



Stock Code : 6928

# UBIQCONN TECHNOLOGY, INC.

## **2024 Annual Report**

Printed on 30 April, 2025

Annual Report is available at:

<https://mops.twse.com.tw>

<https://www.ubiqconn.com/tw>

### **Notice to readers**

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

## **1. Spokesperson, Deputy Spokesperson :**

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Title : CSO, Sustainable Development Department  
Phone : (02) 8751-6008  
e-mail : UTI-Spokesperson@ubiqconn.com  
Name: Richard Hsieh  
Title : CFO, Finance Department  
Phone : (02) 8751-6008  
e-mail : UTI-Spokesperson@ubiqconn.com

## **2. Headquarters, Branches and Plant :**

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(R.O.C.)  
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## **3. Stock Transfer Agent :**

Stock Transfer Agent : Grand Fortune Securities Co., Ltd  
Address : Floor 5, 6, 7, 14, No. 6, Sec. 1, Chongxiao West Rd., Taipei City, Taiwan  
Website : <https://www.gfortune.com.tw>  
Phone : (02)2371-1658

## **4. Auditors :**

Audit Firm : PricewaterhouseCoopers  
Auditors: Chang Shu-Chiung 、 Lin Po-Chuan  
Address : 27 F., No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei City 110208, Taiwan  
(R.O.C.)  
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## **5. Overseas Securities Exchange :**

N/A

## **6. Corporate Website : <https://www.ubiqconn.com/tw/>**

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# I. Letter to Shareholders

To Our Valued Shareholders:

Thank you for your continued support and trust in Ubiquinn Technology. Despite the challenges posed by global political and economic instability, supply chain disruptions, and rapid technological changes, the Company has remained steadfast in executing its operational plans in 2024, deepening its presence in existing markets while proactively expanding into emerging technological fields such as satellite communications, laying the foundation for long-term sustainable growth. The following is a summary of our 2024 business results and 2025 operational strategies:

## 1. Business Results for 2024 :

### 1) Implementation Results of Annual Business Plan

The Company's consolidated net operating revenue for the fiscal year 2024 was NT\$2,021,425 thousand, with a gross profit margin of 23%. Operating loss was NT\$141,850 thousand, and Net loss after tax was NT\$67,157 thousand. Net loss attributable to parent company shareholders NT\$67,157 thousand, with earnings per share after tax of -NT\$0.82.

### 2) Execution Status of Operating Budget

- Revenue achievement rate: 46%
- Gross profit achievement rate: 43%
- Operating income achievement rate: -38%
- Pre-tax profit achievement rate: -25%

### 3) Financial income and expenditure and Profitability Analysis

Item	2024	2023
Return on Assets (%)	-2.65	12.13
Return on Equity (%)	-3.84	20.43
Pre-tax Net Profit to Paid-up Capital Ratio (%)	-10.44	42.60
Net Profit Margin (%)	-3.32	6.93
Earnings per Share (NT\$)	-0.82	3.44

### 4) Research and Development Status

In 2024, R&D expenditures totaled NT\$240,787 thousand, accounting for 12% of total revenue. Based on our core technologies in mobile computing platforms, robust wireless connectivity, proprietary software/firmware, and advanced mechanical design, we have developed various rugged tablets and specialized vehicle computers that are

deeply rooted in five main applications: maritime, precision agriculture, warehousing/logistics, mass transit, and government projects.

Looking ahead, we will continue to invest in AI applications centered on machine vision and machine learning by training custom models for edge computing platforms to provide next-generation automation solutions that reduce costs and enhance customer value. In the area of wireless satellite terminal equipment, development efforts are expanding from high-orbit narrowband to mid/low-orbit broadband technologies.

## 2. 2025 Operational Plan Overview

### 1) Annual Business Policy:

As a provider of rugged mobile computing solutions, Ubiquconn focuses on the design, production, and sale of rugged industrial PCs and embedded boards. Through its subsidiary, RuggON Corporation, it promotes its branded products both domestically and internationally. The Company is committed to the challenging mobile applications within the industrial PC sector, leveraging a dual business model of customization services and proprietary branding.

For customized services, Ubiquconn provides a one-stop solution from conceptual design and development to mass production, utilizing a wide range of standardized modules and product series to meet customer needs, from basic models to high-end solutions. Our focus markets include maritime, government, office automation, voting systems, and satellite communications.

Under the proprietary branding model, Ubiquconn emphasizes high-quality rugged mobile solutions under the RuggON brand, with a strong presence in agriculture, transportation, government, and logistics. Sales are concentrated in the U.S., Europe, and Asia. Known for durability, performance, and innovation, RuggON products are designed for extreme environments and meet stringent industry requirements, offering high efficiency, reliability, and flexibility.

### 2) Expected Sales Volume and Key Production and Sales Policies

#### I. Comprehensive Customization Services

From Proof-of-Concept (PoC) to mass production, offering full-spectrum services including product design, manufacturing, marketing, and post-sales support—particularly focusing on maritime, satellite communications, and government markets.

#### II. Strengthening RuggON's Market Presence

Deepening penetration into agriculture, transportation, logistics, and government sectors to enhance brand recognition and ensure RuggON becomes the top choice in these industries.

### III. Establishing Technological Leadership

By investing in R&D and collaborating with leading tech firms, Ubiqconn aims to maintain its status as a technology leader and participate in setting industry standards.

### IV. Expanding Global Operations Network

Strategic expansion of operational points worldwide to offer localized, efficient service closer to customers.

### V. Enhancing After-Sales Service

Building a professional and responsive after-sales system, including training service teams, customer hotlines, and local support centers to ensure timely and efficient customer service.

### VI. Developing a Smart Supply Chain

Establishing a high-efficiency, flexible supply chain aligned with product strategies to support market demands and improve corporate value. Focused supplier selection and early involvement in product design ensure cost control and efficiency.

### VII. Diversified and Flexible Manufacturing Strategy

- Dual Manufacturing Base Strategy: Core base focuses on high-value production and innovation; flexible base collaborates with overseas contract manufacturers to manage cost and capacity challenges.
- Modular Production Design: Standardized and modular processes enable rapid setup at production sites, enhancing flexibility and efficiency.

### VIII. Driving Smart Manufacturing and Digital Transformation

Establishing a manufacturing knowledge platform, introducing smart scheduling systems, and digitizing Supplier Relationship Management (SRM) processes to improve responsiveness, efficiency, and transparency.

## 3. Impact of External Competitive Environment, Regulatory Environment, and Overall Business Environment:

The global rugged multifunction display market is projected to grow at a CAGR of 6.12% through 2027, reaching USD 12.7 billion. This fragmented market lacks dominant players, making it a textbook example of the “long-tail” model. Since our founding, Ubiqconn has followed the strategy of “avoiding low-barrier, crowded markets,” and over the past decade has developed a comprehensive service system across research, design, production, and supply chain management. We have established a strong presence in multiple verticals, becoming a benchmark for rugged mobile PC suppliers in Taiwan.

Favorable Factors:

Ubiqconn’s established reputation attracts international clients needing high-complexity solutions.

#### 4. Challenges and Countermeasures:

The growing demand for services presents a talent challenge, especially in the context of a shrinking workforce and shortage of technical professionals in Taiwan.

We sincerely thank our shareholders for their continued support. The management team remains committed to enhancing profitability and corporate value, sharing future successes with you all.

Ubiquconn Technology Inc.

Chairman: Chien Ming-Tz



## II. Corporate Governance Report

### 1. Director, President, Vice President, Department Heads, and Branch Managers Information:

#### 1) Directors:

##### (I) Director Information (1)

April 14, 2025; Unit: Shares; %

Title (Note 1)	Nationality or Place of Registration	Name	Gender Age (Note2)	Date of Appointment	Term	Initial Appointment (Note3)	Shares Held at the Time of Appointment		Current Shareholding		Shares Held by Spouse and Minor Children Now		Shares Held through Nominees		Education & Work Experience (Note 4)	Current Concurrent Positions Held in This Company and Others	Other Executives, Directors, or Supervisors who are spouses or within 2nd-degree-kinship			Remarks (Note5)
							No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
Chairman	ROC	FIC Global, Inc.	-	2022.12.2		2011.5.26	39,142,389	52.19	37,827,389	43.99	-	-	-	-		Chairman, First International Computer (FIC) Chairman, FICTA Technology, Inc. Supervisor, GeoIntelligence Systems, Inc.	-	-	-	-
	USA	Representative: Chien Min-Tz	M 41-50	2022.12.2	3 years	2011.5.26	-	-	-	-	-	-	-	-	MS in Electrical Engineering, UCLA Chief Operating Officer, FIC	Chairman and President of FIC Global Inc. Chairman, FIC Chairman, RuggON Corp. Director, King's Sports Co. Director, Witology Co. Independent Director, Cyberlink Corp. Independent Director, Promate Electronic Co. Director, 3CEMS Corp. Director, 3CEMS (Hong Kong)g Investment Management Limited President, FIC	-	-	-	-
Director	ROC	FIC Global, Inc.	-	2022.12.2	3 years	2011.5.26	39,142,389	52.19	37,827,389	43.99	-	-	-	-		Chairman, FIC Chairman, FICTA Technology, Inc.	-	-	-	-

Title (Note 1)	Nationality or Place of Registration	Name	Gender Age (Note 2)	Date of Appointment	Term of Appointment (Note 3)	Shares Held at the Time of Appointment		Current Shareholding		Shares Held by Spouse and Minor Children Now		Shares Held through Nominees		Education & Work Experience (Note 4)	Current Concurrent Positions Held in This Company and Others	Other Executives, Directors, or Supervisors who are spouses or within 2nd-degree-kinship			Remarks (Note 5)
						No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
					r										Supervisor, GeoIntelligence Systems, Inc.				
	ROC	Representative: Hsu Ching-Chen	F 61-70	2022.12.2		2011.5.26	729,405 0.97	729,405 0.85		-	-	-	-	EMBA in IT, National Chengchi University (incomplete) Bachelor of Electronics, Hwa Hsia College - CEO of Ubiquconn Technology (UNA) Inc. Vice President of FIC Assistant Vice President, Advantech Co. Vice President, Lite-On Technology Corp.	non	-	-	-	-
Director	ROC	Lin Sung-Hsi	M 51-60	2022.12.2	3 years	2022.12.2	- -	- -	-	-	-	-	-	Bachelor's in Economics, UCLA Senior Manager at Dell Inc. - Business Manager at BNP Paribas Securities (Taiwan) Co. Business Manager at Yuanta Securities Co.	Business Director at Intel Corp	-	-	-	-
Director	ROC	Tseng Huai-Yi	M 41-50	2022.12.2	3 years	2022.12.2	- -	- -	-	-	-	-	-	Master's in International Business Management, Tsinghua University, Beijing Bachelor's in Civil and Environmental Engineering, UCLA Vice President of Group Affairs, Trip.com Group Ltd. Chief Financial Officer, Anjuke Inc. Investor Relations, International Finance, and M&A Director and CFO at Baidu Netcom Science and Technology Co., Beijing Vice President at Deutsche Bank AG, Hong Kong Branch	Global Chief Financial Officer at KKDay Director, GFC, Ltd. Director, Axman Enterprise Co.	-	-	-	-

Title (Note 1)	Nationality or Place of Registration	Name	Gender Age (Note 2)	Date of Appointment	Term Initial Appointment (Note 3)	Shares Held at the Time of Appointment		Current Shareholding		Shares Held by Spouse and Minor Children Now		Shares Held through Nominees		Education & Work Experience (Note 4)	Current Concurrent Positions Held in This Company and Others	Other Executives, Directors, or Supervisors who are spouses or within 2nd-degree-kinship			Remarks (Note 5)
						No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
Independent Director	ROC	Yu Yung-Kuei	M 51-60	2022.12.2	3 years 2022.12.2	-	-	-	-	-	-	-	-	Master's in Mechanical Engineering, National Chiao Tung University Bachelor's in Mechanical Engineering, National Cheng Kung University Director and President, Hung Din Venture Capital Co. Investment Manager, China Development Industrial Bank Specialist, Asia Pacific Investment Corp. Development Engineer, Chin Chun Motor Co.	Director and President, TGVest Capital Inc. Director, Song Chuan Precision Co. Director, Yishuo Investment Co. Director, Yishuo II Investment Co. Director, Yishuo III Investment Co. Supervisor, Yida Partners Co. Director, Yishuo Partners I Co. Director, Yishuo Partners II Co. Director, Yisheng Partners Co. Director, TGVest Capital II, Ltd. Director, Yitao Partners Co. Director, T Blossom Investment, Inc. Director, Taiwan Maeden Innovation Co. Director, TXOne Networks Inc.	-	-	-	-
Independent Director	ROC	Hsiao Tsu-Tse	M 61-70	2022.12.2	3 years 2022.12.2	-	-	-	-	-	-	-	-	Bachelor's in Electronic Engineering, National Taiwan Ocean University Vice President, ST Engineering (Taiwan) Ltd. Product Manager, Kang Jin Universe Technology Co. IT Manager, Ji Xiang Securities Co. R&D Engineer, UTSI Computer Co.	Chairman, Deli Energy Inc.	-	-	-	-
Independent Director	ROC	Huang Chung-Liang	M 51-60	2023.2.6	3 years 2023.2.6	-	-	-	-	-	-	-	-	Master's in Finance, Florida International University Executive Office Chairman's Special Assistant, EVP TECHNOLOGY LLC. (U.S.A.) Taiwan Branch Project Business Manager, Track Systems Division, Siemens AG Finance Project Manager, Otis Elevator Company (Taiwan) Limited	Senior Project Manager, Strategic Execution Office at Marketch International Corp.	-	-	-	-

Title (Note 1)	Nationality or Place of Registration	Name	Gender Age (Note2)	Date of Appointment	Term	Initial Appointment (Note3)	Shares Held at the Time of Appointment		Current Shareholding		Shares Held by Spouse and Minor Children Now		Shares Held through Nominees		Education & Work Experience (Note 4)	Current Concurrent Positions Held in This Company and Others	Other Executives, Directors, or Supervisors who are spouses or within 2nd-degree-kinship			Remarks (Note5)
							No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
<p>Note 1: Corporate shareholders should list the name of the corporation and its representative separately. If the representative is from a corporate shareholder, the name of the corporation should be indicated, and Table 1 below should be completed.</p> <p>Note 2: Please provide the actual age, which may be expressed in ranges, such as 41-50 years old or 51-60 years old.</p> <p>Note 3: Fill in the date of the first appointment as a director or supervisor of the Company. If there are any interruptions, please provide an explanation in the notes.</p> <p>Note 4: Relevant experiences related to the current position should be listed. If the individual has worked for a certified public accountant firm or related enterprises during the aforementioned period, specify the position held and responsibilities.</p> <p>Note 5: Where the chairman of the board of directors and the president or person of an equivalent post (the highest-level manager) of the Company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (such as increasing the number of independent director seats, ensuring that more than half of the directors do not concurrently serve as employees or managers, etc.).</p>																				

**Table 1: Major Corporate Shareholders**

April 14, 2025

Corporate Shareholder Name	Major Corporate Shareholder	Shareholding Ratio
FIC Global, Inc.	Chia Chao Investment Co.	19.33%
	Wang Yang Chiao-ai Love the Lord Society Welfare Charity Foundation	14.92%
	Bank of Taiwan Co.	13.53%
	Zong Ching Investment Co.	7.13%
	Chi Hsin Investment Co.	6.35%
	Chien Min-Tz	2.70%
	Lee Peng-Hsuan	1.87%
	CGCH Foundation For Education	1.69%
	Chien Ming-Jen	1.63%
	Ho Meng Investment Co.	1.16%

Note 1: Directors and supervisors who are representatives of corporate shareholders shall fill in the name of the corporate shareholder.

Note 2: Fill in the name of the major corporate shareholder (whose shareholding ratio ranks in the top 10) and its shareholding ratio. If the major shareholder is a legal entity, please fill in Table 2 below.

Note 3: For corporate shareholders that are not organizational entities of a company, the disclosed names and shareholding ratios above shall pertain to contributors or donors (refer to the Judicial Yuan's announcement inquiry) and their respective contribution or donation ratios. In case of deceased donors, please annotate "(Deceased)."

**Table 2: The major shareholders who are corporate entities in Table 1**

April 14, 2025

Chia Chao Investment Co.	Chien Ming-Jen	30.00%
	Lee Peng-Hsuan	35.00%
	Chen Hui-Chun	35.00%
Wang Yang Chiao-ai Love the Lord Society Welfare Charity Foundation	The foundation was established with a total initial donation of NT\$30 million, contributed by Mr. Chien Ming-Jen (NT\$21.43 million), Ms. Wang Hsueh-Ling (NT\$500,000), Ms. Yang Chiao-Wang (NT\$7.07 million), Ms. Wang Kuei-Yun (NT\$500,000), and Mr. Chen Che (NT\$500,000). The foundation may continue to accept donations from individuals, legal entities, institutions, or organizations both domestic and abroad.	100.00%
Bank of Taiwan Co.	CGCH Foundation For Education	100.00%
CGCH Foundation For Education	The foundation was established with an initial fund of NT\$10 million in cash, jointly donated by Daxon Computer Co., Ltd., Chien Ching, Chien Tao-Fu, Chien Ming-Jen, Wang Hsueh-Ling, and Chen Cheng-Ming. Upon completion of the legal registration as a corporate foundation, it may continue to accept further donations.	100.00%
Zong Ching Investment Co.	BVI Shang Jinabaiyi Ltd.	100.00%
Chi Hsin Investment Co.	Lee Peng-Hsuan	89.29%
	Chien Ming-Hui	9.48%
	Ho Meng Investment Co.	1.23%
Ho Meng Investment Co.	Lee Peng-Hsuan	99.99%
	Chien Ming-Jen	0.01%

Note 1: If the major shareholders in Table 1 are corporate entities, the name of the respective corporation shall be provided.

Note 2: Fill in the name of the major corporate shareholder (whose shareholding ratio ranks in the top 10) and its shareholding ratio.

Note 3: For corporate shareholders that are not organizational entities of a company, the disclosed names and shareholding ratios above shall pertain to contributors or donors (refer to the Judicial Yuan's announcement inquiry) and their respective contribution or donation ratios. In case of deceased donors, please annotate "(Deceased)."

## (II) Director Information

## Disclosure of Director's Professional Qualifications and Independence of Independent Directors:

Criteria Name	Professional Qualifications and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Where Serving Concurrently as Independent Director
FIC Global, Inc. (Chairman) Representative: Chien Min-Tz	Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making. Key Experiences: President at FIC Chief Operating Officer at FIC Chairman at RuggON Corp. Director at FIC Global, Inc. Director at City Smarter Technologies Corp. Director at King's Sports Co. Independent Director at Promate Electronic Co. Director at Witology Co. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.	NA	2
FIC Global, Inc. (Director) Representative: Hsu Ching-Chen	Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making. Key Experiences: CEO at RuggON Corp. Chairman at Ubiquonn Technology (UNA) Inc. Vice President at FIC Assistant Vice President at Advantech Co. Vice President at Lite-On Technology Corp. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.	NA	—
Lin Sung-Hsi (Director)	Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making. Key Experiences: Business Director at Intel Corp Senior Manager at Dell Inc. Business Manager at BNP Paribas Securities (Taiwan) Co. Business Manager at Yuanta Securities Co. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.	NA	—

Criteria Name	Professional Qualifications and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Where Serving Concurrently as Independent Director
Tseng Huai-Yi (Director)	<p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, financial accounting, leadership decision-making.</p> <p>Key Experiences: Director at GFC, Ltd. Director at Axman Enterprise Co. Director at Chang Star Corp. Director at Hua Star Investment Co. Global Chief Financial Officer at KKDay Vice President of Corporate Affairs at Trip.com Group Ltd. CFO at Anjuke Inc. Director and CFO of Investor Relations, International Finance, and M&amp;A at Baidu Netcom Science and Technology Co. Vice President at Deutsche Bank AG, Hong Kong Branch Investment Assistant at Vincera Capital Co. Sales and Marketing Specialist at Chang Star Corp. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.</p>	NA	—
Yu Yung-Kuei (Independent Director)	<p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making.</p> <p>Key Experiences: Director and President, TGWest Capital Inc. Director and President, Hung Din Venture Capital Co. Director, Song Chuan Precision Co. Director, Yishuo Investment Co. Director, Yishuo II Investment Co. Director, Yishuo III Investment Co. Supervisor, Yida Partners Co. Director, Yishuo Partners I Co. Director, Yishuo Partners II Co. Director, Yisheng Partners Co. Director, TGWest Capital II, Ltd. Director, Yitao Partners Co. Director, T Blossom Investment, Inc. Investment Manager, China Development Industrial Bank Specialist, Asia Pacific Investment Corp. Development Engineer, Chin Chun Motor Co. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.</p>	(1)(2)(3)(4) (5)(6)(7)(8) (9)(10)(11) (12)	—

Name \ Criteria	Professional Qualifications and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Where Serving Concurrently as Independent Director
Hsiao Tsu-Tse (Independent Director)	<p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making.</p> <p>Key Experiences: Chairman, Deli Energy Inc. Vice President, ST Engineering (Taiwan) Ltd. Product Manager, Kang Jin Universe Technology Co. IT Manager, Ji Xiang Securities Co. R&amp;D Engineer, UTSI Computer Co.</p> <p>Possesses over five years of work experience and practical experience required for company operations.</p> <p>No circumstances falling under Article 30 of the Company Act.</p>	(1)(2)(3)(4) (5)(6)(7)(8) (9)(10)(11) (12)	—
Huang Chung-Liang (Independent Director)	<p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, financial accounting, leadership decision-making.</p> <p>Key Education and Experiences: Master's in Finance, Florida International University Gloria &amp; Partners L.T.D. President special assistant Senior Project Manager, Strategic Execution Office, Marketech International Corp.</p> <p>Executive Office Chairman's Special Assistant, EVP Technology LLC. (U.S.A.) Taiwan Branch Project Business Manager, Track Systems Division, Siemens AG Finance ERP Project Manager, Otis Elevator Company (Taiwan) Limited</p> <p>Possesses over five years of work experience and practical experience required for company operations.</p> <p>No circumstances falling under Article 30 of the Company Act.</p>	(1)(2)(3)(4) (5)(6)(7)(8) (9)(10)(11) (12)	—



<div>Criteria</div> <div>Name</div>	Professional Qualifications and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Where Serving Concurrently as Independent Director
<p>Note: Independence status of directors during the two years before appointment and tenure. (Relevant disclosures are made in the table above)</p> <p>(1) Not an employee of the company or any of its affiliates.</p> <p>(2) Not a director or supervisor of the company or any of its affiliates (However, if serving as an independent director concurrently with the company and its parent, subsidiary, or subsidiary of the same parent company established under the Company Act or local laws, it is not subject to this restriction).</p> <p>(3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person through nominees, in an aggregate of one percent or more of the total number of issued shares of the company or ranking in the top 10 in holdings.</p> <p>(4) Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of a manager under 1. or any of the persons in 2. or 3.</p> <p>(5) Not a director, supervisor, or employee of a corporate shareholder that directly holds 5% or more of the total number of issued shares of the company, or that ranks among the top five in shareholdings, or that designates its representative to serve as a director or supervisor of the company under Article 27, paragraph 1 or 2 of the Company Act. (However, if serving as an independent director concurrently with the company and its parent, subsidiary, or subsidiary of the same parent company established under the Company Act or local laws, it is not subject to this restriction).</p> <p>(6) Not a director, supervisor, or employee of another company where a majority of the director seats or voting rights of the company are controlled by the same individual (However, if serving as an independent director concurrently with the company and its parent, subsidiary, or subsidiary of the same parent company established under the Company Act or local laws, it is not subject to this restriction).</p> <p>(7) Not a director, supervisor, or employee of that other company or institution where the chairman, president, or person holding an equivalent position of the company and a person in any of those positions at another company or institution are the same person or are spouses (However, if serving as an independent director concurrently with the company and its parent, subsidiary, or subsidiary of the same parent company established under the Company Act or local laws, it is not subject to this restriction).</p> <p>(8) Not a director, supervisor, manager, or shareholder holding 5% or more of the shares of a specified company or institution that has a financial or business relationship with the company (However, if serving as an independent director concurrently for a specific company or institution that holds 20% or more but less than 50% of the total issued shares of the company, with the company and its parent, subsidiary, or subsidiary of the same parent company established under the Company Act or local laws, this limitation does not apply.)</p> <p>(9) Not a professional individual who, or an owner, partner, director, supervisor, or manager of a sole proprietorship, partnership, company, or institution that, provides auditing services to the company or any affiliate of the company, or that provides commercial, legal, financial, accounting or related services to the company or any affiliate of the company for which the provider in the past 2 years has received cumulative compensation exceeding NT\$500,000, or a spouse thereof; provided, this restriction does not apply to a member of the remuneration committee, public tender offer review committee, or special committee for merger/consolidation and acquisition, who exercises powers pursuant to the Securities and Exchange Act or to the Business Mergers and Acquisitions Act or related laws or regulations.</p> <p>(10) No spousal or second-degree relative relationships with other directors.</p> <p>(11) No circumstances falling under Article 30 of the Company Act.</p> <p>(12) Not elected as the government, legal entities, or their representatives under Article 27 of the Company Act.</p>			

## 2) Board Diversity and Independence:

### A. Board Diversity :

The Company respects and advocates a policy of board diversity, and formulates appropriate diversification policies based on its own operations, business models, and development needs, including fundamental criteria and values, professional knowledge, and skills, as well as the knowledge, skills, and qualities required for carrying out duties. The Board consists of 7 directors, including 3 independent directors, with one female director. The Company promotes and respects a policy of board diversity to strengthen corporate governance and facilitates the sound development of board composition and structure, believing that diversity policies contribute to enhancing overall corporate performance. Director appointments are based on the principle of selecting the best person for the job, possessing diverse complementary abilities across industry domains (including fundamental criteria and values such as gender and age), as well as individual professional knowledge and skills (such as accounting, industry, finance, marketing, or technological backgrounds, professional skills, and industry experience). The current status and implementation of the Company's board diversity policy are as follows:

Diversification Director Name	Gender	Age	Experience				Professional Cpmptence		
			Mgmt.	Financial Accounting	Industry Experience	Professional Knowledge	Financial Accounting	Leadership & Decision-making	Mgmt.
FIC Global Inc. Representative: Chien Min-Tz (Chairman)	M	41-50	V		V	V		V	V
FIC Global Inc. Representative: Hsu Ching-Chen (Director)	F	61-70	V		V	V		V	V
Lin Sung-Hsi	M	51-60	V		V	V		V	V
Tseng Huai-Yi	M	41-50	V	V	V	V	V	V	V
Yu Yung-Kuei (Independent Director)	M	51-60	V		V	V		V	V
Hsiao Tsu-Tse (Independent Director)	M	61-70	V		V	V		V	V
Huang Chung-Liang (Independent Director)	M	51~60	V	V	V	V	V	V	V

### B. Board Independence:

The board of directors of the Company comprises seven members, of which three are independent directors. Please refer to Chapter Two for the independence of the board of directors, the director, president, vice president, department heads, and branch managers' information, as well as the disclosure of professional qualifications and independence information of the directors. From the aforementioned director information table, it can be observed that there are no marital or blood relationships within the second degree of kinship between directors, supervisors, or between directors and supervisors. Therefore, there are no circumstances as stipulated in Article 26-3, paragraphs 3 and 4 of the Securities Exchange Act.

### C. In line with the "Sustainable Development Action Plan for TWSE/TPEX Listed Companies," starting from 2025, listed companies whose board members of either gender account for less

than one-third of the board are required to disclose the reasons and measures to improve gender diversity in their annual reports:

The term of the current board of directors will expire on December 1, 2025. An early re-election is scheduled to take place at the Annual General Shareholders' Meeting on June 12, 2025. The nomination list includes a proposal to increase the number of female directors to three, thereby meeting the requirement that either gender constitutes at least one-third of the board in the next term.

3) Information of the President, Vice President, Assistant Manager, and supervisors of departments and branches:

April 14, 2025; Unit: Shares; %																
Job Title (Note 1)	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse and Minor Children		Shares Held through Nominees		Education & Work Experience (Note 2)	Concurrent Positions in Other Companies	Managers who are spouses or within 2nd-degree-kinship			Remarks
					No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
Chief Executive Officer	ROC	Hsieh Yen-Peng	M	2025.1.1	38,000	0.04	-	-	-	-	Department of Business Administration, National Taiwan University Graduate Institute of Industrial Engineering, National Taiwan University EVP,Ubiqconn Technology Director, President’s Office, LITE-ON TECHNOLOGY CORP. Senior Manager, Compal Communications Inc. Division Director, Premier Technology Co ., LTD Sales Manager, FIC.	CEO/ Corporate Representative Director, RuggON Corp. Director, UBIQCONN TECHNOLOGY (UNA) INC.	-	-	-	-
CSO, Sustainable Development Department	ROC	Huang Chien-Chen	M	2021.12.1	45,000	0.05	-	-	-	-	Master of Laws, National Tsing Hua University Legal Affairs Officer, Fubon Financial Legal Affairs Project Manager, FIC	Supervisor, RuggON Corp. Taipei Branch Manager and Taiwan Branch Manager, BVI Perfect Union Global Inc. Director, Prime Base Inc. Director, 3CEMS (Hong Kong) Investment Management Limited	-	-	-	-
Vice President, ODM Americas Division	ROC	Liao Shan-Ju	F	2013.11.18	135,000	0.16	-	-	-	-	Bachelor of Cooperative Economics, Tamkang University Assistant Vice President, FIC Procurement Manager, Semp Toshiba Informatica Ltda Taiwan Office	-	-	-	-	-
Chief Technology Officer, Rugged Connectivity Research Division	ROC	Wang Chien-Hsiung	M	2021.6.28	576,000	0.67	-	-	-	-	Bachelor of Electronics, Hwa Hsia College R&D Vice President, FIC Chief Technology Officer, EZHI Technologies, Inc.	-	-	-	-	-
Assistant Vice President, Hardware Design Dept, Rugged Connectivity	ROC	Chang Chih-Chun	M	2021.6.28	128,000	0.15	-	-	-	-	Bachelor of Electronics, National Taiwan Institute of Technology Assistant Vice President, FIC Project Manager, EZHI Technologies, Inc. Hardware Section Manager, Senao International Co.	-	-	-	-	-

Job Title (Note 1)	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse and Minor Children		Shares Held through Nominees		Education & Work Experience (Note 2)	Concurrent Positions in Other Companies	Managers who are spouses or within 2nd- degree-kinship			Remarks
					No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
Research Division																
Assistant Vice President, System Architecture Design Dept, Rugged Connectivity Research Division	ROC	Huang Meng- Chou	M	2011.6.28	138,969	0.16	-	-	-	-	Master of Mechatronic Engineering, National Taipei University of Technology Assistant Vice President, FIC Senior Engineer, Inventec Corp.	-	-	-	-	-
Assistant Vice President, Product Design Verification Dept, Rugged Connectivity Research Division	ROC	Chen Han-Tun	M	2011.6.28	80,000	0.09	-	-	-	-	Master of Aeronautics and Astronautics, National Cheng Kung University Assistant Vice President, FIC Technician, National Chung-Shan Institute of Science and Technology Senior Engineer, Featron Computer Corp.	-				
Vice President, Operations Management Division	ROC	Chien Chin- Sheng	M	2017.7.3	225,000	0.26	-	-	-	-	Master of Management, National Taiwan University of Science and Technology Linkou Board Factory Director, Advantech Co. Assistant Project Manager, Strategic Planning Dept, ASE Technology Holding Co IE Section Chief, Compal Electronics	-	-	-	-	-
Assistant Vice President, ODM Europe and Asia Division	ROC	Kuo Chia-Chi	M	2020.5.4	60,000	0.07	-	-	-	-	Master of Industrial Engineering, Purdue University Vice President, Business Headquarters, Ennoconn Corp Assistant Vice President of Application Computer Group, Advantech Co. Senior Assistant Vice President of Sales Dept, Compal Communications, Inc. Assistant Vice President, FIC	-	-	-	-	-
Assistant Vice President, RuggON Division	ROC	Li Teng-Hao (old name:Lee Po-Cheng)	M	2023.1.3	69,856	0.08	-	-	-	-	Simon Fraser University Bachelor of Arts Channel Marketing Specialist, Future Shop Canada Overseas Business Manager, Plustek Inc.	Director (Corporate Representative), RuggON Corp.	-	-	-	-

Job Title (Note 1)	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse and Minor Children		Shares Held through Nominees		Education & Work Experience (Note 2)	Concurrent Positions in Other Companies	Managers who are spouses or within 2nd-degree-kinship			Remarks
					No. of Shares	%	No. of Shares	%	No. of Shares	%			Title	Name	Rship.	
Audit Manager	ROC	Qiu Huang Chun	M	2021.12.24	-	-	-	-	-	-	Bachelor of Accounting, National Taipei University Head of Internal Audit, Asia New Energy Co., Ltd. Head of Internal Audit, Advanced Semiconductor Engineering, Inc. Supervisor, Deloitte Taiwan	-	-	-	-	-
Corporate Governance Manager	ROC	Chang Hsu-Ming	M	2023.03.28	-	-	-	-	-	-	MBA, State University of New York at New Patz Bachelor of Business Administration, National Yunlin University of Science and Technology Assistant manager of Stock affair department ,Kinpo Electronic Special assistant of General Manager, SINBON Electronics	-	-	-	-	-
CFO	ROC	Hsieh Kuo-Tsai	M	2015.3.25	45,000	0.05	-	-	-	-	MBA, Tunghai University Bachelor of Business Administration, National Sun Yat-sen University Chief Financial Officer, ACA Digital Corp Assistant Audit Manager, Hong Shuo Technology Co. Finance Manager, JVC Jianxing (Guangzhou) Technology Co. Deputy Accounting Manager, Jianxing Electronics (now Lite-On) Technology Co. International Business Review Specialist, Chailease Finance Co.	-	-	-	-	-
Accounting Manager	ROC	Yu Chia-Ju	F	2021.12.24	5,000	0.01	-	-	-	-	Bachelor's in Accounting and Statistics, Chungyu Junior College of Business Administration Accounting Manager, TMP International Corp Auditor, Chuang Chi-Hui Accounting Firm	-	-	-	-	-

Note 1: The information should include data on the Presidents, Vice Presidents, Assistant Vice Presidents, department heads, and branch managers. Additionally, any positions equivalent to President, Vice President, Assistant Vice President, regardless of title, should also be disclosed.

Note 2: Relevant experiences to the current position, such as previous employment in a certified public accountant firm or related enterprises during the aforementioned period, should be specified, including the job title and responsibilities held.

## 2. Remuneration Paid to Directors, President, and Vice Presidents in the Most Recent Fiscal Year:

### 1) Remuneration for Directors (including Independent Directors) (Individual Disclosure with Name Ranges)

December 31, 2023; in NT\$ K																						
Title	Name	Director Remuneration								Ratio of Total Remuneration (A+B+C+ D) to Net Income		Relevant Remuneration Received by Directors Who are Also Employees								Ratio of Total Remuneration (A+B+C+D+E+F+G) to Net Income (%)		Remuneration from Ventures Outside Subsidiaries or from Parent
		Remuneratio n (A)		Retirement Pension (B)		Director Fees (C)		Business Execution Expenses (D)				Salaries, Bonuses, and Special Allowances, etc. (E)		Retirement Pension (F)		Employee Compensation (G)						
		Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company (%)	All Companies in Financial Statements (%)	Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company		All Companies in Financial Statements		Compan y (%)	All Companies in Financial Statements (%)	
Cash Amount	Stock Amount															Cash Amount	Stock Amount					
Chairman	FICG Rep.: Chien Min-Tz	0	0	0	0	0	0	13	13	13 - 0.02%	13 - 0.02%	0	0	0	0	0	0	0	0	13 -0.02%	13 - 0.02%	272
Director Rep.	FICG Rep.: Hsu Ching-Chen	0	0	0	0	0	0	13	13	13 - 0.02%	13 -0.02%	5,308	5,308	0	0	0	0	0	0	5,321 -7.92%	5,321 - 7.92%	0
Director	Lin Sung-Hsi	0	0	0	0	0	0	10	10	10 -0.01%	10 -0.01%	0	0	0	0	0	0	0	0	10 -0.01%	10 -0.01%	0
Director	Tseng Huai-Y	0	0	0	0	0	0	13	13	13 -0.02%	13 -0.02%	0	0	0	0	0	0	0	0	13 -0.02%	13 - 0.02%	0
Independent Director	Yu Yung-Kuei		0	0	0	0	0	25	25	25 -0.04%	25 - 0.04%	0	0	0	0	0	0	0	0	25 -0.04%	25 -0.04%	0
Independent Director	Hsiao Tsu-Tse	0	0	0	0	0	0	20	20	20 -0.03%	20 - 0.03%	0	0	0	0	0	0	0	0	20 -0.03%	20 -0.03%	0
Independent Director	Huang Chung-Liang	0	0	0	0	0	0	25	25	25 - 0.04%	25 - 0.04%	0	0	0	0	0	0	0	0	25 -0.04%	25 -0.04%	0
1. Please specify the compensation policy, system, standards, and structure for independent directors, and articulate the correlation between the amount of compensation and factors such as responsibilities, risks, and time commitment: In the fiscal year 2023, independent directors of the Company only received transportation allowances for attending audits and board meetings (NT\$5,000 per attendance per person), and did not receive any other remuneration. 2. In addition to the disclosures in the table above, the remuneration received by directors for services provided in the most recent fiscal year (such as acting as consultants [not as employees] to the parent company / all companies within the financial reports/ investee companies): None.																						

Remuneration for President and Vice Presidents (Aggregate Disclosure with Name Ranges)

December 31, 2023; in NT\$ K

Job Title	Name	Salary (A)		Retirement Pension (B)		Bonuses, Special Allowances, etc. (C)		Employee Compensation (D)				Ratio of Total Compensation (A+B+C+D) to Net Income (%)		Remuneration from Ventures Outside Subsidiaries or from Parent
		Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company		All Companies in Financial Statements		Company	All Companies in Financial Statements	
								Cash Amount	Stock Amount	Cash Amount	Stock Amount			
CEO	Hsieh Yen-Peng	11, 287	11, 287	-	-	11, 201	11, 201	-	-	-	-	22, 488 -33. 49%	22, 488 -33. 49%	0
CTO	Wang Chien-Hsiung													
VP	Liao Shan-Ju													
VP	Chien Chin-Sheng													
CSO	Huang Chien-Chen													
CFO	Hsieh Kuo-Tsai													

\* Regardless of title, all positions equivalent to President or Vice President (e.g., President, CEO, Director-General, etc.) shall be disclosed.

Remuneration Range Table

Payment Range of Remuneration to Each Director of the Company	Name of President and Vice Presidents	
	The Company	All Companies in Financial Statements
Below NT\$1,000,000	-	-
NT\$1,000,000 (inclusive) - NT\$2,000,000 (exclusive)	-	-
NT\$2,000,000 (inclusive) - NT\$3,500,000 (exclusive)	Huang Chien-Chen, Hsieh Kuo-Tsai	Huang Chien-Chen, Hsieh Kuo-Tsai
NT\$3,500,000 (inclusive) - NT\$5,000,000 (exclusive)	Hsieh Yen-Peng, Liao Shan-Ju, Chien Chin-Sheng	Hsieh Yen-Peng, Liao Shan-Ju, Chien Chin-Sheng
NT\$5,000,000 (inclusive) - NT\$10,000,000 (exclusive)	Wang Chien-Hsiung	Wang Chien-Hsiung
NT\$10,000,000 (inclusive) - NT\$15,000,000 (exclusive)	-	-
NT\$15,000,000 (inclusive) - NT\$30,000,000 (exclusive)	-	-
Total	6 individuals	6 individuals

Note 1: The names of the President and Vice Presidents shall be separately listed, disclosing various remuneration amounts in an aggregated manner. Where a director also serves as President or Vice President, both this table and Table (1-1), or (1-2-1) and (1-2-2), shall be completed.

Note 2: Refers to the salaries, duty allowances, and severance pay of the President and Vice Presidents for the most recent fiscal year.

Note 3: Refers to various bonuses, incentives, transportation allowances, special allowances, and miscellaneous allowances, accommodation expenses, vehicle provisions, and other in-kind benefits, along with any other remuneration



provided to the President and Vice Presidents for the most recent fiscal year. When providing accommodation, automobiles, and other means of transportation or personal expenses, please disclose details regarding the nature and cost of the provided assets, the actual or fair market value-based rent, fuel costs, and other associated benefits. Additionally, if a driver is provided, please include a note explaining the relevant compensation paid by the Company to the driver, which is not considered part of the remuneration. Furthermore, salary expenses recognized under IFRS 2 "Share-based Payment," such as stock options granted to employees, restricted stock awards, and subscriptions for newly issued shares through cash capital increases, shall also be included in the remuneration.

Note 4: This pertains to the amount of employee compensation distributed to the President and Vice Presidents for the most recent fiscal year, including stocks and cash, approved by the Board of Directors. If it cannot be estimated, the proposed distribution amount for this year shall be calculated based on the proportion of actual distribution amounts from the previous year. In addition, Schedule 1-3 shall be filled out accordingly.

Note 5: The total remuneration paid to the President and Vice Presidents of the Company by all companies (including the Company) included in the consolidated financial statements shall be disclosed.

Note 6: For the total amount of remuneration paid to each President and Vice President by the Company, the names of the President and Vice Presidents within their respective remuneration brackets shall be disclosed.

Note 7: The aggregate remuneration provided to each President and Vice President of the Company by all companies (including the Company) included in the consolidated financial statements shall be disclosed, along with the names of the President and Vice Presidents enumerated within their respective remuneration brackets.

Note 8: "Net income after tax" refers to the net income after tax for the most recent fiscal year as reported in the parent company only or individual financial statements.

Note 9: a. This column shall clearly indicate the amount of remuneration received by the Company's President and Vice Presidents from investment ventures outside of subsidiaries or from the parent company. If no such remuneration is received, please indicate "None."

b. If the Company's President and Vice Presidents receive remuneration from investment ventures outside of subsidiaries or from the parent company, such remuneration thus received by the Company's President and Vice Presidents shall be included in column E of the remuneration range table, with the column name changed to "Parent Company and All Investment Ventures."

c. Remuneration refers to the compensation, remuneration (including employee, director, and supervisor remuneration), and business execution expenses received by the Company's President and Vice Presidents in their capacity as directors, supervisors, or managers of investment ventures outside of subsidiaries or from the parent company.

\*The contents of remuneration disclosed in this table are different from the concept of income under the Income Tax Act; therefore, the purpose of this table is for information disclosure purposes only and not for taxation purposes.

The compensation of the top five highest-paid executives of the company. (Individual Disclosure with Name Ranges)(Note1)

Job Title	Name	Salary (A) (Note 2)		Retirement Pension (B)		Bonuses, Special Allowances, etc. (C)( Note 3 )		Employee Compensation (D)(Note 4)				Ratio of Total Compensation (A+B+C+D) to Net Income (%) (Note 6 )		Remuneration from Ventures Outside Subsidiaries or from Parent (Note 7 )
		Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company	All Companies in Financial Statements	Company		All Companies in Financial Statements (Note 5)		Company	All Companies in Financial Statements	
								Cash Amount	Stock Amount	Cash Amount	Stock Amount			
CTO	Wang Chien-Hsiung	2,571	2,571	-	-	3,484	3,484	-	-	-	-	6,055 -9.02%	6,055 -9.02%	-

VP	Liao Shan-Ju	2,005	2,005	-	-	2,115	2,115	-	-	-	-	4,120	4,120	-
												-6.13%	-6.13%	
CEO	Hsieh Yen-Peng	2,280	2,280	-	-	1,726	1,726	-	-	-	-	4,006	4,006	-
												-5.97%	-5.97%	
VP	Chien Chin-Sheng	2,005	2,005	-	-	1,851	1,851	-	-	-	-	3,856	3,856	-
												-5.74%	-5.74%	
AVP	Chang Chih-Chun	1,425	1,425	-	-	1,843	1,843	-	-	-	-	3,268	3,268	-
												-4.87%	-4.87%	

Note 1 : The term "top five highest-paid executives" refers to the company's managers, with the criteria for identifying such managers being in accordance with the Ministry of Finance, Securities and Futures Bureau, letter No. 0920001301 dated March 27, 2003, regarding the definition of "managers." As for the principle for determining the "top five highest-paid," the calculation is based on the total salary, retirement pension, bonuses, and special allowances (i.e., the sum of items A, B, C, and D) received by the executives from all companies within the consolidated financial statements, including employee compensation. After sorting, the top five highest-compensated individuals are identified. If a director concurrently serves as one of the aforementioned executives, they should complete both this table and the table above (1-1).

Note 2 : It refers to the salary, position allowances, and severance pay of the top five highest-paid executives for the most recent fiscal year.

Note 3 : This refers to the listing of various bonuses, incentive payments, travel allowances, special allowances, subsidies, housing, company car provisions, and other forms of compensation provided to the top five highest-paid executives for the most recent fiscal year. If assets such as housing, cars, other transportation, or personal expenses are provided, the nature and cost of the provided assets should be disclosed, along with the rental fees (calculated at actual or fair market value), fuel costs, and other related payments. Additionally, if a company car is provided with a driver, an explanation should be included regarding the compensation paid by the company to the driver, but this is not to be included in the total compensation. Furthermore, salary expenses recognized under IFRS 2 "Share-based Payments," including stock options, restricted stock awards, and participation in cash capital increases or stock subscriptions, should also be included in the total compensation.

Note 4 : This refers to the listing of the employee compensation amounts (including stock and cash) for the top five highest-paid executives, as approved by the board of directors for distribution in the most recent fiscal year. If the amount cannot be estimated, it should be calculated based on the proportion of the actual distribution from the previous year, and the corresponding details should also be provided in Appendix 1-3.

Note 5 : The total compensation paid to the top five highest-paid executives of the company, including all companies within the consolidated financial statements (including the company itself), should be disclosed.

Note 6 : "Net profit after tax" refers to the net profit after tax in the most recent fiscal year, as reported in the individual or separate financial statements.

Note 7 : a. This column should clearly state the compensation amounts received by the top five highest-paid executives from subsidiaries, equity investments, or the parent company (if none, please indicate "None").

b. "Compensation" refers to the remuneration and rewards (including employee, director, and supervisor compensation) received by the top five highest-paid executives of the company in their roles as directors, supervisors, or managers of subsidiaries, equity investees, or the parent company, as well as any business execution expenses or related compensation.

\* The compensation disclosed in this table differs from the concept of income under the Income Tax Act. Therefore, the purpose of this table is for informational disclosure only and is not intended for tax purposes.

The managers responsible for distributing employee compensation and the details of the distribution :

	Job Title	Name	Stock Amount	Cash Amount	Total	The ratio of the total amount to net profit after tax.
Managers	CEO	Hsieh Yen-Peng	—	—	—	—
	CTO	Wang Chien-Hsiung				
	VP	Liao Shan-Ju				
	VP	Chien Chin-Sheng				
	VP	Tien Lien-Jen				
	Assistant VP	Li Teng-Hao (old name:Lee Po-Cheng)				
	Assistant VP	Chang Chi-Jun				
	Assistant VP	Huang Meng-Zhou				
	Assistant VP	Chen Han-Dun				
	Assistant VP	Guo Jia-Qi				
	CSO	Huang Chien-Chen				
	CFO	Hsieh Kuo-Tsai				
	Accounting Supervisor	Yu Chia-Ju				
	Corporate Governance Supervisor	Chang Shu-Ming				

- 2) Comparative analysis of the total remuneration paid to the Company's directors, president, and vice presidents over the most recent two fiscal years as a percentage of the profit after tax stated in the standalone and consolidated financial reports, respectively; and a description of the Company's remuneration policies, standards and composition, procedures for determining remuneration, and the correlation with business performance and potential future risks

- I. Analysis of the total remuneration paid by the Company and all companies included in the consolidated financial statements to the Company's directors, president, and vice presidents, as a percentage of the profit after tax in the standalone or individual financial statements:

Item \ YEAR	2024		2023	
	Company	All Consolidated Companies	Company	All Consolidated Companies
Directors	-8.08%	-8.08%	3.99%	3.99%
President & Vice Presidents	-33.49%	-33.49%	9.17%	9.17%

- II. Remuneration Policy, Standards and Composition, Determination Procedures, and the Correlation with Business Performance and Future Risks:

A. Directors and Supervisors

The remuneration of directors in the Company includes transportation allowances and attendance fees for attending board meetings and functional committee meetings, as well as fixed compensation for functional committees.

The Company's policy on remunerating directors and supervisors is stipulated in the Company's articles of corporation. In years of profitability, up to 1.5% may be allocated by the Board of Directors for director and supervisor remuneration. The evaluation of director remuneration allocated annually under the articles of corporation, as reported to the shareholders' meeting, is determined by the Board of Directors, taking into account key factors such as individual contributions to the Company's performance, future risks, and industry benchmarks, in addition to the overall operational performance of the Company.

B. President and Vice Presidents

The remuneration of the Company's president and vice presidents includes salary, bonuses, and employee compensation. Key factors in evaluating remuneration include the position held, responsibilities undertaken, and contributions to the Company, as well as industry benchmarks. In addition, employee compensation may be allocated not less than 1% annually by the Board of Directors, as stipulated in the Company's articles of corporation, in profitable years.

C. Remuneration Determination Procedures

The procedure for determining remuneration is as follows:

Performance evaluation → Proposal for remuneration allocation → Review by the Remuneration Committee → Approval by the Board of Directors → Report to the Shareholders' Meeting.

### 3. Corporate Governance Operations:

#### 1) Board of Directors Operations:

I. From January 1, 2024 to March 2025 the Company's Board of Directors held 5 (A) meetings, and the attendance of directors is as follows:

Title	Name (Note 1)	Actual Attendance Count (B)	Proxy Attendance Count	Actual Attendance (%) [B/A] (Note 2)	Remarks
Chairman	FICG Rep.: Chien Min-Tz	5	-	100.00%	-
Director	FICG Rep.: Hsu Ching-Chen	5	-	100.00%	-
Director	Lin Sung-Hsi	5	-	100.00%	
Director	Tseng Huai-Yi	5	-	100.00%	
Independent Director	Yu Yung-Kuei	5	-	100.00%	
Independent Director	Hsiao Tsu-Tse	5	-	100.00%	
Independent Director	Huang Chung-Liang	5	-	100.00%	

#### 1. Other Matters to be Disclosed:

Should the Board of Directors operate under any of the following circumstances, details including the board meeting date, session, proposal content, opinions of all independent directors, and the Company's response to those opinions shall be specified:

A. Matters stipulated in Article 14-3 of the Securities and Exchange Act: The Company established an Audit Committee, subsequently adhering to relevant provisions set out in Article 14-5 of the same Act.

Date	Session	Agenda Items	Opinions of All Independent Directors and Company's Handling of Such Opinions
2024/3/13	5th Term, 10th Board Meeting	<ul style="list-style-type: none"> <li>The Company's 2023 annual financial statements.</li> <li>The distribution of profits for 2023.</li> <li>The Company's 2023 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System.</li> <li>The Assessment Results of the Independence of the Company's Auditors.</li> <li>Adjustment of manager's fixed compensation.</li> <li>Special bonuses for the Company's managers for 2023.</li> <li>Directors' remuneration and managerial staff compensation for 2023.</li> <li>Cash capital increase through new share issuance for public offering before the initial public offering.</li> <li>Employee share subscription distribution plan for cash capital increase by issuing new shares.</li> <li>Amendment to certain articles in the "Procedures for Handling Material Inside Information."</li> <li>Amendment to certain articles in the "Prevention of Insider Trading Management Regulations."</li> <li>Amendment to certain articles in the "Rules of Procedure for Board of Directors Meetings."</li> <li>Amendment to certain articles in the "Organization Regulations of the Audit Committee."</li> <li>Amendment to certain articles in the "Electronic Data Circulation."</li> <li>Waiver of non-compete clauses for directors'</li> </ul>	<p>I. Content of Objections, reservations, or significant suggestions from independent directors: None.</p> <p>II. All attending independent directors and directors approved the proposals without objection.</p> <p>III. Company's response to independent directors' opinions: None.</p>

		<ul style="list-style-type: none"> <li>representatives.</li> <li>Matters regarding the calling of the annual general meeting.</li> </ul>	
2024/5/8	5th Term, 11th Board Meeting	<ul style="list-style-type: none"> <li>The Company's 2024 Q1 financial statements.</li> <li>The Company Plans to Establish a European Subsidiary through Additional Investment.</li> </ul>	
2024/8/7	5th Term, 12th Board Meeting	<ul style="list-style-type: none"> <li>The Company's 2024 Q2 financial statements.</li> <li>Proposal for Manager Remuneration Changes (Mid-year Bonus).</li> <li>Proposal for the Distribution of Director Remuneration for the 2023 Fiscal Year.</li> <li>Proposal to Apply for a Short-term Loan Credit Line (Reserve) of NT\$300 Million from Taichung Bank Songshan Branch.</li> <li>Proposal to Amend Certain Articles of the Company's "Customer Credit Limit Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Seal Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Financial Statement Preparation Process Management Procedures."</li> </ul>	
2024/11/12	5th Term, 13th Board Meeting	<ul style="list-style-type: none"> <li>The Company's 2024 Q3 financial statements.</li> <li>Proposal for the Company's 2025 Internal Audit Plan.</li> <li>Proposal to Establish the Company's "Sustainability Information Management Guidelines."</li> <li>Proposal to Establish the Company's "Sustainability Report Preparation and Verification Procedures."</li> <li>Proposal to Amend Certain Articles of the Company's "Sustainability Development Code of Practices."</li> <li>Proposal to Amend Certain Articles of the Company's "Job Authorization and Agent System Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Application Procedures for Suspension and Resumption of Trading."</li> <li>Proposal to Amend Certain Articles of the Company's "Asset Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Electronic Data Circulation Guidelines."</li> <li>Proposal for the Chairman's Remuneration.</li> </ul>	
2025/3/12	5th Term, 14th Board Meeting	<ul style="list-style-type: none"> <li>The Company's 2024 annual financial statements.</li> <li>The distribution of profits for 2024.</li> <li>The Company's 2024 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System."</li> <li>Proposal to Amend the Company's "Compensation and Performance Bonus Policy."</li> <li>Proposal to Lift the Non-Compete Restrictions for Newly Appointed Directors and Their Representatives.</li> <li>Proposal to Amend Certain Articles of the Company's "Procedures for Engaging in Derivatives Transactions."</li> <li>Proposal to Redefine the Company's "Compensation and Performance Evaluation Measures for Directors and Managers."</li> <li>Proposal to Amend Certain Articles of the Company's "Investment Cycle Procedures."</li> <li>Proposal to Amend Certain Articles of the Company's "Financing Cycle Procedures."</li> <li>Proposal to Amend Certain Articles of the Company's "Guidelines for Management of Check Usage."</li> <li>Proposal to Apply for a Hedging Limit for Derivative Financial Product Transactions.</li> <li>Approval of the Acquisition of E3 Displays, LLC.</li> <li>Approval for the Establishment of 100% Holding Company in the United States.</li> </ul>	
<p>B. Apart from the aforementioned, any other decisions made by the Board of Directors that elicited objections or reservations from independent directors, along with documented records or written statements: None.</p> <p>2. Regarding directors' recusal from conflict-of-interest proposals, the names of directors, proposal</p>			

details, reasons for recusal due to conflict of interest, and their participation in voting shall be specified: N/A.

Directors Recusing from Conflict of Interest	Board Meeting Date	Session	Proposal	Recusal Reasons & Voting Participation
FICG Rep.: Hsu Ching-Chen	2024/03/13	5th Term, 10th Board Meeting	Employee share subscription distribution plan for cash capital increase by issuing new shares.	Except for Director Hsu, Ching-Chen, who recused herself from discussion and voting due to a conflict of interest arising from her concurrent role as a managerial officer, the motion was unanimously approved by all six attending directors without objection after being confirmed by the Chair.
FICG Rep.: Chien Min-Tz	2024/11/12	5th Term, 13th Board Meeting	Proposal for the Chairman's Remuneration.	As the Chairperson is the party involved in this matter, they recused themselves from the discussion and voting in accordance with relevant regulations. The Vice Chair, appointed by the Chairperson to act on their behalf, confirmed that the motion was unanimously approved by all six attending directors without objection.

3. The information regarding the evaluation cycle, period, scope, method, and content of the Board of Directors' self-assessment (or peer assessment), with the implementation status of the assessment as follows:

Board of Directors Report Date	March 12, 2025
Evaluation Cycle	Annually
Evaluation Period	From January 1, 2024, to December 31, 2024
Evaluation Scope	1. Entire Board of Directors 2. Individual Directors 3. Functional Committees: Audit Committee and Remuneration Committee; the Sustainable Development Committee
Evaluation Subjects	Members of the current Board of Directors and Functional Committees
Evaluation Methods	1. Self-assessment questionnaires for the Board of Directors 2. Self-assessment questionnaires for Board members 3. Self-assessment questionnaires for the Audit Committee 4. Self-assessment questionnaires for the Remuneration Committee
Evaluation Content	1. Dimensions of Performance Evaluation for the Entire Board of Directors: A. Engagement in Company Operations B. Enhancement of Board Decision Quality C. Board Composition and Structure D. Director Election and Continuous Education E. Internal Controls 2. Dimensions of Performance Evaluation for Individual Board Members: A. Grasp of Company Goals and Mission B. Awareness of Director Responsibilities C. Engagement in Company Operations D. Management of Internal Relationships and Communication E. Professionalism and Continuous Education of Directors F. Internal Controls 3. Dimensions of Performance Evaluation for the Audit Committee: A. Engagement in Company Operations B. Awareness of Audit Committee Responsibilities C. Enhancement of Audit Committee Decision Quality

		D. Composition and Selection of Audit Committee Members E. Internal Controls 4. Dimensions of Performance Evaluation for the Remuneration Committee: A. Engagement in Company Operations B. Awareness of Remuneration Committee Responsibilities C. Enhancement of Remuneration Committee Decision Quality D. Composition and Selection of Remuneration Committee Members 5. Dimensions of the Sustainable Development Committee A. Level of Participation in Company Operations B. Understanding of the Responsibilities of the Sustainable Development Committee C. Enhancing the Decision-Making Quality of the Sustainable Development Committee D. Composition and Selection of Members of the Sustainable Development Committee		
Evaluation Results (Note):		1. Entire Board of Directors:		
		Dimension	Average Score	Rating
		A. Engagement in Company Operations	4.89	Very good
		B. Enhancement of Board Decision Quality	4.71	Very good
		C. Board Composition and Structure	5.00	Excellent
		D. Director Selection and Continuous Education	5.00	Excellent
		E. Internal Controls	5.00	Excellent
		Overall Average	4.90	Very good
		2. Dimensions of Performance Evaluation for Individual Board Members:		
		Dimension	Average Score	Rating
		A. Grasp of Company Goals and Mission	4.52	Very good
		B. Awareness of Director Responsibilities	4.79	Very good
		C. Engagement in Company Operations	4.64	Very good
		D. Management of Internal Relationships and Communication	4.38	Very good
		E. Professionalism and Continuous Education of Directors	4.71	Very good
		F. Internal Controls	4.81	Very good
		Overall Average	4.63	Very good
		3. Dimensions of Performance Evaluation for the Audit Committee:		
		Dimension	Average Score	Rating
		A. Engagement in Company Operations	4.83	Very good
		B. Awareness of Audit Committee Responsibilities	4.47	Very good
		C. Enhancement of Audit Committee Decision Quality	4.57	Very good
		D. Composition and Selection of Audit Committee Members	4.67	Very good
		E. Internal Controls	4.44	Very good
		Overall Average	4.59	Very good
		4. Dimensions of Performance Evaluation for the Remuneration Committee:		
		Dimension	Average Score	Rating
		A. Engagement in Company Operations	4.92	Very good
		B. Awareness of Remuneration Committee Responsibilities	4.58	Very good
		C. Enhancement of Remuneration Committee Decision Quality	4.43	Very good
		D. Composition and Selection of	4.67	Very good



	Remuneration Committee Members		
	Overall Average	4.61	Very good
	5. Dimensions of the Sustainable Development Committee		
	A. Level of Participation in Company Operations	4.58	Very good
	B. Understanding of the Responsibilities of the Sustainable Development Committee	4.44	Very good
	C. Enhancing the Decision-Making Quality of the Sustainable Development Committee	4.48	Very good
	D. Composition and Selection of Members of the Sustainable Development Committee	4.67	Very good
	Overall Average	4.53	Very good
Note: Numeric Scale: 1: Very Poor (Strongly Disagree); 2: Poor (Disagree); 3: Average (Neutral); 4: Very good (Agree); 5: Excellent (Strongly Agree).			
4.	Evaluation of the Objectives and Implementation Status for Enhancing Board Functionality in the Current and Most Recent Year:		
	(1) Areas for Improvement:		
	Items that require enhancement include increasing the frequency of Board and Sustainable Development Committee meetings, strengthening efforts to help directors understand the characteristics and risks of the industry in which the company operates, promoting awareness to avoid directors holding concurrent positions as directors or supervisors in multiple companies, improving interaction and communication among directors and between directors and the management team, and providing the Remuneration Committee with complete, timely, and high-quality information.		
	(2) Improvement Plan:		
	The improvement measures include planning to add a Board meeting in February and hold quarterly Sustainable Development Committee meetings; providing the company's annual shareholder meeting report upon directors' onboarding to help them understand the industry characteristics and risks; accurately disclosing concurrent positions held by directors and reminding them of the number of such positions; offering in-person meeting options to enhance interactions between directors and the management team; and ensuring the corporate governance officer understands the needs of each committee member and communicates with the proposing units to provide necessary information for decision-making.		

2) Audit Committee Operation:

From January 1, 2024 to March 2025 audit committee of the Company convened 5 (A) meetings. The attendance of directors is as follows:

Title	Name	Actual Attendance Count (B)	Proxy Attendance Count	Actual Attendance (%) (B/A) (Note 1, Note 2)	Remarks
Independent Director	Yu Yung-Kuei	5	-	100.00%	Convener
Independent Director	Hsiao Tsu-Tse	5	-	100.00%	-
Independent Director	Huang Chung-Liang	5	-	100.00%	-

Other Matters to be Disclosed:

1. If the Audit Committee operates under any of the following circumstances, the following details shall be specified: the Audit Committee meeting date, session, proposal content, independent directors' objections, reservations or significant recommendations, decision outcomes of the Audit Committee, and the Company's response to the opinions of the Audit Committee.

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

Date	Session	Agenda Items	Opinions of All Independent Directors and Company's Handling of Such Opinions
2024/3/13	1st Term 8st Session	<ul style="list-style-type: none"> <li>The Company's 2023 annual financial statements.</li> <li>The distribution of profits for 2023.</li> <li>The Company's 2023 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System.</li> <li>The Assessment Results of the Independence of the Company's Auditors.</li> <li>Adjustment of manager's fixed compensation.</li> <li>Special bonuses for the Company's managers for 2023.</li> <li>Directors' remuneration and managerial staff compensation for 2023.</li> <li>Cash capital increase through new share issuance for public offering before the initial public offering.</li> <li>Employee share subscription distribution plan for cash capital increase by issuing new shares.</li> <li>Amendment to certain articles in the "Procedures for Handling Material Inside Information."</li> <li>Amendment to certain articles in the "Prevention of Insider Trading Management Regulations."</li> <li>Amendment to certain articles in the "Rules of Procedure for Board of Directors Meetings."</li> <li>Amendment to certain articles in the "Organization Regulations of the Audit Committee."</li> <li>Amendment to certain articles in the "Electronic Data Circulation."</li> <li>Waiver of non-compete clauses for directors' representatives.</li> <li>Matters regarding the calling of the annual general meeting.</li> <li>The Company proposes to approve the provision of non-assurance services by the audit firm and its affiliates to the Company and its subsidiaries.</li> </ul>	<p>1. Content of Objections, reservations, or significant suggestions from independent directors: None.</p> <p>2. All attending independent directors and directors approved the proposals without objection.</p> <p>3. Company's response to independent directors' opinions: None.</p>
2024/05/08	1st Term 9th Session	<ul style="list-style-type: none"> <li>The Company's 2024 Q1 financial statements.</li> </ul>	
2024/08/07	1st Term 10th Session	<ul style="list-style-type: none"> <li>The Company's 2024 Q2 financial statements.</li> <li>Proposal to Amend Certain Articles of the Company's "Customer Credit Limit Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Seal Management Guidelines."</li> </ul>	

		<ul style="list-style-type: none"> <li>Proposal to Amend Certain Articles of the Company's "Financial Statement Preparation Process Management Procedures."</li> </ul>	
2024/11/12	1st Term 11th Session	<ul style="list-style-type: none"> <li>The Company's 2024 Q2 financial statements.</li> <li>Proposal to Amend Certain Articles of the Company's "Application Procedures for Suspension and Resumption of Trading."</li> <li>Proposal to Amend Certain Articles of the Company's "Asset Management Guidelines."</li> <li>Proposal to Amend Certain Articles of the Company's "Electronic Data Circulation Guidelines."</li> </ul>	
2025/03/12	1st Term 12th Session	<ul style="list-style-type: none"> <li>Ratification of the establishment of the Company's "Sustainability Information Management Guidelines."</li> <li>Ratification of the establishment of the Company's "Procedures for the Preparation and Verification of Sustainability Reports."</li> <li>Ratification of the partial amendment to the Company's "Sustainable Development Best Practice Principles."</li> <li>The Company's 2024 annual financial statements.</li> <li>The distribution of profits for 2024.</li> <li>The Company's 2024 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System."</li> <li>Amendment to the Company's "Compensation and Performance Bonus Policy."</li> <li>Reestablishment of the Company's "Regulations for Remuneration and Performance Evaluation of Directors and Managers."</li> <li>Partial amendment to the Company's "Procedures for the Trading of Derivatives."</li> <li>Partial amendment to the Company's "Investment Cycle."</li> <li>Partial amendment to the Company's "Financing Cycle."</li> <li>Partial amendment to the Company's "Regulations for the Management of Promissory Note Usage."</li> <li>Approval of the acquisition of E3 Displays, LLC.</li> <li>Approval for the establishment of 100% U.S. holding company.</li> </ul>	

(2) Apart from the aforementioned matters, other decisions made without the approval of the Audit Committee but with the consent of two-thirds or more of all directors: None.

2. The status of independent directors' recusal from proposals involving conflicts of interest shall entail the name of the independent director, the proposal's content, the reasons for recusal due to potential conflicts of interest, and their voting participation: N/A.

3. Communication between independent directors and the internal auditing officer and auditors (including significant matters, methods, and outcomes of communication over the Company's financial and business conditions).

(1) The Company's internal auditing officer regularly presents audit operations reports and engages in discussions with the Audit Committee. Communication between the Audit Committee and the internal auditing officer is satisfactory.

Communication Date	Summary of Communication Highlights	Suggested Implementation
2024/03/13 Board meeting	internal audit implementation progress and tracking improvements in 4Q 2023	Acknowledged understanding and exchanged opinions.
2024/05/08 Board meeting	internal audit implementation progress and tracking improvements in 1Q 2024	Acknowledged understanding and exchanged opinions.
2024/08/07 Board meeting	internal audit implementation progress	Acknowledged understanding and exchanged opinions.
2024/11/12 Board meeting	internal audit implementation progress and tracking improvements in 3Q 2024	Acknowledged understanding and exchanged opinions.
2025/03/12 Board meeting	internal audit implementation progress and tracking improvements in 4Q 2024	Acknowledged understanding and exchanged opinions.

(2) At each quarterly Audit Committee meeting, the Company's external auditors provide reports on the results of the audit or review of quarterly financial statements and other communication matters mandated by relevant laws. In case of any special circumstances, they promptly report to the Audit Committee members. There were no such special circumstances in the fiscal year 2024. Communication between the Audit Committee and the external auditors is satisfactory. Detailed communication matters between

independent directors and the external auditors are provided in the following table:

Communication Date	Summary of Communication Highlights	Suggested Implementation
2024/03/13 Pre-Audit Committee Meeting (Private Session with Independent Directors)	Scope and Significance of the Audit Audit Report and Key Audit Matters Independence of the Auditor Other Communication Matters Recent Legal Updates	Acknowledged understanding and exchanged opinions.
2024/05/08 Pre-Board Meeting	Review Method and Scope Independence of the Auditor Other Communication Matters Recent Legal Updates	Acknowledged understanding and exchanged opinions.
2024/08/07 Pre-Board Meeting	Review Method and Scope Significant Matters Discussed with Management Independence of the Auditor Other Communication Matters	Acknowledged understanding and exchanged opinions.
2024/11/12 Pre-Board Meeting	I. Communication Matters Related to the Review of Interim Financial Reports: Summary Report of the Review for the Third Quarter of 2024 (FY113) II. Communication Matters Related to the Audit Planning Stage: (1) Audit Communication Plan (2) Roles and Responsibilities of the Engagement Partner (3) Audit Plan (4) Auditor's Independence (5) Quality Control System of the Audit Firm	Acknowledged understanding and exchanged opinions.
2024/03/13 Pre-Audit Committee Meeting (Private Session with Independent Directors)	Scope and Significance of the Audit Audit Report and Key Audit Matters Independence of the Auditor Other Communication Matters Recent Legal Updates AQI	Acknowledged understanding and exchanged opinions

Note 1: In case of the resignation of an independent director before the fiscal year-end, the resignation date shall be specified in the remarks column. The actual attendance rate (%) shall be calculated based on the number of Audit Committee meetings held during their tenure and their actual attendance count.

Note 2: Before the end of the fiscal year, if there have been reelections of independent directors, both the new and incumbent independent directors shall be listed. In the remarks column, it shall be indicated whether the independent director is an incumbent, incoming, or reelected, along with the date of the reelection. The actual attendance rate (%) shall be calculated based on the number of Audit Committee meetings held during their tenure and their actual attendance count.

3) The State of the Company's Implementation of Corporate Governance, Any Deviation from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies, and the Reason for Any Such Deviation:

Evaluation Item	Implementation Status (Note)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
1. Has the company formulated and disclosed corporate governance best practice principles as per the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies?	✓		The Company has adopted corporate governance best practice principles as resolved by the board of directors. It has also instituted comprehensive internal control systems in line with these principles, ensuring fair treatment of shareholders and protection of their rights.	N/A
2. Company's Equity Structure and Shareholders' Equity: (1) Has the company established internal procedures to handle shareholder suggestions, queries, disputes, and legal matters, and executed them accordingly?	✓		The Company has established the "Regulations Governing the Administration of Shareholder Services" and appointed dedicated personnel in investor relations, public relations, legal affairs, and other relevant areas to handle shareholder suggestions or disputes with care.	N/A
(2) Does the company have a list of principal shareholders exercising control over the company, along with the ultimate controllers of these principal shareholders?	✓		In case of stock transfer suspension, such as during shareholder meetings or ex-dividend periods, the Company may request access to shareholder rosters and related information from the Taiwan Depository & Clearing Corporation (TDCC).	N/A
(3) Has the company established and enforced risk management and firewall mechanisms with its affiliated entities?	✓		The selection of organizational structures for affiliated companies has all considered firewall mechanisms, and all subsidiary companies have established relevant internal control systems.	N/A
(4) Does the Company have internal regulations in place prohibiting insiders from trading securities based on undisclosed material information in the market?	✓		The Company has implemented the "Procedures for Ethical Management and Guidelines for Conduct," strictly prohibiting insiders from trading securities based on undisclosed material information in the market.	N/A
3. Composition and Responsibilities of the Board of Directors (1) Has the Board of Directors formulated a policy regarding diversity, specific management objectives, and ensured their implementation?	✓		The Company has established a board diversity policy, under which the composition of the board of directors is mandated to consider diversity. Based on the operation, business model, and development needs of the Company, members of the board with diverse backgrounds and perspectives, including but not limited to gender, age, nationality, culture, educational and professional backgrounds (including law, accounting, industry, finance, marketing, or technology), skills, and industry experience, are selected. Additionally, the nomination criteria for board members entail integrity, reputation, achievements, commitment to corporate supervision, management assistance capabilities, and contributions to the Company's success.	N/A

Evaluation Item	Implementation Status (Note)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
			<p>Independent directors must meet legal qualifications.</p> <p>On March 13, 2024, the Company's board of directors approved the "Corporate Governance Best Practice Principles," including a diversity policy in Chapter Four, "Enhancing Board Functions." Board member nominations and elections adhere to the Company's articles of incorporation, utilizing a candidate nomination system. Stakeholder opinions are considered alongside candidate qualifications and experiences, in compliance with the "Rules for Elections of Directors and Supervisors" and "Corporate Governance Best Practice Principles" to ensure board diversity and independence.</p> <p>The Company's board composition consists of 1/7 directors with employee status, 3/7 independent directors, and 1/7 female directors.</p> <p>The diversity policy for board composition is publicly disclosed on the Company's website and the Market Observation Post System (MOPS).</p>	
(2) Besides establishing the Remuneration Committee and Audit Committee as mandated by law, has the company voluntarily established other functional committees?	✓		The Company's Sustainable Development Division, led by the management team, convenes monthly cross-divisional meetings. These meetings ensure alignment between ESG initiatives' progress and direction with both the board of directors' expectations and societal needs.	N/A
(3) Has the company established the Rules for Performance Evaluation of Board of Directors and its evaluation criteria? Does it conduct regular annual performance evaluations and submit the results to the Board of Directors? Are these results used as references for individual director compensation and nomination for re-election?	✓		<p>On October 17, 2022, the Company's board of directors adopted the "Rules for Performance Evaluation of Board of Directors," which stipulates an annual performance evaluation for the overall board, individual directors, and functional committees. External professional entities, experts, or other appropriate methods may be enlisted when necessary to conduct these assessments. The criteria for evaluating the board's, individual directors', and functional committees' performance shall encompass, at minimum, the following aspects or other elements as mandated or modified by laws or regulations: (1) Board performance evaluation: involvement in corporate operations, enhancement of board decision-making quality, board composition and structure, director selection and continuing education, internal controls; (2) Individual director performance evaluation: comprehension of corporate objectives and missions, awareness of directorial responsibilities, involvement in corporate operations, internal relationship management and communication, professional competence, continuing education of directors, and internal controls; and (3) Functional committee performance evaluation: involvement in corporate operations, awareness of committee responsibilities, decision-making quality of committees, composition of committees, member selection, and internal controls. The</p>	N/A

Evaluation Item	Implementation Status (Note)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
			benchmarks for board performance evaluation shall be tailored to the Company's operations and requirements, ensuring they are apt and conducive to the execution of performance assessments. The outcomes of the annual board performance evaluation are presented to the board of directors in the first quarter of each year. These results serve as a basis for determining compensation for individual directors/committee members and for pinpointing areas for improvement. The assessment findings for the most fiscal year were reported to the board on March 12, 2025, detailed in Section 3-4 of the Corporate Governance Operations.	
(4) Does the company regularly evaluate the independence of the auditor?	✓		The Company evaluates the independence and competency of its signing certified public accountants (CPAs) at least once a year. The assessment covers areas such as financial interests, loans and guarantees, business relationships, family and personal relationships, employment relationships, gifts and special treatment, auditor rotation, and non-audit services. The Company also obtains an independence declaration from the signing CPAs. Starting from 2025 (FY114), the CPAs will provide Audit Quality Indicators (AQIs). The most recent evaluation results are scheduled to be submitted to the Audit Committee and the Board of Directors for review on May 7, 2025.	N/A
4. Does the TWSE/TPEX listed company appoint competent and adequate personnel for corporate governance, including assigning a corporate governance officer responsible for governance matters (such as providing directors and supervisors with necessary information for business execution, assisting them in legal compliance, managing affairs related to board and shareholder meetings, and preparing minutes of such meetings)?	✓		As resolved by the board of directors on March 28, 2023, the Company appointed Senior Manager Chang Shu-Ming of Corporate Governance and Investor Relations as the Corporate Governance Officer. This appointment aims to safeguard shareholder rights and strengthen the functions of the board of directors as Chang possesses over three years of experience in managerial positions related to shareholder services in publicly traded companies. The primary responsibilities of the Corporate Governance Officer include handling matters related to board and shareholder meetings in compliance with the law, preparing meeting minutes, assisting directors in assuming their duties and continuing education, providing necessary information to the directors for business execution, and ensuring directors' adherence to laws and regulations.	N/A
5. Has the company established communication channels with stakeholders (including but not limited to shareholders, employees, customers, and suppliers), set up a stakeholder section on its website, and appropriately addressed significant corporate social responsibility issues raised by stakeholders?	✓		The Company hosts a dedicated section on corporate sustainable development on its website, complete with contact information for relevant personnel. Additionally, there is a stakeholder communication section to promptly address issues raised by stakeholders: <a href="https://www.ubiqconn.com/tw/investor_stakeholder.php">https://www.ubiqconn.com/tw/investor_stakeholder.php</a>	N/A

Evaluation Item	Implementation Status (Note)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
6. Does the company engage a professional shareholder services agency to handle shareholder meeting affairs?	✓		The Company has entrusted Grand Fortune Securities Co.'s shareholder services department to handle matters related to shareholder meetings.	N/A
7. Information Disclosure (1) Does the company have a website disclosing financial and governance information?	✓		The Company regularly discloses financial and governance-related information on its website ( <a href="https://www.ubiqconn.com/tw/">https://www.ubiqconn.com/tw/</a> , available in both Chinese and English).	N/A
(2) Does the company utilize alternative methods for information disclosure (such as establishing an English website, appointing personnel for corporate information collection and disclosure, implementing a spokesperson system, and publishing investor conferences on the company website)?	✓		1. The Company has assigned a specific individual from the Corporate Governance and Investor Relations Department to handle the collection and disclosure of corporate information (email: <a href="mailto:uti-ir@ubiqconn.com">uti-ir@ubiqconn.com</a> ). 2. The Company has implemented a spokesperson system (Spokesperson: Assistant Vice President Huang Chien-Chen of Sustainable Development; Acting Spokesperson: Assistant Vice President Hsieh Kuo-Tsai of Finance). 3. The Company simultaneously publishes relevant materials on its website ( <a href="https://www.ubiqconn.com/tw/">https://www.ubiqconn.com/tw/</a> ) during investor conferences.	N/A
(3) Does the company disclose and file annual financial reports within two months after the end of the fiscal year, and disclose and file Q1, Q2, and Q3 financial reports and monthly operational status reports prior to prescribed deadlines?	✓		The Company provides real-time information to shareholders and stakeholders through the Market Observation Post System and its website. We ensure timely disclosure and filing of annual financial reports within the statutory period following the end of the fiscal year, along with quarterly financial reports and monthly operational status reports within the prescribed deadlines.	N/A
8. Does the Company provide additional essential information to facilitate understanding of corporate governance operations? This includes, but is not limited to, employee rights, employee well-being, investor relations, supplier relations, stakeholder rights, status of directors' and supervisors' continuing education, implementation of risk management policies and risk measurement standards, execution of customer policies, and the Company's procurement of liability insurance for directors and supervisors.	✓		1. The Company consistently publishes financial and governance-related information on its website ( <a href="https://www.ubiqconn.com/tw/">https://www.ubiqconn.com/tw/</a> ), available in both Chinese and English. This transparent disclosure allows general employees, investors, suppliers, and stakeholders to access information freely. 2. All directors of the Company are professionals in their respective fields. The Company consistently provides directors with relevant regulatory information they need to be aware of, and the management team regularly conducts business briefings and other relevant briefings for them. Further details regarding Company directors' continuing education can be found on the Market Observation Post System. 3. The Company has established robust internal control systems in compliance with applicable laws and effectively executes them. Additionally, it conducts appropriate risk assessments for major counterparty banks, customers, and suppliers to mitigate credit risks.	N/A



Evaluation Item	Implementation Status (Note)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
			<p>4. Directors of the Company all abstain from voting on proposals involving conflicts of interest.</p> <p>5. The Company has procured liability insurance for directors and key personnel.</p> <p>6. In succession planning for senior management at Ubiquinn Technology, emphasis is placed not only on the successor's strategic planning and operational capabilities but also on their adherence to core values (Curiosity, Empathy, Agility, Can-do Attitude, Discipline). Succession candidates for managers on the Company's board of directors and in senior management undergo rotational assignments to the senior management teams across subsidiary companies within the group and across business units within the headquarters. This is complemented by coaching from internal and external senior executives, deepening of professional capabilities, and personal development plans to cultivate breadth and depth in decision-making and practical operations, thereby laying the groundwork for future succession.</p>	
<p>9. Please provide an explanation of improvements based on the recent corporate governance evaluation results released by the Taiwan Stock Exchange's Corporate Governance Center, and identify priority areas and measures for enhancement for those areas that have not yet been improved.</p> <p>The Company has not yet undergone evaluation.</p>				
<p>Note: Regardless of whether the evaluation item is achieved or not ("Yes" or "No"), an explanation shall be provided in the summary column.</p>				

4) Composition, Responsibilities, and Operations of the Remuneration Committee & Sustainable Development Committee :

1) Member Information of the Remuneration Committee & Sustainable Development Committee:

Title (Note 1) Name	Criteria  Professional Qualifications and Experience (Note 2)	Independence Status (Note 3)	Number of Other Public Companies Where Serving Concurrently on Remuneration Committee
Independent Director	<p>Yu Yung-Kuei</p> <p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making. Key Experiences: Director and President, TGVest Capital Inc. Director and President, Hung Din Venture Capital Co. Director, Song Chuan Precision Co. Director, Yishuo Investment Co. Director, Yishuo II Investment Co. Director, Yishuo III Investment Co. Supervisor, Yida Partners Co. Director, Yishuo Partners I Co. Director, Yishuo Partners II Co. Director, Yisheng Partners Co. Director, TGVest Capital II, Ltd. Director, Yitao Partners Co. Director, T Blossom Investment, Inc. Investment Manager, China Development Industrial Bank Specialist, Asia Pacific Investment Corp. Development Engineer, Chin Chun Motor Co. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.</p>	No circumstances listed in the note	1
Independent Director	<p>Hsiao Tsu-Tse</p> <p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, leadership decision-making. Key Experiences: Chairman, Deli Energy Inc. Vice President, ST Engineering (Taiwan) Ltd. Product Manager, Kang Jin Universe Technology Co. IT Manager, Ji Xiang Securities Co. R&amp;D Engineer, UTSI Computer Co. Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.</p>	No circumstances listed in the note	None

Criteria		Professional Qualifications and Experience (Note 2)	Independence Status (Note 3)	Number of Other Public Companies Where Serving Concurrently on Remuneration Committee
Title (Note 1) Name				
Independent Director	Huang Chung-Liang	<p>Industry Experience / Professional Competence: Operational management, industry experience, professional knowledge, financial accounting, leadership decision-making. Key Experiences: (Independent Director with Financial Expertise)" Master's in Finance, Florida International University Gloria &amp; Partners L.T.D. President special assistant Senior Project Manager, Strategic Execution Office, Marketch International Corp. Executive Office Chairman's Special Assistant, EVP Technology LLC. (U.S.A.) Taiwan Branch Project Business Manager, Track Systems Division, Siemens AG Finance ERP Project Manager, Otis Elevator Company (Taiwan) Limited Possesses over five years of work experience and practical experience required for company operations. No circumstances falling under Article 30 of the Company Act.</p>	No circumstances listed in the note	None
<p>Note: This includes, but is not limited to, whether oneself, spouse, and relatives within the second degree of kinship serve as directors, supervisors, or employees of the Company or its affiliated enterprises.; the quantity and proportion of shares held by oneself, spouse, and relatives within the second degree of kinship (or held through nominees), whether they serve as directors, supervisors, or employees of companies with specific relationships with the Company (refer to Article 3, Paragraph 1, Subparagraphs 5-8 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and the remuneration received for providing business, legal, financial, accounting, or other services to the Company or its affiliated enterprises in the most recent two years.</p>				

2) Responsibilities of the Remuneration Committee & Sustainable Development Committee:

• Responsibilities of the Remuneration Committee:

- i. The Remuneration Committee shall exercise the due care of a good administrator and faithfully perform the following duties, with recommendations submitted to the Board of Directors for discussion: Regularly review the Remuneration Committee Charter and propose amendments when necessary.
- ii. Establish and periodically review the performance evaluation criteria, annual and long-term performance goals, and the policies, systems, standards, and structures of remuneration for the Company's directors and managerial officers. The performance evaluation criteria shall be disclosed in the annual report.
- iii. Periodically assess the achievement of performance goals by directors and managerial officers and determine their individual remuneration packages and amounts based on the results of the evaluations.

• Responsibilities of the Sustainable Development Committee:

- i. Formulate the Company's sustainable development policies.
- ii. Develop the Company's sustainability vision, goals, strategies, and action plans. Review, monitor, and revise the implementation and effectiveness of the Company's sustainable development efforts, and regularly report to the Board of Directors.

- iii. Address the concerns of various stakeholders, including but not limited to shareholders, customers, suppliers, employees, government agencies, non-profit organizations, communities, and the media, and supervise related communication plans.
- iv. Based on relevant initiatives, establish dedicated or concurrent sustainability units and assign dedicated or concurrent personnel and task forces to carry out implementation. Matters resolved by the Committee shall be executed by the designated units or task forces. The sustainability officers shall oversee committee matters, consolidate annual plans and implementation results from each task force, and submit them to the Board of Directors after Committee approval.
- v. The Company shall provide timely and appropriate information, in a form and of a quality that enables the Committee to make informed decisions and fulfill its responsibilities.

3) Information on the Operation of the Remuneration Committee & Sustainable Development Committee:

• Remuneration Committee :

A. The Remuneration Committee of the Company consists of 3 members.

Term of the current members: from February 6, 2023, to December 1, 2025. In the most recent fiscal year, the Remuneration Committee held 5 meetings (A). The qualifications of the members and their attendance record are as follows:

Title	Name	Actual Attendance Count (B)	Proxy Attendance Count	Actual Attendance (%) (B/A) (Note)	Remark
Convener	Huang Chung-Liang	5	0	100	
Member	Hsiao Tsu-Tse	5	0	100	
Member	Yu Yung-Kuei	4	1	80	
<p>Other Matters to Be Disclosed:</p> <p>1. In cases where the Board of Directors does not adopt or modify the recommendations of the Remuneration Committee, details including the board meeting date, session, proposal content, resolutions, and the Company's response to the Remuneration Committee's opinions shall be provided (e.g., if the approved remuneration by the Board exceeds the Committee's recommendations, the disparities and reasons thereof shall be specified): N/A.</p> <p>2. Regarding decisions made by the Remuneration Committee where members express objections or reservations and said objections or reservations have been recorded or prepared as a written statement, disclosure shall include the Committee's meeting date, session, proposal content, all members' opinions, and how these opinions were addressed: N/A.</p> <p>Note 1: In case of the resignation of a Remuneration Committee member before the fiscal year-end, the resignation date shall be specified in the remarks column. The actual attendance rate (%) shall be calculated based on the number of Remuneration Committee meetings held during their tenure and their actual attendance count.</p> <p>Note 2: Before the end of the fiscal year, if there have been reelections of the Remuneration Committee, both the new and incumbent committee members shall be listed. In the remarks column, it shall be indicated whether the member is an incumbent, incoming, or reelected, along with the date of the reelection. The actual attendance rate (%) shall be calculated based on the number of Remuneration Committee meetings held during their tenure and their actual attendance count.</p>					

• Sustainable Development Committee :

A. The Remuneration Committee of the Company consists of 3 members.

B. Term of the current members: from November 7, 2023, to December 1, 2025. In the most recent fiscal year, the Remuneration Committee held 3 meetings (A). The qualifications of the members and their attendance record are as follows:

Title	Name	Professional Qualifications and Experience (Continuing Education Courses)	Actual Attendance Count (B)	Proxy Attendance Count	Actual Attendance (%) (B/A) (Note)	Remark
Convener	Hsiao Tsu-Tse	2024 Cathay Sustainable Finance and Climate Change Summit	3	0	100	-
Member	Huang Chung-Liang	ESG Sustainable Development and the Challenges of Carbon Emissions	3	0	100	-
Member	Yu Yung-Kuei	ESG Sustainable Development and the Challenges of Carbon Emissions	3	0	100	-

**Other Matters to Be Disclosed:**

The Sustainable Development Committee should specify the date, period, agenda items, suggestions or objections from the members of the Sustainable Development Committee, the resolution results of the Sustainable Development Committee, and the company's handling of the opinions of the Sustainable Development Committee.

Date	Session	Agenda Items	All members' opinions and the company's handling of the members' opinions.
2024/03/13	1st Term 1st Session	<ul style="list-style-type: none"> <li>Ubiquconn Progress and Plan Report on Sustainable Development Initiatives</li> </ul>	Content of the committee
2024/11/12	1st Term 2st Session	<ul style="list-style-type: none"> <li>Identification of major issues for stakeholders in 2023 and 2024, and planning for sustainable activities in 2025.</li> <li>Establishment of the company's "Sustainable Information Management Policy."</li> <li>Establishment of the company's "Sustainability Report Compilation and Verification Procedure."</li> <li>Revision of certain articles in the company's "Sustainable Development Practices Code."</li> </ul>	members' opposing opinions, reservations, or significant suggestions: None.
2025/3/12	1st Term 3th Session	<ul style="list-style-type: none"> <li>2024 Sustainable Development Execution Results Report.</li> <li>The company's 2025 Sustainable Development "Material Issues" Identification Results.</li> </ul>	All attending members had no objections and unanimously approved.  Company's handling of committee members' opinions: None.

5) The State of the Company's Promotion of Sustainable Development, Any Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, and the Reason for Any Such Deviation

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
1. Has the company established a governance framework for advancing sustainable development, including the appointment of a full-time (or part-time) position dedicated to promoting sustainable development, with authorization delegated to senior management by the Board of Directors, and oversight provided by the Board of Directors?	✓		<p>The Company established a Sustainable Development Committee in 2023, with a dedicated unit responsible for sustainability regularly reporting to the Board of Directors on governance, environmental, and social policy planning and progress. Upon approval by the Board of Directors, the dedicated unit for sustainable development, together with five working groups focusing on Workplace Wellness, Resource Management, Corporate Governance, Green Sustainability, and Partnerships, proceeds with project execution. Operating under the "P-D-C-A" (Plan-Do-Check-Act) management model, the dedicated unit for sustainable development periodically identifies stakeholders, collects and reviews stakeholder concerns, and addresses important sustainability promotion initiatives and specific promotion plans. Reporting at least twice a year (already reported on March 13, 2024), the unit provides the Board of Directors with updates on significant promotion initiatives, execution progress, and future plans. The Board reviews these initiatives, evaluates their status, and passes relevant resolutions while allocating necessary resources. Additionally, the Board offers feedback for the management team's consideration and adjustment. Ubiquconn Technology's ESG implementation framework is as shown in the following figure.</p> <p style="text-align: center;"><b>2024 ESG Report Organizational</b></p> <pre> graph TD     SM[Shareholder Meeting] --&gt; BoD[Board of Directors]     BoD --&gt; AO[Audit Office]     BoD --&gt; CGC[Corporate Governance Committee]     BoD --&gt; SDC[Sustainable Development Committee]     BoD --&gt; GM[General Manager GM]     SDC --&gt; P[Partnership]     SDC --&gt; EHW[Employee Health &amp; Workplace]     SDC --&gt; SRM[Sustainable Resource Management]     SDC --&gt; ES[Environmental Sustainability]     SDC --&gt; CG[Corporate Governance]     P --&gt; P1[Develop ESG strategy, targets, plans]     P --&gt; P2[Implement ESG strategy, targets, plans]     P --&gt; P3[Monitor ESG performance, report]     EHW --&gt; EHW1[Improve employee health and safety]     EHW --&gt; EHW2[Improve employee welfare]     EHW --&gt; EHW3[Improve employee training]     SRM --&gt; SRM1[Reduce greenhouse gas emissions]     SRM --&gt; SRM2[Reduce water consumption]     SRM --&gt; SRM3[Reduce waste generation]     SRM --&gt; SRM4[Reduce energy consumption]     ES --&gt; ES1[Reduce greenhouse gas emissions]     ES --&gt; ES2[Reduce water consumption]     ES --&gt; ES3[Reduce waste generation]     ES --&gt; ES4[Reduce energy consumption]     CG --&gt; CG1[Improve corporate governance]     CG --&gt; CG2[Improve corporate social responsibility]     CG --&gt; CG3[Improve corporate environmental responsibility]     </pre>	N/A

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
2. Does the company conduct risk assessments on environmental, social, and corporate governance (ESG) issues related to its operations in accordance with materiality principles, and establish relevant risk management policies or strategies? (Note 2)	✓		<p>The company conducts a risk assessment of environmental, social, and governance (ESG) issues related to its operations in accordance with the principle of materiality, as shown in Table 1 and the Material Issues Identification Diagram. The relevant risk management policies or strategies are detailed in the company's 2024 ESG report.</p>	N/A
3. Environmental Issues (1) Has the company established an appropriate environmental management system based on its industry characteristics?	✓		<p>In 2025, the company, approved and established by the CEO, implemented the "Greenhouse Gas Inventory Management Guidelines" and has been conducting annual greenhouse gas inventories starting from 2024 to regularly assess the environmental impacts and effects of its operations.</p> <p>The company upholds its sustainable vision—working together across all levels to drive sustainable operations. Guided by its sustainable mission—to cultivate agile talent and create sustainable profits—the company closely integrates environmental protection and social inclusion, continuously promoting and executing relevant projects in alignment with the workgroup's plans.</p>	N/A
(2) Is the company dedicated to enhancing energy efficiency and mitigating environmental impact through the adoption of renewable materials?	✓		<p>Starting from 2023, the company began purchasing green electricity, effectively reducing greenhouse gas emissions in Scope 2. The goal is to achieve 10% green electricity procurement by 2025. In addition, the company started purchasing renewable fuels in 2023 to reduce greenhouse gas emissions generated by upstream and downstream transportation, aiming to achieve a 10% reduction in carbon emissions across imports, exports, and triangular operations by 2025.</p>	N/A

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
			<p>Moving forward, the company will continue to promote on-site energy conservation and green design, producing products in a more energy-efficient manner, and will keep advancing towards reducing energy intensity.</p> <p>For detailed information, please refer to the company's 2024 ESG report. Looking ahead, the Company will persist in advocating for on-site energy conservation and green design to manufacture products in a more energy-efficient manner, steadily advancing towards reducing energy intensity.</p>	
(3) Does the company evaluate the potential risks and opportunities of climate change on its current and future operations, and implement relevant response measures?	✓		<p>Based on the GRI standards, the company has assessed key topics by evaluating the risks to people and the environment, as well as the provision of beneficial products, services, or investments. The company identifies and links these with the Sustainable Development Goals (SDGs) to contribute the most significant impact to the SDGs.</p> <p>Starting in 2023, the company further enhanced its evaluation of key risks and opportunities using TCFD (Task Force on Climate-related Financial Disclosures). The related response measures can be found in the company's 2024 ESG report.</p>	N/A
(4) Has the company compiled data on greenhouse gas emissions, water usage, and total waste weight for the past two years and formulated policies for greenhouse gas reduction, water conservation, or other waste management?	✓		<p>The company has continuously implemented energy-saving and carbon reduction measures while expanding the categories of greenhouse gas (GHG) emissions assessment. The GHG emissions data for the past three years is as follows:</p> <p>2022 (Scope 1 + Scope 2): 531.897 Ton CO<sub>2</sub>e</p> <p>2023 (Scope 1 + Scope 2 + Category 3.3 Employee Commuting + Category 3.5 Business Travel): 653.930 Ton CO<sub>2</sub>e</p> <p>2024 (Scope 1 + Scope 2 + Category 3.2 Downstream Transportation and Distribution + Category 3.3 Employee Commuting + Category 3.5 Business Travel + Category 3.6 Waste Disposal + Category 4.1 Purchased Goods and Services + Category 4.3 Disposal of Solid and Liquid Waste + Category 4.4 Use of Assets): 1,106.9771 Ton CO<sub>2</sub>e</p> <p>*The 2024 calculation results have not been fully verified, and the data is for reference only. The final calculations and details will be disclosed in the ESG report after the verification report is released.</p> <p>**The data does not include emissions from overseas subsidiaries.</p>	N/A
4. Social Issues			The Company's board of directors approved Article 18 of the "Sustainable Development Best Practice	N/A



Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
(1) Has the company established relevant management policies and procedures in accordance with relevant regulations and international human rights conventions?	✓		Principles" on March 28, 2023, explicitly stating the Company's commitment to compliance with relevant regulations and adherence to international human rights conventions, such as gender equality, labor rights, and non-discrimination. To fulfill its responsibility to protect human rights, the Company has established related management policies and procedures, including: (1) Formulating corporate human rights policies and statements; (2) Assessing the impact of corporate operations and internal management on human rights and establishing corresponding procedures; (3) Regularly reviewing the effectiveness of corporate human rights policies or statements; and (4) Disclosing procedures for handling human rights violations to stakeholders when necessary. The Company adheres to internationally recognized labor rights, such as freedom of association, collective bargaining rights, caring for vulnerable groups, prohibition of child labor, elimination of all forms of forced labor, and elimination of employment and workplace discrimination. It ensures that its human resources utilization policies provide equal and fair treatment regardless of gender, race, socioeconomic status, age, marital and family status, to implement equality and fairness in employment conditions, remuneration, benefits, training, performance evaluation, and promotion opportunities. Regarding matters that may harm workers' rights, the Company provides effective and appropriate complaint mechanisms to ensure equality and transparency in the complaint process. The complaint channels are clear, convenient, and accessible, and appropriate responses are provided to employee complaints. Furthermore, the Chairman of the Board signed the "Ubiqconn Group Human Rights Policy" on April 24, 2023, which has been published on the Company's ESG section website.	
(2) Has the company established and implemented reasonable employee welfare measures, including compensation, leave, and other benefits, and appropriately reflected operational performance or results in employee compensation?	✓		The Company provides insurance benefits beyond regulatory requirements, such as group insurance and family insurance to ensure the safety and well-being of employees and their families. Additionally, various benefits are offered, including meal subsidies, annual gatherings, health check-ups, trips, long-service bonuses, and allowances for marriage, childbirth, injuries/illness, and funeral expenses. Recognizing employees as the Company's most valuable assets, we encourage them to autonomously establish clubs beneficial to their physical and mental well-being. This not only fosters interaction among employees but also helps them relieve stress during leisure time, promote health, and yield positive effects.	N/A
(3) Does the company provide a safe and healthy working environment for employees and regularly conduct safety and health education for them?	✓		In compliance with the Labor Standards Act, the Labor Pension Act, and the Enforcement Rules of the Labor Pension Act, as well as accounting standards for retirement benefits. the Company makes monthly contributions to employees' individual accounts at the Bank of Taiwan and the Bureau of Labor Insurance. The Labor Pension Reserve Supervisory Committee holds regular meetings to review the utilization of retirement benefits to safeguard employees' retirement rights. Details regarding the amount	N/A

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor																					
	Yes	No	Summary Explanation																						
			recognized for employee retirement benefits are provided in the financial statements. Additionally, the Company allocates a certain amount of welfare funds to the Employee Welfare Committee on a monthly basis, based on revenue conditions.																						
(4) Has the company established effective career development and training programs for employees?	✓		<div>The Company aims to enhance employee competence and improve job performance by encouraging their participation in educational training. Training programs are categorized as follows: 1. Newcomer Orientation Training: Includes knowledge required for all employees, such as cybersecurity and occupational safety and health. 2. On-the-Job Professional Training: Conducted by respective department supervisors and focuses on professional skills relevant to each unit. 3. Management Skills Training: Designed to cultivate potential managerial talents or enhance the management skills of existing supervisors. 4. Workplace Safety Education and Training: Covers safety and health education, first aid training, and other occupational safety education and training. 5. General Education Courses: Aimed at broadening employees' knowledge and skills across various areas to expand their perspectives, enhance their professional abilities, and improve job performance. Training data for 2024 is summarized as follows:<table><tr><th>Category</th><th>Total Participants</th><th>Total Hours</th></tr><tr><td>Newcomer Orientation Training (Note 1)</td><td>214</td><td>709</td></tr><tr><td>On-the-Job Professional Training</td><td>1,813</td><td>2,518</td></tr><tr><td>Management Skills Training</td><td>159</td><td>1,097</td></tr><tr><td>Workplace Safety Education and Training</td><td>3,394</td><td>3,929</td></tr><tr><td>General Education Courses</td><td>375</td><td>1,605</td></tr><tr><td>Total</td><td>5,955</td><td>9,858</td></tr></table> Note 1: Newcomer Orientation Training records refer to the number of employees who have completed orientation training after joining and passed the test after three months of probation. It does not include employees who resigned during the probation period before completion.</div>	Category	Total Participants	Total Hours	Newcomer Orientation Training (Note 1)	214	709	On-the-Job Professional Training	1,813	2,518	Management Skills Training	159	1,097	Workplace Safety Education and Training	3,394	3,929	General Education Courses	375	1,605	Total	5,955	9,858	N/A
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Workplace Safety Education and Training	3,394	3,929																							
General Education Courses	375	1,605																							
Total	5,955	9,858																							
(5) Does the company comply with relevant regulations and international standards concerning customer health and safety, customer privacy, marketing, and labeling of its products and services, and	✓		<div>UbiquonnTechnology has implemented strict privacy and data protection measures to safeguard personal and confidential information, ensuring the secure collection, processing, and storage of all data to prevent potential violations and risks that could harm customer rights.  Additionally, Ubiquonn Technology actively monitors international regulatory requirements and plans to</div>	N/A																					

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
has it established related policies and complaint procedures to safeguard consumer or customer rights?			obtain the EU Radio Equipment Directive (RED) certification by 2025. The company is also gradually integrating product cybersecurity considerations into the design phase. Going forward, Ubiquconn will continue to consult external professional organizations and strengthen its product cybersecurity management mechanisms in a timely manner to further reduce potential cybersecurity risks, ensuring customer trust and market competitiveness.	
(6) Has the company established a supplier management policy requiring suppliers to adhere to relevant standards in environmental protection, occupational health and safety, and labor rights, and what is the implementation status?	✓		<p>Ubiquconn Technology is committed to promoting sustainable development, fully understanding that supply chain management is not only crucial to business success but also an essential aspect of fulfilling corporate social responsibility. The company aims to ensure that products, from design and production to services, align with the spirit and goals of sustainable development through close collaboration with supply chain partners. Consequently, Ubiquconn has actively established and implemented a comprehensive and effective supplier social responsibility management mechanism, aiming to enhance the competitiveness of the supply chain, reduce operational risks, and achieve a shared vision of sustainable development with its suppliers.</p> <p>Regarding occupational safety, health, and labor rights, Ubiquconn Technology formulated and issued the " Ubiquconn Supplier Code of Conduct" in 2024, clearly outlining the standards and requirements that suppliers must comply with during their operations. This code is based on internationally recognized corporate social responsibility standards, including the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Conventions, ensuring that suppliers adhere to international and local laws in areas such as labor, health and safety, environmental protection, business ethics, and management systems.</p> <p>From an environmental perspective, Ubiquconn requires its supply chain partners to fully comply with both domestic and international environmental regulations and standards in their operations. The company explicitly mandates that all products and services provided by suppliers, as well as the related manufacturing locations, must meet applicable legal regulations and standards, including but not limited to the European Union's Restriction of Hazardous Substances Directive (RoHS), Waste Electrical and Electronic Equipment Directive (WEEE), Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), and other laws and standards concerning electromagnetic waves, electronic product safety, environmental protection, restricted substances, and trade/export control.</p>	N/A

Promotion Initiatives	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
5. Does the company refer to internationally recognized reporting standards or guidelines when compiling sustainability reports or other reports disclosing non-financial information? Have these reports obtained assurance from third-party verification units?	✓		The Company has strengthened its sustainability strategy by following the international GRI (Global Reporting Initiative) standards. Since 2022, we have been publishing our corporate sustainability reports, transparently presenting our strategies related to corporate governance, environment, and society to stakeholders and the public, thereby demonstrating the company's long-term value. The reports have been independently verified for the past three years.	N/A
6. If the company has its own sustainability principles based on the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies," please elaborate on its operation and how it differs from the established principles: The Company has devised its own "Sustainable Development Best Practice Principles" aligned with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies," publicly available on both our website and the Market Observation Post System (MOPS). Additionally, under the CEO Office, we've established a dedicated Sustainable Development Division to effectively advance corporate social responsibility, foster sustainable environments, participate in social welfare initiatives, bolster information disclosure, and adhere to industry standards in the electronics sector. These initiatives ensure the integration of sustainable development into our operational strategies. Furthermore, in accordance with the GRI Standards, we produce sustainability reports, accessible on our website and MOPS. A dedicated section on our website offers comprehensive information into our sustainable development endeavors.				
7. Other pertinent information contributing to understanding the execution of sustainable development: Please consult our Company's 2023 Sustainability Report available on the following website: <a href="https://www.ubiqconn.com/tw/esg_env.php">https://www.ubiqconn.com/tw/esg_env.php</a> .				
Note 1: If "Yes" is selected for the implementation status, please furnish specific details regarding the significant policies, strategies, measures, and their execution. Should "No" be selected for the implementation status, please elucidate any deviations from the principles along with the reasons in the "Any Deviation from the Principles and the Reason therefor" column, and delineate plans for adopting pertinent policies, strategies, and measures in the future. Note 2: Materiality principles pertain to issues related to the environment, society, and corporate governance that wield a substantial impact on the Company's investors and other stakeholders. Note 3: For disclosure methods, please refer to the Best Practice Reference Examples available on the Taiwan Stock Exchange Corporate Governance Center website.				

Table1

No.	Stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Responsible Units	Complaint Channels
1	Suppliers	Taxation Ethical Management Anti-competitive Behavior Regulatory Compliance Product Quality and Satisfaction	Supplier ESG Advocacy	Annually	Strategic Procurement Department	uti- supplier@ubiqconn.com
			Supplier ESG Assessment	Annually		
			Disclosure of Sustainability Reports and Website Information	Regular		
2	Affiliated Enterprises (Subsidiaries)	Economic Performance Occupational Safety Management Compensation and Benefits	Thematic Education and Training (Online/Offline)	Ad hoc	Human Resources Department	uiti-hr@ubiqconn.com
			Company Portal	Ad hoc		
			Labor-Management Meetings	Quarterly		
3	Employees	Economic Performance Ethical Management Regulatory Compliance Compensation and Benefits Forced or Compulsory Labor	Employee Welfare Committee	Quarterly	Human Resources Department	uiti-hr@ubiqconn.com
			Company Portal	Ad hoc		
			Labor-Management Meetings	Quarterly		
			Thematic Education and Training (Online/Offline)	Ad hoc		
4	Customers	Product Quality and Satisfaction Occupational Safety Management Employee Health Diversity and Equality in Employment Environmental Pollution	Annual Customer Satisfaction Survey	Annually	Strategic Marketing Division, Sales Division	mkt@ubiqconn.com
			Customer Business Meetings (Weekly/Monthly / Quarterly/Annually)	Ad hoc		
			Response to Customer ESG Concerns	Ad hoc		
5	Shareholders	Corporate Governance Economic Performance Product Quality and Satisfaction Operational Risk Management	Investor Service Mailbox	Ad hoc	Corporate Governance and Investor Relations Department	uti-ir@ubiqconn.com
			MOPS	Ad hoc		
			Spokesperson Mailbox	Ad hoc		
			Annual General Meeting	Annually		
6	Government Agencies	Taxation Ethical Management Occupational Health and Safety Talent Recruitment and Retention	Disclosure of Sustainability Reports and Website Information	Regular	Corporate Governance and Investor Relations Department	uti-ir@ubiqconn.com
			MOPS	Ad hoc		
			Government Policy Advocacy (Official Documents)	Ad hoc		
			Revenue Information Release	Monthly		
			ESG Mailbox Setup on Company Website	Ad hoc		
7	Non-Governmental Organizations (NGOs)	Operational Risk Management Climate Change	Disclosure of Sustainability Reports and Website Information	Regular	Sustainable Development Division	uti-esg@ubiqconn.com
			ESG Mailbox Setup on Company Website	Regular		
			Community Engagement	Ad hoc		
			Occasional Visits	Ad hoc		

## 5-1)Climate-related information of listed companies

### 1.Implementation of climate-related information

item	Status of implementation
1. Describe board and management oversight and governance of climate-related risks and opportunities.	To strengthen its governance structure, the company established a Sustainability Development Committee at the board level in 2023. The committee is composed of three independent directors and is responsible for formulating policies related to environmental, social, and corporate governance (ESG), as well as overseeing the implementation of these policies. The committee reports its execution results and progress at least twice a year to the board of directors, which then approves the outcomes.
2. Describe how the identified climate risks and opportunities affect the Company's business, strategy and finances (short-term, medium-term, long-term).	<p>Ubiquonn Technology has conducted an initial identification and scenario analysis of climate-related risks and opportunities, categorizing them by timeline into short-term (2025-2026), medium-term (2027-2030), and long-term (2030 and beyond), with a focus on their potential impact on business operations, strategic development, and financial performance:</p> <p>Short-term Impact: The introduction of carbon pricing and rising energy costs will increase the initial investment in green electricity procurement and transformation technologies, putting pressure on operating capital and cost structures. To address this, the company has already initiated green electricity procurement and internal energy-saving planning, prioritizing the introduction of energy-efficient and carbon-effective R&amp;D projects.</p> <p>Medium-term Impact: As demand for low-carbon products increases, failure to transform could impact revenue and brand reputation. In response, the company has actively invested in green design, incorporating recyclable materials and lightweight structures, strengthening product specifications through market research, and collaborating with key customers on technical partnerships, while also developing carbon footprint and supply chain management systems.</p> <p>Long-term Impact: In light of global carbon neutrality and net-zero goals, investors and government subsidies will favor low-carbon companies. Ubiquonn Technology views this as an opportunity for transformation, planning to gradually build its own renewable energy systems, expand smart energy-saving solutions, and explore entry into international carbon trading markets, thereby enhancing corporate value and sustainable competitiveness.</p>
3. Describe the impact of extreme climate events and transition actions on the finance.	<p>Ubiquonn Technology's products are primarily applied in outdoor, high-risk, and harsh environments (such as disaster prevention, military, and special transportation), making them vulnerable to the potential impacts of extreme climate events on supply chain disruptions, logistics efficiency, and raw material acquisition:</p> <p>Impact of Extreme Climate Events: Events like heavy rain, typhoons, and flooding could cause delays or disruptions in the supply chain, leading to uncertainty in raw material costs and delivery timelines. To mitigate these risks, the company has implemented localized procurement and flexible inventory strategies to enhance warehousing and logistics responsiveness, thereby minimizing the financial and operational impacts of unforeseen disasters.</p> <p>Impact of Transformation Actions: Faced with pressures from carbon pricing and the net-zero transformation, the company anticipates increased spending on green electricity procurement, low-carbon materials, and transformation R&amp;D during the initial stages, which may raise operational costs. However, in the long term, the company expects to</p>

	generate additional revenue through participation in government subsidies, carbon trading markets, and product upgrades. Moreover, positive ESG performance will attract investor interest, facilitating easier access to external funding opportunities such as investment, loans, and government subsidies.
4. Describe how identification, assessment and management processes of climate risk are integrated into the overall risk management system.	The company follows the TCFD framework to establish processes for identifying, assessing, and managing climate-related risks, integrating them into existing risk management mechanisms. The dedicated sustainability unit, in collaboration with the sustainability working group and the risk management department, regularly assesses the impact of climate issues on operations, finances, regulations, and supply chains. These assessments are categorized by short-term, medium-term, and long-term risks, and incorporated into the annual risk evaluation and risk matrix. In the event of significant risk events, a cross-departmental response mechanism is activated, and the evaluation results are presented to the management team to inform decision-making, ensuring that climate risk management is effectively integrated into the company's overall governance framework.
5. If scenario analysis is used to assess the resilience to climate change risk, the scenarios, parameters, assumptions, and analysis factors used and the major impact on the finance shall be stated.	The company plans to disclose in accordance with the schedule set by the Financial Supervisory Commission, no later than 2027.
6. If there is a transformation plan to manage climate-related risks, describe the contents of the plan, and the indicators and goals used to identify and manage physical and transition risks.	The company is aware of the physical and transition risks that climate change may bring to operations and continues to monitor changes in regulations, technologies, markets, and stakeholder expectations. Currently, there is no independent climate transition plan, but the company is working through the dedicated sustainability team and relevant departments to gradually identify operational areas that may be affected. It is assessing climate risk indicators related to company operations and potential response directions. Moving forward, the company will continue to improve the relevant management mechanisms and goal-setting based on actual needs and industry trends, laying the foundation for future climate risk management strategies and transition actions.
7. If internal carbon pricing is used as a planning tool, the basis for setting the price shall be stated.	The company has not yet officially implemented an Internal Carbon Pricing (ICP) system. However, it is monitoring the trends in carbon pricing legislation and carbon market development. The company will continue to analyze the potential impact of these systems on its operations and carbon management. If a substantial need for implementation is identified in the future, the company will refer to frameworks such as the "Climate Change Adaptation Act," information from the Taiwan Carbon Exchange, and international practices like the European Union Emissions Trading System (EU ETS) to assess the adoption of market-based approaches for carbon pricing, thereby enhancing its internal management capacity for climate-related risk costs.
8. If climate-related goals are set, the activities covered, the scope of greenhouse gas emissions, the planning schedule, annual achievement progress and other information shall be stated. If carbon offsets or renewable energy certificates (RECs) are used to achieve relevant goals, the information shall be stated. The source and quantity of offset carbon reduction credits or the quantity of RECs shall be stated.	The company set a target in 2023 to achieve 10% renewable energy usage by 2024, and successfully met this goal, with an actual usage rate of 14.05%. The total renewable energy consumed amounted to 150,000 kWh, equivalent to 150 Renewable Energy Certificates (RECs).
9. Greenhouse gas inventory and assurance, reduction goals, strategies and specific action plans (to be provided 1-1 and 1-2 separately).	Fill in sections 1-1 and 1-2.

## 1-1 Greenhouse gas inventory and assurance status in the most recent two years

### 1-1-1 Information of greenhouse gas inventory

Describe the greenhouse gas emissions (tCO<sub>2</sub>e), intensity (tCO<sub>2</sub>e/NT\$1 million) and data coverage in the most recent two years

For 2022 (Scope 1 + Scope 2 + Category 3.3 Employee Commuting + Category 3.5 Business Travel): 653.930 Ton CO<sub>2</sub>e, with an intensity of 0.1757 (tons CO<sub>2</sub>e per million dollars).

For 2023 (Scope 1 + Scope 2 + Category 3.2 Downstream Transport and Distribution + Category 3.3 Employee Commuting + Category 3.5 Business Travel + Category 3.6 Waste Transport + Category 4.1 Emissions from Purchased Goods or Services + Category 4.3 Emissions from Disposal of Solid and Liquid Waste + Category 4.4 Emissions from Use of Assets): 1,106.9771 Ton CO<sub>2</sub>e, with an intensity of 0.5425 (tons CO<sub>2</sub>e per million dollars).

\*The calculation results for 2023 are not yet verified; the data is for reference only. The accurate figures and details will be disclosed in the ESG report after the verification report is issued. \*\*The above data does not include overseas subsidiaries.

Note 1: Direct Emissions (Scope 1, emissions directly from sources owned or controlled by the company), Energy Indirect Emissions (Scope 2, emissions from the generation of purchased electricity, steam, or heating consumed by the company), and Other Indirect Emissions (Scope 3, emissions resulting from the company's activities, but not from energy consumption, and arising from sources owned or controlled by other entities).

Note 2: The coverage of Direct Emissions and Energy Indirect Emissions data should be handled according to the schedule specified in the regulations set forth in Article 10, Section 2 of this standard. Information on Other Indirect Emissions may be voluntarily disclosed.

Note 3: Greenhouse Gas Inventory Standards: The Greenhouse Gas Protocol (Greenhouse Gas Protocol, GHG Protocol) or ISO 14064-1 (International Organization for Standardization, ISO) published by the International Organization for Standardization.

Note 4: The intensity of greenhouse gas emissions may be calculated per unit of product/service or revenue, but at a minimum, data calculated based on revenue (in millions of New Taiwan Dollars) should be provided.

### 1-1-2 Information of greenhouse gas assurance

Describe the assurance status in the most recent two years and up to the publication date of this annual report, including the scope, institution, criteria and opinion of the assurance.

The company's 2023 greenhouse gas inventory was conducted together with the parent group, Dazhong Investment Holding Co., Ltd., and verified by the British Standards Institution (BSI).

For 2024, this will be the first independent verification, commissioned to Bureau Veritas Certification (BV Cert.), with the following pre-agreement terms:

- Assurance Level: Limited assurance level
- Verification Standard: ISO 14064-1:2018
- Verification Year: 2024
- Verification Scope: The verification scope includes the Neihsu office, Zhonghe office, Zhonghe plant, and subsidiary Rugon Technology Co., Ltd..

Complete information will be disclosed in the sustainability report.

Note 1: The process should be carried out according to the schedule specified in the regulations set forth in Article 10, Section 2 of this standard. If the company has not obtained complete greenhouse gas assurance by the date of printing the annual report, it should state, "Complete assurance information will be disclosed in the Sustainability Report." If the company does not prepare a Sustainability Report, it should state, "Complete assurance information will be disclosed on the Open Information Observatory," and the complete assurance information should be disclosed in the following year's annual report.

Note 2: The assurance organization should comply with the relevant regulations for sustainability report assurance organizations established by the Taiwan Stock Exchange Corporation and the Taiwan over-the-counter securities market (TPEX).

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

Describe the base year for reduction of greenhouse gases and reduction data, reduction goals, strategies and specific action plans, and achievement status of the reduction goals.

The company continues to explore ways to integrate sustainable business practices into its core operations in order to achieve the vision of sustainability for all employees. In the future, we will continue to increase the procurement of renewable energy and renewable fuels to reduce the environmental impact of our operations.

From the greenhouse gas emissions inventory, it is clear that electricity usage is the company's main source of greenhouse gas emissions. Implementing energy-saving measures will be the most effective approach to reducing emissions. In the future, we will develop reduction plans for electricity usage at both our plants and offices to achieve the goal of reducing greenhouse gas emissions.

Note 1: The process should be carried out according to the schedule specified in the regulations set forth in Article 10, Section 2 of this standard.

Note 2: The base year should be the year in which the consolidation of the financial report boundary is completed, for example, according to the regulations set forth in Article 10, Section 2 of this standard. A company with a capital of NT\$10 billion or more should complete the consolidation of the financial report for the year 113 in 2025, thus making 113 the base year. If the company has already completed the consolidation of the financial report earlier, that earlier year may be used as the base year. Additionally, data for the base year can be calculated using either a single year or an average value over multiple years.



6) The State of the Company's Performance in the Area of Ethical Corporate Management, Any Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies, and the Reason for Any Such Deviation

Evaluation Item	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
1. Establishment of Ethical Business Policies and Programs				
(1) Has the company developed an ethical business policy approved by the Board of Directors and clearly delineated ethical business policies and practices in regulatory documents and external communications, while demonstrating the commitment of the Board of Directors and senior management to implement these policies?	✓		On March 28, 2023, the Board of Directors endorsed the "Ethical Corporate Management Best Practice Principles" and the "Procedures for Ethical Management and Guidelines for Conduct," which are duly implemented and made publicly available on the Company's website. Upon assuming their roles, directors and managers are obligated to sign a "Statement of Non-violation of Ethical Principles."	N/A
(2) Has the company established a mechanism to assess the risk of unethical conduct, regularly analyzing and evaluating business activities with a higher risk of unethical behavior within its business scope, and using this information to develop measures to prevent unethical behavior, including at least preventive measures for the behaviors specified in Article 7, Paragraph 2 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies"?	✓		The aforementioned principles, operational procedures, and conduct guidelines are incorporated into the Company's annual training curriculum and published on its website. Additionally, the Company's website includes a section for stakeholders, offering channels to report any unethical behavior.	N/A
(3) Does the company outline operational procedures, conduct guidelines, disciplinary measures for violations, and a complaint system within the framework of an unethical conduct prevention plan, and effectively execute periodic reviews and adjustments to this plan?	✓		Internal audits are part of the annual audit plan, involving regular and ad hoc audits of implementation status.	N/A
2. Implement Ethical Management				
(1) Does the company assess the ethical records of its counterparties and include ethical conduct clauses in contracts signed with them?	✓		Such clauses are incorporated into the Company's standardized contracts.	N/A
(2) Has the company established a dedicated unit under the Board of Directors to promote ethical management, and does it regularly (at least once a year) report its ethical management policies and measures to prevent unethical conduct to the Board of Directors, as	✓		The company's "Corporate Governance Unit" is responsible for promoting business integrity and overseeing the implementation of integrity policies and prevention programs. This unit assists the board of directors and management in formulating and supervising the execution of integrity management policies, ensuring the	N/A

Evaluation Item	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
well as supervise their implementation?			implementation of the Code of Integrity. The dedicated unit reported its progress to the board of directors on November 12, 2024. For the execution status in 2024, please refer to our company's website: <a href="https://www.ubiqconn.com/tw/investor_govern_operate.php">https://www.ubiqconn.com/tw/investor_govern_operate.php</a>	
(3) Has the company formulated policies to prevent conflicts of interest, provided appropriate channels for representation, and implemented them?	✓		The Company has established channels for complaints and maintains a complaint mailbox, as well as a "Stakeholders' Area" on the Company website.	N/A
(4) Has the company established effective accounting systems and internal control systems to implement ethical management practices? Does the internal audit unit formulate relevant audit plans based on the assessment results of unethical conduct risks and use them to audit compliance with the measures to prevent unethical behavior, or does it entrust auditors to carry out audits?	✓		Such practices are included in the annual audit plan for implementation In accordance with the Company's "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct."	N/A
(5) Does the company regularly conduct internal and external education and training on ethical management practices?	✓		The Board of Directors of the Company schedules an annual review of ethical management principles reports for reference, and new employees are included in the orientation training program.	N/A
3. Operation of the Company's Whistleblowing System				
(1) Has the company established specific reporting and reward systems, as well as convenient reporting channels, and designated appropriate personnel to handle reported matters?	✓		Article 21 of the Company's "Procedures for Ethical Management and Guidelines for Conduct" outlines specific reporting and reward systems, with a designated individual responsible for the "Stakeholders' Area" on the Company website.	N/A
(2) Has the company established standard operating procedures for investigating reported matters, post-investigation measures, and relevant confidentiality mechanisms?	✓		Article 21 of the Company's "Procedures for Ethical Management and Guidelines for Conduct" specifies standard operating procedures for addressing reported matters, post-investigation measures, and relevant confidentiality mechanisms, all of which are publicly available on the Company website.	N/A
(3) Does the company take steps to safeguard whistleblowers from unfair treatment?	✓		The Company's whistleblower protection measures include non-disclosure of information sources, third-party investigations, and the execution of confidentiality agreements with relevant parties.	N/A
4. Enhanced Information Disclosure Does the company disclose the contents of its established ethical management principles and the effectiveness of their	✓		1. The Company's website can be found at: <a href="https://www.ubiqconn.com/tw/">https://www.ubiqconn.com/tw/</a> 2. The Market Observation Post System website can be found at: <a href="https://mops.twse.com.tw/mops/web/t100sb04_1">https://mops.twse.com.tw/mops/web/t100sb04_1</a>	N/A

Evaluation Item	Implementation Status (Note 1)			Any Deviation from the Principles and the Reason therefor
	Yes	No	Summary Explanation	
implementation on its website and the Market Observation Post System (MOPS)?			3. The Company has no history of penalties for breaching ethical management practices.	
5. If the company has established its own ethical management principles based on the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies," please describe its implementation and any deviations from the established principles: No deviations exist.				
6. Other pertinent information aiding in the comprehension of the company's ethical management practices (including the company's review and revision of its established ethical management principles): The Board of Directors schedules an annual review of reports on ethical management principles for reference. Additionally, new employees undergo orientation training, with audits regularly incorporated as part of the oversight process.				

7) Other pertinent information for understanding corporate governance operations:

- I. The Company regularly schedules directors to attend corporate governance training courses. In 2024, directors and the corporate governance officer participated in various corporate governance-related courses for further education. Please see the table below for details:

Job Title	Date of Assumption of Office	Date of Training	Organizer	Course Title	Training Hours	Total Training Hours for the Year
Corporate Director Rep. Chien Min-Tz	2022/12/02	2024/12/20	SFI	NVIDIA's Trillion-Dollar Miracle: New Perspectives on the Semiconductor Revolution Behind Artificial Intelligence – Annual Insider Trading Prevention Seminar	3.0	12.0
		2024/12/20	CEDA	Corporate ESG: Legal Responsibilities in Environment, Social, and Governance – Judicial Case Studies and Legal Analysis	3.0	
		2024/09/30	TWSE	Taiwan Capital Market Empowerment Summit: Corporate Challenges and Opportunities in Achieving ESG Net-Zero Goals	3.0	
		2024/09/06	SFI	2024 Annual Awareness Seminar on Insider Trading Prevention	3.0	
Corporate Director Rep. Hsu Ching-Chen	2022/12/02	2024/10/30	CEDA	Strategic Planning and Legal Practice of M&A, Equity Investments, and Joint Ventures	3.0	6.0
		2024/05/29	CEDA	Challenges of Carbon Emissions in ESG Sustainability Development	3.0	
Director Lin Sung-Hsi	2022/12/02	2024/11/22	SFI	2024 Insider Equity Trading Legal Compliance Seminar	3.0	6.0
		2024/09/06	SFI	2024 Annual Awareness Seminar on Insider Trading Prevention	3.0	
Director Tseng Huai-Yi	2022/12/02	2024/11/15	CCGA	Comprehensive Intellectual Property Protection Strategy – New Thinking on AI-Assisted IP Compliance Management	3.0	12.0
		2024/11/08	CCGA	ESG Keynote Speech – Discussing Corporate Natural Growth from the COP28 Theme	3.0	
		2024/08/18	CCGA	Big Data Analytics and Fraud	3.0	

Job Title	Date of Assumption of Office	Date of Training	Organizer	Course Title	Training Hours	Total Training Hours for the Year
				Detection		
		2024/10/29	CSDA	CDP Small and Medium Enterprises Questionnaire Awareness Course	3.0	
		2024/10/04	SFI	2024 Annual Awareness Seminar on Insider Trading Prevention	3.0	
Independent Director Yu Yung-Kuei	2022/12/02	2024/09/20	SFI	2024 Annual Awareness Seminar on Insider Trading Prevention	3.0	
		2024/05/29	CEDA	Challenges of ESG Sustainability Development and Carbon Emissions	3.0	6.0
Independent Director Hsiao Tsu-Tse	2022/12/02	2024/07/03	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6.0	6.0
Independent Director Huang Chung-Liang	2023/02/06	2024/09/20	SFI	2024 Annual Awareness Seminar on Insider Trading Prevention	3.0	
		2024/05/29	CEDA	Challenges of ESG Sustainability Development and Carbon Emissions	3.0	6.0
Corporate Governance Officer Chang Shu-Ming	2023/02/06	2024/07/03	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6.0	
		2024/06/18	CSDA	CDP SME Questionnaire Awareness Course: Building a New Carbon Era with Sustainability Knowledge	6.0	
		2024/02/23	CEDA	Corporate Governance and Securities Regulations: I. Preventing Insider Trading from an Internal Control Perspective II. Legal Regulations and Applicability of Dividend Policies	3.0	15.0

## 8) Matters to be Disclosed Regarding the Implementation of the Internal Control System:

### I. Statement on Internal Control:

Ubiquonn Technology Inc.  
Statement on Internal Control System

Date: March 12, 2025

We hereby declare our Company's internal control system for the year 2024, as assessed independently, is as follows:

1. The Company recognizes that the establishment, implementation, and maintenance of internal control systems are the responsibilities of the Board of Directors and managers. Accordingly, our Company has established such a system with the aim of achieving operational effectiveness and efficiency (including profitability, performance, and asset safeguarding), ensuring the reliability of financial reporting, and complying with relevant laws and regulations to provide reasonable assurance.
2. Internal control systems inherently have limitations. Regardless of how well-designed they are, effective internal control systems can only reasonably assure the achievement of the aforementioned three objectives. Additionally, changes in the environment and circumstances may affect the effectiveness of internal control systems. However, our Company's internal control system incorporates a self-monitoring mechanism. Any identified deficiencies immediately prompt corrective actions by the Company.
3. Our Company adopts the criteria stipulated in the "Regulations Governing Establishment of Internal Control Systems by Public Companies" (hereinafter "the Regulations") to determine the efficacy of the internal control system's design and execution. These criteria, as prescribed by the Regulations for assessing internal control systems, categorize them into five components based on the process of management control: (1) Control Environment; (2) Risk Assessment and Response; (3) Control Activities; (4) Information and Communication; and (5) Monitoring Activities. Each component comprises several elements. Please consult the Regulations for details on the aforementioned elements.
4. Our Company has applied the aforementioned criteria to assess the effectiveness of the internal control system's design and implementation.
5. Based on the preceding assessment outcomes, our Company deems that the internal control system (including oversight and management of subsidiaries) as of December 31, 2024, encompassing design and execution related to understanding operational effectiveness and efficiency, reliability of financial reporting, and compliance with relevant laws and regulations, is effective in reasonably ensuring the achievement of the aforementioned objectives.
6. This statement will serve as the primary content of our Company's annual report and prospectus, and will be made available to the public. Any false or concealed information in the disclosed content may incur legal liabilities under Articles 20, 32, 171, and 174 of the Securities and Exchange Act.
7. This statement was endorsed by the Board of Directors of our Company on March 12, 2025, with attendance of 7 directors, none of whom dissented, and all concurred with the content of this statement, as hereby declared.

Ubiquonn Technology Inc.

Chairman :

Manager :



- ### II. When engaging an auditor for special review of the internal control system, the auditor's review report shall be disclosed: N/A.

9) During the most recent fiscal year or during the current fiscal year up to the publication date of the annual report, important resolutions of the shareholders' meeting and the board of directors meeting:

I. Important resolutions and implementation status of the 2024 Annual General Meeting:

• **Date : 2024/06/04**

- (1). Approval of the 2023 financial statements.  
■ Implementation status : Has been announced on the MOPS.
- (2). Approval of the 2023 profit distribution proposal.  
■ Implementation status : On July 3, 2024, the Chairman of the Company set the ex-dividend date (July 27, 2024) and announced it. The cash dividend will be distributed on August 15, 2024.
- (3). Approval of the amendment to the "Articles of Incorporation."  
■ Implementation status : It has been announced on the company's website and will be handled according to the revised procedures.
- (4). Approval of the amendment to the "Endorsement and Guarantee Handling Procedures."  
■ Implementation status : It has been announced on the MOPS and will be handled according to the revised procedures.
- (5). Lifting of the non-compete restrictions on directors and their representatives.  
■ Implementation status : It has been announced on the MOPS and a material event has been disclosed.

I. Important resolutions of the Board of Directors from 2024 to the publication date of the annual report:

• **Passed on March 13, 2024:**

1. The Company's 2023 annual financial statements.
2. The distribution of profits for 2023.
3. The Company's 2023 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System."
4. The Assessment Results of the Independence of the Company's Auditors.
5. Adjustment of manager's fixed compensation.
6. Special bonuses for the Company's managers for 2023.
7. Directors' remuneration and managerial staff compensation for 2023.
8. Cash capital increase through new share issuance for public offering before the initial public offering.
9. Employee share subscription distribution plan for cash capital increase by issuing new shares.
10. Amendment to certain articles in the "Procedures for Handling Material Inside Information."
11. Amendment to certain articles in the "Prevention of Insider Trading Management Regulations."
12. Amendment to certain articles in the "Rules of Procedure for Board of Directors Meetings."
13. Amendment to certain articles in the "Organization Regulations of the Audit Committee."
14. Amendment to certain articles in the "Electronic Data Circulation."
15. Waiver of non-compete clauses for directors' representatives.
16. Matters regarding the calling of the annual general meeting.

• **Passed on May 8, 2024:**

1. 5th Term, 11th Board Meeting
2. The Company's 2024 Q1 financial statements.
3. The Company Plans to Establish a European Subsidiary through Additional Investment.

• **Passed on August 7, 2024:**

1. The Company's 2024 Q2 financial statements.
2. Proposal for Manager Remuneration Changes (Mid-year Bonus).
3. Proposal for the Distribution of Director Remuneration for the 2023 Fiscal Year.
4. Proposal to Apply for a Short-term Loan Credit Line (Reserve) of NT\$300 Million from Taichung Bank Songshan Branch.
5. Proposal to Amend Certain Articles of the Company's "Customer Credit Limit Management Guidelines."
6. Proposal to Amend Certain Articles of the Company's "Seal Management Guidelines."
7. Proposal to Amend Certain Articles of the Company's "Financial Statement Preparation Process Management Procedures."

• **Passed on November 12, 2024:**

1. The Company's 2024 Q3 financial statements.
2. Proposal for the Company's 2025 Internal Audit Plan.
3. Proposal to Establish the Company's "Sustainability Information Management Guidelines."
4. Proposal to Establish the Company's "Sustainability Report Preparation and Verification Procedures."
5. Proposal to Amend Certain Articles of the Company's "Sustainability Development Code of Practices."
6. Proposal to Amend Certain Articles of the Company's "Job Authorization and Agent System Management Guidelines."
7. Proposal to Amend Certain Articles of the Company's "Application Procedures for Suspension and Resumption of Trading."
8. Proposal to Amend Certain Articles of the Company's "Asset Management Guidelines."
9. Proposal to Amend Certain Articles of the Company's "Electronic Data Circulation Guidelines."
10. Proposal for the Chairman's Remuneration.

• **Passed on March 12, 2025:**

1. The Company's 2024 annual financial statements.
2. The distribution of profits for 2024.
3. The Company's 2024 "Assessment of the Effectiveness of the Internal Control System" and "Statement on Internal Control System."
4. Proposal to Amend the Company's "Compensation and Performance Bonus Policy."
5. Proposal to Lift the Non-Compete Restrictions for Newly Appointed Directors and Their Representatives.
6. Proposal to Amend Certain Articles of the Company's "Procedures for Engaging in Derivatives Transactions."
7. Proposal to Redefine the Company's "Compensation and Performance Evaluation Measures for Directors and Managers."
8. Proposal to Amend Certain Articles of the Company's "Investment Cycle Procedures."
9. Proposal to Amend Certain Articles of the Company's "Financing Cycle Procedures."



10. Proposal to Amend Certain Articles of the Company's "Guidelines for Management of Check Usage."
  11. Proposal to Apply for a Hedging Limit for Derivative Financial Product Transactions.
  12. Approval of the Acquisition of E3 Displays, LLC.
  13. Approval for the Establishment of 100% Holding Company in the United States.
- 10) Where, during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report, a director or supervisor has expressed a dissenting opinion with respect to a material resolution passed by the board of directors, and said dissenting opinion has been recorded or prepared as a written statement, disclose the principal content thereof: N/A.

#### 4. Information regarding auditor's fee:

Auditor's Fee Information						In NT\$ K
Accounting Firm	Auditor's Name	Audit Period	Audit Fee	Non-audit Fee	Total	Remarks
PwC Taiwan	Chang Shu-Chiung Lin Po-Chuan	2024/1/1~2024/12/31	3,330	1,650	4,980	-

Please specify the details of non-audit fee services (e.g., tax certification, assurance, or other financial consulting services).

Note: If the Company changes auditors or accounting firms during the fiscal year, please list the audit period separately, explain the reason for the change in the remarks column, and disclose in sequence the information on audit and non-audit fees paid accordingly. Non-audit fees shall also be accompanied by explanations of the services provided:

Breakdown of Non-Audit Fees: (1)Transfer pricing report for the year 2024: NT\$200,000; (2)Public offering project services for the year 2024: NT\$1,450,000.

- (1) When the company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year, the amounts of the audit fees before and after the change and the reasons shall be disclosed: N/A.
- (2) When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10 percent or more, the reduction in the amount of audit fees, reduction percentage, and reason(s) therefor shall be disclosed: The audit public fees for this year decreased by NT\$480,000, a reduction of approximately 12.6%, mainly due to the company's listing application in 2024 and the execution of financial statement reviews from the previous year.

5. Information on replacement of auditor: N/A.
6. Where the company's chairman, president, or any manager in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its auditor or at an affiliated enterprise of such accounting firm, the name and position of the person, and the period during which the position was held, shall be disclosed: N/A.
7. Any transfer of equity interests and/or pledge of or change in equity interests by a director, supervisor, manager, or shareholder with a stake of more than 10 percent during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report:

1) Changes in the Equity Holdings of Directors, Supervisors, Managers, and Major Shareholders:

Unit: Shares

Title	Name	2023		2024		As of the record date 2025	
		Change in Number of Held Shares	Change in Number of Pledged Shares	Change in Number of Held Shares	Change in Number of Pledged Shares	Change in Number of Held Shares	Change in Number of Pledged Shares
Major Shareholder	FICTA Technology, Inc.	-	-	-	-	-	-
Chairman and Major Shareholder	FIC Global, Inc.	(1,315,000)	-	-	-	-	-
Rep. 1	Chien Min-Tz	-	-	-	-	-	-
Rep. 2	Hsu Ching-Chen	-	-	-	-	-	-
Director	Lin Sung-Hsi	-	-	-	-	-	-
Director	Tseng Huai-Yi	-	-	-	-	-	-
Independent Director	Yu Yung-Kuei	-	-	-	-	-	-
Independent Director	Hsiao Tsu-Tse	-	-	-	-	-	-
Independent Director	Huang Chung- Liang	-	-	-	-	-	-
CEO(Note 1)	Hsu Ching-Chen	-	-	-	-	-	-
CEO(Note 2)	Hsieh Yen-Peng	-	-	38,000	-	-	-
CSO	Huang Chien- Chen	-	-	25,000 (15,000)	-	-	-
Vice President, ODM Americas Division	Liao Shan-Ju	-	-	-	-	-	-
Chief Technology Officer, Rugged Connectivity Research Division	Wang Chien- Hsiung	-	-	-	-	-	-
Assistant Vice President, Hardware Design Dept, Rugged Connectivity Research Division	Chang Chih-Chun	-	-	-	-	-	-
Assistant Vice President, System Architecture Design Dept, Rugged Connectivity Research Division	Huang Meng- Chou	-	-	20,000	-	-	-
Assistant Vice President, Product Design Verification Dept, Rugged Connectivity Research Division	Chen Han-Tun	-	-	5,000	-	-	-
Vice President, Operations Management Division	Chien Chin-Sheng	-	-	30,000	-	-	-
Vice President, Digital Information Division and Digital Connectivity Services Division(Note 3)	Tien Lien-Jen	-	-	30,000	-	-	-

Title	Name	2023		2024		As of the record date 2025	
		Change in Number of Held Shares	Change in Number of Pledged Shares	Change in Number of Held Shares	Change in Number of Pledged Shares	Change in Number of Held Shares	Change in Number of Pledged Shares
Assistant Vice President, ODM Europe and Asia Division	Kuo Chia-Chi	-	-	20,000	-	-	-
Assistant Vice President, RuggON Division	Lee Teng-Hao (Lee Po-Cheng)	-	-	10,000	-	-	-
CFO	Hsieh Kuo-Tsai	-	-	-	-	-	-
Accounting Manager	Yu Chia-Ju	-	-	-	-	-	-
Corporate Governance Officer (Note 4)	Chang Shu-Ming	-	-	-	-	-	-
Note 1: Resigned on January 1, 2025; shareholding is not disclosed after resignation.							
Note 2: Appointed on June 1, 2024; shareholding is disclosed after appointment.							
Note 3: Resigned on July 31, 2024; shareholding is not disclosed after resignation.							
Note 4: Appointed on March 28, 2023; shareholding is disclosed after appointment.							

2) Share Transfer Information: N/A.

3) Share Pledge Information: N/A.

8. If any of the company's top 10 shareholders are related parties, spouses or relatives within the second degree of kinship of another, disclose the relationship information:

April 14, 2025; In shares; %									
Name	Own Holdings		Spouse, Minor Children's Holdings		Holdings through Nominees		Names and Relationships of Top 10 Shareholders Who are Related Parties, Spouses, or Relatives Within 2 <sup>nd</sup> -Degree Kinship of Another:		Remarks
	No. of Shares	%	No. of Shares	%	No. of Shares	%	Name	Relation	
FIC Global, Inc.	37,827,389	43.99	-	-	-	-	FICTA	Affiliate	-
FIC Global, Inc. Rep. Chien Min-Tz	-	-	-	-	-	-	-	-	-
FICTA Technology, Inc.	14,751,000	17.15	-	-	-	-	FICG	Affiliate	-
FICTA Technology, Inc. Rep. Lin Tung-Hsing	-	-	-	-	-	-	-	-	-
Lee Peng-Hsuan	6,564,393	7.25	-	-	-	-	Chien Min-Tz	2 <sup>nd</sup> -degree kinship	-
Delta Electronics Capital Co.	4,140,259	4.81	-	-	-	-	-	-	-
Delta Electronics, Inc. Rep. Liu Liang-Fu	-	-	-	-	-	-	-	-	-
Asia Vital Components Co.	3,754,311	4.37	-	-	-	-	-	-	-
Asia Vital Components Co. Rep. Chen Ching-Hsing	-	-	-	-	-	-	-	-	-
Grand Fortune Securities Co.	931,153	1.24	-	-	-	-	-	-	-
Grand Fortune Securities Co. Rep. Huang Ping-Chun	-	-	-	-	-	-	-	-	-
Hsu Ching-Chen	729,405	0.85	-	-	-	-	-	-	-
Taidoc Technology Corporation	720,000	0.84	-	-	-	-	Ubright Co., LTD.	Affiliate	
Taidoc Technology Corporation Rep. Chen Chao-Wang	-	-	-	-	-	-	-	-	-
Ubright Co., LTD.	720,000	0.84	-	-	-	-	Taidoc Technology	Affiliate	
Ubright Co., LTD. Rep. Chen Chao-Wang	-	-	-	-	-	-	-	-	-
Wang Chien-Hsiung	576,000	0.77	-	-	-	-	-	-	-
Chen Yan-Lin	480,000	0.56	-	-	-	-	Chen Chao-Wang	2 <sup>nd</sup> -degree kinship	

9. The total number of shares and total equity stake held in any single enterprise by the company, its directors and supervisors, managers, and any companies controlled either directly or indirectly by the company:

In shares; %

Investee Company (Note)	Investment by the Company		Investment by Directors, Supervisors, Managers, and Companies Directly or Indirectly Controlled		Comprehensive Investment	
	No. of Shares	Percentage	No. of Shares	Percentage	No. of Shares	Percentage
RuggON Corporation	12,000	100%	-	-	12,000	100%
Ubiqconn Technology (USA) Inc.	10,500	100%	-	-	10,500	100%
Ubiqconn Technology Europe GmbH	2,500	100%	-	-	2,500	100%

Note: Investments accounted for using the equity method by the Company.

### III. Information on Capital Raising Activities

#### 1. Capital and Shares:

##### 1) Source of Capital Stock:

Year & Month	Issue Price	Authorized Capital		Paid-in Capital		Remarks		
		No. of Shares (in K Shares)	Amount (in NT\$ K)	No. of Shares (in K Shares)	Amount (in NT\$ K)	Source of Capital Stock	Non-cash Capital Contributions	Other
2011.06	10	36,000	360,000	18,000	180,000	Initial Capital	N/A	Note 1
2013.09	12	36,000	360,000	24,500	245,000	Cash Capital Increase NT\$65,000 K	N/A	Note 2
2014.09	18	36,000	360,000	35,000	350,000	Cash Capital Increase NT\$74,000 K	Capital Increase by Debt Conversion NT\$31,000 K	Note 3
2019.04	18	50,000	500,000	41,000	410,000	Cash Capital Increase NT\$0 K	Capital Increase by Debt Conversion NT\$60,000 K	Note 4
2022.02	18	80,000	800,000	60,000	600,000	Cash Capital Increase NT\$53,650 K	Capital Increase by Debt Conversion NT\$136,350 K	Note 5
2022.09	20	150,000	1,500,000	75,000	750,000	Cash Capital Increase NT\$100,000 K	Capital Increase by Debt Conversion NT\$50,000 K	Note 6
2024.05	79.22	150,000	1,500,000	86,000	860,000	Cash Capital Increase NT\$110,000 K	N/A	Note 7

Note 1: Fu-Chan-Ye-Shang-Zi Approval Letter No. 10084454210 dated June 10, 2011 by Taipei City Government.

Note 2: Fu-Chan-Ye-Shang-Zi Approval Letter No. 10288298700 dated September 30, 2013 by Taipei City Government.

Note 3: Fu-Chan-Ye-Shang-Zi Approval Letter No. 10387625410 dated September 19, 2014 by Taipei City Government.

Note 4: Fu-Chan-Ye-Shang-Zi Approval Letter No. 10848674710 dated April 24, 2019 by Taipei City Government.

Note 5: Jing-Shou-Shang-Zi Approval Letter No. 11101028790 dated February 22, 2022 by the Ministry of Economic Affairs.

Note 6: Jing-Shou-Shang-Zi Approval Letter No. 11101162030 dated September 1, 2022 by the Ministry of Economic Affairs.

Note 7: Jing-Shou-Shang-Zi Approval Letter No. 11330084050 dated May 27, 2024 by the Ministry of Economic Affairs.

Unit: Shares

Type of Shares	Authorized Capital Stock			Remarks
	Outstanding Capital Stock (Note)	Unissued Capital Stock	Total	
Common Stock	86,000,000	64,000,000	150,000,000	Including 3,500,000 shares reserved for issuance under employee stock option certificates.

## 2) Shareholder Structure:

April 14, 2025; Unit: Persons; Shares; %

Shareholder Structure	Number of Shareholders	Shares Held	Ownership Percentage
Government Agencies	0	0	0.00
Financial Institutions	0	0	0.00
Other Legal Entities	15	61,973,429	72.06
Foreign Institutions and Foreign Individuals	15	356,500	0.42
Individuals	4,287	23,670,071	27.52
Total	4,317	86,000,000	100.00

## 3) List of Major Shareholders:

April 14, 2025; Unit: Persons; Shares; %

Major Shareholders	Shares Held	Ownership Percentage
FIC Global, Inc.	37,827,389	43.99
FICTA Technology, Inc.	14,751,000	17.15
Lee Peng-Hsuan	6,234,393	7.25
Delta Electronics Capital Co.	4,140,259	4.81
Asia Vital Components Co.	3,754,311	4.37
Hsu Ching-Chen	729,405	0.85
Taidoc Technology Corporation	720,000	0.84
Ubright Co., LTD.	720,000	0.84
Wang Chien-Hsiung	576,000	0.67
Chen Yan-Lin	480,000	0.56

## 4) The Company's Dividend Policy and Implementation Thereof:

### I. Dividend Policy as Stipulated in the Company's Articles of Incorporation

In the event of a surplus in the Company's annual financial statements, tax obligations take precedence, followed by the offsetting of accumulated losses. Subsequently, 10% of the surplus shall be allocated to the legal reserve, unless the legal reserve has already reached the total amount of the Company's paid-in capital, in which case this requirement does not apply. Moreover, in consideration of the Company's operational needs and compliance with relevant laws and regulations, any provision or reversal of special reserves, along with the undistributed earnings from the beginning of the period, contribute to the accumulated distributable earnings for the shareholders. The Board of Directors has the discretion to retain a portion of these earnings and propose a dividend distribution plan for approval by the shareholders' meeting.

Ubiquonn profit distribution policy is aligned with its current and future development plans, taking into account factors such as the investment environment, capital requirements, domestic and international competitive conditions, and the interests of shareholders. Each year, no less than 10% of the distributable earnings shall be allocated as dividends to shareholders, which may be distributed in the form of cash dividends or stock dividends.

To maintain a balanced and stable dividend policy, the cash dividend portion shall not be less than 20% of the total dividends distributed. However, if the distributable earnings are less than 10% of the paid-in

capital or if the after-tax net income for the year is less than 2% of the paid-in capital, the Company may propose not to distribute dividends.

When there is no surplus, dividends and bonuses shall not be distributed. Nevertheless, based on financial, operational, and business considerations, the Company may distribute all or part of the legal reserve and capital reserve in accordance with applicable laws and regulations or as permitted by the competent authorities.

II. Proposed (Approved) Dividend Distribution for the Current Fiscal Year:

On March 12, 2025, the Board of Directors approved the dividend distribution plan for the fiscal year 2024. It was resolved that, after offsetting the accumulated losses with profits for the year 2024, a cash dividend of NT\$43,000,000 per share would be distributed from the remaining earnings. The dividend amount per share is NT\$0.5.

5) Effect Upon Business Performance and Earnings Per Share of Any Stock Dividend Distribution Proposed or Adopted at the Most Recent Shareholders' Meeting.

The Company has no plans for stock dividend distribution this fiscal year, thus there is no impact.

6) Profit-sharing Compensation of Employees, Directors, and Supervisors:

I. The Percentages or Ranges with Respect to Employee, Director, and Supervisor Profit-sharing Compensation, as Set Forth in the Company's Articles of Incorporation:

If the Company generates profits for the fiscal year, it shall allocate not less than 1% for employee compensation, which may be distributed in the form of stocks or cash at the discretion of the Board of Directors. The recipients of such distributions may include employees of the parent or subsidiaries of the Company who meet certain conditions. Additionally, the Company may allocate up to 1.5% of the aforementioned profits for the remuneration of directors and supervisors, as decided by the Board of Directors. However, in the presence of accumulated losses, an amount shall be reserved in advance for offsetting purposes.

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

Employee and director compensation estimations are derived from the current period's pre-tax net profit, calculated based on the percentage stipulated in the articles of incorporation, and recorded as salary expenses. Any disparities arising from subsequent shareholder meeting decisions regarding the actual distributed amount versus the estimated figure are adjusted in accordance with accounting estimate changes.

III. Information on Approval of Profit-sharing Compensation Distribution by the Board of Directors:

The amount of any employee profit-sharing compensation and director and supervisor profit-sharing compensation distributed in cash or stocks. Any variance between the approved amounts and the estimated figures for the fiscal year in question, along with the reason for the discrepancy and its status of treatment, shall be disclosed:

As the Company incurred a loss in fiscal year 2024, no employee remuneration or director compensation will be distributed.



IV. The amount of any employee profit-sharing compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income for the current period and total employee profit-sharing compensation:

No stock dividends were issued as employee compensation, hence not applicable.

V. Shareholders' Meeting Report on Compensation Distribution and Results:

As the Company incurred a loss in fiscal year 2024, no employee remuneration or director compensation will be distributed. This matter is scheduled to be reported at the upcoming annual shareholders' meeting.

VI. The actual distribution of profit-sharing compensation for employees, directors, and supervisors for the previous fiscal year shall be provided, including details such as the number of shares, monetary amounts, and stock prices of the distributed shares. Any disparities between the actual distribution and recognized compensation shall be disclosed, along with explanations of the reasons for the discrepancies and how they have been addressed:

The Board of Directors resolved on March 13, 2024, to distribute employee and director compensation for the fiscal year 2023 in cash, totaling NT\$3,276,329 and NT\$4,914,494, respectively, in alignment with the estimated expenses for 2023.

7) Repurchase of Its Own Shares by the Company: Not Applicable.

2. Corporate Bond Issuance : Not Applicable.

3. Preferred Stock Issuance : Not Applicable.

4. Global Depositary Receipt Issuance : Not Applicable.

5. Employee Stock Option Certificate Issuance : Not Applicable.

6. Restricted Stock Issuance : Not Applicable.

7. Issuance of New Shares for Mergers or Acquisition of Shares of Another Company : Not Applicable.

8. Matters to Be Recorded in the Implementation of the Capital Utilization Plan: Not Applicable.

## IV. Overview of Business Operations

### 1. Business Contents:

#### 1) Business Scope:

##### I. The Company's Primary Business Activities

- i. The Company functions as a provider of rugged mobile solutions, involved in the design, manufacturing, and sales of rugged industrial personal computers and embedded boards. Through its subsidiaries, RuggON Corporation (RuggON) 、 Ubiquconn Technology (USA) Inc. (UNA) 、 Ubiquconn Technology Europe GmbH(UEG), it markets products under the proprietary brand RuggON in both domestic and international markets.
- ii. The Company is dedicated to the challenging mobile application market in the industrial personal computer sector, advancing its business through bespoke services and a branded business model. In offering customized services, the Company provides clients with an one-stop solution, ranging from conceptualization and design to product development and manufacturing. By utilizing a range of standardized modules and product lines, the Company caters to diverse customer needs, spanning from basic models to high-end bespoke solutions. Through extensive market research and close collaboration with clients, the Company gains profound insights and meticulously designs products tailored to meet customer requirements. Its key focus areas for customized services encompass maritime, governmental solutions, office automation, voting machines, satellite communications, and other sectors. Operating under its proprietary brand, RuggON, the Company concentrates on delivering premium rugged mobile solutions. It strategically penetrates four major application markets: agriculture, public transportation, governmental solutions, and logistics, with primary sales channels in the United States and Europe. RuggON-branded products are renowned for their durability, exceptional performance, and innovative technology, making them ideal for use in challenging environments. They meet the rigorous demands of specific industry work settings, providing clients with effective, dependable, and adaptable solutions.

##### II. Business Composition

In NT\$ K; %				
Fiscal Year \ Product	2023		2024	
	Net Revenue	Percentage (%)	Net Revenue	Percentage (%)
Industrial Personal Computers	2,682,469	72.08	1,609,705	79.63
Embedded Boards	508,930	13.68	158,517	7.84
Others	529,941	14.24	253,203	12.53
Total	3,721,340	100.00	2,021,425	100.00

##### III. Company's Current Products

The Company and its subsidiaries offer services encompassing the design, production, and sale of rugged industrial personal computers and embedded boards. Emphasizing ubiquitous connectivity, our products find application across diverse sectors including maritime, government solutions, office automation, voting machines, satellite communications, agriculture, public transportation, and logistics. Given the often-challenging environments in these sectors, our products are engineered for high stability and reliability.

Sector	Product Type	Product Features
Maritime	<ul style="list-style-type: none"> <li>■ Fish Detector</li> <li>■ Ship Multifunctional Display</li> <li>■ Rugged Flat Panel for Port Cranes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Durable Housing:</b> Withstands extreme temperatures, strong vibrations, dust, and moisture, ensuring stable operation under harsh conditions.</li> <li>• <b>High Brightness Screen and Touch Functionality:</b> Provides clear readability and operation even in direct sunlight.</li> <li>• <b>Powerful Processor and Sufficient Storage:</b> Handles various computing and data processing needs effectively.</li> <li>• <b>Multiple Connectivity Options:</b> Equipped with Wi-Fi, Bluetooth, and mobile network connectivity to maintain seamless connectivity in mobile environments.</li> </ul>
Government Solutions	<ul style="list-style-type: none"> <li>■ Rugged Tablet for Police Use</li> <li>■ Government Solution Board</li> <li>■ Government Solution IPC</li> <li>■ Unmanned Aerial Vehicle (UAV)</li> <li>■ Tablet Computer for UAV Control</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Durability:</b> Vital for operation in extreme environments to ensure devices function reliably under various conditions.</li> <li>• <b>Compliance with Government Standards:</b> Computers meet reliability and stability standards for government solutions, undergoing rigorous testing to suit special use cases.</li> <li>• <b>Information Security:</b> Computers feature robust security such as hardware encryption and biometric authentication to process sensitive information.</li> <li>• <b>Seamless Integration:</b> To ensure seamless integration with other devices, computers feature special input and output interfaces such as communication interfaces and wireless communication capabilities.</li> </ul>
Office Automation	<ul style="list-style-type: none"> <li>■ Conference Room Automation Manager</li> <li>■ Customized Tablet Display</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Touch and Stylus Support:</b> Allows intuitive interaction with applications.</li> <li>• <b>Remote Management and Software Installation:</b> Enables simplified IT management processes.</li> <li>• <b>Multiple Connectivity Options:</b> Includes Wi-Fi, Bluetooth, USB, and other communication interfaces for seamless connection with other office equipment.</li> <li>• <b>Hardware Expansion:</b> Allows for hardware expansion to meet future technological needs.</li> </ul>
Voting Machines	<ul style="list-style-type: none"> <li>■ Voting Machine Board</li> <li>■ Voting Machine</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Robust Security Features for Voting Machines:</b> Ensures the security of the voting process and results, including physical security, data encryption, tamper-proof mechanisms, etc., to prevent unauthorized access and manipulation.</li> <li>• <b>Transparency and Traceability:</b> Provides transparency in the voting process with traceable information to ensure the credibility of election results.</li> <li>• <b>User-Friendly Design:</b> Easy-to-use interface ensures voters can easily understand and operate the machine.</li> <li>• <b>Reliability and Stability:</b> Hardware and software are reliable and stable to prevent system failures or crashes.</li> </ul>
Satellite Communications	<ul style="list-style-type: none"> <li>■ Satellite Communications</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Global Coverage:</b> Ensures connectivity from any location worldwide.</li> </ul>

Sector	Product Type	Product Features
	Equipment ■ GPS Industrial Personal Computer ■ Very Small Aperture Terminal (VSAT) ■ Gateway ■ VoIP Phone	<ul style="list-style-type: none"> <li>• High Reliability and Stability: Ensures operation under various weather and environmental conditions.</li> <li>• Sufficient Bandwidth and Transmission Rate: Satellite communications products provide adequate bandwidth and transmission rates for efficient transfer of video, audio, and data.</li> <li>• Security Features: Satellite communications involve sensitive communications, featuring data encryption, authentication mechanisms, etc., to ensure confidentiality and integrity of communication.</li> <li>• Diverse Application Support: Offers diverse application support, making these products more flexible and widely applicable.</li> </ul>
Agriculture	■ Agricultural Tablet	<ul style="list-style-type: none"> <li>• Robust Construction: Features a sturdy body structure to withstand common vibrations and impacts in vehicle environments.</li> <li>• Advanced Vehicle Communication and Navigation Features: Include GPS positioning, wireless connectivity, and various data interfaces, to meet the needs of public transportation, logistics, and emergency services.</li> <li>• Support for Various Vehicle Power Standards and Extended Temperature Range: Ensures stable operation in diverse environments.</li> </ul>
Public Transportation	■ Bus-mounted Computer	
Logistics	■ Vehicle-mounted Logistics Computer Vehicle-mounted Warehouse Computer ■ Smart Warehouse Forklift Tablet	

#### IV. Development Plan for New Products:

- We are developing a Proof of Concept (POC) prototype of mobile satellite communications ground equipment. This equipment is specifically designed to offer robust communication capabilities in remote areas. It will provide satellite communications subscription services, expanding service coverage and delivering continuous value to our customers. By integrating satellite communications modules into all rugged products of RuggON, we ensure that our products achieve connectivity anywhere. By capitalizing on the popularity of low-earth orbit satellite communications, we explore new application opportunities in various sectors such as agriculture, transportation, government solutions, and logistics.
- We are also developing a POC prototype of rugged vehicle-mounted computers tailored for government solutions. These computers will meet the high-intensity and reliability requirements in the government sector.
- Additionally, we are working on a prototype of Virtual Path Cross-Connect (VPX) tailored for high-performance embedded computing applications.
- To meet the specific needs of industries or clients, we are offering customized software solutions. These solutions include system integration, application development, and customized software functionalities.
- Furthermore, we are developing and promoting a brand of drone controllers to strengthen our market position and awareness.

- vi. Lastly, we are developing tablet computers specifically designed for automobile inspection and diagnosis, meeting the specific requirements of the automotive industry.
- vii. The Company has established an AI Laboratory focused on the development of artificial intelligence applications based on machine vision and machine learning. Through the training of customized models deployed on various edge computing platforms, the lab delivers next-generation automation solutions across diverse application scenarios, helping customers reduce costs and create value.
- viii. The Company's Video Management System (VMS) supports eight-channel video input and delivers a computing performance of up to 275 TOPS. It is designed to meet the demands of AI-based edge computing in various video-related applications.

## 2) Industry Overview:

### I. Current Status and Development of the Industry

The Company is committed to the challenging mobile application market in the Industrial Personal Computer (IPC) sector. Our products are engineered to meet the demands of mobile applications, boasting adaptability to diverse environments. They are designed to endure extreme conditions such as wide temperature ranges, humidity, salt exposure, and seismic activities. Given the prolonged development phase for such products, their lifecycle is extended, prioritizing reliability over the pursuit of the latest specifications. Moreover, by offering semi-standardized and customized product specifications, we introduce a range of products in limited quantities following consultations with our clientele. Our design, development, and production processes are highly flexible, enabling us to cater to long-term customer supply requirements. Additionally, we extend technical support services to our customers, resulting in high entry barriers and fostering customer loyalty.

Our product portfolio primarily serves mobile application needs, with a strong nexus between our offerings and the satellite communications industry. Notably, our maritime products have demonstrated commendable performance in satellite communications capabilities. Furthermore, in 2021, we ventured into the ground satellite communications receiving equipment market, collaborating with globally recognized providers of satellite communications system equipment to develop rugged mobile and portable satellite communications connectivity devices. In terms of product services, our customized offerings predominantly target applications in maritime, government solutions, office automation, and satellite communications sectors. Meanwhile, our branded products primarily cater to applications in agriculture, public transportation, government solutions, and logistics industries. The following elucidates the current status and evolution of the satellite communications industry, along with the pivotal focus areas encompassing maritime, agriculture, public transportation, and logistics industries, pertinent to our Company's operations:

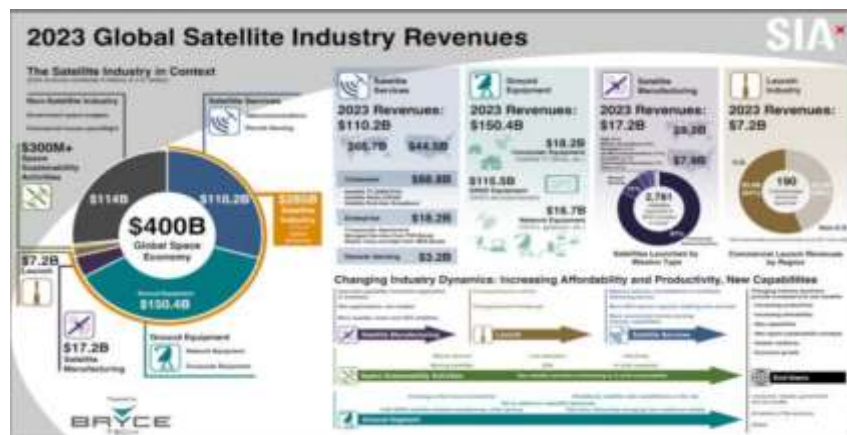
#### A. Satellite Communications

The satellite communications industry involves the utilization of artificial satellites in Earth's orbit for transmitting communication, comprising four primary sub-industries: satellite manufacturing, launch services, ground equipment, and satellite services. This sector offers advantages such as extensive coverage, high transmission speeds, and enhanced security, finding widespread applications in government solutions, remote sensing, scientific research, television broadcasting, telecommunications, and other domains.

Satellite communication technologies have continued to advance, evolving from traditional Geostationary Orbit (GEO) satellites to Medium Earth Orbit (MEO) systems, and more recently, to the rapid emergence of Low Earth Orbit (LEO) satellites. Operating at altitudes ranging from 500 to 2,000 kilometers above the Earth's surface, LEO satellites offer key advantages over their high-orbit counterparts, including lower transmission latency, higher bandwidth, and reduced

deployment costs. These attributes position LEO satellites as a significant growth driver in the satellite communications industry. Since 2014, emerging satellite operators such as SpaceX and OneWeb have initiated the deployment of large-scale LEO satellite constellations, prompting leading technology firms including Amazon and Telesat to enter the market and accelerate industry development. According to the 27th Annual Report published by the Satellite Industry Association (SIA), the global satellite industry generated total revenues of USD 400 billion in 2023. Ground equipment and satellite services together accounted for approximately 65% of the total industry value, while satellite manufacturing and launch services recorded year-over-year growth of 9% and 2%, respectively. Looking ahead, the global satellite industry is projected to reach a market size of USD 615.7 billion by 2032, representing a compound annual growth rate (CAGR) of 8.1%.

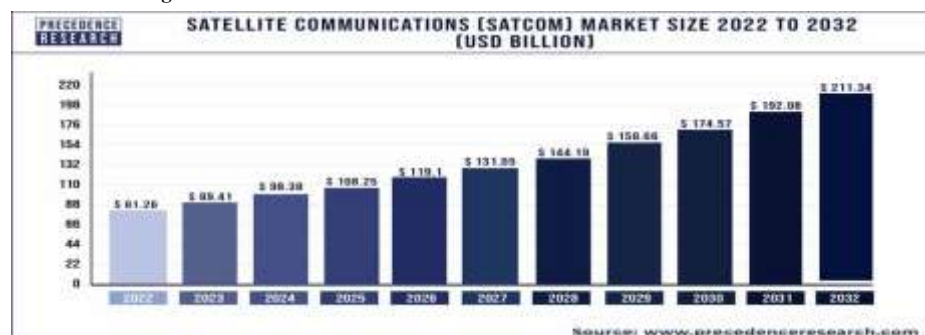
Figure 1: Global Satellite Industry Revenues in 2023



Source: Satellite Industry Association (SIA)

The satellite communications industry market in the satellite industry reached \$81.26 billion in 2022, projected to grow to \$211.34 billion by 2032, with a compound annual growth rate of 10.03% from 2023 to 2032.

Figure 2: Global Satellite Communications Market Size from 2022 to 2032



Source: Precedence Research

According to a report by the International Telecommunication Union (ITU), over 3 billion people globally lack access to fiber-optic networks, resulting in insufficient broadband coverage. With the miniaturization of satellites, advancements in payload systems, and reduced costs for launching rockets into Low Earth Orbit (LEO), LEO satellites are rapidly transitioning from their initial government-use applications to commercial purposes. These satellites, which can cover larger areas and provide greater bandwidth with a single unit, are increasingly becoming the primary communication solution for regions with challenging network infrastructure or specialized applications such as maritime and aerial mobile platforms.

In the future, 6G networks will integrate terrestrial and aerial base stations to fill existing communication gaps. According to statistics from the Industrial Technology Research Institute (ITRI) in Taiwan, the global satellite launch count reached 1,715 in 2021, marking a 30% increase from the previous year. Of these, 98% were LEO satellites. The industry's market value has grown from USD 268.5 billion in 2017 to USD 279.4 billion, with satellite ground equipment accounting for 51% of the total value.

For Taiwan, the business opportunities in the satellite communications industry are mainly concentrated in two areas: ground equipment and satellite manufacturing, with a primary focus on hardware manufacturing and component supply. In terms of ground equipment, several Taiwanese companies possess expertise in microwave and millimeter-wave passive communication components and antennas, and have already entered the supply chains of international satellite communication system manufacturers.

Although Taiwan's satellite manufacturing has traditionally focused on research and development, there is still a solid foundation in the field, with initiatives like the Formosa Satellite Program and the National Space Organization (NSPO). Moving forward, Taiwan can leverage government policies and international collaborations to accelerate the development of advanced technologies and enhance its competitiveness and added value in the satellite communications industry.

Since its establishment, our company has focused on industrial computers, with a strong presence in precision agriculture, maritime, logistics, and transportation fields, which heavily rely on satellite applications. Since 2021, our company has shifted from specializing in Global Navigation Satellite System (GNSS) one-way satellite communication applications to the more advanced field of two-way communication (Satellite Communications, SATCOM), in line with global trends. With the Taiwanese government's active promotion of the satellite industry, our company has built a robust industry ecosystem in Taiwan, providing customers with more comprehensive and integrated solutions and services.

## B. Maritime

The maritime industry refers to the sector that utilizes technologies such as information, communication, electronics, and sensing to provide solutions related to maritime activities. This industry encompasses several fields, including ships, ports, shipping, maritime safety, marine environment, and marine resources, and is an important component of the ocean economy. According to a report by Transparency Market Research, the global maritime digitalization market was valued at USD 167.7 billion in 2022. It is expected to grow at a compound annual growth rate (CAGR) of 9.3% from 2023 to 2031, reaching USD 367.7 billion by 2031.

Figure 3: Global Maritime Digitization Market



Source: Transparency Market Research

The global maritime industry encompasses key products and services, including maritime satellite communications, maritime software, maritime hardware, and maritime services. Maritime Satellite Communications refers to the use of artificial satellites as relay stations to transmit voice, data, and image messages. It is widely applied in sectors such as shipping, ports, maritime safety, and more. Maritime Software refers to software used in maritime-related information systems, management systems, and smart solutions, such as ship management systems, vessel tracking systems, port management systems, maritime logistics systems, and maritime safety systems. Maritime Hardware includes hardware for maritime-related information equipment, sensing devices, and communication equipment, such as satellite terminals, ship computers, vessel sensors, and maritime communication devices. Maritime Services involve information services, consultancy, training, and maintenance services related to maritime activities, such as maritime information services, maritime consultancy, maritime training, and maritime maintenance services. The development of the global maritime industry benefits from technological advancements, innovations, and market demand and competition. On the technology side, the application and integration of emerging technologies like 5G, the Internet of Things (IoT), and big data provide the maritime industry with higher speeds, broader coverage, richer data, smarter analysis, and more secure transactions. On the market side, the growth and recovery of global trade, along with increased consumer demands for better quality, safety, and diversity in maritime services, have created more opportunities and demands for the industry.

The future development of the maritime industry includes the rise of Low Earth Orbit (LEO) satellite communications and innovations in smart ports. LEO Satellite Communications provide high-speed, low-latency, and highly reliable communication services that improve the quality and efficiency of communication, reduce costs and energy consumption, expand coverage and accessibility, and enhance security and privacy. These advancements are particularly useful in maritime satellite communication, maritime satellite networks, and the Internet of Things (IoT) for maritime applications. Smart Ports leverage technologies like information, communication, electronics, and sensors to monitor, control, predict, optimize, and make decisions about port operations, management, services, and safety. This management model aims to improve port efficiency, quality, environmental friendliness, and economic benefits. Key areas of application include port management systems, port logistics systems, port security systems, and port environmental systems.

Since 2015, our company has been actively involved in the maritime digitalization industry. Initially focused on fish school detection, the company has expanded its business scope over time to cover key areas such as port digitalization and onboard management systems. Looking ahead, our company plans to integrate advanced SATCOM technology to further enrich and expand our coverage in the maritime digitalization industry, working to accelerate the digital transformation of the maritime sector.

### **C. Agriculture**

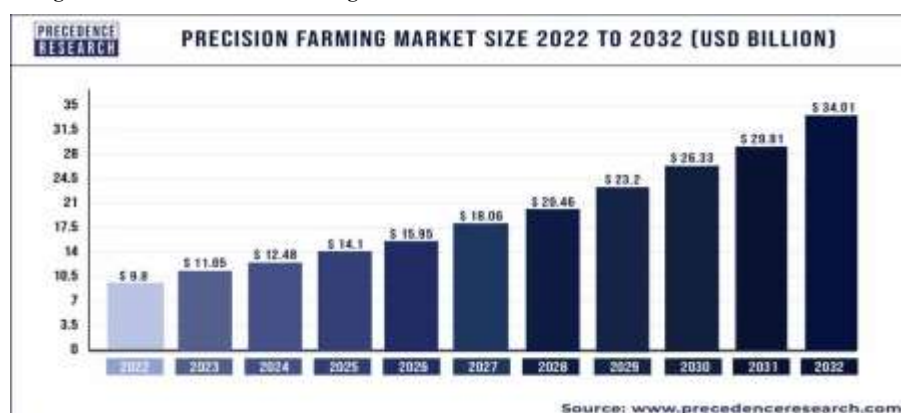
Precision agriculture refers to an agricultural management model that uses technologies such as information, communication, electronics, and sensors to monitor, control, predict, optimize, and make decisions during the agricultural production process. This approach can improve the efficiency, quality, environmental friendliness, and economic benefits of agricultural production. Precision agriculture is an essential component of smart agriculture and an effective solution to global challenges such as food security, climate change, and resource shortages.

According to Precedence Research, the global precision agriculture market reached a size of USD 9.8 billion in 2022. It is projected to grow to USD 34 billion by 2032, with a compound



annual growth rate (CAGR) of 13.3% from 2023 to 2032. Key factors driving the market include the increasing demand for food, higher yields compared to traditional farming methods, and the ability to mitigate the impacts of climate change.

**Figure 4: Global Precision Farming Market Size from 2022 to 2032**



Source: Precedence Research

The global precision agriculture market includes a wide range of products and services, such as hardware (e.g., sensors, drones, satellites, GPS), software (e.g., data management, analytics, forecasting), and services (e.g., consulting, training, maintenance). The main application areas include crop management (e.g., irrigation, fertilization, pest and disease control), livestock management (e.g., health monitoring, breeding control, feed management), and aquaculture management (e.g., water quality monitoring, farming optimization, fish catch forecasting).

The development of the global precision agriculture market benefits from technological advancements and innovations, as well as government support and encouragement. Emerging technologies such as 5G, IoT, and big data provide greater speed, broader coverage, richer data, smarter analysis, and more secure transactions for precision agriculture. Additionally, many countries and organizations have established policies and plans to promote the development and adoption of precision agriculture.

Since Ubiqconn entering the market in 2020 under the RuggON brand, our company has expanded its business from North America to markets in South America, Eastern Europe, and Central Asia. RuggON offers a self-developed high-precision GPS module with centimeter-level accuracy. Strategic partners in various countries can utilize this GPS functionality along with RuggON's wired and wireless communication technologies to provide comprehensive precision agriculture information systems and field operation solutions for key agricultural cycles, such as water resource management, land preparation, seeding, fertilization, pest management, irrigation, and harvesting.

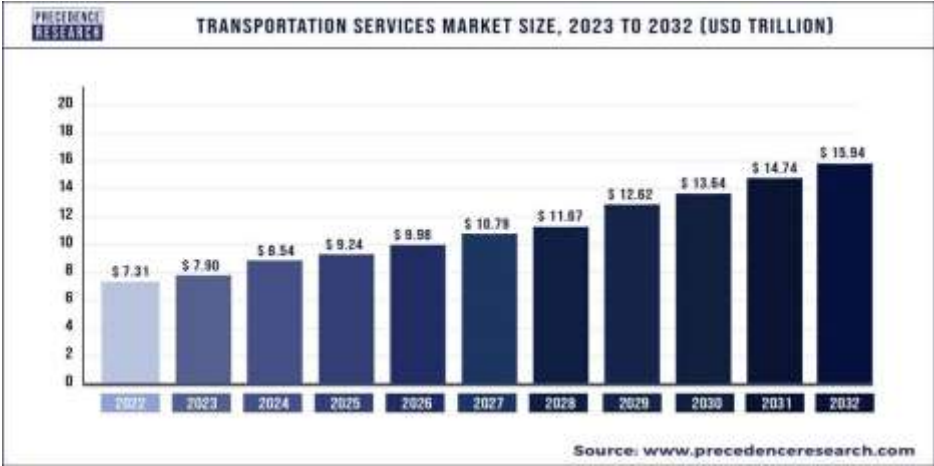
#### **D. Public Transportation and Logistics**

RuggON has been deeply involved in the public transportation market for years, winning multiple bids in South American railway transportation and bus transportation systems in Europe and the Middle East, showcasing excellent market competitiveness and technical integration capabilities. According to Precedence Research, global investment in public transportation infrastructure continues to grow. The global transportation services market reached USD 7.31 trillion in 2022 and is expected to increase to approximately USD 15.94 trillion by 2032, with a compound annual growth rate (CAGR) of 8.11% from 2023 to 2032.

RuggON will collaborate with major transportation service system integrators in Europe,

integrating ticketing, in-carriage advertising, driver assistance, vehicle pre-inspection, and 5G transmission system requirements. The company will continue to update in-vehicle computers and peripheral devices and provide customized solutions to meet evolving customer needs.

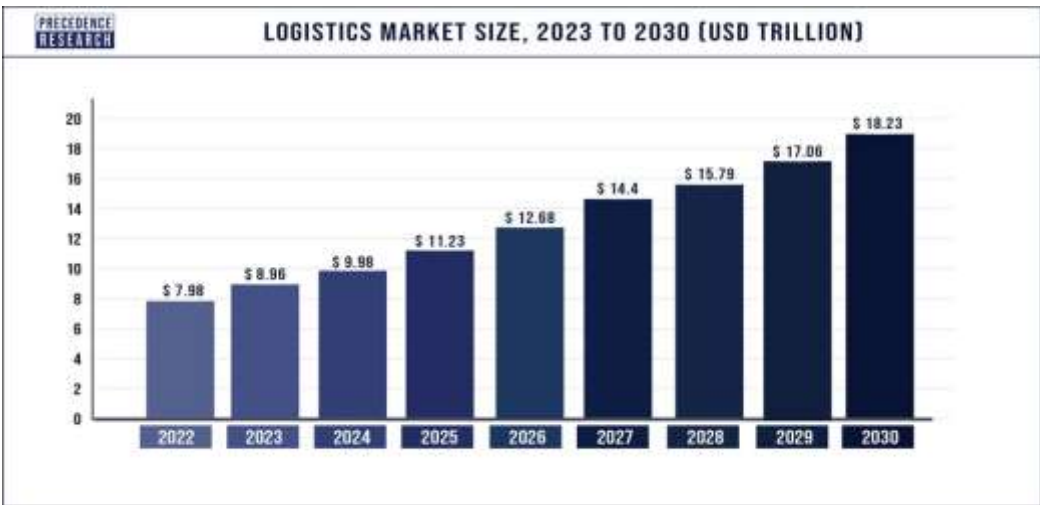
Figure 5: Global Public Transportation Market Size from 2023 to 2032



Source: Precedence Research

According to a research report by Precedence Research, the global logistics market reached \$7.98 trillion in 2022 and is anticipated to grow to approximately \$18.23 trillion by 2030, with a CAGR of 10.7% from 2023 to 2030.

Figure 6: Global Logistics Market Size from 2023 to 2030



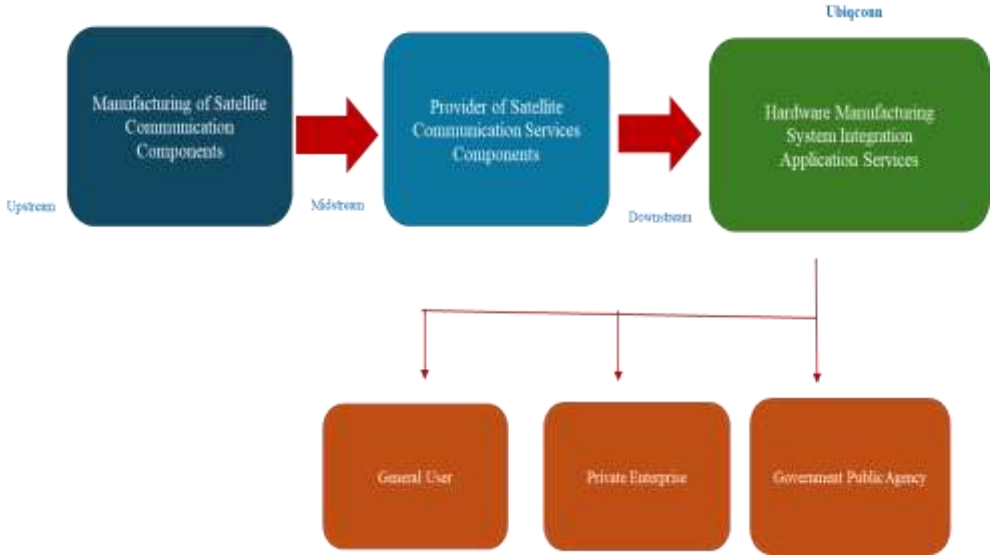
Source: Precedence Research

RuggON specializes in developing dedicated equipment for transportation vehicles in industries such as mining, ports, and warehouses. Through collaboration with local strategic partners across various countries, the Company offers integrated hardware and software services along with one-stop solutions. Successful outcomes have been realized in markets such as Latin America, Eastern Europe, and Central Asia in 2021. RuggON remains committed to investing in meeting the demands of this specialized field and expanding the promotion of related solutions to markets in Australia and North America based on its successful track record.

**II. Interconnectedness between Upstream, Midstream, and Downstream Industry Segments**

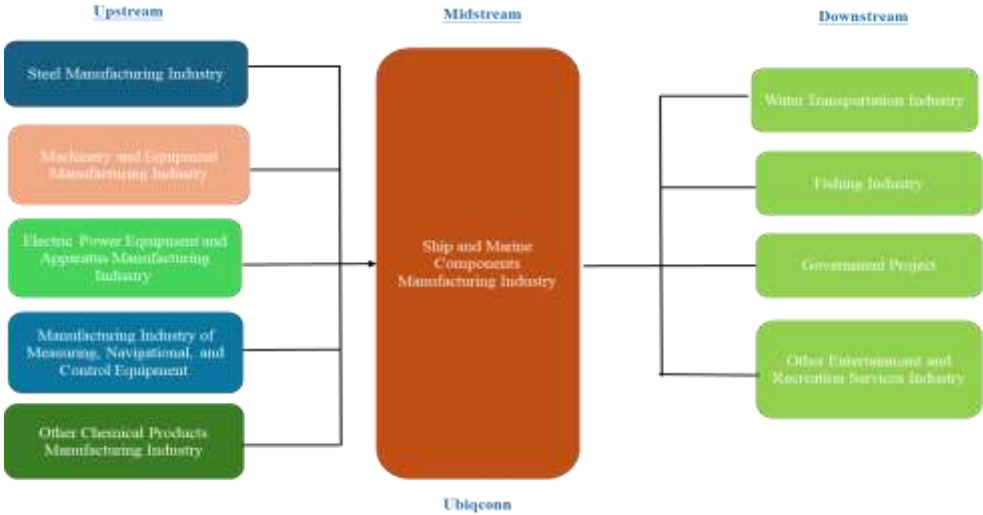
**A. Satellite Communications**

Our Company operates in the SATCOM sector as a downstream hardware design and system integration manufacturer. We collaborate with midstream SATCOM service providers and upstream SATCOM component manufacturers to assist government agencies, SATCOM enterprises, and users by providing hardware design manufacturing, system integration, and application software development. The industry relationship diagram is shown below:



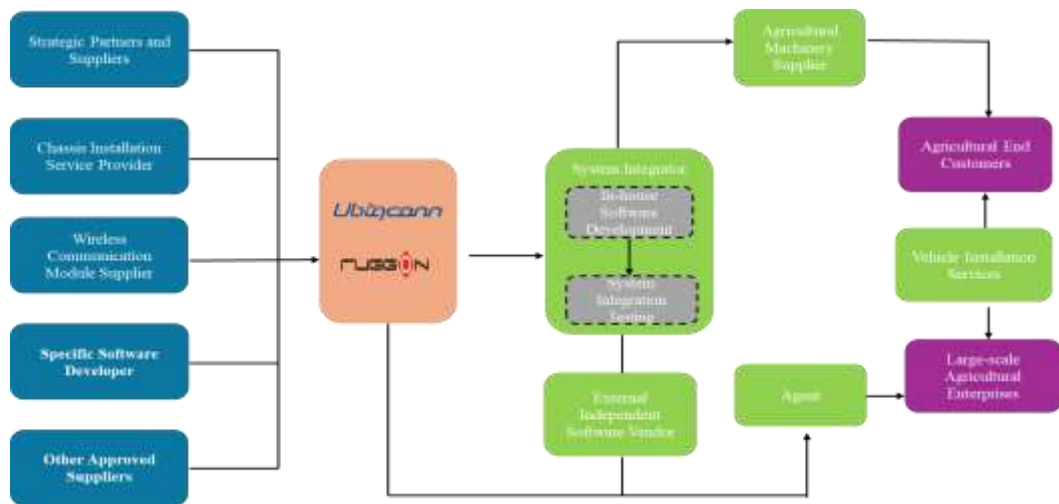
**B. Maritime**

Maritime equipment encompasses ship and component manufacturing, with numerous collaborative suppliers across the industry's upstream, midstream, and downstream sectors. Upstream suppliers primarily include steel manufacturing, machinery and equipment manufacturing, electrical equipment and apparatus manufacturing, and other chemical product manufacturing industries. Our Company operates in the midstream of this industry, while downstream demand markets mainly consist of the maritime transportation industry, fisheries, government solution affairs, and other entertainment and leisure service industries. Both our Company and subsidiaries belong to the midstream equipment manufacturing sector of the maritime industry.



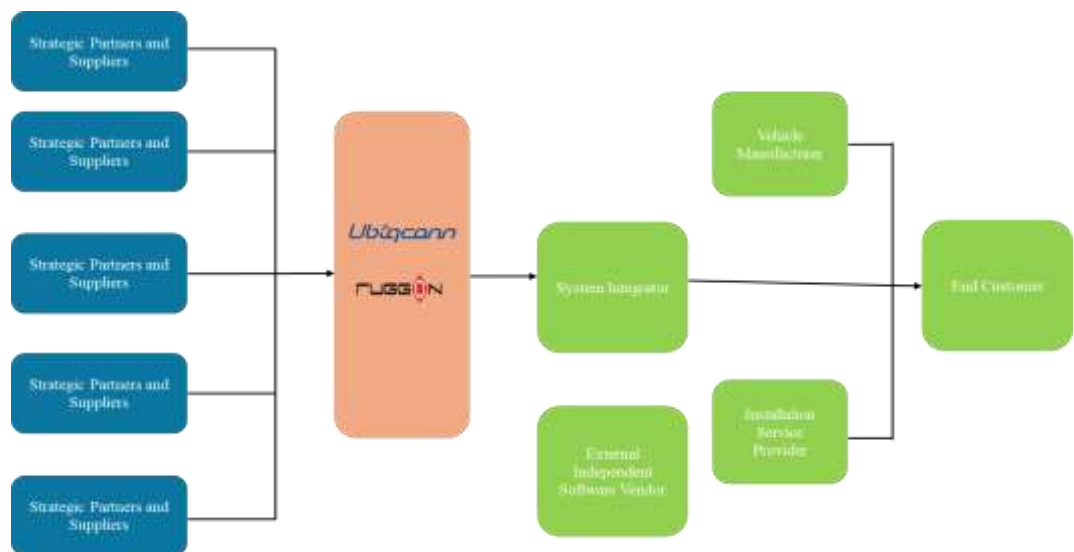
### C. Agriculture

Our Company serves as a midstream manufacturer, integrating suppliers of upstream chassis assembly, wireless communication modules, specific software, and more to design and develop precision agriculture products marketed under the RuggOn brand. We collaborate with midstream system integrators and independent software suppliers, forming an ecosystem partnership to jointly provide equipment and added value to agricultural machinery dealers, large-scale agricultural and animal husbandry enterprises, as well as individual farm operators. The industry relationship diagram is presented below.



### D. Public Transportation and Logistics

Our Company operates as a midstream manufacturer, integrating suppliers of upstream chassis assembly, wireless communication modules, specific software, and other components to design and develop products for public transportation and logistics marketed under the RuggOn brand. We collaborate with midstream system integrators and independent software suppliers, forming an ecosystem partnership to jointly provide tablet computers, on-board computers, and one-stop solutions to fleet management companies and transportation operators. The industry relationship diagram is displayed below.



### **III. Various Development Trends and Competitive Landscape**

#### **A. Diverse Product Development Trends**

Our Company specializes as a rugged mobile solution provider, with a focus on industries including satellite communications, maritime, agriculture, public transportation, and logistics. We are dedicated to innovation and excellence across each application domain. The rugged mobile application industry aims to achieve ubiquitous connectivity, catering not only to urban areas and regions with high network coverage but also to remote areas or oceans beyond the reach of traditional communication networks. With advancements in technology, the demand for efficient and reliable communication solutions is on the rise. Integrating satellite communication technology into rugged products can lead to the creation of more efficient, widespread, and dependable communication solutions. Furthermore, in terms of solution application, we are continuously expanding into diverse markets. Drawing on our wealth of experience in developing customized maritime solutions, we are broadening our offerings in other sectors under our proprietary brand RuggON, such as precision agriculture, extreme sports, transportation, and more. This enables us to provide specialized solutions tailored to niche markets. Additionally, in line with the global promotion of ESG concepts and initiatives, we introduce ESG and green product concepts into our product development process, from ideation to design, development, production, and recycling. This approach ensures that we meet customer demands while advancing sustainability goals.

#### **B. Competitive Landscape**

The realm of industrial PC applications is extensive, and our Company specializes in rugged mobile applications tailored to specific sectors. Among domestic listed companies in the same industry, while the types of product applications are similar to those of our Company, each company operates within its own specialized domain. As a rugged mobile solution provider, our mission is to craft solutions that effectively address customer pain points. Our products boast customization options in small quantities and a diverse range, offering customers one-stop customized services and solutions under our proprietary brand RuggON. Our research and development team seamlessly incorporates satellite communications technology into our product development process. The innovation, quality, reliability, supply chain scheduling, and service support of our products have garnered recognition from our customers. We remain committed to enhancing the image and market promotion of our proprietary brand to erect a formidable entry barrier for our Company.

### **3) Overview of Technology and Research Development:**

#### **I. Technical Levels and Research Development**

Our Company is committed to tackling the most demanding mobile application market within the industrial PC sector. Our focus in technological and research development encompasses rugged mechanical structures, intelligent battery management, wide-range vehicle power, and software services aimed at achieving seamless wireless connectivity. Our goal is to optimize and enhance our technical capabilities to establish a robust competitive edge in this industry.

##### **A. Rugged Mechanical Structures:**

Delivering robust and durable equipment for challenging environments is essential for specific applications. Our Company's rugged mechanical structure technology provides dependable and comprehensive solutions without compromising user habits and working conditions. This includes designs tailored for high and low-temperature environments and mobility, integrating features such as waterproofing, dustproofing, drop resistance, and vibration resistance.

**B. Display Technology:**

High-brightness screens, anti-glare, and anti-reflection coatings ensure clear readability even in sunlight.

**C. Touchscreen Technology:**

Supporting glove mode or wet-hand operation, suitable for various environments.

**D. Intelligent Battery Management:**

Maintaining high mobility and continuous power supply in extreme environments is crucial for any mobile device. Our Company's intelligent battery management technology eliminates downtime related to power issues by safely controlling battery charging and discharging currents in different temperature environments, ensuring uninterrupted power supply.

**E. Wide-Range Vehicle Power:**

In automotive applications, stable and efficient power is paramount due to the irregular voltage of vehicle power sources and noise interference from onboard electrical devices. Our Company's wide-range vehicle power technology offers superior noise resistance and ensures the most stable vehicle power supply. Considered a pivotal aspect in vehicle power design, it guarantees the ultimate solution for onboard computing equipment, providing optimal immunity to interference and a consistent power supply.

**F. Software Services:**

Our Company's software team boasts expertise in Linux, Android, and Windows platforms, delivering operating system porting services and tailored CMOS/BIOS settings. We provide comprehensive board-level software services, intuitive dashboard utility tools, and APIs tailored to meet diverse customer needs.

**G. Seamless Wireless Connectivity:**

Our Company's seamless wireless connectivity technology supports various wireless applications, offering comprehensive solutions with high/low data rates and different ranges. Our technology not only optimizes wireless design and deployment but also enhances signal sensitivity. We support customized antenna solutions to ensure optimal transmission and reception performance.

**H. Edge AI:**

In terms of hardware, RuggON offers a variety of computing platforms across different architectures to meet the performance requirements and cost considerations of diverse application scenarios. On the AI software front, RuggON's in-house lab possesses the capability to train domain-specific models, enabling machines to acquire visual perception capabilities and achieve automation, thereby reducing reliance on manual labor.

## **II. R&D Personnel and Their Education and Experience**

Education	2023		2024		As of March 31, 2025	
	Number	%	Number	%	Number	%
Doctorate	0	0.00	0	0.00	0	0.00
Master's	35	32.41	37	33.04	37	33.64
Bachelor's	69	63.89	71	63.39	69	62.73
High School or Below	4	3.70	4	3.57	4	3.64
Total	108	100.00	112	100.00	110	100.00

### III. R&D Expenses for Each of the Last Five Years

In NT\$ K; %

Item/ Fiscal Year	2020	2021	2022	2023	2024
Net Revenue (A)	1,617,189	3,213,231	3,315,035	3,721,340	2,021,425
R&D Expense (B)	139,479	161,865	176,306	197,157	240,787
R&D Expense as a Percentage of Net Revenue (B)/(A)	8.62%	5.04%	5.32%	5.30%	11.91%

### IV. Technological or Product Developments Successful in the Last Five Years

Fiscal Year	Product/Technology
2020	<ul style="list-style-type: none"> <li>➤ Developed rugged 7-inch in-vehicle computer - based on the high-performance ARM CPU-Qualcomm 660 chipset</li> <li>➤ Utilized aluminum alloy for high-strength IP65 waterproof and dustproof rating, meeting government standard 810H for impact and 40G in-vehicle shock system design</li> <li>➤ Featured high-brightness 500 nits LCD sunlight readability technology</li> <li>➤ Capacitive multi-touch screen technology</li> <li>➤ Fanless system cooling and power management technology</li> <li>➤ Automotive 9-36V DC power management technology</li> <li>➤ Multiple I/O interfaces (RS232/422/485, Gigabit Ethernet, USB, Type C (Alt Mode Supported), CAN bus, DIDO, Video In)</li> <li>➤ Dual-band wireless WiFi 802.11ac fast roaming and Bluetooth 5.0 for continuous updates</li> <li>➤ 4G LTE wireless broadband and GNSS support</li> <li>➤ Wide temperature range design for systems: -20°C to +60°C</li> <li>➤ Reliability design certified by government standard MIL-STD 810H</li> </ul> <p>Successfully obtained Google Mobile Service MS 11.0 Google certification.</p>
2021	<ul style="list-style-type: none"> <li>➤ Developed rugged 8-inch tablet computers - based on x86 CPU - Intel Tiger Lake U chipset and ARM CPU - Qualcomm 660 chipset.</li> <li>➤ Utilized aluminum alloy for high-strength IP65 waterproof and dustproof rating, featuring a system structure design capable of withstanding drops from over 5 feet</li> <li>➤ Industrial-specific Type-C connection technology solution - Docking and peripheral devices such as 3D cameras, keyboards, fingerprint readers, ultra-high frequency RFID readers, passport readers, magnetic stripe readers, etc.</li> <li>➤ High-brightness 1000 nits LCD sunlight readability technology</li> <li>➤ Capacitive multi-touch screen technology</li> <li>➤ Fanless system cooling and power management technology</li> <li>➤ Type C I/O interface (Dual Role Power &amp; Alt Mode Supported)</li> <li>➤ Dual-band wireless WiFi 802.11ac fast roaming and Bluetooth 5.0 for continuous updates</li> <li>➤ 4G LTE wireless broadband and GNSS support</li> <li>➤ 5G FR1 (Sub 6G) RF broadband wireless connection technology</li> <li>➤ x86 Core-i (Intel processor core code) platform for small-sized systems (8 inches), featuring fanless cooling technology and unique power management technology</li> <li>➤ EMC technology certified by government standard MIL-STD 461F</li> <li>➤ Reliability design certified by government standard MIL-STD 810H</li> </ul>
2022	<ul style="list-style-type: none"> <li>➤ Developed VPX 3U government solution computer module - based on high-</li> </ul>

	<p>performance x86 CPU - Intel Tiger Lake H chipset</p> <ul style="list-style-type: none"> <li>➤ VPX 3U - Multi-CPU hardware platform module + VPX backplane I/O architecture</li> <li>➤ VPX system fan cooling technology</li> <li>➤ VPX power management technology</li> <li>➤ Developed VPX hardware platform management system - Chassis Manager firmware + IPMC firmware</li> <li>➤ EMC technology certified by government standard MIL-STD 461F</li> <li>➤ Reliability design certified by government standard MIL-STD 810H</li> </ul>
2023	<ul style="list-style-type: none"> <li>➤ Developed rugged 14-inch tablet computer - based on x86 CPU - Intel Raptor Lake U chipset</li> <li>➤ Developed high-strength IP65 waterproof and dustproof plastic, capable of withstanding drops of over 3 feet</li> <li>➤ Industrial-specific spring-loaded connection technology solution - for docking and peripherals such as 3D cameras, keyboards, fingerprint scanners, ultra-high frequency RFID devices, external GNSS satellite, 4G receiving antennas, etc.</li> <li>➤ Capacitive multi-touch screen technology, supporting finger, glove, and raindrop operation modes</li> <li>➤ IP65 waterproof fan cooling technology and power management technology</li> <li>➤ Hot-swappable dual lithium battery power module design technology</li> <li>➤ Dual-band WiFi 6 fast roaming and Bluetooth 5.0 support</li> <li>➤ L-band satellite communications connectivity technology</li> <li>➤ Wide temperature range design for systems: -20°C to +55°C</li> <li>➤ EMC technology certified by government standard MIL-STD 461G</li> </ul>
2024	<ul style="list-style-type: none"> <li>➤ Development of a New Rugged 12" Tablet – Based on the x86 Intel Arrow Lake U platform, featuring hot-swappable dual lithium battery module design.</li> <li>➤ Development of a New Ultra-Slim Rugged 10" Tablet – Built on the x86 Intel Elkhart Lake platform.</li> <li>➤ Development of New Rugged 7" and 10" In-Vehicle Computers – Utilizing x86 Intel Raptor Lake U platform.</li> <li>➤ Development of a Rugged 7" In-Vehicle Computer – Based on Qualcomm QCS6490 platform.</li> <li>➤ Development of New 10" and 12" Sonar Fish Finders.</li> <li>➤ Development of a New Satellite Communication Gateway – Also compatible with 3GPP 4G/5G networks.</li> <li>➤ Development of a New Rugged Handheld VoIP SIP Phone.</li> <li>➤ Development of a New T-Box for Emergency Vehicles (Police and Fire Use).</li> <li>➤ Development of a New Ultra-Slim 13" Tablet – Designed for taxi rear-seat advertising and fare payment systems.</li> <li>➤ Development of a New Video Management System (VMS) – Built on the high-performance NVIDIA Jetson Orin platform, featuring image stitching, AI object recognition, and real-time video streaming.</li> <li>➤ Development of a New Rugged 15" In-Vehicle Computer for Government Applications – Based on x86 Intel Tiger Lake-H platform.</li> <li>➤ Completion of MOEA-Funded Project – Innovative R&amp;D for multi-orbit satellite ground mobile terminal antenna production and testing.</li> <li>➤ Development of a New 120W/150W DC-DC Power Module for Government Applications – Compliant with MIL-STD-461G and MIL-STD-1275E standards, reducing costs by USD 600 compared to the previous generation.</li> </ul>



#### 4) Long and Short-Term Business Development Plans:

##### **I.Short-Term Development Plan**

To align with market dynamics and provide customers with distinctive and high-value-added product solutions.

##### **A. Marketing and Product Development Plan**

###### **i. Offer comprehensive customization services:**

- From proof of concept (POC) samples to mass production, we provide a one-stop solution covering product design, manufacturing, market strategies, and subsequent support services. We focus particularly on the maritime, satellite communications, and government solutions markets to satisfy the growing demand in these sectors.

###### **ii. Enhance the influence of the RuggON brand in key markets:**

- By penetrating the agriculture, public transportation, logistics, and government solutions markets, the Company aims to boost brand recognition and prominence, establishing RuggON as the preferred brand in the industry.

###### **iii. Establish a leading technological position in the market:**

- Through continuous innovation and technological advancements, the Company aims to solidify RuggON's reputation as a market leader in technology. This involves investing in research and development, collaborating with leading technology firms, and actively participating in the development of industry standards.

###### **iv. Expand the global operational network:**

- The Company continuously expand operational presence in key regions to provide faster and more convenient localized services, thereby bringing the Company closer to its customers.

##### **B. Production and Operations Plan**

###### **i. Fully integrate the supply chain:**

- We strengthen bargaining power by fully integrating the supply chain to optimize cost control and supply chain management. We forge robust partnerships with primary suppliers while maintaining relationships with secondary ones to ensure flexibility in pricing during market fluctuations.

###### **ii. Improve the production efficiency of the Zhonghe plant:**

- The Company leverages existing technology and equipment to bolster production capacity at the Zhonghe facility. This involves streamlining production processes, introducing advanced manufacturing technology, and implementing automation solutions to bring down costs and boost product quality and output.

###### **iii. Strengthen ecosystem collaboration:**

- We collaborate with industry partners to develop new products, expand market reach, and collectively address industry challenges through strategic cooperation. By fostering a more comprehensive ecosystem, we aim to attract additional opportunities to drive overall business growth.

###### **iv. Promote digital collaborative work environments and adopt agile organizational frameworks:**

- We continuously invest in digital tools and platforms to facilitate more effective collaboration across departments and teams. By encouraging collaboration among cross-functional teams, we adopt agile methodologies to boost efficiency and innovation capabilities.

## **II. Long-Term Development Plan**

To establish RuggON as a premier brand in mobile satellite communications ground equipment and services, with satellite communications technology at its core.

### **A. Marketing and Product Development Plan**

- i. Consolidate RuggON's leading position in the field of satellite communications:
  - We offer value-added services tailored to the agriculture, public transportation, logistics, and government solutions markets. We aspire to become the foremost provider of mobile satellite application solutions in these sectors within the next decade.
- ii. Position mobile satellite communications applications as the main revenue source:
  - Develop mobile satellite communications applications into the primary revenue contributor in the coming decade.
- iii. Establish regional business units:
  - Create regional business units in strategic markets to enhance market penetration and foster customer relationships.
- iv. Innovate products centered around satellite communications technology:
  - Continuously develop and optimize mobile rugged applications centered around satellite communications technology to meet the diverse needs of vertical markets.
- v. Lead in drone controller technology:
  - Strive to achieve leadership in the drone controller segment through innovative technology and market strategies.

### **B. Production and Operations Plan**

- i. Establish regionalized production bases:
  - Establish production bases in major regions over the next decade, providing one-stop services from sample making to mass production, while also diversifying supply chain risks.
- ii. Optimize and localize the supply chain:
  - Continuously shorten and optimize the supply chain and promote a localization strategy to enhance efficiency and flexibility.
- iii. Integrate and apply artificial intelligence:
  - Introduce artificial intelligence technology to improve the efficiency and accuracy of material management, thereby lowering inventory costs.
- iv. Continuously operate and optimize ecosystem:
  - Continuously strengthen relationships with suppliers and partners to create greater synergies.
- v. Continuously promote digital transformation and optimize agile organizations:
  - Enhance business process efficiency and flexibility through the application of digital technology; strengthen agile organizational structures to respond to market changes and adapt quickly to new challenges.

## 2. Market and Sales Overview:

### 1) Market Analysis:

#### I. Sales Regions of Main Products

Item \ Fiscal Year		2023		2024	
		Amount	%	Amount	%
Domestic Sales		122,162	3.28	53,569	2.65
Export Sales	Americas	1,473,912	39.61	715,106	35.38
	Australia	457,812	12.30	280,167	13.86
	Netherlands	503,128	13.52	580,605	28.72
	Other	1,164,326	31.29	391,978	19.39
	Subtotal	3,599,178	96.72	1,967,856	97.35
Total		3,721,340	100.00	2,021,425	100.00

#### II. Market Share

Our Company's core business revolves around providing customers with customized design and production services for rugged mobile solutions, LCD display touch solutions, embedded modules, and satellite modules. Our main focus lies in serving clients within the industrial PC, rugged tablet, and embedded board product sectors. According to statistics from the Department of Statistics, Ministry of Economic Affairs (MOEA), the total sales value of industrial PCs in Taiwan in 2024 amounted to NT\$53,771,310 thousand. Based on our Company's net operating revenue of NT\$2,021,425 thousand in 2024, our market share stood at approximately 3.76%. This signifies significant potential for future growth.

**Overview of Sales Volume and Value in the Taiwan IPC Manufacturing Industry**

Fiscal Year	Sales Volume (units)	Annual Sales Volume Growth Rate (%)	Sales Value (NT\$ K)	Annual Sales Value Growth Rate (%)
2024	4,842,219	(8.14)	53,771,310	(9.13)

Source: Industrial production statistics data from the MOEA Department of Statistics

#### III. Future Supply and Demand Outlook in the Market

##### A. Future Supply and Demand Situation in the Market

According to a report by Research Nester, the global industrial PC (IPC) market is projected to exceed USD 4.5 billion in 2024 and surpass USD 9.2 billion by 2037, representing a compound annual growth rate (CAGR) of 5.8%. This growth is primarily driven by the evolving nature of business operations, the ongoing demand for digital transformation across commercial and manufacturing sectors, and breakthroughs in artificial intelligence (AI) technologies and their industrial applications.

As industries worldwide undergo rapid transformation, traditional manufacturing sectors such as semiconductors, transportation, and infrastructure are increasing capital expenditures to upgrade aging equipment. Simultaneously, emerging application areas—including Artificial Intelligence of Things (AIoT), smart healthcare, and smart finance—are fueling new market demand. Moreover, as inventory adjustments in downstream markets stabilize, the recovery in demand momentum is expected to further drive the growth of the industrial PC market.

## B. Market Growth

### (A) Satellite Communications:

Satellite communications market is segmented into Low Earth Orbit (LEO), Medium Earth Orbit (MEO), and Geostationary Orbit (GEO) satellites. In recent years, the trend of satellite miniaturization and ongoing advancements in payload systems, coupled with decreasing launch costs for LEO rockets, have created a unique opportunity for the rapid commercialization of LEO satellites. The market value is projected to grow from USD 12.6 billion in 2024 to USD 23.2 billion by 2029, with a compound annual growth rate (CAGR) of 13.0% during the 2024–2029 period.

This market growth is primarily driven by the rising demand for Earth observation imagery and analytics. The LEO satellite market presents significant potential for data service providers, satellite service providers, remote sensing service providers, technology solution providers, and investors. The investment momentum is fueled by the advantages of LEO satellites, including multifunctionality, cost-effectiveness, advanced mechanical structures, ease of assembly and launch, mass production capabilities, and shorter lifecycle. As more satellites are deployed and new technologies continue to evolve, the volume and application scope of satellite data are expected to expand significantly in the future.

### (B) Maritime:

The global maritime information market was valued at USD 20.6 billion in 2023 and is projected to reach USD 23.2 billion by 2030, growing at a compound annual growth rate (CAGR) of 1.8%. The market growth is primarily driven by the emergence and integration of technologies such as artificial intelligence (AI), Internet of Things (IoT) connectivity, satellite communications, and blockchain.

### (C) Agriculture:

The global precision agriculture market is projected to reach USD 10.5 billion in 2024 and grow to USD 26.86 billion by 2030, representing a compound annual growth rate (CAGR) of 12.7%. This growth is primarily driven by the increasing adoption of advanced technologies, including hardware such as sensors, drones, satellites, and GPS, as well as data management and analytics software. These innovations enable farmers to monitor, control, predict, and optimize agricultural operations with greater efficiency, accuracy, and sustainability. Precision agriculture plays a vital role in addressing challenges such as food security, climate change, and resource scarcity by enhancing crop yields, reducing input waste, and improving environmental outcomes.

### (D) Public Transportation and Logistics:

Due to the increased global trade, intelligent development, and growth in e-commerce, the market has experienced rapid expansion. The global transportation market was valued at USD 7.31 trillion in 2022 and is expected to grow to USD 11.1 trillion by 2030, with a compound annual growth rate (CAGR) of 5.4%. According to a report from market research firm Precedence Research, the global logistics market is projected to grow to USD 21.91 trillion by 2033, with a CAGR of 9.35%.

The growth across these markets underscores several shared trends, including technological innovation, rising market demand, and government policy support. With rapid advancements, particularly in communication and data processing, geared towards meeting escalating demand and offering business opportunities for ecosystem supply chain vendors, these sectors are driving continuous innovation and development, paving the way for robust growth in the market in the years ahead.

#### IV. Competitive Advantages

Our Company has erected several crucial technological barriers, encompassing system integration, software and firmware design, RF research and development, mechanical research and development, display technology, and safety certification. We predominantly favor trade secrets over patent protection due to a myriad of reasons such as swift technological advancements, confidentiality preservation, cost-effectiveness, and the variability of application processes. Notably, system integration often entails undisclosed technical know-how (e.g., wireless communication shielding, mechanical closeness, and power efficiency), hence our inclination towards trade secrets. Our competitive advantages are delineated as follows:

- A. Professional Experience and Expertise: With years of immersion in the rugged mobile computing realm, our Company has amassed extensive professional knowledge and technical proficiency, laying a robust groundwork for our foray into the mobile satellite communications ground equipment market.
- B. High Barrier Strategy Advantage: Since its inception, our Company has steadfastly adhered to the philosophy of eschewing low barriers, emblematic of our unwavering focus on technology-intensive and innovation-driven domains. This positioning enables us to excel in upscale markets and arenas fraught with significant technical challenges.
- C. Comprehensive Service System: We have instituted a comprehensive service ecosystem, spanning from market research to design fabrication, and further extending to supply chain management. This ensures streamlined and consistent processes in the development and provision of ground equipment for mobile satellite communications.
- D. Visibility in Multiple Vertical Markets: Our Company's prominent presence and sterling reputation across various vertical markets will expedite the promotion of mobile satellite communications ground equipment and facilitate swift market acceptance.

#### V. Prospects: Favorable and Unfavorable Factors and Response Strategies

##### **A. Favorable Factors**

##### **(A) Long-term Focus on the Mobile Industrial PC Market, Accumulating Technology and Strength**

Our Company has steadfastly concentrated on providing rugged mobile solutions within the demanding domain of industrial PCs. Through long-term dedication to enhancing technology and fostering innovation, we continuously explore and solidify our product applications. Leveraging robust mechanical structural technology, our products can operate stably even in the most challenging environments, which is particularly crucial for specialized fields such as precision agriculture, maritime operations, government solutions, logistics, and transportation. We enhance display and touch screen technologies to ensure product efficiency and usability even in extreme outdoor conditions. Regarding intelligent battery management, our Company ensures that products deliver reliable power under various temperatures and conditions, significantly reducing downtime caused by power issues. Additionally, our wide-ranging onboard power supply technology provides stable and efficient energy solutions for vehicular applications, setting a high competitive threshold within the industry. Moreover, our Company possesses diverse software services and professional expertise, offering customized solutions to meet unique customer demands. Our technological prowess and innovative mindset grow in tandem with our customers, reinforcing our market position and establishing a solid foundation in the satellite communications market.

##### **(B) Diversified Field Applications and Customization Capability**

Our Company has deeply entrenched itself in the rugged mobile computer market, spanning sectors such as maritime, agriculture, public transportation, logistics, and government solutions. We

provide one-stop customized services, leveraging our proprietary brand, RuggON, to extend our reach from the rugged market to the global mobile product market. Our brand not only signifies product strength and design innovation but also acts as a magnet for potential customers across diverse markets. As digitalization and smart transformation gain traction across industries, the demand for products tailored to meet specific terminal requirements and specifications becomes a pivotal force in the industrial PC sector. Through customized services and brand expansion endeavors, our Company has effectively introduced numerous tailored solutions across various industries, thereby bolstering our competitive stance in the market. Throughout the customization process, we continuously reinforce the resilience of our supply chain, thereby enhancing the competitiveness of our proprietary brand. The synergy between our brand and customization services enables us to flexibly adapt to market changes and cater to diverse customer needs.

(C) Comprehensive Service System

Our Company offers one-stop, comprehensive solutions for customized services, encompassing every stage from conceptualization and design to development, manufacturing, after-sales support, and end-of-life (EOL) product lifecycle management. This holistic approach not only meets the diverse needs of our customers but also bolsters our competitiveness in the market. Particularly, our supply chain management entails collaborative discussions with customers starting from the early stages of product design, boosting production efficiency. The RuggON brand business is founded on prototypes, with additional minor customization services provided to customers. This service model facilitates swift product launches into the market, catering to customer demands. Moreover, our Company ensures that project products supplied to customers have an extended product lifecycle, necessitating support for over five years. This not only underscores our confidence in product quality but also exhibits customers' trust in our quality and brand, fostering the establishment of long-term collaborative relationships between both parties.

(D) Advantages of the Industry Ecosystem

The electronic industry supply chain ecosystem in our nation is robust, featuring comprehensive vertical integration among upstream, midstream, and downstream sectors. This has led to the formation of efficient and highly collaborative industry clusters. Driven by the concentrated effects of industry clustering, a diverse array of product types and complete system module supply chains have emerged. These encompass central processing units, memory, touch panels, passive components, connectors, batteries, and more, thereby reducing the time and cost for industrial PC manufacturers to source and acquire components. Our Company has established an ecosystem chain in Taiwan, adept at seamlessly integrating local resources, including talent, technology, and supply chain management. This enhances operational efficiency and market responsiveness. By cultivating a rugged mobile ecosystem, we foster an integrated value chain, facilitating collaborative development of new products or services and enabling ecosystem members to collectively generate and share value.

**B. Adverse Factors and Response Strategies**

(A) Pressure from Technological Innovation Competition and Regulatory Requirements

Our Company has ventured into the market for rugged mobile satellite communications systems, partnering with internationally renowned maritime communication equipment providers to collaboratively develop mobile and portable rugged satellite communication link devices. However, satellite communication is a highly technology-intensive industry, subject to stringent industry, product, and safety regulations both internationally and regionally. Consequently, our Company faces increased compliance costs in market entry and product development. Moreover, as the satellite communications market emerges as a commercialized sector, the continual emergence of new

applications and innovations in related technologies leads to rapid shifts in international market demands, intensifying the technological challenges faced by our Company.

■ Response Strategies:

Our company continues to hire additional R&D members, enhance internal R&D capabilities.. Through continuous technical training and professional development, we ensure that our R&D team remains at the forefront of technology. We actively undertake government projects, collaborating with governmental agencies to continually sharpen our technological capabilities, expedite technological innovation and application development, and stay aligned with market changes and customer demands, thereby delivering higher-quality services and solutions to our customers. By collaborating with international satellite operators and providing customers with comprehensive service and feedback systems, we gain insights into satellite communications technology and market dynamics, enabling us to stay abreast of industry trends. Concurrently, we actively participate in relevant industry associations and standard-setting organizations to promptly access the latest industry information and regulatory changes, reinforcing our specialized team's compliance with regulations across various regions. This effectively guides our Company's product development and market strategies.

(B) Concentration of Existing Product Applications

The application of industrial computers is extensive; however, developing products for specific fields often requires a significant investment of resources. To provide customers with a one-stop system integration solution, and given the limited resources of the company, we have chosen to focus on the maritime industry, which has a higher technical threshold and fewer competitors, as our main development market. However, this has resulted in the current risk of product sales being limited to specific fields or specific customers.

■ Response Strategies:

Ubiqconn expands its target customer base by leveraging existing products and customers, building on accumulated experience. We are actively developing new technologies and new application areas to reduce the operational impact caused by fluctuations in the maritime industry's conditions. In addition to continuously developing our industry computer brand RuggON, which targets niche markets such as logistics, agriculture, and public transportation, Ubiqconn has been laying out its satellite communication equipment business since 2021. We assist satellite communication equipment manufacturers in developing related products such as Mobile Gateways, Voice Over Internet Protocol (VOIP), Satellite Antenna boxes, and control units for satellites. We have already secured procurement orders from key customers, thereby reducing the risk of concentration in product application areas.

(C) Inventory Management Challenges

Our Company's products are utilized in diverse sectors including satellite communications, maritime, agriculture, logistics, and public transportation, each with unique applications and features. Given the nature of customized products and small-scale, high-variation production, our Company faces challenges in procuring and managing a wide array of raw materials for its production lines.

■ Response Strategies:

Our Company predominantly operates on a make-to-order basis, strategically planning raw material procurement based on customer orders and sales forecasts. We also prioritize modular product designs to streamline the procurement process for commonly used raw materials. For instances requiring specialized specifications or customer-specific materials, we proactively prepare materials in accordance with supplier lead times. Furthermore, we adjust raw material

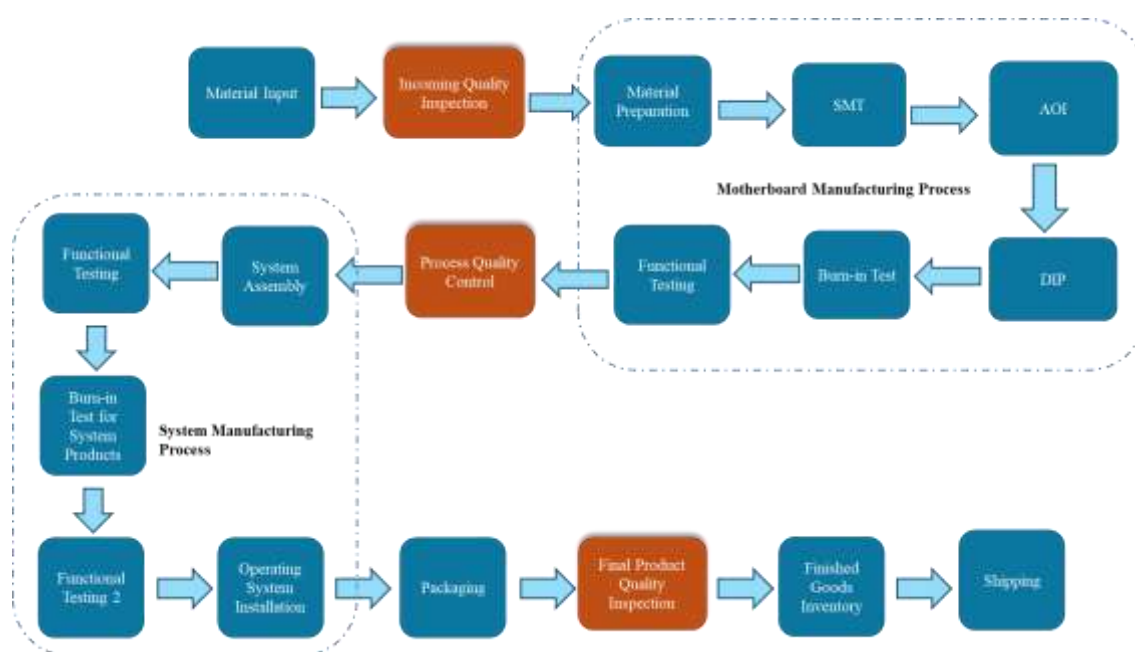
procurement based on short, medium, and long-term order forecasts obtained from our sales units to mitigate the risk of extended raw material stagnation.

## 2) Important Uses and Manufacturing Processes of Key Products:

### I. Important Uses of Key Products

Main Products	Uses
Rugged Mobile Multi-Functional Display	Maritime, logistics, ports, mining, transportation, agriculture, government solutions
Rugged Tablets	Government solutions, maritime, logistics, ports, mining, agriculture, public transportation, automotive industry
Rugged Mobile Computers	Maritime, satellite reception and transmission, government solutions

### II. Manufacturing Processes of Products



## 3) Supply Status of Main Raw Materials:

Main Raw Materials	Supplier	Supply Status
LCD Module (LCM)/Touch Panel (TP)	P-01 、 P-02	Good
Various Electronic Parts (e.g. ICs, Memory, Processors)	P-03 、 P-04	Good
Printed Circuit Boards (PCBs)	P-05	Good



- 4) List of suppliers and clients representing 10% or more of the company's total purchases/sales in either of the two most recent fiscal years, along with the corresponding amounts bought from/sold to each, the percentage of total purchases/sales accounted for by each, and an explanation for any changes in these figures:

**I. List of suppliers and clients representing 10% or more of the company's total sales in either of the two most recent fiscal years, along with the corresponding amounts sold to each, the percentage of total sales accounted for by each, and an explanation for any changes in these figures:**

In NT\$ K

2023					2024				Q1 2025(Note 2)			
No.	Name	Amount	As a % of full-year net sales	Relation with Issuer	Name	Amount	As a % of full-year net sales	Relation with Issuer	Name	Amount	% of net sales for the year up to prior quarter	Relation with Issuer
1	S-01	1,361,290	36.58	N/A	S-01	529,336	26.19	N/A	S-01	160,923	26.33	N/A
2	S-01-2	498,112	13.39	N/A	S-01-1	308,688	15.27	N/A	S-01-1	216,341	35.40	N/A
3	S-01-1	484,907	13.03	N/A	S-02	2,337	0.12	N/A	S-02	1,807	0.30	N/A
4	S-04	431,546	11.60	-	S-01-2	251,347	12.43	N/A	S-01-2	68,715	11.24	N/A
	Other	945,485	25.40	-	Other	929,717	45.99	-	Other	163,328	26.73	-
	Net Sales	3,721,340	100.00	-	Net Sales	2,021,425	100.00	-	Net Sales	611,114	100.00	-

Note 1: The above sales customers have signed Non-Disclosure Agreements (NDAs).

Note 2: Explanation of Changes in Revenue: Our revenue primarily originates from the industrial computer industry. Changes in revenue and its proportion from major customers are mainly due to the expansion of business operations, shifts in end-market demand across various product application sectors, as well as the development and sales performance of new products.

**II. List of suppliers and clients representing 10% or more of the company's total purchases in either of the two most recent fiscal years, along with the corresponding amounts bought from each, the percentage of total purchases accounted for by each, and an explanation for any changes in these figures:**

In NT\$ K

2023					2024				Q1 2025(Note 2)			
No.	Name	Amount	As a % of full-year net purchases	Relation with Issuer	Name	Amount	As a % of full-year net purchases	Relation with Issuer	Name	Amount	% of net purchases for the year up to prior quarter	Relation with Issuer
1	P-01	602,148	25.85	N/A	P-01	315,834	25.54	N/A	P-01	104,286	33.38	N/A
2	Other	1,726,937	74.15	-	Other	921,031	74.46	-	Other	208,135	66.62	-
	Net Purchases	2,329,085	100.00	-	Net Purchases	1,236,865	100.00	-	Net Purchases	312,421	100.00	-

Note 1: The above suppliers have signed Non-Disclosure Agreements (NDAs).

Note 2: Explanation of Changes: In 2024 (Year 113 of the Republic Era), the decline in the Company's and its subsidiaries' performance led to a corresponding decrease in procurement demand.

3. The Number of Employees Employed for the Two Most Recent Fiscal Years, and During the Current Fiscal Year Up to the Date of Publication of the Annual Report, Their Average Years of Service, Average Age, and Education Levels (Including the Percentage of Employees at Each Level):

Fiscal Year		2023	2024	Current year up to March 31, 2025
Number of Employees	Manager	13	13	12
	Direct Labor	94	64	59
	Indirect Labor	286	323	313
	Total	393	400	384
Average Age		40.5	40.5	41.0
Average Years of Service		5.2	5.2	4.6
Distribution of Education Levels	Doctorate	0.25	-	-
	Master's	21.12	23.25	23.70
	Bachelor's	49.62	52.75	52.60
	Associate Degree	11.71	8.25	8.60
	High School or Below	17.30	15.75	15.10
	Total	100.00%	100.00%	100.00%

4. Disbursements for Environmental Protection:

1) The total amount of losses and disposals suffered by the company in the most recent fiscal year and up to the annual report publication date due to environmental pollution incidents: None.

2) Future Response Strategies and Potential Expenditures:

- I. Ubiquonn currently has no record of pollution incidents. Nevertheless, we proactively implement the ISO 14001 Environmental Management System to reduce the environmental impact of our operations. Through systematic management and annual verification by accredited third-party organizations, the Company identifies potential risks that could lead to significant adverse environmental impacts and adopts preventive measures accordingly. These efforts ensure the Company maintains a high standard of environmental compliance and prevents major pollution-related incidents.
- II. In 2024, Ubiquonn obtained product certification under the Electronic Product Environmental Assessment Tool (EPEAT), a globally recognized environmental rating system for electronics. This certification addresses the growing demand for “green electronic products” by governments and large institutions in various countries. EPEAT encompasses both product assessment criteria and registration/application management systems, covering the entire product life cycle—from design and manufacturing to energy usage and end-of-life recycling. This achievement demonstrates the Company’s commitment to sustainable product development and environmental responsibility.
  - Reduction/Elimination of Environmentally Sensitive Materials
  - Material Selection
  - Design for End of Life
  - Product Longevity/Life Extension
  - Energy Conservation
  - End of Life Management
  - Corporate Performance

- Packaging

III. Ubiquconn places great importance on environmental protection and has actively promoted the following energy-saving initiatives::

- Full adoption of high-efficiency lighting, such as LED panel lights, across all office areas.
- Continual optimization of workflows, including the promotion of TEAMS video conferences to replace physical meetings, reducing electricity consumption in meeting rooms, and transitioning to electronic approval systems to minimize paper usage.
- Preference for procuring office equipment with energy-saving labels, such as refrigerators and microwaves.
- Turning off unnecessary lighting during lunch breaks, shutting down personal devices, unplugging or switching off extension cords' main switches based on equipment usage after work or during long holidays, and encouraging the use of stairs from floors 1 to 4.

#### IV. Water Resource Usage

Our Company is committed to water conservation practices. The water utilized at our operational sites is sourced from tap water, primarily serving domestic purposes within the office. Our water source originates from the Feitsui Reservoir, located outside water-sensitive areas, thus alleviating any pressure on water resources. We do not engage in industrial wastewater processes; all wastewater generated is categorized as domestic sewage. This sewage is collected via the building/campus sewage pipeline and discharged into the municipal sewage collection network.

#### V. Expanxe

As of the publication date of the 2024 annual report, the Company's total environmental protection expenditure amounted to NT\$1.5 million. The expenditures included costs related to ISO 14001 Environmental Management System certification, EPEAT registration, industrial waste disposal, ENERGY STAR certification, and greenhouse gas inventory verification. This also encompassed expenses for external consultancy, training programs, and system implementation.

## 5. Labor relations:

### 1) List any employee benefit plans, continuing education, training, retirement systems, and the status of their implementation:

I. Employees who demonstrate diligence, proactivity, and a willingness to collaborate with the Company are regarded as invaluable assets. It is our mission and objective to seek and retain top-tier talent, ensuring their rights are safeguarded beyond legal mandates while fostering a work environment that promotes physical, mental, and emotional well-being.

#### II. Employee benefit plans and their implementation :

i. In order to foster labor-management cohesion, enhance employee engagement, and prioritize employee welfare, the Company, in addition to labor and national health insurance, has established an Employee Welfare Committee. This committee is responsible for promoting various employee welfare measures and facilitating effective communication to address labor-management concerns in a timely manner.

The following are the employee welfare benefits provided by the Company:

- Comprehensive employee benefits including labor insurance, national health insurance, and employee group insurance encompassing life, accident, medical, hospitalization, critical illness, cancer, occupational accident, overseas travel, and epidemic prevention coverage, as well as leave types approved under the Labor Standards Act.
- Diverse activities organized by the Employee Welfare Committee such as employee outings, departmental gatherings, club events and subsidies, annual year-end banquets, and contracted retailers.

- Robust education and training programs along with well-defined career advancement pathways.
- Healthcare: Annual health check-ups, on-site services by contracted physicians, and dedicated nurses who offer daily care and assistance.
- Various cash gifts, benefits, and allowances, including marriage bonuses, maternity subsidies, club subsidies, parking fee subsidies, travel subsidies, and hospitalization condolence payments.
- Health promotion: Health seminars and various clubs' promotion.
- Green workplace environment: Smoke-free workplace policy, regular environmental inspections, and environmental safety monitoring.

### III. Implementation of Continuing Education and Training

- Guided by the principle of "nurturing talent and caring for employees," our Company ensures that employees can enhance their skills and personal development to achieve shared objectives. We establish a robust collaborative model and provide an inclusive learning environment for our workforce. Through internal or external training, participation in learning-focused book clubs, and guidance from supervisors or peers, employees continually push their boundaries for growth. Concurrently, our comprehensive training system enables employees to experience a profound sense of achievement. The creation and operation of a learning organization entail the utilization of digital learning platforms, promotion of departmental book clubs, and encouragement of employees to explore their potential actively. We conduct CEO forums to listen to the opinions of new hires. Furthermore, we underscore the preservation of the Company's core values to foster corporate culture and principles, thereby laying the groundwork for sustainability :
  - Education and Training: Leveraging e-Learning platforms, case studies, employee book clubs, project groups focused on specific topics, and advocating for cross-departmental or intra-departmental job rotations as diverse talent development strategies.
  - Workplace Mentors: Ensuring the transfer of core technology knowledge in R&D, providing management training for supervisors, and enhancing leadership skills through communication and collaboration across departments.

### IV. Pension Scheme and Implementation Status

- The company's employee retirement matters are handled in accordance with the "Labor Retirement Act" as well as the relevant provisions of the Labor Standards Act and the Labor Pension Act.
- For employees who are subject to the Labor Pension Act, the company contributes 6% of the employee's monthly salary to the labor pension fund, based on the wage classification table. The contributions are deposited into the employee's individual labor pension account established with the Labor Insurance Bureau. The company also actively encourages employees to contribute up to the maximum 6% of their salary to their pension. The retirement pension payment is made either as a monthly pension or a lump-sum pension, based on the employee's individual pension account and accumulated earnings. The amount recognized for the new pension system contribution in 2024 is NT\$15,986 thousand.
- For employees subject to the Labor Standards Act pension system, the company contributes 2% of the employee's monthly salary into a designated account at Taiwan Bank. The balance of this account is reviewed at the end of each year. As of the end of 2024, the balance of the account is NT\$38,219.
- When employee's retirement application, the company provides a transition plan to assist in the smooth handover of responsibilities. Based on the individual's preference, the company may arrange for a transition to a consultant role, ensuring financial security post-retirement while passing on professional expertise. After receiving the application, the company provides retiring employees with a retirement handbook that consolidates retirement information and resources to assist them in planning a suitable retirement lifestyle. Additionally, prior to retirement, the HR department arranges

a written announcement to recognize the retiring employee's remarkable achievements during their tenure and helps facilitate the collection of thank-you cards written by other employees.

#### V. Labor-Management Agreements and Measures to Safeguard Employee Rights

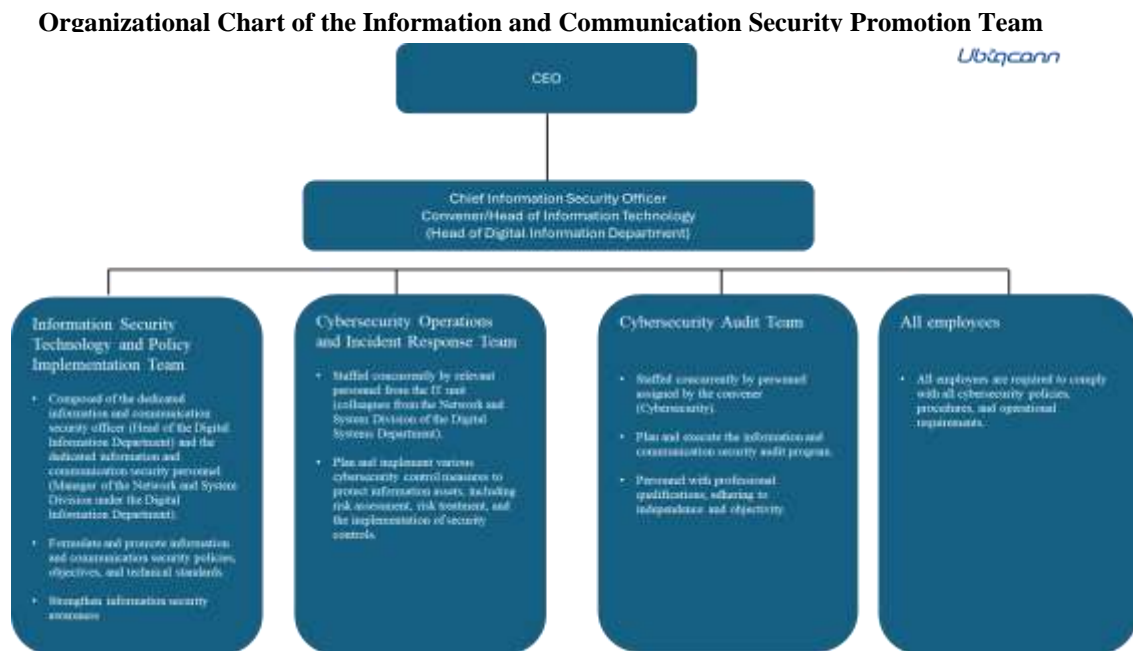
- i. Guided by the core principles of "harmonious labor relations" and "mutual growth," the Company prioritizes a supportive and transparent management style. It fosters various avenues for open communication, ensuring harmonious relations between labor and management. Together, we pursue corporate objectives, share profits, and establish stable labor-management relationships. Balancing empathy and reason, the Company engages in regular and effective communication and coordination with employees. It elucidates on the Company's challenges, issues, and prospects, articulating its stance. By embracing empathetic thinking, both labor and management receive equitable treatment, ensuring the Company remains free from losses due to labor disputes over the past three years. Collaboratively, we strive for professional advancement and the welfare of our employees.

- 2) List any losses suffered by the company in the most recent fiscal year and up to the annual report publication date due to labor disputes: None.

### 6. Cyber security management:

- 1) Describe the cyber security risk management framework, cyber security policies, concrete management programs, and investments in resources for cyber security management.

#### I. Cyber Security Risk Management Framework:



#### II. Information Security and Privacy Protection Management

To ensure the company's information security, we have established an Information Security Policy to safeguard the information of our employees, customers, and suppliers. In 2024, Ubiqconn Technology did not experience any incidents of customer privacy violations or data loss, and we did not receive any complaints related to information security. Compliance with regulatory requirements and promotion of cybersecurity awareness.

### III. Information Security Risk Framework

To strengthen the information security management at Ubiquonn Technology and ensure the safety of data, systems, and networks, the company has established a dedicated Information Security Unit in 2024. The unit is led by the Information Security Officer and supported by a team of security professionals responsible for formulating the company's information security policies, planning security measures, and implementing related operations.

Ubiquonn Technology has set up a dedicated Information Security Unit, with the Information Security Officer serving as the primary leader. The unit is responsible for managing the overall operational management units, management systems, and core systems of the company. The unit works across various levels, including the company's information security architecture, internal management processes, auditing and control, and confidential data management. This comprehensive approach ensures the promotion and enforcement of information security policies.

The goal is to proactively identify and manage information security risks, implement continuous security operations, establish a rapid response team, and consistently build, execute, and improve the information security management system.

### IV. To ensure robust information security management, Ubiquonn Technology has invested in various resources, including

#### i. Resources Invested to Implement Information Security Policy Principles:

- (1) Hardware Equipment: Firewalls, email antivirus, spam filtering, web behavior analysis, and intrusion prevention systems.
- (2) Software Systems: Endpoint protection systems, backup management software, file auditing, multi-factor authentication, privileged access management, compliance security, and data leakage prevention.
- (3) Telecommunications Services: Multiple backup lines and distributed denial-of-service (DDoS) protection.
- (4) Regular Actions: Daily system status checks, weekly regular backups with offsite storage of backup media, monthly cybersecurity awareness programs, annual disaster recovery drills, and annual internal and external audits of the information cycle.
- (5) Cybersecurity Personnel: One Chief Information Security Officer (CISO) and several security personnel, responsible for designing security frameworks, maintaining and monitoring security operations, responding to and investigating security incidents, reviewing and updating security policies. The CISO reports to the CEO on cybersecurity status every month.

#### ii. Specific Information Security Control Measures

To ensure the confidentiality, integrity, and availability of information assets, the company has developed strategies for preventing, detecting, and responding to information security risks. The specific information security management plan is as follows:

##### (1) Computer Equipment Security Management

- The company's main computer servers and application servers are housed in a dedicated server room. The server room is secured with an RFID card access system, and access records are kept for review.
- The server room's air conditioning system has a backup mechanism to maintain appropriate temperature and humidity levels for the operation of the computer equipment. An HFC-23 environmentally friendly automatic fire suppression system is also installed, which is effective for fires caused by electrical equipment or other incidents.
- The servers are equipped with uninterruptible power supplies (UPS) and voltage stabilization equipment, and are connected to the company's building's self-supplied generator power system.

This ensures that the system will not experience downtime during sudden power outages or temporary power disruptions.

- (2) Network and System Security
  - Data Center Security Management (Access Control, CCTV)
  - Employee Account, Password, and Permission Management.
- (3) Data Security Management
  - Regular Data Backup
  - Document and Data Encryption Storage
- (4) Information Security Training and Awareness
  - Regularly conduct information security awareness activities.
  - Conduct annual information security training and social engineering drills.
- (5) Information Security Certifications
  - Our company implemented the ISO 27001 Information Security Management System (ISMS) in 2023 and has regularly obtained ISO 27001 certification. The current certification is valid from November 19, 2023, to October 31, 2025. By adopting the ISO 27001 ISMS, we enhance our ability to respond to information security incidents and protect both company and customer assets.

#### V. Strengthening Employee Awareness of Information Security

Training	Effect
Internal Training	To strengthen general employees' awareness of information security, training is conducted through online courses or in-person classes. The main course content includes information security awareness training, basic information security knowledge, and the identification and prevention of phishing emails.
Training for Dedicated Personnel of Information Security Unit	Personnel from the dedicated information security unit participate in relevant training courses on an irregular basis to continuously enhance their professional knowledge and promptly adjust cybersecurity measures in response to advancements in information technology. In 2024, they attended external training courses, accumulating over 6 hours of training in total, with a cumulative participation of 4 attendees.
Regular Training	In 2024, the company conducted two email-based social engineering drills & one disaster recovery exercise.

- 2) List any losses incurred by the company in the two most recent fiscal years and up to the publication date of the annual report due to significant cyber security incidents, along with the potential impacts therefrom, and response measures being or to be taken. In cases where a reasonable estimate cannot be made, provide an explanation detailing the reasons why:

In January 2025, the official website of Ubiik was targeted by a DDoS (Distributed Denial of Service) attack. The information technology team immediately collaborated with an external cybersecurity firm to

implement appropriate countermeasures and block the attack. After evaluation, it was confirmed that the incident had no significant impact on the company's operations, and there was no concern of data leakage. Moving forward, the company will continue to strengthen the security controls of its infrastructure to ensure information security.

## 7. Important Contracts:

Contract Nature	Contracting Parties	Contract Period	Major ontent	Restrictive Clauses
Credit Facility Agreement	Taichung Commercial Bank Co., Ltd.(TCB)	2023/05/11~2026/05/11	Medium-term loan facility	N/A
Credit Facility Agreement	Taichung Commercial Bank Co., Ltd.(TCB)	2024/08/30~2025/08/30	Short-term financing facility	The counterparty must not be a related party, and the transferred funds must not be deposited (or transferred) into the account of a related party.
Credit Facility Agreement	Taichung Commercial Bank Co., Ltd.(TCB)	2024/08/30~2025/08/30	Short-term financing facility	The counterparty must not be a related party, and the transferred funds must not be deposited (or transferred) into the account of a related party.



## V. Review and Analysis of the Company's Financial Position and Performance, and Risk Assessment

### 1. Financial Position: Explain Main Reasons for Any Material Changes in Assets, Liabilities, and Equity over the Past Two Fiscal Years, Their Impact, and Response Measures:

Item \ Fiscal Year	2023	2024	Difference		Main Reasons for Material Changes in Assets, Liabilities, and Equity (with Changes of 20% or More and Amounts of Change Reaching NT\$10 Million) over the Past Two Fiscal Years, Their Impact, and Response Measures if Significant:
			Amount	%	
Current Assets	1,934,349	2,511,789	568,440	29.25	The main reason is due to the cash capital increase.
Financial assets at amortized cost - non-current	0	10,000	10,000	100.00	The main reason is due to the setting of project collateral deposit.
Property, Plant, and Equipment	53,317	52,571	(746)	-1.40	The main reason is due to the reduction in the depreciation period.
Right-of-Use Assets	111,622	83,014	(28,608)	-25.63	The main reason is due to the reduction resulting from the amortization of the Neihu office and Zhonghe factory buildings based on their usage period.
Intangible Assets	18,124	15,949	(2,175)	-12.00	The main reason is due to the reduction resulting from the decrease in the amortization period.
Other Assets	52,696	64,644	11,948	22.67	The main reason is the after-tax loss in 2024 and the increase in deferred tax assets.
Total Assets	2,179,108	2,737,967	558,859	25.65	The main reason is due to the cash capital increase.
Current Liabilities	712,091	556,009	(156,082)	-21.92	The main reason is the decrease in revenue and the reduced demand for material purchases in 2024.
Non-current Liabilities	89,119	58,526	(30,593)	-34.33	The main reason is the reduction in lease liabilities due to amortization over the lease term.
Total Liabilities	801,201	614,535	(186,675)	-23.30	The main reason is the decrease in revenue and the reduced demand for material purchases in 2024.
Capital Stock	750,000	860,000	110,000	14.67	The main reason is due to the cash capital increase.
Capital Reserve	318,681	1,106,618	787,937	247.25	The main reason is due to the cash capital increase.
Retained Earnings	307,538	154,393	(153,145)	-49.80	The main reason is the operating loss in 2024.
Other Equity	1,679	2,421	742	44.19	-
Non-controlling Interests	-	-	-	-	-
Total Equity	1,377,898	2,123,432	745,534	54.11	The main reason is due to the cash capital increase.
Future Response Plans for Significant Impact: The aforementioned changes have no significant adverse impact on the company, and the overall performance of the company remains normal, so there is no need to formulate any contingency plans.					

2. Financial Performance: Explain Material Changes in Operating Revenues, Operating Income, or Pre-Tax Income over the Past Two Fiscal Years, Sales Volume Projection, Rationale, and Response Measures:

In NT\$ K					
Fiscal Year		2023	2024	Difference	
Item				Amount	%
Operating Revenue		3,721,340	2,021,425	(1,699,915)	-45.68
Operating Costs		2,926,502	1,556,704	(1,369,798)	-46.81
Gross Profit		794,838	464,721	(330,117)	-41.53
Operating Expenses		481,191	606,571	125,380	26.06
Operating Profit		313,647	(141,850)	(455,497)	-145.23
Non-operating Income and Expenses		5,820	52,083	46,263	794.90
Profit Before Tax		319,467	(89,767)	(409,234)	-128.10
Income Tax Expense		(61,599)	22,610	84,209	-136.71
Net Profit for the Period		257,868	(67,157)	(325,025)	-126.04
Other Comprehensive Income for the Period (Net of Tax)		165	754	589	356.97
Total Comprehensive Income for the Period		258,033	(66,403)	(324,436)	-125.73
1. Main Reasons for Material Changes in Operating Revenues, Operating Income, and Pre-Tax Income over the Past Two Fiscal Years (with changes of 20% or more and amounts of change reaching NT\$10 million):					
(1) Decrease in operating revenue, operating costs, gross profit, and operating profit: Mainly due to a significant reduction in customer order demand in 2024.					
(2) Increase in operating expenses: Mainly due to the hiring of local personnel in the European region to expand business development in 2024.					
(3) Increase in non-operating income and expenses: Mainly due to foreign exchange gains and increased science and technology subsidies in 2024.					
(4) Increase in pre-tax net loss, net loss for the period, and total comprehensive income for the period: Mainly due to operating losses in 2024.					
(5) Increase in income tax benefits: Mainly due to the income tax benefit resulting from operating losses in 2024.					
2. Sales Volume Forecast and Basis: As the Company has not prepared or disclosed financial forecasts, sales volume forecasts and bases are not applicable.					
3. Potential Impact on Financial Operations and Response Plans: The Company's financial position remains sound, and its operational status is favorable. Through cash capital increases to support relevant operational expenses, there should be no concerns regarding insufficient funds. Furthermore, the aforementioned changes have not significantly affected the Company adversely, and there are no notable abnormalities in overall performance, rendering response plans unnecessary.					

### 3. Cash Flow:

#### 1) Liquidity Analysis for the Past Two Fiscal Years:

In NT\$ K				
Fiscal Year Item	2023	2024	Increase (Decrease) Amount	Change (%)
Cash Inflows (Outflows) from Operating Activities	667,395	13,203	(654,192)	-98.02
Cash Inflows (Outflows) from Investing Activities	(51,304)	(896,134)	(844,830)	1,646.71
Cash Inflows (Outflows) from Financing Activities	(164,511)	748,835	913,346	-555.19
Cash Flow Changes During the Most Recent Fiscal Year: (Percentage change reaching 20% or more)				
(1) Operating Activities: Cash inflows increased in 2024, primarily due to decline in revenue and increase in expenses.				
(2) Investing Activities: Cash outflows increased in 2024 compared to 2023, primarily due to an increase in time deposits with a maturity of more than three months.				
(3) Financing Activities: The cash inflow for the year 2024 was primarily due to the cash capital increase conducted in 2024.				

#### 2) Cash Flow Analysis for the Coming Year:

In NT\$ K						
Opening Cash Balance A	Projected Net Cash Flow from Operating Activities for the Year B	Projected Net Cash Flow from Investing Activities for the Year C	Projected Net Cash Flow from Financing Activities for the Year D	Ending Cash Balance A + B + C + D	Remedial Measures for Projected Cash Shortfall	
					Investment Plans	Financing Plans
599,227	554,276	(58,442)	(43,000)	1,052,061	N/A	N/A
1. Analysis of Cash Flow Changes for the Coming Year:						
(1) Operating Activities: Net cash inflow of NT\$554,276 thousand, primarily attributable to continued profitability from revenue generation.						
(2) Investing Activities: Net cash outflow of NT\$58,442 thousand, mainly due to the purchase of operational, production, and office equipment.						
(3) Financing Activities: Net cash outflow of NT\$43,000 thousand, primarily resulting from the distribution of dividends.						
2. Remedial Measures for Projected Cash Shortfall: Not applicable, as there is no projected cash shortfall anticipated.						

#### 4. The Effect upon Financial Operations of Any Major Capital Expenditures During the Most Recent Fiscal Year:

The Company incurred no significant capital expenditures in the most recent fiscal year, thus having no significant adverse impact on the Company's finances and operations.

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

1) Investment policy :

Our company's investment policy is based on considerations of sustainable operations and growth potential. According to the "Regulations Governing the Acquisition or Disposal of Assets by Public Companies" set by the competent authorities, we have established an "Asset Acquisition or Disposal Procedure" as the basis for making investment decisions in our business, in order to maintain oversight of the related business and financial status. Additionally, to ensure proper supervision and management of our invested companies, we have implemented internal control procedures for monitoring subsidiaries. These procedures set specific guidelines for information disclosure, financial management, business operations, inventory management, and other relevant aspects to maximize the effectiveness of our investment activities.

2) Main reasons for profit or loss in the recent fiscal year for reinvestment activities and improvement plans:

In NT\$ K

Invested Company	Main Business Activities	Investment Gain or Loss Recognized in 2024	Main Reasons for Profit or Loss	Improvement Plans
RuggON Corporation	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment.	2,696	Revenue in 2024 grew compared to 2023, but due to intense market competition, the gross margin slightly declined. However, with the boost from non-operating income, the company still achieved a profit for the period.	RuggON will continue to expand its operational scale, deepen relationships with existing customers, understand customer needs, and actively develop new customers in order to increase sales revenue.
Ubiqconn Technology (USA) Inc.	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment.	(8,487)	The main reason is that UNA continued to invest heavily in business development and market expansion, leading to higher operating expenses. However, the revenue did not reach the required scale, resulting in a loss.	UNA will continue to expand its operational scale, increase sales staff, and enhance exhibition exposure to expand its presence in North America.
Ubiqconn Technology Europe GmbH	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment.	(6,282)	UEG is a subsidiary newly established in 2024, primarily focused on developing customers and markets in the European region. As it is newly established and has not yet reached the required economic scale, it incurred losses.	UEG will continue to develop new customer groups, increase sales staff, and enhance exhibition exposure to expand its presence in the European market.

### 3) Future Investment Plans for the Coming Year:

The Board of Directors of Ubiquconn approved the acquisition of E3 Displays, LLC on March 12, 2025. The subsequent process will be carried out in accordance with relevant laws and regulations, as well as the applicable management guidelines, to ensure the protection of the company's and shareholders' interests.

The company will also adhere to a long-term strategic investment approach and continue to prudently evaluate future investment plans.

## 6. The Risk Assessment Section Shall Analyze the Following Aspects for the Most Recent Fiscal Year and as of the Date of the Annual Report's Publication:

### 1) The effect upon the company's profits or losses of interest and exchange rate fluctuations and changes in the inflation rate, and response measures to be taken in the future:

#### I. Interest Rate Fluctuations:

During the fiscal years 2023 and 2024, the Company and its subsidiaries experienced net foreign exchange gains or losses of NT\$(12,111) K and NT\$21,465 K, respectively. These figures represent (0.33)% and 1.06% of the annual net operating revenue, and (3.79)% and (23.91)% of the pre-tax net profit, respectively. A 1% fluctuation in the USD exchange rate would impact the pre-tax net profit of the Company by NT\$2,971 K and NT\$1,216 K, respectively. Given that the Company and its subsidiaries primarily conduct exports, with sales receipts predominantly in USD, supplemented by EUR and other transaction currencies, and raw material procurement mostly in USD, supplemented by EUR, exchange rate fluctuations will affect both the Company and its subsidiaries.

#### II. Exchange Rate Fluctuations:

To effectively mitigate the impact of exchange rate fluctuations, the Company and its subsidiaries have adopted the following response measures, in addition to implementing a natural hedging policy with a basket of trading currencies:

- i. Adjusting foreign currency cash positions promptly to minimize the impact of exchange rate fluctuations.
- ii. Maintaining close communication with major counterparty banks to gather relevant information on exchange rate changes and proactively respond to the negative effects of currency fluctuations.
- iii. Regularly evaluating net foreign assets (liabilities) and making dynamic adjustments based on the Company's fund needs and the magnitude of exchange rate fluctuations. Exchange gains or losses primarily result from corresponding foreign currency positions held in response to daily operational transactions and exchange rate fluctuations.

By collecting information on exchange market changes and closely liaising with financial institutions, the Company monitors exchange rate trends and adopts timely measures to reduce exchange rate risks.

#### III. Inflation Situation:

As of the date of the annual report's publication, the Company and its subsidiaries have not experienced significant impacts on financial operations due to inflation. To maintain price stability, the Company and its subsidiaries closely monitor global economic and political changes and market price fluctuations. We also maintain good interactive relationships with suppliers and customers, dynamically adjusting production and sales strategies to mitigate the impact of inflation on the Company and its subsidiaries' profits and losses.

2) The company's policy regarding high-risk investments, highly leveraged investments, loans to other parties, endorsements, guarantees, and derivatives transactions; the main reasons for the profits/losses generated thereby; and response measures to be taken in the future.

I. Execution Status of High-Risk, High-Leverage Investments, and Future Response Measures:

The Company and its subsidiaries prioritize core business operations. Adhering to conservative and prudent principles, we have refrained from engaging in high-risk or high-leverage investment activities. Consequently, there will be no significant adverse impact on the Company's profits and losses.

II. Execution Status of Loans to Others, Endorsements and Guarantees, and Derivative Transactions, and Future Response Measures:

During the most recent fiscal year and up to the publication date of the annual report, the Company and its subsidiaries have abstained from lending funds to others, providing endorsements or guarantees for others, or trading in derivative products. However, the Company and its subsidiaries have established operational procedures, such as "Operational Procedures for Loaning Funds to Others," "Operational Procedures for Endorsements/Guarantees," and "Procedures for Engaging in Derivatives Trading," which have received approval from the shareholders' meeting. Should the need arise to undertake such transactions, they will be conducted in accordance with the relevant operational procedures.

3) Future Research and Development Plans and Anticipated R&D Expenditure:

I. Future Research and Development Plans:

Our future endeavors will center on advancing product development in rugged connectivity-related technologies across diverse markets, including logistics and transportation, smart agriculture, government solution computing, smart ports, drones, maritime, and satellite communications, offering solutions tailored to these sectors.

- i. Short-term objectives involve achieving the development of smart application platforms and rugged systems.
- ii. Mid-term objectives entail establishing application service programs and developing auxiliary system software for related fields.
- iii. Long-term objectives revolve around delivering comprehensive technical solutions for specialized application domains.

II. Expected R&D Expenditure:

We make continuous investments in human capital and R&D infrastructure for robust connectivity-related technologies, encompassing hardware platforms, system mechanisms, wireless transmission, firmware and software programming, and production testing. The projected R&D expenditure is set to not fall below 5% of the operating revenue.

4) Effect on the company's financial operations of important policies adopted and changes in the legal environment at home and abroad, and measures to be taken in response:

The Company and its subsidiaries conduct their business activities in compliance with regulatory requirements stipulated by governing authorities. We vigilantly monitor changes in significant domestic and international policies and legal regulations to stay informed and adapt to external circumstances, promptly responding to fluctuations in domestic and international political and economic environments. Throughout the most recent fiscal year and up to the date of the annual report's publication, the Company has not incurred substantial financial impacts resulting from changes in significant domestic and international policies and regulations.

- 5) Effect on the company's financial operations of developments in science and technology (including cyber security risks) as well as industrial change, and measures to be taken in response:

Ubiquonn and its subsidiaries keep a close watch on technological changes and advancements relevant to their industries, continuously enhancing their technical capabilities to align with industry and market trends. This ensures we can assist customers in integrating engineering technologies and upgrading their technical proficiency. Additionally, the Company has established a dedicated cybersecurity unit and appointed a Chief Information Security Officer on May 22, 2023. This position is responsible for overseeing, instituting, and promoting cybersecurity policies, initiatives, and operations. The cybersecurity unit's duties include advancing, coordinating, supervising, and reviewing cybersecurity management matters. Throughout the most recent fiscal year and up to the date of the annual report's publication, the Company has not experienced significant financial impacts due to technological changes (including cybersecurity risks) or industry developments.

- 6) Effect on the company's crisis management of changes in the company's corporate image, and measures to be taken in response:

Ubiquonn and its subsidiaries have consistently adhered to principles of professionalism and ethical management, emphasizing corporate image and risk management. Throughout the most recent fiscal year and up to the date of the annual report's publication, the Company has not encountered crisis management scenarios stemming from shifts in corporate image. Moving forward, the Company and its subsidiaries will maintain these efforts, upholding a positive corporate image while actively expanding business operations.

- 7) Expected benefits and possible risks associated with any merger and acquisitions, and mitigation measures being or to be taken:

The Board of Directors of Ubiquonn approved the acquisition of E3 Displays, LLC on March 12, 2025. The subsequent process will be carried out in accordance with relevant laws and regulations, as well as the applicable management guidelines, to ensure the protection of the company's and shareholders' interests.

- 8) Expected benefits and possible risks associated with any plant expansion, and mitigation measures being or to be taken:

During the most recent fiscal year and up to the date of the annual report's publication, there are no proposed expansions of plant facilities by the Company and its subsidiaries.

- 9) Risks associated with any concentration of sales or purchasing operations, and mitigation measures being or to be taken:

I. Risks and Mitigation Strategies Regarding Purchasing Concentration

Throughout the fiscal years 2023 and 2024, neither our Company nor its subsidiaries faced significant concentration in purchasing. The highest proportions of purchases from a single supplier were 25.85% and 25.54%, respectively. Additionally, our Company maintains robust relationships with its suppliers, and mostly has alternative options. This ensures a stable supply chain. Furthermore, measures are implemented to step up control over major or long-term procurement activities, guaranteeing stable supply, high-quality products, and reliable service from suppliers. As a result, the risk associated with purchasing remains limited.

II. Risks and Mitigation Strategies Regarding Sales Concentration

Our company is engaged in industrial computer assembly, with the main business development divided into customized services and our own brand RuggON : Customized services encompass rugged mobile solutions, LCD touch display solutions, embedded modules, and satellite module customization design and production services. Key focus areas include maritime, government solutions, office

automation, voting machines, and satellite communications (future 6G). In addition, the proprietary brands, particularly the subsidiary RuggON, target four key vertical markets (agriculture, public transportation, government solutions, and logistics). As brand building necessitates long-term dedication, customized services have remained the primary revenue contributor over the past decade. In fiscal years 2023 and 2024, sales proportions to the largest customer were 36.58% and 26.19%, respectively, and to the largest group, they were 63.68% and 55.99%, respectively, indicating sales concentration. The following outlines the Company's risk management strategies for sales concentration:

- A. We are actively cultivating our clientele for customized services, aiming to decrease the revenue contribution from such services to below 50%. Promising customer segments with potential high growth include government solutions, 6G, and office building automation, among others.
  - B. We are persistently investing in branding, which includes a substantial expansion of personnel in our U.S. branch office. We anticipate an increased contribution of our brand to the U.S. market in the future, further ensuring that revenue from major customized service clients falls below the target.
- 10) Effect upon and risk to the company regarding the transfer or change of ownership of a significant quantity of shares held by directors, supervisors, or shareholders with a stake exceeding 10 percent in the company, and mitigation measures being or to be taken:

Throughout the most recent fiscal year and up to the date of the annual report's publication, there have been no significant impacts on the Company's operations resulting from the transfer or change of ownership of a significant quantity of shares held by directors, supervisors, or shareholders with a stake exceeding 10 percent in the Company.

- 11) Effect upon and risk to the company associated with any change in ownership, and mitigation measures being or to be taken:

There have been no changes in ownership for the Company in the most recent fiscal year and up to the date of the annual report's publication. The Company has intensified various corporate governance measures and established an audit committee to enhance overall shareholder interest protection.

- 12) Regarding litigious and non-litigious matters, list any major litigious proceedings, non-litigious proceedings or administrative litigations that: (1) involve the company, its directors, supervisors, president, de facto responsible person, major shareholders holding over 10% stake, and subsidiaries; and (2) have been concluded by a final and unappealable judgment, or remained pending. Where such an outcome could materially affect shareholders' equity or the prices of the company's securities, the disputed facts, monetary amounts involved, litigation commencement dates, main parties involved, and current status as of the date of publication of the annual report should be disclosed:

Ubiqconn currently has no such circumstances.

- 13) Other important risks, and mitigation measures being or to be taken:

None.

## 7. Other Important Matters: None.



## VI. Special Disclosures

### 1. Affiliates' Information:

#### 1) Consolidated Business Reports of Affiliates:

##### I. Organizational Chart of Affiliates:



##### II. Basic information of affiliates:

Company	Incorporation Date	Currency	Paid-in Capital	Address	Principal Business or Production Items
RuggON Corporation	January 14, 2014	NTD	120,000,000	4F., No.298, Yangguang St., Neihu Dist., Taipei City	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment
Ubiqconn Technology (USA) Inc.	March 7, 2017	USD	550,000	17870 Castleton St Ste 116 City of Industry CA 91748 United States	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment
Ubiqconn Technology Europe GmbH	July 22, 2024	EUR	25,000	Frankfurter Straße 11, 61476 Kronberg im Taunus, Germany	Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment

III. Same shareholder information for entities presumed to have controlling and subordinate relationships:  
None.

IV. Industries covered by the overall business operated by the affiliates: Trading of industrial PCs, automotive products, electronic parts, and peripheral equipment.

V. Directors, supervisors, and presidents of affiliates:

Company	Title	Name or Representative	Shareholding	
			Number of Shares	Percentage
RuggON Corporation	Chairman	Ubiquonn Technology, Inc. Rep.: Chien Min-Tz	12,000,000	100%
	Director	Ubiquonn Technology, Inc. Rep.: Hsieh Yen-Peng	12,000,000	100%
	Director	Ubiquonn Technology, Inc. Rep.: Li Teng-Hao(Lee Po-Cheng)	12,000,000	100%
Ubiquonn Technology (USA) Inc.	Director	Ubiquonn Technology, Inc. Rep.: Timothy Tsai	10,500,000	100%
	Director	Ubiquonn Technology, Inc. Rep.: Hsieh Yen-Peng	10,500,000	100%
	Director	Ubiquonn Technology, Inc. Rep.: Chou Yun-Chih	10,500,000	100%
Ubiquonn Technology Europe GmbH	Director	Ubiquonn Technology, Inc. Rep.: Martin Brandenburg	25,000	100%

VI. Financial condition and operational results of each affiliate:

Company	Capital		Total Assets (NT\$ K)	Total Liabilities (NT\$ K)	Net Worth (NT\$ K)	Operating Revenue (NT\$ K)	Operating Profit (NT\$ K)	Net Income (After Tax) (NT\$ K)	Earnings Per Share (NT\$) (After Tax)
	Curr.	NT\$ K							
RuggON Corporation	TWD	120,000	126,720	38,403	88,317	314,421	(2,111)	2,696	0.22
Ubiquonn Technology (USA) Inc.	USD	1,050	16,507	6,460	10,047	56,966	(8,521)	(8,474)	(0.81)
Ubiquonn Technology Europe GmbH	EUR	25	13,799	2,904	10,895	0	(6,282)	(6,282)	(251.28)

## VII. Consolidated Financial Statements of Affiliated Enterprises:

### Declaration

For the fiscal year 2024 (from January 1, 2024 to December 31, 2024), the entities mandated for inclusion in the Company's consolidated financial statements of affiliated enterprises under the "Criteria Governing Preparation of Affiliation Reports, Consolidated Business Reports, and Consolidated Financial Statements of Affiliated Enterprises" align with those entities required for inclusion in the consolidated financial statements of parent and subsidiary companies, as stipulated in International Financial Reporting Standard No. 10 (IFRS 10). Furthermore, all pertinent information mandated for disclosure in the consolidated financial statements of affiliates has been duly disclosed in the foregoing consolidated financial statements of parent and subsidiary companies. As a result, no separate consolidated financial statements of affiliates have been prepared.

Yours Faithfully

Ubiquonn Technology, Inc.

Chairman of the Board Chien Min-Tz

March 12, 2025

2. Holding or disposal of shares in the company by the company's subsidiaries during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report: N/A.
3. Other matters that require additional description: None.

**VII. Any of the situations listed in Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act, which might materially affect shareholders' equity or the price of the company's securities, has occurred during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report: N/A.**

Ubiquonn Technology Inc.

Chairman: Chien Ming-Tz