Over NT\$100,000,000				
Total	9	9	9	9

The data contained in this form shall be used for information disclosure only; it does not form the basis for taxable income.

Note: Supervisor's remuneration is not applicable (due to the establishment of the audit committee)

1.1.3.2 Compensation Paid to Presidents and Vice Presidents

Unit: NT\$ Thousands

Table 1: Compensation Paid to Directors and Vice Presidents														
Title	Name	Compensation (A)		Retirement pension (B)		Bonus (C)		Employees bonus (D)				Total amount (A+B+C+D) and ratio of total to net income		Compensation paid to directors from an invested company other than the company's subsidiary
		The Company	Companies in the financial report	The Company	Companies in the financial report	The Company	Companies in the financial report	The Company		Companies in the financial report		The Company	Companies in the financial report	
								cash	stock	cash	stock			
President	Tsai, Chih-An	78,627	95,527	2,959	2,959	116,770	117,130	52,800	-	52,800	-	251,156 3.46%	268,416 3.69%	55
Business Group President	Yi, Fu-Ming													
Business Group President	Lin, Shu-Ju													
Senior Vice President	Chiu, Chui-Kuan													
Senior Vice President	Chen, Yea-Ping													
Senior Vice President	Chen, Wei-Chao													
Senior Vice President	Chang, Lin													
Vice President	Chang, Nai-Wen													
Vice President	Chang Yiu-Lang													
Vice President	Yu, Chin-Pao													
Vice President	Tsai, Yuh-Chen													
Vice President	Hsu, Ching-Wu													
Vice President	Chao, Tsai-Hsiu													
Vice President	Li, Jui-Chin													
Vice President	Chung, Chien-Yao													
Vice President	Lin, Hung-Chou													
Vice President	Ting, Wei-Fan													
Vice President	Chen, Wen-Chi													
Vice President	Yu, San-Hua													
Vice President	Song, Jing-Sian													
Vice President	Wang, Chih-Ching													
Vice President	Shih, Yu-Te													
Vice President	Lin, Shih-Pin													
Vice President	Wu, Chia-Ming													
Vice President	Chiu Chui-Chao													

Bracket	Name	
	The Company	Companies in the financial report
Below NT\$ 1,000,000		
NT\$1,000,000(Included) ~ \$2,000,000(Excluded)		
NT\$2,000,000(Included) ~ \$3,500,000(Excluded)		
NT\$3,500,000(Included) ~ \$5,000,000(Excluded)	Chung Chien-Yao	
NT\$5,000,000(Included) ~ \$10,000,000(Excluded)	Chiu Chui-Kuan, Chang Nai-Wen, Chang Yiu-Lang, Chen Wei-Chao, Chen Yea-Ping, Tsai Yuh-Chen, Hsu Ching-Wu, Lin Hung-Chou, Ting Wei-Fan, Chen Wen-Chi, Shih Yu-Te, Lin Shih-Pin, Chiu Chui-Chao	Chiu Chui-Kuan, Chang Nai-Wen, Chang Yiu-Lang, Chen Wei-Chao, Chen Yea-Ping, Tsai Yuh-Chen, Hsu Ching-Wu, Lin Hung-Chou, Ting Wei-Fan, Chen Wen-Chi, Shih Yu-Te, Lin Shih-Pin, Chiu Chui-Chao, Chung Chien-Yao
NT\$10,000,000(Included) ~ \$15,000,000(Excluded)	Yu Chin-Pao, Yi Fu-Ming, Chao Tsai-Hsiu, Yu San-Hua, Song Jing- Sian, Wang Chih-Ching, Wu Chia-Ming, Li Jui-Chin, Chang Lin	Yu Chin-Pao, Yi Fu-Ming, Chao Tsai-Hsiu, Yu San-Hua, Song Jing- Sian, Wang Chih-Ching, Wu Chia-Ming, Li Jui-Chin
NT\$15,000,000(Included) ~ \$30,000,000(Excluded)	Lin Shu-Ju	Lin Shu-Ju, Chang Lin
NT\$30,000,000(Included) ~ \$50,000,000(Excluded)	Tsai Chih-An	Tsai Chih-An
NT\$50,000,000(Included) ~ \$100,000,000(Excluded)		
Over NT\$100,000,000		
Total	25	25

The data contained in this form shall be used for information disclosure only; it does not form the basis for taxable income.

1.1.3.3 Employees' Profit-Sharing Bonus Paid to Management Team

Unit: NT\$ Thousands

Title	Name	Stock	Cash	Total	Ratio of total amount to net income
President	Tsai, Chih-An	-	54,100	54,100	0.74%
Business Group President	Yi, Fu-Ming				
Business Group President	Lin, Shu-Ju				
Senior Vice President	Chiu, Chui-Kuan				
Senior Vice President	Chen, Yea-Ping				
Senior Vice President	Chen, Wei-Chao				
Senior Vice President	Chang, Lin				
Vice President	Chang, Nai-Wen				
Vice President	Chang Yiu-Lang				
Vice President	Yu, Chin-Pao				
Vice President	Tsai, Yuh-Chen				
Vice President	Hsu, Ching-Wu				
Vice President	Chao, Tsai-Hsiu				
Vice President	Li, Jui-Chin				
Vice President	Chung, Chien-Yao				
Vice President	Lin, Hung-Chou				
Vice President	Ting, Wei-Fan				
Vice President	Chen, Wen-Chi				
Vice President	Yu, San-Hua				
Vice President	Song, Jing-Sian				
Vice President	Wang, Chih-Ching				
Vice President	Shih, Yu-Te				
Vice President	Lin, Shih-Pin				
Vice President	Wu, Chia-Ming				
Vice President	Chiu Chui-Chao				
Director of Finance Center	Liang, Wen-Jan				
Director of Finance Center	Hsiao, I-Ying				

1.1.3.4 Provide a comparative analysis of the total remuneration paid to the Company's Directors, Supervisors, President and Vice Presidents over the past two years as a proportion of the net profit after tax in the individual or consolidated financial statements. Additionally, explain the policies, standards, and composition of remuneration, the procedures for determining remuneration, and the correlation between remuneration, business performance, and future risks.

Compare and State the Ratio of Total Remuneration Paid to the Company's Directors, Supervisors, President and Vice Presidents by the Company and the Companies in the Consolidated Financial Statements to Net Income in the Past Two Years.

Unit: NT\$ Thousands

Item	The Company		Companies in the financial report	
	2023	2024	2023	2024
Remuneration of Directors	75,275	103,981	75,485	104,101
Ratio of total to net income	1.23%	1.43%	1.23%	1.43%
Remuneration of the President and Vice President	229,149	251,156	241,949	268,416
Ratio of total to net income	3.74%	3.46%	3.95%	3.69%
Net income	6,130,732	7,267,407	6,130,732	7,267,407

Note: The compensation to directors in 2024 was increased compared to 2023 due to the directors' remuneration is based on the profit situation of the current year (net income before tax deduct the remuneration of employees and directors). Shall be appropriated based on Articles of Incorporation, recommended by the remuneration committee and then submitted to the Board for resolution. The increase in net income before tax results in a increase in remuneration of directors. The total compensation of the president and vice presidents was increased compared to 2023 because the bonus payments were increased.

1.1.3.5 The Policies, Standards, and Combinations of Remuneration Paid to Directors, President, and Vice Presidents, the Procedures for Remuneration Determination, and the Correlation with Operational Performance and Risks in the Future

- (1). According to the Articles of Incorporation, if the Company has made a profit in the current year, no less than 3% shall be appropriated for the compensation of employees and no more than 3% shall be appropriated for the compensation of directors by Article 26 of the Articles of Incorporation. The Company shall compensate all directors managing Company businesses regardless of profit or loss in operation. The standard shall be based on the degree of participation in the Company's business and the value of contribution, taking into account the general level of the industry. 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 assessed in accordance with the Board Performance

Evaluation Method and the Remuneration Method for Directors and Managerial personnel. 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 meetings, audit committee, sustainability committee and remuneration committee meetings. The independent directors of the Company shall not participate in the remuneration distribution of directors. The remuneration of the remaining directors shall include compensation, salary, bonus and retirement pension. In addition, they shall be compensated for travelling expenses according to the number of times they actually attend board meetings and shall participate in the remuneration distribution of directors. The performance evaluation of directors shall include at least six aspects: Understanding of corporate objectives and tasks, cognition of directors' responsibilities, participation in company operations, internal relationship management and communication, directors' professional and continuing education, and internal control. The remuneration of managerial personnel includes salary, bonus and retirement pension, and they can participate in the employees' profit sharing. The performance evaluation indicators (financial indicator:70% and non-financial indicator:30%) of managerial personnel are as follows:

A. Company performance:

Financial indicator: Return on Equity. (ROE)

Relative Financial indicator: Average return on equity in Computer and Peripheral Equipment Manufacturing industry of Taiwan listed company. (TSR)

Non-financial indicator: 1. Climate-related: Greenhouse gas reduction (40%), proportion of renewable energy (10%), energy usage efficiency (10%); 2. Other sustainability-related: Product energy efficiency (20%), sustainability risks and opportunities (20%)

B. Unit performance:

Financial indicator: After-tax profit/Revenue (results of budget achievement)/operating cash flow/dynamic items.

Non-financial indicator: Engagement in sustainable development (indicators such as electricity consumption reduction, waste reduction, water intensity, etc.).

C. Individual performance: Individual appraisal result.

- (2). Procedures for the determination of director, president and vice presidents' 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 Board of Directors and Managerial personnel". The Company takes into account of the usual level of the industry, and considers the time invested by the individual, the responsibilities assumed, the achievement of personal goals, performance in other positions, and the salary

that the company has given to those in the same position in recent years. It should be based on the company's short-term and long-term business goals and financial status, etc., and the reasonableness of the relationship between personal performance, the company's sustainable development performance and future risks, etc. shall also be assessed.

- (3). 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. The remuneration system supports the fulfillment of operational strategies and creates long-term and sustainable shareholders' value. Comprehensive evaluation items include operational performance (revenue, net income after tax, etc.), overall salary, and individual performance for overall consideration, and the payment will be distributed based on individual contributions to carry out the performance-oriented incentive system. In addition, after comprehensive consideration of the current trend of ESG sustainable development, reasonable remuneration will be given to achieve a balance between sustainable operation and risk control. The important decisions of the management of the Company are made by balancing various risk factors, and the performance of relevant decisions is reflected in the profitability of the Company so that the compensation of the management is related to the performance of risk control.

1.2 Corporate Governance Practices

1.2.1 Information of Board Meeting Operation

(1). A total of 13 (A) meetings of the board of directors were held in 2024. Directors' attendance status is as follows:

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Chairman	Yeh, Li-Cheng	13	0	100%	Reelection on 2023.06.13
Director	Yeh, Kuo-I	13	0	100%	Reelection on 2023.06.13
Director	Wen, Shih-Chih	13	0	100%	Reelection on 2023.06.13
Director	Lee, Tsu-Chin	13	0	100%	Reelection on 2023.06.13
Director	Chang, Ching-Sung	13	0	100%	Reelection on 2023.06.13
Director	Cho, Tom-Hwar	12	1	92%	Reelection on 2023.06.13
Independent Director	Chang, Chang-Pang	13	0	100%	Reelection on 2023.06.13
Independent Director	Chen, Ruey-Long	13	0	100%	Reelection on 2023.06.13
Independent Director	Wea, Chi-Lin	12	1	92%	Reelection on 2023.06.13

Note: Average board meeting attendance : 98% of meetings of board of directors.

Other matters that should be recorded:

I. Should any of the following circumstances occur at the Board of Directors Meeting, the date of the Board of Directors, the stage, contents proposed, opinions of all independent directors, and the Company's handling of independent directors' opinions, should any exist, shall be specified:

(I) Matters as stipulated in Paragraph 3 of Article 14 of the Securities Exchange Act: Not Applicable (due to the establishment of the audit committee).

(II) Apart from the above-mentioned matters, other board resolution matters on which an independent director has an adverse or expertise opinion recorded or in the form of a written statement: None.

II. Attendance of Independent Directors at 2024 Board Meetings:

✓: Attending in person; ◎: Delegated a representative to attend; ○: absent

Board of directors meeting	1	2	3	4	5	6	7	8	9	10	11	12	13
Chang, Chang-Pang	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Chen, Ruey-Long	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wea, Chi-Lin	✓	✓	◎	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

III. For the Director's Avoidance of Proposal with a Conflict of Interest, the Name of the Director, Proposal Content, Reason for Conflict of Interest, and Participation in Voting shall be Specified:

Board of directors meeting	Board of directors	Contents proposed	Cause of conflict of interest and status of voting participation
17th Term, 12th Meeting, 2024.03.12.	Yeh, Li-Cheng Yeh, Kuo-I Wen, Shih-Chih, Lee, Tsu-Chin, Chang, Ching-Sung,	Discuss the remuneration of the Company's employees and directors in 2023 proposed by Remuneration Committee.	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.

	Cho, Tom-Hwar		
17th Term 12th Meeting 2024.03.12	Chang, Ching-Sung, Chang, Chang-Pang	Proposal to lift the newly added non-compete restrictions for current directors Chang Ching-Sung and Chang Chang-Pang.	Except for the directors prohibited from discussion and voting, the other attending directors have no objection, and this resolution is approved.
17th Term 20th Meeting 2024.11.11	Yeh, Li-Cheng Yeh, Kuo-I Lee, Tsu-Chin, Chang, Chang-Pang, Chen, Ruey-Long, Wea, Chi-Lin	Donate NT\$10 million to Inventec Group Charity Foundation.	Except for the directors prohibited from discussion and voting, the other attending directors have no objection, and this resolution is approved.
17th Term 21st Meeting 2024.12.31	Yeh, Li-Cheng Yeh, Kuo-I Wen, Shih-Chih, Lee, Tsu-Chin, Chang, Ching-Sung, Cho, Tom-Hwar	2024 directors and managerial personnel' remunerations and 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.
17th Term 21st Meeting 2024.12.31	Yeh, Li-Cheng Yeh, Kuo-I Wen, Shih-Chih, Lee, Tsu-Chin, Chang, Ching-Sung, Cho, Tom-Hwar	Proposed for the 2025 remuneration adjustment for directors and managerial personnel of the Company	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.

IV. A Listed and OTC Company shall Disclose the Assessment Period, Duration, Scope, Method, and Content of the Self-Assessment of the Board of Directors:

(2) Assessment Performance of the Board of Directors

Assessment cycle	Assessment period	Assessment scope	Assessment methodology	Assessment content
In addition to the regular internal performance assessment of the Board of Directors every year, the Company shall at least invite an external professional, independent institution or specialists, scholars or team to assess once every three years	2024	Includes the entire Board of Directors, individual board members, and functional committee. (Audit Committee /Remuneration Committee/ Sustainability Committee)	The Board of Directors, functional committee, and internal self-assessment of the members of the Board of Directors and Outsourcing evaluation	<p>(1) Performance assessment of the Board of Directors: includes the involvement 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 internal control.</p> <p>(2) Performance assessment of individual director: 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 involvement of participation in the operation of the Company, the recognition of the responsibilities of functional committees, the quality of the decision-making of functional committees, the composition and selection of functional committees, and the internal control.</p>

	External Evaluation Period	External Evaluation Scope	External Evaluation Method	External Evaluation Content
	2023.11. 01~2024. 10.31	The entire Board of Directors	The Taiwan Corporate Governance Association was appointed to conduct the 2024 Board of Directors performance evaluation. Relevant documents provided by the Company for the evaluation were reviewed in writing, and the process was carried out through a combination of questionnaires and interviews. An evaluation report will be issued based on the results. The execution period is from October 18, 2024, to January 10, 2025	The Board of Directors performance evaluation items include: 1. Composition and division of responsibilities of the Board of Directors. 2. Guidance and supervision by the Board of Directors. 3. Authorization and risk management by the Board of Directors. 4. Communication and collaboration within the Board of Directors. 5. Self-discipline and continuous improvement of the Board of Directors.

V. The goals of strengthening functions of the Board in the current year and most recent year (e.g., establish Audit Committee, promote information transparency) and implementation status:

Strengthen board of directors' and functional committees' functions.

1. Strengthen different perspectives in diversification (includes gender and tenure) of the Board. To be considered during the next term's reelection
2. Strengthen the linkage between compensation and ESG indicators.
3. Adjust compensation for frontline employees
4. Enhance the supervision of risk management and opportunities
5. Implement the board's responsibility for sustainable development.

Safeguard shareholders' equity.

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

Improve information transparency.

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

Improvement of corporate governance:

In 2024, the Company completed the formulation of tax policies and management methods, guidelines for participation in public affairs, risk management policies and procedures, anti-corruption and anti-bribery policies, and revised the Corporate Governance Best Practice Principles, Rules of Procedure for Board of Directors Meetings, and Sustainable Information Management Operating Standards.

VI. The fulfillment of member diversification of the Board

According to Article 20 of the Corporate Governance Best Practice Principles and Article 3 of Rules for the Election of Directors of the Company, the members of the Board shall have knowledge, skills, and accomplishments as required by the duties. As a whole, the Board shall be able to make operational judgment and accounting and financial analysis, as well as have business management ability, crisis handling ability, industrial knowledge, a global market view, and leadership and decision-making abilities. The composition of members of the Board shall be diversified, and a plan for diversified members of the Board aimed at the operation, operational type, and future development trends shall be established, including basic conditions and value (Gender, Age, Nationality, Race or Ethnicity, and Culture) and professional knowledge and skills (e.g., law, accounting, industry, finance, marketing, or technology). The physical management goals of diversified policies and achievements are as follows:

Management goal	Achievement
The number of independent directors shall not be less than one-third of all directors.	Achieved
Adequate and diverse professional knowledge and skills	Achieved
At least one seat on the board of directors must be held by a female director	Not yet achieved (Note3)

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

<div><div>Diversified items</div><div>Name</div></div>	Basic Composition								Industry experience(Note)			Professional ability			
	Nationality	Gender	Employee	Age				Term and seniority of independent directors	Information Technology	Financials	Materials	Law	Accounting and finance	Industrial marketing	Information Technology
				51-55	66-70	76-80	81-85								
Yeh, Li-Cheng	R.O.C	Male	V	V	-	-	-	-	V	-	-	-	-	V	V
Yeh, Kuo-I	R.O.C	Male	V	-	-	-	V	-	V	-	-	-	V	V	-
Wen, Shih-Chih	R.O.C	Male	-	-	V	-	-	-	V	-	-	-	-	V	V
Lee, Tsu-Chin	R.O.C	Male	V	-	-	V	-	-	V	-	-	-	V	V	-
Chang, Ching-Sung	R.O.C	Male	-	-	V	-	-	-	V	-	-	-	-	V	V
Cho, Tom-Hwar	R.O.C	Male	V	-	V	-	-	-	V	-	-	-	-	V	V
Chang, Chang-Pang	R.O.C	Male	-	-	-	V	-	11	-	V	-	V	V	-	-
Chen, Ruey-Long	R.O.C	Male	-	-	-	V	-	11	V	-	V	-	V	-	-
Wea, Chi-Lin	R.O.C	Male	-	-	-	V	-	5	-	V	-	-	V	-	-

Note : The industry category is classified according to the first-level sector classification of the GICS (Global Industry Classification Standard).

Note 1: The current board of directors consists of nine directors (including three independent directors). They 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 law, economics, and business management, respectively. Six 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.

Note 2: Term of office of independent directors: Director Chang, Chang-Pang and Chen, Ruey-Long were appointed on 2014/06/12, with a seniority of 11 years, while Director Wea, Chi-Lin was appointed on 2010/06/12, with a seniority of 5 years. In addition, all the Company's director members are Chinese and 3 independent directors without any female director (which separately accounts for 33% and 0% account of the entire director membership). At the end of 2024, there was one director who was within 51-55 years old, three directors within 66-70 years old, four directors

within 76-80 years old and one director within 81-85 years old. 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 1.1.1.1 Directors' Information.

Note 3: The Company places importance on gender equality in the composition of its board of directors, aiming to have at least one seat held by a director of a different gender. Currently, 100% (9 members) of the board members are male, and no female directors have been appointed. Plans are in place to increase the number of female directors during the next term's reelection to achieve this goal.

Reasons for the lack of one-third representation of either gender on the Company's board of directors and measures to enhance gender diversity among directors:

1. Reason Explanation: The Company currently has nine directors, elected during the shareholders' meeting on June 13, 2023, with no female directors. This is due to the characteristics of the industry, making it challenging to find suitable talent in a short period.
2. Measures Adopted: Before the board's term ends and reelection takes place, the Company will expand its pool of candidates, support individual development plans with training and mentorship, and seek professional candidates through multiple channels to achieve gender diversity and inclusivity, thereby implementing a policy of diversity among board members.

VII. Independence of the Board

1. Structure of the Board

The Company has established a director election system, and all directors have been elected openly and fairly by the provisions of the Company's Articles of Association, the Guidelines for the Election of Directors, the Code of Practice on Corporate Governance, Regulations on the Setup of Independent Directors and the Compliance of IPO Companies and Article 14 (2) of the Securities Exchange Act. The current Board of Directors consists of 3 independent directors (33%) and 6 non-independent directors (69%), among which are Yeh, Kuo-I and Yeh, Li-Cheng who are relatives within two generations. All the directors comply with the provisions of Item 3 and Item 4 of Article 26-3 of the Securities Exchange Act.

2. Independence of the Board

The Company's board of directors directs the Company's strategy, supervises the management, and is responsible to the Company and the shareholders. In terms of the operation and arrangement of the corporate governance system, the Board of Directors exercises its powers as per the law, Articles of Association, or the resolutions of the Board of Shareholders. The Company's Board of Directors emphasizes the function of independent operation and transparency, and the directors and independent directors are independent individuals and exercise their functions independently. The three independent directors also follow the relevant laws and regulations, combined with the functions and powers of the audit committee, and review the Company's existing or potential risk control, to supervise the effective implementation of the Company's internal control, the selection (removal) and independence of certified accountants and the preparation of the financial statements. In addition, the board establishes and implements the cumulative voting system and candidate

nomination system by the Company's Procedure for the Election of Directors and Independent Directors and encourages shareholders to participate. Shareholders holding more than a certain number of shares shall put forward a list of candidates. The relevant acceptance operations shall be conducted and announced by the law for the examination of the qualifications of the candidates and the confirmation of whether there is any violation of the provisions of Article 30 of the Company Law to protect the shareholders' rights and interests and to avoid monopolization or excessive nominating rights and to maintain independence. For the independent information of directors, please refer to 1.1.1.3 Disclosure of directors' professional qualifications and independent directors' status.

1.2.2 Operation of the Audit Committee :

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

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Convener	Chang, Chang-Pang	4	0	100%	Reelection on 2023.06.13
Committee member	Chen, Ruey-Long	4	0	100%	Reelection on 2023.06.13
Committee member	Wea, Chi-Lin	3	1	75%	Reelection on 2023.06.13

Other scenarios to be described:

A. If the audit committee is found to have any of the following situations, it should state the date of the board meeting, session, case content, resolution result by the audit committee, and administration of the Company regarding the opinion of the audit committee.

a. Items listed in Article 14-5 of the stock transaction Law

Audit Committee	Contents proposed	Matters stipulated in paragraphs 14-3 of the Securities Exchange Act	Items suggested or opposed by independent directors	Administration of the Company regarding the opinion of the Audit Committee	Resolution result by the Audit Committee
3rd Term, 3rd Meeting,	1. 2023 statement of internal control system	14-5-2	No	No	The proposal is approved by all the attendees
	2. 2023 financial report and business report	14-5-10	No	No	The proposal is approved

	2024.03.12.					by all the attendees
		3. Profit distribution of 2023	14-5-11	No	No	The proposal is approved by all the attendees
		4. Appointment of certified public accountant.	14-5-8	No	No	The proposal is approved by all the attendees
		5. Review the Audit Committee Charter.	14-5-11	No	No	The proposal is approved by all the attendees
		6. Amend the Rules of Procedure for Board Meetings.	14-5-11	No	No	The proposal is approved by all the attendees
		7. Proposal to lift the newly added non-compete restrictions for current directors Chang Ching-Sung and Chang Chang-Pang.	14-5-4	No	No	Except for the directors prohibited from discussion and voting, the other attending directors have no objection, and this resolution is approved.
	3rd Term, 4th Meeting, 2024.05.14	1. 2024 Q1 consolidated financial report	14-5-10	No	No	The proposal is approved by all the attendees
		2. Approved bank endorsement and guarantee for Inventec Electronics (Thailand) Co., Ltd.	14-5-6	No	No	The proposal is approved by all the attendees
		3. Approved bank endorsement and guarantee for Inventec (Czech),s.r.o.	14-5-6	No	No	The proposal is approved by all the attendees
	3rd Term, 5th Meeting, 2024.08.13	1. 2024 Q2 consolidated financial report	14-5-10	No	No	The proposal is approved by all the attendees
		2. Approved bank endorsement and guarantee for Inventec Electronics	14-5-6	No	No	The proposal is approved by all the attendees

	(Thailand) Co., Ltd.				
	3. Approved bank endorsement and guarantee for IEC Technologies,S.de R.L. de C.V.	14-5-6	No	No	The proposal is approved by all the attendees
3rd Term, 6th Meeting, 2024.11.11	1. 2024 Q3 consolidated financial report.	14-5-10	No	No	The proposal is approved by all the attendees
	2. Revision of the Internal Control System of the Company.	14-5-1	No	No	The proposal is approved by all the attendees
	3. 2025 Internal Audit Plan.	14-5-11	No	No	The proposal is approved by all the attendees
	4. Accountant's fees of 2024	14-5-8	No	No	The proposal is approved by all the attendees
	5. Formulate a plan for implementing IFRS Sustainability Disclosure Standards.	14-5-11	No	No	The proposal is approved by all the attendees

b. Apart from the aforementioned items, other cases of resolution not passed by the Audit Committee but agreed to by two-thirds of the entire board of directors: None.

B. Regarding execution by independent board directors preventing cases of conflict of interest, name of independent board director, motion content, case of conflict of interest avoided, and voting participation should be described: Lifting the newly added non-compete restrictions for Chang Chang-Pang, please refer to section A(a) for details.

C. Communication of independent board directors with the Chief audit officer and CPA (Company finance, major issues of business conditions conducted through communications, and the methods and results should be described).

a. The Chief 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. 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. The Board of 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. The chief audit officer should report to Independent Directors about internal auditing business every month.

- b. The CPA shall communicate with directors during the quarterly management meeting and irregularly and separately have two-way communications with independent directors.

D. Communication and scenario of independent board directors with the Chief audit officer and CPA

Date of meeting	Subject of communication	Items of communication	Process execution results of the Company
2024.03.12 Audit Committee	Chang Chang-Pang Chen, Ruey-Long CPA Accounting supervisor Chief audit officer	1. Statement of 2023 internal control system 2. 2023 financial report and business report 3. 2023 profit distribution 4. Appointment of 2024 certified public accountant. 5. Reviewed the Audit Committee Charter. 6. Amend the Rules of Procedure for Board Meetings. 7. Lifted the newly added non-compete restrictions for directors.	Submit to the Board for resolution.
2024.03.12 Corporate governance communication meeting	All directors Chang Chang-Pang Chen, Ruey-Long CPA Chief corporate governance officer Chief audit officer	1. Audit range and opinion of 2023 financial report 2. Description of Key Audit Matters	The directors have no objection at the meeting.
2024.05.14 Audit Committee	All independent directors CPA Accounting supervisor	1. 2024 Q1 consolidated financial report 2. Provide endorsement and guarantee for subsidiaries in Thailand and the Czech Republic	Submit to the Board for resolution.
2024.05.14	All directors	1. Audit range and opinion of 2024 Q1 financial report	The directors have no objection at

Corporate governance communication meeting	All independent directors CPA Chief corporate governance officer Chief audit officer	2. Important accounting items updates	the meeting.
2024.08.13 Audit Committee	All independent directors CPA Accounting supervisor	1. 2024 Q2 consolidated financial report 2. Provide endorsement and guarantee for subsidiaries in Thailand and Mexico.	Submit to the Board for resolution.
2024.08.13 Corporate governance communication meeting	All directors All independent directors CPA Chief corporate governance officer Chief audit officer	1. Audit range and opinion of 2024 Q2 financial report 2. Important accounting items updates	The directors have no objection at the meeting.
2024.11.11 Communication meeting between the CPA and independent directors	All independent directors CPA	1. Time course planning of 2024 financial statement auditing	Independent directors fully aware of the planning matter
2024.11.11 Audit Committee	All independent directors CPA Accounting supervisor	1. 2024 Q3 consolidated financial report 2. Modification of internal control system 3. 2025 Internal audit plan. 4. CPA's fees of 2024	Submit to the Board for resolution.

	Chief audit officer	5. Formulate a plan for implementing IFRS Sustainability Disclosure Standards. 6. Provide endorsement and guarantee for subsidiaries in Thailand and Mexico.	
2024.11.11 Corporate governance communication meeting	All directors All independent directors CPA Chief corporate governance officer Chief audit officer	1. Audit range and opinion of 2024 Q3 financial report 2. Important accounting items updates 3. Key audit matters	The directors have no objection at the meeting.

E. The audit committee intends to assist the board of directors in overseeing the quality and integrity of the company's accounting, auditing, and 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 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 asset 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. Annual financial reports signed or sealed by the chairman of the board of directors, the managerial personnel and accountant in charge, and the second quarter financial report subject to audit and certification by the accountant.
11. Other major issues stipulated by the company or the competent authority.

F. 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 section 1.2.2 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.

1.2.3 Participation of Supervisor in Board Meeting: NA. The Company has established the audit committee on June 16, 2017.

1.2.4 Corporate Governance Implementation Status and Deviations from “Corporate Governance Best-Practice Principles for TWSE/GTSM Listed Companies”

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
1. Does the Company follow “Taiwan Corporate Governance Implementation” to establish and disclose its corporate governance practices?	✓		The Company has established “Inventec Corporate Governance Best Practice Principles” in 2014. The ninth amendment was approved by the Board of Directors on Feb. 25, 2025, all of which are also disclosed on our website and MOPS.	No discrepancy.
2. Shareholding Structure and 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?	✓		(1) The Company has 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 discrepancy.
(2) Does the Company possess a list of major shareholders and beneficial owners of these major shareholders?	✓		(2) The Company may efficiently control the list of major shareholders and final controllers of major shareholders.	No discrepancy.
(3) Has the Company built and executed a risk management system and firewall between the Company and its affiliates?	✓		(3) The Company has established regulations governing internal control, rules governing financial and business matters between this corporation and its affiliated enterprises, and subsidiaries to establish and implement the risk control of affiliates and a firewall mechanism.	No discrepancy.
(4) Has the Company established	✓		(4) The Company has formulated the "Insider Trading Prevention Management	No discrepancy.

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
internal policies that forbid insiders from trading based on non-disclosed information?			Operation Procedure", among others, to prohibit company insiders from utilizing information undisclosed to the market to transact negotiable securities; internal literature is carried out regularly.	
3. Composition and responsibilities of the Board of Directors				
(1) Whether the Board member's election is based on relevant diverse policy, specific management targets and is implemented?	✓		(1) The article 20 of the Company's Corporate Governance Best Practice Principles has established a diversification guideline for Board members. Diversification includes basic qualifications and values (gender, age, nationality, race or ethnicity, and culture), professional knowledge and skills. All of the existing Board members have their own professional backgrounds in law, finance and accounting, industry, marketing or technology. Please refer to the section of the Company's "Fulfillment of Member Diversification of the Board" for the details of implementation status.	No discrepancy.
(2) Other than the Compensation Committee and the Audit Committee which are required by law, does the Company plan to set up other Board committees?	✓		(2) All independent directors of the Company serve as members of the remuneration committee and the audit committee. Set up a Sustainability Committee under the board on 12/5/2022 to formulate sustainable development goals, strategy formulation, and sustainable development implementation and performance tracking.	No discrepancy.
(3) Has the Company established a performance assessment method and the assessment method for the Board of Directors, conducted the performance assessment annually and regularly, and reported the results of the performance assessment to the Board of	✓		(3) In 2016, the Company formulated regulations (amended on Dec. 29, 2020) for evaluating the performance of the Board of Directors to implement corporate governance and enhance the functions of the Board of Directors. The director of corporate governance is responsible for the implementation and completion of annual performance evaluations.	No discrepancy.

Item	Implementation status			Non-implementation and its reason(s)	
	Y	N	Summary		
Directors, as well as applied it as a reference for individual directors' remuneration and nomination for renewal?			Evaluation cycle	In addition to the regular internal performance assessment of the Board of Directors every year, the Company's regulations for evaluating the performance of the Board of Directors stipulate that the evaluation must be carried out at least every three years by an external independent professional agency or external team of experts and scholars.	
			Internal Board of Directors Performance Evaluation		
			Evaluation period	2024.01.01~2024.12.31	
			Evaluation scope	Board of Directors, the members of the Board of Directors, and the functional committees (Audit Committee /Remuneration Committee/ Sustainability Committee)	
			Evaluation method	The evaluation methods include internal self-evaluation of the Board of Directors, functional committees, and self-evaluation of Board members	
			Evaluation content	The performance evaluation criteria for the Board of Directors include: 1. the extent of participation in the Company’s operations; 2. enhancing the decision-making quality of the Board of Directors; 3. composition and structure of the Board of Directors; 4. election and continuous learning of directors; and 5. internal control. There are 25 items in five categories.	
				The performance evaluation criteria for Board members include: 1. understanding of the Company’s goals and tasks; 2. understanding of their responsibilities; 3. the extent of participation in the Company’s operations; 4. internal relationship management and communication; 5. expertise and continuous	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			advanced studies; and 6. internal control. There are 20 items in six categories.	
			The performance evaluation criteria for the functional committees include: 1. the extent of participation in the operations of the Company; 2. the recognition of the responsibilities of functional committees; 3. the improvement in the decision-making quality of functional committees; 4. composition and selection of functional committee members; and 5. internal control. There are 25 items in five categories.	
			Evaluation result From 2022 to 2024, the results of self-evaluation for the Board of Directors, the functional committees (Audit Committee /Remuneration Committee/ Sustainability Committee), and the members of the Board of Directors were all "excellent". In the future, the Company will continue to enhance the diversity of directors (including gender and tenure), set goals and quotas for gender diversity among directors, and improve the independence and diversity of independent directors, to be considered in the next term's reelection. Ongoing supervision of sustainable development will be maintained, strengthening the management of sustainability-related risks and opportunities, including environmental, social, and corporate governance aspects, overseeing the implementation of relevant internal control systems, and realizing the core values of the Company's sustainable development.	
			External Board of Directors Performance Evaluation	
			Evaluation period 2023.11.01~2024.10.31	
			Evaluation scope The entire Board of Directors	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>Evaluation method</p> <p>The Company has appointed the Taiwan Corporate Governance Association to conduct the 2024 Board of Directors performance evaluation. The aforementioned professional independent organization will review relevant documents provided by the Company for evaluation in writing, combine questionnaires and interviews, and issue an evaluation report based on the results. The execution period is from October 18, 2024, to January 10, 2025.</p>	
			<p>Evaluation content</p> <p>The Board of Directors performance evaluation items include: 1.Composition and division of responsibilities of the Board of Directors. 2.Guidance and supervision by the Board of Directors. 3.Authorization and risk management by the Board of Directors. 4.Communication and collaboration within the Board of Directors. 5.Self-discipline and continuous improvement of the Board of Directors.</p>	
			<p>Evaluation result</p> <p>On January 10, 2025, the Taiwan Corporate Governance Association issued the Board of Directors performance evaluation report. Overall evaluation results:</p> <p>1. In June 2023, a reelection was conducted, resulting in 9 directors with diverse expertise and industry experience, meeting the Company’s operational development needs.</p> <p>2. The Company values director succession and knowledge transfer. Former chairmen remain as current members of the board, ensuring the comprehensive transfer of diverse professional and practical experience within the board.</p> <p>3. The chairman adopts an open leadership style, respects the opinions of directors, and facilitates full communication between</p>	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>the management team and directors. A total of 13 meetings were held during the evaluation period.</p> <p>4. The board has established three functional committees. During the evaluation period, the Audit Committee held 4 meetings, the Remuneration Committee held 3 meetings, and the Sustainability Committee held 5 meetings.</p> <p>5. The Company has established a Sustainability Committee, chaired by the chairman, who regularly reports specific implementation plans and results to the board. The Remuneration Committee incorporates ESG indicators into managerial performance evaluations, promoting the Company's long-term interests and sustainable development.</p> <p>6. Independent directors and the audit chief regularly hold closed-door meetings to oversee the execution and improvement of the audit plan. The digital transformation of audit operations has enhanced quality.</p> <p>7. The Corporate Governance Officer concurrently serves as the Chief Financial Officer. By the end of each year, he completes the planning of the next year's board and committee meeting schedules and provides meeting information to assist directors in fulfilling their duties, laying an essential foundation for the effective operation of corporate governance.</p>	
			<p>Recommendations and the Company's proposed actions.</p> <p>Recommendation 1: It is recommended that the Company explicitly includes the succession planning of senior executives in the charters of functional committees (Remuneration Committee or Sustainability Committee) to improve governance-related systems.</p>	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>© Proposed Action: Plan to revise the charter of the Sustainability Committee and regularly review senior executive succession plans.</p> <p>Recommendation 2: It is recommended that the Company establish a mechanism for independent directors (or the Audit Committee) to directly receive emails or simultaneously receive emails along with the designated unit, to further enhance the whistleblower mechanism.</p> <p>© Proposed Action: Add independent directors to the email recipient group for complaints and whistleblowing, so they can receive emails simultaneously.</p> <p>Recommendation 3: It is recommended that the Company establish a clear notification system for extraordinary major information to ensure that all board members can promptly and fully understand critical company situations.</p> <p>© Proposed Action: Plan to revise Article 5 of the internal major information handling procedures to include a notification process for extraordinary major events.</p> <p>Recommendation 4: It is recommended that the Company invite members of functional committees to participate in self-evaluations of functional committees to embody the spirit of accountability in the board of directors.</p> <p>© Proposed Action: Plan to revise Appendix 2 of the Board Performance Evaluation Methods, allowing the self-evaluation questionnaire of functional committees to be reviewed by their conveners.</p>	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(4) Does the Company regularly evaluate its external auditors' independence?	✓		<div>Board of Directors Report</div> <div>The 2024 internal and external evaluation results were reported during the Board of Directors meeting on January 21, 2025, and were used as a reference for individual directors' compensation and renomination.</div>	No discrepancy.
			(4) The appointment of CPA will be submitted to the Board of Directors for resolution after the audit committee of the Company evaluates the independence and suitability of CPA in March every year. In addition to the Declaration of Independence and Audit Quality Indicators (AQIs) required of CPAs, it is also required to conduct evaluation in accordance with the standards indicated in the Code of Ethics for Professional Accountants No. 10 Notice and the Certified Public Accountant Act (see Note 1 for details) as well as 13 AQIs. It is confirmed that the CPAs have no other financial interests or business relationship with the Company other than the expenses incurred for certification, and finance and taxation cases. It is also required to check whether CPAs are directors, managerial personnel, or shareholders of the Company, or receive payment by the Company, and confirm that they are not interested parties. Family members of CPAs shall not violate the requirements of independence either. Refer to AQI information, 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. The results of the latest annual evaluation have been discussed and approved by the audit committee on March 11, 2025, and were submitted to the Board of Directors for approval. The Board meeting dated on March 11, 2025, resolved to approve the evaluation of the independence and suitability of the accountants.	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
4. Does the Company appoint competent and appropriate corporate governance personnel and corporate governance officer to be in charge of corporate governance affairs (including but not limited to furnishing information required for business execution by directors, assisting directors' compliance of law, handling matters related to board meetings and shareholders' meetings according to law, and recording minutes of board meetings and shareholders' meetings)?	✓		<p>The Board meeting dated February 26, 2019, resolved to specify the corporate governance officer position served by CFO Yu, Chin-Pao with more than three years of work experience in finance, stock affairs and rules of procedure. The major duties include: 1. Managing matters regarding the Board and shareholders' meetings. 2. Preparing meeting minutes of Board and shareholders' meetings. 3. Assisting directors with inauguration and continuing study. 4. Providing directors with information as necessary for business execution. 5. Assisting directors on law compliance. 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. 7. Handle matters related to the change of directors. 8. Other matters as stipulated by the Articles of Incorporation or contracts.</p> <p>The 2024 business implementation status was as follows:</p> <ol style="list-style-type: none"> 1. Assist directors in executing business, provide necessary information and arrange study for directors: (1) The revision and development of the latest laws and regulations related to the business and corporate governance shall be updated regularly. (2) Provide Company information required by directors and maintain smooth communication between the directors and business supervisors. (3) Assist in arranging meetings with independent directors, chief audit officer or a certified public accountant. (4) Assist the directors in formulating the annual study plan and arranging courses. 2. Assist the board of directors and shareholders' meeting with procedures and resolutions: (1). Report on corporate governance to the board of directors. (2). Assist and remind directors of the laws and regulations to be followed in the execution of business. 3. Formulate the meeting schedule of directors. 4. Assist with the shareholders' meeting 	No discrepancy.

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>5. Executive board performance evaluation.</p> <p>6.The items as stipulated in the Articles of Incorporation and contracts have been implemented.</p> <p>The Company has organized 13 board meetings, 4 audit committee meetings, 3 remuneration committee meetings, 4 sustainability committee meetings as well as 4 corporate governance communication meetings in 2024. It reports the implementation status and plans during the board meeting in the second quarter of each year including corporate management promotion, sustainable development, communication with each interested party, regulatory compliance and intellectual property management, ethical corporate management and risk treatment.</p>	
5. Has the Company established communication channel with interested parties (Including but not limited to shareholders, employees, customers and suppliers, etc.) and disclosed key corporate social responsibility issues frequently enquired by stakeholders on the designated area of the corporate website?	✓		The Company has established a stakeholder section on its website, providing multiple channels such as a 24-hour hotline, email, and online feedback to maintain open communication with stakeholders at all times. The Company appropriately addresses important corporate social responsibility issues and concerns raised by stakeholders to respect and protect their legitimate rights and interests. Additionally, the Company regularly identifies key issues of concern to stakeholders and reports on communication with various stakeholders to the Board of Directors in the second quarter of each year.	No discrepancy.
6. Has the Company appointed a professional registrar for its Shareholders' Meetings?	✓.		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 discrepancy.
7. Information Disclosure (1) Has the Company established a	✓		(1) Chinese and English websites of the Company are available to update and	No discrepancy.

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
<p>corporate website to disclose information regarding its financials business and corporate governance status?</p> <p>(2) Dose the Company adopt any other information disclosure channels (e.g., maintaining an English-language website, appointing designated personnel to handle information collection and disclosure, appointing spokespersons, webcasting investors conference, etc)?</p> <p>(3) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline?</p>	✓		<p>disclose financial business and corporate governance information at any time.</p> <p>(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.</p> <p>(3) The Company has announced and reported the quarterly financial statements and the operation situation of each month within the prescribed period.</p>	<p>No discrepancy.</p> <p>No discrepancy.</p>
8. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (including but	✓		1. Employee rights and interests: Pursuant to government laws and decrees and personnel management measures of the Company, the Company provides all kinds of basic due labor conditions, including a working hour mechanism and thorough	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?			<p>ask for leave system, as well as provides a stable and safe work environment, and in addition to basic welfares, such as labor insurance, health insurance, pension allocation, etc., employees can also enjoy regular health examinations, group insurance, and thorough employee retirement measures.</p> <p>2. Employee care: The Company has established the Occupational Safety and Health Committee pursuant to laws to discuss safety and health related regulations. Due to create a friendly workplace and ensure the safety and health of the staff, the Company has formulated the "Occupational Safety and Health Policy", holds all kinds of keynote lectures and courses, provides physician consultation, provides a doctor and health counseling, implements the Employee Assistance Program (EAP) to provide free "psychological, legal, and financial" counseling services and opens diversified channel for employee to express opinions and consultation, and creates good participation sense and smooth two-way communication channel.</p> <p>3. Investor relations: The Company dedicates to protect shareholders' rights and interests as its main objective, and instantly announces relevant significant Company information, such as finance and business.</p> <p>4. Supplier relations: In addition to formulating "Codes of Ethical Conduct" and the "Global Employee Code of Conduct Management Measures". The responsibilities of a responsible business alliance (RBA) member include establishing and providing Inventec's standard of responsible business alliance and supplier standard of behavior to suppliers. The suppliers must comply with "Inventec Responsible Business Alliance Compliance Statement" and "Inventec Supplier Code of Conduct", which cover labor, health, safety, environmental, and business ethics matters. Important information about the Company's suppliers is published in iSupplier placement. A sustainable supply chain explanation session of Inventec Group is held every year in the hope that the Company can serve as an example and lead more suppliers to jointly improve their environmental protection</p>	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>consciousness and fulfill their corporate social responsibility.</p> <p>5. Rights of interested parties: In accordance with Article 10 of the “Inventec Corporation Sustainable Development Practice Principles,” operations are carried out, and a stakeholder section is established.</p> <p>6. The implementation of risk management policies and risk measurement standards: please refer to the Analysis of Risk Management in annual report.</p> <p>7. Execution circumstance of customer policy: The Company has formulated an appropriate customer policy and operation target and adjusts its operation strategy in a timely manner to achieve the target.</p> <p>8. Circumstances of buying liability insurance for directors: The Company has bought relevant Directors’ and Officers’ Liability Insurance for its directors. Related liability insurance US\$25 million for directors is purchased up to January 1, 2026, 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 in December 2024.</p>	
9. Please describe the improvements of the corporate governance evaluation results released by the corporate governance center of the Taiwan Stock Exchange Corporation in the last year and propose priority matters or measures to strengthen areas yet unimproved. (No need to be filled in by companies that were not subject to evaluation).	✓		The Company will continuously promote improvement for items not yet scored.	No discrepancy

Note 1: Criteria for the evaluation of the independence of CPAs

Evaluation item	Evaluation result	Compliance with independence
Are they currently employed by the Company engaged in continuous work, receive a fixed salary, or serve as directors and supervisors?	No	Yes
Have they served as directors, supervisors, or managerial personnel of the Company, or been employees with a significant impact on certification cases within the past two years?	No	Yes
Do they have a relationship with the person in charge of the Company or managerial personnel, such as a spousal relationship, or are they a blood relative, or related by law within the second degree of kinship?	No	Yes
Do they or their spouses or underaged children have an investment relationship or share a financial interest in the Company?	No	Yes
Are they or their spouses or underaged children involved in lending and borrowing of funds with the Company?	No	Yes
Has the management consulting or other non-certification business been executed to adequately effect their independence?	No	Yes
Are there regulations inconsistent with the competent authority's regulations on the rotation of CPAs, substitution of others to handle accounting affairs, or other regulations that may affect independence?	No	Yes
Have any violations of independence as specified in Articles 7-11 of the Code of Ethics for Professional Accountants No. 10 Notice occurred?	No	Yes

10. Continuing professional education hours for directors in 2024

Title	Name	Date	Course	Hours	Institute
Chairman	Yeh, Li-Cheng	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
Director	Yeh, Kuo-I	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
Director	Wen, Shih-Chih	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
Director	Lee, Tsu-Chin	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
Director	Chang, Ching-Sung	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
Director	Cho, Tom-Hwar	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
Independent Director	Chang, Chang-Pang	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
Independent Director	Chen, Ruey-Long	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
		2024.11.14	The Carbon Wave is Coming: An Overview of Carbon Credit Formation and Trading Systems	3.0	The Taiwan Corporate Governance Association
Independent Director	Wea, Chi-Lin	2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.07.04	Accurately Mastering the Sustainability Equation	3.0	Securities and Futures Institute
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.10.22	New Drivers of Corporate Sustainability Governance: How the Capital Market Evaluates Long-Term Corporate Value.	3.0	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
		2024.11.15	Seminar on Anti-Money Laundering and Ethical Business Practices (including a discussion on Sexual Harassment Prevention)	3.0	Securities and Futures Institute

11. Continuing professional education hours for managerial personnel in 2024

Title	Name	Date	Course	Hours	Institute
President	Tsai, Chih-An	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
		2024.07.11~ 2024.07.12	2024 Group Strategy and Operations Meeting	6.5	Inventec Corporation
Business Group President	Yi, Fu-Ming	2024.09.06~ 2024.09.13	Strategic Management and Financial Management	5.7	Inventec Corporation
Business Group President	Lin, Shu-Ju	2024.01.11	EBG Executive Meeting Keynote Speech - Southeast Asia Politics and Economy	2.0	Inventec Corporation
		2024.12.17	Global Industry Economic Trends Outlook	2.0	Inventec Corporation
Senior Vice President	Chiu, Chui-Kuan	2024.03.13	Global Industry Economic Trends Outlook	2.0	Inventec Corporation
Senior Vice President	Chen, Wei-Chao	2024.03.15~ 2024.06.07	PC Innovation and User Experience Integration Course	9.0	Inventec Corporation
Senior Vice President	Chang, Lin	2024.12.16 ~ 2024.12.17	2024 Q4 Group Strategy and Management Meeting	9.5	Inventec Corporation

Title	Name	Date	Course	Hours	Institute
Senior Vice President	Chang Yiu-Lang	2024.05.02	Coaching Workshop - Developing High-Potential Talent in the Organization	3.0	Inventec Corporation
Senior Vice President	Tsai, Yuh-Chen	2024.08.08	Global Industry Economic Trends Outlook	2.5	Inventec Corporation
Vice President (Chief Corporate Governance Officer)	Yu, Chin-Pao	2024.03.12	Enhancing Predictive and Analytical Capabilities of Enterprises Driven by Emerging Technologies	1.5	The Taiwan Corporate Governance Association
		2024.05.14	2024 Generative AI: New Trends and Major Challenges	1.5	The Taiwan Corporate Governance Association
		2024.06.03	Institutional Investor Perspectives Forum	3.0	Securities and Futures Institute
		2024.08.13	Tax Governance	1.5	The Taiwan Corporate Governance Association
		2024.10.08	2024 WIW Forum Special Lecture: “The Digital and Sustainable Finance Symphony Amidst the AI Boom	3.0	Taiwan Stock Exchange Corporation
		2024.11.11	Global Compliance Management Development Trends	1.5	The Taiwan Corporate Governance Association
		2024.09.26	International Net-Zero and Sustainability Disclosure Trends - From the EU Taxonomy Regulation (TR) to Taiwan’s Sustainable Economic Activity Reference Guidelines	3.0	Accounting Research and Development Foundation
		2024.09.26	Common Issues in Financial Statement Review and Asset Acquisition/Disposal	3.0	Accounting Research and Development Foundation
		2024.09.27	Latest Practical Analysis of ESG Sustainability Policies and Regulations	3.0	Accounting Research and Development Foundation

Title	Name	Date	Course	Hours	Institute
			Related to “Annual Report Preparation”		
		2024.09.27	Legal Responsibilities and Case Analysis Related to Corporate “Control Disputes”	3.0	Accounting Research and Development Foundation
Vice President	Hsu, Ching-Wu	2024.04.17	Discussion on the Latest Corporate Governance Development Blueprint and Evaluation	6.0	Securities and Futures Institute
		2024.11.06	Internal Control and Audit of ESG Sustainability Risk Management and Sustainability Information Management, and Submission of Effective Audit Reports	6.0	Securities and Futures Institute
Vice President	Chao, Tsai-Hsiu	2024.10.29	IFRS Sustainability Disclosure Standards S1/S2 Kickoff Meeting and Training	3.0	Inventec Corporation
Vice President	Li, Jui-Chin	2024.07.09	MAP Management Talent Exploration Course	6.0	GPM Co., Ltd.
Vice President	Shih, Yu-Te	2024.08.29	Promotion Seminar on Implementing IFRS Sustainability Disclosure Standards	1.5	Inventec Corporation
Vice President	Lin, Shih-Pin	2024.04.20	2024 International Academic Symposium on Occupational Hygiene and Occupational Medicine	1.5	Industrial Safety and Health Association of ROC

Title	Name	Date	Course	Hours	Institute
Vice President	Chiu Chui-Chao	2024.05.28	Essential Financial Knowledge for Business Executives	7.0	Inventec Corporation
Director of Finance Center	Liang, Wen-Jan	2024.05.17	Inventec Group Global Logistics Insurance Training	1.5	Inventec Corporation
		2024.05.20	Seminar on Climate Litigation and Legal Liability for Misrepresentation of Sustainability Information	3.5	Lee and Li Attorneys-at-Law
		2024.11.19	Global Industry Economic Trends Outlook - November 2024 Session	2.0	Inventec Corporation
		2024.11.20	Corporate Confidentiality Protection and Information Security	1.9	Inventec Corporation
		2024.11.20	Legal Risk Management of U.S. and EU Export Controls and Economic Sanctions	2.1	Inventec Corporation
		2024.12.26	2025 Economic and Exchange Rate Outlook	5.0	Inventec Corporation
Director of Finance Center	Hsiao, I-Ying	2024.03.15	2024 Citi Corporate Client Forum - Mexico Market Trends and Investment Outlook	3.5	Citibank
		2024.07.18	Key Drivers - Mastering Performance Communication and Management	3.0	Inventec Corporation
		2024.09.10	Country Reports and Global Minimum Tax Regime	2.0	Inventec Corporation
		2024.10.22	HSBC Taiwan 40th Anniversary: Global Economic Outlook Forum	2.3	HSBC bank

Title	Name	Date	Course	Hours	Institute
		2024.11.25	2025 Global Macroeconomic and Exchange Rate Outlook Briefing	2.5	Taishin International Bank

12. Certificate of License

	Taiwan CPA	CIA	Taiwan CIA	Public Company Accounting Supervisor with Professional Certification	Stock Affair Specialist	Corporate Governance Personnel	Enterprise Internal Control Basic Ability	International Computer Auditor	Internal Control and Audit of the Bank	Certification in Control Self-Assessment
The Number of People	5	4	4	1	5	4	7	1	3	1

13. Board members and the important management succession plan of Company

To strengthen Board functions and reinforce management mechanisms, the Company has established Board structure as appropriate, Board member diversification guidelines, and a candidate nomination system for the election of directors based on the principle of fair treatment to shareholders. At the same time, plans for advanced training of directors shall be drafted in consideration of the professional knowledge, skills, and experience required of the directors of the Company, and emphasize gender equality and improve the gender diversity of directors through talent cultivation and good use of talent databases. The number of directors and required qualifications shall be regularly reviewed, and the results of directors' performance evaluations shall be referred to as the basis for succession plans and candidates for directors. Inventec persists in the “human-based” concept, and with “talent development” as its basis of sustainable operations, incorporated with strategic goals of the Company, management functions and core values, the Company is able to set up a sound succession plan. The Board of Directors reviews the development and implementation of management succession plan in the second quarter of each year to ensure sustainable operation.

In 2024, the development contents for middle and top management levels include financial management, successor cultivation, strategic planning and deployment, digital transformation, new business development, sustainable development and other diverse topics in all fields to cultivate their decision and leadership skills as well as communication management abilities. The physical taking of professional abilities every year and initiation of individual development projects: organize professional technology training systematically and hold irregular group management meetings, executive meetings, and

consensus camps to conduct training programs as required by the key positions. 4 executive meetings, 2 successor cultivation strategic meeting and 26 senior management training courses were held in 2024.

The Company's regular shareholders' meeting on June 13, 2023, elected nine directors (including three independent directors). The elected directors were Chao, Tom-Hwar; Yeh, Kuo-I; Wen, Shih-Chih; Lee, Tsu-Chin; Chang, Ching-Sung; and Yeh, Li-Cheng. All directors were re-appointed as directors and are familiar with the operation of the Company's board of directors, each having their own strengths in industry, marketing, or technology. The independent directors elected are Chen, Ruey-Long, Chang, Chang-Pang, and Wea, Chi-Lin. They are re-appointed as independent directors, each with their respective strengths in law, economy and business administration. They have more than five years of work experience required by the Company's business operation, which will be beneficial to the company.

To implement management's succession plan, the board of directors of the Company unanimously approved to elect Mr. Yeh Li-Cheng as the new chairperson and appoint Mr. Tsai, Chih-An as the new president on June 13, 2023. Chairperson Yeh Li-Cheng will continually lead Inventec to profoundly develop market application fields like cloud services, edge computing, AI, and 5G with his abundant industry management, operation strategies, and experience, and realize continual innovation and excellent growth of the Company. President Tsai, Chih-An has more than 30 years' experience in business operations, development, and supply chain management, laying a favorable foundation for the development of the products and technologies of the business and cooperative advantages in supply chain. The Inventec team will be continually led to make plans, deepen competitive advantages, improve the overall operating performance and long-term stable development, and accumulate dynamics for growth to realize sustainable management.

1.2.5 Status of Remueration Committee

1.2.5.1 Remueration Committee

Name/Identification (Note 1)	Professional qualifications and experience	Independence Status	Number of other public companies in which the individual is concurrently serving as remueration committee
Chang, Chang-Pang (Independent Director-Convener)	Please refer to 1.1.1.3 Disclosure of directors' professional qualifications and independent directors' status	Please refer to 1.1.1.3 Disclosure of directors' professional qualifications and independent directors' status	1
Chen, Ruey-Long (Independent Director)			1
Wea, Chi-Lin (Independent Director)			2

Note1 : Please indicate the identity as Director, Independent Director, or Other (if serving as the convener, please make a note).

1.2.5.2 The State of the Remueration Committee's Implementation

A. The remuneration committee comprised of 3 members.

B. Tenure of the remuneration committee is from June 13, 2023, to June 12, 2026. A total of 3 (A) meetings of the remuneration committee were held in 2024, the status of attendance is as follows:

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Chairman	Chang, Chang-Pang	3	0	100%	Reelection on 2023.06.13
Member	Chen, Ruey-Long	3	0	100%	Reelection on 2023.06.13
Member	Wea, Chi-Lin	2	1	67%	Reelection on 2023.06.13

Other information to be disclosed:

1. If Board of Directors did not adopt or revise the proposal made by the Remueration Committee, please specify the date, session, agendas and resolutions of the Board of Directors meeting and how the Company handled the proposal made by the Remueration Committee (If amount of the compensation approved by the Board of Directors is higher than that proposed by the Remueration Committee, please specify the reasons and differences in proposals.): None.
2. If any members of the Remueration Committee were against or reserved their opinions towards the resolutions, please specify the date, session, agendas, opinions of all members and how the opinions were handled: None.

Note: The Company convenes a meeting of the Remuneration Committee every year to establish and review performance and remuneration policies, system, standards, and structure of directors and managerial personnel and suggestions to the Board.

1.2.5.3 Operation of the Remuneration Committee in 2024

Date	Contents Pproposed	Result of Resolution	Company's Disposal of the Salary and Committee's Suggestion
March 12, 2024 Fifth Term, Second Meeting	2023 remuneration distribution to employees and board directors	All members of the committee agree to adopt the proposal	Submitted to the board of directors; all present directors agree to adopt the proposal
April 30, 2024 Fifth Term, Third Meeting	Revision of the Appendix to the Board of Directors Performance Evaluation Methods	All members of the committee agree to adopt the proposal	Submitted to the board of directors; all present directors agree to adopt the proposal
December 31, 2024 Fifth Term, Fourth Meeting"	<ol style="list-style-type: none"> 1. Discuss the Remuneration Committee Charter, the performance evaluation and compensation policy, system, standards and structure of the current director and managerial personnel. 2. 2024 employee compensation and director compensation ratio. 3. 2024 director and managerial personnel compensation and year-end bonus planning. 4. 2025 director and managerial personnel compensation adjustment planning 	All members of the committee agree to adopt the proposal	Submitted to the board of directors; all present directors agree to adopt the proposal

1.2.6 Status of Sustainability Committee

1.2.6.1 Sustainability Committee

To practice corporate sustainable responsibility and achieve sustainable development target, as per Article 27 of the Code of Practices on Corporate Governance, a Sustainability Committee was set up on 12/5/2022, which is subordinate to the Board of Directors.

The Sustainability Committee will formulate the objectives and strategies for sustainable development: To formulate objectives, policies,

implementation plans, and management targets for the sustainable development strategy and major sustainable issues (including sustainable governance, ethical management, environment, and community issues), as well as a review of sustainable development implementation: The Company will rack, review and improve the implementation and effect of the company's sustainable development, and will regularly report the Board of Directors.

As per the organizational regulations, the Committee has set up the Sustainability Office, a unit to assist the Committee in promoting sustainable affairs and contains six functional groups, namely corporate governance, green innovation, sustainable environment, sustainable supply chain, risk management, and social inclusion, to implement various projects and strategies.

1.2.6.2 The State of the Sustainability Committee's implementation

A. The Sustainability Committee comprised of 5 members, including 3 independent directors.

B. Tenure of the Sustainability Committee is from June 13, 2024, to June 12, 2026. A total of 4 (A) meetings of the sustainability committee were held in 2024, the status of attendance is as follows:

Title	Name	Professional qualifications and experience	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Convener	Yeh, Li-Cheng	Please refer to 1.1.1.3 Disclosure of directors' professional qualifications and independent directors' status	4	0	100%	Reelection and newly appointed convener on 2023.06.13
Member	Chang, Chang-Pang		4	0	100%	Reelection on 2023.06.13
Member	Chen, Ruey-Long		4	0	100%	Reelection on 2023.06.13
Member	Wea, Chi-Lin		4	0	100%	Reelection on 2023.06.13
Member	Tsai, Chih-An	President, Inventec Corporation Previously served as Business Group President, Enterprise Business Group He possesses capabilities in business management, manufacturing, information and cybersecurity, industrial safety, risk management, net-zero carbon reduction, and	4	0	100%	Newly elected on 2023.06.13

		environmental protection, and actively promotes the Company's ESG sustainable development.				
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1.2.6.3 Operation of the Sustainability Committee in 2024

Date	Contents Pproposed	Result of Resolution	Company's disposal of the sustainability committee's suggestion
February 27, 2024 Second Term, Fourth Meeting	Develop the Company's Greenhouse Gas Inventory and Verification Management Manual.	All members of the committee agree to adopt the proposal	
May 14, 2024 Second Term, Fifth Meeting	Formulate the Company's Biodiversity and No Deforestation Commitment. Establish the Company's Environmental Policy.	All members of the committee agree to adopt the proposal	The Chairman of the Sustainability Committee reported to the Board
September 24, 2024 Second Term, Sixth Meeting	Draft the Company's Sustainability Report Preparation, Verification, and Declaration Procedures. Draft the Company's Supplier Code of Conduct.	All members of the committee agree to adopt the proposal	
December 31, 2024 Second Term, Seventh Meeting	2024 Sustainability Report Preparation Plan	All members of the committee agree to adopt the proposal	

1.2.7 Corporate Sustainability and Deviations from “The Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies”

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
1. Whether the Company set up to promote a sustainable development management structure, namely a full-time (part-time) unit, which is authorized and supervised by the Board of Directors for senior management level handling?	✓		<p>To align with international ESG trends, strengthen the sustainable governance mechanism, and achieve the goal of sustainable development, the Board of Directors of the Company passed a resolution to approve the establishment of the Sustainability Committee directly under the Board of Directors on December 5, 2022. The Chairman serves as the chair of this committee. The main responsibilities of the committee include drafting sustainable development vision and strategies, reviewing project implementation of specific promotion plans for sustainable development, and reporting to the Board of Directors at least once every year. The Board of Directors must judge the possibility of success of these strategies, and continuously review the progress of specific promotion plans, as well as urge the adjustments of such plans as needed. In 2024, the Sustainability Committee convened a total of four meetings, with proposals including (1) the establishment and revision of relevant sustainability policies; (2) Report on the implementation of corporate governance, sustainable development, and ethical business practices; (3) Greenhouse gas inventory and verification plan; (4) Sustainability report preparation and assurance plan.</p> <p>The Company has established a Sustainability Office under the Sustainability Committee as the dedicated unit for promoting sustainable development and assisting the Sustainability Committee with tracking and promoting each sustainable development project and regularly reporting the implementation and status of sustainability project objectives to the Sustainability Committee. Additionally, six functional teams in charge of corporate governance, green innovation, sustainable environment, sustainable supply chain, risk governance, and social inclusiveness have been set up. Senior officers serve as team leaders and lead cross-departmental colleagues to execute each sustainability project and draw short-, medium-, and long-term plans.</p>	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
<p>2. Exercising Corporate Governance</p> <p>Does the Company conduct risk assessment on environmental, social, and corporate governance issues related to the Company's operation in accordance with the principle of materiality and then formulate relevant risk management policies or strategies?</p>	✓		<p>The Company adheres to the concept of sustainable management and has established a comprehensive risk management system. This system references COSO Enterprise Risk Management, ISO 31000, the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies” and other best practices in risk management both domestically and internationally. The Enterprise Risk Management (ERM) system has been implemented to enhance the management and supervision of actual and potential risks. The disclosed data and risk assessment boundaries cover the sustainability performance of consolidated entities from January to December in 2024, consistent with the scope of the sustainability report for the same year.</p> <p>(1) Risk Governance Mechanism and Operations</p> <p>The Company established the “Risk Management Policy and Procedures” on May 14, 2024, which was approved by the Board of Directors and implemented. Systematic risk management processes are conducted at least annually, identifying various risks based on overall business directions and covering key topics in economic, environmental, social, and governance aspects.</p> <p>(2) Risk Governance Organizational Structure</p> <p>The Board of Directors is the highest authority for risk governance and bears ultimate responsibility for risk management. The Sustainability Committee, under the Board of Directors, is responsible for overseeing risk management and reports annually in the second quarter to the Board on the implementation of risk management. The committee comprises five members, including the Chairman, the president, and three independent directors. The Risk Governance Team, under the Sustainability Committee, is led by the highest executive of the Finance Center as the main convener, with cross-departmental personnel serving as team members. This team is responsible for promoting risk management-related matters and mechanisms, coordinating and assisting various departments in executing risk management activities. The Audit Center, under the Board of Directors, independently audits operational process risks and monitoring activities, reporting regularly to the Board and the Audit Committee.</p>	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>(3) Risk Management Process and 2024 Evaluation Results</p> <p>The Company's risk management process includes goal setting and strategic planning, risk identification, risk analysis, risk assessment, risk response strategies, and risk supervision and review. In 2024, based on the above risk management process, significant risks were identified in areas such as operations, strategy, finance, regulatory compliance, and environmental energy. Using a risk analysis matrix, operational risks such as business continuity, information security, and privacy protection were identified as exceeding the risk appetite. Corresponding optimization measures can be found in the annual report's Analysis of Risk Management section.</p>	
3. Environment issues				
(1) If the Company established proper environment management system based on the characteristics of the industry where the Company belongs to?	✓		<p>(1) Inventec's environmental policy, approved by the Sustainability Committee and reported to the Board of Directors, is committed to complying with environmental regulations and international standards, responding to low-carbon environmental initiatives, protecting natural environments and resources. During operational activities and internal management, the Company aims to enhance resource utilization efficiency and reduce environmental impact to achieve the goal of sustainable coexistence and mutual prosperity between the enterprise and the environment. The environmental sustainability management system has been established according to government regulations, the needs of stakeholders, including customers, employees, and communities, and with reference to international ISO/IEC standards, including the ISO 14001 Environmental Management System, IECQ QC 080000 Hazardous Substance Process Management System, ISO 14064-1 Greenhouse Gas Management System, and ISO 50001 Energy Management System and verified or validated by a third party.</p>	No discrepancy
(2) If the Company endeavored to utilize resources more efficiently and utilized renewable materials which have a lower impact on	✓		<p>(2) In response to the Financial Supervisory Commission's release of the IFRS Sustainability Disclosure Blueprint, the Company actively aligns with international standards to enhance the quality and transparency of sustainability reporting. As of 2024, the Company has included the parent company and all 50 subsidiaries in consolidated financial statements. The Company is</p>	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
the environment?			<p>committed to promoting energy-saving initiatives and the use of renewable energy as actions to improve energy efficiency. In 2024, the total energy consumption was 1,335,021 GJ. The Company implemented and completed 32 energy-saving initiatives in 2024, resulting in annual electricity savings of approximately 5.9045 million kWh.</p> <p>Additionally, to reduce environmental impact, alleviate land burdens, and achieve sustainable use of terrestrial ecosystems, Inventec's green design strategy comprises the following five points: 1. Consider durability and optimal functionality, 2. Avoid the use of toxic raw materials, 3. Reduce total energy consumption across the product life cycle, 4. Design for clean production and use, 5. Design according to the 3R principle: Reuse, Recovery, Recycling. In 2024, recyclable and recycled materials were introduced into packaging for notebook products, achieving a plastic-free ratio of 60% for 20 product packages. For server packaging, corrugated paper was used to replace plastics in 13 product packages, with an average 50% reduction in plastic usage. Furthermore, the Company continues to adopt diverse materials, such as using corrugated paper instead of plastic and incorporating PCR (Post-Consumer Recycled Plastic) materials into plastic products, thereby practicing the concept of a circular economy.</p> <p>Moreover, the Company complies with customer requirements for prohibitions and restrictions on hazardous substances in various countries and sales regions by implementing the IECQ QC080000 Hazardous Substance Process Management (HSPM) system. It has established Inventec's Hazardous Substance Free (HSF) management regulations to reduce the use of hazardous substances. The Company also keeps track of the latest regulations and customer-restricted substance lists. A total of 9 global facilities have completed the implementation of the IECQ QC080000 management system and have been certified by third-party verification organizations to ensure the effective operation of hazardous substance control programs.</p>	

Item	Implementation status			Non-implementation and its reason(s)									
	Y	N	Summary										
(3) Has the Company evaluated current and future potential risks and opportunities of climate change to the Company and taken actions corresponding with climate related issues?	✓		(3) An evaluation of climate change related risks and opportunities of the Company and response measures are presented in 1.2.8 Climate-related information of TWSE/TPEX listed companies.	No discrepancy									
(4).Has the Company calculated greenhouse gas emission, water consumption and total weight of wastes in previous two years and established policies for energy saving and carbon reduction, greenhouse gas reduction, reduced water consumption or other wastes management?	✓		<div>(4) 1. The greenhouse gas inventory results, assurance status, and reduction policy of the Company are presented in 1-1 of 1.2.8 Climate-related information of TWSE/TPEX listed companies.</div> <div>2. In response to the Financial Supervisory Commission’s release of the IFRS Sustainability Disclosure Blueprint, the Company actively aligns with international standards to enhance the quality and transparency of sustainability reporting. Starting from 2024, the Company has included the parent company and all 50 subsidiaries in its consolidated financial statements. In terms of water resource management, the Company has established a water resource management policy of “saving water by all, changing behaviors, using water efficiently, and recycling and regenerating.” In 2024, water resource management focused primarily on promoting water-saving initiatives, and no violations occurred at any facility during the year. The water withdrawal and consumption for the past two years are as follows::</div> <table><tr><th>Item</th><th>2023</th><th>2024</th></tr><tr><td>Total Water Withdrawal (thousand cubic meters):</td><td>758</td><td>1,135</td></tr><tr><td>Total Water Consumption (thousand cubic meters):</td><td>211</td><td>335</td></tr></table> <div>To continually implement water resource savings, the Company has strengthened employee education on water conservation while gradually replacing water-saving equipment in its facilities. Additionally, through the water resource recycling system, water utilized within the facilities is reused. Annual water usage complies with local government laws and regulations.</div>	Item	2023	2024	Total Water Withdrawal (thousand cubic meters):	758	1,135	Total Water Consumption (thousand cubic meters):	211	335	No discrepancy
Item	2023	2024											
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Item	Implementation status			Non-implementation and its reason(s)												
	Y	N	Summary													
			<p>3. In response to the Financial Supervisory Commission’s release of the IFRS Sustainability Disclosure Blueprint, the Company actively aligns with international standards to enhance the quality and transparency of sustainability reporting. Starting from 2024, the Company has included the parent company and all 50 subsidiaries in its consolidated financial statements. In terms of waste management, Inventec’s environmental policy commitments and actions for waste management are to “reduce the discharge of pollutants, toxic substances, and waste, and properly handle waste.” The waste management goal for 2024 was to reduce waste by 1% at the Shilin Headquarters (IET) compared to the baseline year of 2016. The execution results met the goals set for the year, demonstrating the Company’s long-term commitment to a green and environmentally friendly approach.</p> <p>Waste generation over the past two years: (Unit: metric tons)</p> <table> <tr> <th>Year</th> <th>Hazardous waste</th> <th>General waste</th> <th>Total weight</th> </tr> <tr> <td>2023</td> <td>355.138</td> <td>28,455.486</td> <td>28,810.624</td> </tr> <tr> <td>2024</td> <td>566.605</td> <td>36,290.225</td> <td>36,856.829</td> </tr> </table>	Year	Hazardous waste	General waste	Total weight	2023	355.138	28,455.486	28,810.624	2024	566.605	36,290.225	36,856.829	
Year	Hazardous waste	General waste	Total weight													
2023	355.138	28,455.486	28,810.624													
2024	566.605	36,290.225	36,856.829													
<p>4. Social issues</p> <p>(1) If the Company followed relevant labor laws, and internationally recognized human rights principal, and established appropriate management policies and procedures?</p>	✓		<p>(1) Inventec has published its human rights policy in accordance with relevant labor regulations and with reference to internationally recognized human rights standards such as the Universal Declaration of Human Rights, the United Nations Global Compact, and the Declaration on Fundamental Principles and Rights at Work by the International Labor Organization.</p> <p>The Company plans to conduct human rights due diligence at least once every two years. In addition to reviewing and improving the human rights risk identification process, it also integrates human rights issues into daily management practices. In 2023, the Company completed a human rights due diligence project focusing on employees and suppliers, formulated and tracked corresponding mitigation measures, and published the report on its website, demonstrating its</p>	No discrepancy												

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(2) Has the Company formulated and implemented reasonable measures for employee benefits (including remuneration, vacation, and other benefits) and properly reflected the operating performance or results in the employee remuneration?	✓		<p>attention and commitment to human rights issues.</p> <p>(2) The Company establishes various types of leave in accordance with legal regulations and provides various employee care programs and club activities. The Welfare Committee offers or organizes various benefits and activities for employees.</p> <p>The Company is committed to creating a gender-equal and safe workplace environment, providing gender-friendly healthcare, and implementing supportive measures for parenthood, such as setting up high-quality breastfeeding rooms in each facility, offering childbirth incentives, transportation subsidies for pregnant employees, and parental leave policies.</p> <p>A reasonable salary and benefits policy is established, and business performance or results are appropriately reflected in employee compensation. According to Article 26 of the Company's Articles of Association: If the Company has profits for the year, at least 3% shall be allocated as employee compensation and no more than 3% as director compensation. However, if the Company has accumulated losses, the amount for covering the losses shall be reserved first. Employee compensation may be distributed in cash or stock, and the recipients may include employees of subsidiary companies who meet specific criteria, with the conditions and methods determined by the Board of Directors.</p>	No discrepancy
(3) If the Company provided safe and healthy working environment to employees and conducted relevant training on safety and health management to employees periodically?	✓		<p>(3) Occupational Safety and Health Committees are established in all Company facilities, holding quarterly meetings to jointly review various occupational safety and health issues. The Company has formulated an occupational safety and health policy based on the requirements of the International Occupational Health and Safety Management System (ISO 45001), serving as the highest standard for employee workplace safety assurance. The policy focuses on seven dimensions (compliance with regulations, full participation, enhanced communication, continuous improvement of risk management, zero hazards, and value chain collaboration.) The Company regularly monitors the daily implementation outcomes of safety and health measures in all facilities.</p>	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			<p>Implementation of various training programs:</p> <p>The Company regularly plans multiple occupational safety and health-related training courses, such as general employee training, fire safety training, first aid training (CPR and AED), and other occupational safety and health on-the-job training. In 2024, the average training hours per employee in Taiwan were approximately 2.4 hours.</p> <p>All Company facilities in Taiwan have obtained ISO 45001 certification for the International Occupational Health and Safety Management Systems, with all ISO certificates remaining valid (Shilin Headquarters valid until February 6, 2027, Taoyuan RD Factory valid until October 18, 2025, and Computer Factory valid until January 29, 2027). Certifications and certificates for all facilities are disclosed on the Inventec ESG Sustainability Platform to ensure the proper operation of occupational safety and health management mechanisms.</p> <p>Occupational injury statistics and related improvement measures:</p> <p>Occupational injury statistics in Taiwan include not only Company employees but also contractors and dispatched personnel. In 2024, there were a total of five occupational injury incidents, involving five injured individuals (accounting for 0.07% of the total number of employees in Taiwan at the end of 2024), with a total of 26 lost workdays due to disabling injuries. The overall occupational injury rate (Total Injury Index, FSI) was 0.03. All cases have been investigated, analyzed, and documented in accordance with Taiwan's occupational safety and health regulations, with related investigation reports legally archived. All workplace injury cases have also been incorporated into quarterly Occupational Safety and Health Committee meetings for review and advocacy.</p> <p>No fire incidents occurred at the Company in 2024. To effectively prevent and respond to disasters, mitigate damage, and minimize losses, the Company has established emergency fire response teams, arranged fire safety training courses, regularly conducted emergency evacuation drills in facilities, and performed routine inspections and maintenance of fire safety equipment to ensure their functionality. Additionally, daily safety inspections are conducted at facilities to promptly address abnormalities and prevent disasters.</p>	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(4) If the Company provided career planning, relevant training, and skill development for employees?	✓		(4) Based on the Company's operational goals and development strategies, and guided by the practical needs of employees, professional services such as talent cultivation and development consultation are provided. Various training and development activities are promoted, including training for all employees, high-potential personnel, entry-level managerial personnel, mid-level managerial personnel, and senior managerial personnel. A talent pipeline program is implemented, with a focus on continuously executing the "Leadership Development Project" for key managerial personnel. Scientific assessment tools are introduced to identify overall competency gaps based on assessment results, and corresponding training programs are planned to address these gaps. Business supervisors and participants discuss and reach consensus on the content of the Individual Development Plan (IDP), with regular follow-ups and feedback provided. At the same time, the Company actively promotes and provides diverse resources for various training and talent development activities, creating a supportive growth environment to help both the Company and employees progress together.	No discrepancy
(5) Does the Company comply with relevant laws and regulations and international standards regarding customer health and safety, customer privacy, marketing, and labeling of products and services, etc. Does it develop relevant consumer or customer protection policies and complaint procedures?	✓		(5) The Company places great importance on customer service, offering a comprehensive and well-established customer relationship management service mechanism from order placement, product development, to mass production. After product shipment, the Company proactively tracks usage and engages with customers through an on-site OEM/ODM client mechanism to monitor situations promptly. Furthermore, periodic customer business review meetings are held, covering topics such as technology and green products. The Company has a complete standard procedure for handling customer complaints, with the Customer Quality Assurance Department providing timely responses to customers. It also organizes project reviews to conduct root cause analysis, corrective actions, preventive measures, and verification of their effectiveness. To protect the privacy rights of individuals, the Company has established the "Inventec Corporation Privacy Policy." To ensure that confidential information obtained during business interactions is properly protected, the company has explicitly stated in its employee code of conduct that all company-	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)		
	Y	N	Summary			
(6) Has the Company formulated a supplier management policy that requires its suppliers to comply with relevant regulations on environmental protection, occupational safety and health, or labor and human rights, and how is it implemented?	✓		<p>related confidential information must be kept confidential. Additionally, the Company’s ethical policies at its facilities require the establishment of confidentiality mechanisms, ensuring the security of all stakeholders’ confidential information. The Company also mandates compliance with privacy and information security regulations during the collection, storage, processing, transmission, and sharing of personal information.</p> <p>(6) The Company’s supply chain management policy is committed to integrating sustainability into the supply chain management process, promoting the Responsible Business Alliance Code of Conduct, and striving for water recycling and net-zero carbon emissions. It aligns with the United Nations Sustainable Development Goals, implements a safe and sustainable procurement supply chain, actively promotes localized procurement, and emphasizes strategic collaboration and long-term growth with suppliers. The Company has established a Supplier Code of Conduct to ensure that its supply chain (suppliers, contractors, and service providers) provides a healthy and safe working environment, respects and upholds the dignity of employees, and conducts business operations in compliance with environmental protection requirements and ethical standards. The Company requires its supply chain to abide by this code while also adhering to the laws and regulations of the countries and regions in which they operate. Suppliers are further encouraged to require their upstream suppliers, contractors, and service providers to recognize and adopt this code.</p> <p>Sustainable Supply Chain Daily Management:</p> <table><tr><td>Supplier Risk Identification and Assessment</td><td>Suppliers are evaluated and guided through a diversified assessment process covering aspects such as quality, cost, delivery schedules, technical capabilities, service, and ESG considerations. For high-risk suppliers, second-party and third-party audits are conducted, along with continuous improvement mechanisms. If quality consistently fails to meet standards, order proportions may be adjusted, or qualifications may be revoked.</td></tr></table>	Supplier Risk Identification and Assessment	Suppliers are evaluated and guided through a diversified assessment process covering aspects such as quality, cost, delivery schedules, technical capabilities, service, and ESG considerations. For high-risk suppliers, second-party and third-party audits are conducted, along with continuous improvement mechanisms. If quality consistently fails to meet standards, order proportions may be adjusted, or qualifications may be revoked.	No discrepancy
Supplier Risk Identification and Assessment	Suppliers are evaluated and guided through a diversified assessment process covering aspects such as quality, cost, delivery schedules, technical capabilities, service, and ESG considerations. For high-risk suppliers, second-party and third-party audits are conducted, along with continuous improvement mechanisms. If quality consistently fails to meet standards, order proportions may be adjusted, or qualifications may be revoked.					

Item	Implementation status					Non-implementation and its reason(s)
	Y	N	Summary			
				Auditing and Guidance	Supplier audits are conducted annually in accordance with internal control procedures. Suppliers with significant actual or potential negative impacts are classified as high-risk suppliers requiring attention, with subsequent follow-up guidance or replacement.	
				Sustainable Supply Chain Engagement	The Company actively engages with supply chain partners. In 2024, in addition to regularly inviting suppliers to the Company for “Sustainable Supply Chain ESG Seminars” (a total of 5 sessions) for experience sharing and exchanges, the Group also hosted 2 ESG workshops for suppliers, 2 thematic exchange activities on sustainable supply chains, and internal procurement training sessions.	
5. Does the Company refer to internationally applicable reporting standards or guidelines to prepare the corporate sustainability report and other reports that disclose the Company’s non-financial information? Has the report been confirmed or endorsed by a third party?	✓		In order to improve the transparency, completeness, and reliability of information disclosure, the annual sustainability report has been prepared in accordance with the GRI Standards, Task Force on Climate-related Financial Disclosures (TCFD), SASB Standards, and Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies. In 2024, the Company entrusted KPMG Taiwan to conduct ISAE3000 limited assurance regarding the GRI Standards released by the Global Reporting Initiative, eight sustainability indicators of "Taiwan Computer and Peripheral" stipulated by the Taiwan Stock Exchange, and the guide to the Electronic Manufacturing Services & Original Design Manufacturing industry released by the Sustainability Accounting Standards Board.			No discrepancy
6. If the Company established any guideline of corporate sustainability responsibility in accordance with “Corporate Sustainability Responsibility Best-Practice Principles for TWSE/GTSM-Listed Companies” and please state the implementation status of the guideline and any reasons for non-implementation: The Company has established the "Inventec Corporation Corporate Social Responsibility Best Practice Principles" in 2014. In March 2022, it was amended and renamed as “Inventec Corporation Sustainable Development Best Practice Principles” in accordance with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies. The fifth amendment was approved by the Board of Directors on May 12, 2023. There is No discrepancy in operations from that of the practice principles.						
7. Other material information that helps to understand the operation of corporate sustainability responsibility: (1). Community participation:						

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	
Integration into community life with practical action and the long-term adoption of community parks and designate dedicated personnel for maintenance and cleaning, in order to provide community residents with a comfortable and clean public space.				
In terms of ecological conservation, the Company has, for many years, cooperated with the Taipei Wild Bird Society to promote the environmental education program of the Guandu Nature Park, and the Company's colleagues serve as volunteers for the Guandu Wetland.				
(2). Social benefit:				
Inventec encourages employees to actively participate in public service activities such as caring for minority groups, literary and artistic activities and contributing to ecological education, etc. The Inventec Group Charity Foundation was established in 2010, mainly to assist and support public charity organizations from all walks of life in engaging businesses in social welfare. In support of disadvantaged groups, it has been giving out year-end donations to dozens of social welfare public groups over the years before the Lunar New Year, to assist them with their long-term social welfare work. The Company has also evaluated the fundraising projects of charities from a variety of areas and has chosen favorable social welfare organizations to which to give charitable donations. In 2024, the Company made donations to approximately 40 social public welfare institutions. In addition, the Company actively supports blood donation initiatives. Every year, it collaborates with blood donation centers to organize on-site blood donation events, encouraging employees to participate enthusiastically.				
(3). In support of domestic cultural developments:				
The Company is committed to supporting domestic cultural development and giving back to society by sponsoring various cultural and artistic activities. These include the “2024 Taipei International Choral Festival” charity performances, musicals, percussion ensemble concerts, Taiwan local drama arts season performances, and ticket sponsorship for the “2024 World Music Festival.” The aim is to promote cultural exchange and artistic creation while fulfilling social responsibilities. In 2024, the Company invested a total of NT\$3 million in these initiatives.				
(4). Personal data protection:				
In 2024, the Company adhered to the “Personal Data Protection Act” and established the “Inventec Corporation Privacy Policy” as the highest principle for privacy protection. This policy provides clear regulations and requirements for the collection, processing, storage, utilization, protection, and information security management mechanisms related to personal data. It applies to business partners, suppliers, contractors, external consultants, third-party collaborators, visitors to the Company’s website, users of products or services, job applicants, and visitors. The Company provides privacy protection mechanisms and dedicated hotlines to safeguard customers’ privacy rights. Legal, Talent and Management Center, IT, and Risk Governance teams assist in ensuring compliance with this policy. In 2024, the Company invested in personal data protection training programs. In Taiwan, 4,520 employees completed the training, with a total of 1,093.85 training hours. The trained employees accounted for 70% of the workforce, and the post-training test pass rate was 100%. No violations of the Personal Data Protection Act occurred in 2024.				

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	
(5). Investment amount and items for energy-saving or green energy-related environmental sustainability machinery and equipment:				
(5.1) Energy-Saving Equipment: In 2024, the Company invested NT\$7.4 million to effectively enhance electricity efficiency and implement energy-saving management, achieving a total benefit of saving 766,000 kWh/year, as detailed below:				
Energy Management: Replacing LED energy-saving lighting in areas such as parking lots, office buildings, factory buildings, employee cafeterias, public corridors, and outdoor streetlights, reducing electricity consumption by 442,000 kWh/year.				
Equipment Efficiency Improvement: Replacing air conditioning units, introducing elevator power regeneration systems, continuously improving independent chiller systems for reflow ovens, adjusting temperatures in MIS server rooms, and implementing energy-saving management measures for equipment shutdowns, reducing electricity consumption by 324,000 kWh/year.				
(5.2) Renewable Energy: The Company actively supports the government’s renewable energy policies by installing “solar devices” at the Taoyuan RD Factory, which reduced electricity consumption by 607,000 kWh/year in 2024. Additionally, global facilities installed “solar devices” and continued purchasing “green electricity” and “renewable energy certificates,” totaling 76,074 certificates, reducing electricity consumption by 81.873 million kWh/year. The Company invested NT\$2.03 million in renewable energy in 2024.				
(6). The Company has made donations to and sponsored key organizations influencing public policy, such as the Taiwan Electrical and Electronic Manufacturers’ Association (TEEMA), Chinese National Association of Industry and Commerce (CNAIC), Taiwan Corporate Sustainability Training Center, Taiwan Climate Partnership (TCP), and the Responsible Business Alliance (RBA), aligning with the stance of the Paris Agreement. In 2024, the Company had no political donations or lobbying expenses and did not participate in any form of political activities.				

1.2.8 Climate-related information of TWSE/TPEX listed companies:

1.2.8.1 Implementation of climate-related actions

The Company has established and strengthened a control mechanism in response to climate change according to the TCFD framework, which is described as follows:

Item	Implementation status
1. Description of the supervision and guidance of climate-related risks and opportunities by the board of directors and management	<p>As the top climate governance supervisory unit, the board establishes overall climate strategies and supervises the management status of climate-related risks, opportunities, and key performance.</p> <p>In 2022, the Sustainability Committee was established under the Board of Directors with the chairman as the chair of the committee. Functional teams were also established with team leaders served by senior managerial personnel who lead cross-departmental colleagues to research, draft, and promote sustainability topics and projects of the Company. The sustainable environment functional team is mainly responsible for handling climate-related topics and drawing up strategies and execution programs for regular review.</p>
2. Description of the way to identify climate risks and opportunities which impact the enterprise's business, strategies, and finance (short-, medium-, and long-term)	<p>The Company takes the low-carbon transition by 2030 plan as the schedule and defines 2023-2024 as the short term, 2025-2027 as the medium term, and 2028-2030 as the long term. Following the principle of identification of operation-related climate risks and opportunities, the Company aims to master climate risks in real-time, discusses and formulates adaption/mitigation measures, and evaluates potential opportunities. The short-, medium-, and long-term risks and opportunities at all levels of the business, and strategy and finance, etc. are as follows:</p>

Risk Analysis:

Item/Impact	Short-term	Medium- and long-term
Item	Changes in customer behavior, increase in extreme weather events (high temperatures/typhoons/rainstorms), increase in the emission costs of greenhouse gases, and increase in sustainability-related needs and specifications.	Capital expenditure of the transition of low-carbon technologies, increase in negative feedback from stakeholders, rise of average temperatures, and increase in extreme weather events (droughts).
Impact	Increase in operating costs and decrease in revenue, improvement of capital expenditure, difficulties in capital allocation, changes to operational patterns of the organization (mergers and acquisitions, splitting, etc.), adjustments to product portfolios (e.g., requirement to increase the ratio of energy-saving and low-carbon products), and difficulties in capital acquisition.	Improvement of low-carbon transition technologies of the industry and increase in operating costs (e.g., intelligent manufacturing technology, R&D, and use of low-carbon materials and Negative Emissions Technologies), increase in damage of the corporation's reputation, and decline of production efficiency.

	Opportunity analysis:		
	Item/Impact	Short-term to long-term	Medium-term and long-term
	Item	Products and services: Develop new products and services and conduct diverse business activities through R&D and innovation.	<p>Resource utilization efficiency: Use more efficient production, distribution, and sales processes.</p> <p>Energy sources: Setting and management of renewable energy sources and participation in renewable energy and carbon trading markets.</p>
	Impact	<ul style="list-style-type: none"> • Actively develop the value chain, cooperatively develop low-carbon products based on product life cycle assessments (LCA) through the construction of a sustainable product blueprint and system and give equal consideration to the development and environmental impact of low-carbon business opportunities. • Make good use of core corporate capabilities including 5G transmission, cloud, edge computing, and digital twin to create AI smart factory solutions, actively integrate value chain technology, give play to the synergies of artificial intelligence of things (AIoT) to provide customers with complete solutions. • Deploy technical development centers in each field based on the business strategy and draft technical strategies and integrate 	<ul style="list-style-type: none"> • Gradually implement carbon reduction strategies through strengthening energy management and reducing energy consumption in accordance with the net-zero objectives, policies, and tracking mechanism by 2050. • Establish a mechanism intended to evaluate the opportunities and challenges faced by global operating sites and local renewable energy markets, review renewable energy planning and utilization of the Group, and regularly report to the Sustainable Development Committee to achieve the net-zero carbon goal of the Group by 2050. • Coordinate suppliers' carbon reduction plans and inquire and cooperate on renewable energy purchasing programs. • Actively integrate and participate in the carbon market opportunities of global

	<table><tr><td></td><td><p>resources needed by the Group to develop the energy of innovation and R&D.</p><ul style="list-style-type: none">Continually implement the objectives and programs of each functional team under the Sustainable Development Committee as basis for determining new business models in the future.Actively make plans regarding global intellectual property and patent blueprints, and establish competitiveness for emerging products, e.g., green patents.</td><td><ul style="list-style-type: none">operating sites to leverage carbon compensation schemes and explore new business opportunities.</td></tr></table>		<p>resources needed by the Group to develop the energy of innovation and R&D.</p> <ul style="list-style-type: none">Continually implement the objectives and programs of each functional team under the Sustainable Development Committee as basis for determining new business models in the future.Actively make plans regarding global intellectual property and patent blueprints, and establish competitiveness for emerging products, e.g., green patents.	<ul style="list-style-type: none">operating sites to leverage carbon compensation schemes and explore new business opportunities.																	
	<p>resources needed by the Group to develop the energy of innovation and R&D.</p> <ul style="list-style-type: none">Continually implement the objectives and programs of each functional team under the Sustainable Development Committee as basis for determining new business models in the future.Actively make plans regarding global intellectual property and patent blueprints, and establish competitiveness for emerging products, e.g., green patents.	<ul style="list-style-type: none">operating sites to leverage carbon compensation schemes and explore new business opportunities.																			
3. Describe the financial impact of extreme climate events and transition actions.	<table><tr><th>Type of risk</th><th>Item</th><th>Risk description</th><th>Financial impact</th></tr><tr><td></td><td>Technology</td><td>Cost of transformation of low-carbon technology</td><td>Increase in R&D/operation/production costs</td></tr><tr><td></td><td>Market</td><td>Changes in customer behaviors</td><td>Increase in operation/production/management costs</td></tr><tr><td></td><td>Reputation</td><td>Increase in negative feedback from stakeholders</td><td>Increase in operation costs and decrease in operating income</td></tr><tr><td></td><td>Extreme climate</td><td>Increase in extreme weather events such as high temperatures</td><td>Increased production costs/decreased operating revenue</td></tr></table>	Type of risk	Item	Risk description	Financial impact		Technology	Cost of transformation of low-carbon technology	Increase in R&D/operation/production costs		Market	Changes in customer behaviors	Increase in operation/production/management costs		Reputation	Increase in negative feedback from stakeholders	Increase in operation costs and decrease in operating income		Extreme climate	Increase in extreme weather events such as high temperatures	Increased production costs/decreased operating revenue
Type of risk	Item	Risk description	Financial impact																		
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	Market	Changes in customer behaviors	Increase in operation/production/management costs																		
	Reputation	Increase in negative feedback from stakeholders	Increase in operation costs and decrease in operating income																		
	Extreme climate	Increase in extreme weather events such as high temperatures	Increased production costs/decreased operating revenue																		
4. Describe how the identification, assessment, and management processes of climate risks can be integrated into the overall risk management system.	<p>The Board of Directors is the highest decision-making unit of the Company’s risk control, and the Sustainability Committee has been established under the Board of Directors as a risk management supervisory unit reporting to the Board of Directors.</p> <p>A risk governance group is established under the Sustainability Committee, and climate issues are included in the management mechanism.</p>																				

	<p>Apply the climate-related financial disclosure framework of the TCFD to identify potential climate-related risks and opportunities under different scenarios, research and discuss relevant measures in response to risks and opportunities identified and present them for approval before external disclosure and regular supervision.</p> <p>Identify, manage, and continually monitor risks according to four major steps, i.e., 1) identifying risks and opportunities, 2) identifying the degree of impact on the value chain, 3) identifying climate materiality, and 4) management and disclosure.</p>						
5. If scenario analysis is used to evaluate the resilience against the risks of climate change, describe the scenarios, parameters, assumptions, analysis factors, and main financial impact.	<p>Scenario Analysis “Transition Risk of Changing Customer Behavior”:</p> <p>In response to Inventec’s 2050 net-zero target, energy conservation, carbon reduction, and renewable energy are not only part of our existing 2050 net-zero carbon reduction strategy but also areas with high self-management control in the group’s operational processes. Therefore, the Company has adopted “Transition Risk - High Proportion of Renewable Energy and Process Energy Efficiency” as a key assessment plan. The Company evaluates internationally credible scenario parameters and, based on Inventec Group’s 2050 net-zero target, separately analyzes the baseline carbon emissions scenario under the development trend projection (Business As Usual, BAU) (Note 1) and the financial costs required to achieve the 2050 net-zero transition scenario through process energy efficiency and renewable energy utilization. This analysis estimates the potential financial impacts.</p> <p>Note 1: The annual estimated carbon emissions of Scope 1 and Scope 2 under the group’s 2050 net-zero carbon reduction target are used as the calculation baseline.</p> <p>Note 2: For detailed information on scenario analysis of various physical and transitional risks, please refer to the 2024 Sustainability Report.</p>						
6. If there is a transition plan in response to the management of climate-related risks, describe the contents of this plan, and indicators and objectives used to identify and manage physical and transition risks.	<p>Establish mitigation objectives according to the risks identified, integrate them into daily operation control, and establish short-term carbon reduction objectives by 2030 for regular review in accordance with the corresponding principles of the Science Based Targets initiative (SBTi).</p> <table><tr><th>Issue</th><th>Item</th><th>Objective</th></tr><tr><td>Greenhouse gas management</td><td>Scope 1 & 2</td><td>Greenhouse gas emissions to be reduced by 21% in 2025 (base year: 2020)</td></tr></table>	Issue	Item	Objective	Greenhouse gas management	Scope 1 & 2	Greenhouse gas emissions to be reduced by 21% in 2025 (base year: 2020)
Issue	Item	Objective					
Greenhouse gas management	Scope 1 & 2	Greenhouse gas emissions to be reduced by 21% in 2025 (base year: 2020)					

			Greenhouse gas emissions to be reduced by 42% in 2030(base year: 2020)
		Scope 3	Continually promote key suppliers to pass the review of the SBTi (Science Based Targets Initiative).
	Energy management	Use of renewable energy	The ratio of renewable energy used to reach 55% in 2030
	Waste management	Waste management	2024 Waste Reduction Target for Facilities: Reduce waste at the Shilin Headquarters (IET) by 1% (baseline year: 2016)
	Product design	Product energy conservation	2025 Notebook Design Target: Continuously obtain certification approval, with energy efficiency surpassing the latest ENERGY STAR Computers Specification Version 9.0 2025 Server Energy Efficiency Target: Utilize energy-saving designs to reduce energy consumption during server operation, achieving energy efficiency that exceeds the typical configuration of the latest ENERGY STAR Computers Specification Version 4.0 design standard by 25%
7.If internal carbon pricing is adopted as the planning tool, describe the basis for pricing.	Check carbon reduction related measures and programs according to the short-term carbon reduction goal by 2030, and carry out planning and execution in three stages, i.e., discussion and formulation, trial operation, and comprehensive implementation.		
8. If climate-related objectives have been established, describe the activities covered, scope of greenhouse gas emissions, planned schedule, progress annually achieved,	For climate-related goals, please refer to point 6. Inventec actively addresses the global challenge of climate change by following Science-Based Targets (SBT) to guide its carbon reduction pathway, using 2020 as the baseline year. In line with the principles of the Net-Zero SBT, the Company is gradually moving toward achieving net-zero emissions. To realize this goal, Inventec is advancing multiple carbon reduction initiatives, aiming to collaborate with global partners to limit global temperature rise to within 1.5°C, fulfilling its social responsibility as a corporate citizen.		

and other relevant information; if carbon offset or Renewable Energy Certificates (RECs) are used, describe the source and quantity of the carbon reduction limit offset or quantity of RECs.	<p>The Company's five major strategies for achieving net-zero by 2050 include:</p> <ul style="list-style-type: none"> • Strengthening energy management to reduce energy losses • Gradually increasing the proportion of renewable energy to minimize environmental impact • Collaborating with the value chain to implement low-carbon procurement • Designing green products and developing a circular economy • Introducing carbon offset mechanisms to support net-zero achievement <p>The total Scope 1 and 2 carbon emissions for 2024 (market-based) amounted to 95,021.5242 metric tons of CO₂e, representing a 28.51% reduction compared to the 2020 baseline year and a 14.08% reduction compared to the 2024 reduction target of 110,589.8115 metric tons of CO₂e. The carbon offset from the purchase of renewable energy and international renewable energy certificates totaled 38,492.2061 metric tons of CO₂e. (Note: The 2024 greenhouse gas inventory is under assurance, and complete assurance details will be disclosed in the 2024 Sustainability Report.)</p>
9. Status of greenhouse gas inventory and assurance and reduction objectives, strategies, and specific action plans (filled out in 1-1 and 1-2 separately)	Detailed in 1-1 and 1-2.

1-1 Status of greenhouse gas inventory and assurance of the Company over the past two years.

1-1-1 Information on greenhouse gas inventory

Describe the greenhouse gas emissions (tCO₂e), intensity (tCO₂e/NT\$ 1,000,000), and data coverage over the past two years.

The parent company of the Company began greenhouse gas emission inventory in 2008, and has gradually planned and completed the greenhouse gas emission inventory of all subsidiaries in the consolidated financial reports.

The Company adopts the ISO 14064-1 Greenhouse Gas Inventory standard as the basis for the execution of all greenhouse gas emission inventory operations and documents.

Item		2023	2024 (Note 3)
Emissions (tCO ₂ e)	Scope1	8,909	8,293
	Scope2	125,746	125,221
	Scope3	844,496	6,783,661
Intensity (tCO ₂ e/NT\$ 1,000,000) (Note 2)		0.26	0.21
Data coverage		<p>Inventec's 2023 greenhouse gas emissions inventory covered operational sites of the parent company and all consolidated subsidiaries, totaling 49 entities. The list is as follows:</p> <p>Parent Company: Inventec Shihlin Headquarters (IET), Taoyuan RD Factory (TAO), Computer Factory (ITO), Taipei Office, and Tainan Building</p> <p>Consolidated Subsidiaries : Inventec Corporation (Hong Kong) Ltd., Inventec Holding (North America) Corp., Inventec (Cayman) Corp., IEC (Cayman) Corporation, Inventec (Czech),s.r.o., Inventec Development Japan Corporation, Inventec Investments Co., Ltd., AIMobile Co., Ltd., Inventec Japan Corporation, Inventec Appliances Corp., InveneXt System Co., Ltd., Inventec Technology (Vietnam) Company Limited, Inphicomm Ltd., Inventec Electronics (Thailand) Co., Ltd., Inventec Solar Energy Corporation, Inventec Electronics (Tianjin) Co., Ltd., Inventec (Beijing) Electronics Technology Co., Ltd., Inventec (Shanghai) Corp., Inventec (Shanghai) Service Co., Ltd, Inventec (Pudong) Corp., Inventec (Pudong) Technology Corp., Inventec Hi-Tech Corp., Inventec (Chongqing) Service Co., Ltd., Inventec</p>	<p>Inventec's 2024 greenhouse gas emissions inventory covered operational sites of the parent company and all consolidated subsidiaries, totaling 50 entities. The list is as follows:</p> <p>Parent Company: Inventec Shihlin Headquarters (IET), Taoyuan RD Factory (TAO), Computer Factory (ITO), Taipei Office, and Tainan Building</p> <p>Consolidated Subsidiaries : Inventec Corporation (Hong Kong) Ltd., Inventec Holding (North America) Corp., Inventec (Cayman) Corp., IEC (Cayman) Corporation, Inventec (Czech),s.r.o., Inventec Development Japan Corporation, Inventec Investments Co., Ltd., AIMobile Co., Ltd., Inventec Japan Corporation, Inventec Appliances Corp., InveneXt System Co., Ltd., Inventec Technology (Vietnam) Company Limited, Inphicomm Ltd., Inventec Electronics (Thailand) Co., Ltd., Inventec Solar Energy Corporation, Inventec Electronics (Tianjin) Co., Ltd., Inventec (Beijing) Electronics Technology Co., Ltd., Inventec (Shanghai) Corp., Inventec (Shanghai) Service Co., Ltd, Inventec (Pudong) Corp., Inventec (Pudong) Technology Corp., Inventec Hi-Tech Corp., Inventec (Chongqing) Service Co., Ltd., Inventec</p>

	(Chongqing) Corp., Inventec Asset-Management (Shanghai) Corporation., Saint Investment Consulting Corporation, SQ Technology (Shanghai) Corporation, Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Configuration (North America) Corp., Inventec Distribution (North America) Corp., IEC Technologies, S. de R.L. de C.V., Inventec Appliances (Cayman) Holding Corp., Inventec Appliances (Vietnam) Company Limited, Inventec Appliances (USA) Distribution Corp., Inventec Appliances Corporation USA, Inc, Inventec Appliances (Shanghai) Co.Ltd., Inventec Appliances (Pudong) Corp., Inventec Appliances (Jiangning) Corp., Inventec Appliances (Nanjing) Corp., Inventec Appliances (XI'AN) Corporation, Inventec Appliances (Shanghai) Enterprise Co.Ltd., Apex Business Management & Consulting (Shanghai) Co., Ltd., Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd. Inventec QD (Shanghai) Corporation, Inventec Appliances (Malaysia) SDN.BHD., and Inventec Easy Doctor Corporation	(Chongqing) Corp., Inventec Asset-Management (Shanghai) Corporation., Saint Investment Consulting Corporation, SQ Technology (Shanghai) Corporation, Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Configuration (North America) Corp., Inventec Distribution (North America) Corp., IEC Technologies, S. de R.L. de C.V., Inventec Appliances (Cayman) Holding Corp., Inventec Appliances (Vietnam) Company Limited, Inventec Appliances (USA) Distribution Corp., Inventec Appliances Corporation USA, Inc, Inventec Appliances (Shanghai) Co.Ltd., Inventec Appliances (Pudong) Corp., Inventec Appliances (Jiangning) Corp., Inventec Appliances (Nanjing) Corp., Inventec Appliances (XI'AN) Corporation, Inventec Appliances (Shanghai) Enterprise Co.Ltd., Apex Business Management & Consulting (Shanghai) Co., Ltd., Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd. Inventec QD (Shanghai) Corporation, Inventec Appliances (Malaysia) SDN.BHD., Inventec Easy Doctor Corporation, and Inventec Technology (Singapore) Pte.Ltd.
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Note 1: Direct emissions (Scope 1, which are emissions directly from sources owned or controlled by the Company), energy indirect emissions (Scope 2, which are indirect greenhouse gas emissions resulting from the consumption of imported electricity, heat, or steam), and other indirect emissions (Scope 3, which are emissions resulting from Company activities not included in energy indirect emissions but originating from sources owned or controlled by other companies).

Note 2: Greenhouse gas emission intensity is calculated based on consolidated revenue.

Note 3: The 2024 greenhouse gas inventory is under assurance, and complete assurance details will be disclosed in the 2024 Sustainability Report.

1-1-2 Information on greenhouse gas assurance

Describe the instructions for assurance in the past two years as of the publication date of the annual report, including the scope of assurance, assurance agency, assurance standards, and assurance opinions.

The assurance status of the Company's greenhouse gas inventory is as follows:

Year	Scope of assurance	Assurance agency	Assurance standards	Assurance opinion
2023	<p>Covers the parent company and some consolidated subsidiaries, totaling 28 entities. The list is as follows:</p> <p>Parent Company: Inventec Shihlin Headquarters (IET), Taoyuan RD Factory (TAO), Computer Factory (ITO), Taipei Office, and Tainan Building</p> <p>Consolidated Subsidiaries : Inventec Japan Corporation(IJC), Inventec (Beijing) Electronics Technology Co., Ltd. (IBC), Inventec Asset-Management (Shanghai) Corporation.(IXC), AIMobile Co., Ltd.,(AIM), Inventec (Pudong) Technology Corp. (IPT), SQ Technology (Shanghai) Corporation,(SQT), Inventec (Czech) s.r.o.(ICZ), IEC Technologies,S.de R.L.de C.V.(IMX), Inventec Electronics (Tianjin) Co., Ltd.,(ITC), Inventec Manufacturing (North America) Corp.(ISV), Inventec Configuration (North America) Corp.(IHS), Inventec Distribution (North America) Corp.(IHS), Inventec Electronics (Thailand) Co.,Ltd.(ITH), Inventec (Chongqing) Corp.(ICC), Inventec Appliances (IACT/IATY), Inventec Appliances (Pudong) Corp. (IACP), Inventec Appliances (Jiangning) Corp. (IACJ), Inventec Appliances (Malaysia) SDN.BHD.(IACM), Inventec Appliances (Vietnam) Company Limited (IACV), Inventec Appliances (Shanghai) Co.Ltd. (IACS), Inventec Appliances (Nanchang) Corporation (IANC), Apex Business Management & Consulting (Shanghai) Co., Ltd. (IASD), Inventec Appliances (Nanchang) Intelligent Manufacturing</p>	Metal Industries Research & Development Centre	ISO 14064-1:2018	Reasonable Assurance Level (5% Materiality Threshold)

	Co., Ltd. (IANB), Inventec Easy Doctor Corporation (IEDC), Inventec QD (Shanghai) Corporation, Inventec Appliances (Shanghai) Enterprise Co.Ltd., Inventec (USA) Corp.(IHS).			
2024	<p>Covers the parent company and some consolidated subsidiaries, totaling 28 entities. The list is as follows:</p> <p>Parent Company: Inventec Shihlin Headquarters (IET), Taoyuan RD Factory (TAO), Computer Factory (ITO), Taipei Office, and Tainan Building</p> <p>Consolidated Subsidiaries : Inventec Japan Corporation(IJC), Inventec (Beijing) Electronics Technology Co., Ltd. (IBC), Inventec Asset-Management (Shanghai) Corporation.(IXC), AIMobile Co., Ltd.,(AIM), Inventec (Pudong) Technology Corp. (IPT), SQ Technology (Shanghai) Corporation,(SQT), Inventec (Czech) s.r.o.(ICZ), IEC Technologies,S.de R.L.de C.V.(IMX/IMP), Inventec Electronics (Tianjin) Co., Ltd.,(ITC), Inventec Manufacturing (North America) Corp.(ISV), Inventec Configuration (North America) Corp.(IHS), Inventec Distribution (North America) Corp.(IHS), Inventec Electronics (Thailand) Co.,Ltd.(ITP/ITE), Inventec (Chongqing) Corp.(ICC), Inventec Technology (Singapore) Pte.Ltd.(ITS), Inventec Appliances (IACT/IATY), Inventec Appliances (Pudong) Corp. (IACP), Inventec Appliances (Jiangning) Corp. (IACJ), Inventec Appliances (Malaysia) SDN.BHD.(IACM), Inventec Appliances (Vietnam) Company Limited (IACV), Inventec Appliances (Shanghai) Co.Ltd. (IACS), Inventec Appliances (Nanchang) Corporation (IANC), Apex Business Management & Consulting (Shanghai) Co., Ltd. (IASD), Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd. (IANB), Inventec Appliances (USA) Distribution Corp.(IDC), Inventec Appliances Corporation USA Inc.(IACUSA), Inventec Appliances (XI'AN) Corporation(IACX).</p>	Metal Industries Research & Development Centre	ISO 14064-1:2018	The 2024 greenhouse gas inventory is under assurance, and complete assurance details will be disclosed in the 2024 Sustainability Report.

Note 1: Based on ISO 14064 principles for emission source identification and 2024 operational conditions, 22 entities were excluded from the verification scope, including those with no emission sources (14 entities) and those with the same site location where emissions could not be separated (8 entities).

Note 2: Based on ISO 14064 principles for emission source identification and 2023 operational conditions, 21 entities were excluded from the verification scope, including those with no emission sources (12 entities) and those with the same site location where emissions could not be separated (9 entities).

1-2 Objectives, strategies, and specific action plans for greenhouse gas emission reduction

Describe the base year of greenhouse gas emission reduction and the data, objectives, strategies, and specific action plans for emission reduction, and achievement status of reduction objectives

Data of 2024 and information regarding the realization of reduction goals are presented below:

The short-term goals for the greenhouse gas emission reduction of Scope 1, Scope 2, and Scope 3 determined by the Company and base year are listed as follows:

Item	Goal of 2024	Achievement of 2024	Goal of 2030
Scope 1 & Scope 2 (2020 as the base year)	Down by 16.8% (compared to the base year)	Down by 28.51% (compared to the base year)	Down by 42% (compared to the base year)
Scope 3	Continually promote key suppliers to pass the SBTi review.		

Inventec achieves its greenhouse gas emission reduction objectives through the following five strategies:

- Strengthen energy management and reduce energy consumption.
- Increase the ratio of renewable energy year by year and commit to lowering environmental impact.
- Collaborate with the value chain to implement low-carbon procurement.
- Design green products and develop the circular economy.
- Introduce a carbon compensation mechanism and drive to achieve the net-zero goal.

Description of realization of the goal:

In 2024, the total Scope 1 and Scope 2 carbon emissions (market-based) amounted to 95,021.5242 metric tons of CO₂e, representing a 28.51% reduction compared to the 2020 baseline year and a 14.08% reduction compared to the 2024 reduction target of 110,589.8115 metric tons of CO₂e. (Note)

Specific actions:

- Establish a carbon reduction goal for 2030 and introduce a carbon inventory digital system to effectively manage greenhouse gas inventory data and connect with suppliers' carbon data. Make plans for the utilization of renewable energy as well, and refine energy-saving schemes, deepen low-carbon design capacity, and increase circular reutilization, etc., to fulfil the commitments to carbon reduction. In 2024, the Company promoted a total of 32 energy-saving programs and saved more than 5.9045 million kWh of electricity, equivalent to a reduction of 2,675 tCO₂e.
- Expand its technological advantages, set foot in the 5G smart factory, AI/data, and other relevant fields, satisfy customer needs via a diverse operation model, and collaborate with partners in new fields to create new business opportunities.
- Integrate the brand image of the Group and increase public disclosure pipelines to respond to expectations from stakeholders in a flexible manner.

Note: The 2024 greenhouse gas inventory is under assurance, and complete assurance details will be disclosed in the 2024 Sustainability Report.

1.2.9 Ethical Corporate Management and Deviations from “The Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
1. Establishment of Corporate Conduct and Ethics Policy and Implementation Measures				
(1) Does the Company have a Ethical Corporate Management policy approved by the Board of Directors and clearly state the policy and practice of ethical corporate management in the regulations and external documents, as well as the commitment of the Board of Directors and senior management to actively implement the operation policy?	✓		(1) The Company highly values its business 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" are the ethical standards of conduct and specifications for integrity operation philosophy for directors, managerial personnel, 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.	No discrepancy
(2) Has the Company established an assessment mechanism for the risk of dishonest behaviors in order to regularly analyze and evaluate the business activities with high risk of dishonest behaviors within the business scope, formulate the prevention plan hereby, and cover at least the preventive measures for	✓		(2) The Company implemented a working plan to ensure honest operations, which is to establish effective accounting and internal control systems through the identification of laws and regulations, the formulation of norms, self-assessments and inspections, smooth reporting channels, including the participation of new employees in the Implementation of the Internal Control System and related legal training course, the signing of all colleagues to the Code of Conduct for Employees, and regular education and training, and the signing of contracts with suppliers to prohibit purchases of improper interests. The responsible unit shall set up an evaluation system to assess the risk of dishonest behavior, and shall annually check and assess whether the preventive measures established for the implementation of	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
<p>various behaviors in Item 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies?</p> <p>(3) Has the Company clearly defined the operation procedures, behavior guidelines, disciplinary punishments, and complaint systems for violations for preventing dishonest conduct plans and then implemented and regularly reviewed and revised the previous disclosure plan?</p>	✓		<p>honest operations are effective in accordance with the detailed responsibilities in the Operation Procedures and Behavior Guidelines for Honest Operations of each unit, regularly executes internal auditing and self-assessment operations, and actually checks the 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/TPEX Listed Companies</p> <p>(3) The Company has formulated schemes for preventing acts without good faith in the "Global Employee Code of Conduct Management Measures" and "Employee Complaints and External Reporting Management Specifications" pursuant to the "Ethical Corporate Management Best Practice Principles", including operation procedures, behavioral guidelines, violation punishments, and a complaint system, and implements them. Review and revise "Operation Procedures for Ethical Corporate Management and Behavioral Guidelines" regularly and annually.</p>	No discrepancy
<p>2. Implementation of Ethical Corporate Management</p> <p>(1) If the Company checked whether the respective counterparty holds any record of unethical misconduct and if the contract terms required the compliance of ethical corporate management policy?</p>	✓		<p>(1) In addition to formulating the "Codes of Ethical Conduct" and "Global Employee Code of Conduct Management Measures", the Company has also formulated "New Manufacturer Assessment Management Measures" that require new manufacturers to have good business reputations and conform to the ethical requirements of the Company. In "Purchase Contracts", it shall explicitly stipulate that the supplier shall abide by the special guarantee clause, in which the payment of commission, proportion commission, brokerage fees, tail end fees, or other beneficial behaviors are prohibited. In case of violation, the Company is entitled to terminate the contract</p>	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(2) Has the Company set up a special unit under the Board of Directors to promote the business's ethical corporate management, and regularly (at least once a year) reports to the Board of Directors on its ethical corporate management policy, prevention plan, and supervision of its implementation?	✓		<p>immediately, and the supplier shall unconditionally cooperate to ask such person that received benefits for compensation. The "Inventec Responsible Business Alliance Code of Conduct Compliance Declaration" and the "Inventec Supplier Code of Conduct" also include and establish business ethics-related standards, requiring suppliers to comply.</p> <p>(2) To fulfill the management responsibility of the ethical corporate management, prevent interest conflicts, provide the appropriate statements channel, the Company establishes the Talent and Management Center which is responsible for promoting honest management in the enterprise to take charge of establishment, communication and training of ethical corporate management, anti-corruption and anti-bribery policy, and dishonest behavior prevention scheme, and the relevant unit supervises the performance, and regularly report relevant plan and performance to the board of director in the second quarter every year.</p>	No discrepancy
(3) If the Company established a policy on prevention of conflict of interests, provided appropriate reporting channel and executed rigorously and thoroughly?	✓		<p>(3) The Company has formulated the "Codes of Ethical Conduct", "Global Employee Code of Conduct Management Measures", and "Employee Complaints and External Reporting Management Specifications" to standardize the prevention of the occurrence of conflict of interest circumstances, explicitly stipulating that directors, managerial personnel, and all employees must not accept any gift or business entertaining and prohibiting transactions or business contact between the Company and relatives of colleagues in order to avoid the impact of personal improper interests on company rights and interests. The Company has formulated a conflict-of-interest prevention policy in the "Ethical Corporate Management Best Practice Principles" and provides proper channel for directors, supervisors, managerial personnel, and other interested parties attending Board of Directors meetings to actively describe whether they have any potential conflict of interest with the</p>	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(4) Has the Company established an effective accounting system and internal control system to implement ethical corporate management, and has the internal auditing unit drawn up a relevant auditing plan according to the assessment results of the risk of dishonest behavior and checked the compliance of the anti-dishonest behavior plan or entrusted an CPA to carry out the inspection?	✓		<p>Company, which they shall evade.</p> <p>(4) The Company has established an effective accounting system and internal control system.</p> <p>(A) Accounting system: In order to implement ethical corporate management, an effective accounting system has been established. It was designed in accordance with company regulations.</p> <p>(B) Internal control system: In order to implement ethical corporate management, the internal control system of the Company is the management process following the "Regulations Governing Establishment of Internal Control Systems by Public Companies" and was designed by its managerial personnel, Consent of audit committee, passed by its board of directors, and implemented by the board of directors, managerial personnel, and total employees.</p> <p>(C) Internal Control Audit: Based on the high-risk audit policy approved by the Board of Directors, the 2024 preventive (risk control) internal control audit plan is drafted. Internal control audits are categorized as follows:(1) Operational Internal Control Audit: Based on the ten internal control cycles and high-risk audit policy, 66 high-risk indicators related to expenses, assets and money-related(\$); 46 compliance indicators; and 56 financial and accounting operation indicators are integrated for auditing. This ensures the effective achievement of the Company's three main objectives: risk management, ESG corporate sustainability, and internal control. (2) AI Internal Control Audit: For the first sales cycle, 11 high-risk indicators are targeted using the "AI Internal Control Audit Component," integrating digital information from various domains. Database connection technology is implemented to conduct big data analysis and automated periodic detection, enabling the early identification of anomalies.</p>	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(5) If the Company organized training and awareness programs on ethical corporate management to internal and external parties?	✓		<p>(D) Based on the “Inventec Ethical Corporate Management Best Practice Principles”, audit the compliance of high-risk business groups and subsidiaries with the operational procedures, advocacy, and training programs outlined in the “Ethical Corporate Operation Procedures and Conduct Guidelines” to prevent unethical behavior.</p> <p>(5) To implement ethical corporate management, the responsible unit shall promote the advocacy education of all colleagues, collect and draft important norms, such as Ethical Corporate Management Best Practice Principles, Operation Procedures and Behavioral Guidelines, and Code of Conduct for Global Employees, and advocate matters that colleagues should pay attention to in the implementation of business activities. The ethical corporate management training results from 2024 demonstrate integrity behavior related advocacy and the training ratio in Taiwan as 100%. Training hours totaled 150,021.7 hours and training expenditure was NT \$18,379,472 in 2024. There were no major breaches of the principle of ethical corporate management this year.</p>	No discrepancy
3.Implementation of whistleblowing system				
(1) If the Company established a whistleblowing and reward system? Upon receiving a reported case, is there a dedicated personnel handling the reported case?	✓		(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. A total of 2 cases of employee complaints and external whistleblower investigations were officially filed and substantiated in 2024.	No discrepancy
(2) Has the Company established	✓		(2) Pursuant to the "Employee Complaints and External Reporting Management	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
<p>investigation standard operating procedures for accepting accusations, the follow-up measures to be taken after the investigation, and a relevant confidentiality mechanism?</p> <p>(3) If the Company established any measures for protecting whistleblowers from inappropriate disciplinary actions?</p>	✓		<p>Specification", the Company has established investigation standard operation procedures and a confidentiality mechanism to accept reporting matters and imposes punishment by referring to trial principles. In 2024, a total of 2 cases of employee complaints and external whistleblower investigations were officially filed and substantiated, and disciplinary actions have been implemented in accordance with internal regulations.</p> <p>(3) In the "Employee Complaints and External Reporting Management Specifications", the Company has designated a dedicated complaint acceptor (twenty-four seven), and the complaint and reporting hotline: Tel.: 886-2-2881-0721 ext. 21999 / E-mail: 21999 @inventec.com, and according to the treatment principle, the Company will protect the reporter from discriminations, threats, job transfers, and other unfavorable treatments.</p>	No discrepancy
<p>4. Information Disclosure</p> <p>If the Company disclosed ethical corporate management policy and its status of implementation via corporate website or Market Observation Post System?</p>	✓		<p>The website of the Company discloses such information as ethical corporate management, social responsibility, corporate culture, and operation policy.</p>	No discrepancy
<p>5. If the Company established any guideline of ethical business conduct in accordance with “Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies”, please state the implementation status of the guideline and any reasons for non-implementation?</p> <p>Pursuant to the " Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies", the Company formulated the "Inventec Corporation Ethical Corporate Management Best Practice Principles " in 2014. The fifth amendment was approved by the Board of Directors on Mar. 15, 2022, and the operation has No discrepancy from the rules.</p>				

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
6. If any other information that helped to understand the operation of ethical business conduct and its implementation? Promoting integrity policies and beliefs every year in the supplier convention and reviewing their implementation conditions.				

1.2.10 Corporate Governance Guideline and Regulations

Please go to the Company website (<https://www.inventec.com>) and click on Investor Relations /Corporate Governance for inquiry.

1.2.11 Other Important Information Regarding Corporate Governance: None.

1.2.12 Internal Control System

1.2.12.1 Statement of Internal Control System

Please visit the Market Observation Post System website (<https://mops.twse.com.tw/mops/#/web/t06sg20>) to access the Internal Control Statement announcement page.

1.2.12.2 If the Company is Requested by the SEC to Retain CPA's Service for Examining Internal Control System, the Independent Auditor's Report must be Disclosed: None

1.2.13 The Penalties Delivered to the Company and the Staffs of the Company, or the Penalties Delivered by the Company to the Staffs for Violations of Internal Control System, the Major Nonconformity, and the Corrective Action in the Most Recent Years and up to the Date of the Annual Report: None.

1.2.14 Resolutions Reached in the Shareholders' Meeting or by the Board of Directors in the Most Recent Years and up to the Date of the Annual Report Printed:

1.2.14.1 The important resolutions of the general shareholder meeting:

Meeting date	Abstract of Important Proposals	Implementation Status
2024.06.12	1. Proposal for the acknowledgment of the 2023 Business Report and financial statement of the Company.	Approved by 2,374,542,617 voting rights (among which, 1,783,896,897 voting rights were exercised electronically), accounting for 93.54% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed.
	2. Proposal for acknowledgment of surplus dividend distribution of the Company in 2023.	Approved by 2,376,824,568 voting rights (among which, 1,786,177,848 voting rights were exercised electronically), accounting for 93.63% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed. NT\$1.5 cash dividend is allotted per share. Ex-dividend base date: July 19, 2024. Date of cash dividend distribution: August 13, 2024.
	3. Proposal to lift the Non-Compete Restrictions on Current Directors Chang Ching-Sung and Chang Chang-Pang.	Approved by 2,354,827,799 voting rights (among which, 1,764,181,079 voting were exercised electronically), accounting for 92.76% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed.

1.2.14.2 The important resolutions of the Board of Directors:

Meeting Date	Important Resolution Matters
2024.01.30	Approved to purchase equipments in Inventec Electronics (Thailand) Co., Ltd.
	Approved to furnish factory in Inventec (Czech), s.r.o.
	Approved to stipulate the Tax Policy and Management Procedure
	Approved to extend the bank quotas
2024.02.27	Approved to purchase equipments in Inventec Electronics (Thailand) Co., Ltd.
	Approved Inventec (Shanghai) Corp lend money to Shanghai Yingquanda Industrial Co., Ltd.

Meeting Date	Important Resolution Matters
	Approved to extend the bank quotas
	Approved to cancel endorsement guarantee of Inventec Electronics (Thailand) Co., Ltd.
2024.03.12	Approved to issue the 2023 "Inventec Corporation Internal Control System Statement".
	Approved the 2023 employees', and directors' rewards distribution
	Approved the 2023 individual and consolidated financial statement, and business report of the Company.
	Approved the 2023 surplus distribution proposal of the Company.
	Approved the appointment of the certified public accountant.
	Approved the participation in the capital increase of AIMobile Co., Ltd.
	Approved to agree upon relevant matters of the 2024 general meeting of the Company.
	Approved to purchase equipments in IEC Technologies,S.de R.L.de C.V.
	Approved the revision of some articles of Audit Committee Charter
	Approved the revision of some articles of Rules of Procedure for Board of Directors Meetings
	Approved to remove the non-compete restriction of the board directors, Chang, Ching-Sung and Chang, Chang-Pang
2024.04.30	Approved to purchase equipments and additional engineering expenditure in Inventec (Czech), s.r.o.
	Approved to set up the company in Singapore
	Approved to designate juridical person in investment corporation
	Approved to stipulate the standards of participation in public affairs
	Approved to revision the appendix of Rules of Performance Evaluation of the Board of Directors
	Approved Inventec (Pudong) Corp lend money to Inventec Asset-Management (Shanghai) Corporation.
	Approved to extend the bank quotas
	Approved endorsement guarantee of IEC Technologies,S.de R.L.de C.V.
2024.05.14	Approved endorsement guarantee of Inventec Electronics (Thailand) Co., Ltd.
	Approved to purchase equipments in IEC Technologies,S.de R.L.de C.V.
	Approved the 2024 Q1 consolidated financial statement of the Company.
	Approved to stipulate the Risk Management Policy and Procedure
	Approved to revision the Corporate Governance Best Practice Principles
	Approved to extend the bank quotas
	Approved endorsement guarantee of Inventec Electronics (Thailand) Co., Ltd.
	Approved endorsement guarantee of Inventec (Czech), s.r.o.

Meeting Date	Important Resolution Matters
2024.06.25	Approved the 2023 Sustainability Report.
	Approved the ex-dividend date for cash dividends.
	Approved the capital increase for Inventec Electronics (Thailand) Co., Ltd.
	Approved the appointment of managerial personnel.
	Approved the dismissal of managerial personnel.
	Approved the extension of bank credit lines.
2024.07.30	Approved additional plant construction expenses for Inventec Electronics (Thailand) Co., Ltd.
	Approved new plant equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the extension of bank credit lines.
2024.08.13	Approved the Q2 2023 consolidated financial statements.
	Approved the increase in leased plant area for Inventec (Czech), s.r.o.
	Approved the purchase of employee dormitories for Inventec Electronics (Thailand) Co., Ltd.
	Approved the extension of bank credit lines.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
	Approved bank endorsement guarantees for IEC Technologies, S.de R.L. de C.V.
2024.08.27	Approved signing the agreement to join the seller in the acquisition of ZT Group Int'l, Inc. by Advanced Micro Devices.
2024.09.24	Approved the purchase of employee dormitories for IEC Technologies, S.de R.L. de C.V.
	Approved new non-assurance services for the certifying accountant.
	Approved the revision of the "Sustainability Committee Charter".
	Approved the loan of funds from Inventec (Pudong) Corp. and Inventec (Shanghai) Corp. to SQ Technology (Shanghai) Corporation.
	Approved the extension of bank credit lines.
2024.10.29	Approved the investment in the construction of a high-voltage substation by IEC Technologies, S. de R.L. de C.V.
	Approved the extension of bank credit lines.
2024.11.11	Approved the Q3 2023 consolidated financial report.
	Approved the revision of the "Inventec Corporation Internal Control System".
	Approved the "2025 Internal Audit Plan"
	Approved the remuneration for certifying accountants for 2024.
	Approved the update of non-assurance services for the accounting firm.
	Approved the introduction plan for IFRS sustainability disclosure standards.

Meeting Date	Important Resolution Matters
	Approved the Company's Anti-Corruption and Anti-Bribery Policy.
	Approved the purchase of production line equipment for IEC Technologies, S.de R.L. de C.V.
	Approved the donation of NT\$10 million to the Inventec Group Charity Foundation.
	Approved the reappointment of the legal representative of Inventec (Chongqing) Corp.
	Approved the extension of bank credit lines.
	Approved bank endorsement guarantees for IEC Technologies, S. de R.L. de C.V.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
2024.12.31	Reviewed the current performance evaluation and remuneration policies, systems, standards, and structures for directors and managerial personnel.
	Approved the allocation ratios for employee and director remuneration for 2024.
	Approved the proposed remuneration and year-end bonuses for directors and managerial personnel for 2024.
	Approved the proposed remuneration adjustments for directors and managerial personnel for 2025.
	Approved the Company's sustainable information management operating regulations.
	Approved the dismissal of managerial personnel.
	Approved the 2025 business plan.
	Approved the purchase of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the purchase of production line equipment for IEC Technologies, S.de R.L. de C.V.
	Approved the extension of bank credit lines.
2025.01.21	Approved the purchase of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the dismissal of managerial personnel.
	Approved the extension of bank credit lines.
2025.02.25	Approved new plant equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved new production line equipment.
	Approved the revision of the “Procedures for Handling Material Inside Information”.
	Approved the revision of the “Corporate Governance Best Practice Principles”.
	Approved the revision of the “Sustainability Committee Charter”.
	Approved new bank credit lines.
2025.03.11	Approved the issuance of the 2024 "Inventec Corporation Internal Control System Statement"
	Approved the employee and director remuneration for 2024.

Meeting Date	Important Resolution Matters
	Approved the revision of the board performance evaluation method appendix.
	Approved the 2024 financial statements, consolidated financial statements, and business report.
	Approved the audit report issued by the accountant for the 2024 financial statements and consolidated financial statements
	Approved the 2024 earnings distribution plan.
	Approved the appointment of CPA.
	Approved the revision of the “Regulations Making of Endorsements/Guarantees”.
	Approved the revision of the “Regulations Governing Loaning of Funds”.
	Approved the definition of the scope of grassroots employees.
	Approved the revision of the “Articles of Incorporation”.
	Approved the addition of non-compete restrictions for directors Yeh, Kuo-I, Chang Chang-Pang, Chen, Ruey-Long, and Wea, Chi-Lin.
	Approved the date, location, and agenda for the annual general meeting of shareholders, and the acceptance of shareholder proposals.
	Approved the establishment of a subsidiary for chip design services.
	Approved the purchase of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the renovation of new plants and the purchase of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
2025.04.28	Approved the appointment of managerial personnel.
	Approved the dismissal of managerial personnel.
	Approved the procurement of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the establishment of new facilities and building improvements for the U.S. subsidiary.
	Approved joint investment and operation of an Indian joint venture with DIXON TECHNOLOGIES (INDIA) LIMITED.
	Approved Inventec (Pudong) Corp lend money to Inventec Asset-Management (Shanghai) Corporation.
	Approved the extension of bank credit facilities.

1.2.15 Major Issues of Record or Written Statement Made by Any Director Dissenting to Important Resolutions Passed by the Board of Directors in the Last Few Years and as of the Annual Report Printing Date: None.

1.2.16 Resignation or Dismissal of Chairman, President, and Heads of Accounting, Finance, Internal Audit and R&D in the Last Few Years and as of the Annual Report Printing Date: None.

1.3. Certified Public Accountant (CPA) Fee Information

1.3.1 Range of CPAs' Fee

Unit: NT\$ Thousands

CPA Firm	CPA	Auditing Period	Auditing Fees	Non-Auditing Fees (Note1)	Total	Note
KPMG	Kuo, Rou-Lan	2024.01.01~2024.12.31	8,700	4,618	13,318	-
	Chen, Ying-Ju					

Note1: The fees mainly include the corporation income tax visa, business tax visa, transfer pricing report, country-by-country reports, master file reports, and tax consulting services

1.3.2 If the CPA Firm Changes, and the Audit Fee Paid in the Year of such Change is Reduced from the Audit Fee of the Previous Year, the Amounts of the Audit Fees Before and After such Change and the Reason of such Change Should Be Disclosed: None

1.3.3 If the Audit Fee Is Reduced by More than 10% from Last Year, the Amount, Ratio, and Reason for the Reduction of the Audit Fee Should Be Disclosed: None

1.4 Information Regarding the Replacement of CPA:

As part of the internal rotation of the accounting department, from the first quarter of 2023, certified public accountant changes from CPA Lin Wan-Wan and CPA Kuo, Rou-Lan to CPA Kuo, Rou-Lan, and CPA Chen Ying-Ju, hence it is not applicable. The Board meeting dated Mar. 14, 2023, resolved to change.

1.5 Information on Services of the Company's Chairman, Presidents, Financial or Accounting Managerial personnel at the Accounting Firm or Its Affiliates

If the chairman, president, and financial or accounting manager of the Company who had worked for the independent auditor or the related party in the most recent year, the name, title, and the term with the independent auditor or the related party must be disclosed: None.

1.6 Change in Shareholding of Directors, Managerial personnel and Major Shareholders Who Own 10% or More of Invnetec Corporation Shares

Unit: Thousand shares

Title	Name	2024		2025/1/1~2025/05/05	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Chairman	Yeh, Li-Cheng	0	0	0	0
Director	Yeh, Kuo-I	0	0	0	0
Director	Wen, Shih-Chih	0	0	0	0
Director	Lee, Tsu-Chin	0	0	0	0
Director	Chang, Ching-Sung	(23,000)	0	(400,000)	0
Director	Cho, Tom-Hwar	0	0	0	0
Independent Director	Chang, Chang-Pang	0	0	0	0
Independent Director	Chen, Ruey-Long	0	0	0	0
Independent Director	Wea, Chi-Lin	0	0	0	0
President	Tsai, Chih-An	0	0	0	0
Business Group President	Yi, Fu-Ming	0	0	0	0
Business Group President	Lin, Shu-Ju	0	0	0	0
Senior Vice President	Chiu, Chui-Kuan	0	0	0	0
Senior Vice President	Chen, Yea-Ping	0	0	0	0
Senior Vice President	Chen, Wei-Chao	0	0	0	0
Senior Vice President	Chang, Lin	0	0	0	0
Vice President	Chang, Nai-Wen	0	0	0	0
Vice President	Chang Yiu-Lang	0	0	0	0
Vice President	Yu, Chin-Pao	0	0	0	0
Vice President	Tsai, Yuh-Chen	0	0	0	0
Vice President	Hsu, Ching-Wu	0	0	0	0
Vice President	Chao, Tsai-Hsi	0	0	0	0
Vice President	Li, Jui-Chin	0	0	0	0
Vice President	Chung, Chien-Yao	0	0	0	0
Vice President	Lin, Hung-Chou	0	0	0	0
Vice President	Ting, Wei-Fan	0	0	0	0

Title	Name	2024		2025/1/1~2025/05/05	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Vice President	Chen, Wen-Chi	0	0	0	0
Vice President	Yu, San-Hua	0	0	0	0
Vice President	Song, Jing-Sian	0	0	0	0
Vice President	Wang, Chih-Ching	0	0	0	0
Vice President	Shih, Yu-Te	0	0	0	0
Vice President	Lin, Shih-Pin	0	0	0	0
Vice President	Wu, Chia-Ming	0	0	0	0
Vice President	Chiu Chui-Chao	0	0	0	0
Director of Finance Center	Liang, Wen-Jan	0	0	0	0
Director of Finance Center	Hsiao, I-Ying	0	0	0	0

Note 1: The Company has no shareholder holding more than ten percent of the total stock.

Note 2: The date of formulating data is the date of publication.

1.6.1 Information of Shares Transferred: None

1.6.2 Information of Equity Pledged: None.

1.7 Information on the Relationship of the Top Ten Shareholders as Related Parties, Spouses, or Blood Relatives within Two Degrees

2025.03.30

Unit: Share

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship		Note
	Shares	%	Shares	%	Shares	%	Name	Relations	
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	262,016,000	7.30%	-	-	-	-	-	-	
Yeh, Kuo-I	176,361,330	4.92%	69,314,117	1.93%	-	-	Yeh, Li-Quan Yeh, Li-Cheng	Relative within the second degree of kinship Relative within the second degree of kinship	
Lai-Chu Investment Co., Ltd.	136,721,634	3.81%	-	-	-	-	Yang, Yuan-Yuan	Chairman	
Lai-Chu Investment Co., Ltd Representative Yang, Yuan-Yuan	1,100,000	0.03%	36,414,930	1.02%	-	-	-	-	
Shyh Shiunn Investment Corp.	128,716,690	3.59%	-	-	-	-	Wen, Shih-Chih	Chairman	
Shyh Shiunn Investment Corp.: Representative, Wen, Shih-Chih	35,685,590	0.99%	36,399	0.00%	-	-	-	-	
Fulltime Investment Corporation	126,781,074	3.53%	-	-	-	-	Yeh, Li-Cheng	Chairman	
Fulltime Investment	117,412,472	3.27%	200,000	0.01%	-	-	Yeh, Kuo-I	Relative within the second degree of kinship	

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship		Note
	Shares	%	Shares	%	Shares	%	Name	Relations	
Corporation Representative, Yeh, Li-Cheng							Yeh, Li-Quan Goldshare Investment Corporation	Relative within the second degree of kinship Chairman	
Goldshare Investment Corporation	126,752,558	3.53%	-	-	-	-	Yeh, Li- Cheng	Chairman	
Goldshare Investment Corporation Representative, Yeh, Li-Cheng	117,412,472	3.27%	200,000	0.01%	-	-	Yeh, Kuo-I Yeh, Li-Quan Fulltime Investment Corporation	Relative within the second degree of kinship Relative within the second degree of kinship Chairman	
Yuanta/P-shares Taiwan Dividend Plus ETF	120,243,324	3.35%	-	-	-	-	-	-	
Yeh, Li-Cheng	117,412,472	3.27%	200,000	0.01%	-	-	Yeh, Kuo-I Yeh, Li-Quan Goldshare Investment Corporation Fulltime Investment Corporation	Relative within the second degree of kinship Relative within the second degree of kinship Chairman Chairman	
Lee, Tsu-Chin	115,833,835	3.23%	-	-	-	-	-	-	
Yeh, Li-Quan	93,398,405	2.60%	2,111,196	0.06%	-	-	Yeh, Kuo-I Yeh, Li-Cheng	Relative within the second degree of kinship Relative within the second degree of kinship	

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 other person.

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

Note 4: The date of formulating data is the book closure date of shares.

1.8 Ownership of Shares in Affiliated Enterprises

2025.03.30

Unit: Thousand shares; %

Long-Term Investment	Ownership by Inventec		Direct/Indirect Ownership by Directors and Management		Total	
	Shares	%	Shares	%	Shares	%
Inventec Appliances Corporation	536,857	100.00%	-	-	536,857	100.00%
Inventec Besta Co., Ltd	23,405	37.53%	2,661	4.27%	26,066	41.80%
Inventec Investment Corporation	15,000	100.00%	-	-	15,000	100.00%
Inventec Solar Energy Corporation	108,150	33.45%	58,025	17.94%	166,175	51.39%
AIMobile Co., Ltd.	14,234	89.16%	-	-	14,234	89.16%
InveneXt System Co., Ltd.	5,000	100.00%	-	-	5,000	100.00%

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

Note 2: The date of formulating data is the book closure date of shares.

II. Capital Overview

2.1 Capital and shares

2.1.1 Source of Capital

05/05/2025

Month/ Year	Par Value (NT)	Authorized Capital		Paid-in Capital		Remark		
		Shares (1,000)	Amount (NT\$1,000)	Shares (1,000)	Amount (NT\$1,000)	Sources of Capital (NT\$10,000)	Capital Increased by Assets Other than Cash	Other
1988.11	10	22,060	220,600	22,060	220,600	Capital increase NT 3,000 by Cash	—	November 1, 1988 (77), No. 09283
1989.08	10	66,999	660,000	33,200	332,000	Capital increase NT 4,080.80 by Cash Capital increase NT 7,059.20 by Earnings	—	August 21, 1989 (78), No. 01724
1990.05	10	100,000	1,000,000	76,360	763,600	Capital increase NT 3,320 by Capital Surplus Capital increase NT 39,840 by Earnings	—	May 30, 1990 (79), No. 28599
1991.07	10	100,000	1,000,000	83,996	839,960	Capital increase NT 7,636 by Capital Surplus	—	July 18, 1991 (80), No. 01592
1992.06	10	100,795	1,007,952	100,795	1,007,952	Capital increase NT 16,799.20 by Earnings	—	June 17, 1992 (81), No. 01286
1993.07	10	120,954	1,209,542	120,954	1,209,542	Capital increase NT 20,159 by Earnings	—	July 20, 1993 (82), No. 30624
1994.06	10	145,145	1,451,451	145,145	1,451,451	Capital increase NT 24,191 by Earnings	—	June 20, 1994 (83), No. 28255
1995.06	10	174,174	1,741,741	174,174	1,741,741	Capital increase NT 29,029 by Earnings	—	June 21, 1995 (84), No. 36512
1996.06	10	226,426	2,264,263	226,426	2,264,263	Capital increase NT 52,252 by Earnings	—	June 21, 1995 (84), No. 38703
1997.05	10	600,000	6,000,000	508,560	5,085,604	Capital increase NT 282,134 by Earnings	—	May 06, 1997 (86), No. 36918
1998.05	10	1,000,000	10,000,000	835,407	8,354,069	Capital increase NT9,663 by Capital Surplus Capital increase NT 317,184 by Earnings	—	May 12, 1998 (87), No. 41354
1998.05	10	1,000,000	10,000,000	855,407	8,554,069	Capital increase NT 20,000 by Cash	—	May 20, 1998 (87), No. 41353
1999.05	10	1,250,000	12,500,000	1,140,000	11,400,000	Capital increase NT 284,593 by Earnings	—	May 17, 1999 (88), No. 46068
2000.05	10	1,500,000	15,000,000	1,375,860	13,758,600	Capital increase NT 22,800 by Capital Surplus Capital increase NT 213,060 by Earnings	—	May 22, 2000 (89), No. 43743
2001.05	10	2,000,000	20,000,000	1,660,700	16,607,000	Capital increase NT 27,517.2 by Capital Surplus Capital increase NT 257,322.8 by Earnings	—	May 18, 2001 (90), No. 130976
2002.06	10	2,000,000	20,000,000	1,835,000	18,350,000	Capital increase NT 24,910.5 by Capital Surplus Capital increase NT 149,389.5 by Earnings	—	June 14, 2002 (91), No. 132472

Month/ Year	Par Value (NT)	Authorized Capital		Paid-in Capital		Remark		
		Shares (1,000)	Amount (NT\$1,000)	Shares (1,000)	Amount (NT\$1,000)	Sources of Capital (NT\$10,000)	Capital Increased by Assets Other than Cash	Other
2003.06	10	2,500,000	25,000,000	2,026,000	20,260,000	Capital increase NT 191,000 by Earnings	—	June 18, 2003 (92), No. 0920127026
2004.06	10	2,500,000	25,000,000	2,137,000	21,370,000	Capital increase NT 111,000 by Earnings	—	June 08, 2004 (93), No. 0930125427
2005.06	10	2,500,000	25,000,000	2,205,700	22,057,000	Capital increase NT 68,700 by Earnings	—	June 24, 2005 (94), No.0940125418
2006.06	10	2,500,000	25,000,000	2,301,000	23,010,000	Capital increase NT 95,300 by Earnings	—	June 27, 2006 (95), No. 0950126555
2007.06	10	2,500,000	25,000,000	2,427,800	24,278,000	Capital increase NT 126,800 by Earnings	—	June 25, 2007 (96), No. 0960031988
2008.06	10	3,000,000	30,000,000	2,561,000	25,610,000	Capital increase NT 133,200 by Earnings	—	June 24, 2008 (97), No. 0970031477
2009.06	10	3,000,000	30,000,000	2,821,426	28,214,260	Capital increase NT 260,426 by Earnings	—	June 25, 2009 (98), No. 0980031805
2010.06	10	3,000,000	30,000,000	2,962,497	29,624,973	Capital increase NT 141,071 by Earnings	—	June 25, 2010 (99), No. 0990032858
2011.08	10	3,500,000	35,000,000	3,468,922	34,689,218	Capital increase NT 506,425 by Merging	—	August 19, 2011 (100), No. 1000037640
								September 01, 2011 (100), No. 1000041230
2011.10	10	3,500,000	35,000,000	3,466,159	34,661,595	Cancellation of Treasury Stocks NT2,762	—	—
2012.06	10	3,650,000	36,500,000	3,587,475	35,874,751	Capital increase NT 121,316 by Earnings	—	June 27, 2012 (101), No.1010028496

Unit: Share; 05/05/2025

Shares Category	Authorized Capital			Remarks
	Issued Shares (Listed)	Non-Issued	Total	
Registered Common Shares	3,587,475,066	62,524,934	3,650,000,000	

Information for shelf registration: None

2.1.2 List of Major Shareholder

03/30/2025

Shareholder's Name	Shareholding	
	Shares	Percentage
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	262,016,000	7.30%
Yeh, Kuo-I	176,361,330	4.92%
Lai-Chu Investment Co., Ltd	136,721,634	3.81%
Shyh Shiunn Investment Corp.	128,716,690	3.59%
Fulltime Investment Corporation	126,781,074	3.53%
Goldshare Investment Corporation	126,752,558	3.53%
Yuanta/P-shares Taiwan Dividend Plus ETF	120,243,324	3.35%
Yeh, Li-Cheng	117,412,472	3.27%
Lee, Tsu-Chin	115,833,835	3.23%
Yeh, Li-Quan	93,398,405	2.60%

2.1.3 Corporate Dividend Policy and Implementation Condition

1. Corporate dividend policy

Pursuant to the provisions of the Articles of Incorporation, if there is a surplus in the general annual report of the Company, it shall first be used to pay taxes and offset accumulated losses, and then 10% will be withdrawn as a statutory surplus reserve, except when the statutory surplus reserve has accumulatively reached the total paid-up capital of the Company. Furthermore, the special surplus reserve shall be set or returned according to the operation demand of the Company and pursuant to relevant laws and decrees. If there is still surplus and accumulated undistributed surplus, a proper amount shall be reserved according to operation demand, and a dividend of no less than 10% of the surplus in the current year shall be paid. The Board of Directors shall prepare a surplus distribution proposal and submit it to the Shareholders' Meeting for acknowledgment. The dividend policy of the Company considers the future fund demand and long-term financial planning of the Company, as well as shareholders' demand on cash inflow. If there is a surplus in the fiscal year, the cash dividend distributed every year shall not be less than 10% of the total cash and stock dividend distributed in the current year.

2. Dividend distribution situation

The dividend distribution situations of the Company for past five years are summarized in the following table:

Year	2020	2021	2022	2023	2024
Cash Dividend	1.85	1.40	1.50	1.50	1.70
Stock Dividend	-	-	-	-	-

2.1.4 The Impact of Stock Grants Proposed by the Shareholders' Meeting at this Time on Company Business Performance and Earnings Per Share

This year's (2025) shareholders' meeting does not propose any stock dividend distribution.

2.1.5 Remuneration of Employees, and Directors

1. Percentage or scope of remuneration of employees, and directors as stated in the Articles of Incorporation.

According to the Articles of Incorporation of the Company, if the Company experiences overall annual profit, no less than 3% shall be allocated as employee remuneration and no more than 3% as director remuneration. However, when the Company has accumulated losses, it shall reserve the compensation amount in advance. Employee remuneration may be issued in cash or stock, 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.

2. Estimation base of employee, and director remuneration in this estimation, the number of shares calculation base for employee remuneration in stock distribution, and accounting treatment when the actual distribution amount differs from the estimated amount.

- (1) Estimation base of employee, and director remuneration in this estimation: Pursuant to the Articles of Association of the Company, if the Company experiences overall annual profit, no less than 3% shall be allocated as employee remuneration and no more than 3% as director remuneration. However, when the Company has accumulated losses, it shall reserve the compensation amount in advance.
- (2) The number of shares calculation base for employee remuneration in stock distribution: In this period, no employee remuneration is in stock distribution.
- (3) When the actual distribution amount differs from the estimated amount, the balance thereof will be listed as cost adjustments in the actual distribution year.

3. Situation of the Board of Directors' passing remuneration distribution

- (1) The amount of employee, and director remuneration in cash or stock distribution. If it differs from the estimated amount in the recognized expense year, the balance, reason, and handling situation shall be disclosed: the Board of Directors passed a resolution, determining that the remuneration of employees in 2024 is NT\$ 646,036,133, and the remuneration of directors in 2024 is NT\$ 84,265,582, which are the same as the recognized expense amount in 2024.
- (2) The proportion of employee remuneration amount in stock distribution in the net profit after tax in individual financial statements of this period and the total employee remuneration: No employee remuneration was distributed in the form of stock for this period.

4. For the actual distribution situation of employee, and director remuneration last year (including distributed shares, amount, and stock price), if it differs from the recognized employee, and director remuneration, the balance, reason, and handling situation shall be specified.

In 2023, the relevant information on the employee and director remuneration is summarized below: Employee bonus distribution: NT\$ 501,594,752; director remuneration distribution: NT\$ 65,425,402 and the total distribution amount is NT\$ 567,020,154. It is the same as the recognized expense amount in 2023.

The distribution situation passed by the Shareholders' Meeting is the same as the proposed situation passed by the Board of Directors.

2.1.6 Company's Situation Regarding Buying Back Company Shares: None.

2.2 Bonds: None.

2.3 Preferred Shares: None.

2.4 Global Depository Receipts: None.

2.5 Employee Stock Options: None.

2.6 Restricted Employee Shares: None.

2.7 Status of New Shares Issuance in Connection with Mergers and Acquisitions: None.

2.8 Financing Plans and Implementation

2.8.1 Plans: None.

2.8.2 Implementation: None.

III. Operational Highlights

3.1 Business Activities

3.1.1. Business Scope

1. Major business contents

The major business items of the Group include the manufacturing and sale of computers and smart device products, etc.

2. Proportion of consolidated business

Item \ Year	2023	2024
Computer Product	99.12%	99.04%
Service Revenue	0.22%	0.19%
Others	0.66%	0.77%
Total	100.00%	100.00%

3. Commodity items and new commodities planned to be developed

- A. Personal Information Products: Notebook PC, gaming laptops/handhelds, desktop, AIO, thin client, expansion ports, voltage converters, and wireless transmission.
- B. Business Solutions: Servers, storage equipment, switches, AI solutions, rack solutions and network solutions.
- C. Internet of Things, Streaming/Mobile Intelligence: Industrial tablets, smart security/smart street lighting solutions, medical computers, home medical care, hospital smart devices, wireless speakers/headphones, smart wearables and fleet management.
- D. Automotive Electronics and 5G Solutions: Smart driving, smart dashboards, secure interconnects, ORAN telecom infrastructure, in-cabin experience, 5G private network end-to-end solutions, 5G modules, and fixed wireless access.

3.1.2 Industry Overview

1. The current situation and development of the industry

(1) Notebook computers

In 2024, the global laptop market was impacted by economic factors such as high inflation, high interest rates, and geopolitical tensions. Despite strong promotion of AI features like Copilot + PC by Microsoft and brands, the contribution of AI Notebook computers remained limited and did not significantly boost market purchasing power. According to TrendForce, global Notebook computer shipments in 2024 were 174 million units, a 3.9% increase compared to 2023. Looking ahead to 2025, accumulated deferred replacement demand, AI feature applications, and specification upgrades are expected to moderately increase market penetration rates for various models. With Windows 10 support ending in October 2025, a wave of business model replacements is expected, and AI laptop applications are likely to stimulate market purchasing power. The global laptop market is projected to grow by 4.9% in 2025, with shipments reaching 183 million units.

(2) Servers

Despite multiple environmental and economic factors affecting the server market in 2024, global shipments experienced moderate growth. The main growth drivers were the recovery in demand for general-purpose servers and the continued demand for high-end AI servers from major cloud service providers. According to DIGITIMES, global server shipments in 2024 reached 14.72 million units, a growth rate of about 2% compared to 2023. In 2025, facing economic instability, geopolitical conflicts, and deepening tariff barriers, the global server market is expected to grow by 3.9%, with total shipments reaching 15.29 million units. High-end AI server shipments are projected to increase from 639,000 units in 2024 to 1.323 million units in 2025, driven by high capital expenditures from US cloud data centers.

(3) Smart device

According to IDC, global shipments of wearable devices in 2024 reached approximately 538 million units, a 6.1% increase compared to 2023. The most popular products in the market are smartwatches, smart bands, and ear-worn devices, which continue to drive overall wearable market demand. Smart rings are seen as a potential and emerging force in the wearable device market, reflecting the growing consumer demand for compact, personalized wearables and health monitoring. The global wearable device market is expected to reach approximately \$232.97 billion in 2025, with a compound annual growth rate of 20.6% from 2025 to 2030.

2. Relevance of upstream, midstream, and downstream of the information hardware industry

<u>Upstream component manufacturing industry</u>	<u>Midstream semi-finished products processing industry</u>	<u>Downstream product distribution industry</u>
(1) CPU		
(2) HDD		
(3) LCD panel	Module	
(4) Battery		
(5) Memory	and	Distributor
(6) Network device		
(7) Keyboard	Assembly	
(8) Mainboard		
(9) Adaptor		
(10) Other components		

3. All kinds of product development trends and competition situations

(1) Notebook computers

In the current environment of global political and economic volatility, the computer manufacturing industry faces numerous challenges and opportunities. Building on the brewing and heating up of the AI PC era in 2024, Copilot + PC brings users a new experience in AI functionality. By 2025, AI innovative technologies will continue to drive the development of AI-related products and solutions. Under the synergistic architecture of

integrating CPU, GPU, and NPU processors, the new generation of laptops offers users exceptional multitasking performance, smoother refresh rates, and a dynamic visual experience. While enhancing image processing performance, it also boosts the necessary computing power. Diversified models strive to find the optimal balance between personal professional work fields and gaming enthusiasts. In the gaming sector, gaming laptops continue to focus on reducing weight, achieving thinner and lighter designs, and integrating large-screen displays. Upgrading with higher-end graphics cards has become inevitable. As gaming laptops demand higher wattage power supplies, how high-end gaming laptops can incorporate more optimized cooling systems to enhance thermal performance and drive energy management efficiency to its peak will be a key competitive issue in the market.

(2) Server

With the development of AI and machine learning technologies, the demand for high-performance servers has significantly increased. These servers must feature greater storage capacity and more powerful computing capabilities to support data integration and AI model training. Cloud computing remains the mainstream trend for the future. As multi-cloud and hybrid cloud architectures become increasingly prevalent, enterprises need the ability to flexibly deploy and manage computing data and resources. Thus, highly scalable servers are required to adapt to various cloud environments. Meanwhile, with the rapid growth of the Internet of Things (IoT), edge computing has also become an important trend. Enterprises need to deploy more servers at edge locations to accelerate data processing, reduce transmission latency, and improve system efficiency. Additionally, with heightened environmental awareness, energy efficiency and green manufacturing have become central to competition. To reduce carbon emissions and operational costs, companies increasingly prefer energy-efficient servers, driving the industry to invest more resources in developing energy-saving and environmentally friendly solutions. As the demand for AI servers from enterprises and cloud data centers continues to soar, the industry is propelled to advance its technologies continually. New products are regularly introduced, providing the market with servers that offer more powerful computing capabilities and highly efficient data processing.

(3) Smart devices

As young consumers and health enthusiasts show increasing interest in smart wearable devices, the market's growth momentum continues to rise, with its applications expanding. Beyond focusing on health data monitoring, smart wearables have integrated smartphone functionalities, covering areas such as payments, entertainment, and communication. In the future, advancements in artificial intelligence and machine learning algorithms will significantly enhance the intelligence of these devices, further providing users with more precise and personalized services. The growing health awareness in the post-pandemic era has further boosted the demand for wearable devices. Combined with advancements in sensor and GPS technologies, wearable devices can record diverse data such as movement tracking, sleep quality, heart rate, blood pressure, blood oxygen levels, and body temperature, helping users comprehensively monitor and manage health metrics. As future technologies continue to innovate and evolve, the smart wearable device market, which is becoming increasingly mature and highly competitive, will face intensified price competition. Manufacturers will need to launch products at various price points to meet the

needs of different consumer groups while optimizing product functionality, design, appearance, and battery life to stand out in the market with superior quality and service.

3.1.3 Overview of Technology and Research and Development

1. Table of research and development expenditure investment by the Group in the past two years

Year	2023	2024
R&D Expenses (Unit: NT\$ Thousand)	11,321,839	12,601,683
R&D Expenses to Revenue (%)	2.20	1.95

Inventec has always adhered to "Innovation" as the basic principle in its business philosophy since its establishment in 1975. Innovation is not only a commitment to our customers and partners, but an indivisible element for the enterprise to shape differentiation and improve international competitiveness and influence. The Corporation has invested tremendous amounts of R&D funds in product development every year to explore innovative R&D technologies, provide the best solutions, and actively develop forward-looking AI technologies, offering integrated hardware and software solutions to realize the vision of driving global change, assisting various industries in technological and AI advancements to improve operational efficiency, and achieving the important mission of industrial AI transformation.

2. Innovative technology development

(1) Building Smart and Secure Vehicle Cabin Systems

Inventec Group is dedicated to designing and manufacturing smart technologies and automotive safety electronic products, collaborating with global chip leaders to promote powerful and high-performance smart products. In terms of safety protection, Inventec group cooperate with global automotive cybersecurity leaders to introduce vulnerability scanning and software bill of materials management systems, enhancing the cybersecurity of vehicle smart cabin systems and improving vulnerability protection capabilities. Together, we support the innovative development of the automotive industry, transforming the next generation of vehicle smart cabins into the third living space for drivers, creating smart and secure vehicles for customers.

(2) Establishing an Automotive Laboratory

To provide more comprehensive automotive system solutions to automakers and Tier-1 suppliers, the group, together with automotive partners, has established a laboratory at Inventec's R&D facility in Taoyuan. The laboratory uses Trimension® UWB series products to design and develop automotive UWB systems, such as smart car security access, child presence detection (CPD), and kick sensing. In addition to UWB applications, the laboratory will continue to develop new technologies and applications, including central gateway systems, in-vehicle servers, and in-vehicle wireless charging.

(3) Smart Healthcare - Smart Infusion System

Inventec Group continues to make strides in the field of smart healthcare, successfully introducing its new product, the “Smart Infusion System,” into the Thai market. The system has also been adopted and implemented in over a thousand units by two major domestic healthcare systems. Previously, nurses had to manually input parameters into infusion pumps before infusion, which posed a risk of medication errors that could lead to patient harm and potential medical disputes. The new infusion system includes infusion pumps, infusion connection system software, and infusion sets, enhancing patient safety during infusion while improving nursing efficiency. This system is set to become a vital component of smart healthcare.

(4) MyHeartScore App

Equipped with dual AI intelligence technology, it can instantly assess the potential risk of cardiovascular diseases by analyzing electrocardiogram (ECG) data from wearable devices. It integrates clinical information to provide a comprehensive cardiovascular health assessment score and deeper insights into cardiovascular health, helping patients identify potential arrhythmias and other cardiovascular disease risks early. The cardiovascular health assessment score is divided into four different risk levels, aiding individuals in understanding their cardiovascular health status. By comparing individuals of the same age, gender, and similar medical history groups, and through ECG feature analysis, it offers insights into personal vascular conditions, serving as a critical basis for maintaining cardiovascular health.

3.1.4 Long-Term and Short-Term Business Development Plans

1. Short-term business development plans

- (1) The server business is committed to providing customers with the best solutions for more energy-efficient and high-performance computing data centers. In line with the global trends of net-zero carbon emissions and green transformation, it focuses on developing immersion cooling energy-saving technology to optimize data center energy efficiency.
- (2) The personal computer product business aligns with green transformation and customer demands by continuously developing and incorporating eco-friendly, recyclable materials and non-toxic labels into new models. It also enhances the application of AI and simulation in product design to improve product performance and reduce power consumption.
- (3) Actively investing in new business developments such as automotive electronics, IoT products, and 5G product applications to boost revenue, while aligning with the strategic deployment of overseas production bases to strengthen our position as an indispensable key partner in the industry ecosystem for our customers.
- (4) Carefully assessing the impact of rising trade protectionism on the global supply chain, while leveraging the Company’s global logistics service management to reduce potential costs and ensure that revenue continues to grow within established targets.

2. Long-term business development plans

- (1) Sustainably operating across new business areas such as automotive electronics, IoT products, 5G product applications, and smart healthcare; fostering more forward-looking branded new ventures to inject new growth momentum into the Group.
- (2) Existing businesses such as servers, industrial IoT, smart devices, and smart home continue to grow in vertical fields, with a strong focus on cultivating customers and markets, consistently injecting stable growth momentum into the Group.
- (3) The Company has established a 2050 net-zero pathway plan with five key strategies:
 - A. Strengthen energy management to reduce energy waste.
 - B. Gradually increase the proportion of renewable energy annually to minimize environmental impact.
 - C. Collaborate with the value chain to jointly implement low-carbon procurement.
 - D. Green product design to promote a circular economy.
 - E. Implement carbon offset mechanisms to support the net-zero goal.

3.2 Market and sales overview

3.2.1 Market Analysis

1. Sales Territory of Major Products

Major Product Department	Name	Major Sales Territory
Computer product	Notebook computers, servers, and other electronic information products	America, Europe, Asia

2. Market share, supply and demand situation, and growth in the future market

(1) Notebook computers

With significant advancements in high performance and intelligent features of laptops, the market is driven by multiple growth dynamics. AI-enhanced functionalities have become a trend for specification upgrades, and the impending end of support for Windows 10 is expected to stimulate business replacement demand, triggering a wave of laptop upgrades. The introduction of new CPUs (Central Processing Units), GPUs (Graphics Processing Units), and NPUs (Neural Processing Units) with differentiated specifications and configurations makes users more inclined to purchase new, high-performance, and energy-efficient laptops, potentially boosting overall laptop market shipments. The group, leveraging its exceptional and top-tier AI technology team and adhering to the spirit of innovative R&D, fulfills the diverse design and manufacturing demands from major branded clients who continue to outsource to Taiwan's OEMs. Additionally, it possesses rapid response capabilities in supply chain and global logistics, adopting a flexible order production model that combines the advantages of brand customization and localized production. Looking ahead, driven by the replacement wave stimulated by Windows 11, the group's overall laptop shipments are expected to increase, with the business segment demand share becoming a primary growth driver.

(2) Servers

With the development of technologies such as 5G, artificial intelligence, the Internet of Things (IoT), cloud computing, and edge computing, the demand for servers in the market continues to climb and grow. Although market supply and demand may be disrupted and affected by global factors such as trade protectionism and geopolitical tensions, the trend toward high performance and computing power continues to drive demand for servers equipped with more GPUs and greater computing capabilities. In the future, advancements in product innovation and network security, particularly the increased computing power requirements of medium and large cloud data centers, as well as the hardware arms race supported by capital expenditure growth, will further drive the long-term growth of AI server demand. The Group has established a strong presence in the server industry, continually enhancing its competitive advantages in superior quality and product diversity through the development of related solutions. It holds a stable market share among enterprise customers and cloud data center customers, both American and Chinese. In addition to maintaining steady shipments of L6 server boards, the group looks forward to deepening customer relationships and contributing further to the advancement of L10 fully-racked solutions in the future.

(3) Smart devices

In response to consumers' growing demand for convenience in daily life and self-health management, smart devices and wearables continuously achieve breakthroughs in innovation and technology. Product forms and functionalities are becoming increasingly diverse, offering more varied choices to meet user needs. Features such as health monitoring, fitness tracking, contactless payment, and gaming and multimedia entertainment continue to drive market interest, injecting significant momentum into the future growth of smart devices. The key to standing out in the market lies in delivering exceptional user experience, optimized hardware and software design, diversified functionalities, low power consumption, and extended battery life. Leveraging the excellent design capabilities of its team and the advantages of its overseas production base layout, the Group manufactures smart devices and wearables that fully meet the diverse needs of customers, creating maximum product value and ensuring the best quality for its products. In addition to its consumer smart device offerings, the Group is also committed to R&D and development in the smart healthcare field. It aims to play an essential role in areas such as preventive healthcare, medical devices, and remote monitoring, helping to reduce the burden on hospitals and healthcare professionals.

3. Competition niche, favorable and unfavorable factors in development prospects, and solutions

(1) Favorable factors

A. Global Supply Chain System:

The Group has established a global logistics and supply chain system, fully integrating resources and maximizing their efficiency to enhance productivity and achieve seamless connectivity from production to distribution. Leveraging market feedback platforms and R&D centers, the group strengthens technical capabilities and product design innovation to create an efficient global network with agile market responsiveness.

B. Comprehensive Systematic Product Line:

The Group, with its diversified product line, not only consolidates market demand and customer bases in the notebook and server product segments but also actively expands into high-value-added related fields, such as peripheral software, electronics, and smart devices, significantly enhancing market competitiveness and economic benefits.

C. Smart Manufacturing Leading Future Trends:

The Group actively promotes 5G smart manufacturing, offering production lines with higher speed and flexibility. It focuses on integrating and developing 5G private network systems, successfully transforming manufacturing plants into 5G smart factories. By combining Industry 4.0 with 5G applications, the group advances production automation and intelligence, improving efficiency, reducing costs, and moving toward the goal of building global smart manufacturing plants.

D. High-Efficiency Cloud Computing as a Development Trend:

With the rapid rise of the cloud computing industry and the exponential growth of big data, cloud storage, computing, and IoT applications present unlimited business opportunities. The Group has set industry benchmarks in the server OEM field, leveraging its hardware technology and software application development capabilities to assist enterprises in achieving digital transformation and providing comprehensive cloud solutions, occupying a significant position in the cloud computing market.

(2) Unfavorable factors

A. The rise and impact of global trade protectionism and geopolitical risks continue to contribute to instability and significant changes in the international situation due to crisis variables.

Countermeasures: In 2018, there was an experience of production line relocation, customer capacity redistribution, and a global production order layout. With ongoing establishment and layout of global production capacity in locations, the Group leverages low-cost regions and existing supply chains to flexibly meet customer needs. It assists clients in choosing production capacities in regions less affected by tariffs for shipment. Additionally, to address U.S. trade protectionism, the group actively evaluates plans to set up production lines in the U.S. Considering factors like sufficient electricity, equipment and material resources, and engineering R&D support, Texas, near the Mexico plant, is identified as a suitable location for establishing a new facility.

B. Dependency on foreign suppliers for key components makes it challenging to control material sources and price fluctuations.

Countermeasures: The Company has established long-term strategic partnerships with key suppliers and secured multiple sourcing channels for critical components to ensure stable supply. It actively seeks various methods to integrate the supply chain to mitigate potential impacts.

C. Expansion of low-cost products in the market puts pressure on product margins.

Countermeasures: Focus on developing high-value-added product lines and actively improve operational efficiency, including production, sales, and logistics, to reduce overall operating costs. Stable and efficient supply chain management ensures smooth production and delivery, enhancing product competitiveness and reducing costs to improve profit margins.

D. Intensified market competition shortens product life cycles.

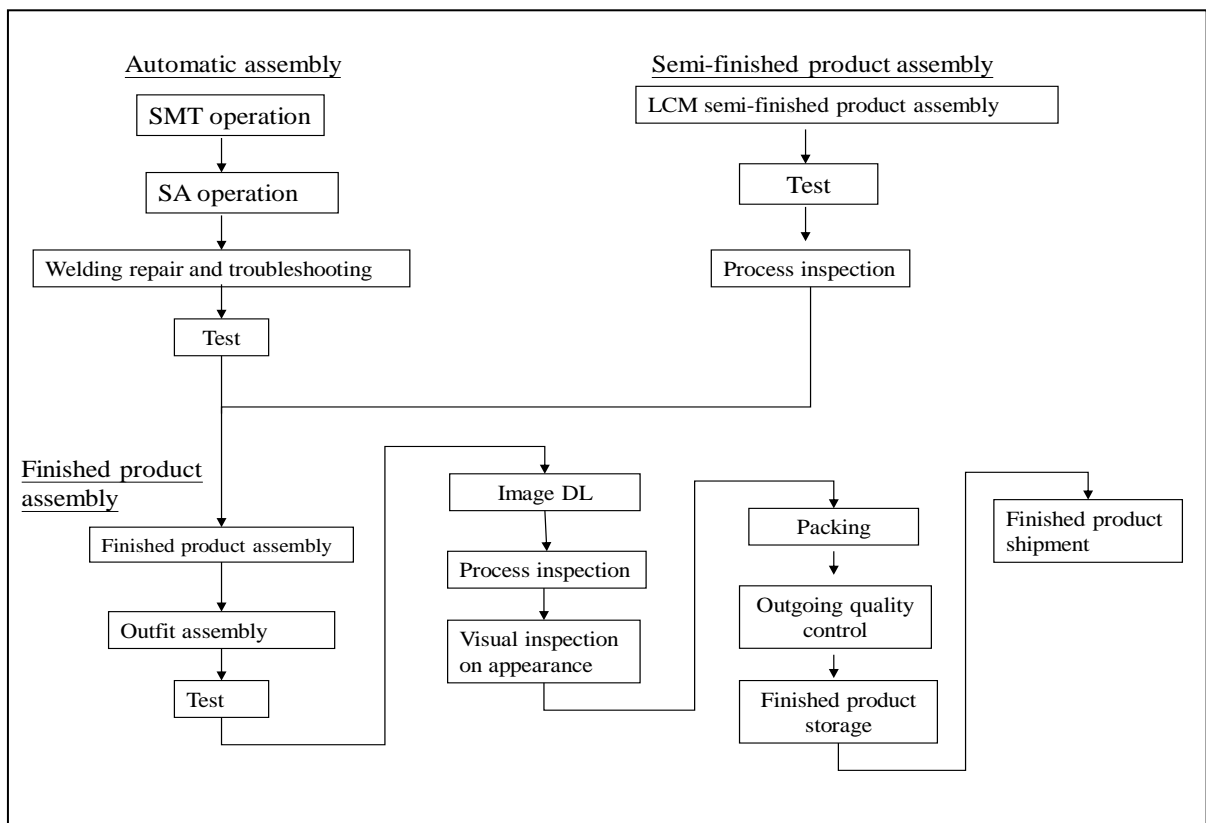
Countermeasures: The group accelerates new product development and launches by collaborating with customers and keeping abreast of market dynamics. It establishes operational risk management mechanisms and strategies to address diverse market changes. At the same time, it integrates group resources, expands investment and deployment in emerging businesses, and continuously recruits professionals in R&D and AI fields to create long-term and stable corporate value for the group.

3.2.2 Important Uses and Production Processes of Major Products

1. Important uses of major products

Product name	Product type	Important use
Computer products	Notebook computers, servers, and other electronic information products	Notebook computers are used for the storage, computing, and analysis of digital and character data, data transfer and receiving, etc. Through a server host machine, several computers can execute the function of computing, transfer, and data storage at the same time.

2. Production process



3.2.3 Major Raw Materials' Supply Condition

The primary raw materials of the Group are central processing units, liquid crystal displays, and hard drives. When selecting and collaborating with raw material suppliers, we emphasize the stability of material supply, accuracy of delivery schedules, and quality specifications. The Group maintains good relationships with suppliers and adopts a diversified procurement strategy, enhancing the collection and analysis of market trends to ensure timely material supply, thereby securing reasonable costs and stable supply.

Key Material Suppliers

Item	CPU	PANEL	SSD
Suppliers	INTEL	AUO	SK-Hynix
	AMD	BOE	SAMSUNG
	-	INX	WD

3.2.4 Major Accounts in the Past Two Years

A. Major Suppliers

Unit: NT\$ Thousand

		2023			2024			
Item	Company	Amount	Percentage of total Net Purchases	Relationship with the issuer	Company	Amount	Percentage of total Net Purchases	Relationship with the issuer
1	A	201,139,861	40	Nil	A	259,880,304	42	Nil
2	B	64,514,831	13	Nil	B	71,288,313	12	Nil
3	Others	234,495,027	47	-	Others	283,828,929	46	-
Net Purchases	Total	500,149,719	100	-	Total	614,997,546	100	-

Note 1: There have been no significant changes in the main suppliers and their purchase proportions for the Company over the past two years.

Note 2: The financial report data for the first quarter of 2025 has not yet been reviewed by CPA.

B. Major Clients

Unit: NT\$ Thousand

		2023			2024			
Item	Company	Amount	Percentage of total Net Sales	Relationship with the issuer	Company	Amount	Percentage of total Net Sales	Relationship with the issuer
1	a	271,995,202	53	Nil	a	337,402,947	52	Nil
2	b	76,582,472	15	Nil	b	79,803,981	12	Nil
3	Others	166,168,526	32	-	Others	229,055,026	36	-
Net Sales	Total	514,746,200	100	-	Total	646,261,954	100	-

Note 1: There have been no significant changes in the main sales customers and their sales proportions for the company over the past two years.

Note 2: The financial report data for the first quarter of 2025 has not yet been reviewed by CPA.

3.3 Human Resources

Year		2023	2024	Up to Mar. 31, 2025
Employee Number	Direct Labor	19,087	15,154	17,077
	Indirect Labor	13,556	13,710	13,812
	Total	32,643	28,864	30,889
Average Age		31.28	30.59	30.45
Average Seniority		5.50	6.07	5.56
Education Distribution %	PhD Degree	0.20%	0.17%	0.16%
	Master Degree	8.32%	8.21%	7.60%
	College	39.27%	36.73%	34.63%
	High School (and below)	52.20%	54.89%	57.61%

3.4 Environmental Protection Expenditure

3.4.1 The losses incurred due to environmental pollution (including the compensation and violation of environmental laws and regulations in the environmental protection inspection results; the punishment date, punishment number, violation of regulations and articles, violation contents, and punishment contents):

The Company's Computer Factory (ITO) violated Article 28, Paragraph 2 of the Waste Disposal Act by failing to appoint a qualified successor within 90 days after the resignation of the waste management personnel. A fine of NT\$9,000 was imposed (Taoyuan City Government Environmental Protection Bureau Letter No. 1130035428 dated May 15, 2024). The appointment of professional waste management personnel was approved by the Taoyuan City Government on April 22, 2024

3.4.2 Future Solutions (Including Improvement Measures) and Possible Expenditures

To implement the sustainable environmental strategies developed, the Company continues to promote related execution plans annually. In 2024, Inventec Group referred to the 2023 Environmental Protection Expenditure Survey by the Ministry of Environment, following its classification standards and integrating them with the Company's internal environmental sustainability accounting categories. Various environmental protection measures were carried out, including the implementation of ISO management systems in subsidiaries, promotion of environmental maintenance, environmental monitoring, pollution prevention, and educational

outreach, with total environmental protection expenditures amounting to approximately NT\$136 million.

Additionally, through the Sustainability Environment Task Force under the Sustainability Committee, the Company sets various sustainability goals and actively invests in multiple initiatives, aiming to reduce environmental impact while pursuing production capacity and revenue growth.

3.5 Labor Relations

Attaching importance to and maintaining harmonious labor-capital relationships has always been one of the important foundations of the Company's operation and management; measures that promote labor-capital relationships are summarized below:

3.5.1 Welfare Measure and Retirement System

The Company aims to provide a stable working environment with room for development, allowing talents to create value stably and continuously! Based on governmental laws and regulations, the Company's employees enjoy various basic labor conditions, including two days off every week, flexible working hours, and a complete leave request system. To encourage and promote attention on health and balance between life and work, various health, parenting, travel, finance management, sporting, relaxation, and inspirational lectures and activities are organized. The Company provides financial support for employees to establish club activities. So far, 32 clubs have been created, including sport, art, music, handicraft, and public welfare, allowing employees to expand their hobby fellow life circle through a casual and relaxing time. The employee welfare committee provides colleagues with various cash gifts and money for weddings, funerals, and festivals. The Company also provides group and travel insurance for all employees to supplement employees' accidental and medical protection. As for safety, health, and work protection, in addition to such basic welfare as labor, national health insurance, and pension fund, each employee may enjoy periodical physical checkups, complete group insurance, and employee retirement regulations based on the "Labor Pension Act", which are firmly implemented pursuant to relevant laws and regulations. Regarding the old system, appropriate labor pension funds were periodically reserved and deposited into a dedicated account in the Bank of Taiwan, while the Supervisory Committee of the Labor Pension Reserve was responsible for the management and application of the pension reserve. For the new system, aiming at employees who select the new system, the Company has appropriated 6% pension fund every month to the personal deposit account of the employee at the Labor Insurance Bureau since July 1, 2005 in accordance with the new system of retirement regulations concurrently adopted. For those who voluntarily submit pension deposits, the Company deducts the monthly salary of the employee based on the voluntary paid pension rate and deposits it into the personal savings account of the employee at the Labor Insurance Bureau on behalf of the employee. Furthermore, performance-oriented promotions, bonuses, and various incentive mechanisms are offered to achieve the goal of aggressive talent retention and profit sharing.

The regulations of the Labor Pension Act application to the Company are as follows: 1. A worker may request retirement in any of the following circumstances: (1) workers whose seniority exceeds fifteen years and are aged over 55, (2) workers whose seniority exceeds twenty-five years; (3) workers whose seniority exceeds ten years and are aged over 60. 2. Compulsory retirement: The Company may mandatorily order workers to retire in any of the following

circumstances: (1) the age of the worker reaches 65, (2) the worker is incompetent to work due to mental/physical disability, (3) the Company may report to the central competent authority for the adjustment of age as stipulated in subparagraph 1 for workers engaging in such works requiring dangerous, heavy physical strength and are of a special nature, provided that the age shall not be less than 55 years old.

Inventec effectively manages critical health indicators through diverse and proactive health promotion programs. Over the past three years, the health center has actively assisted employees in managing risks related to hypertension, hyperglycemia, hyperlipidemia, and cardiovascular diseases, achieving significant results, with the abnormal rate of total cholesterol (TC) decreasing by 3.8%, and the abnormal rate of low-density lipoprotein (LDL) also decreasing by 3.8%. To achieve these results, Inventec has exceeded legal requirements by employing an on-site cardiology specialist to provide professional health consultation services. Additionally, nutritionists carefully plan in-factory meals, designing health-conscious menus that balance a nutritious diet with calorie control. Meanwhile, the Company regularly publishes weekly health promotion materials to enhance employees' health awareness and encourage the development of good lifestyle habits. Furthermore, fitness coaches are invited to deliver professional courses covering aerobic exercises and physical training, comprehensively strengthening employees' physical and mental well-being.

3.5.2 Work Environment and Employee Personal Safety Protection Measures

“Implementing workplace risk management and ensuring employee safety and health” is a direction the Company continues to strive toward. The Industrial Safety and Health Office is responsible for planning and executing various safety and health management tasks, such as studying safety and health regulations, promoting occupational safety and health management systems, implementing relevant training programs, identifying potential hazards in workplaces, equipment, or raw materials, monitoring and improving work environments, as well as workplace health management and promotion. The office also supervises relevant departments to ensure effective system operations, with the aim of creating a safe and healthy workplace and ensuring the sustainable health and safety of employees. In compliance with the Occupational Safety and Health Act, the company's Taiwan plants have established Occupational Safety and Health Committees to regularly convene meetings and review occupational safety and health-related issues, such as safety strategies, proposals, health management, and promotion initiatives. Additionally, they analyze and review incidents like near misses, accidents, occupational injuries, and non-conformities involving employees and contractors, formulating improvement strategies and preventive measures to avoid recurrence and ensure a safe work environment for employees.

The Taiwan plants have obtained ISO 45001 International Occupational Health and Safety Management System certifications, with validity periods as follows: Shilin Headquarters until February 6, 2027, Taoyuan RD Factory until October 18, 2025, and the Computer Factory until January 29, 2027. Furthermore, Shilin Headquarters has also received TOSHMS (Taiwan Occupational Safety and Health Management System) certification, valid until February 5, 2027. The Company actively aligns with government policies and fulfills corporate social responsibilities while striving for sustainable operations.

1. Occupational Safety and Health Policy: In accordance with ISO 45001 and TOSHMS requirements, the Company has established an Occupational Safety and Health Policy as

the highest standard for ensuring employee health and workplace safety.

2. Occupational Safety and Health Management Plan and Prevention of Occupational Injuries: The Company formulates an occupational safety and health management plan in compliance with legal requirements, incorporating occupational injury prevention measures into planning. This includes identifying, evaluating, and controlling hazards in the work environment, classifying and managing hazardous chemicals, monitoring harmful work environments, procurement management, contractor management, change management, setting safety and health operating standards, investigating occupational injuries and near misses, and conducting statistical analyses. Comprehensive safety and health management records and performance evaluation measures are also implemented.
3. Health Examinations, Management, and Promotion: All new employees are required to provide physical examination reports before employment. For current employees, health checks exceeding Taiwan's legal requirements are conducted annually, and health management operations are implemented. Annual labor health service plans are developed, and various health promotion activities are organized, such as sports incentives, cancer screenings, health seminars, and health education campaigns. Additionally, medical consultation services and Employee Assistance Programs (EAP) are offered, providing free psychological, legal, and financial counseling to maintain employee well-being.
4. Work Environment Monitoring and Occupational Disease Prevention: Based on workplace hazard characteristics, monitoring objectives, and government guidelines, the Company formulates a work environment monitoring plan with sampling strategies. Regular monitoring is conducted to assess employee exposure to hazardous substances. If anomalies are detected, risk assessments are initiated immediately, and appropriate engineering or operational controls are implemented to reduce on-site hazards and achieve the goal of preventing occupational diseases.
5. Safety and Health Inspections: Occupational safety units at each plant oversee safety and health inspections. Inspection results and deficiencies are reviewed by the Occupational Safety and Health Committee. The Company also has a Safety Supervision Team that conducts annual safety audits. Reports are documented, and improvement recommendations are presented to the Board of Directors and relevant units for reference.
6. Machine and Equipment Safety Management: Annual occupational safety and health management plans are formulated, and statutory equipment is listed and managed. Automated inspection management methods ensure regular maintenance of equipment, including high/low voltage electrical systems, forklifts, high-pressure gas containers, elevators, pressure vessels, and drying equipment. According to the Regulations on the Safety Inspection of Hazardous Machinery and Equipment, the Company's Taiwan plants do not have hazardous machinery or equipment installed. However, machinery and equipment such as forklifts and elevators with a capacity of less than one ton have been included in the managed items, with all inspections and checks conducted in compliance with legal requirements, and relevant inspection reports properly maintained.
7. Implementation of Various Training Programs: The Company has established multiple occupational safety and health training courses, including management plan formulation, process changes, hazard identification and risk assessment, internal audits of management systems, handling or use of hazardous chemicals, first aid/special operation personnel training, on-the-job/new employee training, and contractor safety and health training,

among others. Additionally, the company enables employees to participate in diverse safety and health competency training, such as fire safety management training, CPR and AED training, and occupational safety training, to enhance their knowledge and skills in safety and health. The average training hours for 2024 are approximately 2.4 hours per employee.

8. **Strengthening Contractor Management:** A contractor management system has been established, including the formulation of the “Contractor Safety Operations Management Guidelines” and various operational control forms such as contractor work application forms, safety permits for hazardous tasks (e.g., work environments where fire may be encountered, elevated work, oxygen deficiency space work), and crane operation permit applications. All contractors are strictly required to comply with the relevant regulations. Before project execution, relevant units are mandated to conduct coordination meetings with contractors to jointly discuss safety and health management, operational controls, and entry control regulations. Contractors must sign the Company’s “Coordination/Contractor Safety and Health Meeting Records” and “Contractor Safety and Health Management Commitment Letter.” Additionally, before commencing work, contractors’ personnel must complete safety and health training and be informed of project hazards to ensure they are aware of relevant regulations and precautions, thereby enhancing their work safety awareness and ensuring both project quality and safety. Furthermore, the occupational safety unit conducts irregular safety assessments and abnormal deficiency analyses of contractors. Based on the assessment results, preventive re-education is implemented to reduce contractor risks and strictly prevent potential hazards from occurring.
9. **Hazard Risk Assessment and Identification:** Based on the International Occupational Health and Safety Management System “ISO 45001” and the Taiwan Occupational Safety and Health Management System “TOSHMS,” the company has established a Safety and Health Hazard Identification and Risk Assessment Management Policy. This policy involves regularly conducting comprehensive hazard identification and risk assessment tasks for various hazard factors. Using a quantitative approach, the risks associated with identified hazards are evaluated to determine their severity. Potential factors with high hazards and high risks that could cause injuries or accidents are identified. Occupational safety and health goals, targets, and management plans are then formulated to implement improvements and preventive measures. This serves as the basis for planning the safety and health management system.
10. **Emergency Response Implementation:** The Company has established an emergency firefighting team, organized based on task requirements, such as firefighting, notification, and rescue teams. Regular firefighting training and drills are conducted to ensure effective disaster prevention and response. Additionally, the plant conducts regular emergency evacuation drills, routine inspections, and maintenance of safety facilities and firefighting equipment, as well as daily safety inspections to promptly address abnormalities and prevent disasters. In 2024, the Company recorded no fire incidents.
11. **Annual Employee Occupational Injury Statistics and Related Improvement Measures:** The statistics for occupational injury incidents include not only the Company’s employees but also contractors and dispatched personnel. In 2024, there were a total of 5 occupational injury incidents in Taiwan facilities, involving 5 individuals, with a total of 26 lost

workdays due to disabling injuries. The overall occupational injury rate (Total Injury Index, FSI) analysis result was 0.03. All cases have been handled in accordance with occupational safety and health regulations, including the implementation of occupational injury investigations, analyses, and records, with related investigation reports filed for future reference as required by law. Additionally, all occupational injury cases have been incorporated into the quarterly Occupational Safety and Health Committee meetings for review and promotion of safety measures.

3.5.3 Further Education and Training for Employees

The Company adheres to a "talent-oriented" cultivation philosophy, provides outstanding internal and external teachers and diversified cultivation channels to company talents, and is devoted to balancing the emphasis on educational training and learning development in order to continuously promote the Company's corporate culture and continuously improve its competitive advantage. In 2024, the expenditures related to employee training were NT\$18,379,472, and the total training hours were 150,021.7 hours.

"Talent cultivation" is the foundation for Inventec's sustainable operation, and the Company continuously creates a friendly environment for employee's learning and growth. The educational training system of the Company is divided into five major types of courses centered on core value courses and delivers the corporate culture and value theory of Inventec. Taking level type course and function type course as the two major axis, the Company teaches employees in accordance with their aptitude, specifically plans personal development plan for employee's career development, and assists colleagues to strengthen the capabilities required at work. The language school provides further language education opportunities to the employees to improve their personal competitive advantage; digital courses provide a diversified learning environment, which allows colleagues to learn anytime, anywhere. Course descriptions are summarized below:

- (1) Core value course: Inventec pursues the maximization of shareholders' equity while implementing corporate responsibility to make a certain contribution to society. All the Company's colleagues, from top to bottom and from inside out, have been shaped with "Inventec" DNA through official conferences and activities, allowing employees to acknowledge the operation philosophy of the Company and become "Inventec Staff". Contents include such courses and activities as monthly meetings, assistant level meetings, management forums, strategic meetings, soft/incentive lectures, team building exercises, etc.
- (2) Level type course: Management courses are planned according to the demand of colleagues at different levels; through meetings and daily communication, it improves the colleagues' management capability and establishes a common communication language and management beliefs to improve organizational performance. Contents include: Inventec EMBA advanced class, senior supervisor training, advanced supervisor training, basic supervisor training, professional training, new employee training, production personnel training, etc.
- (3) Function type course: These provide all kinds of professional knowledge and technical bases, as well as advanced courses and lectures, to satisfy the functions of employees needed in different specialties. Contents include innovation, product technology, research and development production technology, patent and intellectual property,

industry intelligence, environmental safety and health, etc.

- (4) Language school: In response to the Group's international development and competition, Inventec is committed to cultivating technologically skilled talents with multilingual capabilities. The Company offers English, Japanese, Thai, and Spanish language workshops or online courses to provide employees with a learning environment for ongoing language improvement within the Company. Additionally, specialized foreign language courses are organized to promptly meet employees' business needs.
- (5) Digital course: Provide colleagues with an E-Library, E-Learning, and set up the Inventec digital learning platform, and is open as an important media for employees' independent learning in order to facilitate the improvement and innovation of technical capability, as well as further promote organizational learning and improve work value and organizational competitiveness. Its contents cover all kinds of language, management, and professional courses, thus allowing employees to learn independently without time and place limitations.

3.5.4 Employee Code of Conduct

The Company has formulated "Global Employee Code of Conduct Management Measures" in each plant, which stipulates the basic code of conduct for employer and employees on the basis of fairness and impartiality. As an Inventec employee, when facing all kinds of work behaviors and ethical and legal problems, we shall aim to create shareholder and employee value and ensure social responsibility; therefore, under the precondition of following the basic requirements of laws and ethical standards of each country or district, we shall abide by all kinds of internal control systems of the Company. Upon reporting for duty, every colleague must sign and abide by it, and it shall be placed on the internal portal website, so that all colleagues can read it at any time, and regularly carry out signing and promotion work; the code of conduct is hereby summarized below:

- (1) Safeguard a healthy work environment without sexual discrimination.
- (2) All company-related confidential information must be kept confidential.
- (3) Employees must protect the personal information of other persons circulated internally or acquired upon business execution.
- (4) Employees must protect intellectual property rights.
- (5) Employees must abide by copyright regulations.
- (6) Employees must not be involved in corruption or bribery of any kind.
- (7) Employees must not participate in insider trading and avoid conflicts of interest.

In case of violation of the relevant requirements above, relevant punishment will be imposed without exception.

In order to provide all employees with a healthy, safe, and highly efficient working environment, the "Global Employee Code of Conduct Management Measures" also stipulates that no employee or applicant shall be discriminated against or deprived of talent development opportunities due to gender, age, race, color, nationality, religion, disability, or other factors irrelevant to the legal interests of Inventec. Furthermore, each plant has set up an "Employee Complaint System" to guarantee a fair arbitration mechanism when employees suffer from human rights related infringements. In the plants in mainland China, a grassroots employee

caring group has been especially set up to handle employee complaints and understand the employee's voice through employee interviews, etc.

3.5.5 Communication Mechanism between Employer and Employees

Employees of the Company have not established a labor union. However, to foster a harmonious work environment and create a win-win situation between employer and employees, various communication mechanisms are provided to offer employees immediate feedback and regular communication channels as below:

- (1) Two-way talks between grassroots employees and senior supervisor: quarterly meetings and all kinds of symposiums occasionally held.
- (2) Management policy and business process communication: communication meetings for employee representatives from each department will be regularly held every month.
- (3) Cross-department communication and employer and employees communication: an internal portal platform sets the multi-functional "Employee Opinion Exchange Area".
- (4) Instant response problem and information consultation: each unit has established a service consultation window and service hot line.
- (5) Employee welfare policy and welfare promotion: employee welfare committee monthly meetings and temporary meetings.
- (6) Grassroots employees care group: handle employee complaints and understand the employees' voice through employee interviews, etc.

3.5.6 In the Most Recent Year and as of the Publication of the Annual Report, the Losses Arising from Labor Disputes (including Labor Inspection Results Violating the Labor Standards Act, the Date, File Number of Punishment, Violated Article, Content of Punishment) and Disclose an Estimate of Possible Expenses that could be Currently Incurred 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.

In the most recent year and up to the printing date of the annual report, the Company was cited for four violations of the Labor Standards Act during labor inspections in 2024. Violation of Article 24, Paragraph 1 of the Labor Standards Act. (Penalty dates: November 18, 2024, and September 2, 2024. Punishment No.-Taipei City Labor No.1130323330 and 11360199291. Total fines: NT\$850,000). Violation of Article 32, Paragraph 2 of the Labor Standards Act. (Penalty dates: November 14, 2024; June 19, 2024; and February 1, 2024. Punishment No.-Taipei City Labor No.1130320010, 1130166299, and 1130033583. Total fines: NT\$550,000).

Violation of Article 36, Paragraph 1 of the Labor Standards Act. (Penalty dates: November 14, 2024, and June 19, 2024. Punishment No.-Taipei City Labor No.11303200101 and 11301662991. Total fines: NT\$150,000). Violation of Article 30, Paragraph 6 of the Labor Standards Act. (Penalty date: September 2, 2024. Punishment No.-Taipei City Labor No.11360199291. Total fines: NT\$20,000). The violation primarily involved administrative management issues related to work hour recording and calculation methods. The Company has promptly reviewed and optimized its internal management mechanisms, including improving the accuracy of work hour records, enhancing supervisors' awareness of relevant regulations,

and strengthening internal audits to ensure compliance with applicable legal requirements.

3.6 Infocomm Security Management

3.6.1 Infocomm Security Management Strategy and Framework

1. Infocomm Security Risk Management Framework

(1) Infocomm Security Management Organization

The Company attaches importance to infocomm security and designates its president to preside over the Infocomm security response team, which is from the Personal Solution Group, Enterprise Business Group production line and OA infocomm security response team as well as reporting related issues during the regular infocomm security meeting to implement and enhance infocomm security management.

In accordance with the “Annual Internal Audit Plan” that was approved by the Inventec Board of Directors, the Audit Center does regular audits of cybersecurity security items, supervises the risk appraisal and planning of the Cybersecurity Security Management System (ISMS), implements conditions of the cybersecurity security system, and reports risk management results to the Board on 2024/05/14. The results of the cybersecurity security audit were reported to the Board on 2024/09/24.

(2) Infocomm security organization framework

Inventec has assigned a Chief Information Security Officer to lead the cybersecurity security management supervisors in the headquarters and each factory area, who takes charge of the company’s cybersecurity security management system planning, monitoring and performing maintenance. Employees from the cybersecurity security department execute work related to cybersecurity security maintenance to strengthen the monitoring and management of cybersecurity security risks. Responsibilities of unit staff are as follows:

Chief Information security officer: takes charge of Infocomm security policy promoting and scheduling of resources and reports directly to the President.

Infocomm security department manager in headquarters: takes charge of Group cybersecurity security system planning and management and reports directly to the Chief information security officer.

Infocomm security department colleagues in headquarters: take charge of Group cybersecurity security service execution, protection and monitoring.

Infocomm security department manager in factory area: takes charge of factory area cybersecurity security system planning and management and reports directly to the Chief information security officer.

Infocomm security department colleagues in factory area: take charge of factory area cybersecurity security service execution, protection and monitoring.

2. Infocomm security policy

(1) Enterprise cybersecurity security management policy

Establish Inventec’s cybersecurity security policies based on ISO 27001 International Infocomm Security Management Standards for factory rules. Also set up infocomm security targets for each factory by referring to local regulations and business specifications,

to meet clients' expectations, as well as ensure the confidentiality, integrity and accessibility of the enterprise system and network operation. According to these Infocomm security targets, each unit shall review its cybersecurity security policy and target applicableness every year and organize a management review meeting to discuss and follow up on improvement.

(2) Enterprise cybersecurity security risk management and continuous improvement structure framework

Inventec, based on the "Administrative Methods for Cybersecurity Security Protection", adopts a PDCA (Plan, Do, Check, and Act) administration cycle mechanism to implement cybersecurity security management, prevent illegal use, organize regular Infocomm security educational training for its staff, and actively carry out risk vulnerability management. This thus guarantees physical environment security, computer mainframe security, network use security, system access security, development and maintenance security and mobile device security. Any violation of security protection provisions will be disposed of according to "Personnel Management Measures".

Inventec does its utmost to promote ISO 27001 international Infocomm security certification and hopes to, through a third unit's audit and verification, gain related certifications for its Infocomm security operation procedures and specifications, achieve international standards, and meet clients' expectations. Currently, each factory's scope of certification is as follows(The certification's Chinese and English names are consistent with the certificate content):

Taipei Headquarters: The maintenance of sever room and CTM (Common Tracking Management) System in Inventec Shihlin Site. (Certification institution: AFNOR, 2024/09-2026/09).

Taoyuan RD Factory: Development and maintenance of the Engineering BOM Management (EBM) system provided by the Enterprise Cybersecurity Development Department I. ; Development and maintenance of the Process Engineering Notice (PEN) system provided by the MES Service Department I. ; Server maintenance and network management of testing tools provided by the World Wide ; Manufacturing Technology Sub-Center's System Architecture Department. ; Network services and server room management provided by the Information Center's IT Infrastructure Management Department II. ; Maintenance and management of the access control system and CCTV provided by the Administration Center. (Certification institution: TUVNORD, 2024/12-2027/12)

Chongqing Factory: Official business, security and protection, production, test cybersecurity system and machine room related cybersecurity security management activities. (Certification institution: CQC, 2022/10-2025/09)

Shanghai Factory: In-company and production cybersecurity system (including machine room) operations related to cybersecurity security management activities. (Certification institution: CQC, 2022/08-2025/08)

Czech Factory: Server Assembly and Services, PC Assembly and Services. (Certification institution: SGS, 2024/04-2025/10)

Mexico Factory: Configuration, assembly, testing and repair of servers and racks. Cybersecurity security management activities related to the operation and maintenance of the company all item related with security on information.(Certification institution: SGS,

(3) Specific management schemes

Enhance company staff infocomm security awareness: Company colleagues shall sign the “Codes of Conduct for Employees” every year, including infocomm security protection measures and publish an infocomm security notice at the proper time to remind colleagues of Infocomm security risks. Besides this, the Company has regularly organized educational training for newly-employed colleagues to let them know about Inventec’s Infocomm security management regulations and cultivate their awareness for compliance. Moreover, the Company also advocates Infocomm security educational training among colleagues and provides them with the latest cases and hot news to upgrade their Infocomm security awareness.

AntiVirus and hacker monitoring: Manage and monitor virus detection across global plant locations and implement necessary protective measures to ensure effective virus scanning and removal management. A monthly report is submitted to the president covering virus attacks and cybersecurity information, including recent external cybersecurity threats, response strategies, and prevention measures. This aims to prevent cybersecurity incidents that could lead to production halts and impact of company operations.

Intelligence Gathering and Vulnerability Management: External third-party threat management systems are utilized to gather cybersecurity risks and threat intelligence. Vulnerability severity is analyzed, and global plant locations are notified to take appropriate actions to ensure vulnerabilities are controlled. System patch updates are strengthened, and the status of software updates is reviewed monthly. Regular vulnerability scans are conducted to check for potential vulnerabilities in hosts, systems, and services. Additionally, external professional cybersecurity firms are invited to perform penetration testing and red team exercises, simulating hacker attack scenarios to ensure the effectiveness of cybersecurity measures and enhance Inventec’s resilience against cybersecurity threats.

Regular drill: Conduct social engineering exercises for colleagues to strengthen their awareness of safety. To ensure an uninterrupted operation, we regularly perform data backup and restoration drills and conduct drills on abnormal system operations, network attacks, virus infections, machine room fires, and other abnormal asset security events to ensure that internal colleagues can deal with and respond correctly in real-time and carry out penetration tests to find out potential weaknesses and conduct repair and defense.

Supply Chain Security: The Company has established a Code of Conduct for Suppliers, incorporating cybersecurity security management as one of the compliance standards. A cybersecurity maturity survey was conducted among suppliers, achieving a response rate of 80.03%. Statistical analysis shows that the majority of current suppliers have implemented basic cybersecurity management measures, such as cybersecurity education, firewalls, backup and restoration, and antivirus software. Cybersecurity awareness campaigns were conducted during the supply chain conference to educate suppliers, establish a cybersecurity incident reporting mechanism, promote international cybersecurity certifications, implement cybersecurity hygiene, and strengthen Inventec’s supply chain cybersecurity defenses.

Cybersecurity Audits, Certifications, and Awards: The Company undergoes annual

cybersecurity security audits conducted by external clients, impartial third-party certification bodies, and internal audit centers. These audits are based on cybersecurity frameworks and controls such as ISO 27001 to verify the effectiveness of the cybersecurity security management system. In addition to planning updates to the new 2022 version of ISO 27001 certification, the company has also obtained the government's AEO Certified Enterprise accreditation. Furthermore, its cybersecurity governance was recognized with the TCSA Cybersecurity Security Leadership Award, demonstrating Inventec's commitment to and management of cybersecurity. Moving forward, Inventec will continue its relentless efforts to enhance and refine its cybersecurity capabilities.

Defense-in-depth: Internal cybersecurity management procedures include strong password policies, 2FA authentication, secure VPN networks, jump server connection management, next-generation firewalls, WAF defense systems, intrusion detection systems, network access control, source code scanning, DAST dynamic scanning, email protection, internet access control, data encryption protection, USB device control, computer installation permissions management, EDR endpoint protection management, CNAPP cloud monitoring, availability monitoring, log recording, social engineering drills, and collaboration with external cybersecurity companies to enhance monitoring and defense.

(4) Cybersecurity security management resources input

The Company now has 16 specific Infocomm security staff (including the supervisor) and has 23 international cybersecurity security certificates such as CISSP, CISM, CEH, ECIH, ISO 27001, LA etc.

Cybersecurity Security Meeting: In 2024, 260 meetings related to asset security were held (WW global level: 20 sessions, BG business group level: 89 sessions, plant level: 151 sessions), including a quarterly asset security management review meeting, ISMS management review meeting, a monthly asset security meeting, and a weekly asset security regular meeting, to implement asset security management.

Cybersecurity Security Documents: In 2024, 79 documents related to cybersecurity security were added or revised.

Cybersecurity Security Budget: The Cybersecurity security budget presented for 2024 was NT\$83 million, an increase of NT\$9 million from last year, representing a growth rate of 12 percent.

As for the effectiveness of defense, 690,000 external network attacks were blocked on a monthly basis.

Social engineering drills: 22 social engineering drills were implemented. A total of 44,824 emails were accumulatively sent, resulting in an average phishing success rate of 96.38 individuals per time.

Violations by employees: 8 violations were detected in total.

Cybersecurity security education and training:

For new employees: Cybersecurity security education and training was held for 1,253 people.

For general employees: 17 cybersecurity security education and training courses were provided for 4,791 people.

Conducted general cybersecurity education training, with a global employee completion rate

of 97.21%.

For professionals: Conducted specialized cybersecurity education training for cybersecurity, IT, and development personnel, with a total of 13 sessions and a cumulative 1,186 hours.

Cybersecurity security objectives: Infocomm security objectives of the Company in 2024 are as below:

Enhancing Infocomm security awareness (Target Achieved):

The training completion rate for cybersecurity education for new employees is 98.2%.

The completion rate for all employees signing the Code of Conduct is 100%.

The completion rate for general cybersecurity education training for all employees is 97.21%.

A total of 13 cybersecurity awareness campaigns were conducted to enhance employees' awareness of cybersecurity security.

Adherence to Cybersecurity Regulations (Target Achieved):

Collected relevant cybersecurity regulations and identified new/revised regulations; implementation completed.

Reviewed the effectiveness of cybersecurity security policies and objectives; implementation completed.

Conducted quarterly reviews to ensure the deactivation of domain accounts for departing employees on their last working day, with zero non-compliance cases.

Quarterly cybersecurity meetings were held to discuss relevant issues and review the effectiveness of cybersecurity implementation; tasks have been completed.

Implementation of Cybersecurity Management (Target Achieved):

Quarterly vulnerability scans were conducted on critical company servers, with a 100% remediation rate for high-risk severe vulnerabilities.

Quarterly checks were conducted on firewall rule settings to ensure they were applied for and approved, with zero non-compliance cases.

To improve the availability of cybersecurity assets, random inspections of asset inventories were conducted, with zero non-compliance cases.

Enhanced the cybersecurity protection capabilities of development systems by performing source code scans on critical systems; this has been executed once.

Ensuring Operational Continuity (Target Achieved):

External network service level: SLA 99.96%.

Internal network service level: SLA 100%.

To prevent unexpected incidents from affecting company operations, 10 business continuity plan (BCP) drills were conducted.

Quarterly maintenance of the data center's fire protection system and UPS was performed, totaling 4 times.

3.6.2 Significant Infocomm Security Event

In 2024, the Company was not involved in any significant Infocomm security event or suffered a loss thereof.

3.7 Important Contracts

Contract Nature	Counterparty	Contract Term	Major Contents	Restrictions
Sales Agreement	HP Inc.	Three years from 1998/6/1; automatically renewable for one year terms	Acceptance of order and production of HP branded notebook products	The duty of confidentiality
Quality Agreement		Same as above	Production of notebook products compliant with HP quality requirements based on Sales Agreement.	The duty of confidentiality
Service and Support Agreement		Same as above	Provision of necessary components, after sales services and related technical support for HP branded notebook products made based on Sales Agreement	The duty of confidentiality
Sales Contract	Hewlett Packard Enterprise Company	Four years from 2000/12/1; automatically renewable for one year term.	Acceptance of order and production of HP branded server products	The duty of confidentiality
Quality Agreement		Same as above	Production of server products compliant with HP quality requirements based on Sales Agreement.	The duty of confidentiality
Service and Support Agreement		Same as above	Provision of necessary components, after sales services and related technical support for HP branded server products made based on Sales Agreement	The duty of confidentiality
Syndicated Loans Contract	Syndicated Loans banks	2020/10/14~2025/10/13. An extension of three years may be applied for in writing within nine months from the date of signing the contract to three months before the expiration of the contract. Such an extension may only be implemented once.	The Participant banks agree to provide agreed credit line to Inventec Corporation during the contract term	None

IV. Review of Financial Conditions, Operating Results, and Risk Management

4.1 Analysis of Financial Status

4.1.1. Consolidated

Unit: NT\$Thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Current assets	274,426,356	192,205,903	82,220,453	42.78%
Property, plant and equipment	35,324,177	29,611,548	5,712,629	19.29%
Intangible assets	662,455	582,912	79,543	13.65%
Other assets	25,531,327	17,307,613	8,223,714	47.52%
Total assets	335,944,315	239,707,976	96,236,339	40.15%
Current liabilities	247,482,266	169,302,667	78,179,599	46.18%
Non-current liabilities	17,975,266	10,146,927	7,828,339	77.15%
Total liabilities	265,457,532	179,449,594	86,007,938	47.93%
Share capital	35,874,751	35,874,751	0	0.00%
Capital surplus	2,894,045	2,911,115	-17,070	-0.59%
Retained earnings	24,994,131	22,982,165	2,011,966	8.75%
Total equity attributable to owners of parent	71,320,312	61,119,543	10,200,769	16.69%

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

1.Current Assets: Mainly due to operational growth, driven by increased revenue and shipping demand, resulting in higher working capital.

2.Other Assets: Primarily due to an increase in financial assets measured at fair value through other comprehensive income.

3.Current Liabilities: Primarily due to increased revenue, leading to higher short-term borrowings and accounts payable to meet material preparation and operational needs.

4.Non-Current Liabilities: Mainly due to an increase in long-term borrowings to support revenue growth.

4.1.2. Individual

Unit: NT\$Thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Current assets	247,023,713	165,937,754	81,085,959	48.87%
Property, plant and quipment	12,832,118	12,966,243	-134,125	-1.03%
Intangible assets	250,258	169,736	80,522	47.44%
Other assets	68,768,365	53,777,540	14,990,825	27.88%
Total assets	328,874,454	232,851,273	96,023,181	41.24%
Current liabilities	247,715,671	163,035,979	84,679,692	51.94%
Non-current liabilities	9,838,471	8,695,751	1,142,720	13.14%
Total liabilities	257,554,142	171,731,730	85,822,412	49.97%
Share capital	35,874,751	35,874,751	0	0.00%
Capital surplus	2,894,045	2,911,115	-17,070	-0.59%
Retained earnings	24,994,131	22,982,165	2,011,966	8.75%
Total equity	71,320,312	61,119,543	10,200,769	16.69%

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

- 1.Current Assets: Primarily due to operational growth, driven by increased revenue and shipping demand, resulting in higher working capital.
- 2.Intangible Assets: Primarily due to the acquisition of computer software.
- 3.Other Assets: Primarily due to an increase in financial assets measured at fair value through other comprehensive income.
- 4.Current Liabilities: Primarily due to increased revenue, leading to higher short-term borrowings and accounts payable to meet material preparation and operational needs

4.1.3. Impact on Significant Changes in Financial Conditions Over the Past Two Years and the Future Response Plan

According to the analysis above, the Company can learn that changes in financial conditions of the Company over the last two years have been caused by normal operating activities, hence there is no current requirement for a special future response plan.

4.2 Analysis of Operation Results

4.2.1 Consolidated

Unit: NT\$ Thousands

Item \ Year	2024	2023	Amount changed	Change percentage (%)
	Amount	Amount		
Operating Revenue	646,261,954	514,746,200	131,515,754	25.55%
Less : Sales Discounts and Allowances	-	-	-	-
Net Operating Revenue	646,261,954	514,746,200	131,515,754	25.55%
Operating Costs	-612,924,800	-488,408,057	-124,516,743	25.49%
Gross Profit from Operations	33,337,154	26,338,143	6,999,011	26.57%
Operating Expenses	-21,520,593	-18,874,919	-2,645,674	14.02%
Net Operating Income	11,816,561	7,463,224	4,353,337	58.33%
Non-operating Income and Expenses	-2,606,646	-228,280	-2,378,366	1041.86%
Pre-Tax Net Profit from Continuing Operations	9,209,915	7,234,944	1,974,971	27.30%
Less: Income Tax Expense	-1,943,697	-1,214,059	-729,638	60.10%
Profit attributable to owners of parent	7,267,407	6,130,732	1,136,675	18.54%
Profit attributable to non-controlling interests	-1,189	-109,847	108,658	-98.92%
Net Profit After Tax from Continuing Operations	7,266,218	6,020,885	1,245,333	20.68%

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

1. Net Operating Revenue: Primarily due to increased demand and business growth.
2. Operating Costs: Primarily due to the growth in operating revenue.
3. Gross Profit from Operations: Primarily due to the growth in operating revenue.
4. Net Operating Income: Primarily due to operating revenue growth, improved product mix, and increased gross margin.
5. Non-Operating Income and Expenses: Primarily due to increased interest expenses and reduced foreign exchange gains.
6. Pre-Tax Net Profit from Continuing Operations: Primarily due to the increase in operating profit.
7. Income Tax Expense: Primarily due to the increase in pre-tax net profit from the operating segment this period.
8. Profit attributable to non-controlling interests: Primarily due to the increase in net profit this period.
9. Net Profit After Tax from Continuing Operations: Primarily due to the increase in pre-tax net profit from continuing operations.

Individual

Unit: NT\$ Thousands

Item \ Year	2024	2023	Amount changed	Change percentage (%)
	Amount	Amount		
Operating Revenue	554,053,651	442,686,294	111,367,357	25.16%
Less : Sales Discounts and Allowances	-	-	-	-
Net Operating Revenue	554,053,651	442,686,294	111,367,357	25.16%
Operating Costs	-531,720,378	-424,950,931	-106,769,447	25.13%
Gross Profit from Operations	22,333,273	17,735,363	4,597,910	25.93%
Less : Unrealized Sales Gross Profit between Subsidiaries	-28,971	-39,349	10,378	-26.37%
Plus : Realized Sales Gross Profit between Subsidiaries	39,349	22,319	17,030	76.30%
Realized Gross Profit from Operations	22,343,651	17,718,333	4,625,318	26.10%
Operating Expenses	-12,936,028	-11,132,280	-1,803,748	16.20%
Net Operating Income	9,407,623	6,586,053	2,821,570	42.84%
Non-operating Income and Expenses	-775,082	116,416	-891,498	-765.79%
Pre-Tax Net Profit from Continuing Operations	8,632,541	6,702,469	1,930,072	28.80%
Less: Income Tax Expense	-1,365,134	-571,737	-793,397	138.77%
Net Profit After Tax from Continuing Operations	7,267,407	6,130,732	1,136,675	18.54%

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

1. Net Operating Revenue: Primarily due to increased demand and business growth.
2. Operating Costs: Primarily due to the growth in operating revenue.
3. Gross Profit from Operations: Primarily due to the growth in operating revenue.
4. Unrealized Sales Gross Profit between Subsidiaries: Primarily due to early stockpiling at year-end to meet customer demand.
5. Realized Sales Gross Profit between Subsidiaries: Primarily due to operating revenue growth, improved product mix, and increased gross margin.
6. Realized Gross Profit from Operations: Primarily due to the growth in operating revenue.
7. Net Operating Income: Primarily due to operating revenue growth, improved product mix, and increased gross margin.
8. Non-Operating Income and Expenses: Primarily due to increased interest expenses and foreign exchange losses.
9. Pre-Tax Net Profit from Continuing Operations: Primarily due to the increase in operating profit.
10. Income Tax Expense: Primarily due to the increase in pre-tax net profit from the operating segment this period.

4.2.2 Expected Sales Volume and its Basis

Driven by the widespread application and continuous advancement of AI technology, the demand for laptops and servers is expected to show positive growth in 2025. The Company is actively expanding new business developments, including automotive electronics, IoT products, and 5G applications, while strategically deploying overseas production bases to strengthen its role as a key partner in the industry chain.

In the server sector, benefiting from generative AI, high-speed computing, cloud services, and 5G smart factories, the market is expected to continue growing. The Company is committed to providing customers with more energy-efficient and high-performance data center solutions. In alignment with the global trends of net-zero carbon emissions and green transformation, new capacity investments will be driven, further enhancing customer order proportions and increasing global market share.

For the laptop business, the Company aligns with green transformation and customer needs by continuously researching and adopting eco-friendly, recyclable materials and non-toxic labels in new models. Mid- to high-end hybrid business laptops and branded gaming laptops are being continuously upgraded and innovated. Leveraging its long-term advantages in R&D, design, and manufacturing, the laptop sector is expected to maintain stable growth.

In the emerging business development of automotive electronics, the Company is actively collaborating with Tier-1 suppliers and OEM manufacturers, focusing on developing automotive cybersecurity, over-the-air (OTA) systems for electric vehicles, advanced driver-assistance systems (ADAS), and in-vehicle infotainment systems (IVI). By 2025, the overall product line is expected to grow in response to evolving customer demands.

As for smart devices, the Company remains focused on smart wearables and 5G applications, working closely with medical institutions to promote the development of remote health monitoring and intelligent medical platforms.

4.2.3 Possible Impact on the Future Financial Business of the Company and Response Plan

In the face of an increasingly fierce competitive environment, the Company will continuously focus on customer demand and concentrate attention on investment in research and development to seek new opportunities, as well as focusing on core business operations, so as to respond to further market changes in the future. As for the demand of investment that might occur due to the growth of operations, the professional team of the Company will see that excellent financial planning is put in place through rigorous internal and external financial risk management analysis, allocation of integrated financial resources, and consideration of the costs of investments to ensure smooth operation of the Company. The Company has no current doubts of significant impact on finances of the business.

4.3 Analysis of Cash Flow

Unit: NT\$ thousands

Beginning cash balance A	Annual Net Cash Outflow from Operating Activities B	Annual Cash Inflow C	Cash surplus (insufficient) amount A-B+C	Remedial measures for cash shortfall	
				Investment plan	Financial management plan
28,133,069	7,165,071	9,965,803	30,933,801	—	—

1. Analysis on change of cash flow this year:

Operating activity: The Group continues to adjust the product mix, improve the cost structure, and reduce operating expenses. This year, in response to increased shipping demand, there was a net cash outflow of NT\$7,165,071 thousand, mainly due to the strong customer demand in the fourth quarter which led to active stockpiling and an increase in accounts receivable.

Investing activity: This was mainly due to business needs for expanding production equipment, resulting in a net cash outflow of NT\$7,638,673 thousand for the acquisition of properties, plants, and equipment.

Financing activity: This was mainly due to an increase in short-term loans, resulting in a net cash inflow of NT\$16,329,497 thousand.

2. Remedial measures for expected cash shortfall and liquidity analysis: There should be no circumstance causing insufficient cash this year.

3. Cash liquidity analysis in the coming year:

Beginning cash balance (A): NT\$ 30,933,801 thousand.

Expected annual net cash flow from operating activity (B): NT\$ 6,913,481 thousand.

Expected annual cash outflow (C): NT\$ 10,196,698 thousand.

Expected cash surplus (insufficient) amount (A+B-C): NT\$ 27,650,584 thousand.

Looking ahead to 2025, the Company's professional team will continue to focus on improving the cost structure and stabilizing the gross profit margin, along with expense control, ensuring abundant cash flow from operating activities. In addition to covering expenditures for asset acquisitions, equipment upgrades, and cash dividend distributions through operating activities, the Company also utilizes borrowings from financial institutions for financing activities to manage cash flow efficiently, ensuring sufficient liquidity.

4.4 Major Capital Expenditure Items

4.4.1 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	2026	2027
Purchase plant and equipment	Own Capital	Current year	29,964,279	5,448,272	15,516,007	6,000,000	3,000,000

Note 1: The actual and expected capital employment in significant capital expenditure is consolidated data.

Note 2: Major capital expenditures are primarily allocated to global capacity expansion to meet business growth demands.

4.4.2 The Impact of Significant Capital Expenditure on Financial and Business

The above capital investment is made, based on operating requirements, for the construction of new plants to expand capacity in response to future orders. Purchase and update machines and R&D equipment to increase the new product R&D range, accelerate product development, and improve production efficiency.

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

Inventec's main business focuses on the research, development, manufacturing, and sales of notebook computers, servers, and communication products. In recent years, the Company has actively diversified its product lines, gradually expanding into fields such as AI, medical technology, and automotive electronic control units (ECU). In 2024, the Group reported equity-method investment losses of approximately NT\$15,717 thousand, primarily due to the ongoing transformation and the lack of economies of scale. BESTA, a company subordinate to Inventec, has actively transited its business focus to AI-related intelligent AIoT devices, such as automotive reversing imaging and IoT, and successfully entered the car insurance market. Inventec Appliances Corporation introduced the intelligent infusion system into the NTU Hospital system. The AI smart healthcare team has launched smart wound software as part of its strategic deployment, aiming to gradually expand AI applications in healthcare in the future. The goal is to establish more precise and comprehensive diagnostic and treatment service processes, creating a win-win-win scenario for hospitals, doctors, and patients.

4.6 Analysis of Risk Management

4.6.1 The Impact of Interest Rate, Change in Exchange Rate, Inflation on Loss and Profit of the Company, and Future Resolutions:

1. Impact on loss and profit of the Company:

2024	Net amount of interest income (expenditure)	Net amount of exchange (loss) profit
Unit: NT\$ thousands	(3,095,206)	4,891

2. Future resolutions:

- A. Interest rate: In recent years, the Company has actively expanded its production bases overseas, leading to increased capital expenditures. However, the slow decline in U.S. dollar interest rates has made it difficult to significantly reduce overall net interest expenses. Based on the latest accounts receivable, accounts payable, and other payment data, the Company prepares cash flow forecast reports and secures financing from banks to address funding gaps of various durations.
- B. Exchange rate: The Company invests in overseas entities and holds accounts receivable and payable in foreign currencies, which are subject to exchange gains and losses as well as future expenses due to exchange rate fluctuations arising from differences between the primary operating currencies and functional currencies. Therefore, the Company regularly prepares exchange rate impact assessment reports based on market exchange rates and changes in net foreign exchange asset (liability) positions, serving as a basis for adjusting hedging positions in foreign currency transactions.
- C. Inflation: Affected by complex factors such as geopolitics, monetary policies of various countries, trade policies, and economic development, the global inflation rate in 2025 shows a diversified trend. The Company actively implements a global diversification strategy to reduce the risks of over-concentrated purchases and sales. Additionally, the Company regularly reviews overall market dynamics and trends to effectively manage costs and operating expenses.
- D. Investment Decisions: In planning growth or functional strategies, the Company continuously engages in various investment arrangements. When facing uncertainties in the market and investment targets, decisions and plans are made after careful consideration of influencing factors. When signing investment agreements with investee companies, protective mechanisms such as liquidation preference and anti-dilution clauses are established.

4.6.2 Engage in High Risk and High Leverage Investments, Lend Funds to Other Parties, Endorsement and Derivatives Transaction Policy, Main Reasons for Profit or Loss, and Future Resolutions:

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.

4.6.3 Future Research and Development Plan and Research and Development Expenditures Expected to be Invested.

1. Innovation and quality: "Innovation" is the cornerstone of differentiation, which is a main factor for breaking through in a competitive environment. The Group will continue to uphold an innovative business philosophy in the future, striving to enhance and refine "quality" in both tangible and intangible aspects to fulfill its commitments to customers and partners.
2. FTO (Freedom to Operate): The Company values intellectual property rights, properly manages the trademarks of the Corporation, and spares no effort to protect its product patents and copyrights and defend independently researched and developed intellectual property.
3. Future research and development plan:
 - A. Notebook computers: The Company has always prioritized customer needs in its research and development. With the advancement of artificial intelligence, the combined hardware and software effects of AI platforms on laptops are increasingly significant. In 2025, the Company is committed to leveraging next-generation chips and processors to enhance product performance and efficiency, continuously expanding the laptop market, including consumer, business, and gaming laptop segments. At the same time, the Company will launch new gaming products and AI integrations, with AI PC products expected to gradually become the main focus. In line with green transformation and customer demands, the Company will continue to research and adopt eco-friendly, recyclable materials and non-toxic labels in new models, achieving notable results.
 - B. Servers and cloud services: The Company has strong hardware, software, and research and development capabilities and will continue to expand its alliance with strategic partners, in addition to the customized complete solutions to increase the added value of products, in order to pursue growth. In addition, the Company will continue to expand the smart factory to provide customers with high-performance products. Actively responding to the global trends of net-zero carbon emissions and green transformation (Green IT), the servers scheduled for launch in the second half of the year will not only align with energy-saving and carbon-reduction design principles but also serve as a key driver for the next wave of capacity expansion. This will help

increase the proportion of customer orders and expand the Company's global market share.

C. Smart devices: The Company focuses on smart wearables, 5G applications, and collaboration with medical centers and clinics to provide remote intelligent health care and medical platforms. In the future, the Company will still be committed to research and development, production, and manufacturing of intelligent terminal products in various fields, strengthen the interconnectivity of intelligent devices and build a complete intelligent ecosystem, and the layout of technologically forward-looking products, with the relevant cloud technology being introduced to create maximum customer value.

D. 5G: The future will be an era of a digital economy at the core. With a deep foundation of hardware, Inventec will actively explore the applications of 5T technology in each field, including communications, IoT, and intelligent transportation. By closely collaborating with 5G-related partners, the Company is driving the application of 5G private networks in smart factories, providing comprehensive cybersecurity solutions, and facilitating customer application implementation, with the goal of developing 5G private network system integration capabilities.

4. Research and development expenditure expected to be invested:

The future development plan of the Company will continue to move by mastering market fluctuation and understanding customer demands. In response to new market environments, manufacturing process improvement, and technology development, the Group is expected to input more than NT\$ 16.3 billion in research and development this year and will control the product development and market sales schedule within six months.

5. The research and development plans in recent years, current progress of unfinished research and development plans, research and development expenses that need to be invested, expected time of completing mass production, and major factors influencing the success of research and development in the future:

Recent Annual Plans	Current Progress	Research and Development Expenses to be Invested	Time of Completing Mass Production (Note)	Major Factors Influencing the Success of Research and Development in the Future
Notebook computer	Under development	NT\$ 5.4 billion	2026	Provision of long-term accumulated software and hardware technology and customized overall solutions
Server and cloud computing	Under development	NT\$ 5.6 billion	2026	Provision of long-term accumulated software and hardware technology and customized overall solutions
Smart phone and wireless communication devices	Under development	NT\$ 1.2 billion	2026	Continuous innovation, good quality, excellent talent, design, manufacturing, marketing, and after-sales service capability
5G and automotive products	Under development	NT\$ 0.9 billion	2026	Provision of long-term accumulated software and hardware technology and customized overall solutions

Note: This refers to the mass production time currently expected, the actual situation is still subject to market and customer demands.

4.6.4 Important Policies at Home and Abroad, the Impact of Law Changes on the Company's Financial Operations, and Resolutions:

The Organization for Economic Cooperation and Development (OECD) is implementing the two major pillars of international anti-tax avoidance under BEPS 2.0. Pillar One (Profit Allocation Principles) and Pillar Two (Global Minimum Tax), as well as Taiwan's CFC regulations, starting gradually in 2025. Inventec will proactively plan to mitigate group tax risks and related compliance costs. Additionally, in terms of sustainability reporting (ESG), achieving net-zero carbon emissions, and preparing sustainability information in accordance with IFRS sustainability disclosure standards, Inventec will adhere to the sustainability development blueprint issued by the regulatory authorities and implement relevant measures according to the timeline to align with international standards. Regarding changes in tariff policies, the focus will be on adjusting the supply chain and diversifying production bases, enhancing material supply flexibility, and reducing costs impacted by tariff policies. The Company will also continuously monitor international tax regime changes and evaluate their impact on business operations and tax compliance. Relevant departments of the Company have always strictly adhered to and closely monitored significant domestic and international policy and legal changes. The Company actively adjusts the Company's financial and business activities to comply with the regulations.

4.6.5 The Impact of Technology Change and Industry Change on Company Financial Operations and Resolutions:

Due to the rapid development of emerging technologies and the fast-changing market demand, the Company is actively developing products such as AI, 5G, and automotive electronics to capture market opportunities. This includes the launch of related products, innovations in systems and software, research and development of new technologies, and technical capabilities covering design, manufacturing, and testing processes. In addition, the Company continues to conduct in-depth market research and monitoring, closely observing market dynamics, changes in application-side demand, and the characteristics of competitors' products.

Amid the wave of 5G driving the new face of global technology, industries across the board are forming alliances to enhance competitiveness. Inventec actively participates in 5G development and has established short-, medium-, and long-term operational goals and financial indicators through digital transformation strategies. Inventec leverages big data collection, application, and analysis, combined with IoT and AI technologies, to build high-quality, high-efficiency 5G smart factories. However, as technology develops rapidly, information security management has become increasingly critical.

On the other hand, strengthening internal device identification, personnel verification, EDR monitoring, and raising employee cybersecurity awareness are measures aimed at reducing risks and safeguarding the security of financial management tools. Currently, the information technology security risks and countermeasures at Inventec are as follows:

1. Infrastructure Security

- A. Each unit follows ISO 27001 and internal control systems, conducting internal and external audits to ensure all plants comply with cybersecurity regulations.
- B. Implement access control, environment monitoring, and availability monitoring for server rooms to avoid risks such as power outages, air conditioning failures, and fires that could disrupt operations.

- C. Establish HA (high availability) network and system operation frameworks to avoid single-point failure risks and conduct redundancy and backup recovery drills to ensure restoration when necessary.

2. Personnel Cybersecurity Awareness

- A. Employees sign NDA and employee conduct guidelines to inform them of permissible and prohibited actions, reminding them that cybersecurity is everyone's responsibility.
- B. Provide cybersecurity education and training for employees, including both physical and online courses, actively promoting cybersecurity announcements and advocacy to integrate cybersecurity into corporate culture.
- C. Conduct social engineering drills for employees to prevent phishing email incidents. Employees who fail the test are required to retake the course and pass an exam.

3. Device Security

- A. Establish device networking standards and security benchmarks, change default passwords, install antivirus and security protection software, regularly update patches, and implement cybersecurity hygiene.
- B. Establish a vulnerability management process to regularly inspect and detect devices. When vulnerabilities are found, administrators are immediately notified for fixes.
- C. Restrict USB access on devices and prevent users from installing software on their work devices. All emails and internet usage by employees must go through verification and security filtering.

4. Access Control

- A. Enforce a strong password policy, including password length, complexity, update frequency, and lockout time, to prevent weak passwords from being cracked by hackers.
- B. Strictly control access permissions to login and read systems. Data access requires administrator approval. Using VPN and external email systems requires two-factor authentication.
- C. Encrypt sensitive data, requiring connection to the company's key management server to access confidential files, thereby preventing sensitive data leaks.

4.6.6 The Impact of Corporate Image Change on Corporate Crisis Management and Resolutions:

Amid the intensifying global climate change and the trend of countries actively moving toward the 2050 net-zero emission targets, ESG has become a key direction for corporate development. Inventec upholds the spirit of corporate social responsibility by integrating ESG into its core values, continuously promoting digital transformation and sustainable development. The Company actively strengthens the green supply chain, develops a circular economy, optimizes processes, and expands the application of renewable energy to enhance corporate competitiveness and align with international sustainability trends. Adhering to consistent business principles and corporate culture, the Company rigorously reviews related goals and strategies through internal management mechanisms and external auditing practices to effectively manage overall organizational risks. As of the publication date of this annual report, the Company has not experienced any impacts on crisis management due to changes in

corporate image.

4.6.7 Expected Benefits of Mergers, Possible Risks, and Resolutions:

Since 2024 and as of the publication date of this annual report, the Company has no circumstances related to conducting a merger.

4.6.8 Expected Benefits of Plant Expansion, Possible Risks, and Resolutions:

Due to political and geographical risks and customer demands, to increase the resilience of accepting orders, the factories have adjusted their operation plan to create a more flexible production mode. The business operations of the Company extend all over both sides of the Taiwan Strait, Europe, America, and Southeast Asia. In addition to the continual expansion of factories in North America (Mexico) and the Czech Republic, the Company has established production sites in Thailand and Vietnam in Southeast Asia. Through prudent global planning and production line expansion, new production bases are expected to bring fresh momentum to the Group. With the reallocation of production capacity, the Company will continue to revitalize existing assets to enhance cash flow liquidity and balance asset risks.

4.6.9 Risks Faced in Centralized Goods Purchase and Sales and Resolutions:

Due to factors such as geopolitical issues and global monetary easing policies, inflation and interest rates have risen. Additionally, the rise of trade protectionism following the U.S. election has led to increased supply chain costs for businesses. The Company is actively implementing a global diversification strategy by reconfiguring production capacities across various manufacturing bases to supply locally. Furthermore, effective management of suppliers has been carried out to mitigate the risks of over-concentrated purchases and sales, thereby enhancing the resilience of the supply chain.

4.6.10 The Impact of Massive Transfer or Change of Stock Equity between and among Directors, Supervisors, or Major Shareholders Holding More than Ten Percent of the Total Share of the Company and Resolutions: None.

4.6.11 The Impact of Change of Operation Rights of the Company, Risks, and Resolutions: None.

4.6.12 Litigation or Non-Litigation Cases:

1. Significant litigation, non-litigation or administrative litigation cases of the Company and affiliated companies in the past two years, such cases that have been sentenced or are currently pending, and the results thereof that have a significant impact on shareholders' equity or securities price: None.
2. As of the publication date of annual report, whether the Directors, Supervisors, President, and shareholders with shareholding ratio over ten percent of the Company are involved in any significant litigation, non-litigation or administrative litigation cases, such cases have been sentenced or are currently pending, and the results thereof have a significant impact on shareholders' equity or securities price: None.

4.6.13 Other Important Risks and Counter Measures

1. Business Continuity Risks

- A. Insufficient power supply or network infrastructure at overseas production sites may lead to power outages, electricity shortages, or network disruptions.
- B. With the advancement of cybercrime technologies, insufficient cybersecurity awareness among employees or inadequate IT infrastructure increases the risk of attacks, potentially causing system interruptions.
- C. Large-scale infectious diseases may impact the normal operations of company personnel and the supply chain.

Countermeasures:

- A. Diversified Operations: Reduce dependency on a single market or product to mitigate market risks.
- B. Supply Chain Management: Develop flexible supply chain strategies from global and regional perspectives, including supplier selection, geographic distribution, and inventory management, to ensure backup plans are in place in case of partial supply chain disruptions.
- C. Follow ISO 27001 international cybersecurity certification mechanisms, with annual audits conducted by third-party auditors.
- D. Cybersecurity Crisis Response Plan: Develop and regularly update various crisis response plans based on security and availability requirements and objectives. This includes personnel safety, data backup, supply chain, IT support, and cybersecurity protection to ensure rapid response and minimize losses during emergencies.
- E. Financial Stability and Insurance Strategies: Establish a robust financial management system to ensure sufficient liquidity and a stable capital structure to withstand economic fluctuations. Additionally, purchase appropriate insurance, including liability and property insurance, to help distribute risks.

2. Information Security and Privacy Protection Risks:

Due to the numerous global operation sites, insufficient control over the security of local information infrastructure, lack of cybersecurity awareness among personnel, or intentional acts may lead to system attacks, ransomware interruptions, or theft of confidential information, resulting in the loss or leakage of critical information.

Countermeasures:

A. Privacy Protection Enhancement

- a. In addition to privacy protection policies, plan to establish a cross-departmental privacy protection management team.
- b. Adhere to principles for the use of personal data.
- c. Develop reasonable objectives, retention periods, deletion strategies, and secondary use regulations for data collection and retention.
- d. The collection and use of cookies on the official website comply with corporate privacy policies and are disclosed on the website.

- e. Define the retention period for personal data to avoid long-term storage that increases information security risks and ensure that private data is securely destroyed when no longer needed.

B. Strengthened Third-Party Risk Management

- a. Plan security assessments and risk investigations for suppliers to ensure that their information security measures meet company requirements.
- b. When outsourcing data processing or technical support to suppliers, provide cybersecurity guidelines for outsourcing services to the requesting unit as a reference, and plan to incorporate sensitive data protection and security requirements into standard contracts.

C. Enhanced Cybersecurity Testing

- a. Conduct regular annual penetration testing of internal systems to perform technical security checks, identify potential vulnerabilities and risks, and apply fixes.
- b. Simulate hacker attack methods to launch external attacks on networks and systems to evaluate the company's system security level and personnel alertness.

D. External Independent Third-Party Audits

Implement ISO 27001 international cybersecurity certification mechanisms, with annual audits conducted by professional third-party auditors.

3. Emerging Risks:

Based on the significant risks identified by the Company, as well as external environmental analyses, emerging risks identified by benchmark companies and similar industries, and suggestions collected from responsible risk managers and personnel, the Company has identified and managed the following emerging risks for 2024:

A. Disruptive Technologies

- a. The rapid development of AI technology and its application in cybercrime may increase the likelihood of critical data leakage and misuse at various operational sites or cause business interruptions.
- b. Existing regulatory mechanisms may fail to keep up with changes in AI technology. Uncertainties arising from competition for AI supply chains or the development of AI technology may impact company operations. Strengthening the understanding and use of AI is necessary.

Countermeasures:

- a. Strengthen the understanding and use of AI.
- b. Participate in professional institution activities or collect relevant information to understand the latest trends in AI-related cybercrime and enhance data protection and security technologies, incorporating them into cybersecurity training.
- c. Enhance compliance with relevant laws and regulations.
- d. Train employees to raise AI risk awareness, establish a culture of proper understanding and cautious use of AI technologies within the company, and, if necessary, introduce external expert

training programs.

- e. Strengthen data governance to ensure the legality and quality of data sources while avoiding potential data bias and privacy risks.
- f. Establish a comprehensive AI risk management framework, formulating and implementing “AI Risk Management” to include risk identification, evaluation, monitoring, and mitigation.
- g. Continuously monitor and evaluate AI systems to ensure their behavior aligns with expected standards.
- h. AI Supply Chain Review: During the development and deployment of AI systems, review third-party technologies and service providers to ensure all participants in the supply chain comply with ethical and legal requirements, thereby reducing potential supply chain risks and ensuring the entire AI application process adheres to standards.
- i. Develop contingency plans and response measures: For potential AI risks, formulate detailed contingency plans, including responses to data breaches and system failures. Conduct regular risk response drills to ensure all relevant personnel are familiar with emergency procedures and can respond quickly.

B. Impact of Climate Transition Failures on Company Products and Services

In response to climate change, failure to successfully manage the impacts of related climate actions, such as greenhouse gas reduction and net zero carbon goals, may hinder technical transformation, international cooperation, including supply chain progress and effectiveness, ultimately affecting the market competitiveness of various products and services.

Countermeasures:

- a. Based on the international TCFD framework and benchmark company practices, identify climate risks and opportunities in the value chain through cross-departmental discussions and evaluations. Set climate-related goals, action plans, and management mechanisms from the perspectives of “mitigation” and “adaptation,” with annual public disclosures of management performance.
- b. Refer to the greenhouse gas inventory registration and disclosure requirements by Taiwan’s Environmental Protection Administration and Financial Supervisory Commission. Conduct annual greenhouse gas inventory and verification, and collect emission data through carbon management platforms and the iSupplier GHG supplier management platform. Seek carbon reduction opportunities within the organization and value chain to enhance the market competitiveness of products and services.
- c. Actively participate in global and regional environmental initiatives, continuously implement group carbon reduction goals, and collaborate with external consultants and suppliers to formulate relevant strategies and actions.

4.7 Other Important Matters: None.

V. Special Disclosure

5.1 Summary of Affiliated Companies: Please refer to the Market Observation Post System website (https://mopsov.twse.com.tw/mops/web/t57sb01_q10) to access the Affiliated Enterprises Three-Statements.

5.2 Private Placement Securities in the Most Recent Years: None

5.3 The Matters 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: None

5.4 Other Matters that Require Additional Description: None

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