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Inventec Corporation

2025 Annual Report

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創新 Innovation　品質 Quality　虛心 Open Mind　力行 Execution

Notice to readers

This English version of the 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.

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

Add : No.66, Hougang Street, Shihlin District, Taipei City, Taiwan, R.O.C.

Tel : 886(2) 2881-0721

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)

Add : No.349, Renhe Road, Sec. 2, Daxi District, Taoyuan City, Taiwan, R.O.C.

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

Contents

Letter to Shareholders

Looking back at 2025, uncertainty and risk in the global political and economic environment remained high. The impact of the U.S. differentiated reciprocal tariff policies increased trade barriers and geopolitical conflicts. As tariff negotiations among various countries gradually reached conclusions, in response to global industrial changes and concerns over the fragmentation of supply chains, the costs of corporate cross-border operations have clearly risen.

The information and communications technology industry inevitably faces numerous challenges in every era. Inventec itself has also found opportunities for resilient growth amid the waves of the times through forward-thinking strategies during various challenges. In response to the above-mentioned changes in tariff and trade policies, as well as the restructuring of resilient supply chains and the emergence of new forms of distributed, diversified regional production, Inventec has also remained flexible and adjusted its strategies in a timely manner, actively planning for industrial chain relocation and new layouts for overseas production bases. In addition, the digital economy and AI technology applications are also expected to become emerging core industries of the future. Inventec is actively seeking business opportunities in future niche industries, such as AI servers, AI laptops, automotive electronics, smart healthcare, and AI robotics, deepening its technological foundation and deploying for the next generation of key industrial products.

The Company's 2025 operating performance and business results, 2026 business plan, and future development strategies are explained as follows:

2025 Business Performance and Operating Results

In 2025, Inventec's consolidated operating revenue reached over NT$691.1 billion, an increase of 6.95% compared with 2024 (consolidated revenue of more than NT$646.2 billion); consolidated operating income was more than NT$12.7 billion, a growth of 7.58% compared to 2024; Consolidated pre-tax net profit was over NT$12.0 billion, an increase of 30.43% compared to 2024. Net profit after tax attributable to the parent company's shareholders was over NT$8.6 billion, a 19.65% increase from the previous year. Consolidated earnings per share after tax were NT$2.42.

Notebook computers saw high single-digit revenue growth in 2025 compared to last year, driven by the Windows upgrade cycle and anticipated pull-in demand due to expected component price increases. In the server business, solid product momentum from cloud customers and the expansion of AI server orders led to year-on-year revenue growth for servers as well. As for smart devices, under the impact of customers' supply-chain adjustments and the continued expansion of overseas production capacity, revenue performance continued to heat up.

2026 Business Plan and Future Outlook

In the face of industrial upgrading brought about by the reshaping of geopolitics and the deployment of resilience amid dynamic changes, this is undoubtedly a primary consideration for enterprises in maintaining a diversified and stable supply chain and operational management. Based on the above variables, in addition to establishing new production bases in North America to meet customer needs, the Company is also expanding plants at key global locations to adjust the structure of the global supply chain and capacity allocation, This aims to ensure that revenue meets the annual planning targets and to enhance overall net profit. The 2026 business plan and its outlook are described below through the scope of overall business operations:

1. Global data center-related investments continue to heat up, and cloud customers keep increasing their spending on foundational equipment such as AI training and inference. The server business is expected to continue benefiting from robust market demand for AI servers. In addition to server businesses such as motherboard assembly and complete rack assembly, Inventec has long led the industry in the patent layout of liquid-cooling thermal solutions for servers, demonstrating continuous innovation capability and a relative competitive advantage. Under the current trend that emphasizes high computing power and performance, this enables the company to provide CSP customers with optimal data center solutions for energy-saving and high-efficiency computing. Driven by the above business opportunities from CSPs and emerging Neocloud customers, server business growth momentum is expected to surpass its share of revenue in 2025, significantly boosting overall revenue and profitability.

2. Notebook computers are benefiting from a replacement wave driven by the end of support for the Windows 10 operating system. As brands successively launch new generations of processors featuring CPU, GPU, and NPU functions and integrate differentiated specifications, this has significantly contributed to enhancing AI-related features in laptops and expanding the penetration rate of AI PCs. Inventec’s personal computer product business continues to focus on developing mid- to high-end commercial laptops and consumer gaming laptops that meet client needs. However, due to the ongoing surge in memory prices and uncertainties in the supply chain, brand manufacturers have adopted a more conservative approach to shipments in the second half of the year.

3. In terms of the development of emerging businesses in automotive electronics, in addition to actively collaborating with Tier-1 suppliers or car manufacturers, we are focusing on the research and development of automotive products toward high-performance central computing platforms, high-performance domain controllers, in-vehicle sensing technologies, and intelligent cockpit systems. Regarding automotive process certifications, we have already obtained various automotive process certifications and established an efficient upstream and downstream supply chain to enhance the competitiveness of the automotive electronics industry. Dedicated automotive production lines have been gradually set up in our factories, and it is expected that the overall product lines will grow in line with customer demand by the year 2026.

4. As for the Group’s long-term strategy in smart terminal products, in addition to the original focus on smart wearables and smart healthcare, we are gradually shifting our emphasis to edge AI applications such as automotive UWB wireless devices, AI robotics technology development, and unmanned guided vehicles.

Corporate Governance and Corporate Sustainable Development

Inventec, in its path toward corporate sustainable development, upholds "integrity management" as its highest principle in strengthening corporate governance and related risk controls, whether it is enhancing financial performance, implementing environmental protection, or fulfilling corporate social responsibility. Based on the concept of sustainable value and the practice of innovative strategies, Inventec focuses on low-carbon circular applications to enhance the sustainable competitiveness of its products. In line with the philosophy of giving back to society, the company fulfills its social care responsibilities by engaging in two-way communication and value disclosure with internal and external stakeholders on key issues, thereby building long-term trust. In addition, Inventec works closely with value chain partners to maintain supply chain resilience and security management, reduce tariff and geopolitical risks, and jointly create a sustainable ecosystem.

As global industrial competition intensifies and digital technologies rapidly emerge, the future appearance of technology and life is being reshaped. The Inventec Group strengthens corporate resilience and core competitiveness through R&D and innovation, embracing the challenges and opportunities brought by the wave of the AI industry. Looking ahead, while expanding its existing business groups, the company will actively develop forward-looking emerging businesses to continuously enhance its growth advantages and profitability. and aspires to drive the future with innovative thinking and change the world through the power of technology.

We wish all of you good health and all the best.

Chairman: Yeh, Li-Cheng

President: Tsai, Chih-An

I. Corporate Governance Report
1.1 Directors, Supervisors and Managerial Personnel' Information
1.1.1 Directors
1.1.1.1 Directors' Information

2026.05.05

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 Electrical 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 71-75	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., 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., 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 Investment Co.Ltd.

Note 3: Chairman of Shyh Shiunn Investment Corp.

Note 4: Chairman of Esther Investment Co., Ltd., and Inventec Group Charity Foundation.

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

Note 6: Independent Director of Formosa Petrochemical Corp., Formosa Sumco Technology Corporation, and Asia Cement Corporation；Director of Grand Cathay Venture CapitalIICo., 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, and Global Investment Holdings Co., Ltd.

Note 7: Chairman of Sinocon Industrial Standards Foundation, China Petrochemical Development Corporation, Kaohsiung Monomer Company and Taivex Therapeutics Inc.；Independent Director of Formosa Chemicals & Fibre Corporation；Director of Asia Cement Corporation, 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

05/05/2026

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, automated electronics, AI and 5G, and business operations. He currently serves as Chairman of InveneXt System 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 extensive experience in information technology industry management and operational strategy, and possesses capabilities and experience in industrial marketing, technological expertise, corporate sustainability, strategy and business management, and new business development in the technology industry, actively promoting 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 finance and accounting, industrial marketing, strategic and business management capabilities, as well as experience in the 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, as well as experience in strategy, business management, and the 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 Inventec Group Charity Foundation with professional ability in finance and accounting, industrial marketing, and technology, as well as strategic and business management capabilities and experience in the 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 and technology, as well as capabilities in strategy and business management and experience in the 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 and of the Company’s Sustainability Committee with professional abilities in industrial marketing and technology, as well as capabilities in strategy and business management, sustainable governance, and experience in the 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 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 and finance, capabilities in sustainability governance and risk management, as well as experience in the financial industry, and supervises matters such as the Company’s internal control, proper presentation of financial information, managerial compensation, and sustainability strategy resolutions, thereby duly fulfilling the duties of an independent director.	Note 2	3
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, capabilities in sustainability governance and risk management, as well as experience in the technology and petrochemical industries. He oversees matters such as the Company’s internal control, proper presentation of financial information, managers’ compensation, and decisions on sustainability strategies,	Note 2	1

	fully fulfilling his duties as an independent director.		
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. 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 and finance, capabilities in sustainable governance and risk management, as well as experience in the financial industry. He oversees matters such as the company's internal control, the proper presentation of financial information, managerial compensation, and decisions on sustainability strategies, fully performing his duties as an independent director.	Note 2	3

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 personnel, 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

2026.05.05

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	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	None.	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
Senior Vice President	R.O.C	Chang Yiu-Lang	Male	2007.05.01	—	—	—	—	—	—	Department of Commerce, Senshu University, Japan Master's degree from the Graduate Institute of Business Administration, National Taiwan University, Alpha Networks Inc.	Director of Inventec Besta Co., Ltd.	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	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	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	5,750	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
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

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	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 lnc.	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
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

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	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
Vice President	R.O.C	Huang, Chun-Chih	Male	2025.05.01	—	—	—	—	—	—	Master’s degree, University of Chinese Academy of Sciences	None	None	None	None
Vice President	R.O.C	Cheng, I-Lun	Female	2025.05.01	57,887	0.00%	—	—	—	—	Master’s degree, Institute of Mechanical Engineering, National Sun Yat-sen University	None	None	None	None
Vice President	R.O.C	Huang, Ying-Che	Male	2026.01.01	15,000	0.00%	600	0.00%	—	—	Master’s degree in Information Management, Tamkang University	None	None	None	None
Senior Director of Finance Center	R.O.C	Tseng, Kuang-Chao	Male	2026.02.01	30,000	0.00%	666	0.00%	—	—	Department of Accounting, National Taiwan University In-service Master’s Program, College of Law, National Chengchi University	Note 7	None	None	None
Director of Finance Center	R.O.C	Hsiao, I-Ying	Female	2015.04.01	—	—	—	—	—	—	Master of Business Administration, Baruch College, City University of New York; CTBC Bank (China Trust Commercial Bank)	None	None	None	None

Note 1: President of Inventec Holding (North America) Corp.；Chairman of AIMobile Co., Ltd；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., Inventec Technology (Singapore) Pte. Ltd., and DIXON IT DEVICES PRIVATE LIMITED.

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 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.；Dircetor of DIXON IT DEVICES PRIVATE LIMITED.

Note 7: Representative of Inventec (Czech), s.r.o.；President of Inventec Investments Co., Ltd.；Supervisor of AsicAI 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	-	-	-	-	105,732	105,732	1,440	1,560	107,172 1.23%	107,292 1.23%	58,314	62,490	839	839	-	-	-	-	166,325 1.91%	170,621 1.96%	-
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	-	-	-	-	900	900	8,100 0.09%	8,100 0.09%	-	-	-	-	-	-	-	-	8,100 0.09%	8,100 0.09%	-
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)				
NT$10,000,000(Included) ~ $15,000,000(Excluded)	Lee Tsu-Chin, Wen Shih-Chih, Cho Tom-Hwar, Chang Ching-Sung	Lee Tsu-Chin, Wen Shih-Chih, Cho Tom-Hwar, Chang Ching-Sung	Chang Ching-Sung	
NT$15,000,000(Included) ~ $30,000,000(Excluded)	Yeh Li-Cheng, Yeh Kuo-I	Yeh Li-Cheng, Yeh Kuo-I	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 Li-Cheng
NT$50,000,000(Included) ~ $100,000,000(Excluded)			Yeh Kuo-I	Yeh Kuo-I
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

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	77,322	98,012	3,250	3,250	147,596	148,046	57,230	-	57,230	-	285,398 3.28%	306,538 3.53%	55
Business Group President	Yi, Fu-Ming													
Business Group President	Lin, Shu-Ju													
Senior Vice President	Chen, Yea-Ping													
Senior Vice President	Chang, Lin													
Senior Vice President	Chang Yiu-Lang													
Vice President	Chang, Nai-Wen													
Vice President	Yu, Chin-Pao													
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													
Vice President	Huang, Chun-Chih													
Vice President	Cheng, I-Lun													
Vice President	Huang, Ying-Che													

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)	Chen Yea-Ping, Hsu Ching-Wu, Ting Wei-Fan, Chang Nai-Wen , Chang Yiu-Lang, Shih Yu-Te, Lin Shih-Pin, Huang Chun-Chih, Cheng I-Lun, Huang Ying-Che	Chen Yea-Ping, Hsu Ching-Wu, Ting Wei-Fan, Chang Nai-Wen , Chang Yiu-Lang, Shih Yu-Te, Lin Shih-Pin, Huang Chun-Chih, Cheng I-Lun, Huang Ying-Che, Chung Chien-Yao
NT$10,000,000(Included) ~ $15,000,000(Excluded)	Chang Lin, Yu Chin-Pao, Yu San-Hua, Chao Tsai-Hsiu, Song Jing-Sian, Wang Chih-Ching, Li Jui-Chin, Wu Chia-Ming, Lin Hung-Chou, Chen Wen-Chi, Chiu Chui-Chao	Yu Chin-Pao, Yu San-Hua, Chao Tsai-Hsiu, Song Jing-Sian, Wang Chih-Ching, Li Jui-Chin, Wu Chia-Ming, Lin Hung-Chou, Chen Wen-Chi, Chiu Chui-Chao
NT$15,000,000(Included) ~ $30,000,000(Excluded)	Yi Fu-Ming, Lin Shu-Ju	Yi Fu-Ming, 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	-	59,130	59,130	0.68%
Business Group President	Yi, Fu-Ming				
Business Group President	Lin, Shu-Ju				
Senior Vice President	Chen, Yea-Ping				
Senior Vice President	Chang, Lin				
Senior Vice President	Chang Yiu-Lang				
Vice President	Chang, Nai-Wen				
Vice President	Yu, Chin-Pao				
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				
Vice President	Huang, Chun-Chih				
Vice President	Cheng, I-Lun				
Vice President	Huang, Ying-Che				
Senior Director of Finance Center	Tseng, Kuang-Chao				
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, Presidents 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, Presidents 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	
	2024	2025	2024	2025
Remuneration of Directors	103,981	115,272	104,101	115,392
Ratio of total to net income	1.43%	1.33%	1.43%	1.33%
Remuneration of the President and Vice President	251,156	285,398	268,416	306,538
Ratio of total to net income	3.46%	3.28%	3.69%	3.53%
Net income	7,267,407	8,695,754	7,267,407	8,695,754

Note: The compensation to directors in 2025 was increased compared to 2024 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 presidents and vice presidents was increased compared to 2024 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 (This shall include no less than one percent of the aforementioned profits as remuneration for non-executive 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, presidents 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 12 (A) meetings of the board of directors were held in 2025. Directors' attendance status is as follows:

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Chairman	Yeh, Li-Cheng	12	0	100%	Reelection on 2023.06.13
Director	Yeh, Kuo-I	12	0	100%	Reelection on 2023.06.13
Director	Wen, Shih-Chih	12	0	100%	Reelection on 2023.06.13
Director	Lee, Tsu-Chin	12	0	100%	Reelection on 2023.06.13
Director	Chang, Ching-Sung	12	0	100%	Reelection on 2023.06.13
Director	Cho, Tom-Hwar	11	1	92%	Reelection on 2023.06.13
Independent Director	Chang, Chang-Pang	12	0	100%	Reelection on 2023.06.13
Independent Director	Chen, Ruey-Long	11	1	92%	Reelection on 2023.06.13
Independent Director	Wea, Chi-Lin	11	1	92%	Reelection on 2023.06.13

Note: Average board meeting attendance : 97% 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 2025 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
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, 24th Meeting, 2025.03.11.	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 2024 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 24th Meeting 2025.03.11	Yeh, Kuo-I Chang, Chang-Pang, Chen, Ruey-Long, Wea, Chi-Lin	Proposal to lift the newly added non-compete restrictions for current directors Yeh, Kuo-I, Chang, Chang-Pang, Chen, Ruey-Long, Wea, Chi-Lin	Except for the directors prohibited from discussion and voting, the other attending directors have no objection, and this resolution is approved.
17th Term 32nd Meeting 2025.11.11	Yeh, Li-Cheng Yeh, Kuo-I Lee, Tsu-Chin, Chang, Chang-Pang, 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 33rd Meeting 2025.12.30	Yeh, Li-Cheng Yeh, Kuo-I Wen, Shih-Chih, Lee, Tsu-Chin, Chang, Ching-Sung, Cho, Tom-Hwar	2025 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 33rd Meeting 2025.12.30	Yeh, Li-Cheng Yeh, Kuo-I Wen, Shih-Chih, Lee, Tsu-Chin, Chang, Ching-Sung, Cho, Tom-Hwar	Proposed for the 2026 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	2025	Includes the entire Board of Directors, individual board members, and functional committee. (Audit Committee /Remuneration Committee/ Sustainability Committee)	Board self-evaluation, internal self-evaluation of functional committees, and self-evaluation of board members	(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. (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. (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.

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. Add board seats for directors of different genders.
2. Strengthen the linkage between compensation and ESG indicators.
3. Enhance the supervision of risk management and opportunities
4. 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. Convene the shareholders’ meeting ahead of schedule and implement a plan to enhance corporate value.

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 2025, the Company completed the formulation of the Procedures for Handling Material Inside Information, the Corporate Governance Best Practice Principles, the Sustainability Committee Charter, the appendices to the Board of Directors’ Performance Evaluation Measures, the Regulations Making of Endorsements/Guarantees, the Regulations Governing Loaning of Funds, the Articles of Incorporation, the Risk Management Policies and Procedures, the Corporate Social Responsibility Best Practice Principles, and established the Sustainable Raw Materials Management Policy.

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 2025 was as follows:

Diversified items / Name	Basic Composition									Industry experience(Note)			Professional ability			
	Nationality	Gender	Employee	Age Range					Term and seniority of independent directors	Information Technology	Financials	Materials	Law	Accounting and finance	Industrial marketing	Information Technology
				51-55	66-70	71-75	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	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	–	12	–	V	–	V	V	–	–
Chen, Ruey-Long	R.O.C	Male	–	–	–	–	V	–	12	V	–	V	–	V	–	–
Wea, Chi-Lin	R.O.C	Male	–	–	–	–	V	–	6	–	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 12 years, while Director Wea, Chi-Lin was appointed on 2010/06/12, with a seniority of 6 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 2025, there was one director who was within 51-55 years old, two directors within 66-70 years old, one director within 71-75 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: In coordination with the 2026 shareholders' meeting for the re-election of directors, the Company will give priority consideration to female candidates during the director nomination stage and will actively seek out female talents with professional industry backgrounds, in order to enhance the diversity and professionalism of the Board of Directors.

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 5 (A) meetings of the audit committee were held in 2025. Attendance status is as follows:

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Convener	Chang, Chang-Pang	5	0	100%	Reelection on 2023.06.13
Committee member	Chen, Ruey-Long	4	1	80%	Reelection on 2023.06.13
Committee member	Wea, Chi-Lin	3	2	60%	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, 7th Meeting, 2025.01.21	Proposal for increasing the capital of IEC Technologies, S. de R.L. de C.V. through a U.S. regional subsidiary by contributing assets as consideration	14-5-3	No	No	The proposal is approved by all the attendees
3rd Term, 8th Meeting, 2025.03.11.	1. 2024 statement of internal control system	14-5-2	No	No	The proposal is approved by all the attendees
	2. 2024 financial report and business report	14-5-10	No	No	The proposal is approved by all the attendees
	3. Profit distribution of 2024	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. Amend the Rules of Regulations Making of Endorsements/Guarantees	14-5-3	No	No	The proposal is approved by all the attendees
	6. Amend the Rules of Regulations Governing Loaning of Funds	14-5-3	No	No	The proposal is approved by all the attendees

		7. Amend the Rules of the Articles of Incorporation.	14-5-11	No	No	The proposal is approved by all the attendees
		8. Proposal to lift the newly added non-compete restrictions for current directors Yeh, Kuo-I, Chang, Chang-Pang, Chen, Ruey-Long, Wea, Chi-Lin	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.
		9. Proposal to provide a bank endorsement guarantee for Inventec Electronics (Thailand) Co., Ltd.	14-5-6	No	No	The proposal is approved by all the attendees
	3rd Term, 9th Meeting, 2025.05.13	1. 2025 Q1 consolidated financial report	14-5-10	No	No	The proposal is approved by all the attendees
		2. Proposal to approve a capital increase for Inventec Electronics (Thailand) Co., Ltd. to carry out plant leasing and leasehold improvement works	14-5-3	No	No	The proposal is approved by all the attendees
	3rd Term, 10th Meeting, 2025.08.12	1. 2025 Q2 consolidated financial report	14-5-10	No	No	The proposal is approved by all the attendees
		2. Approve the proposal on increasing capital for Inventec Electronics (Thailand) Co., Ltd. and commissioning the construction of its own land	14-5-3	No	No	The proposal is approved by all the attendees
	3rd Term, 11th Meeting,	1. 2025 Q3 consolidated financial report.	14-5-10	No	No	The proposal is approved by all the attendees
		2. Revision of the Internal Control	14-5-1	No	No	The proposal is approved

2025.11.11	System of the Company.				by all the attendees
	3. 2026 Internal Audit Plan.	14-5-11	No	No	The proposal is approved by all the attendees
	4. Accountant's fees of 2025	14-5-8	No	No	The proposal is approved by all the attendees
	5. Disposal of the investment stocks held by the Company.	14-5-3	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, Chen, Ruey-Long and Wea, Chi-Lin, 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
2025.03.11 Audit Committee	All independent directors CPA Accounting supervisor Chief audit officer	1. Statement of 2024 internal control system 2. 2024 financial report and business report 3. 2024 profit distribution 4. Appointment of 2025 certified public accountant. 5. Amend the Rules of Regulations Making of Endorsements/Guarantees 6. Amend the Rules of Regulations Governing Loaning of Funds 7. Amend the Rules of the Articles of Incorporation. 8. Lifted the newly added non-compete restrictions for directors. 9. Proposal to provide a bank endorsement guarantee for Inventec Electronics (Thailand) Co., Ltd.	Submit to the Board for resolution.
2025.03.11 Corporate governance communication meeting	All directors All independent directors CPA Chief corporate governance officer Chief audit officer	1. Audit range and opinion of 2024 financial report 2. Description of Key Audit Matters	The directors have no objection at the meeting.
2025.05.13 Audit Committee	Chang, Chang-Pang Chen, Ruey-Long CPA	1. 2025 Q1 consolidated financial report 2. Increase capital in the U.S. subsidiary to carry out plant leasing and leasehold improvement projects	Submit to the Board for resolution.

	Accounting supervisor		
2025.05.13 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 2025 Q1 financial report 2. Important accounting items updates	The directors have no objection at the meeting.
2025.08.12 Audit Committee	Chang, Chang-Pang Chen, Ruey-Long CPA Accounting supervisor	1. 2025 Q2 consolidated financial report 2. Approve the proposal on increasing capital for Inventec Electronics (Thailand) Co., Ltd. and commissioning the construction of its own land	Submit to the Board for resolution.
2025.08.12 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 2025 Q2 financial report 2. Important accounting items updates	The directors have no objection at the meeting.
2025.11.11 Communication meeting between the CPA and independent directors	Chang, Chang-Pang Wea, Chi-Lin CPA	1. Time course planning of 2025 financial statement auditing	Independent directors fully aware of the planning matter

2025.11.11 Audit Committee	Chang, Chang-Pang Wea, Chi-Lin CPA Accounting supervisor Chief audit officer	1. 2025 Q3 consolidated financial report 2. Modification of internal control system 3. 2026 Internal audit plan. 4. CPA's fees of 2025 5. Disposal of the investment stocks held by the Company.	Submit to the Board for resolution.
2025.11.11 Corporate governance communication meeting	All directors Chang, Chang-Pang Wea, Chi-Lin CPA Chief corporate governance officer Chief audit officer	1. Audit range and opinion of 2025 Q3 financial report 2. Important accounting items updates 3. Key audit matters of 2025	The directors have no objection at the meeting.

E. Matters and circumstances regarding separate communications between independent directors and the chief internal audit officer

Date	Object	Communication topics	Execution results
2025.02.06	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec January 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.02.27	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec February 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.04.02	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec March 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.04.28	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec April 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.05.27	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec May 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion

2025.07.11	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec June 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.07.28	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec July 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.09.03	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec August 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.10.08	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec September 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.10.23	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec October 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.12.05	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec November 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion
2025.12.30	Chang Chang-Pang, Chen Ruey-Long, Wea Chi-Lin CPA /Chief audit officer	Inventec December 2025 Internal Control Audit Report and Follow-up Report	The independent directors have no opinion

F. 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.

G. Business performance of the audit committee in 2025

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 2025
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.

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
(4) Has the Company established internal policies that forbid insiders from trading based on non-disclosed information?	✓		(4) The Company has established the "Insider Trading Prevention Management Procedures," among others, which stipulate that company insiders are prohibited from using non-public information in the market to trade securities, and internal advocacy is conducted on a regular basis.	No discrepancy.
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) Article 20 of the Company's Corporate Governance Best Practice Principles has established a policy on board member diversity. This includes basic criteria and values (gender, age, nationality, race or ethnicity, and culture), as well as professional knowledge and skills. The current members of the board each possess professional backgrounds in law, accounting, industry, marketing, or technology. For the implementation status, please refer to the details of how each individual director of the Company has implemented the board diversity policy.	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 of the Company's independent directors serve as members of the Compensation Committee and the Audit Committee. On December 5, 2022, a Sustainability Committee was additionally established under the Board of Directors to set sustainability development goals, formulate related strategies, and track the implementation status and effectiveness of sustainability development.	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	✓		(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 chief corporate governance officer 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	
assessment to the Board of 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**: 2025.01.01~2025.12.31 **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	

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<tr><th rowspan="2">Item</th><th colspan="3">Implementation status</th><th rowspan="2">Non-implementation and its reason(s)</th></tr>
<tr><th>Y</th><th>N</th><th>Summary</th></tr>
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<tr><td></td><td>advanced studies; and 6. internal control. There are 20 items in six categories.</td></tr>
<tr><td></td><td>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.</td></tr>
<tr><td>Evaluation result</td><td>From 2023 to 2025, 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 add board seats for different genders and plan measures to enhance gender diversity among directors, including gender ratios and independence, to serve as the basis for re-election and for continuously strengthening the oversight of risks and opportunities, integrating compensation with ESG indicators, improving the quality of disclosure, and achieving ESG sustainable governance objectives.</td></tr>
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<table>
<tr><td colspan="2">External Board of Directors Performance Evaluation</td></tr>
<tr><td>Evaluation period</td><td>2023.11.01~2024.10.31</td></tr>
<tr><td>Evaluation scope</td><td>The entire Board of Directors</td></tr>
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<tr><td>Evaluation method</td><td>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.</td></tr>
<tr><td>Evaluation content</td><td>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.</td></tr>
<tr><td>Evaluation result</td><td>On January 10, 2025, the Taiwan Corporate Governance Association issued the Board of Directors performance evaluation report. Overall evaluation results:
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.
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.
3. The chairman adopts an open leadership style, respects the opinions of directors, and facilitates full communication</td></tr>
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Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			between the management team and directors. A total of 13 meetings were held during the evaluation period. 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. 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. 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. 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. Recommendations and the: Recommendation 1: It is recommended that the Company explicitly includes the succession planning of senior executives in the charters of functional committees	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			Company's proposed actions. — (Remuneration Committee or Sustainability Committee) to improve governance-related systems. ◎Completed Action: Plan to revise the charter of the Sustainability Committee and regularly review senior executive succession plans. 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. ◎Completed Action: Add independent directors to the email recipient group for complaints and whistleblowing, so they can receive emails simultaneously. 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. ◎Completed Action: Plan to revise Article 5 of the internal major information handling procedures to include a notification process for extraordinary major events. 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. ◎Completed Action: Plan to revise Appendix 2 of the Board Performance Evaluation Methods, allowing the self-evaluation	

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<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td>(4) Does the Company regularly evaluate its external auditors’independence?</td><td>✓</td><td></td><td><table>
<tr><td></td><td>questionnaire of functional committees to be reviewed by their conveners.</td></tr>
<tr><td>Board of Directors Report</td><td>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.</td></tr>
</table>
(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 10, 2026, and were submitted to the Board of Directors for approval. The Board meeting dated on March 10, 2026, resolved to approve the evaluation of the independence and suitability of the accountants.</td><td>No discrepancy.</td></tr>
</table>

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)?	✓		The Board meeting dated February 26, 2019, resolved to specify the chief corporate governance officer position served by CFO Yu, Chin-Pao with more than three years of work experience in finance, stock affairs and regulatory compliance. 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. The 2025 business implementation status was as follows: 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 with legal compliance matters relating to the meeting procedures and resolutions of the board of directors and the shareholders' meeting (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	
			5. Executive board performance evaluation. 6.The items as stipulated in the Articles of Incorporation and contracts have been implemented. The Company has organized 12 board meetings, 5 audit committee meetings, 2 remuneration committee meetings, 2 sustainability committee meetings as well as 4 corporate governance communication meetings in 2025. 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.	
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	
corporate website to disclose information regarding its financials business and corporate governance status?			disclose financial business and corporate governance information at any time.	
(2) Does 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)?	✓		(2) The Company has set up Chinese and English websites and assigned dedicated personnel to be responsible for the collection and disclosure of Company information; it has also set up a spokesman and agency spokesman system and provide information on the corporate briefing session on the company website to which investors may refer.	No discrepancy.
(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?		✓	(3) The Company has announced and reported the quarterly financial statements and the operation situation of each month within the prescribed period.	No discrepancy.
8. Has the Company disclosed other information to facilitate a better understanding of its corporate	✓		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	
governance practices (including but 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)?			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. 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. 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. 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 October 2025, the "Inventec Sustainable Digital Academy" was also launched in the hope that the Company can serve as an	No discrepancy No discrepancy No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			example and lead more suppliers to jointly improve their environmental protection consciousness and fulfill their corporate social responsibility. 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. 6. The implementation of risk management policies and risk measurement standards: please refer to the Analysis of Risk Management in annual report. 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. 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$30 million for directors is purchased up to January 1, 2027, 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 2025.	No discrepancy No discrepancy No discrepancy No discrepancy
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 2025

Title	Name	Date	Course	Hours	Institute
Chairman	Yeh, Li-Cheng	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Director	Yeh, Kuo-I	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Director	Wen, Shih-Chih	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Director	Lee, Tsu-Chin	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Director	Chang, Ching-Sung	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Director	Cho, Tom-Hwar	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Independent Director	Chang, Chang-Pang	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
Independent Director	Chen, Ruey-Long	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.21	2025 Insider Equity Trading Legal Compliance Advocacy Seminar	3.0	Securities and Futures Institute

Title	Name	Date	Course	Hours	Institute
Independent Director	Wea, Chi-Lin	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.08.14	Risk Management and Strategic Analysis of Corporate Sustainability	3.0	Securities and Futures Institute
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
		2025.12.05	Honest Business Management and Directors' Fiduciary Duties, with a Concurrent Discussion on Anti-Money Laundering and Counter-Terrorist Financing Practices	3.0	Securities and Futures Institute

11. Continuing professional education hours for managerial personnel in 2025

Title	Name	Date	Course	Hours	Institute
President	Tsai, Chih-An	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association

Title	Name	Date	Course	Hours	Institute
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
		2025.05.05	Explanation of the results of identifying sustainability risks and opportunities under IFRS S1 and S2	1.5	Inventec Corporation
		2025.08.21	Emergency response tabletop exercise activity	2.5	Inventec Corporation
		2025.08.14	Enterprise risk management and practical sharing	2.0	Inventec Corporation
Vice President	Chang, Nai-Wen	2025.08.21	Emergency response tabletop exercise activity	2.5	Inventec Corporation
		2025.08.14	Enterprise risk management and practical sharing	2.0	Inventec Corporation
Vice President	Chung, Chien-Yao	2025.05.05	Explanation of the results of identifying sustainability risks and opportunities under IFRS S1 and S2	1.5	Inventec Corporation
Vice President	Wang, Chih-Ching	2025.05.05	Explanation of the results of identifying sustainability risks and opportunities under IFRS S1 and S2	1.5	Inventec Corporation
Vice President	Lin, Shih-Pin	2025.08.21	Emergency response tabletop exercise activity	2.5	Inventec Corporation
Vice President	Wang, Chih-Ching	2025.05.05	Explanation of the results of identifying sustainability risks and opportunities under IFRS S1 and S2	1.5	Inventec Corporation

Title	Name	Date	Course	Hours	Institute
Vice President (Chief Corporate Governance Officer) (Accounting and Finance supervisor)	Yu, Chin-Pao	2025.03.11	Practical ESG Sustainability Trends and New Developments in Sustainability Regulations	1.5	The Taiwan Corporate Governance Association
		2025.05.13	Reshaping the International Order	1.5	The Taiwan Corporate Governance Association
		2025.06.10	2025 CDP Taiwan Launch Event – Strengthening Climate Information Disclosure to Enhance Corporate Climate Resilience	3.0	Taiwan Stock Exchange Corporation
		2025.07.09	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6.0	Taiwan Stock Exchange Corporation
		2025.08.12	Examining Future Compliance Risk Trends in the Tech Industry from the Perspective of Geopolitics and Sanctions	1.5	The Taiwan Corporate Governance Association
		2025.11.11	Risk Management of Labor Disputes	1.5	The Taiwan Corporate Governance Association
		2025.09.04	Key points of the latest financial accounting–related laws and regulations and analysis of trends in standards development	3.0	Accounting Research and Development Foundation
		2025.09.04	Analysis of common practices in “non-routine transactions” and “related-party transactions” and their legal liabilities	3.0	Accounting Research and Development Foundation
		2025.09.05	Corporate response strategies for carbon management after the imposition of a “carbon fee” in our country	3.0	Accounting Research and Development Foundation
		2025.09.05	Discussion of cases involving enterprises suspected of the offense of “profiteering” and their legal liabilities	3.0	Accounting Research and Development Foundation

Title	Name	Date	Course	Hours	Institute
Vice President	Hsu, Ching-Wu	2025.06.11	AI Privacy Protection and Personal Data Protection	6.0	Securities and Futures Institute
		2025.08.22	A Study on Risk Management Frameworks and Audit Practices for the Latest Developments in Artificial Intelligence	6.0	Securities and Futures Institute
Senior Director of Finance Center	Tseng, Kuang-Chao	2025.02.05	Explanation of identification of sustainability risks and opportunities	1.5	Inventec Corporation
		2025.05.05	Explanation of the results of identifying sustainability risks and opportunities under IFRS S1/S2	1.5	Inventec Corporation
		2025.07.10	Explanation of actions in response to IFRS S1/S2 and their financial impacts	2.0	Inventec Corporation
		2025.08.14	Enterprise risk management and practical sharing	2.0	Inventec Corporation
Director of Finance Center	Hsiao, I-Ying	2025.02.05	Explanation of identification of sustainability risks and opportunities	1.5	Inventec Corporation
		2025.07.10	Explanation of response actions and financial impacts under IFRS S1/S2	2.0	Inventec Corporation
		2025.08.14	Corporate risk management and practical sharing	2.0	Inventec Corporation
		2025.08.27	Analysis of International Financial Reporting Standard IFRS 18	3.0	Inventec Corporation

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	5	4	1	4	4	6	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 2025, the development contents for middle and top management levels include financial management, key talent 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, 3 key talent cultivation strategic meetings and 48 management training courses were held in 2025.

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 Remuneration Committee

1.2.5.1 Remuneration Committee

Name/Identification (Note 1)	Professional qualifications and experience	Independence Status	Number of other public companies in which the individual is concurrently serving as Remuneration 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 Remuneration 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 2 (A) meetings of the Remuneration committee were held in 2025, the status of attendance is as follows:

Title	Name	Attendance in person (B)	By proxy	Attendance rate (%) B/A	Remarks
Chairman	Chang, Chang-Pang	2	0	100%	Reelection on 2023.06.13
Member	Chen, Ruey-Long	2	0	100%	Reelection on 2023.06.13
Member	Wea, Chi-Lin	2	0	100%	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 Remuneration 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 Remuneration Committee (If amount of the compensation approved by the Board of Directors is higher than that proposed by the Remuneration Committee, please specify the reasons and differences in proposals.): None. 2. If any members of the Remuneration 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 2025

Date	Contents Proposed	Result of Resolution	Company's Disposal of the Remuneration Committee's Suggestion
March 11, 2025 Fifth Term, Fifth Meeting	1. 2024 remuneration distribution to employees and board directors. 2. Revised Annex to the Board Performance Evaluation Measures.	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 30, 2025 Fifth Term, sixth Meeting	1. Planning and implementing an employee stock ownership trust plan. 2. 2025 employee compensation and director compensation ratio. 3. 2025 director and managerial personnel compensation and year-end bonus planning. 4. 2026 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 December 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 track, 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 2 (A) meetings of the sustainability committee were held in 2025, 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	2	0	100%	Reelection and newly appointed convener on 2023.06.13
Member	Chang, Chang-Pang		2	0	100%	Reelection on 2023.06.13
Member	Chen, Ruey-Long		1	1	50%	Reelection on 2023.06.13
Member	Wea, Chi-Lin		1	1	50%	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 environmental protection, and actively promotes the Company's ESG sustainable development.	2	0	100%	Newly elected on 2023.06.13

1.2.6.3 Operation of the Sustainability Committee in 2025

Date	Contents Pproposed	Result of Resolution	Company's disposal of the Sustainability committee's suggestion
May 13, 2025 Second Term, Eighth Meeting	Formulate the Company's sustainable raw materials management policy. Revise the relevant provisions of the Company's risk management policy and procedures.	All members of the committee agree to adopt the proposal	The Chairman of the Sustainability Committee reported to the Board
November 11, 2025 Second Term, ninth Meeting	Review of the Group's progress toward the 2050 net-zero carbon reduction target. Preparation plan for the 2025 Sustainability Report. Revisions to various policies, such as the Sustainability Best Practice Principles and the Sustainability Report Preparation Management Measures, etc.	All members of the committee agree to adopt the proposal	The Chairman of the Sustainability Committee reported to the Board

1.2.7 Corporate Sustainability and Deviations from "The Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"

<table>
<tr><th rowspan="2">Item</th><th colspan="3">Implementation status</th><th rowspan="2">Non-implement-ation and its reason(s)</th></tr>
<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td>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?</td><td>✓</td><td></td><td>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 2025, the Sustainability Committee held a total of two meetings. The agenda items included the formulation and revision of sustainability policies (such as the Sustainable Raw Materials Management Policy, the Risk Management Policy and related procedural provisions, the Human Rights Policy, and the Supplier Code of Conduct), the sustainability information disclosure compilation plan, and the review of progress toward net-zero transition targets.

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.</td><td>No discrepancy</td></tr>
</table>

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	
2. Exercising Corporate Governance 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?	✓		The Company upholds the philosophy of sustainable operation, and with reference to COSO Enterprise Risk Management, ISO 31000, the "Practical Guidelines for Risk Management of TWSE/TPEx Listed Companies," as well as benchmark enterprises' risk management practices, continuously optimizes the Enterprise Risk Management system (ERM) to strengthen the effectiveness of managing and supervising potential risks. The scope of this disclosure and risk assessment boundary covers the sustainable development performance of the consolidated entities from January 2025 to December 2025. The coverage is consistent with the Sustainability Report for the year. (1) Risk governance mechanisms and operations The Company's "Risk Management Policy and Procedures" are implemented after approval by the Board of Directors. In 2025, sustainability risks (including opportunities) were further incorporated, and the revisions were approved by the Board of Directors on May 13, 2025. The systematic risk management process is carried out at least once a year, identifying various risks based on the overall business direction, and covering key topics in the economic, environmental, social, and governance dimensions. (2) Risk governance organizational structure The Board of Directors is the highest governance body for risk and opportunity management and bears ultimate responsibility for risk and opportunity management. The Sustainability Committee reports to the Board of Directors and has the authority and responsibility to supervise risk and opportunity management, reporting the implementation status of risk and opportunity management to the Board in the second quarter each year. The Sustainability Committee consists of five members, including the Chairman, the President and three independent directors. The Risk Governance Task Force is subordinate to the Sustainability Committee. The highest-ranking executive of the Finance Center serves as the principal convener and appoints cross-departmental colleagues as members of the Risk Governance Task Force. The Task Force is responsible for promoting matters related to risk and opportunity management and the operation of related mechanisms, and for assisting and coordinating each unit in carrying out risk and opportunity	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			management activities. The Audit Center, which reports to the Board of Directors, is a completely independent organization. The highest-ranking executive of the Audit Center serves as its head and is dedicated to auditing process risks and controls in the Company's operations, and reports regularly to the Board of Directors and the Audit Committee. (3) Risk management process and 2025 assessment results The Company's risk management process includes objective setting and strategy planning, risk/opportunity identification, risk/opportunity analysis, risk/opportunity evaluation, risk/opportunity response, and risk/opportunity monitoring and review. In 2025, based on the above risk management process, 16 major risk items and 2 core opportunities were identified across such aspects as operations, strategy, finance, regulatory compliance, and environmental and energy–related dimensions. 2025 major risk items: Through the risk analysis matrix, it was identified that the business continuity risk and the privacy protection and information security risk within the operational aspect exceeded the risk appetite. For the corresponding optimization measures, please refer to the analysis and assessment of risk matters in the annual report. 2025 core opportunities: In addition to focusing on reducing negative impacts, the Company's risk management also actively transforms risk uncertainty into corporate value. In the annual risk and opportunity management, "Industry 4.0 and smart manufacturing" and "artificial intelligence and computing performance enhancement" were identified as key development opportunities. 1.Industry 4.0 and smart manufacturing By introducing smart equipment, data platforms, and predictive systems, the Company enhances real-time monitoring and production flexibility in order to improve production efficiency. In the short term, costs will increase due to automation and system implementation; in the medium term, energy efficiency and carbon emissions management can be improved; in the long term, this will help build differentiated competitive advantages and create new business opportunities. Related funds are mainly invested in automation equipment and systems, platform operation and maintenance expenses, as well as R&D expenditures.	

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			2. Artificial intelligence and computing performance enhancement By continuously improving artificial intelligence technologies and computing performance, the Company strengthens its capability to process massive data and complex tasks, applying these to market analysis, operational efficiency enhancement, and cost reduction, and further develops new business models. In the short term, related expenses will increase; in the medium term, this will help maintain existing customers and develop new customers; in the long term, it can create new operating models. Key areas of capital allocation include the establishment of high-performance computing platforms and energy-saving data centers, optimization of cloud data and development of machine learning models, as well as related R&D project expenses.	
3. Environment issues (1) If the Company established proper environment management system based on the characteristics of the industry where the Company belongs to?	✓		(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/IECQ 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.	No discrepancy
(2) If the Company endeavored to utilize resources more efficiently and utilized renewable materials	✓		(2) In response to the FSC's issuance of the IFRS sustainability disclosure roadmap, the Company is actively aligning with international standards to enhance the quality and transparency of sustainability reporting. Starting from 2024, coverage has been expanded to include the parent	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
which have a lower impact on the environment?			company and all consolidated subsidiaries, for a total of 50 companies. The Company has established a low-carbon transition policy, under which the Sustainability and Environment Task Force coordinates low-carbon transition efforts, promotes green electricity, renewable energy, and energy-saving measures, and continuously tracks the implementation of targets at each plant, integrating energy management systems and training programs to improve energy efficiency. In addition, in order to make every effort to find ways to reduce environmental impact, lessen the burden on land, and achieve the goal of sustainable use of terrestrial ecosystems, Inventec's green design strategy is divided into the following five points: (1) consider durability and optimal functionality; (2) avoid the use of raw materials containing toxic substances; (3) reduce total energy consumption over the product life cycle; (4) design for clean production and use; and (5) design in accordance with the 3R principle: Reuse, Recovery, and Recycling. By 2025, packaging materials for all notebook products will incorporate recyclable and recycled materials, with 31 product packaging items achieving a 70% plastic reduction rate; for server packaging materials, studies are being conducted to replace plastic with corrugated paper, with 12 product packaging items achieving an average 60% reduction in plastic use. In addition, the Company continues to adopt a diversity of materials, such as using corrugated paper to replace plastic and introducing PCR (Post-Consumer Recycled Plastic) materials into plastic products, thereby implementing the concept of a circular economy. Furthermore, in accordance with customer requirements regarding restrictions and prohibitions on hazardous substances in products for various countries and sales regions, the Company has introduced the IECQ QC080000 Hazardous Substance Process Management (HSPM) system and established Inventec's Hazardous Substance-Free (HSF) management specifications to reduce the use of hazardous substances. The Company continues to monitor the latest regulations and customers' controlled substances lists. A total of nine plants worldwide have completed the establishment of the IECQ QC080000 management system and passed third-party verification to obtain certification, ensuring the effective operation of product hazardous substance control programs.	

<table>
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<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td>(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?</td><td>✓</td><td></td><td>(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.</td><td>No discrepancy</td></tr>
<tr><td>(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?</td><td>✓</td><td></td><td>(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.
2. In response to the FSC’s issuance of the IFRS Sustainability Disclosure Blueprint, the Company has actively aligned with international standards to enhance the quality and transparency of sustainability reporting. Starting from 2024, the scope has included the parent company and all consolidated subsidiaries, totaling 50 companies. In terms of water resource management, the Company has established a water resource management policy of “water conservation by all employees, behavior change, efficient water use, and circular regeneration.” In 2025, water resource management focuses primarily on the promotion of water-saving initiatives, and no violations occurred at any plant site during 2025. The water withdrawal and consumption volumes for the past two years are as follows.:
<table><tr><th>Item</th><th>2024</th><th>2025</th></tr><tr><td>Total Water Withdrawal (thousand cubic meters):</td><td>1,165</td><td>1,513</td></tr><tr><td>Total Water Consumption (thousand cubic meters):</td><td>358</td><td>553</td></tr></table>
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.</td><td>No discrepancy</td></tr>
</table>

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<tr><td></td><td></td><td></td><td>3. In response to the FSC’s issuance of the IFRS Sustainability Disclosure Blueprint, the Company is actively aligning with international standards and enhancing the quality and transparency of sustainability reporting. Starting from 2024, coverage has been extended to the parent company and all consolidated subsidiaries, for a total of 50 companies. In terms of waste management, Inventec’s environmental policy states the following commitment and actions for waste management: “Reduce the emissions of pollutants, toxic substances, and waste, and ensure proper treatment of waste.” The 2025 waste management targets for plant sites are: a 1% reduction in waste at the Shilin headquarters (IET), using 2016 as the base year, and obtaining UL2799 certification for the Daxi Plant (TRDC). The implementation results meet the targets set for the year, demonstrating the Company’s long-term commitment to a green and environmentally friendly approach.
Waste generation over the past two years: (Unit: metric tons)
<table>
<tr><th>Year</th><th>Hazardous waste</th><th>General waste</th><th>Total weight</th></tr>
<tr><td>2024</td><td>566.7051</td><td>35,597.7958</td><td>36,164.5009</td></tr>
<tr><td>2025</td><td>753.6839</td><td>43,715.6197</td><td>44,469.3037</td></tr>
</table>
Note: For environmental information for 2025, please refer to Inventec’s 2025 Sustainability Report.</td><td></td></tr>
<tr><td>4. Social issues
(1) If the Company followed relevant labor laws, and internationally recognized human rights principal, and established appropriate management policies and procedures?</td><td>✓</td><td></td><td>(1) The Company follows the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the Responsible Business Alliance (RBA) Code of Conduct to formulate and publish the Inventec Human Rights Policy. This policy applies to all enterprises within the Group, including all employees and all operational activities, and uses the same standards to guide suppliers, contractors, partners, customers, and other value chain partners in jointly complying with it.</td><td>No discrepancy</td></tr>
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<tr><th rowspan="2">Item</th><th colspan="3">Implementation status</th><th rowspan="2">Non-implement-ation and its reason(s)</th></tr>
<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>The Sustainable Development Office is responsible for coordinating human rights governance–related issues and integrating cross-departmental collaboration, including cooperation with the Social Inclusion Task Force and the Sustainable Supply Chain Task Force under the Sustainability Committee’s functional groups, as well as other cross-departmental units within the company organization. It is planned to conduct human rights due diligence at least once every two years. In addition to reviewing and enhancing the human rights risk identification process, human rights issues are further incorporated into everyday management thinking, and, in accordance with the annual plan, the status of indicator achievement for each issue and the progress of related projects are reported to the Sustainable Development Committee. In 2025, human rights due diligence projects have been completed for stakeholders such as employees at our own operating sites, tier-1, tier-2, and tier-3 suppliers, contractors, and communities, including diverse groups such as female employees and migrant workers, with corresponding mitigation measures formulated and tracked, and the report disclosed on the website, demonstrating the company’s attention and commitment to human rights issues.
The implementation steps of human rights due diligence are as follows:
<table>
<tr><th>Step</th><th>Description</th></tr>
<tr><td>Identify human rights issues</td><td>Compile international ratings, the Responsible Business Alliance (RBA) Code of Conduct, domestic and international human rights trends, and human rights issues of concern to peers and benchmark enterprises to establish a human rights risk issue list.</td></tr>
<tr><td>Prepare a human rights self-assessment questionnaire</td><td>Prepare a risk assessment questionnaire based on the human rights issue list and distribute it to be completed by each stakeholder.</td></tr>
<tr><td>Identify highly concerned human rights</td><td>Through questionnaire analysis, prepare a matrix diagram for identifying highly concerned human rights issues based on the “likelihood of occurrence” and “degree of impact” of each issue.</td></tr>
</table></td><td></td></tr>
</table>

Item	Implementation status			Non-implement-ation and its reason(s)
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issues	
Formulate risk mitigation and remedial measures	Formulate risk mitigation and remedial measures for the highly concerned human rights issues of each group and incorporate them into management guidelines.
Regularly track implementation results	Regularly track the implementation results of risk mitigation measures to continuously optimize human rights performance.

The highly concerned human rights issues for each stakeholder are as follows:

Stakeholder	Highly concerned human rights issues
All employees	Occupational health and safety, violence and inhumane treatment, harassment
Female employees	None
Migrant workers	Anti-discrimination, equality and diversity & inclusion, forced labor
Tier-1, tier-2, tier-3 suppliers	Occupational health and safety
Contractors	Occupational health and safety, excessive working hours
Communities	Occupational health and safety, water resources management

To prevent the risk of human rights violations, protect the rights and interests of stakeholders, and enable timely response and remediation when incidents occur, Inventec has formulated mitigation and remedial measures for highly concerned issues of employees, suppliers, contractors, and communities. With regard to supplier human rights management, our company strengthens the advocacy and

Item	Implementation status			Non-implementation and its reason(s)
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			implementation of human rights and occupational safety for direct suppliers through training, the supplier management platform, and related audit mechanisms; at the same time, we encourage direct suppliers to require indirect suppliers to comply with the Supplier Code of Conduct, jointly creating a safe and healthy working environment.	
(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?	✓		(2) The Company promotes a diverse range of employee benefits and activities to create a friendly workplace environment. In addition to establishing and implementing various leave systems and benefits in accordance with relevant laws and regulations, it also provides leave and attendance systems that are more favorable than statutory requirements, such as flexible working hours, birthday leave, no make-up work on designated make-up work days, and "In-portant Day" happiness and vitality leave, as well as free lunches and subsidies for departmental gatherings and social events. It also offers holiday bonuses for the three major festivals, wedding and childbirth gifts, injury and illness consolation payments, travel allowances, and group insurance, provides recreational venues and subsidies for club activities, and organizes various seminars and activities to promote employees' physical and mental health and work–life balance. In addition, dependents are allowed to be additionally covered under the group insurance, and family day activities are held, extending care to employees' families. Reasonable compensation and benefits policies are established, and business performance or results are appropriately reflected in employee remuneration. Pursuant to Article 26 of the Company's Articles of Incorporation: if the Company has profits in a given year, no less than 3% of such profits shall be allocated as employee compensation (including no less than 1% of the aforementioned profits as compensation for non-executive employees) and no more than 3% as remuneration for directors. However, if the Company still has accumulated losses, the amount needed to offset such losses shall be reserved in advance. Employee compensation may be distributed in cash or stock, and the recipients may include employees of subsidiaries who meet certain criteria; such criteria and methods shall be prescribed by the Board of Directors.	No discrepancy

Item	Implementation status			Non-implement-ation and its reason(s)
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(3) If the Company provided safe and healthy working environment to employees and conducted relevant training on safety and health management to employees periodically?	✓		(3) To strengthen safety governance in the workplace, the Company adopts a dual-track strategy of “total employee participation in governance” and “joint defense of key risks,” constructing a two-way management mechanism that operates both top-down and bottom-up. Each plant has established an “Occupational Safety and Health Committee” and reserves seats for worker representatives to ensure diversity in decision-making and enhance grassroots participation, with regular quarterly meetings held to review various core occupational safety and health issues. For high-risk sites and new construction projects, a “Workplace Safety Strategic Alliance” is further established to build a vertical supervisory feedback mechanism, under which major risk levels are reviewed and approved by the Board of Directors; the Industrial Safety and Health Office formulates group-wide evaluation standards and regularly supervises implementation effectiveness. The Company promotes the ISO 45001 Occupational Health and Safety Management System in accordance with international standards, and has formulated a policy comprising seven major aspects—regulatory compliance, total employee participation, strengthened communication, continuous improvement in risk management, zero hazards, and value chain cooperation—as the highest guiding principles. The certifications of all major plants are currently within their valid periods, extending beyond 2026 (Shilin headquarters valid until February 6, 2027; Computer Factory until January 29, 2027; Taoyuan RD Factory until October 18, 2028). To ensure the personal safety of employees in the workplace, the Company implements a tiered management model to carry out work observations, and rigorously conducts hazard identification and risk assessment, completing improvement and follow-up for all intolerable risks. To implement the Business Continuity Plan (BCP), in addition to daily inspections and elimination of abnormalities at each plant, emergency response and firefighting teams are established, and evacuation and emergency drills are held regularly every six months to enhance the feasibility of key disaster reduction and emergency response capabilities. With systematic management and total employee participation, the Group successfully achieved the goal of “zero fire incidents” in 2025. To embed a safety culture, the Company also regularly plans various occupational safety	No discrepancy

Item	Implementation status			Non-implementation and its reason(s)
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			and health trainings such as general on-the-job education, firefighting, and first aid (CPR and AED). In 2025, employees in Taiwan received an average of approximately 4.17 training hours per person. In view of the growing attention to mental health in the workplace, the Company has taken the lead in introducing the ISO 45003 occupational mental health standard, incorporating psychological hazards and organizational climate into routine risk assessments, establishing procedures for psychological hazard risk control, and adopting corresponding control measures. The Company provides comprehensive protection for employees' physical and mental well-being by offering an Employee Assistance Program (EAP), which covers professional counseling services in psychology, legal affairs, finance, and other areas. For unlawful infringements in the workplace (including workplace bullying, sexual harassment, etc.), the Company adopts a "zero tolerance" attitude and has established a comprehensive reporting mechanism. To effectively implement the prevention plan and promotional courses, in 2025 the Taiwan plants held 20 different types of awareness courses on unlawful infringement, with a total of 8,475 attendances. Regarding occupational injury statistics, the Company includes contractors and dispatched personnel within the scope of management in accordance with regulations. In 2025, there were a total of 5 occupational injury incidents involving employees, resulting in a total of 76 lost workdays due to disabling injuries, respectively. The disabling injury frequency rate (FR) was 0.37, and the disabling injury severity rate (SR) was 5.69, both lower than the industry average, and all occupational injury cases have been submitted to the Safety and Health Committee for review and continuous improvement.	
(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	No discrepancy

Item	Implementation status			Non-implement-ation and its reason(s)
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			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.	
(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) With regard to server stability, laptop safety, in-vehicle system reliability, and the biocompatibility of medical devices, we ensure that products comply with international regulations and the safety requirements of their application scenarios through systematic verification processes such as electrical strength testing, thermal management simulation, comprehensive prohibition of hazardous substances (RoHS/REACH), and durability verification, strictly safeguarding users' health and environmental sustainability. 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-related confidential information must be kept confidential. Additionally,	No discrepancy

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	
			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.	
(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?	✓		(6) In its supply chain management policy, the Company is committed to incorporating sustainability into the supply chain management process, promoting the Responsible Business Alliance Code of Conduct, striving for water recycling and net-zero carbon emissions, responding to the United Nations Sustainable Development Goals, and implementing a safe and sustainable procurement supply chain. The Company actively promotes local procurement, and values strategic cooperation and long-term growth with suppliers. A Supplier Code of Conduct has been established to ensure that all parties in the Company's supply chain (suppliers, contractors, and service providers) can provide a work environment that meets occupational safety and health requirements, that employees enjoy labor rights that are respected and dignified, that business operations comply with environmental protection requirements, that ethical conduct is observed, and that information security and identity protection (privacy protection) are ensured. The Company requires its supply chain to comply with this Code, and at the same time comply with the laws and regulations of the countries and regions in which they operate. The Company also encourages the supply chain to require their upstream suppliers, contractors, and service providers to recognize and adopt this Code.	No discrepancy

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<tr><th rowspan="2">Item</th><th colspan="3">Implementation status</th><th rowspan="2">Non-implement
-ation and its
reason(s)</th></tr>
<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>Sustainable Supply Chain Daily Management:
<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>
<tr><td>Auditing and Guidance</td><td>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.</td></tr>
<tr><td>Sustainable Supply Chain Engagement</td><td>Actively engaging with supply chain partners, in 2025, in addition to continuing to invite suppliers to the company for “Sustainable Supply Chain ESG Seminars” to share experiences and exchange views, the Group itself also organized two sustainable supply chain ESG training camps for suppliers, two ESG promotion and briefing sessions, and one special exchange event on sustainable supply chains. In October 2025, the “Inventec Sustainable Digital Academy” was further launched, enabling the expansion to and engagement of more suppliers to complete experience sharing and exchanges.</td></tr>
</table></td><td></td></tr>
<tr><td>5. Does the Company refer to internationally applicable reporting standards or guidelines to prepare the corporate sustainability report</td><td>✓</td><td></td><td>To enhance the transparency, completeness, and reliability of our information disclosure, our annual sustainability report is prepared in accordance with the Global Reporting Initiative (GRI Standards), the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB Standards), and the Regulations Governing the Preparation and Filing of</td><td>No discrepancy</td></tr>
</table>

Item	Implementation status			Non-implementation and its reason(s)
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and other reports that disclose the Company’s non-financial information? Has the report been confirmed or endorsed by a third party?			Sustainability Reports by TWSE/TPEx Listed Companies. In 2025, we engaged KPMG to perform ISAE 3000 limited assurance with respect to the GRI Standards issued by the Global Reporting Initiative, the eight sustainability indicators prescribed by the Taiwan Stock Exchange for the “Computers and Peripheral Equipment” industry, and the Electronic Manufacturing Services & Original Design Manufacturing industry standard issued by the Sustainability Accounting Standards Board (SASB).	

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 sixth amendment was approved by the Board of Directors on Nov. 11, 2025. 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:

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 2025, 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

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	

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 “2025 Taipei International Choral Festival” charity performances, musicals, percussion ensemble concerts, Taiwan local drama arts season performances, and sponsor the Taipei Performing Arts Center. The aim is to promote cultural exchange and artistic creation while fulfilling social responsibilities. In 2025, the Company invested a total of NT$2,450,000 in these initiatives.

(4). Personal data protection:

In 2025, 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 2025, the Company invested in personal data protection training programs. In Taiwan, 6,267 employees completed the training, with a total of 3,302 training hours. The trained employees accounted for 92% of the workforce, and the post-training test pass rate was 100%. No violations of the Personal Data Protection Act occurred in 2025.

(5). Employee Feedback: To gain an in-depth understanding of the core issues that employees care about and to enhance the employee experience, Inventec conducted employee engagement surveys (employee opinion surveys) in 2024 and 2025, actively listening to employees’ voices and disclosing the results in the Sustainability Report. In 2025, a total of 5,072 questionnaires were distributed to indirect employees at Taiwan sites, with 4,102 responses received, resulting in a high response rate of 80.9%. A completion rate of over 80% for two consecutive years also indicates a very high level of employee engagement. Through the engagement survey, the company analyzes employee experience, work motivation, and satisfaction, covering factors such as workplace benefits. After reviewing the current situation, optimization plans were launched separately for the four major dimensions of “emotional, social, financial, and structural.”

Ongoing improvement items and promoted projects in 2025 include:

- Strengthening communication mechanisms and organizational interaction
- Enhancing supervisors’ management and performance communication capabilities
- Optimize work-life balance
- Improving the work environment and employee experience

Item	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	

Inventec believes that through continuous review and optimization of systems and the environment, it can build a partnership of mutual growth with employees. This not only strengthens talent attraction and retention, but also comprehensively enhances organizational productivity, creating a long-term and solid foundation for the Company's sustainable development.

(6). Intellectual Property Management Plan

Intellectual Property Strategy: "Innovation, Quality, Open Mind, Execution" has been the business philosophy set by Inventec from the very first day of its establishment. Among these, "Innovation" and "Quality" are the very foundation of the Company's sustainable operation, requiring employees with an innovative mindset and professional skills to continuously engage in innovative R&D. To this end, for the various intellectual assets generated by the Group's R&D and mass-production sites that have achieved operational scale—such as the Taipei, Taoyuan, Shanghai, and Chongqing plants—Inventec Group has established local legal and intellectual property teams at each site to carry out risk control and intellectual property protection.

Intellectual Property Management System: In order to proactively create an environment with an innovative atmosphere and to devote efforts to building and nurturing many creative seedlings and innovative talents, Inventec implements an internal intellectual property management mechanism, including advocacy mechanisms, training mechanisms, review mechanisms, internal control mechanisms, and incentive mechanisms. These mechanisms encourage colleagues to continually develop diversified product applications in line with the Company's business strategies and focus areas, to propose innovative ideas and process improvement plans, and to continuously engage in innovation and R&D.

Assessing Risks in Intellectual Property Management and Taking Responsive Measures: By promptly keeping abreast of changes in laws, policies, and litigation practices, and by conducting in-depth analysis of issues related to trade secret leaks and infringement of intellectual property rights, the Company continues to implement measures such as conducting advocacy/training, adjusting operating rules and procedures, and strengthening various legal documents and contracts to protect the Company's interests, thereby ensuring effective risk control and protection of intellectual property.

Implementation Status: The Company has planned to report the intellectual property management plan and its implementation status to the Board of Directors on an annual basis, with the most recent report date being May 13, 2025.

The Company has been actively promoting the intellectual property management plan. The main implementation status in recent years is summarized as follows:

- Annually offer practical intellectual property training courses on trade secrets, patent search, design-around strategies, and related topics, guiding colleagues in patent application and portfolio planning in the Company's key development areas, while at the same time instilling risk management awareness in R&D among colleagues.
- Ranked among the top ten in Taiwan for invention patent applications for more than 25 consecutive years.

Item	Implementation status			Non-implement-ation and its reason(s)
	Y	N	Summary	

Achievements in obtaining intellectual property: As of December 2025, Inventec Group has been granted more than 17,500 patents worldwide. It continues to pursue innovative R&D and strategic deployment in Industry 4.0, artificial intelligence, and 5G communications, promote green innovation, and explore new business opportunities in automotive electronics and healthcare. The global corporate awards received are as follows:

- Global "Taiwan AI Patent Applications" TOP 10 by the Taiwan Intellectual Property Office
- Global "Server Liquid Cooling Patents" TOP 5 by DIGITIMES
- Global "Data Center Facility Energy-Saving Patents" TOP 10 by the Japan Patent Office
- Global "Smart Manufacturing Patents" TOP 100 by Patsnap
- Global "Intelligent Roadside Invention Patents for the Internet of Vehicles" TOP 100 by IPR Daily
- Ranked among the global TOP 1000 enterprises in terms of the number of patents granted in the United States

(7). In 2025, the Company has no issuance of or investment in sustainability bonds.

(8). Personal data protection:
The Company makes donation sponsorships to important organizations that have an "influence on public policy," such as: Cloud Computing and IoT Association in Taiwan, the Chinese National Association of Industry and Commerce, the Taiwan Electrical and Electronic Manufacturers' Association, the Taiwan Institute for Sustainable Energy, the Taiwan Corporate Sustainability Academy, the Responsible Business Alliance (RBA), etc., are aligned in their position with the Paris Agreement. Our company will have no political donations or lobbying expenditures in 2025, nor will it 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

Item	Implementation status
1. Description of the supervision and guidance of climate-related risks and opportunities by the board of directors and management	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. 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.
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)	Our company has formulated a “Low-Carbon Transition Plan” and integrated it with the IFRS S2 implementation project, setting phased targets for the short term (1 year), medium term (2–4 years), and long term (more than 5 years). In principle, we identify climate-related risks and opportunities associated with operations in order to promptly grasp climate risks, devise adaptation/mitigation measures, and assess the advantages of potential opportunities. The short-, medium-, and long-term risks and opportunities in the aspects of business, strategy, and finance are described separately as follows:

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, increase in 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.	Resource utilization efficiency: Use more efficient production, distribution, and sales processes. Energy sources: Setting and management of renewable energy sources and participation in renewable energy and carbon trading markets.
Impact	· 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	· In line with the Group's 2050 net-zero target guidelines and tracking mechanism, enhance energy management and reduce energy loss to gradually implement carbon reduction strategies. · Establish a mechanism to assess the opportunities and challenges of global sites and local renewable energy markets, review the Group's renewable energy planning and usage, and report regularly to the Sustainability Committee in order to achieve the Group's 2050 net-zero carbon reduction target. · Coordinate suppliers' carbon reduction plans and inquire and cooperate on renewable energy purchasing programs. · Implement carbon reduction plans in collaboration with suppliers, exploring and cooperating on renewable energy procurement solutions.

		resources needed by the Group to develop the energy of innovation and R&D. · Continually implement the objectives and programs of each functional team under the Sustainability 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.	· Actively integrate and participate in carbon market opportunities at global sites to not only complete carbon offset programs, but also identify new business opportunities.

3. Describe the financial impact of extreme climate events and transition actions.

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

4. Describe how the identification, assessment, and management processes of climate risks can be

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.

integrated into the overall risk management system.	A risk governance group is established under the Sustainability Committee, and climate issues are included in the management mechanism. 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. In accordance with the four major steps of 1) identifying the list of risks and opportunities, 2) assessing the degree of impact across the value chain, 3) identifying climate materiality, and 4) managing and disclosing, we identify and manage risks and continue to monitor them.
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.	Scenario Analysis “Transition Risk of Changing Customer Behavior”: 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. 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. Note 2: For detailed information on scenario analysis of various physical and transitional risks, please refer to the 2025 Sustainability Report.
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	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).

<table>
<tr><td>identify and manage physical and transition risks.</td><td>

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	2025：44% 2030：70%
Waste management	Waste management	2025 Waste Reduction Plant Targets: Shilin Headquarters (IET): 1% waste reduction (baseline year: 2016) Daxi Plant (TRDC): Obtain UL 2799 certification
Product design	Product energy conservation	Notebook computer design 2025 target: continuously obtain certification approval and achieve energy use efficiency better than the latest ENERGY STAR Computers Specification Version 8.0 Server energy-saving 2025 target: Use energy-saving designs to reduce the energy consumption of server operation, so that energy use efficiency can be better than the typical configuration defined in the latest ENERGY STAR Computers Specification Version 4.0 by more than 25%.

</td></tr>
<tr><td>7.If internal carbon pricing is adopted as the planning tool, describe the basis for pricing.</td><td>Inventec, with reference to the group’s carbon reduction strategy, international regulatory carbon prices, and industry cases, plans to propose and establish Inventec’s internal carbon price in 2025, and to evaluate different implementation approaches and promotion timelines, so as to facilitate the launch of the next-phase pilot program, including the identification of pilot sites and the scope of application.</td></tr>
<tr><td>8. If climate-related objectives have been established,</td><td>For climate-related goals, please refer to point 6.</td></tr>
</table>

describe the activities covered, scope of greenhouse gas emissions, planned schedule, progress annually achieved, 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.	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. The Company's five major strategies for achieving net-zero by 2050 include: • 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 In 2025, the total Scope 1 and Scope 2 carbon emissions (market-based) were 109,850.5354 metric tons of CO_2e, representing a 17.36% reduction compared to the base year 2020, but a 4.61% increase compared to the 2025 reduction target of 105,007.1527 metric tons of CO_2e; the amount of carbon emission offsets from the purchase of renewable energy and international renewable energy certificates was 74,690.5284 metric tons of CO_2e. (Note: The 2025 greenhouse gas inventory is currently under assurance, and complete assurance information will be disclosed in the 2025 Sustainability Report.)
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 (tCO_2e), intensity (tCO_2e/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		2024	2025 (Note 3)
Emissions (tCO_2e)	Scope1	8,293	7,997
	Scope2	125,221	146,587
	Scope3	6,784,092	12,851,885
Intensity (tCO_2e/NT$ 1,000,000) (Note 2)		0.21	0.22
Data coverage		The operational sites included in Inventec's 2024 greenhouse gas emissions inventory cover the parent company and all consolidated subsidiaries, for a total of 50 entities, as listed below: Parent Company: Inventec Shihlin Headquarters, Taoyuan RD Factory, Computer Factory, Taipei Office, and Tainan Building. 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	The operational sites included in Inventec's 2024 greenhouse gas emissions inventory cover the parent company and all consolidated subsidiaries, for a total of 50 entities, as listed below: Parent company: Inventec Shihlin Headquarters, Taoyuan RD Factory, Computer Factory, Taipei Office, and Tainan Building. Consolidated Subsidiaries：Inventec Corporation (Hong Kong) Ltd., Inventec Electronics (Tianjin) Co., Ltd., Inventec (Beijing) Electronics Technology Co., Ltd., Inventec Appliances (Cayman) Holding Corp., Inventec (Shanghai) Corp., Inventec Asset-Management (Shanghai) Corporation., Inventec (Pudong) Corp., Inventec (Pudong) Technology Corp., SQ Technology (Shanghai) Corporation,

	(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 (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 (Nanchang) 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)	Inventec (Shanghai) Service Co., Ltd, Saint Investment Consulting Corporation, Inventec Hi-Tech Corp., Inventec (Chongqing) Corp., Inventec (Chongqing) Service Co., Ltd., IEC (Cayman) Corporation, Inventec Holding (North America) Corp., Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Distribution (North America) Corp., Inventec Configuration (North America) Corp., IEC Technologies, S. de R.L. de C.V., Inventec (Czech), s.r.o., Inventec Development Japan Corporation, Inventec Investments Co., Ltd., Inventec Solar Energy Corporation, Inventec Appliances Corp., Inventec Appliances (Cayman) Holding Corp., Inventec Appliances (USA) Distribution Corp., Inventec Appliances Corporation USA, Inc, Inventec Appliances (Shanghai) Co.Ltd., Inventec Appliances (Shanghai) Enterprise Co.Ltd., Apex Business Management & Consulting (Shanghai) Co., Ltd., Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd., Inventec Appliances (Pudong) Corp., Inventec Appliances (Malaysia) SDN. BHD., Inventec Easy Doctor Corporation, Inventec Appliances (Nanjing) Corp., Inventec Appliances (Jiangning) Corp., Inventec Appliances (XI'AN) Corporation, Inventec Appliances (Nanchang) Corporation, Inventec Appliances (Vietnam) Company Limited, AIMobile Co., Ltd., Inventec Japan Corporation, InveneXt System Co., Ltd., Inphicomm Ltd., Inventec Electronics (Thailand) Co., Ltd., Inventec Technology (Vietnam)

	SDN.BHD., Inventec Easy Doctor Corporation, and Inventec Technology (Singapore) Pte.Ltd.	Company Limited, Inventec Technology (Singapore) Pte. Ltd, AsicAI Co., Ltd.

Note 1: Direct emissions (Scope 1, i.e., emissions directly from sources owned or controlled by the company), energy indirect emissions (Scope 2, i.e., indirect greenhouse gas emissions resulting from imported electricity, heat, or steam), and other indirect emissions (Scope 3, i.e., emissions generated by the company's activities that are not energy indirect emissions, but originate from emission sources owned or controlled by other companies).

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

Note 3: The 2025 greenhouse gas inventory assurance is in progress; complete assurance information will be disclosed in the 2025 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
2024(note)	Covering the parent company and certain consolidated subsidiaries, for a total of 28 entities (note). As follows: Parent Company: Inventec Shihlin Headquarters, Taoyuan RD Factory, Computer Factory, Taipei Office, and Tainan Building. Consolidated Subsidiaries：Inventec Japan Corporation, Inventec (Beijing) Electronics Technology Co., Ltd., Inventec Asset-Management (Shanghai) Corporation, AIMobile Co., Ltd., Inventec (Pudong) Technology Corp., SQ Technology (Shanghai) Corporation, Inventec (Czech) s.r.o., IEC Technologies,S.de R.L.de C.V., Inventec Electronics (Tianjin) Co., Ltd., Inventec Manufacturing (North America) Corp., Inventec Configuration	Metal Industries Research & Development Centre	ISO 14064-1:2018	Reasonable Assurance Level (5% Materiality Threshold)

	(North America) Corp., Inventec Distribution (North America) Corp., Inventec Electronics (Thailand) Co.,Ltd., Inventec (Chongqing) Corp., Inventec Technology (Singapore) Pte.Ltd., Inventec Appliances, Inventec Appliances (Pudong) Corp., Inventec Appliances (Jiangning) Corp., Inventec Appliances (Malaysia) SDN.BHD., Inventec Appliances (Vietnam) Company Limited, Inventec Appliances (Shanghai) Co. Ltd., Inventec Appliances (Nanchang) Corporation, Apex Business Management & Consulting (Shanghai) Co., Ltd., Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd., Inventec Appliances (USA) Distribution Corp., Inventec Appliances Corporation USA Inc., Inventec Appliances (XI'AN) Corporation.			
2025	Covering the parent company and certain consolidated subsidiaries, for a total of 50 entities (note). As follows: Parent Company: Inventec Shihlin Headquarters, Taoyuan RD Factory, Computer Factory, Taipei Office, and Tainan Building. Consolidated Subsidiaries：Inventec Corporation (Hong Kong) Ltd., Inventec Electronics (Tianjin) Co., Ltd., Inventec (Beijing) Electronics Technology Co., Ltd., Inventec Appliances (Cayman) Holding Corp., Inventec (Shanghai) Corp., Inventec Asset-Management (Shanghai) Corporation., Inventec (Pudong) Corp., Inventec (Pudong) Technology Corp., SQ Technology (Shanghai) Corporation, Inventec (Shanghai) Service Co., Ltd, Saint Investment Consulting Corporation, Inventec Hi-Tech Corp., Inventec (Chongqing) Corp., Inventec (Chongqing) Service Co., Ltd., IEC (Cayman) Corporation, Inventec Holding (North America) Corp., Inventec (USA) Corp., Inventec Manufacturing (North America) Corp., Inventec Distribution (North America) Corp., Inventec	Metal Industries Research & Development Centre	ISO 14064-1:2018	The 2025 greenhouse gas inventory is currently under assurance, and the complete assurance information will be disclosed in the 2025 Sustainability Report

	Configuration (North America) Corp., IEC Technologies, S. de R.L. de C.V., Inventec (Czech), s.r.o., Inventec Development Japan Corporation, Inventec Investments Co., Ltd., Inventec Solar Energy Corporation, Inventec Appliances Corp., Inventec Appliances (Cayman) Holding Corp., Inventec Appliances (USA) Distribution Corp., Inventec Appliances Corporation USA, Inc, Inventec Appliances (Shanghai) Co.Ltd., Inventec Appliances (Shanghai) Enterprise Co.Ltd., Apex Business Management & Consulting (Shanghai) Co., Ltd., Inventec Appliances (Nanchang) Intelligent Manufacturing Co., Ltd., Inventec Appliances (Pudong) Corp., Inventec Appliances (Malaysia) SDN. BHD., Inventec Easy Doctor Corporation, Inventec Appliances (Nanjing) Corp., Inventec Appliances (Jiangning) Corp., Inventec Appliances (XI'AN) Corporation, Inventec Appliances (Nanchang) Corporation, Inventec Appliances (Vietnam) Company Limited, AIMobile Co., Ltd., Inventec Japan Corporation, InveneXt System Co., Ltd., Inphicomm Ltd., Inventec Electronics (Thailand) Co., Ltd., Inventec Technology (Vietnam) Company Limited, Inventec Technology (Singapore) Pte. Ltd, AsicAI Co., Ltd.			

Note: Based on the ISO 14064 emission source identification principles and the 2024 operating conditions, entities with no emission sources (12 entities) and those with the same plant location whose emission sources cannot be separated (9 entities), a total of 21 entities are not included within the verification scope

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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

The data for 2025 and information on the achievement of reduction targets are as follows:

The short-term greenhouse gas reduction targets and base years set by the Company for Scopes 1, 2, and 3 are listed as follows:

Item	Goal of 2025	Achievement of 2025	Goal of 2030
Scope 1 & Scope 2 (2020 as the base year)	Down by 21% (compared to the base year)	Down by 17.36% (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 2025, the total Scope 1 and 2 carbon emissions (market-based) were 109,850.5354 metric tons of CO_2e, representing a 17.36% reduction compared with the 2020 base year, and a 4.61% increase compared with the 2025 reduction target of 105,007.1527 metric tons of CO_2e. (Note)

Specific actions:

- Establish a 2030 carbon reduction target and introduce a digital carbon inventory system to effectively manage greenhouse gas inventory data and connect with suppliers' carbon data, while also deploying renewable energy use, refining energy-saving solutions, deepening low-carbon design capabilities, and increasing circular reuse, in order to fulfill the carbon reduction commitment.

- ●Expand our own technological advantages to step into fields such as 5G smart factories and AI/data, using a diversified business model to meet customer needs, while forming alliances with partners in new domains to create new business opportunities.
- ●Integrate the group’ s brand image and increase channels for public disclosure to flexibly respond to the expectations of diverse stakeholders.

Note: The 2025 greenhouse gas inventory is currently under assurance, and the complete assurance information will be disclosed in the 2025 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 every year, 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	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
various behaviors in Item 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?			implementation of 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	
(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?	✓		(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.	No discrepancy
2. Implementation of Ethical Corporate Management (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?	✓		(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	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			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.	
(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?	✓		(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.	No discrepancy
(3) If the Company established a policy on prevention of conflict of interests, provided appropriate reporting channel and executed rigorously and thoroughly?	✓		(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	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			Company, which they shall evade.	
(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?	✓		(4) The Company has established an effective accounting system and internal control system. (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. (B) Internal control system: In order to implement ethical business management, the Company has, in accordance with the "Regulations Governing the Establishment of Internal Control Systems by Public Companies," established an effective All in One internal control system for the company and its 46 subsidiaries. The system was designed by managers, approved by the Audit Committee, and passed by the Board of Directors, and is then implemented by the Board of Directors, managers, and all employees. Inventec has issued a total of 572 internal control system procedure manuals, and its subsidiaries have issued 1,847 manuals. In 2025, a total of 773 new employees participated in the "Implementation of Group Prevention (Risk Control) Internal Control System" training course. (C) Internal Control Audit: Based on the 11 major high-risk audit guidelines approved by the Board of Directors, and in accordance with each internal control cycle, 51 high-risk internal control audit items and 169 high-risk internal control audit indicators are planned, and a preventive (risk-control) internal control audit plan is formulated. After obtaining the consent of the Audit Committee and approval by the Board of Directors, it is used as the basis for carrying out internal control audit operations. Internal control audits are divided into: (1) Internal control operational audits: including internal control financial and accounting audits, internal control corporate audits, internal control supervision of subsidiaries, and internal control project	No discrepancy

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			audits/supervision. Audits are conducted on high-risk indicators such as regulatory compliance, expenses, assets, and money-related($) to ensure that supervisors and colleagues have sufficient awareness and understanding of the internal control system, risk assessment and control, and internal control SOPs, effectively implementing the three lines of defense of internal control and reasonably ensuring the achievement of the three major objectives of internal control. (2) Internal control AI audits: for the revenue cycle, procurement and payment cycle, and production cycle under internal control, an "Internal Control AI Audit System" is established. At key process nodes, AI technology is introduced to integrate digital information from various fields, and big data analysis is used to conduct automated periodic detection and early identification of anomalies, in order to help improve internal control SOPs and ensure the achievement of the three major objectives of internal control. (D) Self-assessment of internal control system: In 2025, a total of 13 sessions of "Internal Control Self-Assessment Training" were held, with 308 supervisors and colleagues responsible for internal control self-assessment participating. A total of 1,069 units (departments) of the Company and its subsidiaries conducted self-assessments, covering 3,680 responsibilities, 6,732 objectives, 8,620 risk assessments, and 14,233 risk control points. On March 10, 2026, the Board of Directors resolved on the "2025 Internal Control System Statement of Inventec Corporation" and all 9 directors agreed with the contents of the statement. (E) In accordance with the "Inventec Ethical Corporate Management Best Practice Principles" conduct an audit of the implementation status of the preventive measures against dishonest conduct—such as operating procedures, advocacy, and education and training—prescribed in the "Ethical Corporate Operation Procedures and Conduct Guidelines" for high-risk business units and	

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
			subsidiaries, complete an audit report, and submit it to the Board of Directors in accordance with the provisions of the Integrity Management Best Practice Principles.	
(5) If the Company organized training and awareness programs on ethical corporate management to internal and external parties?	✓		(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 2025 demonstrate integrity behavior related advocacy and the training ratio in Taiwan as 100%. Training hours totaled 164,900.4 hours and training expenditure was NT $21,171,188 in 2025. There were no major breaches of the principle of ethical corporate management this year.	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: To address employee complaints involving major illegal, disciplinary, or improper conduct, the Company has established both external and internal grievance management mechanisms. Through multiple channels such as dedicated hotlines, email inboxes, and the complaint section on the official website, employees who encounter improper, unlawful, or unreasonable incidents may file complaints in accordance with the grievance system. In 2025, there was a total of 1 substantiated case arising from employee complaints and external reports.	No discrepancy
(2) Has the Company established investigation standard operating procedures for accepting	✓		(2) In accordance with the "Employee Complaint and External Whistleblowing Management Regulations", the Company has established standard operating procedures and a confidentiality mechanism for handling investigations of reported	No discrepancy

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Implementation status</th><th rowspan="2">Non-implementation and its reason(s)</th></tr>
<tr><th>Y</th><th>N</th><th>Summary</th></tr>
<tr><td>accusations, the follow-up measures to be taken after the investigation, and a relevant confidentiality mechanism?

(3) If the Company established any measures for protecting whistleblowers from inappropriate disciplinary actions?</td><td>

✓</td><td></td><td>matters, and imposes disciplinary actions with reference to the relevant review principles. In 2025, there was a total of 1 substantiated case arising from employee complaints and external whistleblowing investigations, which has been handled in accordance with the internal disciplinary regulations.

(3) In the “Employee Complaint and External Whistleblowing Management Regulations”, the Company has established a dedicated 24-hour contact person to handle complaints. The complaint and whistleblowing hotline is: Tel: +886-2-2881-0721 ext. 21999; Email: 21999@inventec.com.
The “Global Employee Code of Conduct Management Measures” has established a comprehensive mechanism for investigation, verification, and disciplinary actions. Anyone found, upon verification, to have violated relevant regulations will be appropriately handled in accordance with these measures and the reward and punishment provisions of the “Personnel Management Measures.” Inventec is committed to fully protecting the rights and interests of whistleblowers, ensuring that they do not suffer discrimination, coercion, reassignment, or any unfavorable treatment due to their whistleblowing, and is dedicated to creating a safe, trustworthy, and human-rights-respecting workplace environment.</td><td>

No discrepancy</td></tr>
<tr><td>4. Information Disclosure
If the Company disclosed ethical corporate management policy and its status of implementation via corporate website or Market Observation Post System?</td><td>✓</td><td></td><td>The website of the Company discloses such information as ethical corporate management, social responsibility, corporate culture, and operation policy.</td><td>No discrepancy</td></tr>
<tr><td colspan="5">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?</td></tr>
</table>

Items	Implementation status			Non-implementation and its reason(s)
	Y	N	Summary	
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.				
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. In October 2025, the “Inventec Sustainability Digital Academy” was further launched, enabling a wider range of courses to be offered and helping to monitor the promotion status of the integrity management policies and principles.				

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
2025.05.28	1. Proposal for the acknowledgment of the 2024 Business Report and financial statement of the Company.	Approved by 2,280,133,955 voting rights (among which, 1,693,161,541 voting rights were exercised electronically), accounting for 95.05% 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 2024.	Approved by 2,283,094,974 voting rights (among which, 1,696,122,560 voting rights were exercised electronically), accounting for 95.17% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed. NT$1.7 cash dividend is alloted per share. Ex-dividend base date: July 18, 2025. Date of cash dividend distribution: August 1, 2025.
	3. Discussion of Amendments to the "Articles of Incorporation".	Approved by 2,279,065,101 voting rights (among which, 1,692,092,687 voting were exercised electronically), accounting for 95.01% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed. The amended articles have been announced on the Company website.
	4. Discussion of Amendments to the "Regulations Making of Endorsements/Guarantees".	Approved by 2,279,099,679 voting rights (among which, 1,692,127,265 voting were exercised electronically), accounting for 95.01% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed. The revised regulations have been announced on the Company website.
	5. Discussion of Amendments to the "Regulations Governing Loaning of Funds".	Approved by 2,278,995,476 voting rights (among which, 1,692,023,062 voting were exercised electronically), accounting for 95.00% of the total voting rights. The approved voting rights exceed the statutory amount, and this proposal is passed.

		The revised regulations have been announced on the Company website.
	6. Proposal for Releasing the Prohibition on Director Yeh Kuo-I, Chang Chang-Pang, Chen Ruey-Long, Wea Chi Lin from Participation in Competitive Business.	Approved by 2,090,846,068 voting rights (among which, 1,680,234,984 voting were exercised electronically), accounting for 94.08% 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
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.
	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 non-executive employees.
	Approved the revision of the “Articles of Incorporation”.

Meeting Date	Important Resolution Matters
	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 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.
2025.05.13	Approved the 2025 Q1 consolidated financial statement of the Company.
	Approved of a capital increase for Inventec (USA) Corp.
	Approved of the establishment of a sustainable raw materials management policy
	Approved of revisions to the risk management policy and procedures.
	Approved of applications for bank credit lines.
2025.06.24	Approved the ex-dividend date for cash dividends.
	Approved the purchase of production line equipment by Inventec Electronics (Thailand) Co., Ltd.
	Approved the bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
	Approved the outright sale of subsidiaries' accounts receivable.
	Approved the extension of bank credit lines.
2025.07.29	Approved the 2024 Sustainability Report.
	Approved endorsement guarantees for Inventec (USA) Corp.
	Approved the extension of bank credit lines.
2025.08.12	Approved the 2025 Q2 consolidated financial statement of the Company.
	Approved the dismissal of managerial personnel.
	Approved of a capital increase for Inventec Electronics (Thailand) Co., Ltd.
	Approved the extension of bank credit lines.

Meeting Date	Important Resolution Matters
2025.09.30	Approved the dismissal of managerial personnel.
	Approved the loan of funds from Inventec (Pudong) Corp. and Inventec (Shanghai) Corp. to SQ Technology (Shanghai) Corporation.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
	Approved the extension of bank credit lines.
2025.10.28	Approved the purchase of equipment and supporting works.
	Approved the equipment purchase by IEC Technologies, S. de R.L. de C.V.
	Approved the extension of bank credit lines.
2025.11.11	Approved the Q3 2024 consolidated financial report.
	Approved the revision of the "Inventec Corporation Internal Control System".
	Approved the "2026 Internal Audit Plan"
	Approved the remuneration for certifying accountants for 2025.
	Approved the disposal of the investment stocks held by the Company.
	Approved the purchase of plant and equipment for Inventec (Czech), s.r.o.
	Approved the planning and implementation of an employee stock ownership trust plan.
	Approved the donation of NT$10 million to the Inventec Group Charity Foundation.
	Approved of revisions to Sustainable Development Code of Practice.
	Approved the addition of a new bank credit line.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
2025.12.30	Approved the allocation ratios for employee and director remuneration for 2025.
	Approved the proposed remuneration and year-end bonuses for directors and managerial personnelial personnel for 2025.
	Approved the proposed remuneration adjustments for directors and managerial personnel for 2026.
	Approved the 2026 business plan.
	Approved the purchase of production line equipment for Inventec Electronics (Thailand) Co., Ltd.
	Approved the purchase of land 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 purchase of real estate for IEC Technologies, S.de R.L. de C.V.
	Approved the purchase of production line equipment
	Approved the appointment of managerial personnel.
	Approved the Non-Assurance Services (NAS) items of certifying accountants.

Meeting Date	Important Resolution Matters
	Approved the extension of bank credit lines.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
2026.01.27	Approved the extension of bank credit lines.
	Approved bank endorsement guarantees for IEC Technologies, S.de R.L. de C.V.
2026.02.24	Approved the acquisition of right-of-use assets by IEC Technologies, S. de R.L. de C.V.
2026.03.10	Approved the issuance of the 2025 "Inventec Corporation Internal Control System Statement"
	Approved the employee and director remuneration for 2025.
	Approved the scope of 2026 non-executive employees
	Approved the 2025 financial statements, consolidated financial statements, and business report.
	Approved the audit report issued by the accountant for the 2025 financial statements and consolidated financial statements
	Approved the 2025 earnings distribution plan.
	Approved the appointment of CPA.
	Approved the election of directors
	Approved the date, location, and agenda for the annual general meeting of shareholders, and the acceptance of shareholder proposals.
	Approved the nomination of director candidates
	Approved the addition of non-compete restrictions for directors
	Approved of a capital increase for Inventec (USA) Corp.
	Approved the acquisition of constructed factory building by IEC Technologies, S. de R.L. de C.V.
	Approved of a capital increase for Inventec Holding (North America) Corp.
	Approved of a capital increase for Inventec Electronics (Thailand) Co., Ltd.
	Approved bank endorsement guarantees for Inventec Electronics (Thailand) Co., Ltd.
	Approved the extension of bank credit lines.
2026.04.28	Approved the proposal for the acquisition of the factory-office building and plant facilities engineering
	Approved the production line equipment procurement proposal
	Approved to formulate an occupational safety and health policy
	Approved Inventec (Pudong) Corp lend money to Inventec Asset-Management (Shanghai) Corporation.
	Approved the extension and increase of bank credit lines.

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 Chen, Ying-Ju	2025.01.01~2025.12.31	8,800	4,528	13,328	-

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: None

1.5 The Chairman, Presidents, and Managerial Officers Responsible for Financial or Accounting Affairs of the Company who, within the most recent year, have been Employed by the Attesting CPA's firm or its affiliated enterprises shall disclose their names, positions, and the period during which they were employed by the Attesting CPA's firm or its Affiliated enterprises: None.

1.6 Changes in Equity Transfer and Equity Pledge of Directors, Supervisors, Managerial Officers, and Shareholders Holding more than Ten Percent of the Shares

Unit: Thousand shares

Title	Name	2025		2026/1/1~2026/05/05	
		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	(400,000)	0	0	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	Chen, Yea-Ping	0	0	0	0
Senior Vice President	Chang, Lin	0	0	0	0
Senior Vice President	Chang Yiu-Lang	0	0	0	0
Vice President	Chang, Nai-Wen	0	0	0	0
Vice President	Yu, Chin-Pao	0	0	0	0
Vice President	Hsu, Ching-Wu	0	0	0	0
Vice President	Chao, Tsai-Hsiu	(477)	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
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

Title	Name	2025		2026/1/1~2026/05/05	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
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
Vice President	Huang, Chun-Chih	0	0	0	0
Vice President	Cheng, I-Lun	0	0	0	0
Vice President	Huang, Ying-Che	0	0	0	0
Senior Director of Finance Center	Tseng, Kuang-Chao	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

2026.03.29 Unit: Share

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship		Note
	Shares	%	Shares	%	Shares	%	Name	Relations	
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	
Yuanta/P-shares Taiwan Dividend Plus ETF	157,555,814	4.39%	-	-	-	-			
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	156,324,000	4.36%	-	-	-	-			
Lai-Chu Investment Co., Ltd.	136,721,634	3.81%	-	-	-	-	Yang, Yuan-Yuan	Chairman	
Lai-Chu Investment Co.,Ltd RepresentativeYang, Yuan-Yuan	1,100,000	0.03%	36,414,930	1.02%	-	-	-	-	
Shyh Shiunn Investment Corp.	130,716,690	3.64%	-	-	-	-	Wen, Shih-Chih	Chairman	
Shyh Shiunn Investment Corp.: Representative, Wen, Shih-Chih	35,685,590	0.99%	36,399	0.00%	-	-	-	-	
Fulltime	126,781,074	3.53%	-	-	-	-	Yeh, Li-Cheng	Chairman	

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship		Note
	Shares	%	Shares	%	Shares	%	Name	Relations	
Investment Corporation									
Fulltime Investment Corporation Representative, Yeh, Li-Cheng	117,412,472	3.27%	200,000	0.01%	-	-	Yeh, Kuo-I Yeh, Li-Quan Goldshare Investment Corporation	Relative within the second degree of kinship 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	
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	

Name	Shareholding		Spouse and Minor		Shareholding by Nominee Arrangement		The Relationship		Note
	Shares	%	Shares	%	Shares	%	Name	Relations	
								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

2026.03.29 Unit: Thousand shares; %

Long-Term Investment	Ownership by Inventec		Direct/Indirect Ownership by Directors and Management		Total	
	Shares	%	Shares	%	Shares	%
Inventec Besta Co., Ltd	23,405	37.53%	2,661	4.27%	26,066	41.80%
Dixon IT Devices Private Limited	13,680	40.00%	-	-	13,680	40.00%

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

05/05/2026

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; 05/05/2026

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

03/29/2026

Shareholder's Name	Shareholding	
	Shares	Percentage
Yeh, Kuo-I	176,361,330	4.92%
Yuanta/P-shares Taiwan Dividend Plus ETF	157,555,814	4.39%
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	156,324,000	4.36%
Lai-Chu Investment Co., Ltd	136,721,634	3.81%
Shyh Shiunn Investment Corp.	130,716,690	3.64%
Fulltime Investment Corporation	126,781,074	3.53%
Goldshare Investment Corporation	126,752,558	3.53%
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 annual financial statements 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	2021	2022	2023	2024	2025
Cash Dividend	1.4	1.5	1.5	1.7	2.0
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 (2026) 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 (This shall include no less than 1% of the aforementioned profits as compensation for non-executive employees) 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 recipients may include eligible employees of subsidiaries 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 (This shall include no less than 1% of the aforementioned profits as compensation for non-executive employees) 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 difference will be recognized as an expense adjustment 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 2025 is NT$ 881,097,247 (including a 1% allocation of cash compensation for non-executive employees, totaling NT$117,479,633), and the remuneration of directors in 2025 is NT$ 105,731,670, which are the same as the recognized expense amount in 2025.

   (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 2024, the relevant information on the employee and director remuneration is summarized below: Employee bonus distribution: NT$ 646,036,133; director remuneration distribution: NT$ 84,265,582 and the total distribution amount is NT$ 730,301,715. It is the same as the recognized expense amount in 2024.

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 principal business activities of the Group are the production and sale of computers and smart terminal products, among other related businesses.

2. Proportion of consolidated business

Item \ Year	2024	2025
Computer Product	99.04%	99.07%
Service Revenue	0.19%	0.17%
Others	0.77%	0.76%
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/Smart Terminals and Smart Healthcare: wireless speakers/headphones, smart wearables, smart security, multifunction application tablets, smart city solutions, fleet management, home healthcare, smart hospital equipment, AI medical intelligent solutions.

   D. Automotive Electronics and 5G Solutions: intelligent connectivity, localized solutions, smart mobility, in-vehicle computing, remote information processing and in-car entertainment, touch panel dashboard modules, 5G modules/fixed wireless access, WiFi 7 routers.

3.1.2 Industry Overview

1. The current situation and development of the industry.

   (1) Notebook computers

   In 2025, benefiting from the replacement cycle driven by the end of support for Windows 10 and the introduction of AI functions, global notebook demand is showing a mild recovery. According to TrendForce’s estimates, annual shipments will be around 177 to 180 million units, with a year-on-year growth rate in the low single digits. Looking ahead to 2026, as the new-generation processor platforms ramp up, AI PC penetration is expected to cross the 50% threshold, driving a structural transformation of the industry through specification upgrades and enhanced product value. However, due to the relatively high base in 2025, coupled with tighter allocation of key components as a result of strong AI-related demand, cost control will face challenges, and total market shipments may undergo adjustments in the short term. In the medium to long term, as the AI application ecosystem becomes increasingly mature, high-performance computing will become standard, supporting the industry's steady development toward higher added value.

(2) Servers

In 2025, the global server market, benefiting from the expansion in demand driven by AI applications, is exhibiting robust growth momentum. According to research by DIGITIMES, global server shipments in 2025 are expected to reach about 15.6 million units, representing an annual growth rate of around 4.8%. Among these, AI servers are the core growth driver, with shipments reaching approximately 1.844 million units, and their annual growth rate far outpacing that of the overall market, mainly due to cloud service providers' continued expansion of investment in AI infrastructure. Looking ahead to 2026, as generative AI applications deepen and the demand for data center upgrades persists, the market will be propelled toward a transformation featuring high performance, intelligence, and high added value. In the medium to long term, supported by the continued advancement in demand for high-efficiency computing power, the server industry enjoys high growth visibility, which will guide the industry onto a value-added path characterized by technology intensity and high unit prices, thereby strengthening its strategic position.

(3) Smart terminal

In 2025, the smart terminal market will continue its growth trend, with momentum coming from wearable products such as smartwatches, wristbands, and ear-worn devices. Driven by rising consumer demand for health monitoring and personalized applications, related applications are extending into everyday life and health management fields. According to IDC statistics, global shipments of smart wearable devices in 2025 will reach about 611 million units, an annual increase of approximately 9.1%, indicating solid growth in demand. Looking ahead to 2026, as sensing technologies are upgraded, AI-assisted analytics are introduced, and cross-platform integration accelerates, the market focus will shift from scale expansion to enhancement of application value. In the medium to long term, the industry will, through integration of smart healthcare ecosystems and precise data analysis, open up higher-growth pathways to consolidate its leading market position, while supporting the overall industry in steadily moving toward high value-added application fields and establishing a more resilient development system.

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

Upstream component manufacturing industry	Midstream semi-finished products processing industry	Downstream product distribution industry
(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

As AI PCs draw market attention, the notebook computer market in 2025 will enter a phase of deepening Copilot+ PC and generative artificial intelligence applications. The new generation of laptops, through a collaborative architecture of CPU, GPU, and NPU, significantly enhances multitasking performance and real-time AI inference capabilities, in order to meet the needs of business use, content creation, and high-performance computing. Business users are raising their requirements for image processing and data analysis, while gaming products are evolving toward being thinner and lighter, larger in size, and equipped with high-end graphics chips, with simultaneous reinforcement of cooling and power management. Overall market competition is focusing on energy management, cooling technologies, and mechanical integration capabilities, and is extending to the integration of software and hardware ecosystems to provide differentiated artificial intelligence experiences. Overall, the industry is moving toward high performance, low power consumption, and intelligent development; companies with globally flexible manufacturing efficiency and strong system development capabilities will demonstrate stronger competitive advantages and create high added value.

(2) Server

As artificial intelligence, machine learning, and data-intensive applications continue to expand, server architectures are rapidly evolving toward high performance and compute optimization. To meet the requirements of large-scale model training, AI servers are widely adopting high-compute accelerators, high-bandwidth memory (HBM), and advanced cooling solutions, and have become the core driving force behind the build-out of cloud data centers. To enhance deployment flexibility, product design is shifting toward modularity and high scalability, and with the rise of edge computing, is driving the introduction of applications in low-latency and real-time analytics scenarios. At the same time, in response to ESG and carbon-neutrality targets, the penetration of energy-saving power architectures and liquid-cooling technologies has increased significantly, becoming a key competitive focus for brand vendors and ODMs. Overall market competition will center on compute density, energy-efficiency performance, and system integration capabilities, in order to cope with increasingly complex hardware–software coordination and customized development needs, guiding the industry value chain to upgrade toward a technology-intensive direction and strengthening overall strategic positioning and operational resilience.

(3) Smart terminal

The smart terminal market continues to demonstrate growth momentum, mainly driven by rising demand for health management and the widespread adoption of smart living applications. Wearable devices have evolved from providing a single monitoring function to supporting diversified applications such as payment, communication, and life management, and they are integrated with edge AI technologies to deliver precise, personalized services. With advances in sensors and low-power technologies, devices can accurately collect physiological data such as heart rate, blood oxygen, and body temperature, supporting comprehensive health management solutions. Under the trend of smart healthcare, the importance of wearables in remote care and chronic disease monitoring scenarios has increased significantly. As the market matures, related industry players are enhancing differentiation through multi-price-tier strategies, industrial design, battery life, and cross-ecosystem integration capabilities. Overall, products are rapidly extending into professional health management and medical applications; companies with precise data analysis capabilities and strengths in software-hardware integration will stand out in this highly competitive market and establish long-term profitability barriers.

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	2024	2025
R&D Expenses (Unit: NT$ Thousand)	12,601,683	14,302,387
R&D Expenses to Revenue (%)	1.95	2.07

Inventec continues to regard innovation as an important foundation for the Company's sustainable development. In 2025, the Group will strengthen its R&D investment, focus on core products and key technologies, and deploy in emerging applications such as generative AI, edge computing, and smart healthcare, promoting integrated hardware–software solutions, continuously enhancing the value of system integration and manufacturing services, and laying a solid foundation for the Group's long-term growth.

2. Innovative technology development

(1) AI Infrastructure and Server Innovation

Inventec Group continues to deepen its artificial intelligence infrastructure, aligning with the technology platforms of major global chip suppliers to develop integrated AI and HPC solutions that support data centers, edge computing, and industrial-grade AI applications. The server product line incorporates advanced cold-plate liquid cooling and intelligent energy management technologies to enhance system performance, helping customers build sustainable data center architectures that deliver high performance with low energy consumption.

(2) Automotive Electronics and Smart Cockpits

The company is actively expanding its automotive electronics business, deepening cooperation with Tier 1 suppliers and automotive manufacturers. Its R&D deployment covers applications such as high-performance computing, domain/zone controllers, and smart cockpits. The products and manufacturing processes have obtained automotive-grade certifications, and through dedicated production lines at global manufacturing sites, the company demonstrates highly efficient delivery and excellent quality management capabilities. As projects progress, the automotive product line will become an important growth engine.

(3) Robotics Applications and AI Wearable Devices

The Group continues to promote cross-domain applications of artificial intelligence, investing in the R&D of AI humanoid robots and intelligent automation systems, with a focus on key technologies such as perception, motion control, and human–machine interaction, in order to explore application potential in industrial and service scenarios. At the same time, it is deploying AI smart glasses and wearable devices equipped with high-frequency communication capabilities, conducting field application verification to demonstrate its R&D capabilities and forward-looking vision in new smart applications.

(4) Smart Healthcare and Cross-Domain Collaboration

Inventec has been deeply engaged in the smart healthcare field, developing cloud-based intelligent infusion platforms and medical cart systems, and promoting cross-domain collaboration by integrating information and communication technologies with medical devices to enhance clinical workflow efficiency and patient safety. At the same time, it is expanding into home care and telemedicine applications, leveraging the deep integration of clinical data and AI analytics to strengthen the value and application of precision health management and to drive the long-term development of digital transformation in healthcare.

(5) Green Technology R&D

In response to the global net-zero carbon emission trend, Inventec Group continues to invest in R&D for low-carbon manufacturing processes, applications of recycled materials, and energy-saving server designs, and is developing technology platforms related to carbon footprint tracking and management to help customers advance environmental management and ESG goals. Through process optimization and the introduction of systematic management tools, the Group demonstrates its emphasis on sustainable technology R&D and long-term corporate responsibility, thereby strengthening its low-carbon operations governance framework.

3.1.4 Long-Term and Short-Term Business Development Plans

1. Short-term business development plans
   (1) Personal computers are being invested into the new-generation laptop platform to enhance computing performance and user experience, expand the use of recycled materials, eco-friendly packaging, and low-carbon manufacturing processes; AI-driven design is also being introduced to optimize energy efficiency and thermal performance, improve the green supply chain, and enhance product market competitiveness and sustainable value.

   (2) Server business focuses on AI, cloud, and HPC demands, accelerating new platform deployment and capacity expansion; introducing new computing architectures and expanding the application of liquid-cooling technologies to enhance data center energy efficiency and system-level integration capabilities, and strengthening its leading

position in high-performance computing through deeper customized development.

(3) Promote the introduction and technological enhancement of new intelligent terminals, expand mass-production deployment of smart cockpits, automotive-grade connectivity, and driver-assistance modules; and extend the application domains of AIoT-related products in global markets, strengthening integration capabilities and market deployment in emerging fields through a diversified product portfolio.

(4) In response to geopolitical factors and risks, optimize capacity allocation in the Czech Republic, Thailand, Vietnam, and Mexico, and dynamically adjust capacity deployment in the United States based on customer demand. Through regionalized production and integration of global logistics and operations, strengthen supply chain resilience, delivery efficiency, and the managerial synergies of cross-border operations.

2. Long-term business development plans

(1) Deepen automotive electronics, AIoT, smart healthcare, and edge computing and automation technology platforms, strengthen cross-disciplinary integration and application innovation domains; actively cultivate emerging businesses and product lines with long-term growth potential, and build diversified profit-driving momentum for the Group.

(2) Continue to strengthen core business capabilities in personal computers, servers, industrial IoT, and smart terminals, and, by enhancing operational efficiency, pursuing excellence in quality, and improving the competitiveness of product technologies, support the upgrading of customer needs; furthermore, deepen strategic partnerships with global customers to consolidate mid- to long-term market competitive advantages.

(3) In line with the Group's sustainable development direction, we have planned a 2025 net-zero emissions roadmap and continue to promote five core net-zero strategies:

A. Strengthen energy management to reduce energy consumption.

B. Increase the share of renewable energy year by year to lessen environmental impact.

C. Work hand in hand with the value chain to jointly implement low-carbon procurement.

D. Adopt green product design to promote a circular economy

E. Introduce carbon offset mechanisms to help achieve the net-zero target

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

The global PC market is demonstrating growth momentum under the wave of AI PCs, with the deep integration of Copilot and hardware driving more intelligent usage scenarios. The new generation of notebook computers is adopting a CPU, GPU, and NPU collaborative architecture to enhance on-device real-time application performance; gaming products, meanwhile, are evolving toward thinner and lighter designs, larger panels, and high-performance graphics cards, paired with advanced thermal solutions to meet high-performance computing demands. On the demand side, replacement of enterprise equipment and operating system upgrades provide support; on the supply side, as products develop toward high energy efficiency and energy conservation, cross-platform R&D integration capability has become the key threshold for industry competition. Leveraging the Group's long-accumulated design and innovation capabilities, highly flexible global manufacturing deployment, and vertically managed supply chain, we maintain stable market share across commercial, gaming, and consumer product lines. Overall, the structure of the notebook market will accelerate toward a transformation characterized by higher added value, lower carbon emissions, and greater intelligence, demonstrating resilient growth.

(2) Servers

AI and cloud services provide long-term demand support for the server market, and high-performance servers, AI training platforms, and high-density computing architectures are gradually becoming mainstream. Benefiting from the expansion of cloud data centers, the Group maintains a stable market share in the fields of standard models and customized servers, and continues to deepen its strategic cooperative relationships with major customers in AI servers and advanced cooling technologies. On the demand side, the demand for computing power driven by generative AI remains elevated, prompting brand vendors and large cloud service providers to continue expanding their procurement scale; on the supply side, the supply of advanced AI chips, liquid cooling technologies, and rack-level system integration have become the key competitive factors, giving companies with comprehensive software and hardware development capabilities a greater advantage. Overall, under the boom in computing power demand and the trend toward energy-saving regulations for data centers, the market is demonstrating strong structural momentum, and, driven by enterprise digital transformation and the rise of sovereign AI facilities in various countries, there is clear visibility of demand.

(3) Smart terminals

Smart wearables, health monitoring devices, and AIoT-related end equipment continue to drive the growth of consumer electronics; as health awareness increases and sensing technologies advance, global demand has maintained steady development. Wearable devices have evolved from offering a single health monitoring function to gradually expanding into diverse fields such as communication and entertainment, environmental sensing, and life management, and are being integrated with generative AI technologies to provide more precise personalized services. In terms of supply–demand structure, the market is exhibiting stable medium- to long-term demand, with niche segments such as smart healthcare, long-term care health, and remote care having the greatest growth potential. Leveraging its outstanding product design and integration capabilities, highly efficient global delivery system, and long-standing, solid cooperative relationships with international customers, the Group has established a leading market share in specific smart wearable and health application fields. Overall, with the optimization of algorithms and the introduction of medical-grade verification technologies, the market will be driven into a deep development phase characterized by high growth, high entry barriers, and high added value.

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

(1) Favorable factors

A. Enhancing global supply chain resilience: The Group continues to reinforce the resilience of its global supply chain. Through regionalized production deployment and diversified supplier strategies, it effectively disperses potential risks arising from geopolitical and trade environment changes. At the same time, by integrating global R&D sites with real-time market feedback mechanisms, it significantly improves the efficiency of technology integration and delivery flexibility, strengthening agile responsiveness to changes in customer demand.

B. AI-driven opportunities for product line growth: As artificial intelligence applications continue to expand, they are driving demand for high-performance servers, AI-accelerated computing architectures, and edge AI devices. Building on our existing R&D and manufacturing capabilities in notebook computers and servers, the Group is deepening its integration capabilities in AI and HPC, enhancing product added value and strengthening its market competitiveness in the field of high-end computing.

C. Advancing smart manufacturing in parallel with sustainable technologies: The Group continues to promote upgrades in smart manufacturing by introducing automation, 5G, and Industry 4.0 technologies to enhance production efficiency and quality stability. At the same time, it is implementing low-carbon processes and management mechanisms such as advanced liquid cooling, energy management, and carbon footprint tracking, in line with international ESG development trends, thereby strengthening the overall competitiveness of its sustainable supply chain.

D. Cloud and generative AI driving server demand growth: Cloud computing and generative AI continue to spur data center expansion, keeping server market demand strong. The Group has advantages in the field of cloud server contract manufacturing and, through its capabilities in software-hardware integration and comprehensive system delivery, supports enterprise customers' cloud and AI application needs, consolidating its global market position.

(2) Unfavorable factors

A. Geopolitical and supply chain risks: The rise of global trade protectionism, export controls, and geopolitical tensions is affecting the supply of high-end chips, impacting delivery schedules and cost structures. [Countermeasures]: Accelerate the promotion of localized production and globally distributed delivery layouts, deepen diversified supplier strategies, and establish a dynamic risk early-warning mechanism to ensure supply chain stability and business continuity.

B. Intensifying market competition: International major players are expanding capital expenditures and technology investments, causing both technological thresholds and price competition to rise simultaneously, which may compress gross margins and affect market share performance. [Countermeasures]: Continue to increase R&D efforts in AI/HPC, advanced thermal solutions, and energy management, strengthen product differentiation through technological barriers, and optimize product renewal pace to create outstanding market value.

C. Rapid technological evolution and emerging technology risks: Computing technologies are evolving rapidly, and the market requires deeper system integration; AI applications may give rise to operational uncertainties such as information security and regulatory compliance. [Countermeasures]: Strengthen cross-disciplinary R&D capabilities, introduce comprehensive data and AI governance frameworks, proactively deploy post-quantum security protection measures, and enhance technological reliability and operational resilience.

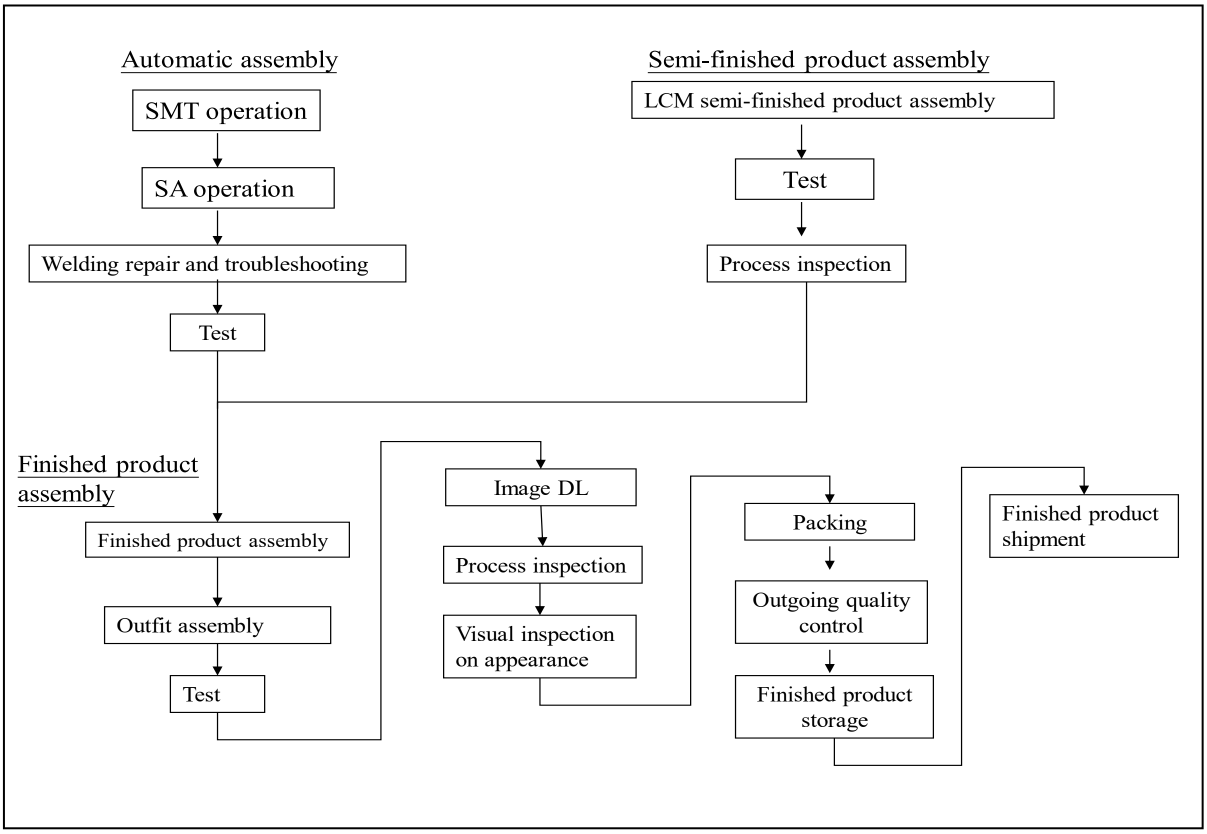
D. Sustainability and compliance challenges: Global ESG regulations and carbon tax requirements are increasing, and if carbon emissions and materials fail to meet standards, this will affect the foundation of customer collaboration and supply chain trust. [Countermeasures]: Fully promote carbon-footprint monitoring throughout the product life cycle, the use of recycled materials, and the optimization of low-carbon manufacturing processes, turning ESG into service competitiveness and reinforcing deep customer trust.

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 Group's main raw materials include central processing units, liquid crystal displays, hard drives, and the like. In working with and selecting raw material suppliers, the Group places emphasis on supply stability, delivery accuracy, and quality specifications. The Group maintains good cooperative relationships with its suppliers and adopts a diversified procurement strategy, while monitoring market price fluctuations to ensure stable raw material supply and the reasonableness of procurement costs.

Key Material Suppliers

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

3.2.4 Major Accounts in the Past Two Years

A. Major Suppliers Unit: NT$ Thousand

	2024				2025			
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	259,880,304	42	Nil	A	273,479,859	41	Nil
2	B	71,288,313	12	Nil	B	82,258,266	13	Nil
3	Others	283,828,929	46	-	Others	304,039,644	46	-
Net Purchases	Total	614,997,546	100	-	Total	659,777,769	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 2026 has not yet been reviewed by CPA.

B. Major Clients Unit: NT$ Thousand

	2024				2025			
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	337,402,947	52	Nil	a	346,090,047	50	Nil
2	b	79,803,981	12	Nil	b	98,024,589	14	Nil
3	Others	229,055,026	36	-	Others	247,075,690	36	-
Net Sales	Total	646,261,954	100	-	Total	691,190,326	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 2026 has not yet been reviewed by CPA.

3.3 Human Resources

Year		2024	2025	Up to Mar. 31, 2026
Employee Number	Direct Labor	15,154	19,465	18,159
	Indirect Labor	13,710	15,247	17,375
	Total	28,864	34,712	35,534
Average Age		30.59	32.99	33.16
Average Seniority		6.07	4.83	4.66
Education Distribution %	PhD Degree	0.17%	0.15%	0.14%
	Master Degree	8.21%	6.79%	6.66%
	College	36.73%	31.66%	31.16%
	High School (and below)	54.89%	61.41%	62.04%

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 Vietnamese subsidiary, IACV, failed to complete the environmental permit procedures in a timely manner after a change in production volume, thereby violating the Environmental Protection Law of Vietnam, and was fined by the competent authority approximately NT$355,000. The company obtained the environmental permit on September 29, 2025, and has reviewed its internal operating procedures to ensure that subsequent operations comply with relevant regulatory requirements.

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 2025, 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$212 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 is committed to providing a high-quality work environment that is both stable and developmental, and continuously optimizes labor conditions that are superior to legal requirements, including measures such as birthday leave and "In-portant Day," to help employees balance work and life, while also offering diverse benefits and care programs. In 2025, an employee stock ownership plan was approved by the Board of Directors and will be officially implemented in 2026. Through an employee stock ownership trust mechanism, the Company aims to enhance employees' sense of belonging and promote the sharing of business results between the Company and its employees.

The Company handles its employee retirement system in accordance with the relevant provisions of the Labor Pension Act. Workers who meet any one of the following conditions may apply for voluntary retirement: (1) having worked for more than 15 years and having reached the age of 55; (2) having worked for more than 25 years; (3) having worked for more than 10 years and having reached the age of 60. In addition, if employees meet any of the following conditions, the Company may, in accordance with the law, process their compulsory retirement: (1) having reached the age of 65; (2) being mentally incapacitated or physically disabled to the extent that they are no longer competent to perform their work. Regarding the aforementioned age requirements, for special work that is hazardous or requires a high level of physical strength, adjustments may be made upon approval by the central competent authority, but the age may not be set lower than 55.

The Company has also established a comprehensive employee retirement plan pursuant to the Labor Pension Act and strictly implements it in accordance with relevant laws and regulations. Under the old system, labor pension reserve funds are regularly set aside and deposited into a dedicated account at the Bank of Taiwan, and are managed and utilized by the Labor Pension Supervisory Committee. Under the new system, starting from July 1, 2005, the Company has implemented the government's new pension system, contributing 6% of employees' monthly wages to their individual pension accounts with the Bureau of Labor Insurance, Ministry of Labor. Currently, 84% of employees receive contributions at the 6% rate. If employees choose to make voluntary contributions, the Company withholds the contributions from their salaries according to their elected contribution rate and deposits them into their individual accounts. In addition, the Company has established a performance-oriented promotion, profit-sharing, and reward mechanism to retain talent and share the fruits of business operations.

Furthermore, the Company strengthens employee health management through diverse health promotion programs, employing family medicine and cardiology specialists to station on-site and provide health consultation services, and engaging dietitians to design healthy meals that are nutritionally balanced while taking calorie control into account. All meals are labeled with calorie information to help employees manage their nutritional intake. At the same time, the Company regularly releases health promotion information and invites fitness coaches to offer aerobic exercise and physical training courses, continuously promoting employees' physical and mental well-being. For specific measures and implementation results, please refer to the "Health and LOHAS (Healthy Living)" section under chapter "5. Social Inclusion and Human Capital Development" of the Sustainability Report: https://esg.inventec.com/resource/report.

3.5.2 Work Environment and Employee Personal Safety Protection Measures

Inventec upholds the core value of "Safety Leads, Everyone Participates," and regards safety governance as the cornerstone of the company's sustainable development; we continuously safeguard every colleague's physical and mental health, so that a deeply rooted safety culture becomes the sustainable foundation for Inventec to move toward lasting excellence. The Industrial Safety and Health Office is responsible for formulating, planning, and promoting occupational safety and health policies applicable to the entire Group, and is committed to providing workers with guarantees of safety and health. Whether formal employees, contract staff, or contractor partners, all are included under the same management standards and protection mechanisms. Our company follows international standards for management, and internalizes them into concrete internal control documents and system processes. Through the "seven strategic dimensions," we set clear goals and action plans to systematically promote occupational safety and health management work. The various safety and health protection measures and their implementation are described as follows:

1. Compliance with international standards and seven policy dimensions: Our company follows international standards to promote the ISO 45001 Occupational Health and Safety Management System, and has formulated policies in seven dimensions—legal compliance, full participation, enhanced communication, risk management, continuous improvement, zero hazards, and value-chain cooperation—as the highest guidelines. At present, the ISO 45001 certifications of all major plants are within their validity period, and the Shilin headquarters has additionally passed the "TOSHMS Taiwan Occupational Safety and Health Management System" certification, valid until February 5, 2027.
2. Dual-track safety governance framework and management mechanism: Each plant has established an "Occupational Safety and Health Committee," reserving seats for worker representatives to ensure diversity in decision-making, and holds regular quarterly meetings to review key occupational safety and health issues. For high-risk areas and new construction projects, a "Industrial Safety Strategic Alliance" has been further established to build a vertical supervisory cycle mechanism, with major risk levels reviewed and approved by the Board of Directors; the Industrial Safety and Health Office, in turn, establishes group evaluation standards and regularly supervises implementation effectiveness.
3. Risk control, emergency response, and education and training: Our company adopts a

hierarchical management model to implement work observations, and thoroughly carries out hazard identification and risk assessment. All intolerable risks have been fully improved and tracked. To implement the Business Continuity Plan (BCP), each plant has set up emergency response teams and fire brigades, and holds evacuation and emergency drills on a regular semiannual basis. With systematic management and full participation, the Group successfully achieved the annual goal of “zero fire incidents.”

4. Workplace protection, promotion of physical and mental health, and a friendly environment: In view of the increasing emphasis on mental health in the workplace, our company took the lead in introducing the ISO 45003 standard for psychological health and safety at work, incorporating organizational climate into routine risk assessments. Our company provides an Employee Assistance Program (EAP), covering professional consulting services in psychology, legal, and financial matters. For unlawful infringements in the workplace (including workplace bullying, sexual harassment, etc.), our company has established a comprehensive reporting mechanism. By thoroughly implementing prevention plans and awareness courses, all complaints are handled, in accordance with internal regulations and the degree of impact, through appropriate disciplinary measures and counseling improvements for the relevant personnel.
5. Occupational injury prevention and performance statistics: In terms of occupational injury statistics, our company, in accordance with regulations, includes contractors and dispatched personnel within the management scope of the integrated incident reporting system. In 2025, there were a total of 5 occupational injury cases among employees and 1 among dispatched staff; the company’s total lost workdays due to disabling injuries were 76 and 2 days, respectively. The disabling injury frequency rate (FR) was 0.37, the disabling injury severity rate (SR) was 5.69, and the total injury index (FSI) was 0.08, all overall lower than the industry average level, and all work injury cases have been included in the Safety Committee for review and continuous improvement.

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 2025, the expenditures related to employee training were NT$21,171,188, and the total training hours were 164,900.4 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 the “Global Employee Code of Conduct Management Regulations” at each plant, stipulating the basic code of conduct for both labor and management on the basis of fairness and justice. As employees of Inventec, when facing various issues related to work behavior, ethics, and the law, we take creating value for shareholders and employees and ensuring social responsibility as our guiding principles. Therefore, on the premise of complying with the fundamental requirements of the laws and ethical standards of each country or region, we must also comply with all of the company’s internal control systems. Every colleague is required to sign and abide by these regulations upon onboarding; the regulations are posted on the internal portal website, where all colleagues can access them at any time. Signing and promotion activities are carried out regularly, and anyone who violates relevant requirements will be subject to corresponding disciplinary actions without exception.

In order to provide all colleagues with a healthy, safe, and highly efficient work environment, the “Global Employee Code of Conduct Management Regulations” also stipulate that no employee or job applicant shall be discriminated against or deprived of talent development opportunities on the basis of gender, age, race, skin color, nationality, religion, disability, or any other factor unrelated to Inventec’s legitimate interests. In addition, each plant is equipped with an “Employee Grievance System” to ensure a fair arbitration mechanism when employees suffer violations related to human rights. In the plants located in mainland China, non-executive employees care teams and employee interview mechanisms have been specially set up to handle employee complaints and to understand employees’ concerns.

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 dialogues between frontline employees and senior executives: various forums are held regularly every year.

(2) Management policy and business process communication: communication meetings for employee representatives from each department will be regularly held every month.

(3) Cross-department and labor-management communication mechanism: establish an “Employee Feedback and Communication Section” via the internal portal platform and mobile service app.

(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) Non-executive employees care group: handle employee complaints and understand the employees' voice through employee interviews, etc.

(7) Thematic committee mechanism: collect colleagues’ opinions and needs through various thematic committees.

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 2025.

1. Violation of Article 38, Paragraph 4 of the Labor Standards Act. (Penalty dates: April 8, 2025. Punishment No.-Taipei City Labor No.1144669565. Total fines: NT$40,000).

2. Violation of Article 38, Paragraph 2 of the Labor Standards Act. (Penalty dates: May 21, 2025. Punishment No.-Taipei City Labor No.11401364501. Total fines: NT$20,000).
3. Violation of Article 22, Paragraph 2 of the Labor Standards Act. (Penalty dates: May 21, 2025. Punishment No.-Taipei City Labor No.1140136450. Total fines: NT$60,000).
4. Violation of Article 32, Paragraph 2 of the Labor Standards Act. (Penalty dates: Oct. 20, 2025. Punishment No.-Taipei City Labor No.11460133751. Total fines: NT$300,000).

The main circumstances of the violations primarily involved managerial oversight and inadequate communication by supervisors, as well as incomplete calculation and determination of certain payment items. The Company has promptly reviewed and optimized its internal management mechanisms, including strengthening the accuracy of working-hours records, enhancing supervisors' awareness of relevant regulations, reinforcing internal audits, and implementing a system reminder mechanism 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 great importance to information and communication security. Inventec's Information Security Incident Response Team is headed by the President and supervised by the Chairman. Under it are the information security units for the Personal System Group (PSG) and Enterprise Business Group (EBG) production lines, the New Business Group (NBG), and the OA Information Security Incident Response Team. Regular information security meetings are convened to report on information security–related issues, in order to implement and strengthen information security management.

In accordance with the "Annual Internal Audit Plan" approved by the Board of Directors, the Audit Center conducts an annual information security project audit to supervise the risk assessment planning of the Information Security Management System (ISMS) and the implementation of information security policies. A risk management report will be submitted to the Board of Directors on May 13, 2025, and the information security audit results will be reported to the Board on September 30, 2025.

(2) Infocomm security organization framework

Inventec has assigned a Chief Information Security Officer to lead the cybersecurity management supervisors in the headquarters and each factory area, who takes charge of the company's cybersecurity management system planning, monitoring and performing maintenance. Employees from the cybersecurity department execute work related to cybersecurity maintenance to strengthen the monitoring and management of cybersecurity risks. The responsibilities at each level are explained 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

system planning and management and reports directly to the Chief information security officer.

- Infocomm security department colleagues in headquarters: take charge of Group cybersecurity service execution, protection and monitoring.
- Infocomm security department manager in factory area: takes charge of factory area cybersecurity 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 service execution, protection and monitoring.

2. Infocomm security policy

(1) Enterprise cybersecurity management policy

Inventec has established a globally consistent information security policy to fulfill the company's responsibility for maintaining information security. With "enhancing information security awareness, strictly complying with information security regulations, implementing information security management, and ensuring company operations" as its core principles, the company comprehensively strengthens its protection capabilities from three major aspects: procedural systems, technological enhancement, and personnel training. Each year, the company reviews the appropriateness of its information security policies and objectives, and convenes management review meetings to discuss information security issues and track improvement actions.

To maintain the stable operation of the overall information environment and comply with regulatory requirements, the company regards information security as a shared responsibility of all employees, and embeds the concept of "information security is everyone's responsibility" into its corporate culture. Information security regulations are incorporated into the "Employee Code of Conduct," enabling colleagues to have clear management principles and action guidelines to follow in their daily operations, thereby meeting customers' trust and expectations of Inventec.

In accordance with the ISO/IEC 27001 international information security management standard, Inventec has established its information security policy and, taking into account local laws and business regulations, sets information security objectives for each plant. These objectives are then expanded into information security management actions by each unit, to ensure the confidentiality, integrity, and availability of the company's systems and network operations, while strengthening data protection measures to prevent tampering, destruction, and unauthorized access, thereby reducing data leakage and mitigating its impact on the company's operations.

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

Inventec has long promoted its information security management system and, in accordance with the ISO/IEC 27001 international standard, has established an Information Security Management System (ISMS). Through audits conducted by impartial external third-party certification bodies, the company ensures that its information security management system, operating procedures, and maintenance and operation specifications all comply with international standards. By adopting the PDCA (Plan, Do, Check, Act) management cycle mechanism, it continuously implements and improves the operation of the information security management system, carrying out at least one internal audit and one external third-party audit each year, and revalidating its certificates every three years as required. The company continues to expand the scope of its ISO/IEC 27001 certification, gradually covering its major global operational sites and manufacturing plants, and will complete the full upgrade of the certification version to ISO/IEC 27001:2022 in 2025, ensuring that its information security management system is aligned with the latest international standards.

(3) Specific management schemes

Strengthening employees' information security awareness: Every year, company employees sign the "Employee Code of Conduct," which includes information security protection requirements. The company also regularly issues information security bulletins and conducts training programs to enhance all employees' information security awareness and literacy.

Antivirus and hacker monitoring: We manage and monitor virus detection across all global plants, implement necessary protection measures, enforce virus scanning and removal management, and report virus attack handling and threat intelligence to the Chairman on a monthly basis, in order to prevent information security incidents from causing production stoppages that could impact company operations.

Threat intelligence collection and vulnerability management: Through an external third-party threat management system, we collect information security threat intelligence, analyze vulnerability severity, and notify all global plants to respond accordingly. We implement comprehensive vulnerability control and system patching and updates, conduct regular vulnerability scans, and carry out red team exercises to validate protection effectiveness and enhance cybersecurity resilience.

Regular drills: We regularly conduct social engineering drills, backup and restoration exercises, information security incident drills, and penetration tests to strengthen employees' real-time response capabilities and overall protection effectiveness.

Secure software development: Committed to implementing the core culture of "security is quality," the company deeply embeds security requirements into the Software Development Life Cycle (SDLC). We provide the development team with professional security training covering the Secure Software Development Life Cycle (SSDLC), cloud security, vulnerability remediation, and agile development, comprehensively enhancing employees' technical capabilities and sense of security responsibility. During the development phase, employees follow information security guidelines and integrate Static/Dynamic Application Security Testing (SAST/DAST) tools into the CI/CD process, implementing "shift-left security" to proactively identify vulnerabilities and risks. Before a system goes live, it must pass rigorous information security testing to ensure compliance. In addition, we have implemented Web Application Firewall (WAF) and Content Delivery Network (CDN) technologies to build an operational environment that combines robust defense with high availability, safeguarding the company's digital assets.

Supply chain security: We have established a Supplier Code of Conduct and regularly conduct information security maturity surveys (response rate 87.6%). Most suppliers already have basic protection measures in place. Through digital education platforms and supply chain conferences, we promote information security awareness, establish incident reporting mechanisms, and drive international certifications to strengthen overall supply chain protection.

Information security audits, certifications, and awards: Every year, we undergo information security audits conducted by external customers, impartial third-party verification organizations, and the internal audit center, checking our ISMS in accordance with ISO/IEC 27001, and we have obtained AEO certification, continuously advancing our information security governance.

Defense-in-depth: Internal information security management encompasses multiple layers of protection measures, including strong passwords, 2FA, VPN, jump servers, next-generation firewalls, intrusion detection, network access control, email and endpoint protection, cloud security monitoring, and log and availability monitoring. We also regularly conduct social engineering exercises and combine external professional information security services to strengthen monitoring and defense. At the same time, we implement physical and environmental security controls such as data center access control and CCTV, comprehensively enhancing the maturity of our information security protection.

(4) Cybersecurity management resources input

- Cybersecurity manpower: The group currently has 20 dedicated cybersecurity personnel (including managers). Their cybersecurity certifications include CCISO, CISSP, CISM, CISA, CEH, ECIH, ISO 27001 LA, iPAS Intermediate Information Security Engineer Certification, and other government-recognized professional certificates, totaling 33 certificates.
- Cybersecurity meetings: In 2025, a total of 646 cybersecurity-related meetings were held (52 at the WW global level, 95 at the BG business group level, and 499 at the plant level), covering the quarterly global cybersecurity conference, ISMS management review meetings, monthly business group cybersecurity meetings, and weekly routine cybersecurity meetings.
- Cybersecurity documents: In 2025, a total of 174 cybersecurity-related documents were newly created or revised.
- Cybersecurity budget: In 2025, cybersecurity-related investments totaling NT$180 million were executed, an increase of NT$97 million over the previous year, representing a growth rate of 116.9%.
- Defense effectiveness: An average of 15.66 million external network attacks were blocked per month.
- Social engineering drills: 29 drills were conducted, with a total of 40,168 test emails

sent, achieving a pass rate of 96.69%.

- Employee violations: A total of 8 violation records were detected.
- Cybersecurity education and training:

New employees: Completed cybersecurity education and training, totaling 14,670 attendances.

General employees: A total of 19 cybersecurity education and training courses were held, with 6,509 attendances; the completion rate of general cybersecurity education and training for global employees was 99.85%.

Professional personnel: A total of 10 professional courses were held for cybersecurity, IT, and development personnel, accumulating 1,008 training hours.

3.6.2 Significant Infocomm Security Event

In 2025, 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

Contract Nature	Counterparty	Contract Term	Major Contents	Restrictions
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	From 2025/10/20 until 3 years after the first drawdown date, an extension of 2 or 3 years may be applied for in writing, within the period starting from one year and five months from the first drawdown date until three months before the expiry of the credit period, and such extension may be applied for only 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	2025	2024	Difference	
			Amount	%
Current assets	271,453,681	274,426,356	-2,972,675	-1.08%
Property, plant and equipment	41,804,177	35,324,177	6,480,000	18.34%
Intangible assets	293,531	662,455	-368,924	-55.69%
Other assets	18,120,726	25,531,327	-7,410,601	-29.03%
Total assets	331,672,115	335,944,315	-4,272,200	-1.27%
Current liabilities	236,313,671	247,482,266	-11,168,595	-4.51%
Non-current liabilities	18,910,385	17,975,266	935,119	5.20%
Total liabilities	255,224,056	265,457,532	-10,233,476	-3.86%
Share capital	35,874,751	35,874,751	0	0.00%
Capital surplus	2,892,430	2,894,045	-1,615	-0.06%
Retained earnings	38,508,122	24,994,131	13,513,991	54.07%
Total equity attributable to owners of parent	76,177,012	71,320,312	4,856,700	6.81%

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

1. Intangible Assets: Mainly due to the full recognition of impairment loss on goodwill after conducting goodwill impairment testing in the current period.
2. Other Assets: Mainly due to the decrease in financial assets measured at fair value through other comprehensive income.
3. Retained Earnings: Mainly due to the disposal of financial assets measured at fair value through other comprehensive income, with the accumulated disposal gains being reclassified from other equity to retained earnings.

4.1.2. Individual

Unit: NT$Thousands

Item \ Year	2025	2024	Difference	
			Amount	%
Current assets	227,729,882	247,023,713	-19,293,831	-7.81%
Property, plant and equipment	12,971,217	12,832,118	139,099	1.08%
Intangible assets	263,636	250,258	13,378	5.35%
Other assets	65,220,340	68,768,365	-3,548,025	-5.16%
Total assets	306,185,075	328,874,454	-22,689,379	-6.90%
Current liabilities	220,901,902	247,715,671	-26,813,769	-10.82%
Non-current liabilities	9,106,161	9,838,471	-732,310	-7.44%
Total liabilities	230,008,063	257,554,142	-27,546,079	-10.70%
Share capital	35,874,751	35,874,751	0	0.00%
Capital surplus	2,892,430	2,894,045	-1,615	-0.06%
Retained earnings	38,508,122	24,994,131	13,513,991	54.07%
Total equity	76,177,012	71,320,312	4,856,700	6.81%

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

1. Retained Earnings: This is mainly due to the disposal of financial assets measured at fair value through other comprehensive income, with the cumulative disposal gains being reclassified from other equity to retained earnings.

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	2025	2024	Amount changed	Change percentage (%)
	Amount	Amount		
Operating Revenue	691,190,326	646,261,954	44,928,372	6.95%
Less：Sales Discounts and Allowances	-	-	-	-
Net Operating Revenue	691,190,326	646,261,954	44,928,372	6.95%
Operating Costs	-654,475,636	-612,924,800	-41,550,836	6.78%
Gross Profit from Operations	36,714,690	33,337,154	3,377,536	10.13%
Operating Expenses	-24,002,093	-21,520,593	-2,481,500	11.53%
Net Operating Income	12,712,597	11,816,561	896,036	7.58%
Non-operating Income and Expenses	-700,449	-2,606,646	1,906,197	-73.13%
Profit before income tax from continuing operations	12,012,148	9,209,915	2,802,233	30.43%
Less: Income Tax Expense	-2,722,021	-1,943,697	-778,324	40.04%
Net income attributable to owners of parent	8,695,754	7,267,407	1,428,347	19.65%
Net income attributable to non-controlling interests	594,373	-1,189	595,562	-50089.32%
Profit after income tax from continuing operations	9,290,127	7,266,218	2,023,909	27.85%

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

1. Non-operating income and expenses: Mainly due to an increase in net gains on financial assets measured at fair value through profit or loss and gains from debt settlements.
2. Profit before income tax from continuing operations: Mainly due to an increase in operating profit.
3. Income tax expense: Mainly due to an increase in profit before income tax of the operating segment for the current period.
4. Net income attributable to non-controlling interests: Mainly due to an increase in net income for the current period.
5. Profit after income tax from continuing operations: Mainly due to an increase in profit before income tax from continuing operations.

Individual

Unit: NT$ Thousands

Item \ Year	2025 Amount	2024 Amount	Amount changed	Change percentage (%)
Operating Revenue	617,830,208	554,053,651	63,776,557	11.51%
Less：Sales Discounts and Allowances	-	-	-	-
Net Operating Revenue	617,830,208	554,053,651	63,776,557	11.51%
Operating Costs	-594,306,588	-531,720,378	-62,586,210	11.77%
Gross Profit from Operations	23,523,620	22,333,273	1,190,347	5.33%
Less：Unrealized Sales Gross Profit between Subsidiaries	-34,214	-28,971	-5,243	18.10%
Plus：Realized Sales Gross Profit between Subsidiaries	28,971	39,349	-10,378	-26.37%
Realized Gross Profit from Operations	23,518,377	22,343,651	1,174,726	5.26%
Operating Expenses	-15,005,301	-12,936,028	-2,069,273	16.00%
Net Operating Income	8,513,076	9,407,623	-894,547	-9.51%
Non-operating Income and Expenses	2,248,058	-775,082	3,023,140	-390.04%
Pre-Tax Net Profit from Continuing Operations	10,761,134	8,632,541	2,128,593	24.66%
Less: Income Tax Expense	-2,065,380	-1,365,134	-700,246	51.30%
Net Profit After Tax from Continuing Operations	8,695,754	7,267,407	1,428,347	19.65%

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

1. Realized Sales Gross Profit between Subsidiaries: Mainly due to adjustments in the product mix and an increase in customers' inventory stocking.
2. Non-Operating Income and Expenses: Mainly due to an increase in net gains on financial assets measured at fair value through profit or loss and gains from debt settlements.
3. Pre-Tax Net Profit from Continuing Operations: Mainly due to an increase in operating income.
4. Income Tax Expense: Mainly due to an increase in the profit before tax of the operating segment for the current period.

4.2.2 Expected Sales Volume and its Basis

In the face of uncertainty in the global political and economic situation, the intensifying U.S. trade protection policies and rising geopolitical risks are undoubtedly the primary factors companies must consider in maintaining a diversified and stable supply chain and in their operations management. Based on the above variables, in addition to establishing new production bases in North America to reduce potential tariff risks, the Company is also expanding plants at key locations worldwide in line with customer needs, in order to adjust the structure of the global supply chain and capacity allocation, with the hope of ensuring that revenue reaches the annual planned targets and enhancing overall net profit.

In the server field, benefiting from strong AI-related demand, in addition to motherboard assembly and complete rack assembly, the Company's industry-leading patented liquid-cooling technology for servers can, under the trend toward high computing power and performance, precisely meet CSP customers' needs for energy-saving and high-efficiency computing. As demand from emerging customers heats up, the server business is expected to continue optimizing the overall profit structure and improving overall operating performance.

As for the notebook business, it benefits from the system replacement cycle and the rising penetration of AI PCs. The Company focuses on developing mid- to high-end commercial models and consumer gaming notebooks, integrating high-performance processors to meet customer needs. The production process strictly adheres to ESG standards, implementing corporate social responsibility from the application of environmentally friendly materials to sustainable supply chain governance. Leveraging differentiated product competitiveness and compliant production, the notebook business revenue is expected to remain stable in 2026.

In terms of the development of new businesses in automotive electronics, the Company is actively engaging in cooperation with Tier-1 suppliers or automakers, with R&D oriented toward high-performance central computing platforms, high-performance domain controllers, in-vehicle sensing technologies, and intelligent cockpit systems. With complete automotive process certifications and a fully built upstream and downstream supply chain, dedicated production lines have already been set up at each plant, and the overall product portfolio is expected to grow in line with customer demand.

Regarding smart terminal products, the focus has expanded from smart wearables and smart healthcare to edge AI practical applications, covering areas such as in-vehicle UWB wireless devices, AI robotics technology development, and unmanned guided vehicles. In addition, the Company integrates 5G private networks, AI intelligent analytics, and IT manufacturing systems, combined with high-efficiency production technologies and services, to build 5G smart factories.

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 in 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
30,933,801	13,993,283	9,388,326	54,315,410	—	—

1. Analysis on change of cash flow this year:

   Operating activity: The Group continues to adjust its product mix, improve its cost structure, and control operating expenses. In response to increased shipment demand during the year, net cash inflow amounted to NT$13,993,283 thousand, primarily because accounts receivable from prior periods were successively collected and recorded in 2025, resulting in a decrease in accounts receivable and an increase in demand deposits.

   Investing activity: The main reason was the disposal of financial assets measured at fair value through other comprehensive income and the increase in other financial assets, resulting in net cash inflows of NT$3,002,291 thousand.

   Financing activity: This was mainly due to an increase in short-term borrowings and a decrease in repayments of long-term borrowings, resulting in net cash inflows of NT$6,592,074 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$ 54,315,410 thousand.

   Expected annual net cash flow from operating activity (B): NT$ 5,578,828 thousand.

   Expected annual cash outflow (C): NT$ 1,306,065 thousand.

   Expected cash surplus (insufficient) amount (A+B-C): NT$ 58,588,173 thousand.

   Looking ahead to 2026, 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			
				2025	2026	2027	2028
Purchase plant and equipment	Own Capital	Current year	62,235,834	9,068,860	33,166,974	10,000,000	10,000,000

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

The main businesses of Inventec are the research and development, manufacturing, and sales of notebook computers, servers, and communication products. In recent years, it has been actively developing a diversified product line, gradually extending into fields such as AI, medical, automotive electronic control units (ECU), edge computing, and 5G modules. In 2025, the Group's investment income from equity-method investees amounted to approximately NT$14,341 thousand, mainly because in the past few years it was in a period of high R&D investment, and now the integrated businesses have entered a mass-production and harvest stage. In addition, Inventec's subsidiary Inventec Appliances has shifted toward medical and industrial applications, driving overall revenue. Furthermore, its subsidiary Inventec Besta Co., has been actively transforming and investing in AI-related smart AIoT device products such as automotive rear-view imaging and the Internet of Things, successfully entering the automobile insurance market.

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:

2025	Net amount of interest income (expenditure)	Net amount of exchange (loss) profit
Unit: NT$ thousands	(3,384,876)	(1,099,434)

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 2026 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. Intellectual Property 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: Our company has always regarded customer needs as the top priority in our R&D. With the development of artificial intelligence, the combined software and hardware effects generated by AI platforms on notebook computers have become increasingly significant. In 2026, we will continue to launch iterative processors such as GPUs and NPUs with differentiated functionalities and carry out differentiated specification integration, which will greatly help optimize AI-related additional functions in laptops and increase the penetration rate of AI PCs. At the same time, we will focus on developing mid- to high-end commercial models and consumer gaming notebooks, and, in accordance with ESG standards and in line with green transformation and customer demands, will continue to research and introduce environmentally friendly, recyclable materials and non-toxic labels for use in new models, achieving notable results.
   B. Servers and cloud services: The Company possesses strong software, hardware, and R&D capabilities. In addition to providing customized, comprehensive solutions to increase the added value of its products, it will continue to expand alliances with strategic partners in pursuit of growth. Furthermore, by continuously innovating in server liquid-cooling patents, it can accurately meet CSP customers’ needs for energy-saving, high-efficiency computing under the trend of high computing power and performance, while actively responding to the global megatrend of net-zero carbon emissions and green transformation. The servers scheduled for launch in the second half of the year not only align with energy-saving and carbon-reduction

design concepts, but, combined with a localized production strategy, will help increase the proportion of customer orders and expand the Company's global market share.

C. Smart terminal products: In addition to the company's original smart wearables and smart healthcare, we are further shifting our focus step by step toward practical edge-AI applications such as in-vehicle UWB wireless devices, AI robotics technology development, and automated guided vehicles. At the same time, by cooperating with various medical centers and clinics, we are building a comprehensive remote smart care platform. Going forward, we will continue to integrate cloud technologies, strengthen interconnection and interoperability among terminal devices, create a cross-domain smart ecosystem, and plan technologically forward-looking products, together with the introduction of related cloud technologies, with the goal of maximizing customer value.

D. 5G: In an era centered on the digital economy, our company leverages its solid hardware foundation to fully cultivate 5G private network technologies, integrating diverse fields such as communications, the Internet of Things, and smart transportation. We work closely with partners related to 5G to promote the application of 5G private networks in smart factories and smart healthcare, provide comprehensive information security solutions.

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$ 14.2 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$ 5.0 billion	2027	Provision of long-term accumulated software and hardware technology and customized overall solutions
Server and cloud computing	Under development	NT$ 4.8 billion	2027	Provision of long-term accumulated software and hardware technology and customized overall solutions
Smart terminal products	Under development	NT$ 0.6 billion	2027	Continuous innovation, good quality, excellent talent, design, manufacturing, marketing, and after-sales service capability
5G and automotive products	Under development	NT$ 0.9 billion	2027	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:

In response to the two pillars of international anti-tax avoidance under BEPS 2.0 promoted by the Organisation for Economic Co-operation and Development, namely Pillar One (profit allocation rules) and Pillar Two (global minimum tax regime), as well as Taiwan's CFC regulations, Inventec continues to proactively and actively plan in order to reduce the Group's tax risks and related compliance costs. In addition, regarding sustainability reports (ESG), net-zero carbon emissions, and the preparation of sustainability information in accordance with IFRS Sustainability Disclosure Standards, the Company follows the sustainability development blueprint issued by the competent authorities, introduces the IFRS Sustainability Disclosure Standards according to the prescribed timeline, and conducts preliminary financial and operational assessments in relation to the EU's CBAM. In the face of changes in the international situation, the Company continues to optimize localized capacity allocation to enhance supply chain resilience and to proactively respond to the impact of geopolitics on tax matters and operations. The relevant departments of the Company have always strictly complied with and closely monitored major domestic and international policy and legal changes, and actively adjust the Company's financial and business activities in accordance with applicable laws and regulations.

4.6.5 The Impact of Technological Changes (including Information and Cybersecurity risks) and Industrial Changes on the Company's Financial Affairs and Operations, and Corresponding Response Measures:

Due to the rapid development of emerging technologies and the fast-changing market demand, the Company is actively developing high value-added fields such as AI servers, 5G private networks, and intelligent in-vehicle systems. In response to the needs of AI PCs and high-performance computing, it continues to strengthen processes from design and manufacturing to testing. In addition, in terms of market research, the Company closely monitors global edge computing trends, changes in end-application demand, and the product characteristics of competitors.

Amid the wave of global digital transformation and localized manufacturing driven by 5G, Inventec is actively implementing its global deployment strategy, enhancing supply chain resilience to cope with geopolitical pressures, and actively participating in 5G development. Through digital transformation strategies, it has established short-, medium-, and long-term operational goals and financial indicators. Inventec leverages big data collection, application, and analysis, combined with Internet of Things and artificial intelligence technologies, to build high-quality, high-efficiency 5G smart factories. However, while technology is developing rapidly, information security management has also become critically important.

On the other hand, it is strengthening internal device identification, personnel authentication, EDR monitoring, and enhancing employees' information security awareness. These measures are intended to reduce risks and maintain the security of financial management tools. The current information technology security risks of Inventec and corresponding countermeasures are as follows:

1. Infrastructure Security
   - A. Follow ISO 27001 and internal controls, with regular internal and external audits to ensure all plants comply with the regulations.
   - B. Implement access control, environmental monitoring, and availability monitoring in data centers to reduce risks related to power, air conditioning, fire, etc.

C. Establish a high availability (HA) architecture, and conduct regular drills and backups to ensure rapid recovery.

2. Personnel Information Security Awareness:

A. Employees sign NDAs and codes of conduct to clearly define responsibilities and prohibited actions.

B. Promote information security education and training, including in-person and online courses, with continuous announcements and awareness campaigns.

C. Carry out regular social engineering drills and phishing email tests; those who fail must undergo retraining and re-assessment.

3. Device Security:

A. Establish device network access regulations and security baselines, change default passwords, install antivirus and protection software, and regularly update patches.

B. Establish a vulnerability management procedure, regularly scan devices, and immediately fix vulnerabilities.

C. Block USB access, prohibit self-installation of software, and require verification and filtering for email and internet traffic.

4. Access Control:

A. Establish a strong password policy specifying length, complexity, update frequency, and lockout time.

B. Apply strict access control for system login and data access permissions; VPN and external email must use two-factor authentication.

C. Protect sensitive data with encryption; it must connect to the company key server to be read, thereby reducing the risk of data leakage.

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

As global climate and environmental change intensifies, ESG has become a key direction for corporate development. Upholding the spirit of corporate social responsibility, the Company integrates ESG into its core values, continuously promotes digital transformation and sustainable development, proactively strengthens the green supply chain, develops the circular economy, optimizes manufacturing processes, and expands the use of renewable energy, in order to enhance corporate competitiveness and align with international sustainability trends. The Company has successfully transformed from a traditional contract manufacturer into a leader in AI computing, and, in line with its consistent business philosophy and corporate culture, rigorously reviews relevant goals and strategies through the implementation of internal management mechanisms and external audit work, so as to effectively manage overall organizational risks. As of the printing date of this annual report, there has been no impact on the Company’s crisis management arising from any change in its corporate image.

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

Since 2025 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:

In response to geopolitical risk factors and customer demand, and in order to increase resilience in order-taking, various contract manufacturing plants have been adjusting their operational plans to build a more flexible production model. Our company operates across both sides of the Taiwan Strait, Europe and the United States, and Southeast Asia, and is expanding plants in the United States, Mexico, Thailand, the Czech Republic, and other locations. In addition to continuously expanding overseas capacity, the Thailand plant in Southeast Asia has entered a stage of large-scale mass production, effectively undertaking global allocation needs for servers and notebook computers. Through capacity reallocation and vertical integration of overseas sites, the new production bases are expected to inject new momentum into the Group. Under the capacity reallocation, we will continue to revitalize existing assets in order to enhance capital liquidity and balance asset risks.

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

Due to factors such as geopolitical developments and global monetary easing policies, which have led to inflation and rising interest rates, coupled with the resurgence of trade protectionism following the U.S. presidential election, corporate supply chain costs have increased. Our company actively implements a globally diversified layout and has reallocated production capacity across each manufacturing base. In addition to supplying nearby markets through localized production models, we also effectively manage and diversify risks with respect to suppliers, thereby reducing the risk of excessive concentration in purchases and sales, and enhancing the resilience of our 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. Risk of infrastructure instability: In the event of insufficient power or network supply, production and operational continuity may be affected.

B. Information security and system interruption risk: If there are vulnerabilities in information security protection or insufficient employee awareness, it may lead to system interruptions and disruptions to operations.

C. Public health incident risk: Outbreaks of emerging infectious diseases may affect personnel attendance and the stability of the supply chain, thereby impacting operations.

Countermeasures:

A. Contingency planning and drill mechanisms: Establish emergency response procedures and conduct regular drills to ensure that operations can be rapidly restored in the event of an incident.

B. External support and communication channels: Establish contact information for competent authorities and partners to ensure immediate support can be obtained when necessary.

C. Public health response measures: Formulate infectious disease protection guidelines, including reporting procedures, distributed office plans, management of protective supplies, and maintenance of environmental hygiene.

D. Business continuity management: Establish a business continuity committee, develop management manuals and procedural documents, and regularly review risks, update contingency plans, and conduct drills.

E. Information security management system: Operate an information security management system in accordance with the ISO 27001 framework and set up a dedicated committee to ensure system security and operational stability.

2. Privacy Protection and Information Security Risks:

A. System security risk: With global operations and the widespread adoption of digitalization, insufficient information security controls may lead to system attacks or operational disruptions.

B. Data protection risk: Inadequate cybersecurity awareness or human error may result in the leakage of confidential data and the loss of critical information.

C. Reputation and compliance risk: Privacy protection and information security governance affect a company's reputation, compliance, and operational stability.

Countermeasures:

A. Infrastructure security: Participate in the privacy working group to review the applicability of privacy policies and privacy management regulations, assess related risks and impacts, and promote organizational privacy protection measures.

B. Personnel information security awareness: Provide information security education and training for employees, incorporating AI information security issues, including both in-person and online courses, actively carrying out AI information security announcements and advocacy, and integrating information security into corporate culture.

C. Privacy risk governance:

a. Review current policies and identify gaps with GDPR and ISO 27001.

b. Optimize and review policies, revise them to address the gaps, and ensure compliance.

c. Establish cross-departmental collaboration mechanisms, integrating HR, information security, and legal resources to enhance governance effectiveness.

d. Risk prevention and monitoring, regularly reviewing measures to ensure the transparency and security of personal data.

3. Emerging Risks:

By referring to external environmental analysis information, collecting issues that are widely focused on by the industry and benchmark companies, and gathering suggestions from risk-responsible supervisors and personnel, we have screened emerging risk items that are highly relevant to our company and compiled them as the emerging risk events for 2025 as follows:

A. Weaponization of key technologies, resources, and supply chains: Geopolitics and regional conflicts have turned critical technologies (such as semiconductors), key resources (such as natural gas and rare earths), and supply chains into strategic weapons under national policies, increasing operational complexity, thereby impacting operating costs and potentially causing supply chain disruptions.

Countermeasures:

a. Global diversified deployment to reduce dependence on any single country.

b. Strengthen supply chain resilience by establishing diversified suppliers and inventory/stockpiling strategies.

c. Build dynamic monitoring and early-warning mechanisms, and activate contingency plans.

d. Grasp sustainability trends and adjust sustainability strategies, and assist the supply chain in achieving its goals.

B. Bias in AI applications: Due to biases in data or design, AI applications may cause negative impacts, including: AI errors leading to discrimination or prejudice, erroneous decisions, erroneous decisions triggering chain reactions that result in business disruption, violations of regulations, or malicious exploitation.

Countermeasures:

a. Strengthen data governance and quality control to ensure training data is complete and unbiased.

b. Introduce an AI governance framework to ensure fairness, transparency, and explainability.

c. Ensure privacy and information security protection by adopting encryption technologies and complying with international regulations.

d. Establish accountability and audit mechanisms to regularly detect bias and update models.

C. Impact of artificial intelligence and quantum technology development on cybersecurity: Artificial intelligence may be exploited by hackers to conduct automated attacks and to use deepfake technology to create disinformation, thereby increasing the success rate of social engineering attacks. In addition, quantum computing possesses powerful computing capabilities and may in the future break existing encryption algorithms, causing traditional cybersecurity protections to fail. As emerging technologies develop rapidly, cyberattacks are becoming more complex and harder to defend against. Companies face higher cybersecurity threats and need to deploy new types of cybersecurity strategies in advance.

Countermeasures:

a. Learn knowledge related to post-quantum cryptography and take stock of the potential threats that developments in quantum technology may pose to enterprises.

b. Establish AI-based cybersecurity protections to strengthen security inspection and anomaly detection.

c. Promote cybersecurity education and drills for employees, and establish cross-department emergency response plans.

d. Follow international cybersecurity standards and frameworks, and ensure that management systems and protection technologies are updated in a timely manner.

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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