

Stock code: 3701



FIC Global, Inc.

2024

Annual Report

Prepared by FIC Global, Inc.

Published in May 2025

(Website for query of this annual report: <http://mops.twse.com.tw>)

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FIC Global, Inc.

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I. Letter to Shareholders

Ladies and gentlemen,

The main operating profit and loss of FIC Global, Inc. mainly came from the recognition of net investment profit and loss of relevant reinvestment enterprises of FIC Group. To improve performance and industry competitiveness, continually adjust the industries invested by the Group and integrate them per their characteristics, keep what is valuable and reject what is worthless, and strictly control each important subsidiary and affiliate, the Company strived to increase revenue and reduce expenditure, lower costs, and improve profits to adjust the Group's constitution. When looking back to 2024, we have found that the consolidated net profit of the Company in 2023 reached NT\$626,727K, while this figure was NT\$246,505K in 2024. Despite the influence of the epidemic, the Company returned to the profiting track again this year, and each enterprise in the Group realized favorable development. The operating status of the Company in 2024 is hereby compared with that last year, and the specific indicators are summarized as follows:

Analytical Statement of Operating Status

Unit: NT\$1,000

Item	2024	2023
Operating income	13,101,747	13,283,396
Operating cost	(11,305,707)	(11,227,876)
Operating expenses	(1,547,312)	(1,401,644)
Operating profit	248,728	653,876
Current profit	246,505	626,727
Current (net loss) profit (attributed to the owner(s) of parent company)	26,327	332,140

Note: The statement above is prepared in accordance with the Company's consolidated financial statements.

Analytical Statement of Profitability

Item	2024	2023
Return on assets (%)	2.10	5.99
Return on equity (%)	3.57	9.95
Ratio of operating (loss) profit in paid-in capital (%)	10.52	27.86
Ratio of before-tax (net loss) profit in paid-in capital (%)	13.19	33.27
Net profit ratio (%)	1.88	4.72
Basic (loss) earnings per share (NT\$)	0.11	1.49
Diluted (loss) earnings per share (NT\$)	0.11	1.42

Note: The statement above is prepared in accordance with the Company's consolidated financial statements.

In order to execute the strategies of industry holdings and separate business operations, FIC Global Inc. sticks to industry resource orientation as principle, while First International Computer, Inc., 3CEMS Corp. and Ubiqconn Technology, Inc. are important subsidiaries of FIC Global, Inc. In 2023, under the efforts of all supervisors and employees, the Company continually lowered cost, improved business flexibility, and continuously dedicated to automotive electronics related systems, electronic OEM services, R&D and designs, system assembly and industrial computer production and sales.

Under the management policy of continuous adjustment of strategy, review and reform, First International Computer, Inc. (FIC) has already clarified its business operation direction and gradually achieved its transformation goals. Software and hardware platforms with ARM structure are adopted to develop products in fields of A (Automotive), A (Automation) and M (Medical) which are the main development axis. In the field of G (Green), Honeywell, Tridium, and Niagara are applied as development platforms to develop self-owned AI algorithm which is applied in the markets of Smart City, Smart Energy Management, Smart Building, Smart Retail and ITS. FIC seeks niche products and markets with professional R&D technology. It is expected that AR HUD, the automotive augmented reality head-up display independently developed and manufactured by FIC, will drive FIC Global Inc. to enter a crucial period for its development of factory-installed products in the field of new energy vehicle/electric vehicle.

In recent years, 3CEMS Corp. has actively engaged in the organizational reform and product structural adjustment. When the original computer related business volume remains stable, 3CEMS has continuously developed new products (e.g., electronic sports computer, AIOT computer and peripherals), and its business in communication products (including optical fibers) has also realized gradual growth. Furthermore, 3CEMS has also expanded its business in industries with high added value such as automotive electronics, industrial control electronics and precision SMT products. 3CEMS focuses on the OEM of advanced electronic products applied in the fields of aerospace, navigation, automobile, and semiconductor.

Ubiqconn pays equal attention to ODM and brand and aims to realize 50% of profit contribution rate for ODM and brand respectively. Ubiqconn is committed to developing industrial personal computer (IPC) related business and taking the rugged tablet computers of its self-owned brand of RuggON as well as 6G devices as the main axis. Based on the vision of "Connection Everywhere", Ubiqconn focuses on the linking technology related to rugged portable computers, the establishment of ecosystem of each vertical market and solidly linked supply chains and digital collaboration platform, as well as its core values (Curiosity, Empathy, Agility, Can-do Attitude and Discipline) to connect all its employees. Under the continuous improvement of the company's physique, Ubiqconn has become a listed company in May 2024 and has continued to invest in the low-orbit satellite and drone industry to obtain better remuneration for shareholders.

Each reinvestment company will adjust their product structures in consideration of industrial demands, and their products will be integrated and complement with each other, thus brining bigger space and markets for their products. Also, relevant sales, purchasing, R&D, management and information platforms are provided to share the resources and facilitate the overall operation performance of FIC Global, Inc. and its reinvestment companies.

Shareholders' ceaseless support is highly appreciated. Our operation teams will exert continual efforts this year to earn rewards for shareholders. All the operation teams of the Company will work harder and spare no effort to improve enterprise value so as to pay back to shareholders' support and encouragement.

II. Corporate Governance Report

1. Information of directors and principal managers

(1) Information of directors

April 08, 2024

Title (Note 1)	Nation ality or place of registra tion	Name	Gender and age	Date appointed Date (Note 2)	Term	Date first elected	Shares held when elected		Shares currently held		Shares held by spouse and underage children		Shares held in the name of others		Education/work experience (Note 3)	Other positions at the Compan y or elsewher e	Other officer, director or supervisor who is the spouse or a relative within second degree			Note
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholdi ng ratio			Title	Name	Relationsh ip	
Chairman	R.O.C.	Chia Chao Investment Inc. (Representative: CHIEN LEO MING TZ)	Male 41-50	June 15.2023	3	June 9, 2020 July 15, 2020	45,723,836 6,150,000	21.17 2.85	45,723,836 6,375,575	19.33 2.7	0 150,000	0 0.06	0 0	0 0	Master of Electrical Engineering, University of California	(Note 5)				
Director	R.O.C.	WYC God-loving Foundation for Charity (Representative: LEE, KAI- TIEN)	Male 61-70	June 15.2023	3	June 15.2023 June 26, 2004	35,292,065 117	16.34 0	35,292,065 117	14.92 0	0 0	0 0	0 0	0 0	Ph.D., Department of Civil Engineering, Virginia Polytechnic Institute and State University	(Note 5)	-	-	-	
Director	R.O.C.	WYC God-loving Foundation for Charity (Representative: WU, SHUN-I)	Male 61-70	June 15.2023	3	June 15.2023 June 10, 2009	35,292,065 0	16.34 0	35,292,065 0	14.92 0	0 0	0 0	0 0	0 0	Department of Engineering, Vanung University/Chairman of LAMBERT NEWMEDIA, INC.	(Note 5)	-	-	-	
Independent Director	R.O.C.	CHEN, MIN-PEN	Male 71-80	June 15.2023	3	June 10, 2009	0	0	0	0	1,055	0	0	0	Ph.D., Geological Oceanography, Texas A&M University/Professor of Institute of Oceanography, National Taiwan University/Supervisor of Far East Evangelistic Association/Chairman of MMA Global Aqua Co., Ltd.	-	-	-	-	
Independent Director	R.O.C.	KAO, TIEN-CHING	Male 61-70	June 15.2023	3	June 7, 2017	0	0	0	0	3	0	0	0	Master's degree, MBA Program, National Chengchi University/Finance Vice President of First International Computer, Inc.	-	-	-	-	
Independent Director	R.O.C.	WANG, CHENG-WEI	Male 41-50	June 15.2023	3	June 5, 2019	0	0	0	0	0	0	0	0	Department of Accounting, Tamkang University/Master of Divinity Curriculum, China Evangelical Seminary	-	-	-	-	

Note 1: For a corporate shareholder, name of the shareholder and its representative shall be presented separately (as for representative of corporate shareholder, the name of the corporate shareholder shall be specified), and the following Table 1 shall be filled out at the same time.

Note 2: Time when a person served as director or supervisor of the Company for the first time shall be filled out. In case of any interruption, relevant note shall be attached for clarification.

Director WANG, HSUEH-LING, representative of Chia Chao Investment Inc., resigned on July 10, 2020. Director CHIEN LEO MING TZ, representative of Chia Chao Investment Inc., was reassigned on July 15, 2020.

Director CHIEN, MING-JEH, representative of Chia Chao Investment Inc., and Independent Director TUNG, SHENG-FENG resigned on August 8, 2024. The chairman and the general manager of the Company or a person with equivalent position (top manager) are a same person, by-election of one independent director at the shareholders' meeting in 2025.

Note 3: As for experience related to the current position, e.g., employment to accounting firm in charge of audit and certification or affiliate in the preceding period, title and duties served shall be explained.

Note 4: If the chairman and the general manager of the Company or a person with equivalent position (top manager) are a same person, are spouse to each other, or relatives within first degree, relevant information regarding the reason, rationality, necessity and responsive measures shall be explained (e.g., increasing the seats of independent directors and ensuring that more than half number of directors haven’t held a concurrent post of employee or manager). Chairman CHIEN, MING-JEH and General Manager CHIEN LEO MING TZ were first-degree relatives, and an independent director was added in 112.Please refer to “Information of principal managers”.

Because the chairman of the board of directors and the general manager CHIEN, LEO MING TZ are the same person, the main department is considered for the inheritance of experience, and there shall be no less than four independent directors, and one seat will be by-elected at the shareholders' meeting in 2025.

Note 5: Please refer to “Table of Concurrent Positions in Affiliates or Other Companies”.

Table 1: Major Shareholders of Corporate Shareholders

March 31, 2025

Name of corporate shareholder (Note 1)	Major shareholder(s) of corporate shareholder (Note 2)
Chia Chao Investment Inc.	CHIEN, MING-JEH (30%) LI, PENG-HSUAN (35%) CHEN, HUEI JYUN (35%)
WYC God-loving Foundation for Charity.	CHIEN, MING-JEH (71.43%) WANG YANG JIAO (23.5%) WANG, SYUE-LING (1.67%) WANG, GUEI-YUN (1.67%) CHEN, CHE (1.67%)

Note 1: If director and supervisor are representatives of corporate shareholder, the name of this corporate shareholder shall be filled out.

Note 2: Fill out names of major shareholders of this corporate shareholder (top 10 shareholders in terms of shareholding ratio) and their shareholding ratios. If any major shareholder is a legal person, the following Table 2 shall also be filled out.

Note 3: If the corporate shareholder is an unincorporated organization, names and shareholding ratios of shareholders disclosed above shall be the names and contribution or donation ratios of contributors or donors (relevant announcements of Judicial Yuan can be queried as reference). If a donor has already passed away, "Deceased" shall be marked.

Table 2: Major Shareholders of Major Shareholders in Table 1 as Legal Persons: None

(March 31, 2025)

2. Information disclosure of professional qualifications of directors and supervisors and independence of independent directors

March 31, 2024

Name	Condition	Professional qualifications and experience (Note 1)			Independence status (Note)												Number of other public companies where the director holds a concurrent post of independent director
		Professional qualifications	experience	Circumstances in the subparagraphs of Article 30 of the Company Act	1	2	3	4	5	6	7	8	9	10	11	12	
Jiazhao Investment Co., Ltd. Chairman: CHIEN, LEO MING TZ		Graduated from the University of California, Los Angeles with a master's degree in electrical engineering, he took over the position of chief operating officer of the company in 2008, and finally got rid of the haze of loss in 2016, in addition to being promoted to general manager and turning the company into a profit in the 8th year of succession, and paid a profit report card for 4 consecutive years, and served as the chairman of the board of directors in 2023, specializing in technology entrepreneurship, business operation and practice of the technology industry, business planning and venture capital, etc. In addition to serving as a director in the subsidiaries of the Volkswagen Group (including the Company and its 100% owned subsidiaries), he also serves as a director or independent director in the upstream and downstream companies or peers of the relevant technology industry chain to contribute his expertise in corporate governance management, so he has practical capabilities in business planning, operation and management related to the financial accounting, business, marketing and technology industry.	Chairman of FIC Global, Inc. Chairman of Ubiqconn Technology Chairman of First International Computer, Inc. Independent director of Promate Electronic Co.,Ltd. Independent director of CyberLink Corp.	None	-	-	-	-	-	-	-	-	-	-	√	-	2

WYC God-loving Foundation for Charity. Chairman: WU, SHUN-I	He graduated from the Electronic Engineering Department of Universal Technical College, and is currently the chairman of Lambert Newmedia, Inc. and a director of First International Computer, Inc. Possess corporate governance, business, marketing and industrial technology capabilities, and be able to put forward relevant corporate governance and operation management opinions and guidelines to the Board of Directors of the Company in a timely manner, so as to require the management team to formulate operational strategies for implementation.	Chairman of Lambert Newmedia, Inc. Director of First International Computer, Inc	None	√	-	√	√	-	-	√	√	√	√	√	-	0
WYC God-loving Foundation for Charity. Chairman: LEE, KAI-TIEN	Mr. Lee graduated from Virginia Polytechnic State University with a Ph.D. in Civil Engineering, and currently serves as the chairman of the board of directors of Lohas Biotech Development Co., Ltd. and serves as a director of FIC Group companies (including the Company and its 100% owned subsidiaries), and has analytical and management capabilities in the fields of corporate governance, financial accounting, business, marketing and industrial technology, which will enhance the quality of corporate governance of the Board of Directors.	Chairman of Lohas Biotech Development Corp. Director of Lambert Newmedia, Inc Supervisor of First International Computer, Inc Supervisor of LEO Systems, Inc.	None	√	-	√	√	-	-	√	√	√	√	√	-	0
KAO, TIEN-CHING	Master of Business Administration from National Chengchi University, former lecturer at National Taipei Business College, with professional knowledge and skills in accounting and business management. He has analytical and management capabilities in the fields of corporate governance, financial accounting, business, marketing and industrial technology, which will enhance the quality of corporate governance of the board of directors and the supervision function of the audit committee, and has professional qualifications and experience in leadership decision-making, business management, operational judgment, business and business.	Vice President of Finance of First International Computer, Inc Vice President of Finance of FIC Global, Inc.	None	√	√	√	√	√	√	√	√	√	√	√	√	0

CHEN, MIN-PEN	He holds a Ph.D. in marine geology from Texas A&M University, has taught at the Institute of Oceanography at National Taiwan University, and served as the chairman of Global Surveying and Mapping Technology Co., Ltd. He has a professional understanding of corporate governance and corporate operations. Although he has served as an independent director for more than three terms (9 years), he has not violated any of the provisions of Article 30 of the Company Law, therefore, the Company still draws on its experience and vision in different industries to provide diversified opinions on operation and management in a timely manner, so that the Company can have a more diversified perspective in the thinking of operation and management strategies, and further improve the quality of supervision and management of the Board of Directors and the Audit Committee.	Professor of Institute of Oceanography, National Taiwan University Chairman of MMA GLOBAL AQUA CO., LTD. Supervisor of Far East Evangelistic Association	None	√	√	√	√	√	√	√	√	√	√	√	√	0
WANG, CHENG-WEI	He has a bachelor's degree in accounting from Tamkang University, and worked in Anhou Accounting Firm, with professional education in accounting. Its analytical and management capabilities in the fields of corporate governance, financial accounting, business, marketing and industrial technology will enhance the quality of corporate governance of the Board of Directors and the oversight function of the Audit Committee. He currently serves as an independent director for a second term of office and has not served more than three terms. and there has been no violation of Article 30 of the Company Law.	Master of Divinity Curriculum, China Evangelical Seminary Executive Secretary of Full Blessing Bread of Life Christian Church in Tian-Mu. Executive Secretary of Christian Rehoboth Church Department of Accounting, Tamkang University	None	√	√	√	√	√	√	√	√	√	√	√	√	0

Note: If each director complies with the following conditions two years before being elected and appointed and during tenure, please mark “√” in the blank under each condition code.

- (1) Not an employee of the Company or its affiliate.
- (2) Not a director or supervisor of the Company or its affiliate (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (3) Not an individual shareholder holding or with his/her spouse, underage children or others holding more than 1% of total shares already issued by the Company or ranking the top 10 in terms of shareholding ratio.
- (4) Not a manager listed in (1), or the spouse, a relative within second degree, or direct relative within third degree of the personnel listed in (2) and (3).
- (5) Not a director, supervisor or employee of a corporate shareholder directly holding more than 5% of total shares issued by the Company, ranking the top 5 in terms of shareholding ratio, or assigning a representative to serve as the director or supervisor of the Company according to Article 27-1 or Article 27-2 of the Company Act (however, it does not apply to

the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).

- (6) Not a director, supervisor or employee of another company with the director seats of the Company or shares with voting rights controlled by a same person (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (7) Not a director (council member), supervisor or employee of another company or institution who is same as or the spouse to the chairman, general manager or person with an equivalent position of the Company (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (8) Not a director (council member), supervisor or manager or shareholder with shareholding ratio above 5% of a specific company or institution that has financial or business contact with the Company (however, it does not apply to the situation in which the specific company or institution holds more than 20% but less than 50% of total shares already issued by the company, and concurrently serving as an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (9) Not a professional, or owner, partner, director (council member), supervisor, or manager of sole proprietorship, partnership, company or institution providing auditing service for the Company or its affiliate or relevant commercial, legal, financial and accounting services with the accumulated reward amount not exceeding NT\$500,000 in recent two years, as well as their spouses. However, it does not apply to members of remuneration committee, public acquisition deliberation committee or M&A special committee that performs its duties in accordance with relevant laws and regulations including the Securities and Exchange Act or the Business Mergers and Acquisitions Act.
- (10) Not the spouse or a relative within second degree to any other director.
- (11) Not having any of the circumstances stipulated in Article 30 of the Company Act.
- (12) Not elected as government, legal person or its representative according to Article 27 of the Company Act.

3. Diversity and Independence of the Board of Directors:

(1) Diversity of the Board of Directors

The selection and nomination of members of the Board of Directors of the Company is in accordance with the provisions of the Articles of Association, the Corporate Governance Code and the Regulations for the Election of Directors, and the candidate nomination system is adopted to elect the Directors in a fair, impartial and open manner. The "Rules for Election of Directors" is stipulated and the Company's board of directors should be diversified. According to the Company's operations, business models and development needs, the selection of members with diversified backgrounds and perspectives includes but it is not limited to gender, age, nationality, culture, education background, professional background (such as law, accounting, industry, finance, marketing or technology), professional skills and industry experience, etc.

A. The specific management objectives and achievements of the diversity of the Board of Directors of the Company are as follows:

Management Objectives	Achievement
At least one-third of the directors have industrial, marketing, financial or technology expertise	√
At least one-third of the independent directors have legal, accounting or technology expertise	√

B. The diversity of the Board of Directors of the Company is as follows:

Title	Chairman	Director		Independent Director		
Name	CHIEN, LEO MING TZ	LEE, KAI-TIEN	WU, SHUN-I	CHEN, MIN-PEN	KAO, TIEN-CHING	WANG, CHENG-WEI
Gender	Male	Male	Male	Male	Male	Male
Age	41~50	61~70	61~70	61~70	61~70	61~70
Nationality	U.S.A	R.O.C	R.O.C	R.O.C	R.O.C	R.O.C
Whether or not they are also employees of the Company	✓	-	-	-	-	-
The length of office of the independent directors (less than 3 years)	-	-	-	(Note)	✓	✓
Specialized knowledge and skills						
Industry Background	✓	✓	✓	✓	✓	✓
Academic research	-	-	-	✓	✓	-
Marketing	✓	✓	✓	-	-	-
Competence and experience						
Ability to exercise operational judgment	✓	✓	✓	✓	✓	✓
Accounting and financial analysis skills	✓	-	-	-	✓	✓
Management ability	✓	✓	✓	✓	✓	✓
Crisis management capabilities	✓	✓	✓	✓	✓	✓
Industry knowledge	✓	✓	✓	✓	✓	✓
International market view	✓	✓	✓	✓	✓	✓
Leadership	✓	✓	✓	✓	✓	✓
Decision-making ability	✓	✓	✓	✓	✓	✓

Note: Considering that independent director CHEN, MIN-PEN has not violated the provisions of Article 30 of the Company Law, the Company still draws on its experience and vision in different industries to provide diversified opinions on operation and management in a timely manner, so that the Company can have a more diversified perspective in the thinking of operation and management strategies, and further improve the quality of supervision and management of the Board of Directors and the Audit Committee.

In addition, the eighth session of the Board of Directors of the Company consists of 8 directors, including 4 independent directors and 0 female directors (accounting for 50% and 0% of all directors), and the nomination of board members also includes the fact that the directors have background expertise in accounting, technology and industrial marketing, and have a reputation for integrity and integrity, enjoy outstanding achievements, experience and reputation in various professional fields, are committed to devoting sufficient time to participate in supervising the company's business, and have the ability to assist in operation and management, and contribute to the success of the company. In the case of independent directors, with expertise in finance, accounting and business administration, we have been searching for female directors with relevant expertise and background in the past few years, and considering the diversity of the board of directors, we will elect one female independent director at the 2025 general meeting of shareholders.

(2) Independence of the Board of Directors

The Board of Directors of the Company directs the Company's strategy, supervises and manages the management and is responsible to the Company and its shareholders, and exercises its powers in accordance with laws and regulations, the Articles of Association or the resolutions of the shareholders' meeting in accordance with all operations and arrangements of the corporate governance system. The Board of Directors of the Company emphasizes the function of independent operation and transparency, and the directors and independent directors are independent individuals who exercise their powers independently.

The company expressly stipulated in Article 12 of the Management of Operation of Board Meeting, For any proposal in which a Director or the legal person he or she represents is an interested party, the Director shall explain the important aspects of his/her interest at the Board meeting. When his/her interest is likely to compromise the interest of the Company, the Director shall not participate in the discussion and voting on the proposal and the Director shall abstain him or herself from discussion and voting on the proposal and cannot exercise the voting right for and on behalf of another Director.

All of the independent directors comply with the standards for independent directors set by the FSC, and their independence is as follows:

Name of independent director	KAO, TIEN-CHING	CHEN, MIN-PEN	WANG, CHENG-WEI
Whether he/she or his/her spouse or relatives within the second degree of kinship are directors, supervisors or employees of the Company or its affiliates	No	No	No
The number and proportion of shares held by the company, one's spouse, or relatives within the second degree of kinship (or in the name of others).	None	None	None
Whether he is a director, supervisor or employee of a company with which the Company has a specific relationship	No	No	No
The amount of remuneration obtained for providing business, legal, financial, accounting and other services to the Company or its affiliates in the past two years	None	None	None

(2) Data of general manager, deputy general managers, assistant managers, and heads of each department and branch

April 08, 2024

Title (Note 1)	Nationality	Name	Gender	Date appointed	Shares held		Shares held by the spouse and underage children		Shares held under others' name		Main experience (education) (Note 2)	Concurrent position in other companies	Manager who is the spouse or a relative within second degree			Remark End of full text
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Chairman (General Manager)	U.S.A.	CHIEN, LEO MING TZ	Male	August 31, 2016	6,150,000	2.7%	150,000	0.06%	0	0	UCLA (Electrical & Electronics Engineering)	Note 4	Founder	CHIEN, MING-JEH	Father-son	(Note 3)
Deputy General Manager	R.O.C.	LO, AN-TI	Male	August 31, 2012	12,000	0	0	0	0	0	Bradley University (Computer Science)	Note 4	-	-	-	-
Assistant Manager (concurrent)	R.O.C.	LI, YU-HUA	Female	May 1, 2020	0	0	0	0	0	0	Department of Accounting, Tamkang University	Note 4	-	-	-	-
Assistant Manager (concurrent)	R.O.C.	LIN, TUNG-HSING	Male	October 1, 2013	0	0	0	0	0	0	CA State University, San Bernardino (Business Administration)	Note 4	-	-	-	(Note 5)

Note 1: The data of general manager, deputy general managers, assistant managers and heads of each department and branch shall be included. Also, those with positions equivalent to general manager, deputy general manager or assistant manager shall also be disclosed regardless of their titles.

Note 2: As for experience related to the current position, e.g., employment to accounting firm in charge of audit and certification or affiliate in the preceding period, title and duties served shall be explained.

Note 3: If the chairman and the general manager of the Company or a person with equivalent position (top manager) are a same person, are spouse to each other, or relatives within first degree, relevant information regarding the reason, rationality, necessity and responsive measures shall be explained (e.g., increasing the seats of independent directors and ensuring that more than half number of directors haven't held a concurrent post of employee or manager).Since the chairman and the general manager have a father-son relationship, in consideration of experience inheritance, the seats of independent directors will be increased within a time limit stipulated in relevant laws and regulations.

Note 4: Please refer to “Table of Concurrent Positions in Affiliates or Other Companies”.

Note 5: CHIEN, MING-JEH resigned as chairman of the board of directors from June 15, 2023, and the board of directors approved the reappointment of CHIEN LEO MING TZ as the new chairman, and CHIEN LEO MING TZ inauguration date was June 15, 2023

(3) Table of Concurrent Positions in Affiliates or Other Companies

March 31, 2025

Name of enterprise	Title	Name or representative
First International Computer, Inc.	Chairman	FIC Global, Inc. (CHIEN LEO MING TZ)
First International Computer, Inc.	General Manager	CHIEN LEO MING TZ
First International Computer, Inc.	Director	FIC Global, Inc. (LO, AN-TI)
First International Computer, Inc.	Director	FIC Global, Inc. (WU, SHUN-I)
First International Computer, Inc.	Supervisor	FIC Global, Inc. (LEE, KAI-TIEN)
First International Computer, Inc.	Accounting Manager	LI, YU-HUA
University Venture Co., Ltd.	Director	CHIEN, MING-JEH
Ubiquonn Technology, Inc.	Chairman	FIC Global, Inc. (CHIEN LEO MING TZ)
Ho Mon Investment Inc.	Director	CHIEN, MING-JEH
Geointelligence Systems, Inc.	Supervisor	FIC Global, Inc. (LI, KAI-TIEN)
City Smarter Technologies Corporation	Director	FIC (CHIEN LEO MING TZ)
King's Sports Co. Ltd.	Director	Kings Blessed Investment. (CHIEN LEO MING TZ)
FICTA Technology, Inc.	Director	FIC Global, Inc. (LIN, TUNG-HSING)
FICTA Technology, Inc.	Director	FIC Global, Inc. (LO, AN-TI)
GloryMakeup Inc.	Chairman	Chia Chao Investment Inc. (CHIEN, MING-JEH)
RuggON Corporation	Chairman	Ubiquonn Technology (CHIEN LEO MING TZ)
LOHAS Biotech Development Corp.	Chairman	LEE, KAI-TIEN
LAMBERT NEWMEDIA, INC.	Chairman	WU, SHUN-I
LAMBERT NEWMEDIA, INC.	Director	Point Space Technology (LEE, KAI-TIEN)
AGARI PHARMA CO., LTD.	Supervisor	CHIEN, MING-JEH
Witology Technology Company Limited	Director	FICTA(CHIEN LEO MING TZ)
Promate Electronic Co.,Ltd.	Independent Director	CHIEN LEO MING TZ
CyberLink Corp.	Independent Director	CHIEN LEO MING TZ
Brilliant World Limited	Director	An-Ti Lo
FIC (First International) Holding B.V.	Director	An-Ti Lo
3CEMS EUROPE B.V.	Director	An-Ti Lo
High Standard Global Corporation	Director	An-Ti Lo
Access Trend Limited.	Director	An-Ti Lo
Broad Technology Inc.	Director	An-Ti Lo
Broad Technology Inc.	Director	An-Ti Lo
Danriver, Inc.	Director	An-Ti Lo
Prime Foundation Inc.	Director	An-Ti Lo
Perfect Union Global Inc.	Director	An-Ti Lo
Danriver System Inc.	Director	An-Ti Lo
3CEMS Corp.	Director	Chien, Leo Ming Tz
3CEMS Corp.	Director	An-Ti Lo
First International Computer (Suzhou) Inc.	Director	CHIEN, MING-JEH
Broad Technology (Guangzhou) Inc.	Supervisor	LIN, TUNG-HSING
Prime Technology (Guangzhou) Inc.	Director	LO, AN-TI
3CEMS Investment Management Limited	Director	CHIEN, LEO MING TZ

2. Information of remuneration of directors and managers

(1) Remuneration of directors (including independent directors) (names and remuneration method of some directors are individually disclosed)

December 31, 2023

Unit: NT\$1,000

Title	Name (Note 1)	Director's remuneration								Total of items A, B, C and D and ratios over net income after tax (Note 10)		Relevant remuneration received by concurrent employees								Total of items A, B, C, D, E, F and G and ratios over net income after tax (Note 10)		Remuneration received from reinvestment enterprises other than subsidiaries (Note 11)
		Salary (A) (Note 2)		Severance pay and pensions (B)		Director reward (C) (Note 3)		Business execution fees (D) (Note 4)				Remuneration, bonus and allowances (E) (Note 5)		Severance pay and pensions (F)		Employee reward (G) (Note 6)						
		The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company	All companies in financial report (Note 7)	The Company		All companies in financial report (Note 7)		The Company	All companies in financial report (Note 7)	
Cash amount	Stock amount															Cash amount	Stock amount					
Director	Chia Chao Investment Inc.	0	0	0	0	0	0	0	0	0%	0%	0	0	0	0	0	0	0	0	0%	0%	0
Representative	CHIEN, MING-JEH (Resigned as a Director with effect from 8 August 2024)	0	0	0	0	0	0	33	45	0.123%	0.171%	0	4,656	0	0	239	0	239	0	1.033%	18.768%	0
Representative Chairman	CHIEN LEO MING TZ	0	0	0	0	0	0	0	0	0%	0%	0	0	0	0	0	0	0	0	0%	0%	0
Director	WYC God-loving Foundation for Charity. (since June 15, 2023)	0	0	0	0	0	0	0	0	0%	0%	0	0	0	0	0	0	0	0	0%	0%	0
Representative	LEE, KAI-TIEN	0	0	0	0	0	0	0	0	0%	0%	0	0	0	0	0	0	0	0	0%	0%	0
Representative	WU, SHUN-YI	0	0	0	0	0	0	23	23	0.085%	0.085%	0	0	0	0	0	0	0	0	0.085%	0.085%	0
Independent director	CHEN, MIN-PEN	0	0	0	0	0	0	0	0	0%	0%	0	0	0	0	0	0	0	0	0%	0%	0
Independent director	KAU, TIEN-CHING	0	0	0	0	0	0	23	23	0.085%	0.085%	0	0	0	0	0	0	0	0	0.085%	0.085%	0
Independent director	WANG, CHENG-WEI	0	0	0	0	22	22	55	55	0.294%	0.294%	0	0	0	0	0	0	0	0	0.294%	0.294%	0
Independent director	TUNG, SHENG-FENG (Resigned as a Director with effect from 8 August 2024)	0	0	0	0	22	22	55	55	0.294%	0.294%	0	0	0	0	0	0	0	0	0.294%	0.294%	0

Note 1: Directors' names shall be presented separately (names and representatives of corporate shareholders shall be presented separately). Also, general directors and independent directors shall be presented separately and each payment amount is disclosed by means of summarization. If a director holds a concurrent post of general manager or deputy general manager, this Table and following Table (3-1), or Table (3-2-1) and (3-2-2) shall be filled out.

Note 2: Refer to the salary of director in recent year (including directors' salary, position bonus, severance pay, various bonuses, rewards, etc.).

Note 3: Refer to the amount of director reward distributed by the Board of Directors in recent year. The Company already made a resolution to approve the employee reward and director reward in 2023 on March 28, 2024, and this resolution must be reported to the shareholders' meeting.

Note 4: Refer to relevant business execution fees in recent year (including traffic allowance, special reimbursement, various allowances, dormitory, car service and other in kind). When housing, car and other means of transportation or exclusive individual expenditure is provided, the nature and cost of assets provided, actual rent or rent calculated per fair market price, oil cost and other payments shall be disclosed. If a driver is provided, please indicate relevant reward paid

by the Company to this driver, but it is not included in remuneration.

Note 5: Refer to salary, position bonus, severance pay, various bonuses, rewards, traffic allowance, special reimbursement, various allowances, dormitory, car service and other in kind received by directors who hold concurrent posts of employees in recent year (including general manager, deputy general manager, other managers, and employees). When housing, car, and other means of transportation or exclusive individual expenditure is provided, the nature and cost of assets provided, actual rent or rent calculated per fair market price, oil cost and other payments shall be disclosed. If a driver is provided, please indicate relevant reward paid by the Company to this driver, but it is not included in remuneration. Besides, salary expenses recognized in IFRS 2 “Share-based Payment”, including employee stock option certificate, new share that restricts employees’ rights, and share subscription by capital increase in cash, etc., shall also be included in remuneration.

Note 6: Refer to employee reward (including stock and cash) received by directors who hold concurrent posts of employees (including general manager, deputy general manager, other managers, and employees). The amount of employee reward distributed with the approval of the Board of Directors in recent year shall be disclosed. If the amount is impossible to predict, the amount proposed to be distributed this year shall be calculated according to the actual amount distribution ratio, and Addendum 1-3 shall be filled out.

Note 7: The total amount of each remuneration paid by all companies in the consolidated report (including the Company) to the directors of the Company shall be disclosed and reported.

Note 8: Names of directors shall be disclosed in their respective remuneration scale regarding the total amount of remuneration paid by the Company to each director.

Note 9: The total amount of each remuneration paid by all companies in the consolidated report (including the Company) to each director of the Company shall be disclosed, and names of directors shall be disclosed in relevant scales.

Note 10: Net income after tax refers to the net income after tax of individual or independent financial report in recent year.

Note 11: a. The amount of relevant remuneration received by directors of the Company from reinvestment enterprises other than subsidiaries or parent company shall be filled out in this column clearly (please fill out “None” if no).

b. If directors of the Company have received relevant remuneration from reinvestment enterprises other than subsidiaries or parent company, such remuneration shall be included in column I of the remuneration scale and the domain name shall be changed to “Parent company and all reinvestment enterprises”.

c. Remuneration refers to relevant remuneration received by directors of the Company for their office holding of director, supervisor, or manager or other relevant identity in reinvestment enterprises other than subsidiaries or parent company, including salary, reward (including employee reward, director reward and supervisor reward) and business execution fees.

*The content of remuneration disclosed in this table is different from the concept of income tax in the income tax law. Therefore, the purpose of this table is for information disclosure instead of taxation.

(2) Remuneration of general manager and deputy general managers (summarization of remuneration scale and name disclosing method)

December 31, 2023
Unit: NT\$1,000

Unit: NT\$1,000

Title	Name (Note 1)	Salary (A) (Note 2)		Severance pay and pensions (B)		Bonus and special reimburseme nt (C) (Note 3)		Amount of employee reward (D) (Note 4)				Total of items A, B, C and D and ratios over net income after tax (%) (Note 8)		Remuneration received from reinvestment enterprises other than subsidiaries (Note 9)
		The Company	All companies in the financial report (Note 5)	The Company	All companies in the financial report (Note 5)	The Company	All companies in the financial report (Note 5)	The Company		All companies in the financial report (Note 5)		The Company	All companies in the financial report (Note 5)	
								Cash amount	Stock amount	Cash amount	Stock amount			
Chairman (General Manager)	CHIEN LEO MING TZ	0	4,481	0	0	0	175	239	0	239	0	0.91%	18.6%	None
Deputy general manager	LO, AN-TI	1,831	1,831	0	0	325	325	45	0	45	0	8.36%	8.36%	None

*Those with positions equivalent to general manager and deputy general manager (e.g., president, CEO, director, etc.) shall be disclosed regardless of their titles.

*The Company didn't have labor under the old system, and therefore it was not required to withdraw retirement pension on a monthly basis.

*The employee reward in 2023 is only an estimated value (it is planned to verify and pay it in the second half of 2024).

(3) Remuneration scale of general manager and deputy general managers

Scale of remuneration paid to each general manager and deputy general manager of the Company	Names of general manager and deputy general managers	
	The Company (Note 6)	All companies in the financial report (Note 7) E
Below NT\$1,000,000	1 person (CHIEN LEO MING TZ) (Note 10)	-
NT\$1,000,000(included)~NT\$2,000,000 (excluded)	-	-
NT\$2,000,000(included)~NT\$3,500,000 (excluded)	1 person (LO, AN-TI)	1 person (LO, AN-TI)
NT\$3,500,000(included)~NT\$5,000,000 (excluded)		1 person (CHIEN LEO MING TZ)
NT\$5,000,000(included)~NT\$10,000,000 (excluded)	-	
NT\$10,000,000(included)~NT\$15,000,000 (excluded)	-	-
NT\$15,000,000(included)~NT\$30,000,000 (excluded)	-	-
NT\$30,000,000(included)~NT\$50,000,000 (excluded)	-	-
NT\$50,000,000(included)~NT\$100,000,000 (excluded)	-	-
Above NT\$100,000,000	-	-
Total	2 persons	2 persons

*The general manager didn't receive remuneration from the Company.

Note 1: The names of general manager and deputy general managers shall be presented separately and each payment amount shall be disclosed by means of summarization. If a director holds a concurrent post of general manager or deputy general manager, this Table and Table (1-1), or (1-2-1) and (1-2-2) above shall be filled out.

Note 2: The salary, position bonus and severance pay of general manager and deputy general manager in recent year shall be filled out.

Note 3: Various bonuses, rewards, traffic allowance, special reimbursement, various allowances, dormitory, car service and other in kind of general manager and deputy general managers shall be filled out. When housing, car and other means of transportation or exclusive individual expenditure is provided, the nature and cost of assets provided, actual rent or rent calculated per fair market price, oil cost and other payments shall be disclosed. If a driver is provided, please indicate relevant reward paid by the Company to this driver, but it is not included in remuneration. Besides, salary expenses recognized in IFRS 2 "Share-based Payment", including employee stock option certificate, new share that restricts employees' rights, and share subscription by capital increase in cash, etc., shall also be included in remuneration.

Note 4: The amount of employee reward (including stock and cash) distributed to the general manager and deputy general managers by the Board of Directors in recent year shall be filled out. If the amount is impossible to predict, the amount proposed to be distributed this year shall be calculated according to the actual amount distribution ratio, and Addendum 1-3 shall be filled out.

Note 5: The total amount of each remuneration paid by all companies in the consolidated report (including the Company) to the general manager and deputy general managers of the Company shall be disclosed.

Note 6: Names of general manager and deputy general managers shall be disclosed in their respective remuneration scale regarding the total amount of each remuneration paid by the Company to each general manager and deputy general manager.

Note 7: The total amount of each remuneration paid by all companies in the consolidated report (including the Company) to each general manager and deputy general manager shall be disclosed, together with their names in their respective remuneration scale.

Note 8: Net income after tax refers to the net income after tax of individual or independent financial report in recent year.

Note 9: a. The amount of relevant remuneration received by general manager and deputy general managers of the Company from reinvestment enterprises other than subsidiaries or parent company shall be filled out in this column clearly (please fill out "None" if no).

b. If the general manager and deputy general managers of the Company have received relevant remuneration from reinvestment enterprises other than subsidiaries or parent company, such remuneration shall be included in column E of the Remuneration Scale and the domain name shall be changed to "Parent company and all reinvestment enterprises".

c. Remuneration refers to salary, reward (including employee reward, director reward, and supervisor reward) and business execution fees, etc. received by general manager and deputy general managers of the Company for their office holding of director, supervisor, or manager or other identity in reinvestment enterprises other than subsidiaries or parent company.

Note10: The manager does not receive a salary from the company, and this is only an estimate of the company's employee remuneration of 2024.

* The content of remuneration disclosed in this table is different from the concept of income tax in the income tax law. Therefore, the purpose of this table is for information disclosure instead of taxation.

(4) The individual remuneration paid to each of its top five management personnel (Individual disclosure of names and remuneration methods)

December 31, 2024

Unit: NT\$1,000

Unit: NT\$1,000

Title	Name (Note 1)	Salary (A) (Note 2)		Severance pay and pensions (B)		Bonus and special reimburse- ment (C) (Note 3)		Amount of employee reward (D) (Note 4)				Total of items A, B, C and D and ratios over net income after tax (%) (Note 8)		Remuneration received from reinvestment enterprises other than subsidiaries (Note 9)
		The Company	All companies in the financial report (Note 5)	The Company	All companies in the financial report (Note 5)	The Company	All companies in the financial report (Note 5)	The Company		All companies in the financial report (Note 5)		The Company	All companies in the financial report (Note 5)	
								Cash amount	Stock amount	Cash amount	Stock amount			
Chairman (General Manager)	CHIEN LEO MING TZ	0	4,481	0	0	0	175	239	0	239	0	0.91%	18.6%	None
Deputy general manager	LO, AN-TI	1,831	1,831	0	0	325	325	45	0	45	0	8.36%	8.36%	None
Assistant manager (concurrent)	LIN, TUNG- HSING	0	1,202	0	0	0	48	7	0	7	0	0.03%	4.78%	None
Assistant manager (concurrent)	LI, YU-HUA	0	1,049	0	0	0	55	25	0	25	0	0.10%	4.29%	None

*The employee reward in 2024 is only an estimated value (it is planned to verify and pay it in the second half of 2025).

Note 1: According to the provisions of the Commission's T.C.Z.S.Zi No. 0920001301 Order on March 27, 2003, the applicable scope of managers the company manager applies scope management to the top five managers whose personal remuneration reaches the standards for the identification of managers of concern. As for the calculation and determination principle of "the top five highest remuneration", it is determined by the sum of salaries, retirement pensions, bonuses and special expenses, etc., as well as the amount of employee remuneration (i.e. the total of the four items A+B+C+D) received by the managers of the company from all companies in the consolidated financial report, and the top five highest remuneration are determined after ranking. If a director is also a former officer, he or she should complete this form and the above table (directors' remuneration including independent directors).

Note 2: The salary, position bonus and severance pay of the individual remuneration paid to each of its top five management personnel in recent year shall be filled out.

Note 3: Various bonuses, rewards, traffic allowance, special reimbursement, various allowances, dormitory, car service and other in kind of the individual remuneration paid to each of its top five management personnel shall be filled out. When housing, car and other means of transportation or exclusive individual expenditure is provided, the nature and cost of assets provided, actual rent or rent calculated per fair market price, oil cost and other payments shall be disclosed. If a driver is provided, please indicate relevant reward paid by the Company to this driver, but it is not included in remuneration. Besides, salary expenses recognized in IFRS 2 "Share-based Payment", including employee stock option certificate, new share that restricts employees' rights, and share subscription by capital increase in cash, etc., shall also be included in remuneration.

Note 4: The amount of employee reward (including stock and cash) distributed to the individual remuneration paid to each of its top five

management personnel by the Board of Directors in recent year shall be filled out. If the amount is impossible to predict, the amount proposed to be distributed this year shall be calculated according to the actual amount distribution ratio, and Addendum 1-3 shall be filled out.

Note 5: The total amount of each remuneration paid by all companies in the consolidated report (including the Company) to the individual remuneration paid to each of its top five management personnel of the Company shall be disclosed.

Note 6: Net income after tax refers to the net income after tax of individual or independent financial report in recent year.

Note 7: a. The amount of relevant remuneration received by the individual remuneration paid to each of its top five management personnel of the Company from reinvestment enterprises other than subsidiaries or parent company shall be filled out in this column clearly (please fill out "None" if no).

b. Remuneration refers to salary, reward (including employee reward, director reward, and supervisor reward) and business execution fees, etc. received by the individual remuneration paid to each of its top five management personnel of the Company for their office holding of director, supervisor, or manager or other identity in reinvestment enterprises other than subsidiaries or parent company.

* The content of remuneration disclosed in this table is different from the concept of income tax in the income tax law. Therefore, the purpose of this table is for information disclosure instead of taxation.

(5) Compare and explain the ratio of the total remuneration paid to the directors, general manager and deputy general manager of the Company in the last two years to the net profit after tax of individual or individual financial reports of the Company and all companies in the consolidated financial statements, and explain the policy, standard and combination of remuneration, the procedure for setting remuneration, and the correlation with operating performance and future risks.

1. The total remuneration paid to directors, general managers and deputy general managers of the Company and all companies in the consolidated statements in the last two years to the net profit after tax ratio is as follows:

Unit: NT\$1,000				
Item	2024		2023	
	The Company	Consolidated financial report	The Company	Consolidated financial report
Net income after tax (Note 1)	26,327	26,327	332,140	332,140
The aggregate total of remuneration paid to the directors (Note 2)	345	345	1,717	1,717
Ratio of director remuneration	1.3092%	1.3092%	0.5170%	0.5170%
The aggregate total of remuneration paid to the general manager and vice general managers	2,440	7,096	7,930	15,916
Ratio of remuneration of general manager and deputy general managers	9.2670%	26.9542%	2.3875%	4.7919%
Note 1: Net income after tax/net loss refers to the net income after tax/net loss indicated in the individual or independent financial reports in recent year.				
Note 2: The aforesaid director remuneration includes salary, severance pay and pensions, bonus, special reimbursement (traffic allowance) and dividends from profit distribution, etc.				
Note3: The total remuneration of employees in the total remuneration paid to the general manager and deputy general manager in 2024 is an estimate, so the total remuneration is also an estimate.				

2. Comparative analysis of directors' and senior executives' remuneration and after-tax net profit for 2023-2024.

The remuneration ratio of directors, general managers and deputy general managers of the Company and the companies to which the consolidated statements belong in the past two years to the net profit after tax is as follows:

- In 2024, the ratio of directors' remuneration to net profit after tax was 1.3092%, an increase of 0.7922 percentage points from 0.5170% in 2023. However, as the net profit after tax for 2024 decreased significantly by approximately 92.07% compared with the previous year, the total actual remuneration paid to directors decreased by NT\$1,372 K.
- In 2024, the remuneration of the general manager and deputy general manager accounted for 9.2670% of the company's net profit after tax and 26.9542% in the consolidated statements, an increase of 6.8795 and 22.1623 percentage points respectively compared with 2023, but the actual amount paid also decreased due to the decline in net profit: the company decreased by 5,490 thousand yuan, and the consolidated statement company decreased by NT\$8,820 K.

The main factors for the decrease in profit in 2024 are as follows:

- Impact of industrial prosperity: The demand of the industrial computer industry weakened in 2024, and the overall profit decreased.
- Recognition of special losses: Some employees of the subsidiary are suspected of forging documents and illegally embezzling the company's funds, resulting in the recognition of related losses.

Although the subsidiary is mainly engaged in leasing business and is not the main operating system of the Group, the Company will continue to strengthen the internal control of the subsidiary and regularly review the audit implementation status to reduce the risk of financial fund management.

3. The Company has expressly formulated the "Regulations for the Approval of Remuneration of Directors and Supervisors" and the "Standard Operating Standards for Performance Appraisal and Remuneration of Managers" as the basis for the appointment, dismissal, remuneration appraisal and performance appraisal of managers, which have been reviewed by the Remuneration Committee of the Company and forwarded to the Board of Directors for approval and implementation, and are reviewed and evaluated from time to time to ensure that the remuneration of the Company complies with relevant laws and regulations, and is in line with the Company's objectives and financial status. The reasonableness of the relationship between individual performance and the company's operating performance and future risks is assessed and explained as follows:

1. Remuneration of directors:

The remuneration of directors of the Company includes directors' remuneration, directors' remuneration and business execution expenses:

• Directors' Salaries:

In accordance with the provisions of the Articles of Association of the Company, the Board of Directors may be authorized to set the payment standard within the total amount of NT\$20,000,000 per year, regardless of profit or loss.

• Directors' Remuneration:

According to the articles of association of the company, if the company makes a profit in the year, the board of directors shall resolve to allocate no more than 1.5% of the remuneration of directors, and shall submit the report of the shareholders' meeting. However, if the company still has accumulated losses, it shall first retain the losses to make up for the losses, and then allocate the remuneration of directors in accordance with the proportion mentioned in the

preceding paragraph. The 2024 directors' remuneration was proposed by the Remuneration Committee held on March 28, 2025 and approved by the Board of Directors, and 0.2% of the net profit before tax was allocated as the directors' remuneration (including the remuneration of independent directors), totaling NT\$67,000.

- Business execution expenses include transportation expenses to attend meetings of the Board of Directors and functional committees. In accordance with the Articles of Association of the Company, when the directors of the Company attend the meetings of the Company, each director shall pay NT\$2,000 per attendance fee, and each independent director shall receive NT\$2,000 per attendance fee. The total transportation expenses of the directors and independent directors of the Company in 2024 are NT\$20,000,000.

2. Remuneration for the general manager and deputy general manager

The remuneration of the general manager and deputy general manager of the Company includes basic salary, bonus and employee remuneration. Bonuses and employee remuneration are distributed according to the company's overall business performance, and are implemented after being reviewed by the Remuneration Committee and approved by the board of directors in accordance with the company's articles of association, individual performance, performance appraisal operation methods, and various bonus payment methods.

- Pension:

In accordance with the law, the Company shall pay 6% of the salary of senior managers who are subject to the pension system of the Labor Pension Regulations (the new labor retirement system) to the individual pension account of the employee on a monthly basis.

- Bonus:

It includes various bonuses, incentives and allowances. The Company has established the "Standard Operating Standards for Performance Appraisal and Remuneration of Managers". Through regular performance appraisal and linkage with the company's business performance, it is reviewed by the Remuneration Committee and approved by the Board of Directors. The Remuneration Committee makes a recommendation for bonuses and approves it by the Board of Directors.

- Employee Compensation:

According to the articles of association of the company, if the company makes a profit in the year, the board of directors will resolve to allocate 2%~10% for employee remuneration and submit it to the shareholders' meeting for approval. If the company still has accumulated losses, it shall first retain the losses and then allocate the remuneration of directors in accordance with the proportion mentioned in the preceding paragraph. The 2024 Employee Remuneration was proposed by the Remuneration Committee held on March 28, 2025 and approved by the Board of Directors, and 3% of the net profit before tax was allocated as employee remuneration, totaling NT\$1,008 K.

3. Relevance to business performance and future risks

- The relationship between compensation policy and business performance

The remuneration policy of the Company is reviewed regularly based on the overall operating conditions, and the remuneration is approved based on the achievement of financial and non-financial indicators and actual contributions, so as to enhance the effectiveness of the Board of

Directors and the management team. At the same time, we regularly review the salary structure with reference to the salary level of the industry to ensure that the remuneration of the management team is competitive in the market, so as to attract and retain top talents.

- Performance objectives and risk control mechanisms

The remuneration of the Company's managers is linked to the actual performance results, and the rewards and remuneration are distributed according to the evaluation results. In terms of major business decisions, the management has incorporated a number of risk assessments, and reflected the results of the decision-making in the company's profitability, which in turn affects individual compensation, so as to ensure that the remuneration structure is consistent with the performance of risk control, and achieve a balance between incentives and sound operation.

(6) Names of managers distributed with employee reward and distribution conditions

December 31, 2024						
	Title (Note 1)	Name (Note 1)	Stock amount	Cash amount	Total	Ratio of total amount in net income after tax (%)
Managers	General manager	CHIEN LEO MING TZ	-	NT\$317K	NT\$317K	1.20%
	Deputy general manager	LO, AN-TI				
	Assistant manager (concurrent)	LI, YU-HUA				
	Assistant manager (concurrent)	LIN, TUNG-HSING				

*The employee reward in 2023 is only an estimated value (it is planned to verify and pay it in the second half of 2024).

Note 1: Individual names and titles shall be disclosed. However, it is allowed to disclose the profit distribution by means of summarization.

Note 2: The amount of employee reward (including stock and cash) distributed to managers by the Board of Directors in recent year shall be filled out. If the amount is impossible to predict, the amount proposed to be distributed this year shall be calculated according to the actual amount distribution ratio. The net income after tax refers to the net income after tax in recent year; if IFRS is adopted, the net income after tax refers to the net income after tax indicated in individual or independent financial report in recent year.

Note 3: According to the provisions of the Commission's T.C.Z.S.Zi No. 0920001301 Order on March 27, 2003, the applicable scope of managers is as follows:

- (1) General manager and equivalents
- (2) Deputy general manager and equivalents
- (3) Assistant manager and equivalents
- (4) Head of financial department
- (5) Head of accounting department
- (6) Other persons managing affairs for the Company and entitled to sign.

Note 4: If directors, general manager and deputy general managers have received employee reward (including stock and cash), this Table shall be filled out in addition to Table 1-2.

3. Corporate governance

(1) Operation of the Board of Directors

1. In 2024 and as of the publication date of the annual report, the Board of Directors convened 10 meetings (A) and the attendance status of directors (independent directors) as a voting or nonvoting party is shown as follows:

March 31, 2025

Title	Name (Note 1)	Actual attendance (as a voting or nonvoting party) B	Attendance by proxy	Actual attendance rate as a voting or nonvoting party (%) [B/A] (Note 2)	Remark
Chairman	Chia Chao Investment Inc. Representative: CHIEN, LEO MING TZ	10	0	100%	Date of new appointment: June 15, 2023
Director	Chia Chao Investment Inc. Representative: CHIEN, MING-JEH	0	6	0%	Re-elected on 2023.06.15 Resigned on 2024.08.08
Director	WYC God-loving Foundation for Charity. Representative: WU, SHUN-I	10	0	100%	Date of reassignment: June 15, 2023
Director	WYC God-loving Foundation for Charity. Representative: LEE, KAI-TIEN	10	0	100%	Date of new appointment: June 15, 2023
Independent director	CHEN, MIN-PEN	10	0	100%	Date of reappointment: June 15, 2023
Independent director	KAO, TIEN-CHING	9	1	90%	Date of reappointment: June 15, 2023
Independent director	WANG, CHENG-WEI	10	0	100%	Date of reappointment: June 15, 2023
Independent director	TUNG, SHENG-FENG	3	3	50%	Re-elected on 2023.06.15 Resigned on 2024.08.08

Other matters to be recorded:

I. If any of the following circumstances exists in the operation of the Board of Directors, date and stage of board meeting, content of proposals, all independent directors' opinions, and the Company's handling of these opinions shall be explained:

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

Since the Company has set up its Audit Committee; the provisions of Article 14-3 shall not apply according to Article 14-5 of the Securities and Exchange Act.

(2) Other matters resolved by the Board of Directors with independent directors' opposing or reserved opinions and relevant record or written statement beyond the preceding matters. **Not involved.**

II. As for the execution of recusal of any director from any proposal where this director is a stakeholder, name of director, content of proposal, reason for recusal due to conflict of interest and voting status shall be explained. Please refer to 2. Execution status of recusal of directors as an interested party in relevant proposals for details.

Date of the board of directors	Issue	Avoidance
March 29,2024	Remuneration distribution of employees and directors of the Company.	When discussing the remuneration of an individual director, the director recuses his or her interests.
March 28,2025	Remuneration distribution of employees and directors of the Company.	When discussing the remuneration of an individual director, the director recuses his or her interests.

III. A TWSE/TPEX listed company shall disclose information regarding cycle, period, scope, method, and content of self (or peer) evaluation of the Board of Directors, and fill out the execution status of evaluation of the Board of Directors in Table (2) below.

Evaluation cycle (Note 1)	Evaluation period (Note 2)	Evaluation scope (Note 3)	Evaluation method (Note 4)	Evaluation content (Note 5)
Once every year	January 1, 2024-December 31, 2024	Performance evaluation of the Board of Directors, individual directors and functional committees	Internal self-evaluation and self-evaluation by directors	(1) Performance evaluation of the Board of Directors: Degree of participation in corporate operation, improvement of decision-making quality of the Board of Directors, composition and structure of the Board of Directors, election and appointment of directors and their further education, and internal control. (2) Performance evaluation of individual directors: Mastery of the Company's objectives and tasks, recognition of directors' responsibilities, degree of participation in corporate operation, operation and communication of internal relations, directors' expertise and further education and internal control. (3) Performance evaluation of functional committees: Degree of participation in corporate operation, recognition of responsibilities of functional committees, improvement of decision-making quality of functional committees, composition of functional committees and election and appointment of their members, and internal control.
※The company has established a performance evaluation system for the board of directors, and passed the performance evaluation method of the board of directors on November 10, 109, so as to give full play to the self-motivation of the board members and improve the function of the operation of the board of directors. The performance evaluation of the board of directors shall be carried out once a year, and the internal self-evaluation of the board of directors and the self-evaluation of directors shall be carried out after the end of the year, and the evaluation results shall be summarized before the end of the first quarter of the following year, and the results report shall be submitted to the directors for reference. ※The Company has completed the self-evaluation of the performance of the Board of Directors in the 113th year of the Republic of China, and the evaluation results have been submitted to the Board of Directors report on March 28, 114 of the Republic of China as the basis for review and improvement. The overall average score of the performance self-assessment of the board of directors is 4.7 (out of 5), the overall average score of the performance self-assessment of individual directors is 4.6 (out of 5), indicating that the board of directors is operating well as a whole, and the overall average score of the performance self-assessment of the functional committee is 4.5~4.7 (out of 5), indicating that the functional committee is operating well as a whole.				

IV. Objectives for the strengthening of functions of the Board of Directors (e.g., establishment of Audit Committee, improvement of information transparency, etc.) in current year and recent years as well as evaluation of execution status of these objectives:

In order to improve corporate governance and strengthen the relevant functions of the Board of Directors, the Company has established an "Audit Committee" and a "Remuneration Committee", the former of which assists the Board in improving corporate governance performance. The latter formulates and evaluates the performance evaluation and remuneration standards of the Company's directors and managers, with a view to effectively establishing the remuneration and performance appraisal system of the Company's directors and managers, thereby improving the Company's operational performance. In 2022, the Republic of China established the Corporate Sustainability Development Committee, and in 2024, the Republic of China formulated the "Corporate Governance Code" to assist the board of directors in relevant practices.

Note 1: If directors and supervisors are legal persons, names of corporate shareholders and their representatives shall be disclosed.

Note 2: (1) If a director or supervisor resigns before the ending date of the year, the date of resignation shall be specified in the remark column, and the actual attendance rate as a voting or nonvoting party (%) shall be calculated according to the number of meetings of the Board of Directors convened during his/her tenure as well as meetings actually attended by this director or supervisor as a voting or nonvoting party.

(2) If a director or supervisor is reelected before the ending date of the year, both new and former directors or supervisors shall be filled out and information regarding previous appointment, new appointment, or reappointment or date of reelection of this director or supervisor shall be specified in the remark column. The actual attendance rate as a voting or nonvoting party (%) shall be calculated according to the number of meetings of the Board of Directors convened during his/her tenure as well as meetings actually attended by this director or supervisor as a voting or nonvoting party.

(2) Operation of the Audit Committee:

In 2024 and as of the publication date of the annual report, the Audit Committee convened 9 meetings

(A) and the attendance status of independent directors as a nonvoting party is shown as follows:

March 31, 2024

Title	Name	Actual attendance as a nonvoting party (B)	Attendance by proxy	Actual attendance rate as a nonvoting party (%) (B/A) (Note)	Remark
Independent director	KAO, TIEN-CHING	8	1	88.88%	Date of reappointment: June 15, 2023
Independent director	CHEN, MIN-PEN	9	0	100%	Date of reappointment: June 15, 2023
Independent director	WANG, CHENG-WEI	9	0	100%	Date of reappointment: June 15, 2023
Independent director	TUNG, SHENG-FENG	3	3	50%	2023.06.15 Newly appointed, resigned on 2024.08.08

Other matters to be recorded:

I. If any of the following circumstances exists in the operation of the Audit Committee, date and stage of meeting of the committee, content of proposals, independent directors' opposing or reserved opinions or content of major suggestions, resolution results of the Audit Committee, and the Company's handling of these opinions shall be explained: **The independent directors attending the meetings as a nonvoting party didn't express any opinion.**

(1) Matters listed in Article 14-5 of the Securities and Exchange Act.

(2) Other resolved matters not approved by the Audit Committee but approved by more than two thirds of all directors beyond the preceding matters. **Not involved.**

II. As for the execution status of recusal of any independent director from any proposal where this director is a stakeholder, name of independent director, content of proposal, and reason for recusal due to conflict of interest and voting status shall be explained: **Not involved.**

III. Communication of independent directors with internal audit officer and accountant (major events, methods, and results regarding communication of finance and business status of the Company shall be included): **Communicate with the financial manager, business manager and accountants at any time regarding issues needed to learn directly through interview, telephone and email.**

Date	Mode	Object	Issues to communicate	Comment from the independent directors
2024.03.14	Audit Commission	Audit Supervisor	Internal Audit Operational Reporting.	1. After review by the Audit Committee, none of the independent directors has any objections or other instructions. 2. The case was passed by the chairman after consultation with all the members present without objection, and the resolution of the board of directors was submitted.
2024.03.28	Audit Commission	Audit Supervisor	1. The results of the 2023 performance evaluation of the board of directors. 2. 2023 Internal Control System Statement.	The case was passed by the chairman after consultation with all the members present without objection, and was submitted to the board of directors for resolution.
		Visa Accountant	Preparation of 2023 consolidated financial statements and individual financial statements.	The case was passed by the chairman after consultation with all the members present without objection, and was submitted to the board of directors for resolution.
2024.05.09	Audit Commission	Audit Supervisor	Internal Audit Operational Reporting.	Upon review by the Audit Committee, none of the independent directors had any objections or other instructions.
		Visa Accountant	Consolidated financial report for the first quarter of 2024	The visa accountant attended the report on the review conclusion of the consolidated financial report of the first quarter of 2024 of the Republic of China, and the case was passed by the chairman after consulting all the members present without objection,

				and the resolution of the board of directors was submitted.
2024.06.20	Audit Commission	Audit Supervisor	The audit supervisor changes.	The case was passed by the chairman after consultation with all the members present without objection, and was submitted to the board of directors for resolution.
2024.08.13	Audit Commission	Audit Supervisor	Internal Audit Operational Reporting.	Upon review by the Audit Committee, none of the independent directors had any objections or other instructions.
		Visa Accountant	Consolidated financial report for the second quarter of 2024.	The visa accountant attended the report on the conclusion of the review of the consolidated financial report of the Republic of China in the second quarter of 2024, and the case was passed by the chairman after consultation with all the members present without objection, and the resolution of the board of directors was submitted.
2024.11.12	Audit Commission	Audit Supervisor	1. Internal audit business report. 2. Audit plan for 2025	1. After review by the Audit Committee, none of the independent directors has any objections or other instructions. 2. The case was passed by the chairman after consultation with all the members present without objection, and the resolution of the board of directors was submitted.
		Visa Accountant	Consolidated financial report for the third quarter of 2024	The visa accountant attended the report on the review conclusion of the consolidated financial report of the third quarter of 2024 of the Republic of China, and the case was passed by the chairman after consultation with all the members present without objection, and the resolution of the board of directors was submitted.
2025.03.10	Audit Commission	Audit Supervisor	Internal Audit Operational Reporting	Upon review by the Audit Committee, none of the independent directors had any objections or other instructions.
2024.03.27	Colloquium	Audit Supervisor	Employees of the subsidiary Fic (Suzhou) Inc. are suspected of embezzling the company's funds	1. Submit projects and improvement plans to independent directors. 2. The independent directors suggested that the supervision of subsidiaries should be strengthened. 3. Submit a resolution of the board of directors on the suggestions and improvement plans of the independent directors.
		Visa Accountant		
2024.03.28	Audit Commission	Audit Supervisor	1. The results of the 2024 performance evaluation of the board of directors. 2. 2024 Internal Control System Statement.	The case was passed by the chairman after consultation with all the members present without objection, and was submitted to the board of directors for resolution.
		Visa Accountant	Preparation of 2024 consolidated financial statements and individual financial statements.	The case was passed by the chairman after consultation with all the members present without objection, and was submitted to the board of directors for resolution.

Notes: *If an independent director resigns before the ending date of the year, the date of resignation shall be specified in the remark column, and the actual attendance rate (%) shall be calculated according to the number of meetings of the Audit Committee convened during his/her tenure as well as the meetings actually attended by this independent director.

*If an independent director is reelected before the ending date of the year, both new and former independent directors shall be filled out, and information regarding previous appointment, new appointment, or reappointment or date of reelection of this independent director shall be specified in the remark column. The actual attendance rate (%) shall be calculated according to the number of meetings of the Audit Committee convened during his/her tenure as well as meetings actually attended by this independent director.

(3) Execution status of corporate governance, deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof:

Assessment item	Execution status (Note 1)			Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof
	Yes	No	Summary	
1. Has the Company followed “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies” to establish and disclose its corporate governance best practice principles?	V		The Company has established “Audit Committee”, but A Code of Corporate Governance Practice has not yet and the exercising of authorities of directors and independent directors and internal control are handled according to the spirits and provisions of “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies”.	None.
2. Shareholding Structure & Shareholders’ Rights				
(1) Has the Company established Internal Operation Procedures for handling shareholders’ suggestions, concerns, disputes, and litigation matters? If yes, have these procedures been implemented accordingly?	V		(1) The Company has appointed a spokesperson to handle shareholders’ suggestions, concerns, disputes, and litigation matters, and implement them per the procedure.	None.
(2) Has the Company possessed a list of major shareholders of actually controlled companies and beneficial owners of these major shareholders?	V		(2) The Company masters the shareholding of directors, independent directors, managers and top-10 major shareholders with shareholding ratio above ten percent at any time and disclose such information periodically according to the law.	
(3) Has the Company built and executed a risk management system and firewall between the Company and its affiliates?	V		(3) Relevant systems in the internal control system, such as the "Measures for the Supervision of Subsidiaries" and the "Procedures for the Management of Related Party Transactions", have been established in accordance with the law to establish relevant risk control and firewall mechanisms.	
(4) Has the Company established internal rules prohibiting insider trading on undisclosed information?	V		(4) The Company has established internal material information processing and prevention of insider trading management procedures, which strictly prohibits insiders from using undisclosed information in the market to buy and sell securities, and stipulates that the Company's shares or other securities with the nature of stocks shall not be traded during the closed period 30 days before the announcement of the annual financial report and 15 days before the announcement of the quarterly financial report.	
3. Composition and Responsibilities of the Board of Directors				
(1) Has the Board of Directors established and implemented a diversification policy for its composition?		V	(1) This policy hasn’t been established yet. The members of the Board of Directors have the professional qualifications and work experience stipulated in relevant laws and regulations.	It will be handled at the right moment in the future based on actual needs or statutory and regulatory provisions.
(2) Other than the Remuneration Committee and the Audit Committee set up by the Company according to law, is the Company willing to set up other various kinds of functional committees?	V		(2) The Company set up a sustainable development committee, and will set up various functional committees in consideration of the economic situation and appropriate timing on October 20, 2022.	
(3) Has the Company established methodology for evaluating the performance of its Board of Directors, on an annual basis?	V		(3) The Company established the "Board of Directors Performance Evaluation Method", and conducts regular performance evaluation every year On	

(4) Has the Company regularly evaluated the independence of its certified public accountants?	V	November 10, 2020. The items to measure the performance evaluation of the board of directors, individual directors and functional committees include at least the following aspects or other items required or adjusted by law: 1. Performance evaluation of the board of directors: Participation in the company's operations, improvement of the quality of decision-making of the board of directors, composition and structure of the board of directors, selection and continuous education of directors, and internal control. 2. Performance evaluation of individual directors: Mastery of the company's goals and tasks, awareness of directors' responsibilities, degree of participation in the company's operations, internal relationship management and communication, directors' professional and continuing education, and internal control. 3. Performance evaluation of functional committees: Participation in the company's operations, awareness of the responsibilities of functional committees, decision-making quality of functional committees, composition and selection of members of functional committees, and internal control. The indicators of the performance evaluation of the Board of Directors shall be in accordance with the operation and needs of the Company and shall be in line with and suitable for the Company to carry out the performance evaluation. The results of the annual performance evaluation of the Board of Directors shall be reported to the Board of Directors before the first quarter of the following year, and improvements shall be made to areas that can be strengthened. This year's internal performance evaluation was based on a questionnaire internal self-assessment of the performance of the overall board of directors, functional committees and individual directors, and the evaluation results were all excellent. The performance evaluation report was submitted to the Board of Directors on March 28, 2025, and the relevant performance evaluation methods of the Company will continue to be reviewed and refined accordingly (4) The independence of the Company's certified accountants is reviewed annually according to the "Declaration of Detachment and Independence" and "Audit Quality Indicators (AQIs)" provided by the accountants, and it is confirmed that the accountants have no other financial interests and business relationships with the Company except for the fees of visa and financial and tax cases, and the audit experience and training hours are better than the average level of the industry. The results of the Company's most recent assessment were approved by the Audit Committee and the Board of Directors on March 28, 2025, and all certified accountants meet the independence requirements.	
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			<table><tr><td>Independence</td><td>Conforming</td></tr><tr><td>Are the CPAs not directors or independent directors of the Company or its affiliates?</td><td>V</td></tr><tr><td>Are the CPAs not shareholders of the Company or its affiliates?</td><td>V</td></tr><tr><td>Are the CPAs not receiving salaries from the Company or its affiliates?</td><td>V</td></tr><tr><td>Have the CPAs not provided auditing services for the Company for seven consecutive years?</td><td>V</td></tr><tr><td>Have the CPAs confirmed that their joint accounting firm has already followed relevant code of independence?</td><td>V</td></tr><tr><td>Has any co-practicing CPA in the joint accounting firm where the CPAs belong served as director or manager of the Company or held a position that have a major influence on the audited case within one year after resignation?</td><td>V</td></tr><tr><td colspan="2">It is confirmed after evaluation that the appointed CPAs haven't been involved in the situations of independence evaluation project mentioned above and complied with the provisions of independence. Therefore, these CPAs may be appointed.</td></tr></table>	Independence	Conforming	Are the CPAs not directors or independent directors of the Company or its affiliates?	V	Are the CPAs not shareholders of the Company or its affiliates?	V	Are the CPAs not receiving salaries from the Company or its affiliates?	V	Have the CPAs not provided auditing services for the Company for seven consecutive years?	V	Have the CPAs confirmed that their joint accounting firm has already followed relevant code of independence?	V	Has any co-practicing CPA in the joint accounting firm where the CPAs belong served as director or manager of the Company or held a position that have a major influence on the audited case within one year after resignation?	V	It is confirmed after evaluation that the appointed CPAs haven't been involved in the situations of independence evaluation project mentioned above and complied with the provisions of independence. Therefore, these CPAs may be appointed.		
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4. Has the Company appointed competent and appropriate corporate governance personnel and corporate 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 meetings of the Board of Directors and the Shareholder's Meeting according to law, and recording minutes of board)?	V		The Board of Directors approved the appointment of a Head of Corporate Governance, who is responsible for matters related to corporate governance on March 29, 2023,	None																
5. Has the Company established channels of communicating with its stakeholders (including but not limited to shareholders, employees, customers, suppliers, etc.) or created a special zone for stakeholders on its official website, and properly responded to the issues of important corporate social responsibilities concerned by its stakeholders?	V		The Company has established channels of communicating with different subjects (including stakeholders) in consideration of different circumstances.	None.																
6. Has the Company appointed a professional registrar for its Shareholders' Meetings?	V		The Company has already appointed Stock Agency Department of Grand Fortune Securities to handle the affairs of its Shareholders' Meeting.	None.																
7. Information disclosure				None.																

(1) Has the Company established a corporate website to disclose information regarding its finance, business, and corporate governance? (2) Has the Company used any other information disclosure channels (e.g., maintaining an English-language website, designating staff to handle information collection and disclosure, appointing spokespersons, webcasting investors' conferences, etc.)? (3) Has the Company announced and reported the annual financial statements within two months after the end of the fiscal year, and announced and reported the first, second, and third quarter financial statements as well as the operating status of month before the prescribed deadline?	V V V	(1) The Company discloses relevant information at any time through its website (www.ficg.com.tw). (2) The subsidiaries have already maintained an English-language website, implemented spokesperson system and designated relevant department to handle information collection and disclosure of the Company. (3) The Company provides real-time information to shareholders and stakeholders through the Public Information Observatory and the Company's website. The Company has announced and filed its annual financial report within the statutory time period after the end of the financial year. and announce and report quarterly financial reports and monthly operations within the time limit prescribed by laws and regulations.	
8. Has the Company disclosed other important information to facilitate a better understanding of its corporate governance practices (e.g. including but not limited to employees' rights and care, investor relations, supplier relations, rights of stakeholders, records of further education of directors and supervisors, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and the Company's purchasing of liability insurance for directors and supervisors)?	V	1. The Company discloses information related to financial business and corporate governance at any time through the company's website (https://www.ficg.com.tw/, English and Chinese versions), and provides open and transparent information for free access by employees, investors, suppliers and stakeholders. 2. The Company has established and effectively implemented a complete internal control system in accordance with relevant laws and regulations, and has also conducted risk assessments for major correspondent banks, customers and suppliers to reduce credit risk. 3. The directors of the Company have recused themselves from the proposals of interest. 4. Please refer to the content of this annual report "Other Important Information to Enhance Understanding of Corporate Governance Operations".	None.
9. Please describe the improvements based on the results of corporate governance evaluation announced by the Corporate Governance Center of Taiwan Stock Exchange Corporation in recent year and indicate matters and measures of priority for those not improved yet. (Those not included as evaluated companies are not required to fill out this item): (1) The Company will discuss the direction of follow-up improvement on matters that have not been scored. (2) Priority enhancements: The company's website discloses the policy and implementation of human rights protection, the company's website discloses various employee welfare measures, retirement system and its implementation, personal safety and working environment protection measures and their implementation, and the board of directors supervises the promotion of sustainable development.			

Note 1: The operation status shall be explained in the field of summary no matter if it is checked as "Yes" or "No".

Note 2: The self-evaluation report of corporate governance mentioned refers to a report in which the Company evaluates and explains the current operation and execution status of the Company according to the corporate governance self-evaluation items.

(4) Composition and operation of the Remuneration Committee
I. Information of members of the Remuneration Committee

Identity (Note 1)	Name	Condition	With more than five years' work experience and the following professional qualifications or not		Independence status (Note 2)												Number of other public companies where the director holds a concurrent post of independent director	Remark	
			Lecturer or above in department of commerce, legal affairs, finance, accounting or corporate business of public or private university and junior college	Judge, procurator, lawyer, accountant or any other professional vocational and technical personnel passing the examination of national examinations needed for corporate business.	Work experience needed for commerce, legal affairs, finance, accounting or corporate business	1	2	3	4	5	6	7	8	9	10	11			12
Independent director	CHEN, MIN-PEN	-	-	-	V	V	V	V	V	V	V	V	V	V	V	V	V	-	
Independent director	KAO, TIEN-CHING	-	-	-	V	V	V	V	V	V	V	V	V	V	V	V	V	-	
Independent director	WANG, CHENG-WEI	-	-	-	V	V	V	V	V	V	V	V	V	V	V	V	V	-	

Note 1: Please fill out the identity as director, independent director or others respectively.

Note 2: If each member complies with the following conditions two years before being elected and appointed and during tenure, please mark "√" in the blank under each condition code.

- (1) Not an employee of the Company or its affiliate.
- (2) Not a director or supervisor of the Company or its affiliate (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (3) Not an individual shareholder holding or with his/her spouse, underage children or others holding more than 1% of total shares already issued by the Company or ranking the top 10 in terms of shareholding ratio.
- (4) Not a manager listed in (1), or the spouse, a relative within second degree, or direct relative within third degree of the personnel listed in (2) and (3).
- (5) Not a director, supervisor or employee of a corporate shareholder directly holding more than 5% of total shares issued by the Company, ranking the top 5 in terms of shareholding ratio, or assigning a representative to serve as the director or supervisor of the Company according to Article 27-1 or Article 27-2 of the Company Act (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (6) Not a director, supervisor or employee of another company with the director seats of the Company or shares with voting rights controlled by a same person (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (7) Not a director (council member), supervisor or employee of another company or institution who is same as or the spouse to the chairman, general manager or person with an equivalent position of the Company (however, it does not apply to the concurrent office holding of an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (8) Not a director (council member), supervisor or manager or shareholder with shareholding ratio above 5% of a specific company or institution that has financial or business contact with the Company (however, it does not apply to the situation in which the specific company or institution holds more than 20% but less than 50% of total shares already issued by the company, and concurrently serving as an independent director in the Company and its parent company or subsidiary or subsidiaries belonging to a same parent company according to this law or local laws and regulations).
- (9) Not a professional, or owner, partner, director (council member), supervisor, or manager of sole proprietorship, partnership, company or institution providing auditing service for the Company or its affiliate or relevant commercial, legal, financial and accounting services with the accumulated reward amount not exceeding NT\$500,000 in recent two years, as well as their spouses. However, it does not apply to members of remuneration committee, public acquisition deliberation committee or M&A special committee that performs its duties in accordance with relevant laws and regulations including the Securities and Exchange Act or the Business Mergers and Acquisitions Act.
- (10) Not the spouse or a relative within second degree to any other director.
- (11) Not having any of the circumstances stipulated in Article 30 of the Company Act.

Not elected as government, legal person or its representative according to Article 27 of the Company Act.

II. Information of operation status of the Remuneration Committee

(1) The Remuneration Committee of the Company comprises 3 members.

(2) Tenure of members of this Remuneration Committee: June 15, 2023-June 14, 2026. In recent year (2024), the Remuneration Committee convened 2 meetings (A) and the committee members' qualifications and attendance are shown as follows:

Title	Name	Actual attendance as a nonvoting party (B)	Attendance by proxy	Actual attendance rate (%) as a nonvoting party (B/A) (Note)	Remark
Convener	CHEN, MIN-PEN	2	0	100%	
Member	KAO, TIEN-CHING	2	0	100%	
Member	WANG, CHENG-WEI	2	0	100%	

Other matters to be recorded:

I. If the Board of Directors does not adopt or amend the suggestions made by the Remuneration Committee, it shall explain date and stage of board meeting, content of proposals, results of resolutions of the Board of Director and the Company's handling of the opinions from the Remuneration Committee (if the remuneration passed by the Board of Directors is superior to that suggested by the Remuneration Committee, the deviations and reasons thereof shall be explained: **The Company is not involved in this situation.**

II. In case that matters resolved by the Remuneration Committee are with members' opposing or reserved opinions and relevant record or written statement, the date and stage of meeting of the Remuneration Committee, content of proposals, all members' opinions and handling of these opinions: **The Company is not involved in this situation.**

Notes: (1) If a member of the Remuneration Committee resigns before the ending date of the year, the date of resignation shall be specified in the remark column, and the actual attendance rate (%) shall be calculated according to the number of meetings of the Remuneration Committee convened during his/her tenure as well as the meetings actually attended by this member.

(2) If a member of the Remuneration Committee is reelected before the ending date of the year, both new and former members of the Remuneration Committee shall be filled out, and information regarding previous employment, new appointment or reappointment and date of reelection of this member shall be specified in the remark column. The actual attendance rate (%) shall be calculated according to the number of meetings of the Remuneration Committee convened during his/her tenure as well as the meetings actually attended by this member.

(5) Execution status of promotion of sustainable development, deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof:

Promotion item	Execution status (Note 1)			Deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof
	Yes	No	Summary	
1. Has the Company established a governance structure to promote sustainable development and set up full-time (part-time) unit to promote sustainable development which is handled by senior management authorized by the Board of Directors and supervised and guided by the Board of Directors?	V		In 2022, VW Investment Holdings established the "Corporate Sustainability Development Committee", chaired by Chairman CHIEN LEO MING TZ, and appointed the "Sustainable Development Office" to implement five major projects, including corporate governance, happy workplace, partnership, green sustainability and social care. Set targets according to its important disclosure issues every year, and hold quarterly meetings to report the implementation progress to the board of directors, so as to implement the short, medium and long-term goals of corporate sustainability.	No significant deviation
2. Has the Company implemented risk evaluation of issues related to corporate operation including environment, society and corporate governance according to materiality principle and established relevant risk management policies or strategies? (Note 2)	V		(1) The Company has established its corporate structure and relevant moral standards in accordance with the management concepts of honest operation and service and innovation as well as materiality principle to complete and improve its corporate governance and internal control system and lower operating risks. (2) The Group actively promotes green energy business, implements energy-saving and carbon reduction measures and dedicates to achieving the goal of environmental maintenance. (3) When pursuing profits, the Company is also performing its corporate social responsibility so as to build a sustainable enterprise group and create sustainable value for economy, society and environment. (4) The Sustainable Development Committee conducts analysis based on the materiality principles of the globally recognized Global Reporting Initiative (GRI) guidelines to identify stakeholders and sustainability issues, and to formulate risk management policies and take specific action plans to effectively identify, measure, monitor and control ESG issues on the basis of which materiality is assessed and to take specific action plans to reduce the impact of related risks. Based on the assessed risks, formulate relevant risk management policies or strategies, and the relevant contents will be disclosed in the 2024 FIC Global, Inc. Sustainability Report. In order to ensure that the content disclosed in the "2024 FIC Global, Inc. Sustainability Report" complies with the AA1000 principle of responsibility and obtains the assurance standard guarantee opinion verified by the three-party verification unit, the company will announce on the company's official website after the date of the guarantee pass, and the exact guarantee adoption date shall be subject to the records in the perpetual report. The Company's first sustainability report, the 2024 FIC Global, Inc. Sustainability Report, is expected to be issued in August 2025.	The details will be disclosed in the Company's first sustainability report, the 2024 FIC Global, Inc. Sustainability Report, which is expected to be issued in August 2025.
3. Environmental issues (1) Has the Company established an environmental management system as appropriate for its industrial features?	V		The Company has established a complete environmental management system and passed ISO14001 certification (effective term: December 19, 2019-Decemembr 18, 2022). The company introduced ISO 14064-1 certification in FY2023 and expects to obtain a declaration in the second quarter of 2024, please refer to the 2023 Sustainability Report for details. The exact certification date and issuance date are subject to the records in the sustainability report.	No significant deviation

Promotion item	Execution status (Note 1)			Deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof
	Yes	No	Summary	
(2) Is the Company dedicated to improving the energy utilization efficiency and using recycled materials with a low impact on environmental burden?	V		The recycled materials used in the products of some of the Company's investment subsidiaries are used as environmentally friendly packaging materials. The Company advocates education on environmental protection, strengthens resource recovery (e.g., paper, PET bottles and other relevant articles), and avoids wasting paper to lower the impact on environment burden.	No significant deviation
(3) Has the Company evaluated the potential risks and opportunities brought by climate change at present and in the future and has it taken relevant responsive measures?	V		Regarding climate change response strategies, the Company refers to the international standard Task Force on Climate-Related Financial Disclosures (TCFD) to make climate-related financial disclosures in accordance with the core elements of its structure, such as governance, strategy, risk management, and targets and targets. For details, please refer to the Company's Sustainability Report.	No significant deviation
(4) Has the Company gathered statistics of greenhouse gas emission, water consumption and total weight of wastes in the past two years and established policies for the reduction of greenhouse gas emissions and water consumption or administration of other wastes?	V		The Company introduced ISO 14064-1 certification in FY2023 and expects to obtain a statement in the second quarter of 2024, and the results of greenhouse gas emissions, water consumption and total waste weight can be found in the 2024 Sustainability Report for details. The exact certification date and issuance date are subject to the records in the sustainability report.	No significant deviation
4. Social issues	V			
(1) Has the Company established relevant management policies and procedures based on relevant laws, regulations, and international conventions on human rights?			The Company follows relevant labor regulations and international conventions on human rights, and has established relevant work rules, regulations on personnel management, and relevant provisions on gender equality.	No significant deviation
(2) Has the Company established and implemented reasonable employee welfare measures (include salary and compensation, leave and others), and appropriately linked operational performance or achievements with employee salary and compensation?	V		The Company has established a training handbook for new employees and relevant regulations on personnel management with content covering its salary payment standards, working hours, leave, payment of pensions, and payment of labor insurance, health insurance, endowment insurance and occupational hazard insurance which comply with relevant provisions of the Labor Standards Act. The Company has established an Employee Welfare Committee to handle various welfare matters and activities. The remuneration policy of the Company is formulated based on nature of work, and personal experience, ability and performance, and equivalent employee remuneration is paid based on its operational performance.	No significant deviation
(3) Has the Company provided a safe and healthy work environment to its employees and periodically implemented safety and health education to employees?	V		The Company provides its employees with a safe workplace environment, and implements "Occupational Safety and Health Education" upon registration of new employees. Also, it assigns personnel to participate in the training of "Safety and Health On-the-job Education of Occupational Safety and Health Business Officer" once every two years, implements disaster emergency response drills periodically, provides all employees with health checkups once every three years, hold health lectures on an irregular basis, and organize activities including tourism for employees.	No significant deviation

Promotion item	Execution status (Note 1)			Deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof
	Yes	No	Summary	
(4) Has the Company established an effective career competence training program for its employees?	V		The Company establishes education and training programs every year, and plans and arranges the implementation of internal and external training programs based on the requirements of the organization and relevant departments to improve employees' professional knowledge and skills.	No significant deviation
(5) Has the Company followed relevant regulations and international rules and formulated relevant policies and appeal procedures to protect consumers' or customers' interests regarding issues like customer health and safety, customer privacy, marketing and labeling concerning products and services?	V		The Company follows relevant regulations and international rules related to marketing and labeling of products and services, and issues self-declaration statement for the products sold according to customer requirements. As for customers' privacy, the Company abides by relevant confidentiality agreement and privacy protection policy (including relevant provisions of Personal Information Protection Act (PIPA) and General Data Protection Regulation (GDPR) regarding website visitors), and sets up relevant email and special stakeholder zone as appealing channels.	No significant deviation
(6) Has the Company established supplier management policy and requested the suppliers to comply with related standards on the topics of environmental, occupational safety and health or labor rights, and what is the execution status?	V		The Company has established regulations on supplier evaluation (QP-PR-001 and QW-PR-001~004) in ISO9001. The Company requires vendors selected to fill out "Vendor System Evaluation Form" and "Vendor Environmental Protection Questionnaire". After a vendor becomes an eligible supplier, the purchasing, quality and R&D departments of the Company will conduct an audit at this supplier once every year to ensure that this supplier complies with relevant specifications. The Company also discloses detailed information about supplier management, environmental and human rights assessments in the Sustainability Report.	No significant deviation
5. Has the Company prepared reports that disclose its non-financial information like sustainability report with reference to the international universal report preparation criteria or guidelines? Have the preceding reports acquired confirmation or guarantee opinion from third-party verification unit?	V		A corporate social responsibility report has been prepared. However, the first report, "2022 FIC Global, Inc. Sustainable Report", has been verified by a third-party verification unit and obtained the guarantee opinion of AA1000 assurance standard and is expected to be issued in August 2025. Prepared in accordance with the globally recognized Global Reporting Initiative (GRI) standards, and verified by a third-party verification unit, the AA1000 assurance standard assurance opinion is disclosed in the company's official website, and the exact guarantee pass date and issuance date are subject to the records in the sustainability report. In addition, the company announced the implementation of sustainable development information on environmental maintenance, green energy business development measures and social welfare activities, and disclosed relevant information on the company's website (www.ficg.com.tw).	The first report, 2022 FIC Global, Inc. Sustainability Report, is expected to be issued in August 2024. The AA1000 assurance standard assurance opinion prepared in accordance with the globally recognized Global Reporting Initiative (GRI) standards and verified by a third-party verification unit, and disclosed on the company's official website, the exact guarantee approval date

Promotion item	Execution status (Note 1)			Deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof
	Yes	No	Summary	
				and issuance date shall be subject to the perpetual report.

6. If the Company has established Sustainable Development Best Practice Principles according to “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies”, please explain its operation and deviations from the principles formulated: **The Company hasn’t established relevant principles yet.**

7. Other important information that facilitates a better understanding of the Company’s implementation of promotion of sustainable development:

(1) The Company continuously promotes green energy/energy-saving monitoring, smart building, smart transportation, and smart city related solutions to reduce energy consumption and improve energy control and management.

(2) Please refer to relevant information on social public welfare on our website (www.ficg.com.tw).

(3) The first report, 2022 FIC Global, Inc. Sustainability Report, is expected to be issued in August 2025. The AA1000 assurance standard assurance opinion prepared in accordance with the globally recognized Global Reporting Initiative (GRI) standards and verified by a third-party verification unit, and disclosed on the company's official website, the exact guarantee approval date and issuance date shall be subject to the perpetual report

Note 1: If the execution status is checked as “Yes”, please specifically explain the important policies, strategies and measures taken as well as execution status; if the execution status is checked as “No”, please explain the deviations and reasons thereof in the column in “Deviations from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof” and explain the future plans for adoption of relevant policies, strategies and measures.

Note 2: Materiality principle refers to the material influence of issues related to environment, society and corporate governance on the investors and other stakeholders of the Company.

Note 3: Please refer to the examples of best practices regarding disclosure method on the website of the Corporate Governance Center of the Taiwan Stock Exchange.

Climate Related Information of The Company

Implementation of climate-related information

Item	Implementation status
1. Describe the board's oversight of climate-related risks and opportunities.	Sustainability Report [4.2 Energy and Greenhouse Gas Management] section TCFD index comparison table.
2. Describe how the identified climate risks and opportunities will affect the company's business, strategy and finances (short, medium and long term).	
3. Describe the financial impact of extreme climate events and transformational actions.	
4. Describe how the identification, assessment and management of climate risks are integrated into the overall risk management system.	
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be explained.	
6. If there is a transition plan for managing climate-related risks, explain the content of the plan, and the indicators and goals used to identify and manage physical risks and transition risks.	
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	
8. If there are climate-related goals set, the covered activities, scope of greenhouse gas emissions, planning schedule, annual progress and other information should be explained; if carbon offsets or renewable energy certificates (RECs) are used to achieve relevant goals, it should be explained The source and quantity of carbon reduction credits to be exchanged or the quantity of renewable energy certificates (RECs).	

1-1The company's greenhouse gas inventory and confidence in the last two years

1-1-1Greenhouse gas inventory information

Describe the greenhouse gas emissions (metric tons CO ₂ e), intensity (metric tons CO ₂ e/million yuan) and the scope of information coverage for the most recent two years.
For the detailed results of the 2024 greenhouse gas inventory, please refer to the section [4.2 Climate Change Response and Energy Management] in the 2024 Sustainability Report.

1-1-2Greenhouse gas assurance information

A statement of the most recent biennial confidence, including the scope of the confidence, the organization of the confidence, the criteria for the confidence, and the opinion of the confidence.
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The greenhouse gas emissions in 2024 will be verified by BSI, AFNOR and SGS in the second quarter of 2025 and the verification statement of ISO 14064-1:2018 external verification, which is disclosed on the company's official website and in the chapter of "4.2 Climate Change Response and Energy Management".

1-2 Greenhouse gas reduction targets, strategies and specific action plans

Describe the base year of greenhouse gas reduction and its data, reduction targets, strategies, specific action plans and the achievement of reduction targets.

Please refer to: Chapter and Sustainability Report [4.2 Climate Change Adaptation and Energy Management] and TCFD Indicator Comparison Table chapters.

Sustainability Disclosure Guidelines - Computer & Peripherals Industry

Numbering	Index	Types of indicators	Annual disclosures	Units
1.	Total energy consumption, percentage of purchased electricity and renewable energy utilization	Quantify	As of the deadline, the inventory has not been completed, please refer to the information in the 2024 sustainability report of the Company.	Billion joules (GJ), percentage (%)
2.	Total water withdrawal and total water consumption	Quantify	As of the deadline, the inventory has not been completed, please refer to the information in the 2024 sustainability report of the Company.	1,000 cubic meters (m ³)
3.	The weight of the hazardous waste generated and the percentage of waste recycled	Quantify	As of the deadline, the inventory has not been completed, please refer to the information in the 2024 sustainability report of the Company.	metric ton (t), percentage (%)
4.	Describe the type, number and rate of occupational accidents	Quantify	As of the deadline, the inventory has not been completed, please refer to the information in the 2024 sustainability report of the Company.	Ratio (%), quantity
5.	Product Life Cycle Management Disclosure: Including the weight of end-of-life products and e-waste and the percentage of recycling (Note 1)	Quantify	Due to the large variety of business types and diversified products, it is not possible to count for the time being.	metric ton (t), percentage (%)

6.	A description of risk management related to the use of critical materials	Qualitative description	The Company selects suppliers according to the product attributes of each subsidiary, follows the procurement management procedures, and promotes suppliers to pay attention to environmental and social responsibilities through the establishment of long-term cooperative relationships, so as to ensure the stability and co-prosperity of the supply chain. For important suppliers, the company will take stock of their ISO 9001, 14001, 45001 certifications, RBA certification/commitments, sustainability reports, as well as whether they have signed the Sunshine Confidentiality Agreement, Social Responsibility Commitment, Integrity Trading and Corporate Social Responsibility Commitment, and check whether they involve conflict minerals, which will be an important basis for the annual assessment of suppliers. Through continuous collaboration, we work with suppliers to create sustainable value and positive influence.	Not applicable
7.	The total amount of pecuniary loss resulting from legal proceedings related to the Anti-Competitive Conduct Ordinance	Quantify	NT\$0	Reporting currency
8.	The output of major products according to product category	Quantify	Please refer to the [3.1 Business Performance] section of the Sustainability Report	Varies depending on the type of product

(6) Performance status of business integrity management, deviations from Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and reasons thereof

Assessment item	Execution status (Note 1)			Deviations from Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and reason thereof
	Yes	No	Summary	
1. Establishment of integrity policies and solutions. (1) Has the Company established integrity policies approved by the Board of Directors and disclosed, in a memorandum or external correspondence, the policies and practices it has in place to maintain business integrity? Are its Board of Directors and senior management actively implementing these policies and practices? (2) Has the Company established an evaluation mechanism for the risks of dishonest conduct to periodically analyze and evaluate business activities that have a relatively high risk of dishonest conduct and established plans for prevention of such dishonest conduct accordingly that at least covers the preventive measures indicated in Paragraph 2 of Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies? (3) Has the Company clearly established, implemented, and executed operating procedures, guidelines for conduct and actions to punish and appeal violations in the plans for prevention of dishonest conduct, and periodically reviewed and corrected the preceding plans?	V		(1) The Company has formulated operating procedures and conduct guidelines for ethical management in accordance with the Code of Integrity Management of Listed and OTC Companies, and the terms cover the precautionary measures of the Code of Integrity of Listed and OTC Companies. In accordance with the instructions of the Board of Directors, we will strengthen the promotion of integrity culture and workplace ethics, and regularly promote and conduct education and training within the company. (2) The company's personnel management regulations clearly stipulate that it is not allowed to use the company's name to deceive outside, take advantage of the convenience of the position, engage in malpractice, accept bribes or commissions, embezzle public funds and property, opportunistically, conceal and conceal in order to seek personal gain and other dishonest behaviors, otherwise they will be demerit or transferred to justice according to the severity of the circumstances. On 12 November 2024, the Anti-Corruption and Anti-Bribery Policy was formulated to adopt a zero-tolerance principle for corruption and bribery, and to adhere to the highest standards of integrity in all business interactions. (3) The Company clearly states the ethical policies, relevant operating procedures, conduct guidelines, whistleblowing, appeal channels and disciplinary actions for ethical management in personnel management regulations, operating procedures and conduct guidelines for honest management, internal material information processing and prevention of insider trading management operating procedures, anti-corruption and anti-bribery policies, etc., and regularly reviews and amends them to meet the needs of practice.	No significant deviation
2. Implementation of ethical corporate management (1) Has the Company evaluated the integrity records of counterparties with which it has business relationship and clearly stipulated integrity clauses in the contracts signed with these counterparties?	V		(1) The contract signed by the Company's partners includes a special clause prohibiting bribery, and the partner shall declare and guarantee that it will not engage in any dishonest behavior to the relevant parties in any way when performing the contract and related acts. Before cooperation, we will also understand the background of customers and suppliers to avoid dishonest behavior that damages the company's rights and interests.	No significant deviation

Assessment item	Execution status (Note 1)			Deviations from Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and reason thereof
	Yes	No	Summary	
(2) Has the Company established a unit specializing in the promotion of ethical corporate management and subordinate to the Board of Directors, and has this unit reported its integrity policies, plans for prevention of dishonest conduct and implementation supervision conditions to the Board of Directors periodically (at least once a year)?	V		(2) The Company has designated the General Manager's Office as a dedicated unit and is subordinate to the Board of Directors to handle the revision, execution, interpretation and consulting services of Procedures for Ethical Management and Guidelines for Conduct as well as implement and supervise the execution of relevant work including registration and documentation of notified content.	
(3) Has the Company adopted any policy for the prevention of conflicts of interest, provided proper statement channels, and implemented and executed them?	V		(3) The Rules of Procedure of the Board of Directors clearly stipulate that directors shall explain the important contents of the interest in the proposal with their own or the legal person they represent, and shall not participate in the discussion and voting if it is harmful to the interests of the company, and shall recuse themselves from discussion and voting, and shall not exercise their voting rights on behalf of other directors.	
(4) Has the Company established effective accounting system and internal control system to implement ethical corporate management, and had the internal audit unit drafted relevant audit plan based on the evaluation results of the risk of dishonest conduct to check the abidance by the plans for prevention of dishonest conduct, or entrusted accountants to execute the audit?	V		(4) The Company will conduct regular self-assessments and inspections by each department in accordance with the relevant internal control system, further accept internal or external audits, supervise the compliance of partners with the implementation of ethical management, and implement appropriate procedures and substantive controls to ensure compliance and internal regulatory requirements, control related risks and promote continuous improvement.	
(5) Has the Company organized internal and external education and training on a regular basis to maintain its ethical corporate management?	V		(5) In addition to advocating the integrity management policy from time to time, the general manager's office unit of the company also cooperates with the promotion and training activities of important business meetings. Every year, the company organizes courses related to corporate integrity management, anti-corruption and the importance of trade secrets, including new and in-service employees. In 2024, a total of 476 students will complete the course, with a total of 435.5 training hours. Considering factors such as employees' work area and time, online courses and some physical courses are conducted in a more flexible way.	
3. Operation of the Company's whistleblowing system				
(1) Has the Company established specific whistleblowing and rewarding systems, set up channels that facilitate whistleblowing, and assigned proper dedicated personnel for the reported objects?	V		(1) The company designates the general manager's office as a special unit to supervise the implementation, policy advocacy and planning reporting system. Additionally, the Company also coordinates with the stock exchange to select relevant cases for spot check periodically and disclose the execution results to the special chapter of corporate governance in the annual report. It becomes an important indicator for the reference of competent authorities and investors. Those who have conduct in violation of integrity will be seriously punished by the Company, and if the situation is serious, relevant personnel will be removed from office or	No significant deviation

Assessment item	Execution status (Note 1)			Deviations from Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and reason thereof
	Yes	No	Summary	
(2) Has the Company established any standard operating procedures for the investigation of reports accepted as well as subsequent measures and relevant confidentiality mechanism after completion of investigation?	V		subject to various civil and criminal lawsuits. (2) The company has formulated operating procedures, conduct guidelines and grievance methods for honest management, and the special unit will handle the case from submission, investigation and closure in accordance with the operating procedures and confidentiality principles. If you become aware of any act or activity that violates your integrity, you should immediately report it to the Company through the reporting mailbox response@ficg.com.tw. The Company undertakes to treat the complainant in a strictly confidential manner and will not take any retaliation or threats against the complainant, but shall provide sufficient and truthful information for follow-up investigation. The investigation of the case must be kept confidential. If the case is found to be true, the Volkswagen Group will impose penalties in accordance with the relevant regulations, including appropriate disciplinary action, dismissal in serious cases, relevant civil compensation or criminal prosecution.	
(3) Has the Company taken measures to protect whistleblower from improperly disposal due to whistleblowing?	V		(3) The Company strictly protects relevant investigational processes that involve the whistleblowers or the accused to avoid relevant personnel from being treated unfairly or adversely.	
4. Enhancement of information disclosure Has the Company disclosed the contents and promotion effect of its Ethical Corporate Management Best Practice Principles on its website and MOPS?	V		The Company has disclosed relevant operating procedures and policy information on the Company's official website, such as the operating procedures and conduct guidelines for honest management, anti-corruption and anti-bribery policies, and the operating procedures for the management of internal material information processing and prevention of insider transactions. The results of the annual promotion are disclosed in the company's integrity and anti-corruption webpage on the official website (https://www.ficg.com.tw/esg/corporate-governance/integrity-management-and-anti-corruption/).	No significant deviation
5. If the Company has established Ethical Corporate Management Best Practice Principles in accordance with “Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies), please explain its operation as well as deviations from the principles established: No deviation				
6. Other important information that facilitates a better understanding of the Company’s implementation of ethical corporate management: (e.g., details of the Company’s review and correction of its Ethical Corporate Management Best Practice Principles): The company publicly disclosed the operation of integrity management on its official website, and listed the principle of "being round on the outside and square on the inside, down-to-earth" as one of the core spirits, demonstrating the importance that the company attaches to integrity management.				

Note 1: The operation status shall be explained in the field of summary no matter if it is checked as “Yes” or “No”.

(7) Other important information to facilitate a better understanding of the Company's corporate governance

1. First International Computer, Inc. and Ubiquconn Technology, Inc., two important subsidiaries of the Company, treat their employees in accordance with the Labor Standards Act and other relevant laws and regulations, and have established an employee welfare committee to provide various subsidies and activities. Also, they provide their employees with appropriate appealing channels and attach great importance to employees' education and training. Supervisors and employees in the Group are included in the training. In 2024, a total of 6,272 participants participated in education and training courses (including in-house and out-of-house training), with a total of 12,015 hours of training.
2. The Company stipulates the honest disclosure of its information according to the provisions of relevant laws and regulations, implements a spokesperson system to handle relevant matters, duly performs the responsibility for responding to the shareholders' queries by telephone calls, and thus maintains a good relationship with investors.
3. The Company keeps smooth communication channels with suppliers, customers and stakeholders (including banks, other creditors, employees, etc.) and maintains good relationships with them by sticking to the management concept of integrity and steadiness.
4. The directors and independent directors of the Company have professional industry background and practical operation management experience. The Company provides relevant regulatory information that shall draw attention from directors and independent directors at any time, and notifies or arranges directors and independent directors to participate in seminars or further education courses related to corporate governance as well as relevant internal training organized by the Company regarding financial business. At the same time, the further education courses provided for the directors and independent directors of the Company have already been disclosed in MOPS every month according to the actual conditions of the courses. In 2023, the Company will appoint a Corporate Governance Officer to study in accordance with Article 24, Paragraph 2 of the "Guidelines for the Establishment of the Board of Directors", and report the number of class hours to the Public Information Observatory at the end of each year.
5. The establishment and revision of all management rules, regulations and measures of the Company regarding internal control shall be verified and determined by the Board of Directors. Relevant investment projects, endorsement guarantee, lending of funds, bank financing and other major proposals are evaluated and analyzed by appropriate responsible departments and executed in accordance with the resolutions of the Board of Directors. The Audit Department also drafts its annual audit plan based on the results of risk evaluation so as to implement the supervision mechanism and manage and control the execution of each risk management measure.
6. The Company has established "Procedure for Processing of Major Internal Information and Prevention of Insider Trading" as the basis for the processing and disclosure mechanism of the Company's major information. This procedure is also announced in the internal document management system so that managers and employees may check it at any time.
7. The Company has renewed the liability insurance for directors and independent directors on June 17, 2024, and submitted it to the Board of Directors on August 13, 2024 and reported the relevant information to the Public Information Observatory.

(8) Execution status of internal control system

I. Statement of Internal Control System

FIC Global, Inc.

Statement of Internal Control System

Date: March 28, 2025

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

1. The Company knows clearly that its Board of Directors and management are responsible for establishing, implementing, and maintaining an adequate internal control system, and it has already established this system. The purpose of the internal control system is to provide reasonable assurance of the effectiveness and efficiency of our operations (including profitability, performance, and safeguarding of assets), reliability, timeliness, transparency of our reporting, and compliance with applicable rulings, laws, and regulations.
2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing its stated objectives. Furthermore, the effectiveness of an internal control system may be subject to change due to extenuating circumstances beyond our control. Nevertheless, our internal control system contains self-monitoring mechanisms, and the Company takes immediate remedial actions in response to any identified deficiencies.
3. The Company evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the “Regulations Governing the Establishment of Internal Control Systems by Public Companies” (hereinafter referred to as the “Regulations”). The criteria adopted by the Regulations identify five key components of managerial internal control: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities. Each component covers certain items. Please refer to the “Regulations” for the preceding items.
4. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid Regulations.
5. The Company's internal control system for 2024 was found to have the following material deficiencies: Employees of the subsidiary were suspected of forging documents and embezzling the company's assets, and it was found that the custody and use of the seals were not fully confirmed, which was a lack of implementation of the internal control system. The case has now entered into a judicial investigation, and the amount of losses actually stated by the Company in the 2024 consolidated financial report is NT\$102,097 K.
6. Based on the findings of such evaluation, the Company believes that, as of December 31, 2022, it has maintained an effective internal control system in all material aspects (including the supervision and management of our subsidiaries) to provide reasonable assurance over our operational effectiveness and efficiency, reliability, timeliness, transparency of reporting, and compliance with applicable rulings, laws, and regulations.
7. This Statement is an integral part of the Company's annual report and prospectus, and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of Securities and Exchange Act.
8. This Statement was passed by the Board of Directors in their meeting held on March 28, 2025, and all 6 directors attending the meeting approved the content of this statement and hereby made this statement.

FIC Global, Inc.

Chairman: CHIEN LEO MING TZ

General Manager: CHIEN LEO MING TZ

II. In the most recent year and as of the date of printing of the annual report, the company and its internal personnel have been punished in accordance with the law, and the company's internal personnel have been punished for violating the provisions of the internal control system, and the main deficiencies and improvements: The company has completed the resignation of the employees suspected of forging documents and embezzling the company's assets in accordance with the company's regulations and relevant laws and regulations, and has taken compulsory measures of criminal detention, and this case has now entered the judicial process.

Internal control system should be strengthened and improvement plans should be made		
Matters should be strengthened	Improvement measures	Scheduled improvement completion time
The Company found that the employees of its subsidiary, Popular Computer (Suzhou) Co., Ltd., were suspected of stealing the company's seal, forging documents and embezzling the company's assets. The matters to be strengthened are as follows: 1. Strengthen the division of functions of fund management. 2. Strengthen the company's seal management system.	1. After the case was discovered, the financial supervisor of the subsidiary applied to the bank for the temporary payment stop and applied for the use of the account in online banking. 2. Increase the relevant manpower of the finance and accounting department and strengthen the division of functions. 3. Strengthen the implementation of the application procedures for the use of seals- The seal (seal) manager shall personally use the seal, but when the seal is appointed by the applicant unit, the seal (seal) manager must be personally supervised on site. 4. Strengthen the implementation of the bill issuance procedures- (1) The cheque shall be duly checked and approved, and the stub shall be checked for continuity and shall be processed in accordance with the payment voucher approved by the competent authority. (2) When the cheque is issued, the drawee and other information shall be recorded in the cheque registration book. 5. The Company reiterates that it strictly prohibits any corruption, bribery, embezzlement of public funds and other improper gains, and arranges at least three hours of anti-corruption and internal control training for all employees every year. 6. The Audit Office of the Company shall arrange an on-site audit of the bank deposits of each subsidiary.	It is expected that the follow-up of improvement measures will be completed by the end of May 114 and submitted to the board of directors.

III. CPAs' audit report shall be disclosed if CPAs are assigned for project review of the internal control system: **None**.

(9) Important resolutions of the Shareholders' Meeting and the Board of Directors

I. Execution status of resolutions of the regular Shareholders' Meeting in 2024:

Date	Resolution of the regular Shareholders' Meeting	Execution status
June 6, 2024	I. Proposal for Business Report and Financial Statements of 2023	Resolution passed.
	II. Report on the distribution of employee remuneration and directors' remuneration.	In accordance with the following procedures.
	III. Proposal for Profit Distribution of 2023	The chairman of the board of directors resolved on March 28, 2024 and submitted it to the 2024 general meeting of shareholders to decide that July 24 of the same year was the base date of ex-dividend; On August 16 of the same year, a cash dividend of NT\$0.7 per share was distributed.

II. The Board of Directors convened 10 meetings in 2024 and as of the publication date of the annual report. The summary of important resolutions is as follows:

Date	Name of meeting	Resolved matter
February 01, 2024	7 th meeting of the 8 th Board of Directors	1. Acquired long-term investment equity of a subsidiary, First International Computer 2. Establishment of Proposal for Base Date of Capital Increase of Newly Issued Convertible Ordinary Shares of the First and Second Unsecured Corporate Bond in Taiwan in Q4 of 2023. 3. The company's audit supervisor change case.
March 14, 2024	8 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Internal audit report: progress report on the implementation of the audit plan from October to December in 2023. <u>Recognition and discussion of the case</u> 1. Proposal for Business Plan of the Company in 2024. 2. Proposal for Financial Statements of the Company in 2023. 3. Amendments to the Articles of Association of the Company. 4. Amendments to some provisions of the Company's "Board of Directors Deliberation Guidelines" 5. Revise some provisions of the Organizational Rules of the Audit Committee of the Company. 6. Proposal for Establishment of Relevant Matters Including Date of Convening of Regular Shareholders' Meeting of the Company in 2023.
March 28, 2024	9 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Proposal for Business Plan of the Company in 2023 <u>Recognition and discussion of the case</u> 1. Proposal for "Effectiveness Assessment of Internal Control System" and "Statement of Internal Control System" of the Company in 2022. 2. Proposal for Business Report and Financial Statements of the Company in 2023. 3. Proposal for Profit Distribution of the Company in 2022. 4. Proposal for Reward Distribution of Employees and Directors of the Company in 2022. 5. Assessment of the independence and competency of the company's visa accountants, appointment and remuneration. 6. The Company authorizes the audit committees of the subsidiaries listed on the domestic and foreign stock markets to approve the provision of non-conclusive services by the visa accounting firm to the subsidiary group.

Date	Name of meeting	Resolved matter
May 9, 2024	10 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Internal audit report: progress report on the implementation of the audit plan from January to March in 2024 2. Implementation progress report of review report on the qualifications of the Company's independent directors during their term of office. <u>Recognition and discussion of the case</u> 1. Proposal for Financial Statements of the Company in Q1 of the Company in 2024 2. Establishment of Proposal for Base Date of Capital Increase of Newly Issued Convertible Ordinary Shares of the First and second Unsecured Corporate Bond in Taiwan in Q1 of 2024.
August 13, 2024	11 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Internal audit report: a progress report on the implementation of the audit plan from April to June 2024. 2. Other important reporting matters: 1. The company's greenhouse gas inventory and verification schedule planning progress report in 2024. 2. The company's director, supervisor and key employee liability insurance renewal in 2024. <u>Recognition and discussion of the case</u> 1. Proposal for Financial Statements of the Company in Q2 of the Company in 2024 2. The company formulates "Intellectual Property Management Measures" and "Intellectual Property Rights Management Plan". 3. The company has formulated a "Corporate Governance Code". 4. The company's "Public Investment Holdings Sustainability Report in 2023". 5. Establishment of Proposal for Base Date of Capital Increase of Newly Issued Convertible Ordinary Shares of the First and second Unsecured Corporate Bond in Taiwan in Q2 of 2024.
November 12, 2024	12 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Internal audit report: a progress report on the implementation of the audit plan from July to September 2024. 2. Other important reporting matters: 1. The company's greenhouse gas inventory and verification schedule planning progress report in 2024. <u>Recognition and discussion of the case</u> 1. Proposal for Financial Statements of the Company in Q3 of the Company in 2024 2. The company of annual audit plan in 2025. 3. The company has formulated an "anti-corruption and anti-bribery policy". 4. The company formulates "Sustainable Information Internal Control Management Measures". 5. Some provisions of the company's "Financial Statement Preparation Process Management Procedure" have been revised. 6. Establishment of Proposal for Base Date of Capital Increase of Newly Issued Convertible Ordinary Shares of the First and second Unsecured Corporate Bond in Taiwan in Q2 of 2024.
December 24, 2024	13 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Approval and issuance of employee remuneration for 2023 and year-end bonus base for 2024 of company managers and supervisors at associate level or above.

Date	Name of meeting	Resolved matter
March 10, 2025	14 th meeting of the 8 th Board of Directors	<u>Report matters</u> 1. Internal audit report: progress report on the implementation of the audit plan from October to December in 2024. <u>Recognition and discussion of the case</u> 1. Proposal for Business Plan of the Company in 2025. 2. Proposal for Financial Statements of the Company in 2024. 3. Proposed to issue a Letter of Support (LOS) to the subsidiary PRIME BASE INC. and its subsidiary, Prime Base Inc. Taiwan Branch (Cayman) Taiwan Branch, and Taiwan Shin Kong Commercial Bank. 4. Proposed to issue a letter of support (LOS) to the subsidiary PRIME BASE INC. and Taichung Commercial Bank. 5. Establishment of Proposal for Base Date of Capital Increase of Newly Issued Convertible Ordinary Shares of the Second Unsecured Corporate Bond in Taiwan in Q2 of 2024. 6. Proposal for Establishment of Relevant Matters Including Date of Convening of Regular Shareholders' Meeting of the Company in 2024.
March 28, 2025	15 th meeting of the 8 th Board of Directors	<u>Report matters</u> Other important reporting matters: 1. Execution results of the 2024 board of directors performance evaluation. 2. An employee of a subsidiary, FIC (SUZHOU) INC. was suspected of embezzling the company's funds. 3. Progress report on greenhouse gas inventory and verification schedule planning of the company's corporate sustainable development committee of 2024. <u>Recognition and discussion of the case</u> 1. Proposal for "Effectiveness Assessment of Internal Control System" and "Statement of Internal Control System" of the Company in 2023. 2. Proposal for Business Report and Financial Statements of the Company in 2024. 3. Proposal for Profit Distribution of the Company in 2024. 4. Proposal for Reward Distribution of Employees and Directors of the Company in 2024. 5. Amendments to the Articles of Association of the Company.

(10) Major contents of record or written statement regarding different opinions of directors or independent directors on the important resolutions passed by the Board of Directors: **None.**

4. Information of CPAs' fees

Unit of amount: NT\$1,000

Name of accounting firm	Name of CPA	CPAs' audit period	Audit fee	Non-audit fee	Total	Remark
PRICEWATERHOUSECOOPERS TAIWAN	CHANG, SHU-CHIUNG	January 1, 2024-December 31, 2024	1,460	1,760	3,220	Traffic expenses for accounts checking and typewriting and printing fees
	LIN, PO-CHUAN	January 1, 2024-December 31, 2024				

Note 1: If the Company replaced its CPAs or accounting firm in current year, the audit period shall be presented separately and the reason for replacement shall be explained in the remark column. Also, information including the audit and non-audit fees paid shall be disclosed in order.

Note 2: Non-audit fee shall be presented separately per service items. If item "Other" of non-audit fee reaches 25% of the total amount of the non-audit fee, its corresponding service content shall be presented in the remark column.

5. Information of replacement of CPAs: None.

6. In the most recent year, the chairman, general manager, financial or accounting manager of the Company did not work for PricewaterhouseCoopers or its affiliates in 2024.

7. Equity transfer and pledge of directors, supervisors, managers and shareholders with shareholding ratio exceeding ten percent in recent year and as of the publication date of the annual report

(1) Changes of equity of directors, supervisors, managers, and major shareholders: **None.**

(2) Information of equity transfer: **None.**

(3) Information of equity pledge: **None.**

8. Information of relations between top-10 shareholders in terms of shareholding ratio

March 30, 2025

Name (Note 1)	Shares held by shareholder itself		Shares held by shareholder's spouse and underage children		Total shares held in the name of others		Name or designation and relation of top-10 shareholders who are related parties or have kinship including spouses and relative within second degree (Note 3)		Remark
	Number	Ratio	Number	Ratio	Number	Ratio	Name (or designation)	Relation	
Chia Chao Investment Inc. Person in charge: LI, CHIEN-FA	45,723,836 4,000	19.33 0	0 0	0 0	0 0	0 0	Zong Jing Investment Ltd.	A same person in charge	
WYC God-loving Foundation for Charity Legal agent: WANG, HSUEH-LING	35,292,065 0	14.92 0	0 0	0 0	0 0	0 0	-	-	
CGCH Education Charitable Trust Fund Legal agent: LING, JHONG-YUAN	32,000,000 0	13.53 0	0 0	0 0	0 0	0 0	-	-	
Zong Jing Investment Inc. Person in charge: LI, CHIEN-FA	16,860,370 4,000	7.13 0	0 0	0 0	0 0	0 0	Chia Chao Investment Inc.	A same person in charge	
Chi Hsin Investment Inc. Person in charge: LIN, CHIU-CHIN	15,021,646 0	6.35 0	0 0	0 0	0 0	0 0	-	-	
CHIEN LEO MING TZ	6,375,575	2.70	3,854,032	1.64	0	0	CHIEN, MING-JEH	Relative within second degree	
			0	0	0	0	WANG, HSUEH-LING	Relative within second degree	
			150,000	0.06	0	0	CHEN, HUEI-JYUN	Spouse	
LI, PENG-SYUAN	4,425,000	1.87	0	0	0	0	-	-	
CGCH Foundation for Education Legal agent: CHIEN, MING-JEH	4,000,000 3,854,032	1.69 1.63	0 0	0 0	0 0	0 0	-	-	
CHIEN, MING-JEH	3,854,032	1.63	6,375,575	2.72	0	0	CHIEN LEO MING TZ	Relative within second degree	
			0	0	0	0	WANG, HSUEH-LING	Spouse	
Ho Mon Investment Inc.: LYU, HUEI-RU	2,735,174 0	1.16 0	0 0	0 0	0 0	0 0	-	-	

Note 1: All the top-10 shareholders shall be presented. As for corporate shareholders, their names and names of their representatives shall be presented separately.

Note 2: Calculation of shareholding ratios refers to the calculation of shareholding ratios in the name of shareholders themselves, spouses, underage children, or others.

Note 3: Shareholders presented above include legal persons and natural persons, and their mutual relations shall be disclosed according to the criteria for preparation of the issuer's financial report.

9. Consolidated shareholding ratios of the Company, directors, supervisors, managers and affiliates

March 31, 2025
Unit: 1,000 shares; %

Reinvestment enterprise (Note)	The Company's investment		Investments of directors, supervisors, managers, and directly or indirectly controlled enterprises		Consolidated investment	
	Number	Ratio	Number	Ratio	Number of shares	Shareholding ratio
First International Computer, Inc.	188,874	100%	0	0%	188,874	100.00%
FICTA Technology, Inc.	41,496	69.16%	3	0.01%	41,498	69.16%
Geointelligence Systems, Inc.	44	1.04%	0	0	44	1.04%
Formosa21 Inc.	1	0.01%	2,039	29.12%	2,040	29.13%
3CEMS Corporation	317,609	60.86%	194,212	37.22%	511,820	98.08%
LEO Systems, Inc.	1,787	1.96%	3,381	3.70%	5,168	5.66%
Ubiqconn Technology, Inc.	37,827	43.99%	14,751	17.15%	52,578	61.14%
Witology Technology Company Limited	0	0	1000	20.00%	1000	20.00%

Note: Investments made by the Company using equity method.

III. Fundraising Status

1. Sources of share capital

Month/ Year	Issue price	Authorized share capital		Paid-in share capital				Remark		
		Number of shares (1,000 shares)	Amount (NT\$1,000)	Number of shares (1,000 shares)		Amount (NT\$1,000)		Source of share capital	Stock capital paid with properties other than cash	Date of commencement (approval) and document number
				Ordinary share	Special share	Ordinary share	Special share			
Aug.2004	10	2,500,000	25,000,000	548,827	170,000	5,488,274	1,700,000	Share conversion		J.S.S.Zi No. 09301164390
Oct.2005	7.5	2,500,000	25,000,000	548,827	396,667	5,488,274	3,966,670	Privately placement of NT\$2,266,670,000 of class-A registered preferred shares with warrants		J.S.S.Zi No. 09401200360
Dec.2005	7.5	2,500,000	25,000,000	548,827	412,667	5,488,274	4,126,670	Recovery of NT\$1,700,000,000 of due class-B registered special shares Private placement of NT\$1,860,000,000 of class-A registered preferred shares with warrants		J.S.S.Zi No. 09401241680
Aug.2006	-	2,500,000	25,000,000	209,652	157,639	2,096,520	1,576,388	Capital decrease of NT\$5,942,035,000 for loss compensation (NT\$3,391,753,000 of ordinary shares; NT\$2,550,282,000 of special shares)		J.S.S.Zi No. 09501189630
Aug.2007	10	2,500,000	25,000,000	224,826	78,819	2,248,260	788,194	Capital decrease of NT\$1,836,454,000 for loss compensation (NT\$1,048,260,000 of ordinary shares; NT\$788,194,000 of special shares) Private placement of NT\$1,200,000,000 of ordinary shares	Payment of stock capital using creditor's rights of NT\$1,130,000,000	J.S.S.Zi No. 09601208750
Nov.2009	10	2,500,000	25,000,000	344,826	78,819	3,448,260	788,194	Private placement of NT\$1,200,000,000 of ordinary shares		J.S.S.Zi No. 09801280340
Sep.2010	10	2,500,000	25,000,000	120,689	27,587	1,206,891	275,868	Capital decrease of NT\$2,753,695,000		J.S.S.Zi No. 09901221480
Nov.2010	10	2,500,000	25,000,000	160,689	0	1,606,891	0	Private placement of NT\$400,000,000 of ordinary shares and recovery of NT\$275,868,000 of special shares		J.S.S.Zi No. 09901268640
Feb.2011	10	2,500,000	25,000,000	270,689	0	2,706,891	0	Private placement of NT\$1,100,000,000 of ordinary shares		J.S.S.Zi No. 10001048180
Apr.2011	10	2,500,000	25,000,000	320,689	0	3,206,891	0	Private placement of NT\$500,000,000 of ordinary shares		J.S.S.Zi No. 10001080400
Dec.2016	7.0	2,500,000	25,000,000	60,000	0	3,806,891	0	Issuance of 60,000,000 ordinary shares by capital increase in cash with face value per share of NT\$10		J.S.S.Zi No. 10501296590

Month/ Year	Issue price	Authorized share capital		Paid-in share capital				Remark		
		Number of shares (1,000 shares)	Amount (NT\$1,000)	Number of shares (1,000 shares)		Amount (NT\$1,000)		Source of share capital	Stock capital paid with properties other than cash	Date of commencement (approval) and document number
				Ordinary share	Special share	Ordinary share	Special share			
Nov.2018	10	2,500,000	25,000,000	190,344	0	1,903,445	0	Capital decrease of NT\$1,903,445,000		J.S.S.Zi No. 10701123170
Mar.2022	10	2,500,000	25,000,000	210,930	0	2,109,305	0	Conversion of 20,585,000 shares of the first series unsecured convertible corporate bond		J.S.S.Zi No. 11101036340
May.2022	10	2,500,000	25,000,000	213,388	0	2,133,880	0	Conversion of 2,457,555 shares of the first series unsecured convertible corporate bond		J.S.S.Zi No. 11101086740
Aug.2022	10	2,500,000	25,000,000	213,634	0	2,136,348	0	Conversion of 246,784 shares of the first series unsecured convertible corporate bond		J.S.S.Zi No. 11101148240
Nov.2022	10	2,500,000	25,000,000	215,120	0	2,151,207	0	Conversion of 1,485,853 shares of the first series unsecured convertible corporate bond		J.S.S.Zi No. 11101209220
Apr.2023	10	2,500,000	25,000,000	215,172	0	2,151,721	0	Conversion of 51,413shares of the first series unsecured convertible corporate bond		J.S.S.ZI NO. 11230054100
May.2023	10	2,500,000	25,000,000	215,583	0	2,155,834	0	Conversion of 411,310shares of the first series unsecured convertible corporate bond		J.S.S.ZI NO. 11230085240
Aug.2023	10	2,500,000	25,000,000	218,102	0	2,181,027	0	Conversion of 2,519,276shares of the first series unsecured convertible corporate bond		J.S.S.ZI NO. 11230142980
Sep.2023	10	2,500,000	25,000,000	228,102	0	2,281,027	0	Issued 10,000,000 ordinary shares with a par value of NT\$10 per share in a cash capital increase.		J.S.S.ZI NO. 11230157490
Dec.2023	10	2,500,000	25,000,000	229,420	0	2,294,207	0	Conversion of 1,318,054shares of the first and Second series unsecured convertible corporate bond		J.S.S.ZI NO. 11230225590
Mar.2024	10	2,500,000	25,000,000	234,676	0	2,346,758	0	Conversion of 52,550,520shares of the first and Second series unsecured convertible corporate bond		J.S.S.ZI NO. 1130024690
May.2024	10	2,500,000	25,000,000	234,714	0	2,347,142	0	Conversion of 38,372shares of the first and Second series unsecured convertible corporate bond		J.S.S.ZI NO. 11330086950
Dec.2024	10	2,500,000	25,000,000	236,526	0	2,365,266	0	Conversion of 1,812,399shares of the first and Second series unsecured convertible corporate bond		J.S.S.ZI NO. 11330210130

Note 1: The information of current year as of the publication date of the annual report shall be filled out.

Note 2: Date of commencement (approval) and document number shall be added in the part of capital increase.

Note 3: As for stock issued at a price lower than its face value, it shall be marked in an eye-catching way.

Note 4: If the stock capital is paid using monetary creditor's rights and technology, it shall be explained, and type and amount of such rights and technology shall be specified.

Note 5: Private placements shall be marked in an eye-catching way if any.

Until the most recent change of company registration

Type of share	Authorized share capital					Remark
	Outstanding shares			Unissued shares	Total	
	TWSE listed	Not TWSE/TPEx listed	Total			
Ordinary share	215,526,612	21,000,000	236,526,612	2,263,473,388	2,500,000,000	
Special share	0	0	0	0	0	
Total	215,526,612	21,000,000	236,526,612	2,263,473,388	2,500,000,000	

Note: Please specify if this stock is the stock of a TWSE or TPEX listed company (restriction of TWSE or TPEX trading shall be specified if any).

Relevant information of categorical reporting system: **None**.

2. List of major shareholders

April 08, 2024

March 30, 2025

Name of major shareholder	Number of shares held	Shareholding ratio (%)
Chia Chao Investment Inc.	45,723,836	19.33
WYC God-loving Foundation for Charity	35,292,065	14.92
CGCH Education Charitable Trust Fund	32,000,000	13.53
Zong Jing Investment Co., Ltd.	16,860,370	7.13
Chi Hsin Investment Inc.	15,021,646	6.35
CHIEN LEO MING TZ	6,375,575	2.70
LI,PENG-SYUAN	4,425,000	1.87
CGCH Foundation For Education	4,000,000	1.69
CHIEN, MING-JEH	3,854,032	1.63
Ho Mon Investment Inc.	2,735,174	1.16

3. Dividend policy of the Company and execution status:

I. Dividend policy

The company shall appropriate 2%-10% of its annual profits as employee reward if any. The Board of Directors may pass a resolution to distribute and pay the employee reward in form of stock or cash. The objects may include eligible employees from subordinate companies; the Company may have its Board of Directors make a resolution to appropriate no more than 1.5% of the amount of the preceding profits as director reward and supervisor reward. The proposal for distribution of employee reward, director reward, and supervisor reward shall be reported to the Shareholders' Meeting. However, if the Company still has accumulated losses, an amount for loss compensation shall be retained first, and then the aforesaid rewards may be appropriated according to the preceding ratios.

In case of any earnings in the annual general final accounts, the Company shall draw relevant amount to pay taxes and make up accumulated losses first and then draw 10% of the remaining earnings as statutory surplus reserve. However, when the statutory surplus reserve already reaches the paid-in capital of the Company, it may not be drawn, and the remaining amount may be used to draw or reverse special reserve according to the provisions of relevant laws and regulations; the Board of Directors will draft a profit distribution proposal for any remaining amount of the earnings if any together with the accumulated undistributed earnings, and then request the Shareholders' Meeting to make a resolution for the distribution of shareholders' dividends and bonuses. To consider the capital demand, strengthen the financial structure, and moderately satisfy shareholders' requirements for cash inflows, the Company shall think over the principle of maintenance of stability of dividends during dividend distribution and distribute the dividends in form of cash and stock with appropriate ratios.

II. Status of distribution of dividends proposed in this Shareholders' Meeting:

- (1) The Company's 2024 earnings distribution case shall be handled in accordance with the provisions of the Company Act and Articles 27-1 and 27-2 of the Articles of Association of the Company.
- (2) The board of directors resolved to approve the distribution of cash dividends in 2024 as follows, and will submit a report to the regular meeting of shareholders in accordance with the law:

Distribution Year	Year Board Date	Each share is allotted (NT\$).	The total amount disbursed
2024	March 28, 2025	0.2	47,305,322

- (3) The cash dividend is calculated up to the yuan, rounded off below the yuan, and the total amount of the distorted zero amount less than one yuan will be adjusted from the decimal point from the largest to the lowest to meet the total amount of cash dividend distribution, which will be submitted to the general meeting of shareholders on May 28, 2025 for approval.

4. Influence of stock grants proposed in this Shareholders' Meeting on the Company's operational performance and earnings per share: Not applicable.

5. Employee reward, director reward and supervisor reward

- (1) Percentage or scope of employee reward, director reward and supervisor reward specified in the Articles of Association:

The Company shall appropriate 2%-10% of its annual profits as employee reward if any. The Board of Directors may pass a resolution to distribute and pay the employee reward in form of stock or cash. The objects may include eligible employees from subordinate companies; the Company may have its Board of Directors make a resolution to appropriate no more than 1.5% of the amount of the preceding profits as director reward and supervisor reward. The proposal for distribution of employee reward, director reward, and supervisor reward shall be reported to the Shareholders' Meeting.

- (2) Estimation basis of employee reward, director reward, and supervisor reward in current period, basis for calculation of shares distributed for employee reward as well as accounting treatment in case of deviation of amount actually distributed from the estimated amount: When a major

change occurs to the payment amount specified in relevant resolution of the Board of Directors before the date when the annual financial report is passed and released, this change shall be used to adjust the annual expenses originally drawn; if the amount is still changed after the date when the annual financial report is passed and released, it will be handled as accounting estimate change and will be adjusted and entered into accounts next year.

(3) Distribution of rewards approved by the Board of Directors:

In 2024, due to the company's profit, it is proposed to provide 3% of the net profit before tax (NT\$1,008 thousand) as employee remuneration, and 0.2% (NT\$67 thousand) as directors' remuneration, which will be paid in cash, which needs to be submitted to the 2025 shareholders' meeting.

(4) The actual distribution of the remuneration of employees and directors in the previous year (including the number of shares distributed, the amount and the stock price), and if there is a difference between the remuneration of the recognized employees and directors, and the number of differences, reasons and handling circumstances shall be stated: there is no difference.

6. Repurchase of corporate shares by the Company: None.

7. Handling status of corporate bond

(1) Corporate bond: **None**.

(2) Convertible corporate bond

Handling Status of Corporate Bond

Type of corporate bond (Note 2)		First unsecured convertible corporate bond in Taiwan (Note 5)
Date of issuance (handling)		September 10, 2021
Face value		NT\$100,000
Place of issuance and trading (Note 3)		Taipei Exchange
Issue price		NT\$101
Total amount		Total face value: NT\$700 million Paid-in total amount: NT\$707 million
Interest rate		Nominal interest rate as 0%
Term		3-year term with due date of September 10, 2024
Guarantor		N/A
Trustee		Trust Department of Hua Nan Bank
Underwriter		Taichung Bank Securities Co., Ltd.
Certificate lawyer		CHIU, SHIH-FANG
CPAs		CHANG, SHU-CHIUNG, LIN, JYUN-YAO
Repayment method		Lump-sum repayment in cash upon maturity according to the face value of the bond
Unpaid principal		NT\$0
Clause of redemption or premature repayment		Please refer to Measures of the Company for Issuance and Conversion of First Unsecured Convertible Corporate Bond in Taiwan
Qualifying clause (Note 4)		N/A
Name of credit rating agency, date of rating, and corporate bond rating result		N/A
Attached other rights	Amount of converted (swap or share subscription) ordinary shares, overseas depositary receipts or other valuable securities as of the publication date of the annual report	Expires as of September 10, 2024
	Measures for issuance and conversion (swap or share subscription)	Please refer to Measures of the Company for Issuance and Conversion of First Unsecured Convertible Corporate Bond in Taiwan.
Possible dilution of equity due to measures for issuance and conversion, swap or share subscription and issue conditions as well as influence on existing shareholders' equity		Expires as of September 10, 2024
Name of agency entrusted for custody of swap object		N/A

Note 1: The handling status of corporate bond includes the publicly placed and privately placed corporate bonds being handled. The publicly placed corporate bond being handled refers to that already enforced (approved) by this board; the privately placed corporate bond being handled refers to that already approved by the Board of Directors with relevant resolution.

Note 2: The number of fields is adjusted according to the actual number of handling times.

Note 3: Fill it out if overseas corporate bond is involved.

Note 4: For example, restriction of granting of cash dividends or external investment, or requirement for maintaining a certain asset ratio, etc.

Note 5: Private placement shall be marked in an eye-catching way if any.

Note 6: As for convertible corporate bond, exchangeable corporate bond, or categorical reporting of issuance of corporate bond or corporate bond with warrants, the relevant data of the convertible corporate bond and exchangeable corporate bond, the condition of the categorical reporting of issuance of corporate bond, and data regarding corporate bond with warrants shall be further disclosed with a tabular format and according to their nature.

Handling Status of Corporate Bond

Type of corporate bond (Note 2)		Second unsecured convertible corporate bond in Taiwan (Note 5)
Date of issuance (handling)		May 31, 2023
Face value		NT\$100,000
Place of issuance and trading (Note 3)		Taipei Exchange
Issue price		NT\$101
Total amount		Total face value: NT\$600 million Paid-in total amount: NT\$606 million
Interest rate		Nominal interest rate as 0%
Term		3-year term with due date of May 31, 2026
Guarantor		N/A
Trustee		Trust Department of Hua Nan Bank
Underwriter		Taichung Bank Securities Co., Ltd.
Certificate lawyer		CHIU, SHIH-FANG
CPAs		CHANG, SHU-CHIUNG, LIN, BO-JYUN
Repayment method		Lump-sum repayment in cash upon maturity according to the face value of the bond
Unpaid principal		As of March 31, 2025, NT\$597.4 million
Clause of redemption or premature repayment		Please refer to Measures of the Company for Issuance and Conversion of Second Unsecured Convertible Corporate Bond in Taiwan
Qualifying clause (Note 4)		N/A
Name of credit rating agency, date of rating, and corporate bond rating result		N/A
Attached other rights	Amount of converted (swap or share subscription) ordinary shares, overseas depositary receipts or other valuable securities as of the publication date of the annual report	As of March 31, 2025, the amount and number of ordinary shares converted are as follows: NT\$399,060 Number of shares: 39,906 shares
	Measures for issuance and conversion (swap or share subscription)	Please refer to Measures of the Company for Issuance and Conversion of Second Unsecured Convertible Corporate Bond in Taiwan.
Possible dilution of equity due to measures for issuance and conversion, swap or share subscription and issue conditions as well as influence on existing shareholders' equity		The issuance of convertible corporate bonds is NT\$600 million, based on the conversion price of NT\$66.25 at the time of issuance, the maximum convertible common shares of the Company are approximately 9,057K shares, and the maximum diluted equity is approximately 4.02% based on the number of outstanding shares issued by the Company at the time of issuance of 215,995K shares.
Name of agency entrusted for custody of swap object		N/A

Note 1: The handling status of corporate bond includes the publicly placed and privately placed corporate bonds being handled. The publicly placed corporate bond being handled refers to that already enforced (approved) by this board; the privately placed corporate bond being handled refers to that already approved by the Board of Directors with relevant resolution.

Note 2: The number of fields is adjusted according to the actual number of handling times.

Note 3: Fill it out if overseas corporate bond is involved.

Note 4: For example, restriction of granting of cash dividends or external investment, or requirement for maintaining a certain asset ratio, etc.

Note 5: Private placement shall be marked in an eye-catching way if any.

Note 6: As for convertible corporate bond, exchangeable corporate bond, or categorical reporting of issuance of corporate bond or corporate bond with warrants, the relevant data of the convertible corporate bond and exchangeable corporate bond, the condition of the categorical reporting of issuance of corporate bond, and data regarding corporate bond with warrants shall be further disclosed with a tabular format and according to their nature.

Information of Convertible Corporate Bond

Type of corporate bond (Note 1)		First unsecured convertible corporate bond in Taiwan	
Year		2024	As of April 31, 2025 (Note 4)
Item			
Market price of convertible corporate bond (Note 2)	Max	0.00	0.00
	Min	0.00	0.00
	Average	0.00	0.00
Conversion price		NT\$18.87	Expires as of September 10, 2024
Date of issuance (handling) and conversion price upon issuance		Date of issuance (handling): September 10, 2021 Conversion price upon issuance: NT\$19.45	
Way to perform conversion obligation (Note 3)		The ordinary shares of the Company were used as conversion objective, and conversion obligation was performed by means of issuance of new shares. The bond holders handled conversion through TDCC by means of accounting book appropriation.	

Note 1: The number of fields is adjusted according to the actual number of handling times.

Note 2: If overseas corporate bond involves multiple places of trading, it shall be presented separately according to these places of trading.

Note 3: Delivery of issued shares or issuance of new shares.

Note 4: The information of current year as of the publication date of the annual report shall be filled out.

Type of corporate bond (Note 1)		Second unsecured convertible corporate bond in Taiwan	
Year		2024	As of April 31, 2025 (Note 4)
Item			
Market price of convertible corporate bond (Note 2)	Max	115.90	101.20
	Min	100.60	100.60
	Average	108.64	100.94
Conversion price		NT\$64.26	NT\$64.26
Date of issuance (handling) and conversion price upon issuance		Date of issuance (handling): May 31, 2023 Conversion price upon issuance: NT\$66.25	
Way to perform conversion obligation (Note 3)		The ordinary shares of the Company were used as conversion objective, and conversion obligation was performed by means of issuance of new shares. The bond holders handled conversion through TDCC by means of accounting book appropriation.	

Note 1: The number of fields is adjusted according to the actual number of handling times.

Note 2: If overseas corporate bond involves multiple places of trading, it shall be presented separately according to these places of trading.

Note 3: Delivery of issued shares or issuance of new shares.

Note 4: The information of current year as of the publication date of the annual report shall be filled out.

(3) Exchangeable corporate bond: **None.**

(4) Categorical reporting of issuance of corporate bond: **None.**

(5) Corporate bond with warrants: **None.**

- 8. **Handling status of special share: None.**
- 9. **Handling status of overseas depository receipts: None.**
- 10. **Handling status of employee stock option certificate: None.**
- 11. **Handling status of new share that restricts employees' rights: None.**
- 12. **Handling status of new shares issued by other companies merged or accepted: None.**
- 13. **Execution status of capital application plans:**

All capital application plans below were already executed:

- 1. First unsecured convertible corporate bond in Taiwan in 2021, total amount raised in this program is NT\$707,000,000.
 - 1. Repayment of bank loans:

NT\$235,000,000 was already used to repay the bank loans of FIC Global, Inc. and subsidiary Ubiquonn Technology, Inc. in Q3 of 2021 according to the estimated progress.
 - 2. Expansion of working capital:
 - (1) NT\$372,000,000 was already used to expand the working capital of subsidiary Ubiquonn Technology, Inc. in Q3 of 2021 according to the estimated progress.
 - (2) NT\$100,000,000 was already used to expand the working capital of subsidiary Ubiquonn Technology, Inc. in Q4 of 2021 according to the estimated progress.
- 2. Second unsecured convertible corporate bond in Taiwan in 2023, total amount raised in this program is NT\$1,106,000,000.
 - 1. Repayment of bank loans:

NT\$563,260,000 was already used to repay the bank loans of subsidiary First International Computer, Inc. in Q2 of 2023 according to the estimated progress.
 - 2. Expansion of working capital:
 - (1) NT\$542,740,000 was already used to enrich working capital, but it adjusts working capital in accordance with the company's capital scheduling and the actual capital needs of its subsidiary, First International Computer, Inc. in Q3 of 2023 according to the estimated progress.
 - (2) NT\$78,877,000 was already used to expand the working capital of subsidiary First International Computer, Inc. in Q4 of 2023 according to the estimated progress.

IV. Overview of Operation

1. Business content

The operational priority of the Company is to supervise and guide the management of First International Computer, Inc. (FIC), 3CEMS Corp., Ubiqconn Technology, Inc. and other reinvestment companies.

The Company (FICG) and its main subsidiaries, including FIC, 3CEMS and Ubiqconn are hereby introduced as follows.

(I) Business scope

1. FICG: General investment business

2. FIC

Focusing on R&D and design, and under the management policy of continuous adjustment of strategy, review and reform, FIC has executed its established operation direction and gradually achieved its transformation goals. In responding to the development and market trends of information communication products focusing on automotive, artificial Internet of Things (AIoT), enterprise green energy conservation and carbon emission and ESG sustainable management, FIC will provide customers with product solutions boasting distinctive sales features and high added value through the combination with its advantages in R&D and manufacturing with the market trends. Additionally, the software and hardware platforms of NXP/ANDROID/LINUX/QNX /HONEYWELL NIAGARA are adopted by FIC to spare no effort to develop the products in the fields of A (Automotive), A (Automation, IOT/Green Energy) as its main axis and develop niche products that fulfill the customer requirements relying on its professional R&D technologies.

(1) Main business content and business proportions

For the automotive on-board electronics segment, with the demand of the industrial market, the business proportion of Automotive's in-vehicle information and communication products will be increased, and special emphasis will be placed on the technological development of high-threshold automotive front-end market, such as AR augmented reality head-up display (AR-HUD), multimedia display system (ADD), intelligent all-digital LCD instrument (Digital Cluster), intelligent in-vehicle entertainment navigation machine (IVI), intelligent vehicle display machine (IVD), T-BOX, Fleet Management..etc. and other Internet of Vehicles software and hardware products business proportion. In 2024, Volkswagen Computer will invest in a German vehicle design company, which will not only shorten the supply chain time of European and American car manufacturers, but also expand its vehicle design experience into the development and operation of commercial vehicle systems, and expand its automotive experience to other application fields to expand its performance and effectiveness.

The Automation part will take green energy intelligent IoT management as the main axis, provide complete solutions for green energy creation, energy storage, and energy saving, and develop its own cloud monitoring and management platform (CLOUD MANAGEMENT PLATFORM) and artificial intelligence algorithm (AI ALGORITHM) with Honeywell TRIDIUM NIAGARA as the AIoT development platform, which will be applied to sustainable management (ESG), smart cities (SMART CITY), smart energy (SMART ENERGY MANAGEMENT), smart building (SMART BUILDING), smart transportation (ITIS), smart agriculture,

fishery and electricity symbiosis and other fields, introducing smart management and energy-saving and carbon-reducing green power applications for enterprises.

(2) Current strategies of the company:

A. Mobile platforms:

① ARM hardware architecture platform:

continue to use NXP, ITE (Lianyang Semiconductor), developed multi-core ARM platform, improve the existing product line, and actively develop and continue the self-contained AI accelerator multi-core platform, with artificial intelligence/AI algorithms, add more automation/intelligent elements to automotive products, add AI elements to the IoT solution to transform into AIoT intelligent solutions, energy management combined with big data/intelligent analysis, to develop related industry application markets, Actively enter the vertical market of special enterprises such as transportation, automotive, energy, and industrial control.

② Software Strategy Alignment:

Continue to deepen the application and development of Android/Linux/QNX/Honeywell Niagara software platform, and actively seek to align with international software manufacturers to execute strategies, in addition to QNX, Basemark、Thundersoft, Sysgo. In addition to the continuous cooperation of software manufacturers, and the introduction of software information security solutions, it has cooperated with the Israeli information security company Cybellum, the introduction of Binary code's vulnerability scanning mechanism, so that the software itself from structure to development design to completion, with self-protection mechanism, product solutions can reduce information security risks in line with international future needs, increase the value of products, and continue to seek software cross-industry combination and alliance business, continue to develop the soft power of public computers. Increase international visibility and deepen software capabilities.

③ Overall solution services:

In addition to continuing to focus on the software and hardware development of system terminal equipment, in addition to providing customers with a more stable and efficient core platform, and actively seeking domestic and foreign system integration and developer cooperation, combining enterprise market customers and operator customers, based on terminal equipment, combined with big data application, AI artificial intelligence and 5G mature technology application, expand the search for Internet of Things, algorithms, application layer cloud software companies, in order to be from the original terminal equipment provider (Device Provider) Upgrading to a service provider becomes a part of the supply chain of the enterprise and promotes the service of a complete overall solution.

B. Automotive

① Factory-installed products

The business and R&D direction of FIC focus on automotive factory-installed products (online important guarantee parts of auto factories) and Tier 1 market. Since the market of factory-installed products features high technological

content, it shall be planned, designed and development synchronously with new vehicles. The R&D cycle and the testing and certification cost a long time. Therefore, the human resources and cost required are higher. The high-threshold technologies and relations with auto factories discourage general electronics industries.

Thanks to over 40 years' experience in IT design and manufacturing and supply chain management and after years' engagement and efforts, FIC has already obtained approval from auto factories in terms of technology and quality. Besides the role of supplier, FIC has established strategic partnership with its cooperative auto factories with a common goal of marching towards the auto factory-installed electronics integration system market and developing from Taiwan to the world market.

In addition, FIC will invest in a German vehicle design company in 2024, which will not only shorten the supply chain time of European and American car manufacturers, but also assist existing brands in the development and operation of commercial vehicle systems with vehicle design experience. Expand the experience of in-vehicle vehicles to other application fields, such as the display and application of ships, and expand the actual performance and effectiveness of the program.

② Automotive standard certification

The automotive factory-installed equipment cannot be accomplished in an action. Market planning, product design planning and installation verification planning in the early development stage are needed. Also, laboratory testing and verification, actual vehicle testing and verification, and verification by national authority are needed in the development stage. Particularly, manufacturers shall also have automotive certification standards. Therefore, at least one and half a year are needed for marketing. Furthermore, after the equipment is marked, more than 10 years of quality quenching still need to be provided. Currently, the company has already acquired actual long-term shipment performance in multiple auto factories, and it has been certified with the qualification for factory-installed important guarantee online parts, and its products have been marked not only in Taiwan but also the international market.

VEIFICATION	ISO	SAE / IEC
EVT 工程驗證測試階段	IATF 16949 汽車品質管理系統	SAE J1757 成像品質法規
DVT 設計驗證測試階段	ISO 16750 道路車輛, 電氣電子裝備環境條件及試驗	SAE J1113 車輛零組件EMC傳導輻射試驗
PVT 生產驗證測試階段	ISO 15008 道路車輛, 傳輸資訊和控制系統	SAE J1939 車載網路(CAN)
MP 量產階段	ISO 20653 道路車輛, 防護等級電氣設備對外防護	IEC 60068 環境試驗條件
FEMA 失效模式與效應分析	ISO 4892 老化性能測試	IEC 60204 工業機械電氣設備安全
PPAP 生產件批准程序	ISO 10605 靜電放電測試	IEC 60417 設備使用圖形符號
APQP 先期產品品質規劃	ISO 13766 EMS 檢測, 電氣環境干擾	IEC 60950 電氣設備安全
MSA 測量系統分析	ISO 7637 道路車輛- 傳導和耦合產生的電氣干擾	ECE-R46 汽車後視鏡認證標準及要求
SPC 統計製程管制	ISO 3795 汽車材料防火性能測試	ECE-R10 整車EMC測試法規



車輻研究測試中心
Automotive Research & Testing Center











C. Green energy system

- ① FIC popularizes IIoT, AIoT and green system and positions itself as a solution/product provider. The customers of FIC are system integrators (SI), and FIC cooperates with Honeywell/Tridium. In 2020, FIC already launched volume production. Relying on a complete Niagara platform, FIC integrates the applications of IoT and smart city project, and combines information integration of smart building, intelligent energy management, data-oriented image identification management, security protection platform and access control, smart city information integration platform, and smart traffic integration system, etc. to provide comprehensive, complete and intelligent solutions (AI solutions).
- ② The business continuously promoted by FIC includes IoT, green energy/energy conservation monitoring, smart building, smart traffic, smart city and other relevant applications. Besides the continual development of solar monitoring system and building energy-saving automation system, the IoT integrated image identification solution has also been included in the actual implementation stage and it has obtained a favorable reception in terms of vehicle flow detection of smart traffic. In recent years, with the emerging of BIM (Building Information Modeling), FIC has added the elements of BIM on the existing basis to make the smart building/smart management solutions closer to the integration needs of smart city and green energy, which will become one of the development priorities of the company in 2025.

③ Partners are an indispensable, important element in the growth of an enterprise. Therefore, FIC is continuously enhancing its cooperation with local and foreign partners at present, and has actively participated in the discussion of issues regarding green energy, green building, energy conservation and carbon reduction, and ESG. Currently, FIC has already become a quality supplier of TECLAST and imported architectures of DNP3.0 and Open ADR for the product solutions. As a result, the energy management system becomes fuller and more competitive in the market. Also, more value-added services can be provided. At the same time, FIC keeps path with the international community, and implements strategic cooperation with Mitsubishi Electric in terms of smart city and smart grid to set an example for ESG enterprises to build smart energy management system (EMS) and carry out

sustainable investment and management. As for intelligent transportation system (ITS), FIC has also conducted strategic cooperation with ST Engineering, a Singaporean company, and exerted collective efforts for the establishment of smart city based on its traffic technology management system.

3. 3CEMS

With the goal of strengthening customer satisfaction and pursuing quality, 3CEMS strengthens existing customer relationships, optimizes existing customers and product portfolios, and develops new high-quality customers. By increasing the construction of factory automation equipment, the adjustment of the younger organization, and the introduction of professional talents, we will continue to improve operational efficiency and increase capacity utilization to ensure the company's sustainable growth and stable profitability. In 2025, the main operational focus will be on: consumer MB, AI MB, Mini PC, VGA, Server and IoT industries.

We have been striving for high quality and customer satisfaction. In marketing, with the purpose of maximizing the interests of the factory, we optimize the products and portfolios of existing customers internally, and develop new high-quality customers externally. In terms of management, cultivate new key members of each department and increase management innovation and diversification. Increase investment in automation equipment in production, optimize labor costs, improve capacity efficiency, and improve quality error tolerance. In the future, the cloud and artificial intelligence development industry is showing a growth trend, in personal computers, server systems, and new AIoT products, through close integration with customers, to obtain the latest trends and production technologies in the industry, to provide competitive one-stop satisfaction services, in the EMS industry will occupy a place, we will continue to strengthen quality, continue to learn new technologies, provide new services and optimize operational performance, to achieve stable growth in revenue and profit.

(1) In terms of graphics cards, PCs, gaming and server products, it will mainly be opportunities to enhance business growth, continue to adjust customers and products, increase investment in new technologies and production line automation to improve gross margin, and provide relevant departments with real-time and effective information by increasing the data application of automation equipment to optimize decision-making quality and speed, so as to enhance operational efficiency and competitiveness.

(2) In terms of expanding emerging businesses, Talent will invest in new fields. Increase the production investment of IoT, edge computer and server workstation motherboards, and continue to develop new products for domestic customers at the same time. In addition, the Group also finds new partners through investment, creates a niche for the sustainable development of talents, and stabilizes the horizontal and vertical development layout.

(3) Production line automation is to gradually introduce Industry 4.0, through big data analysis, so that talents in manufacturing, quality, production and marketing management to use more data to help decision-making quality and speed, but also can gradually solve the problem of Chinese decline in lip dividends, affecting factory operation performance.

4. Ubiquonn Technology

Ubiquonn is a rugged mobile solution provider, engaged in the design, production and sales of rugged industrial computers and embedded boards, and its subsidiary, RuggOn Co., Ltd. (hereinafter referred to as RuggOn), promotes its products in domestic and foreign markets under its own brand RuggON.

Ubiquonn – Ubiquitous Connectivity – Ubiquitous Connectivity. Breaking away from the framework of most IPC companies in Taiwan that focus mainly on hardware, the focus group has expanded to cover all topics related to connectivity, including peripheral connections required for each vertical market, ecological chain connections

of various vertical markets, cloud connections, and connections between different platforms. Internally, Ubiqconn Core Value is implemented to link the work culture of the company's colleagues, Core Values are: Curiosity, Empathy, Agility, Can-do Attitude Discipline. In addition, in 2020, the establishment of a digital work platform was started to establish efficient collaboration.

In response to the market trend of strong, environmentally friendly and energy-saving concepts in the future, Ubiqconn will continue to expand the global market with its R&D advantages. Rugged mobile computers are attacking the vertical market under the RuggOn brand, providing a variety of solutions to provide specialized machines that meet the needs of different vertical markets. The main vertical markets are mainly focused on the four major application markets of agriculture, mass transportation, government solutions and logistics, with the United States and Europe as the main sales bases. In the ODM segment, the main focus areas include maritime, government solutions, office automation, voting machines, satellite communications and other markets.

(II) Overview of industry

1. FICG: The Company takes comprehensive charge of the operation of the Group by means of investment holding and actively responds to the enterprise operation headquarters policy promoted by the government.

2. FIC

- (1) Status quo and development of the industry

With the coming era of “Cloud Intelligence and Mobile”, the information industry has already been developed towards the direction of IIOT and AIoT. With the marketing of convenient products, fundamental changes will be brought to people’s lives. Under this market trend, manufacturers in the information industry, network industry and communication industry have successively invested in relevant industries including automotive, green energy and energy conservation, IoT, control, etc. with their powerful and abundant technologies and integrated architectures.

In addition, with the swift development of wireless broadband network, various wireless network applications and information services become closer to consumers. Any portable devices can be used to acquire information at any time, and they have entered the operation management of each enterprise and the lives of individuals. “Era of Smart IoT” has already emerged, and with the matching of new technologies, communication and network development, another wave of business opportunities is bound to be created. In recent years, the demand for information security has become a trend and AI tools have gradually matured, and the needs of customers will also add these two elements to the future planning.

- (2) Market development trends

Automotive, IoT and green energy system have been three major fields developed and profoundly cultivated by the company for a long term. Since the mobile broadband network formally entered the era of 5G in 2021, high-threshold and high-profit niches will be further improved pertaining to the wireless 5G connection.

The development trends of the industry are introduced as follows:

- A. The products are more accessible and stable, and emphasis is placed on environmental protection and energy conservation.
- B. The intelligent computing capability of the product is enhanced, the wireless network transmission speed is improved, the latency is reduced, and the information security and AI models can be used and introduced.
- C. Trend of contracted R&D, design and production.

Based on the foundation of years’ R&D, design and production, FIC has cooperated with customers from Europe, the United States, Chinese mainland and Taiwan in the fields of automotive, auto factory, IoT and green energy system to develop multiple innovative and actually implemented new commodities in recent years. With the flourishing of markets in these fields, the company continuously seeks products and

markets in this niche, and it really has the strength the continually create profits.

3. 3CEMS

(1) System assembly:

A. In 2024, with the release of new platforms from Intel and AMD, the main market demand will also be reactivated to usher in a rebound.

B. Tariff issues directly affect the export of complete products, it is necessary to develop domestic customers and increase domestic sales to reduce risks.

(2) Motherboard production:

Intel and AMD will release new platforms powered by AI in 2024, Nvidia will release new NVIDIA RTX500 and 1000Ada consumer-grade GPU acceleration chips with built-in AIGC technology in 2024, and AMD will also release RDNA4 RX 8000 series graphics cards later this year. IoT and Edge Computers:

According to IoT Analytics' newly released IoT enterprise spending dashboard and tracker update, the global IoT market is expected to grow by 19% in 2023, and edge computer shipments will increase in tandem next year.

(3) AIoT Smart Internet of Things:

AIoT has entered the 2.0 era of communication, perception, intelligence, and value integration from the 1.0 era of interconnection, the system architecture 3.0 is superimposed on AIoT 2.0, the commercial use of cellular 5G-A is about to begin, the non-cellular satellite Internet will gradually enter a period of rapid development, generative AI has ushered in an explosion, and services such as value distribution technologies such as DePIN/Web3 and data element transactions have gradually become an important infrastructure and driving force for AIoT. The Internet of Things terminal industry will start a new round of strong growth

4. Ubiquitous Technology

(1) Satellite communication:

The satellite communication industry refers to the industry that uses artificial satellites to carry out communication transmission in earth orbit, including four major sub-industries: satellite ontology manufacturing, launch services, ground equipment, and satellite services. The satellite communication industry has the advantages of wide coverage, fast transmission speed and high security, and is widely used in government programs, telemetry, scientific research, television image transmission, telecommunications and other fields. Satellite communication technology continues to evolve, from the initial high-orbit communication satellite (GEO), to the medium-orbit communication satellite (MEO), and then to the low-orbit communication satellite (LEO) that has risen in recent years. Low-orbit communication satellites are satellites that operate in orbits between 500 and 2,000 kilometers above the earth's surface. Since 2014, emerging satellite operators SpaceX and OneWeb have proposed plans to deploy low-orbit satellite galaxies, which has led to Amazon, Telesat and other companies to join the competition for low-orbit satellites. According to SIA data, the total output value of the global satellite industry in 2022 reached US\$384 billion, of which ground receiving equipment and satellite services accounted for about 67% of the total output value, while satellite body manufacturing and satellite launch services accounted for 6%. It is estimated that by 2032, the global satellite industry will reach US\$615.7 billion, with a compound annual growth rate of 8.1%.

According to a report by the International Telecommunications Union (ITU), more than 3 billion people worldwide do not have access to fibre networks, and broadband network coverage is insufficient. With the technological progress of satellite miniaturization and payload system, the cost of low-orbit rocket delivery has decreased, and the area covered by a single satellite is wider and the bandwidth is larger, low-orbit satellites are rapidly developing from the past government program to commercial applications. According to the statistics of the International Institute of Obstetrics of the Industrial Technology Research Institute, 1,715

satellites were launched worldwide in 2021, an annual increase of 30%, of which low-orbit satellites (LEO) accounted for 98%, and the industrial output value increased from US\$268.5 billion in 2017 to US\$279.4 billion, of which the output value of satellite ground equipment accounted for 51% of the total.

For Taiwan, the business opportunities in the satellite communication industry are mainly concentrated in the two major blocks of ground equipment and satellite manufacturing, and the hardware manufacturing and parts supply are the mainstay. In terms of ground equipment, a number of manufacturers in Taiwan have the technical capabilities of microwave/millimeter wave passive communication components and antennas, and have entered the supply chain of international satellite communication system manufacturers. In terms of satellite manufacturing, although Taiwan has focused on scientific research in the past, it still has a certain research and development foundation, such as the Formosa satellite program and the Space Science and Technology Research Institute. In the future, Taiwan can accelerate the development of high-end technologies through government policy support and international cooperation, and enhance its competitiveness and added value in the satellite communications industry.

Since its inception, Ubiquconn has been focusing on industrial computers, deeply engaged in precision agriculture, maritime, logistics and transportation fields that are highly dependent on satellite applications, and since 2021, Ubiquconn has transformed from focusing on one-way satellite communication applications of Global Navigation Satellite System (GNSS) to more advanced two-way communication (Satellite communications, SATCOM). In the context of the Taiwan government's active promotion of the satellite industry, Ubiquconn has established a solid industrial ecological chain in Taiwan to provide customers with more comprehensive and complete solutions and services.

(2) Maritime affairs:

The maritime industry refers to the use of information, communication, electronics, sensing and other technologies to provide maritime related solutions to the industry, covering ships, ports, shipping, maritime security, marine environment, marine resources and other fields, is an important part of the marine economy. According to the Transparency Market Research report in the United States, the global maritime digitalization market is valued at US\$167.7 billion in 2022 and is expected to increase at a CAGR of 9.3% from 2023~2031 to US\$367.7 billion.

The main products and services of the global maritime industry include maritime satellite communications, maritime software, maritime hardware and maritime services. Maritime satellite communication refers to the use of artificial satellites as relay stations to transmit voice, data, image and other information communication methods, which are widely used in ships, ports, shipping, maritime security and other fields; Maritime software refers to software used for maritime-related information systems, management systems, intelligent solutions, etc., such as ship management systems, ship tracking systems, port management systems, maritime management systems, maritime security systems, etc.; Maritime hardware refers to the hardware used for maritime-related information equipment, sensing equipment, communication equipment, etc., such as satellite terminals, ship computers, ship sensors, ship communication equipment, etc.; Maritime services refer to the provision of maritime-related information services, consulting services, training services, maintenance services, etc., such as maritime information services, maritime consulting services, maritime training services, maritime maintenance services, etc. The development of the global maritime industry has benefited from technological progress and innovation, as well as market demand and competition; In terms of technology, the application and integration of emerging technologies

such as 5G, Internet of Things, and big data have provided the maritime industry with higher speed, wider coverage, richer data, smarter analysis, and safer transactions. On the market side, the growth and recovery of global trade, as well as the increasing consumer demand for quality, safety and diversity of maritime services, have created more demand and opportunities for the maritime industry.

The future development of the maritime industry includes the rise of low-orbit satellite communications and smart port innovation. Low-orbit satellite communication provides high-speed, low-latency, and high-reliability communication services, improves the quality and efficiency of communication, reduces the cost and energy consumption of communication, expands the coverage and accessibility of communication, and increases the security and privacy of communication. The smart port is a port management mode that uses information, communication, electronics, sensing and other technologies to monitor, control, predict, optimize and make decisions on the operation, management, service and safety of the port, so as to improve the efficiency, quality, environmental friendliness and economic benefits of the port, and the main application fields include port management system, port logistics system, port security system and port environment system.

Since 2015, Ubiqconn has been actively involved in the maritime digitalization industry, initially focusing on the field of fish detection, and over time, further expanding its business scope to cover several key areas such as port digitalization and onboard management systems. Looking forward to the future, Utech plans to combine advanced SATCOM technology to further enrich and expand the coverage of the maritime digital industry, and is committed to promoting the digitalization process in the maritime field.

(3) Agriculture:

According to the survey report of GVR, the market scale of the global precision agriculture will grow from USD 7.96 billion in 2022 to USD 20.8 billion by 2030. The company entered this market in 2020 with a brand of RuggON and has now achieved fruitful results. To be specific, it has not only obtained numerous orders in the North American market, but also expanded relevant applications to the markets in South America, East Europe and Central Asia. RuggON has a self-developed high-precision GPS module with centimeter-level positioning accuracy. Strategic partners in relevant countries may utilize this GPS function as well as various wired and wireless communication technologies provided by RuggON to provide all-around precision agriculture information system and field operation solutions in six major cycles, namely, water resource management, soil preparation, seed sowing, fertilization and pest management, and irrigation and harvesting.

The main products and services of the global precision agriculture market include hardware (such as sensors, drones, satellites, GPS, etc.), software (such as data management, analysis, forecasting, etc.), services (such as consultants, training, maintenance, etc.), and the main application fields include crop management (such as irrigation, fertilization, pest control, etc.), livestock management (such as health monitoring, reproductive control, feed management, etc.), aquatic product management (such as water quality monitoring, breeding optimization, fish catch prediction, etc.). The development of the global precision agriculture market has benefited from technological advancement and innovation, as well as the support and encouragement of the government. The application and integration of emerging technologies such as 5G, the Internet of Things, and big data have provided precision agriculture with higher speed, wider coverage, richer data, smarter analytics, and safer transactions.

Since entering the market in 2020 under the brand name RuggON, Ubiqconn 's business has expanded from the North American market to South America, Eastern Europe and Central Asia. RuggON has a self-developed high-precision GPS module, the positioning accuracy can reach the centimeter level, and strategic partners from

all over the world can use this GPS function, and then use the various wired and wireless communication technologies provided by RuggON to propose a full range of precision agricultural information systems and field operation solutions in the six cycles of water resource management, land preparation, sowing, fertilization and pest management, irrigation and harvesting.

(4) Public transportation and Logistics:

RuggON has been in the mass transportation market for many years, and has won many bids in the South American railway market, Europe and the Middle East bus transportation market. According to Precedence Research, the global transportation services market reached US\$7.31 trillion in 2022 and is expected to grow to about US\$15.94 trillion in 2032, with a compound growth rate of 8.11% in 2023~2032. RuggON will work with major transportation service system integrators in Europe to continuously upgrade and customize vehicle computers and peripherals based on system requirements such as ticketing, in-cabin advertising, driver assistance, vehicle pre-shift inspection, and 5G transmission..

(III) Overview of technology and R&D

1. FICG: N/A

2. FIC

(1) R&D expenses invested in 2024 reached NT\$46,447K.

(2) Technologies or products successfully developed

A. FIC has mastered key capability and technology to march towards the vertical application markets and IoT equipment: Heat dissipation and power source technical capacity, panel and display technology, and mechanism and enclosure manufacturing capacity.

B. FIC has developed various kinds of software platforms on NXP,i.MX6MX/i.MX8,S32V234.

- Android 2.3,3.0,4.3,4.4,6.0,9,10.0
- Linux
- Java SE Embedded 6/7/8 + FX8
- QNX

C. FIC has established a complete software system.

- FIC has cooperated with major international software integration companies, e.g., QNX, Oracle, Greenhill, Sysgo, etc., to expand product extensibility.
- FIC has developed AR head-up display (AR-HUD), intelligent full digital LCD dashboard (Digital Cluster), smart automotive entertainment navigator (IVI), intelligent automotive display (IVD), automotive intelligent terminal (T-Box), fleet management system (Fleet Management), automotive laser advertisement system (ADD), advanced driver assistant system (ADAS), driver monitoring system (DMS) and driving behavior monitoring system (DBSM).

D. In addition to the core software technology mastered by Popular Computer, it will continue to develop domestic and foreign software third parties, integrate the software platforms of corresponding manufacturers, provide vertical market integration solutions, and continue to promote project cooperation in information security and AI models.

In order to respond to the market trend and customer demand for electric vehicles, we will add the elements of information security to the product planning, and have sought strategic cooperation with foreign company solutions, adding the factors of information security into the consideration of product research and development, in addition to the subsequent product planning and use of the introduction of Volkswagen Computer, but also assist partners to improve the quality of products in software and information security solutions.

E. FIC has developed a Slim NiagaraAX platform focusing on Honeywell/Tridium-NiagaraAX platform and successfully combined the urban energy management

system of Mitsubishi Electric and the large SCADA software system of the Singaporean technology company to provide relevant software and hardware devices for the building environment, energy control, and energy conservation and carbon reduction of enterprises, factories, and buildings. Also, FIC has human and material resources for the integration and computing of AI system. In addition to the supply of devices needed in the market, FIC also provides system integration services.

3. 3CEMS

(1) R&D expenses invested in 2024 reached NT\$249,521K.

(2) System assembly (PCBA)

- A. The company imported high-speed, precision SMT placement machine, improved the production capacity per unit hour and the placing efficiency of high-precision components, and installed 3D-AOI automatic optical detection technology behind the furnace to improve the yield of SMT placement.
- B. Introduce automatic stencil inspection machine to prevent poor solder paste printing due to steel mesh breakage, plugging holes and wrong size, improve yield and reduce quality failure cost.
- C. The factory introduces an automatic splicing machine to reduce the wrong material caused by manual splicing, improve the receiving speed, and improve the utilization rate and output.
- D. Nitrogen furnace is introduced into SMT production to increase the activity of solder paste and reduce SMT air soldering and less tin defects.
- E. Introduce automatic plug-in machine for capacitors and special-shaped parts to reduce manpower and improve plug-in yield.
- F. Introduce nitrogen generator to improve welding quality and reduce quality failure cost.
- G. Develop and import automatic testing machines to improve testing efficiency and reduce labor costs.
- H. Continue to deepen the product research and development of the expert testing system DFM, to assist customers in the cost of product design, manufacturing, testing and other rapid new product launch.
- I. Introduce automatic burning equipment to reduce labor costs and increase test output.
- J. Upgrade and introduce double-sided AOI to improve the quality of shipment and reduce DOA.
- K. Develop PXE program storage system to improve the efficiency of changeover and reduce the cost of fixture (master).
- L. Develop DDR5 maintenance solutions, and change the repair of printing solder paste on the PCB to printing solder paste on the foot of the part, so as to improve the maintenance efficiency and yield.
- M. Develop bending measurement equipment with the co-factory according to the actual needs of the factory, and upload the measurement data to the SFIS system to improve the accuracy and prevent personnel leakage.
- N. Develop SMT track control device, when the wrong material, the feeding is not scanned or the defective exceeds the standard, the production can be stopped through the first room of SFIS, so as to reduce the loss of the factory.

4. Ubiquonn Technology

(1) R&D expenses invested by the company in 2024 reached NT\$240,787K.

(2) Retch is committed to the most challenging mobile application market in the field of industrial computing, and its technology and research development directions include rugged mechanical structure, intelligent battery management, wide-range in-vehicle power supply, software services, to achieve seamless wireless connectivity, optimize and deepen the technology capabilities of

Utech, and establish a solid competitive advantage in this industry.

A. Robust Mechanics:

Providing rugged equipment in harsh environments is critical for specific applications. The robust mechanical structure technology of U-Tech Technology provides reliable and comprehensive solutions without affecting the user's operating habits and working conditions, including structures designed for high and low temperature environments and mobility, including waterproof, dustproof, drop-proof, vibration-proof, etc.

B. Display technology:

High-brightness screen, anti-glare and anti-reflective layers ensure clear reading in sunlight.

C. Touchscreen technology:

Support glove mode or wet hand operation, suitable for a variety of environments.

D. Smart Battery Management: Maintaining high mobility and providing a constant power supply in extreme environments is key for any mobile device. U-Tech Technology's intelligent battery management technology eliminates power-related downtime and safely controls the charging and discharging current of the battery at various ambient temperatures to ensure uninterrupted power supply.

E. Wide range of on-board power supplies:

For in-vehicle applications, a stable and efficient power supply is essential in the face of irregular on-board power supply voltages and noise interference from on-board power network devices. The wide-range on-board power supply technology provides the best anti-noise capability and the most stable on-board power supply, which is the most important technology for on-board power supply design, and is also the ultimate solution to ensure the best noise immunity and stable power supply for on-board computing equipment.

F. Software Services:

The software team of Youtai Technology has professional knowledge of Linux, Android and Windows platforms, and provides operating system porting services and customized CMOS/BIOS settings. Utech provides comprehensive board-level software services, intuitive dashboard utilities, and APIs to meet the unique needs of different customers.

G. Seamless Wireless Connectivity:

Utech Seamless Wireless Connectivity Technology supports a wide range of wireless applications, providing comprehensive solutions for high/low data rates and different distances. Utech technology not only optimizes wireless design and deployment, but also improves signal sensitivity and enables customized antenna solutions for optimal transmission and reception performance. (IV) Long-term and short-term business development plans

1. FICG

(1) Short-term plans: Implement separate business operations and execute the goal of industry holdings.

Non-core business is released from FIC and transferred to FICG. At the same time, FICG plans its subsidiaries to engage in three major industries, namely, EMS Services, IT and System Integration, according to the types of customers. Each business division and each subsidiary under FICG form a matrix-type organizational structure to realize resource sharing and selling activities among different business units for the purpose of providing integrated computer product services for customers. Also, the cooperation among reinvestment companies has been reinforced:

Each reinvestment company will adjust their product structures in consideration of industrial demands, and their products will be integrated and complement with each other, thus bringing bigger space and markets for their products. Also, relevant sales, purchasing, R&D, management and information platforms are provided to

share the resources and facilitate the overall operation performance of FICG and its reinvestment companies.

- (2) Long-term plans: Implement the comprehensive benefits of the Group and encourage intrapreneurship.

FICG will dedicate to strengthening its quality and cost efficiency, including review, evaluation and adjustment of invested industries, so that the integration strategies can be fully implemented in the actual business, and the corporate operation can create a new situation of profitability and growth.

2. FIC

- (1) Short-term plans:

Provide product solutions to customers with distinctive sales features and high added value based on market trends.

A. Marketing plan

- ① In responding to the trend of intelligence and mobility and the increasingly competitive and swiftly changing regional markets in the world, FIC will provide a complete operation network from product design, manufacturing and distribution to after-sales services based on industrial demands.
- ② Promote diversified solutions to find suitable and niche target customers.
- ③ Execute service performance and establish a flexible and effective management mechanism to achieve comprehensive sales services in terms of technical support service, integrity of technical documents and global shipping capacity.

B. Production plan

FIC has continuously adjusted its strategies and clarified its business operation direction and gradually achieved its transformation goals. The products of FIC will be entrusted to 3CEMS, another important subsidiary of FICG, for contract manufacturing. 3CEMS has absolute experience and competitive advantage in production cost control and flexible manufacturing capacity. The expertise of these two companies can be combined, and they can be strategically allied to become the best providers of Total Solution for customers.

C. Product development plan

- ① Provision of total solutions

FIC will strategically ally with 3CEMS to provide total solutions featuring DMS (Design, Manufacturing, Service) to the customers through the integration of their R&D and design, software and hardware manufacturing engineering, and logistics supporting services.

- ② Develop a diversified platform to access a diverse and advantageous supplier solution

FIC has a strategic alliance with NXP/Android, an international CPU manufacturer, to provide customers with total solutions with complete integrated solutions, and actively promote the development of A (Automotive) and A (Automation Control) markets, and develop diversified platforms to contact more suppliers with advantages to enrich diversified solutions and enhance the competitiveness of products/solutions.

- ③ Strengthen R&D characteristics and continue to promote the advantageous value of the green energy industry

FIC will develop customized solutions needed by customers relying on the integrity, integration and commercial use of Honeywell Niagara platform, and ally with Mitsubishi Electric to provide total solutions for smart buildings, including but not limited to cooling air conditioning, cooling water host, full-heat air conditioning, building lighting system, energy creation and storage, charging, 5G base station, and energy management. A complete solution for the smart building of information security, AI algorithms, carbon emissions, and energy management.

As for intelligent transportation system (ITS), FIC will ally with ST Engineering, a Singaporean company, to provide intelligent traffic management,

intelligent transportation, and green traffic solutions.

D. Operation plan

FIC will continue to actively expand the product market of single platform and diversified products, and seek for active growth when maintaining its stability. The main operational highlights of FIC are listed as follows:

- ① Increase the business proportions of automotive, control and green energy products based on the industrial demands.
- ② Strengthen the material purchasing efficiency, lower purchasing cost, retrench each expenditure, and effectively control the operational cost.

E. Financial plan

- ① Reinforce the mastery of credit extension information of customers, implement continuous monitoring and management, and lower operational risks.
- ② Properly apply each fundraising instrument, properly plan fundraising cost, and respond to each capital investment demand to strengthen financial capacity.

(2) Long-term plans:

Target at the improvement of product creativity and design quality, the saving of cost, and the development of commodities with higher added value.

A. Marketing plan

- ① Strengthen strategic alliance, ally strategically with major computer system manufacturers with excellent marketing and technical capacity, and acquire advanced product development technologies and stable orders to maintain competitive advantages.
- ② Participate in major international exhibitions, and actively look for potential customers, or partners for strategic alliance to expand overall business.
- ③ Participate in relevant automotive and green energy associations to improve the corporate image and business.

B. Production plan

The production of FIC will be entrusted to 3CEMS for contract manufacturing, and the emphasis will be placed on the following aspects:

- ① Master the development trends of product and manufacturing technologies in Taiwan and other places, and actively develop new process technologies to respond to the fierce market competition.
- ② Strengthen automation capacity and hierarchical management to improve product quality.

C. Product development plan

- ① Respond to the market trends of products becoming lighter, thinner, shorter and smaller in the future and continuously focus on heat-removing and energy-saving system development technologies.
- ② Improve the quality of industrial design (ID) of products to assist customers in establishing better product identification and marketing.
- ③ We will continue to actively research and develop elements of green energy, energy conservation and carbon reduction, and introduce intelligent management solutions to help customers move towards ESG sustainable management.

D. Operation plan

- ① Stick to the core business and continue to increase new overseas bases and actively expand business in form of strategic alliance.
- ② Continue to actively engage in the fields of vertical field embedded product platform and wireless communication and develop products towards the direction of commodities with high added value.

E. Financial plan

- ① Adopt a method of borrowing or capital increase moderately to raise funds to

enlarge the operational scale and satisfy the capital demand for operation in principle of balance between operational performance and financial risks.

- ②Respond to the risk management of international business and adopt proper new financial commodity operations as instruments for risk avoidance for sales profits.

3. 3CEMS

- (1) Short-term plans: Provide product solutions to customers with distinctive sales features and high added value based on market trends.

A. Marketing plan

- ①Maintain integrated production of computer motherboards, PCs and server system assemblies..
- ②Deeply engaged in the production of IoT, computer graphics cards, and gaming accessories..
- ③Establish a market image of a professional contract manufacturing factory.

B. Production plan

- ①Increase investment in automation equipment, integrate production resources of the two plants, and improve efficiency.
- ②Reduce production wastage and control nonconforming processes , and reduce customer complaints.
- ③Focus on the improvement and management of saving of raw materials, reduction of wastes, saving of water and electricity, utilization of usable products and cost control of external failure.

C. Financial plan

- ①The cost increase caused by customer reasons, find customers to reasonably strive for part of the subsidy.
- ② Transform and upgrade the industry to obtain more opportunities for government subsidies.

- (1) Long-term plans: Combine the needs of emerging markets and industries, introduce talents, improve factory automation, save costs, and develop new high-quality customers.

A. Marketing plan

- ①Increase the proportion of high-profit products such as industrial computers, edge computers, gaming accessories, and server products in the Chinese market.
- ②Continue to explore new products from existing customers.
- ③Develop new quality customers and increase monetization channels.

B. Production plan

- ①Increase reasonable investment in automation equipment, reduce costs and increase efficiency.
- ②Cultivate and promote the backbone of engineering manufacturing, manage innovation and diversification..
- ③Flexible capacity planning and integration of different types of order needs of multiple customers.

C. Financial plan

Adopt methods like borrowing or fundraising in capital market or the combination of the two to lower the cost of working capital and maximize shareholders' value in principle of balance between operational performance and financial risks.

4. Ubiqconn Technology

- (1) Short-term development plans

Provide product solutions to customers with distinctive sales features and high added value based on market trends.

A. Marketing and product development plans

- Provide comprehensive customization services: From proof-of-concept (POC) to mass production, we provide one-stop customization services including product design, manufacturing, marketing strategy and follow-up product support services, with a special focus on maritime, satellite communications and government solutions markets to meet the growing needs of these fields.
- Strengthen the presence of the RuggON brand in key markets: By penetrating into the four key markets of agriculture, mass transportation, logistics, and government solutions, RuggON will enhance the brand's recognition and influence, and ensure that RuggON becomes the brand of choice in the industry.
- Establish a technology-leading market position: Through continuous innovation and technology upgrades, RuggON will strengthen RuggON's image as a technology leader in the market, including investing in R&D, partnering with leading technology companies, and actively participating in the development of industry standards.
- Expand global operation network: Youtai Technology continues to expand its operations in various key regions to provide faster and more convenient localized services by being closer to customers.
- Improve the level of after-sales service: Establish a more professional and responsive after-sales service system, including regular training of the service team, the establishment of customer service hotlines and local service centers to ensure that customers receive timely and efficient support and services.

B. Production and operation planning

- Fully integrated supply chain: Enhance bargaining power by integrating the supply chain to optimize cost control and supply chain management, and establish strong relationships with key suppliers while maintaining a second supplier to ensure that Uttech maintains sufficient price elasticity in the face of market volatility.
- Improve the production efficiency of the neutralization plant: Youtai Technology uses the existing technology and equipment to strengthen the production capacity of the neutralization plant, including the optimization of production processes, the introduction of advanced manufacturing technology and automation solutions to reduce production costs, improve product quality and output.
- Strengthen ecosystem cooperation: Collaborate with industry partners to develop new products, expand market coverage, leverage group strategic thinking to jointly solve industry challenges, and promote overall business growth by building a better ecosystem and attracting more business opportunities.
- Promote a digital collaborative work environment and adopt an agile organizational structure: Continuously invest in digital tools and platforms to facilitate more effective collaboration across departments and teams; encourage collaboration across functional teams and adopt agile working methods to increase efficiency and innovation.

(2) Long-term development plans

With satellite communication technology as the core, it has become a leading brand of mobile satellite communication ground equipment and services.A. Marketing plan.

A. Marketing & Product Development Plan

- Consolidating the RuggON brand's leading position in the field of satellite communications: providing value-added services in the four major markets of agriculture, mass transportation, logistics, and government solutions, and becoming a major provider of mobile satellite solutions in these fields over

the next decade.

- Mobile satellite communications applications as a major revenue source: Grow mobile satellite communications applications as a major revenue contributor over the next decade.
- Establishment of regional commercial units: Establishment of regional commercial units in key markets to deepen market penetration and customer relationships.
- Product innovation with satellite communication technology at the core: Continue to develop and optimize mobile rugged applications with satellite communication technology at the core to meet the needs of various vertical markets.
- Become an industry leader in drone controllers: Through technological innovation and market strategy, we aim to become a leading brand in the field of drone controllers.

B. Production and operation plan

- Establishment of regional production bases: It is planned to set up production bases in major regions in the next ten years to provide one-stop services from sample production to mass production, while diversifying supply chain risks.
- Supply Chain Optimization and Localization: Continuously shorten and optimize the supply chain, and promote the supply chain localization strategy to improve efficiency and flexibility Integrated application of artificial intelligence: Introduce artificial intelligence technology to improve the efficiency and accuracy of material management, thereby reducing inventory costs.
- Ongoing operation and optimization of the ecosystem: Continuously strengthen relationships with suppliers and partners to create greater synergies.
- Continue to promote digital transformation and optimize agile organizations: improve the efficiency and flexibility of business processes through the application of digital technologies; strengthen your agile organizational structure to respond to market changes and quickly adapt to new challenges.

2. Overview of market, production and sales

(I) Market analysis

1. FICG: N/A

2. FIC

(1) Main regions of product sales and market share

The main products of FIC are independently developed, designed, and manufactured embedded platform related products, including smart automotive entertainment navigator (IVI) of automotive IoV, intelligent full digital LCD dashboard (Digital Cluster), AR head-up display (AR-HUD), advanced driver assistant system (ADAS), automotive intelligent terminal (T-Box), fleet management system (Fleet Management) and automotive laser advertisement system (ADD). Most products are sold overseas and the markets are spread all over China, Europe, South America, South East Asia, the United States, etc.

Through cooperation with Honeywell/Tridium and relying on a complete Niagara platform, FIC has launched complete smart IoT platform related platforms, including intelligent building management system (IBMS), intelligent building comprehensive management system (BIM+IBMS+FMS), solar intelligent energy management system (SIEMS), intelligent energy storage management system (EMS), and enterprise factory energy management system (FEMS), etc., and provided complete smart solutions (AI Solution) to smart city, smart building and enterprise. The company will keep a foothold in Taiwan market first, then expand to the markets in Southeast Asia and Chinese mainland, and finally march towards the European and U.S. markets.

(2) Future market supply and demand

With the gradual recovery of the economy, the products of FIC have entered a new intelligent structure. In addition to the strengthening of the local demand of Taiwan and the deepening of the business development with large international customers, FIC is trying to enlarging the vertical markets of diversified products.

In consideration of the future industry trends, FIC believes that the development of the diversified product market will become a mainstream. Besides, with the improvement of the awareness of environmental protection and energy conservation, relevant green energy control products have become increasingly important. This company provides green energy, rugged and mobile products based on the niches of major international manufacturers, provides complete system solutions, and expand sales revenue and profits.

(3) Business goals

FIC aims to make innovations in design, launch multiple new models of commodities to actively expand markets, and strengthen its R&D power. Also, FIC is dedicated to pursuing product differentiation with a view to enhancing the added value of products; as for business operation, FIC will actively look for strategic alliance partners for the purposes of accumulating the vertical integration capacity and establishing a complete channel from production to sales.

(4) Favorable and unfavorable factors of development prospect and responsive measures

A. Favorable factors

FIC and its affiliates have good enterprise image and credit as well as strong marketing capacity. Therefore, it is easy for the company to win the trust from customers all around the world and benefit the acquisition of orders. FIC has managed to become an Alpha Partner of major foreign manufacturers so that it can master the advantaged market opportunities and realize common marketing with these partners to acquire customers. With the social development trends that involve automotive, smart IoT, energy conservation and carbon emission, the Company will engage in the research and development of new products such as A (Automotive) and A (Automation, IOT/Green Energy) in a more actively

way in the hope that its diversified product operation capacity can be expanded and reinforced.

B. Unfavorable factors and responsive measures

The technological change of information products is extremely swift, resulting in smaller product differences and shorter product life cycle. FIC will speed up product development and lower its cost to respond to the market changes.

3. 3CEMS

(1) Main regions of product sales and market share

The products of 3CEMS are mainly sold in Asia, followed by Europe, the United States, and other regions. The products mainly include optical communication and photoelectric conversion modules, automotive MCU, ADAS, automotive digital instruments, ship bridge central controller board, broadcasting transmission system control board, multifunction printer board, air-conditioning variable frequency control board, commercial computer and Mini PC, server host, mainboard, computer graphics card, water-cooled fan.

The main products involve MINI PC, server host, motherboard and computer graphics card, water-cooled fan-based, Internet of Things products, AI server, etc. are mainly sold to the United States, Asia, Europe, Chinese mainland and other places, according to the situation in 2025, the US market needs to be restructured, this part needs to increase the mainland domestic market to offset the decrease in orders.

(2) Future market supply and demand

Because of the uncertainty of tariff issues, it is necessary to diversify customers and products to prevent the risk of single customer or product.

(3) Business goals

3CEMS will carefully maintain existing customers, improve service quality, introduce new products and new customers, and provide the most swiftly responding team and customized services with high gross margin to satisfy customers' future demands. Also, the company will produce different products, strengthen the training of relevant personnel, include professional automatic equipment into benefit evaluation, embrace the coming of the era of big data, continue to implement data-oriented, systematic cost analysis, and finally better its competitiveness.

4. Ubiquonn Technology

(1) Sales (Provision) of Major Commodities (Services)

The United States is the largest sales area of Ubiquonn Technology's products, followed by Europe, Asia and the Middle East.

(2) The future supply and demand situation and growth of the market

With the gradual change of business style, the continuous increase in the demand for digital transformation of business and production, coupled with the breakthrough of artificial intelligence technology and the emergence of related industrial applications, the global industries have accelerated their transformation and driven the growth of the industrial computer market demand. At the same time, it has also driven the demand for new application fields such as artificial intelligence Internet of Things (AIoT), smart healthcare, smart finance and other industries to emerge, and with the completion of inventory adjustment in the downstream terminal market, the growth momentum of market demand is expected to improve. Therefore, according to the report of Markets and Markets, the global industrial computer market is expected to grow from US\$5 billion in 2023 to US\$6.6 billion by 2028.

(3) Market growth

(A) Satellite communication:

The satellite communication industry is developing rapidly and changing, and low-orbit satellite communication technology provides the advantages of low latency, high bandwidth and low cost, which has become

an emerging business opportunity in the satellite communication industry. The market size was US\$81.26 billion in 2022 and is expected to grow to US\$211.34 billion in 2032, at a CAGR of 10.03%, mainly due to the innovation and application expansion of satellite communication technology, especially in the fields of government solutions, telemetry, scientific research and telecommunications.

(B) Maritime:

The digitalization of the maritime industry is driving the rapid growth of this sector, with the global maritime digitalization market valued at US\$167.7 billion in 2022 and expected to reach US\$367.7 billion in 2031, at a CAGR of 9.3%.

(C) Agriculture:

The precision agriculture market reached \$9.8 billion in 2022 and is expected to grow to \$34 billion by 2032, growing at a CAGR of 13.3%, driven by hardware such as sensors, drones, satellites, and GPS, as well as the application of data management and analytics software.

(D) Mass Transport & Logistics:

The mass transport and logistics market is driving market growth due to global trade growth and technological innovation. The transportation services market reached \$7.31 trillion in 2022 and is expected to grow to \$15.94 trillion in 2032, with a compound annual growth rate of 8.11%; the global logistics market was valued at \$7.98 trillion in 2022 and is expected to grow to \$18.23 trillion by 2030 at a CAGR of 10.7%.

(4) Niche market competition

Since its establishment, the company has established a complete service system from market research to design and production to supply chain management with the strategy of "do not do it with low threshold", and has established a complete service system from market research to design and production to supply chain management, becoming a benchmark for rugged mobile computer suppliers in Taiwan.

(5) Favorable and unfavorable factors and countermeasures for the development prospect

A. Favorable factors:

The company has established a reputation in the rugged mobile computer market, attracting international manufacturers who need difficult services to cooperate opportunities, which is the company's future growth momentum.

B. Adverse factors and countermeasures:

With the increasing demand for services, human resources will be our main challenge in the future, and the declining birthrate and the shortage of professional manpower in Taiwan are the problems we will face. The company established ESG in 2022, and the first important task is how to recruit, retain and nurture talents.

(II) Important usage and production process of main products

1. FICG: General investment industry

2. FIC

Main product	Main usage and functions
Embedded system products	Automotive: Multi-core automotive factory-installed smart entertainment navigator (IVI) Automotive factory-installed intelligent full LCD dashboard (Digital Cluster) Intelligent automotive display (IVD) Advanced driver assistant system (ADAS) AR head-up display (AR-HUD) Truck dispatching and patrolling condition fleet management system tablet computer (Smart Fleet) Automotive intelligent terminal (T-Box) Services: Through the application of 5G infrastructure and PND navigation and positioning function, FIC provides real-time information services, including real-time traffic information, weather data, network connection, broadcasting, delicacy, film, and other added-value services of life intelligence. Also, Location Based Service (LBS) combining GPS positioning technology and mobile information becomes an important link in the navigation application.
IoT/Green energy	1. The AIoT intelligent monitoring platform application software integration system and Niagara Light commodities of lean, low-cost, and high-efficiency control devices developed through cooperation with Honeywell/Tridium are provided for the markets of smart city, smart building, smart home and environmental monitoring in Europe, the United States and the Asia-Pacific Region. 2. A complete smart IoT platform is constructed based on Niagara platform with complete and powerful communication interface integration functions so as to develop relevant products, including: - Intelligent building management system (IBMS) - Intelligent building comprehensive management system (BIM+IBMS+FMS) - Solar intelligent energy management system (SIEMS) - Intelligent energy storage system (ESS) - Intelligent transportation integration system (ITIS) - Enterprise factory energy management system (FEMS) - Enterprise AIoT integration system 3. Customized communication interface can better completely integrate data and images and implement real-time monitoring and control.

Automotive tablet computer	1. FIC has developed small-size automotive tablet computers (5"/7"/10") and actively searched customers with application service content to provide them with complete user requirement solutions. 2. FIC has integrated 5G communication solutions and elevated automotive tablet devices and management devices to communication integrated networking devices to provide good services of people, vehicles and roads to auto factories.
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3. 3CEMS

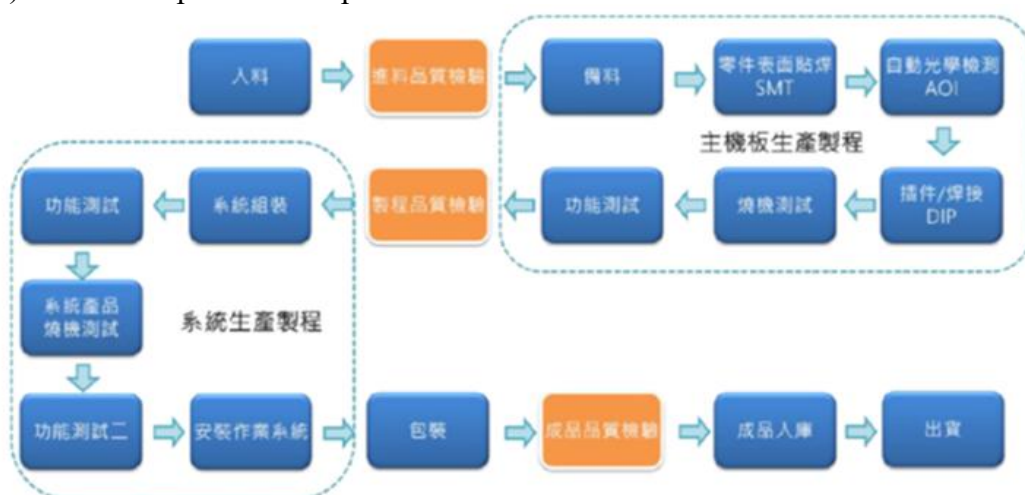
- (1) MB, VGA, e-Sports, Mini PC, Machine, IPC, Server, etc.
- (2) Factory 1 and Factory 2 are divided according to different processes: Factory 1 is specialized in system assembly. It provides contract manufacturing of computer host and server through assembly and manufacturing; Factory 2 is specialized in PCBA. It provides contract manufacturing of computer mainboard, server mainboard, computer graphics card, AIoT and other relevant products through SMT manufacturing technology.
- (3) The factory purchases materials (including PCB) according to the BOM list of materials, the factory SMT prints solder paste on the PCB, and then uses the SMT equipment to put the parts in the corresponding position according to the coordinates and solders them through the reflow soldering furnace, and after the SMT process is completed, the semi-finished products will be sent to DIP for plug-in + wave soldering and welding, and the heat sink is assembled... and functional testing, combined with the appearance and quality requirements required by the product, OK to packaging & shipment.

4. Ubiquonn Technology

(1) Important usage of main products

Main product	Usage
Rugged mobile multifunctional display	maritime affairs, logistics, wharf, mining, transportation, and agriculture, Government Programs
Rugged tablet computer	Government Programs , Barracks, maritime affairs, logistics, wharf, mining, agriculture, public transportation, and automobile industry
Rugged mobile computer	Maritime, Satellite Transceiver, Government Programs

(2) Production processes of products



(III) Supply of main raw materials

1. FICG: N/A

2. FIC

The main raw materials of the products of FIC come from major foreign and local computer parts manufacturers. The foreign raw materials are mainly supplied from major manufacturers in the United States, the Netherlands and Japan. For example, chip companies like NXP and TI supply computer CPU & CHIPSET. The optical part, the diffuser is cooperated with us by a major Japanese optical manufacturer, and other optical components (lens module & freeform mirror...) Due to cost differences, we will simultaneously establish domestic and mainland suppliers to meet the needs of different clients; Automotive electronic products are selected IATF16949 qualified manufacturers to cooperate.

The domestic and foreign suppliers of the raw materials mentioned above are all famous manufacturers in relevant industries, and have established long-term business relationships with FIC. These suppliers feature good supply quality, stable sources and competitive prices. At the same time, the Company also emphasizes the supply chain relationship with green supply chain manufacturers, in order to have closer and faster interaction with suppliers and ensure that the supply of raw materials is not in short supply.

3. 3CEMS

The main raw materials of the products of 3CEMS are mainly supplied by major parts manufacturers. The main suppliers of raw materials in Taiwan and Chinese mainland are as follows: ASUS supplies CPU, DIMM, HDD, IC, PCB, capacitance and resistance, etc.; Casing Macron Technology Co., Ltd. and Chenming Electronic Tech. Corp. supply case; Delta supplies fan; ACT-RX Technology Corporation supplies cooler; Luxshare supplies wires; Shiyang supplies KB, and Shengmao/Fengyue International supplies solder paste and tin bars.

The domestic and foreign suppliers of the above raw materials are all well-known manufacturers in the industry, and have long-term trading relations with the company, with good supply quality, stable sources and competitive prices. At the same time, the company also emphasizes the supply chain relationship with manufacturers, so that the company's interaction with suppliers is closer and faster, and the supply of raw materials is not scarce.

4. Ubiquconn Technology

MAIN INGREDIENT	SUPPLIER NAME	AVAILABILITY
LCM/TP	P-01	GOOD
Electronic parts such as ICs, memory, processors, etc.	P-02	GOOD
PCB (Printed circuit board) /PWB (Printed wire board)	P-03	GOOD

(IV) Information regarding main goods purchasing (selling) in recent two years.

1. Information of main suppliers in recent two years

Unit: NT\$1,000

Item	2023				2024			
	Name	Amount	Ratio in the net purchasing amount in the previous quarter of current year (%)	Relation with the issuer	Name	Amount	Ratio in the net purchasing amount in the previous quarter of current year (%)	Relation with the issuer
1	Manufacturer A	1,834,052	22.51	None	Manufacturer A	3,875,819	43.55	None
	Other	6,314,763	77.49	-	Other	5,023,392	56.45	-
	Net purchasing amount	8,148,815	100.00		Net purchasing amount	8,899,211	100.00	

Note 1: Specify the names of suppliers with purchasing amount above 10% in the total purchasing amount in the recent two years as well as their purchasing amount and ratios. However, it is agreed in relevant contract that the names of suppliers shall not be disclosed, or counterparties who are individuals and not related parties may be indicated using codes.

Note 2: As of the publication date of the annual report, the financial statements of listed companies or companies with stock already traded at the business premises of relevant securities dealer as recently audited, certified, or verified by CPAs shall be disclosed if any.

2. Information of main customers for sales in recent two years

Unit: NT\$1,000

Item	2023				2024			
	Name	Amount	Ratio in the net purchasing amount in the previous quarter of current year (%)	Relation with the issuer	Name	Amount	Ratio in the net purchasing amount in the previous quarter of current year (%)	Relation with the issuer
1	Customer A	2,795,591	21.05	None	Customer C	5,088,692	38.84	None
2	Customer B	2,369,389	17.84	None	Customer A	2,022,003	15.43	None
3	Customer C	2,072,814	15.60	None	Customer B	1,131,812	8.64	None
	Other	6,045,602	45.51	None	Other	4,859,240	37.09	None
	Net selling amount	13,283,396	100.00		Net selling amount	13,101,747	100.00	

Note 1: Specify the names of suppliers with selling amount above 10% in the total selling amount in the recent two years as well as their purchasing amount and ratios. However, it is agreed in relevant contract that the names of suppliers shall not be disclosed, or counterparties who are individuals and not related parties may be indicated using codes.

Note 2: As of the publication date of the annual report, the financial statements of listed companies or companies with stock already traded at the business premises of relevant securities dealer as recently audited, certified, or verified by CPAs shall be disclosed if any.

3. Information of employees in recent two years and as of the publication date of the annual report

March 31, 2025

Year		2023	2024	As of March 31, 2025 (Note)
Number of employees	Management personnel	390	423	423
	Professional personnel	973	977	978
	Administration personnel	435	432	430
	Operators	3,290	3,797	4063
	Total	5,088	5,629	5894
Average age		39.54	37.85	38.37
Average service seniority		5.82	4.36	4.43
Education distribution ratio	Doctorate	0.04%	0.00%	0.00%
	Master	2.22%	2.27%	2.21%
	Junior college	17.14	25.70%	22.58%
	High school	49.90%	46.82%	37.68%
	Below	30.70%	25.21%	37.53%

Note: The information of current year as of the publication date of the annual report shall be filled out.

4. Information of environmental protection expenditure in recent year and as of the publication date of the annual report

1. Pollution facility establishment license or pollution discharge/emission license shall be applied, or pollution prevention and control fees shall be paid, or dedicated unit and personnel responsible for environmental protection shall be allocated according to the provisions of relevant laws and regulations. Instructions to application for receipt of the aforesaid license, payment of the aforesaid fees, or allocation of the aforesaid personnel are shown as follows:

- (1) Status of application for receipt of pollution facility establishment license or pollution discharge/emission license:

December 31, 2024

Item	License number	Effective term of license
All pollutants	Receipt of fixed pollutant discharge/emission license Registration number: 9144116708263340R001Y License number: 4401162011001031	November 13, 2023- November 12, 2028
Waste gases, wastewater and noise	Environmental Protection and Water Conservancy Bureau of Yantian District License number: 2015800080	October 26, 2015 (indefinite)
Sewage drainage license	Guangzhou Development Area Administrative Approval Bureau License number: S.K.S.P.P.S. (2020) No. 349	November 17, 2020- November 16, 2025

- (2) Status of pollution prevention and control fees payable:

1. The environmental protection tax: RMB551,000.
2. Maintenance fee for waste gas treatment equipment and hazardous waste treatment: RMB 196.37.

- (3) Status of allocation of dedicated unit and personnel responsible for environmental protection:

Item	Name
Environmental protection	Tao Tianhai
Environmental protection	Zhang Kejing

2. Presentation of investment of the Company in the main equipment for prevention and control of environmental pollution, usage of such equipment, and possible benefits:

Date: December 31, 2024; unit: RMB 1,000

Name of equipment	Qty	Date of acquisition	Investment cost	Undiscounted balance	Usage and estimated possible benefits
Industrial waste gas treatment works of 30# and 5# buildings	1	February 20, 2019	1,280	149	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Roof noise reduction works of 5# building	1	July 15, 2021	73	-	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Environmental protection tower of 20# building	1	July 29, 2021	205	4	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Environmental protection tower of 30# building	1	May 31, 2022	160	25	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Environmental protection tower of 16# building	1	January 9, 2022	257	33	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Environmental protection tower of 20#, 4F building	1	January 9, 2020	229	11	Usage: Industrial waste gas treatment Benefit: Reaching the statutory standard
Waste gas treatment purifying machine	1	December 25, 2020	1,100	367	Usage: Collect and purify VOC. Benefit: Reaching the statutory standard
Activated carbon nitrogen desorption regenerative system equipment ZL-500	1	June 14, 2021	494	206	Usage: It is a kind of activated carbon equipment used for treatment, regeneration and absorption of VOC, and it can save activated carbon for the treatment of solid carbon wastes. Benefit: Reaching the statutory standard
Activated carbon canister AC-450/400 processing output	1	December 14, 2022	33	11	Usage: Exhaust gas treatment Benefit: Reaching the statutory standard
Maintenance of emergency pools and rainwater gate valves	2	December 1, 2024	60	60	Maintenance of emergency pools and rainwater gate valves

3. Clarification of experience of the Company for the improvement of environmental pollution in recent two years and as of the publication date of the prospectus: **Not involved.**

4. Clarification of total amount of losses caused to the Company due to environmental protection (including compensation) and penalties imposed and disclosure of the Company's future responsive measures (including improving measures) and possible expenditure (including estimated amount of losses, penalties and compensations possibly incurred due to its failure to take solutions. If such amount is impossible to estimate reasonably, the fact of the Company's failure to give a reasonable estimate shall be explained): **Not involved.**

5. Clarification of the influence of current pollution status and its improvement on the Company's earnings, competition position and capital spending as well as estimated major expenditure of environmental protection expenditure: **Not involved.**

5. Information of labor-capital relationship in recent year and as of the publication date of the annual report

(I) Each employee welfare measure and retirement system of the Company have been implemented according to law.

1. Employee welfare measures and implementation status:

The Company and its subsidiaries value each and every one of our employees and regard them as our most important asset. We are committed to creating a friendly working environment, in addition to taking out labor insurance, national health insurance, and labor pension contributions in accordance with the law, we also provide a diversified and comprehensive welfare system (Note 1), including:

- Group Insurance/Business Trip Insurance
- Maternity allowance
- Wedding money/grant
- Funeral grants
- Travel subsidy
- Subsidies for art and cultural activities
- Regular health check-ups
- Hospitalization and condolences for serious injuries and illnesses
- Festivals
- Public welfare road running activities
- Three Festive Gifts (Gift Certificates)
- Community subsidy
- Health Promotion Talks/Function-related Talks

We hope that through these thoughtful welfare measures, employees can achieve a work-life balance and create a better workplace environment together. (Note 1: The above welfare matters are handled in accordance with the welfare policies of each subsidiary.)

2. Retirement system and implementation:

The Pension Supervision and Administration Commission established by a company in Taiwan in accordance with the law has set out the retirement regulations, which clearly stipulate the type of retirement, the requirements for retirement application and the method of calculating pension. Foreign employees who are subject to the Labor Standards Act shall be allocated 2%~15% of their total monthly salary to the special labor retirement reserve account on a monthly basis in accordance with the law, and the pension standard shall be calculated in accordance with Article 55 of the Labor Standards Act. However, if an employee who is compulsorily retired in accordance with the provisions of Paragraph 1 and Paragraph 2 of Article 35 and whose physical or mental disability is caused by execution, an additional 20% shall be granted according to law.

For employees who are subject to the provisions of the Pension System under the Labor Pension Act (the new Labor Retirement System), the Company shall pay 6% of their wages to the special pension account of individual workers on a monthly basis. Employees can also contribute up to 6% of their monthly salary to the special account according to their own wishes. The amount of the old retirement reserve account set up by the Taiwan company in the trust department of the Bank of Taiwan will be approximately NT\$74,977,419 until Q4 2024, and we also ask professional actuaries to submit actuarial reports every year to ensure that the full amount is allocated to protect the rights and interests of employees. In 2024, there will be 7 applicants for retirement in Taiwan.

3. Labor Relations Management:

In accordance with Article 83 of the Labor Standards Act, a labor-management meeting shall be established in Taiwan, and a labor-management meeting shall be held regularly in accordance with the provisions of the implementation measures of the labor-management meeting in accordance with the law, so as to establish a smooth and harmonious communication channel between the employer and the employee. Through the

labor-management meeting, the employer can understand the employer's business policies, plans, guidelines and objectives, etc., and the employer can obtain the advice of the employer and enhance the sense of participation of the worker, so as to achieve the goal of win-win coexistence between the employer and the employee. In 2024, there were 0 labor dispute appeals.

Implementation of the 2024 Taiwan Labor-Management Conference	
The total number of representatives of the management side	21
The total number of labor representatives	21
The total number of alternate labor representatives	14
Total number of meetings in 2024	26

Major resolutions reached at the 2024 labor-management meeting	
1.	The amendment to the regulations on the work of the First International Computer, Inc. was deliberated and passed and submitted to the competent authority for verification and completion.
2.	UBIQCONN has added a mechanism to collect opinions from labor-management meetings to help labor representatives provide more comprehensive feedback on employees' opinions.
3.	In response to business needs of UBIQCONN, after full discussion and consensus, the company passed and implemented the proposal of deformed working hours and extended working hours.
4.	From March 2024, the salary of Zhongli factory will be paid on the 10th of each month.
5.	FIC Zhonghao Plant will add new night shifts from December 2024.

6. Information Security Management:

(1).Information Security Risk Management Framework、 Information security policy、 specific management plans and resources invested in information security management

I. Information security risk management framework

In 2023, the Company established the "Information Security Management Committee", which is divided into a document team, a risk team and an audit team according to its functions, which is responsible for planning the overall information security management structure and development of the Company, formulating information security policies, objectives and systems, and implementing and auditing information asset risk management and information security systems in accordance with the ISO 27001 framework. In addition, on December 25, 2023, the "Information Security Management Department" was established, which is responsible for the promotion of the company's information security policy, the implementation of the information security mechanism and the enhancement of the company's employees' awareness of salary security, and leads the operation of the "Information Security Management Committee", and reports the results of the promotion and implementation to the top executive of the General Management Office and the chairman of the board.

The Audit Office is the audit unit of the Company's system supervision and concurrently serves as the audit team of the "Information Security Management Committee", which includes the information and communication security management inspection in the annual audit plan every year, and reports the audit results to the Board of Directors on a regular basis (at least once a year) to track the improvement results on a regular basis.

The Information Security Management Committee (CSMC) conducts an annual management review meeting to review the status of past resolutions, analyze and audit the information security risks, ensure the continuous operation and implementation of information security management, and assess opportunities for improvement.

In addition, in order to enhance the security of information and improve operational risks, the Company entrusts the professional audit team of the computer audit department of an accounting firm and an external professional verification organization to conduct regular audits on information security management every year, and report the audit results and put forward relevant improvement suggestions.

Information Security Management Committee



II. Information Security Policy

In accordance with the standards of "Computerized Information System Processing" in Article 9 of the "Guidelines for the Establishment of Internal Control Systems by Public Companies" and the management framework of the ISO 27001 information security management system, we have established a compliant information security policy.

The Company's information security objectives are to ensure the confidentiality, integrity, availability and compliance of the core system management business, and to define and measure quantitative indicators of information security performance according to each level and function to confirm the implementation status of the information security management system and whether the information security objectives are achieved.

- (1) Formulate information security management specifications and regularly review relevant regulations, and hold information security education and training to strengthen employees' awareness of information security and their awareness of relevant responsibilities.
- (2) Protect information related to the Company's business activities, strengthen data security, and prevent unauthorized access and falsification and other improper use.
- (3) To ensure that the Company's important information management system remains stable and available for use in the Services.
- (4) Establish information security monitoring automation and strengthen defense and early warning capabilities to reduce information from unauthorized intrusion, malicious destruction or leakage and other attacks.
- (5) Implement the standardized operating procedures for daily operation and maintenance, and conduct internal audits and external audits on a regular basis to ensure the effectiveness of the internal control system and related operating procedures.
- (6) Comply with the relevant laws of China (such as the Personal Information Protection Act, the Trade Secret Act, and the Law on Intellectual Property Rights) to avoid infringement of the rights and interests of the Company or third parties.

III. Specific management plan

- (1) In accordance with the international standard of ISO 27001 information security management, we will formulate guidelines for the architecture, implementation, maintenance and continuous improvement of the company's information security management system.
- (2) Identify all information assets, make an inventory of important information assets and assign special personnel to manage them, and regularly conduct risk assessment and deal with risks every year.
- (3) Improve network and application security, introduce endpoint protection mechanism, application vulnerability scanning, penetration testing and source code scanning, improve backup equipment and management, and introduce two-factor authentication.
- (4) Formulate business continuity plans and test drills, and plan in advance the recovery steps in the event of disruption for the Company's key operational processes or activities, so that the Company can resume normal operations in the shortest possible time when the Company's operations are affected by information security incidents.
- (5) Establish information security incident management procedures, and set grading standards for information security incidents/accidents, so as to respond quickly and effectively to reduce or eliminate the impact and damage that may be caused by information security incidents.
- (6) Regularly hold social engineering phishing email drills to provide all employees with salary security awareness, and conduct information security education and training for successful phishing employees to strengthen advocacy.
- (7) New employees sign the [Computer Use Agreement] and provide [Employee Computer Use and Enterprise Network Specifications] as the basic information security awareness compliance indicators, and advocate at any time through the boot screen prompts.
- (8) Joined TWCERT/CC "Taiwan Information Security Alliance" to exchange information and share important information security issues through the alliance, so as to achieve the purpose of information security joint defense and enhance the company's information security protection capabilities.

IV. Resources invested in information security management

The information security management matters and resources invested are as follows:

- (1) There is a dedicated "information security management" department, which is responsible for the implementation of enterprise information security policies, the introduction of information security technology and the cooperation of relevant audit matters to ensure the continuous and effective management of the company's information security.
- (2) The firewall upgrade is optimized and the HA architecture is reached.
- (3) Introduce MDR products, professionally monitor abnormal conditions at any time through the information security company and deal with them in a timely manner, and hold an information security meeting once a month to discuss relevant information security information and suggest improvements, so as to enhance information security defense capabilities.
- (4) Build a log server to integrate and save a large number of collected records.
- (5) Conduct at least two social engineering phishing email tests for all employees every year, and conduct tests to confirm the effectiveness of the drill, and arrange information security awareness education and training twice a year.
- (6) Announcement on the revised provisions, procedures and forms of ISO 27001:2022, and the establishment of an [Information Security Learning Zone] to release relevant information security information to strengthen employees' knowledge of salary security, and more than 10 information security messages have been released this year.
- (7) Hold a company panorama analysis meeting, information asset risk assessment meeting, and management review meeting once a year to ensure that the risks are understood and improved, as well as internal and external related issues, and the number of meetings will be increased in case of special circumstances.
- (8) Convene information security meetings twice a year to review current information security policies and procedures to ensure that they are in line with the current situation.
- (9) Once a year, all user permissions will be comprehensively reviewed and adjusted after being reviewed by the supervisor.
- (10) Conduct [office information security self-inspection] for all employees twice a year, and conduct spot checks to confirm compliance with the company's information security regulations.
- (11) Once a year, the Group Audit Department is responsible for conducting an internal audit of information security to confirm whether all execution records comply with the relevant specifications of ISO 27001.
- (12) The ISO 27001:2013 certification is valid for 2023/11/22~2025/10/03, while the ISO 27001:2022 version will be transferred to ISO 27001:2022 under the guidance of professional consultants in 2024, and the new certificate has been obtained through third-party verification, and the certification validity period is 2024/10/02~2026/11/21, and there are no major deficiencies in the relevant information security audit.

- (2). In the most recent year and as of the date of printing of the annual report, if the losses, possible impacts and countermeasures suffered due to major information security incidents cannot be reasonably estimated, the facts that cannot be reasonably estimated shall be stated.

I. January 3, 2025 Subsidiary (First International Computer, Inc.) In the event of a DDoS attack on the official website, we coordinated with the telecom company (enabling the DDoS protection mechanism) and the external information security and maintenance provider (modifying the web program to limit the current), and the official website service will resume normal services (including overseas) on the afternoon of January 3, 2025. Publish material information.

II. There is no loss in this information security incident assessment, and there is no risk of leakage of personal information or internal documents, etc., and there is no significant impact on the company's operation.

III. Countermeasures:

- (1) The official website of First International Computer, Inc. has cooperated with maintenance and operation manufacturers to outsource the maintenance of the official website, and has information security services (including DDoS protection).
- (2) Lease DDoS protection services from Chunghwa Telecom, and will also evaluate the DDoS

protection projects of other vendors to obtain the best and most suitable protection solutions.
(3) Evaluate the Application Firewall (WAF) tool.

7. Important contracts as of the publication date of the annual report

Prime Technology (Guangzhou) Inc. has previously invested in the establishment of a wholly-owned subsidiary in Malaysia by the resolution of the board of directors, with a total investment of 10 million US dollars; After the resolution was passed, Prime Technology (Guangzhou) Inc. completed the establishment of the Malaysian subsidiary in order, and signed a land and factory sale and purchase agreement with a local developer within the total investment quota on December 26, 2024.

V. Review and Analysis of Financial Status and Financial Performance and Risk Issues

1. Comparative analysis of financial status

Unit: NT\$1,000

Item \ Year	2023	2024	Deviation	
			Amount	%
Current assets	9,052,370	11,169,609	2,117,239	23.39
Property, plant and equipment	618,177	850,601	232,424	37.60
Intangible assets	30,565	28,241	(2,324)	(7.60)
other assets	2,127,709	2,197,311	69,602	3.27
Total assets	11,828,821	14,245,762	2,416,941	20.43
Current liabilities	3,533,805	6,847,633	3,313,828	93.78
Noncurrent liabilities	1,046,941	852,568	(194,373)	(18.57)
Total liabilities	4,580,746	7,700,201	3,119,455	68.10
Share capital	2,346,758	2,365,266	18,508	0.79
Capital reserve	1,090,188	1,639,600	549,412	50.40
Retained earnings	1,244,260	1,115,540	(128,720)	(10.35)
Other equity	(427,552)	(342,340)	85,212	19.93
Non-controlling equity	2,994,421	1,767,495	(1,226,926)	(40.97)
Total equity	7,248,075	6,545,561	(702,514)	(9.69)
1. The main reasons for the major changes (those with an increase or decrease of more than 20% in the two periods, and the amount of change reaching NT\$10,000) and their impact: (1) Current assets: mainly due to the increase in fixed deposits and accounts receivable. (2) Real estate, plant, and equipment: Mainly due to the purchase of related equipment in response to R&D and expansion plans. (3) Current liabilities: Mainly due to the repurchase of treasury shares by subsidiaries and the increase in shares payable to substantial parties. (4) Capital reserve: Mainly due to the increase in the number of changes in the equity of all subsidiaries recognized. (5) Non-controlling equity: Mainly due to the decrease in operating income and profit of the reinvestment company. 2. If the impact is significant, the future response plan should be stated: the above changes will not have a material impact on the Company.				

2. Comparative analysis of financial performance

Unit: NT\$1,000

Item \ Year	2023	2024	Increased (decreased amount)	Changing ratio %
Operating income	13,283,396	13,101,747	(181,649)	(1.37)
Operating cost	11,227,876	11,305,707	77,831	0.69
Gross operating profit	2,055,520	1,796,040	(259,480)	(12.62)
Operating expenses	1,401,644	1,547,312	145,668	10.39
Operating profit	653,876	248,728	(405,148)	(61.96)
Non-operating revenue and expenditure	126,993	63,170	(63,823)	(50.26)
Net profit before tax	780,869	311,898	(468,971)	(60.06)
Income tax income (expenses)	154,142	65,393	(88,749)	(57.58)
Net profit after tax	626,727	246,505	(380,222)	(60.67)
1. The main reasons for the major changes (the increase or decrease of more than 20% in the two periods, and the amount of the change reaches NT\$10,000) and their impact: (1) Operating profit: Mainly due to the decrease in operating income, the corresponding decrease in operating income. (2) Non-operating income and expenses: Mainly due to the expected credit impairment loss and the decrease in the share of gains and losses of related enterprises and joint ventures recognized by the equity method. (3) Net profit before tax: Mainly due to the decrease in operating profit and the decrease in net income from non-operating income and expenses. (4) Income tax expense: Mainly due to the decrease in operating profit and the decrease in net income from non-operating income and expenses. (5) Net profit after tax: Mainly due to the decrease in operating income, gross operating profit, operating profit and net profit before tax. 2. If the impact is significant, the future response plan should be stated: the above changes will not have a material impact on the Company.				

3. Analysis of cash use

(1) Analysis of changes of cash flows in recent year

Item \ Year	2023	2024	Increase (decrease) ratio%
Operating activities	1,509,181	496,674	(67.09)
Investing activities	(516,674)	(1,383,341)	(167.74)
Financing activities	501,372	401,002	(20.02)
Amount influenced by change in exchange rate	(58,805)	146,951	349.90

Analysis of changes in cash flows for the latest year:

1. Operating activities: Mainly due to the decrease in operating profit in 2024, resulting in a decrease in cash inflow from operations.
2. Investment activities: Mainly due to the decrease in financial assets acquired at amortized cost in 2024.
3. Financing activities: Mainly due to the decrease in bank borrowings in 2024.
4. Impact of exchange rate changes: mainly due to the difference in exchange rate conversion in the current period.

(2) Plan for improvement of insufficient liquidity: The current liabilities of the Company mainly come from borrowings from related parties. The Company hasn't been involved in insufficient liquidity.

(3) Analysis of cash liquidity in the next year

Unit: NT\$1,000

Beginning cash balance	Estimated net cash flows from operating activities in the whole year	Estimated cash inflows (outflows) in the whole year	Estimated remaining (insufficient) cash amount	Remedial measure for estimated cash insufficiency	
				Investment plan	Financing plan
2,444,233	1,499,551	716,604	3,160,837	-	-

4. Influence of major capital expenditure on financial business in recent year: None.

5. Analysis of reinvestments in recent year

As an investment holding company, the Company mainly invests in hardware manufacturing, system integration, green energy and environmental protection. Therefore, the reinvestment policy of the Company mainly focused on the adjustment of investment structure and investees in recent years. The Company actively disposed investees that didn't comply with the characteristics of its three major industrial characteristics, and increased investments in those with continuously promising industry prospect in the hope that a simple and clear investment structure can be established, and synergies can be brought into full play in key industries to maximize the return on investment.

In 2022, 3CEMS reinvested by the Company is specialized in the contract manufacturing of advanced electronic products applied in aerospace, navigation, automobile and semiconductor industries. In addition to niche-type tablet computer, FIC has already entered the field of automotive electronic head-up display, and exerted considerable efforts to green energy, smart building, and other relevant fields. As for the industrial computers, Ubiquconn Technology takes charge of operating the business, actively developing new products, and striving to integrate resources related to industrial computers.

Control measures adopted by the Company for reinvestments include:

1. Assign appropriate personnel to participate in the management of reinvestment companies and ensure operational performance.
2. Review relevant statements periodically, analyze the achievement of budget, and put forward abnormality warnings.

3. Convene operation review meetings periodically, and review the operating results and future business direction.
4. Adjust the investment structure and the rectification of subsidiaries, keep what is valuable and reject what is worthless, and improve the overall operation efficiency of the Group.
5. Make plans for capital decrease and increase according to the statuses of the reinvestment companies to adjust the financial structure and improve the operating constitution.

By executing diversified operational strategies and continual adjustment of its organization structure and flows, the Company began to profit since 2016. In 2024, the Company profited approximately NT\$246 million, making a record high in recent years. The Company's operating constitution has been obviously improved in recent years, and it will focus on the steady operation of its subsidiaries' existing business and expand niche products and market opportunities in the future.

In addition to the operating highlights on the expansion of niche business with high gross profit and high added value, the reinvestment companies will continue to progress with high requirements, improve technologies, and lower expenditure internally. Each company of the Company is required to continuously think about their core competitiveness, develop new products, and plan short-term profitability objectives and long-term business strategies with the objective to promote the overall operational performance of the Group and further enhance the confidence in pursuing the enterprise's long-term profits and sustainable development.

6. Risk management

- (1) Influence of interest rate, change in exchange rate and inflation in recent year on the Company's profit or loss, and future responsive measures:

- (1) Changes in interest rates

In the latest year and as of the publication date of the annual report, long-term and short-term borrowings can continue to be used during the contract period. Under the premise of improving the financial structure, enhancing the medium and long-term working capital and reducing the risk of interest rate changes, the Group will regularly assess the market capital situation and bank interest rates, and prudently determine the financing method in order to obtain a more favorable interest rate, so it is estimated that interest rate fluctuations will have little impact on the Group.

- (2) Exchange rate changes

In the latest year and as of the date of publication of the annual report, most of the Group's purchases and sales are denominated in US dollars, and the assets and liabilities of foreign currency parts will be offset by income and expenditure to achieve the balance of foreign currency parts, reduce the impact of exchange rate fluctuations, use natural hedging methods to reduce exchange rate exposure positions, maintain the net foreign currency parts within a controllable range, reduce exchange rate risks, and if the exchange rate fluctuates greatly and changes rapidly, the benefit of hedging may be reduced. The Group will continue to monitor exchange rate changes and take appropriate measures to reduce the impact of exchange rate fluctuations on the Company's profit and loss.

- (3) Inflation

In the latest year and as of the date of publication of the annual report, if excessive inflation will affect the price of raw materials, the Group will pay attention to the fluctuation of the market price of raw materials at any time and purchase materials in advance in a timely manner to reduce the impact on production costs.

- (2) Policies for high-risk and high-leverage investments, lending of funds to others, endorsement guarantee and derivatives trading in recent year, main reasons for profit or loss, and future responsive measures:

The Company's financial derivatives trading, lending of funds to others, and endorsement guarantee work were handled according to the objects, nature and amount stipulated in relevant regulations, and legally announced on a regular basis. Certain limits were set up for the amount involved, and therefore the influence on the Company is limited. In the future, the Company will still execute relevant work prudently in accordance with

relevant regulations established.

(3) R&D plan in recent year and estimated R&D expenses:

I. Future R&D plans

The company is an investment holding company and has no R&D plan for products. Instead, we encourage professional management, internal entrepreneurship, and independent development of business entities. So that its excellent R&D talents can stay in the group due to the perfect development space and create profits. In the future, the subsidiary, Ubiqconn, will continue to conduct product development and research for the rugged connectivity-related technology market, such as logistics and transportation, smart agriculture, government solution computers, smart terminals, drones, maritime and satellite communications, etc., and provide related products and technology solutions. The short-term goal is to achieve the development of intelligent application platform and robust system. The medium-term goal is to establish relevant field application service programs and auxiliary system software development. The long-term goal is to provide complete technical solutions in a focused application field.

II. Estimated R&D expenses

The subsidiary is expected to use Green, Rugged and Mobile as the main axes of R&D and design, and continue to build on the Honeywell/Tridium-Niagara AX platform with professional R&D capabilities. R&D of energy-saving and building control platforms. Provide system integration services through ARM-based software and hardware platforms; Entered the rugged, automotive, and portable industrial computer industries, and created high added value and profits in niche markets. The subsidiary, Ubiqconn, continues to invest human resources and R&D equipment in rugged connection-related technologies, such as hardware platforms, system mechanisms, wireless transmission, firmware programs, software programs and production testing related technologies, and the R&D expenses are not less than 5% of the operating revenue.

(4) Influence of changes of important local and foreign policies and laws in recent year on the Company's finance and business as well as responsive measures: No major influence.

(5) Influence of changes of technology and industry in recent year on the Company's finance and business as well as responsive measures: **None.**

(6) Influence of change of corporate image in recent year on the enterprise' crisis management as well as responsive measures:

In recent years, the company has actively promoted ESG (Environmental, Social and Governance) policies, strengthened corporate social responsibility, and is committed to enhancing the image of sustainable development. We actively participate in social welfare through practical actions such as community storytelling volunteer services, zero-waste life talks, and charity road runs. In addition, an ESG section has been set up on the company's official website to provide information on sustainable management, climate change response strategies, corporate governance, supplier sustainability management, environmental sustainability, friendly workplaces, human rights and communities. To enable investors, the public, the media, employees and customers to have a deeper understanding of the company's commitment to corporate sustainability.

At the same time, in response to the continuous growth of the Group's optical communication module business, we have decided to set up a new factory in Malaysia, which is expected to be put into trial production in the third quarter of 2025. In the future, the Group will continue to deepen the optical communication industry and reshape the market image of the brand in this field. However, with the transformation of the brand and the expansion of the market layout, the industry competition has intensified, making the market public more sensitive, and the company needs to be more cautious in responding to the attention of the public and the media.

In order to ensure the stability of the corporate image and market confidence, the Company's public relations department actively responds to market concerns through multiple channels such as social media, press conferences, and corporate information sessions. In case of false media reports, we will immediately clarify and ensure the transparency of the information to maintain the credibility of the company and the

confidence of investors.

We will continue to strengthen our brand image and corporate communication strategy to ensure our competitiveness in the global market, while taking into account our corporate social responsibility and sustainability goals.

- (7) Expected benefits and possible risks of merger and acquisition as well as responsive measures: The Company was not involved in any merger and acquisition in 2024.
- (8) Expected benefits and possible risks of plant enlargement as well as responsive measures: **N/A**
- (9) Risks faced in centralized purchasing or selling of goods as well as responsive measures: **N/A**
- (10) Influence and risks of abundant transfer or replacement of equity held by directors, supervisors, or major shareholders holding more than ten percent of shares of the Company on the Company as well as responsive measures: **None**.
- (11) Influence and risks of change of managerial right on the Company as well as responsive measures: **None**.
- (12) Litigation or non-litigation events:

In March 2025, the Company's mainland reinvestment Suzhou subsidiary discovered that a local employee was suspected of forging documents and illegally embezzling the company's funds, and immediately initiated a comprehensive investigation and account verification procedures and reported the case to the Suzhou police, and also appointed a local lawyer to assist in the investigation, and requested the Suzhou police to strictly deal with it and recover the stolen goods in accordance with the law. At present, the Suzhou police have criminally detained the employees and their husbands, and frozen their bank accounts and assets, and have not found other accomplices involved in the case. The loss provided for in the Company's 2024 consolidated financial statements amounted to approximately NT\$100 million, accounting for approximately 0.7% of the Company's total assets in the consolidated financial statements for 2024, affecting the after-tax EPS of approximately NT\$0.4. The Company has applied to the bank to stop payment over the counter, and has deepened the internal control mechanism of the subsidiary, including the division of capital management functions, the implementation of the management and implementation of the use of seals, and the regular on-site audit of the implementation of the subsidiary. The Subsidiary is engaged in leasing as a single business and is not the main operating entity of the Group, which has no significant impact on the financial business operations of the Company.

- (13) Other important risks and responsive measures:

Instructions to the evaluation of information security risks:

1. In order to strengthen information security management and lower operating risks, the Company has established "Regulation on the Use of Enterprise Network and Computers" and "Work Process for Installation and Daily Maintenance of Anti-virus Servers" and adopted security control measures including strict prohibition of downloading of illegal software, setting of user and system access permissions, establishment of anti-virus system (updating of virus characteristics, detection and scanning) and firewall, intrusion detection, etc.
 2. In order to ensure the continual, uninterrupted operation, the Company has also established "Standard Operating Procedure for Backup and Restoration" and "Measures for Implementation of LAN Server Data Backup" to conduct local and non-local backup on both daily and weekly basis. When the data is damaged or lost, replies needed may be applied in a real-time way.
 3. The Company improves the employees' awareness of information security, and reinforces information security and personal information education and advocacy on a regular basis.
 4. The information unit conducts self-evaluation work at the end of each year according to the purpose and highlights of relevant information cycle internal control, and hands over relevant results to the auditing unit for recheck and presentation to confirm that the information security evaluation work can be continually and effectively executed.
- The Company promotes the aforesaid operating procedures to lower risks. However, it may still be subject to the attacks of unclear threats. In the future, the Company will still

continually enhance its information security protection work to improve its emergency strain capacity.

7. Other important events: None.

VI. Special Notes

1. For information on affiliated companies:

Please refer to the Public Information Observatory Affiliated Enterprises Three Books List section (Website: https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

2. Handling status of private placement of valuable securities in recent year and as of the publication date of the annual report: **None.**
3. Status of subsidiaries' holding or disposal of the Company's stock in recent year and as of the publication date of the annual report: **None.**
4. Other necessary supplementary clarifications: **None.**
5. Event having a major influence on shareholders' equity or securities prices as stipulated in Article 36-3-2 of the Securities and Exchange Act in recent year and as of the publication date of the annual report: **None.**

FIC Global, Inc.

Chairman: CHIEN, LEO MING TZ