

Introduction

Sustainable
Management
Approach

Sound Corporate
Governance

Green Operations
and Innovation

Environmental
Sustainability
Management

**Co-creating Talent
Value**

Practicing Social
Inclusion

Appendix

CH6

Co-creating Talent Value

- 6.1 Human Capital Value Strategy
- 6.2 Diversity, Inclusion, and Workplace Equality
- 6.3 Talent Attraction and Retention
- 6.4 Talent Development
- 6.5 Workplace Safety and Physical and Mental Health

⚡ Performance Highlights:

4.22times

average salary of non-managerial employees
compared to the statutory minimum wage

NT\$2.89million

invested by the Group in
education and training

↑100%

introduction of AI tools to
improve efficiency

↓9.29%

turnover rate, continuing
to decline

NT\$2million

in health examination
subsidies

Material Topic Impact Assessment and Management Approach

Competent Authority | Administration Department

Policies and Commitments	Impact Assessment	Management Actions and Performance Tracking	Stakeholder Engagement
Upholding the business philosophy of creating a workplace that satisfies employees and attracts talent, Ennoconn builds a diverse, inclusive, and competitive work environment, provides a remuneration structure that exceeds industry and regulatory standards, and remains committed to gender equality to ensure that employees are not treated differently because of gender, age, race, or religion. At the same time, through “digital empowerment” and “flexible benefits” policies, the Company supports employees in realizing their self-worth, achieving career development and work-life balance, and fostering labor-management relations built on mutual trust and shared prosperity.	Positive impact High-quality talent retention strategies can improve employee satisfaction and cohesion, accumulate key technical capital, such as AI talent, and further translate into the Company’s innovation momentum and long-term competitive advantages.	Competitive remuneration and benefits - In 2025, the average salary of non-managerial employees was 4.22 times the statutory minimum wage. - The Company provides group insurance that exceeds regulatory requirements, health examination subsidies ranging from NT\$10,000 to NT\$60,000, massage services by visually impaired therapists, a flexible working hours system, and holds Family Day events to strengthen employee connections. - The Company supports maternity protection and parental leave. In 2025, the reinstatement rate for female employees after parental leave reached 85%.	Communication channels
	Negative impact Without a comprehensive development mechanism or remuneration incentives, the Company may face the loss of key talent, higher recruitment costs, and potential impacts on business operations and digital transformation due to talent gaps.	Resources and actions - The Company has established a four-stage ladder-based development blueprint, from new employee rotation to senior manager development, to ensure a continuous talent pipeline. - The Company promotes a three-stage AI training program, introduces Gemini and NotebookLM tools, and trains seed members in each department to improve digital productivity.	labor-management meetings, performance interviews, employee suggestion box, and Employee Welfare Committee.
		Two-way dialogue performance management Through daily and quarterly agile performance dialogues and evaluations, the Company helps employees promptly remove execution barriers.	

Targets

Item	2025 Current Status	2026 Targets
Talent retention	Ennoconn’s individual turnover rate was 9.29%	Maintain the annual turnover rate below 12%
Employee experience	Satisfaction survey mechanism established	Employee satisfaction score of 80 points or above
Digital transformation	Complete basic AI empowerment by 2025	Completed the training of 31 AI seed members
Family-friendly workplace	Reinstatement rate for female employees after parental leave was 85%	Maintain the reinstatement rate for female employees after parental leave or improve it compared to the previous period

Introduction

Sustainable Management Approach

Sound Corporate Governance

Green Operations and Innovation

Environmental Sustainability Management

Co-creating Talent Value

Human Capital Value Strategy

Diversity, Inclusion, and Workplace Equality

Talent Attraction and Retention

Talent Development

Workplace Safety and Physical and Mental Health

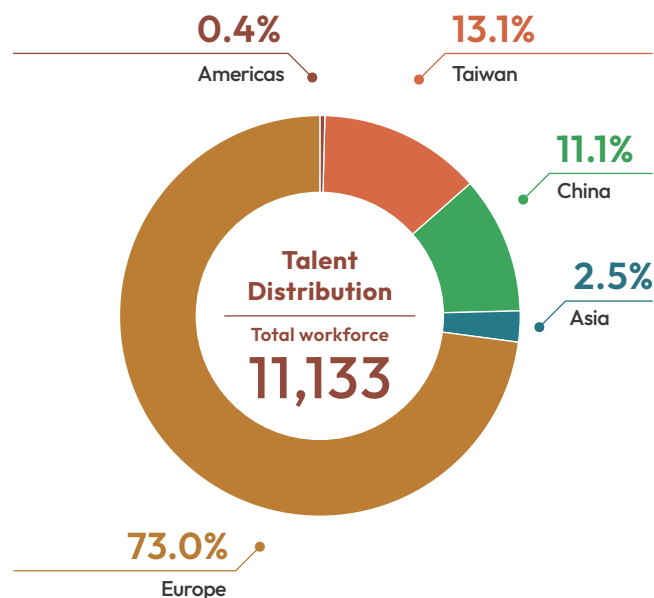
Practicing Social Inclusion

Appendix

6.1 Human Capital Value Strategy

6.1.1 Global Talent Distribution

Ennoconn Group has built an international team with both global and local perspectives, with a total of 11,133 employees across three continents. Europe accounted for the largest share, demonstrating the Group's achievements in deepening its presence in international markets. Through its strategy of "global operations and local management," the Group actively recruits outstanding local talent to stay close to market needs and promote multicultural integration.



Talent Distribution	Taiwan	China	Asia	Europe	Americas
Total workforce	1,458	1,235	275	8,126	39

Note: This table does not include Dexatek.

In its employment strategy, the Group maintains "full-time employees" as its primary employment model and minimizes the use of part-time and dispatched personnel. In 2025, full-time employees accounted for 91.6%, demonstrating the Group's commitment to employee rights and job security.

Unit: Persons

Group Employee Statistics	Taiwan		China		Asia		Europe		Americas	
Employment model	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Full-time employee	942	486	513	411	116	159	4,695	2,850	21	5
Part-time employee	5	25	2	0	0	0	189	83	1	0
Dispatched personnel	0	0	172	137	0	0	155	154	7	5
Gender ratio	65.0%	35.0%	55.6%	44.4%	42.2%	57.8%	62.0%	38.0%	74.4%	25.6%

Notes:

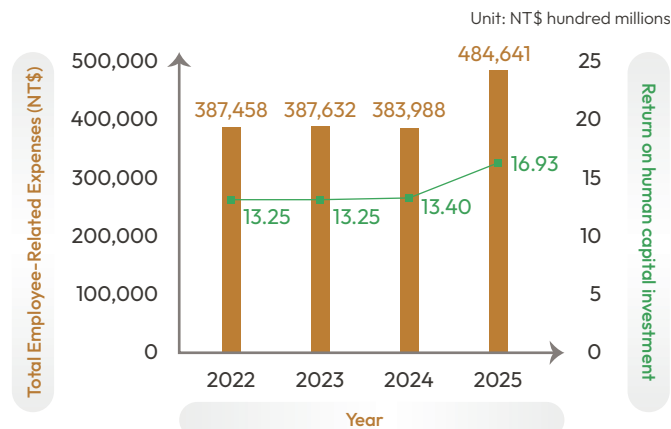
1. This table does not include Dexatek
2. Full-time employees: employees whose labor contracts are indefinite-term contracts.
3. Part-time employees: employees whose weekly working hours do not meet the local statutory definition of weekly working hours for full-time employees.
4. Dispatched personnel: non-Ennoconn Group employees and employees without guaranteed working hours.

6.1.2 Return on Human Capital Investment

Human capital is key to driving long-term corporate profitability. Ennoconn tracks human capital return on investment (HC ROI) to measure organizational workforce efficiency. In 2025, despite an increase in total employee-related expenses to NT\$485 million, HC ROI rose from 13.40 to 16.93. The Company's talent strategy not only attracts talent through remuneration and benefits that exceed market levels, but also actively promotes digital transformation across the Group by introducing AI tools to optimize workflows and increase output per employee. The Company replaces the traditional cost-control approach with a mindset of investing in talent to create returns, and shares the benefits of profitability with every employee.

Human Capital Investment

Unit: NT\$ thousands



Human Capital Investment Statistics	2022	2023	2024	2025
Total operating revenue (NT\$) (A)	5,304,930	5,186,633	5,334,540	8,522,399
Total operating expenses (NT\$) (B)	556,883	438,679	572,995	802,060
Total employee-related expenses (NT\$) (C)	387,458	387,632	383,988	484,641
Return on human capital investment (A-(B-C))/ C	13.25	13.25	13.40	16.93
Total number of employees	198	189	194	205

Notes: 1. Total operating revenue, total operating expenses, and total employee-related expenses are sourced from Ennoconn's annual report.
2. Total employee-related expenses include salaries, labor and health insurance expenses, pension contributions, and welfare expenses.
3. The total number of employees covers Ennoconn as an individual entity.

6.2 Diversity, Inclusion, and Workplace Equality

6.2.1 Talent Sustainability Commitment

In 2025, Ennoconn continued to support the “Talent, in Taiwan” Talent Sustainability Action Alliance, using the six indicators as key measures for reviewing organizational health. Building on its promotion of remuneration incentives, diversity, and inclusion, the Company deepens a culture of diversity, equity, and inclusion (DEI), builds comprehensive well-being, and uses performance tracking and commitment targets to create a meaningful and competitive career platform for every Ennoconn employee.



Metric	Meaning	2025 Performance and Action Commitments
Meaning and Value	Ensure that employees understand how their work contributes to and supports the Company's vision.	The Chairman communicates the Group's core values through monthly meetings and the Company intranet to build consensus and help employees understand the connection between their work and the Company's vision. A total of 12 monthly meetings were held this year, with a total of 2,472 participants.
Diversity and Inclusion	Build an unbiased and inclusive workplace where diverse perspectives drive innovation.	The Company promotes an unbiased and gender-equal work environment, prohibits any form of differential treatment in recruitment, employment, and promotion, and builds a diverse and inclusive workplace. In 2025, employees aged 50 and above accounted for 26.8%, and female employees accounted for 41.5%.
Rewards and Incentives	Establish a fair and competitive remuneration system.	The Company provides a market-competitive remuneration system and closely links individual performance with organizational value through a profit-sharing mechanism. This year, the average annual salary of non-managerial employees reached NT\$1,449 thousand. The Group also publicly recognized senior employees at major Group events by presenting trophies and retention bonuses in recognition of their long-term contributions.
Physical and Mental Health	Promote comprehensive well-being and support employees' physical and mental balance.	The Company promotes a “zero occupational accidents” prevention program and holds health and safety courses, with 338 participants and a total of 406 training hours. At the same time, the Company invested more than NT\$2 million in employee health examinations and introduced the Employee Assistance Program (EAP) to support employees' mental health.
Training and Growth	Help talent master key future competencies and achieve both personal and corporate growth.	The Company provides systematic career development paths. This year, it offered 187 professional courses and invested NT\$613,315 in training expenses. In addition, the Company launched the “AI Enablement Program” this year, with 186 participants, and trained seed members in each department to help employees use digital tools to improve working-hour efficiency and focus on high-value work.
Communication and Experience	Establish a labor-management partnership based on trust and respect.	Labor-management meetings are held quarterly, with four meetings held this year. Through smooth and diverse grievance channels, the Company ensures that employees' opinions are heard and addressed. In addition, the Company conducts satisfaction surveys each year and tracks improvement results, putting an open and transparent communication culture into practice.

6.2.2 Diversity Indicator

Diverse Workforce Structure

To ensure the implementation of diversity and inclusion policies, Ennoconn Group regularly inventories its global operating sites and uses cross-analysis to understand its organizational profile, which serves as the basis for adjusting talent recruitment and development strategies. For cross-border talent management, the Group complies with local immigration and labor regulations and provides comprehensive support for visas, residency arrangements, and daily-life adaptation, enabling international talent to work without concerns.

Group Workforce Structure Statistics			Job Grade			Age			Competency			Nationality		Disability status
			Senior management	Middle management	Non-management personnel	Under age 30	Aged 31-50	Aged 51 and older	Profit-seeking entity	Back-office units	STEM	Domestic nationality	Foreign nationals	
Taiwan	Male	Headcount	85	181	681	89	563	295	566	128	184	942	5	9
		Proportion	81%	78%	61%	50%	62%	78%	66%	47%	84%	66%	15%	82%
	Women	Headcount	20	52	439	88	340	83	289	146	34	482	29	2
		Proportion	19%	22%	39%	50%	38%	22%	34%	53%	16%	34%	85%	18%
China	Male	Headcount	21	77	415	130	351	32	349	78	86	506	7	0
		Proportion	88%	68%	53%	59%	52%	94%	59%	40%	62%	55%	78%	0%
	Women	Headcount	3	36	372	91	318	2	241	117	53	409	2	0
		Proportion	13%	32%	47%	41%	48%	6%	41%	60%	38%	45%	22%	0%
Asia	Male	Headcount	3	8	105	50	63	3	74	34	8	108	8	0
		Proportion	100%	36%	42%	41%	43%	75%	42%	40%	57%	41%	89%	0%
	Women	Headcount	0	14	145	73	85	1	101	52	6	158	1	0
		Proportion	0%	64%	58%	59%	57%	25%	58%	60%	43%	59%	11%	0%
Europe	Male	Headcount	12	7	176	33	118	44	44	151	0	193	2	0
		Proportion	80%	58%	48%	56%	52%	41%	29%	63%	0%	50%	100%	0%
	Women	Headcount	3	5	188	26	107	63	106	90	0	196	0	0
		Proportion	20%	42%	52%	44%	48%	59%	71%	37%	0%	50%	0%	0%

Notes:

1. This table does not include Dexatek, Kontron AG, and AIS INC.
2. The "function classification indicators" in this table exclude Goldtek and Poslab.
3. The percentages in this table are calculated based on personnel at the same job level and of the same type. For example, the gender ratio of entry-level personnel in Taiwan = the number of male and female entry-level personnel in Taiwan / the total number of entry-level personnel in Taiwan.
4. Profit-generating units: employees in production and sales units.

5. STEM functions: generally refers to science and engineering talent, meaning employees whose duties are related to science, technology, engineering, and mathematics. For the Company, this refers to employees in R&D units.
6. Logistics unit: employees in human resources, finance, and administration units.
7. "—": Indicates no survey data is available

Introduction

Sustainable Management Approach

Sound Corporate Governance

Green Operations and Innovation

Environmental Sustainability Management

Co-creating Talent Value

Human Capital Value Strategy

■ Diversity, Inclusion, and Workplace Equality

Talent Attraction and Retention

Talent Development

Workplace Safety and Physical and Mental Health

Practicing Social Inclusion

Appendix

Ennoconn is committed to creating an equal and inclusive workplace. The Company expressly prohibits the employment of child labor, forced labor, and human trafficking, and strictly forbids any employment discrimination or workplace harassment based on race, gender, age, religion, or political affiliation, ensuring that every employee can contribute their strengths in a safe and respectful environment. On this basis, the Company actively supports employee diversity policies, echoing the United Nations Sustainable Development Goals SDG 8 “Decent Work and Economic Growth” and SDG 10 “Reduced Inequalities.” In terms of gender equality, female managers accounted for 22.5% in 2025. Among them, the proportion of female managers in profit-generating units rose sharply from 5.3% to 22.2%. The proportions of female senior managers and female STEM employees also increased, achieving the 2030 targets ahead of schedule. However, for female middle managers, the actual number remained stable, and the decrease in proportion was mainly due to the expansion of the organization’s headcount. For this item that did not meet the target, the Company will prioritize the cultivation and promotion of female talent into middle management to ensure that the gender ratio meets the expected target.

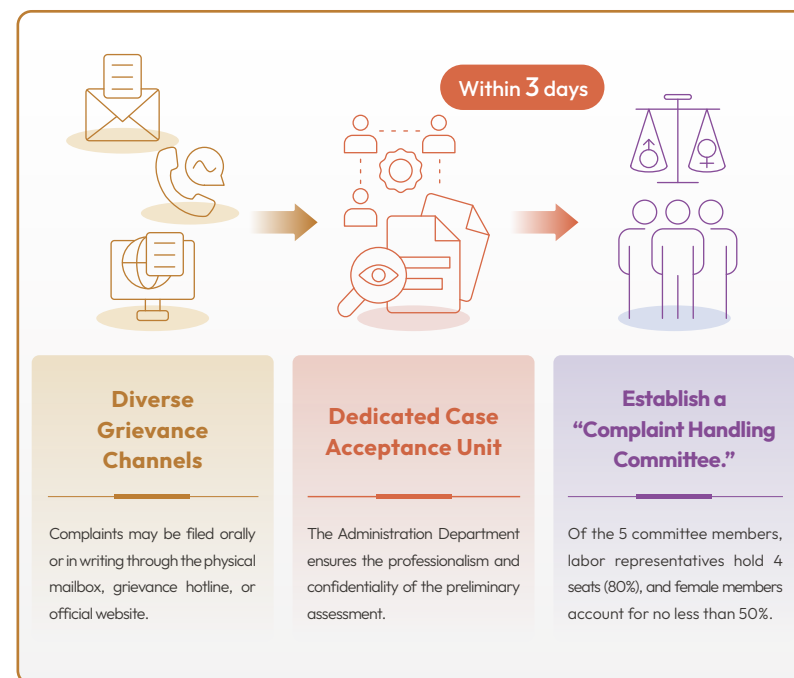
Statistics on Female Employees as a Percentage of Total Employees at Ennoconn	2024	2025	Trend	2030 Targets
Percentage of female employees	41.8%	41.5%	↓	41.9%
Percentage of female managers	22.5%	22.5%	-	22.6%
Percentage of female middle managers	33.3%	30.8%	↓	33.4%
Percentage of female senior managers	6.3%	6.7%	↑	6.4%
Percentage of female managers in profit-generating units	5.3%	22.2%	↑	5.4%
Percentage of female STEM employees	17.0%	18.8%	↑	17.1%

Notes:

1. The 2030 target was set in 2024.
2. Percentage of female employees: the proportion of female workers in the total employees.
3. Percentage of female managers: the proportion of female managers (including senior and middle-level managers) in senior and middle management positions.
4. Percentage of female middle managers: the proportion of female middle managers in middle management positions
5. Percentage of female senior managers: the proportion of female senior managers in senior management positions
6. Percentage of female managers in profit-generating units: the proportion of female managers in the total number of employees in production and sales units
7. Percentage of female STEM employees: the proportion of female employees in R&D units

6.2.3 Prevention of Workplace Sexual Harassment

Ennoconn has formulated the “[Workplace Sexual Harassment Prevention Measures, Complaints and Punishment Measures](#)” in accordance with the Gender Equality in Employment Act and Ministry of Labor regulations. The regulations apply to all employees and job applicants, and the Company adopts a “zero-tolerance” approach toward any form of workplace sexual harassment and discrimination. To ensure that the grievance mechanism is fair, transparent, and responsive, the Company has established multiple grievance channels, with the Administration Department dedicated to accepting cases, ensuring that the privacy of the parties involved is protected from the initial assessment stage. Once a complaint is received, the Company will initiate an independent investigation procedure within three days and form a “Complaint Handling Committee.” To ensure the objectivity of deliberations, the Committee adopts a high-standard structure: among the five members, labor representatives hold four seats, accounting for 80%, and female members account for no less than one half, ensuring that employee perspectives and gender equality viewpoints are fully incorporated into the investigation process. Through its systems and awareness efforts, Ennoconn maintained a record of “0 occurrences and 0 complaints” in 2025, demonstrating the results of all employees’ joint efforts to maintain a friendly workplace.



6.2.4 Employee Engagement

● Labor-management Meetings and Communication

Ennoconn upholds the spirit of international human rights conventions and is committed to safeguarding employees' rights to "freedom of association" and "collective bargaining." The Company respects employees' willingness to organize or join labor unions in accordance with local laws and regulations, and guarantees that employees will not be subject to any form of retaliation or discrimination for participating in such activities. As no labor union has been established and no collective agreement has been signed, the Company has established "labor-management meetings" as a communication platform in accordance with the law and has also built diverse dialogue channels to ensure that employees' voices are heard. The three major mechanisms are as follows:



Regular labor-management meetings

Labor and management representatives jointly attend the meetings to discuss employee rights and benefits. Management representatives respond in good faith to reach consensus and reduce the risk of conflict over issues. In 2025, a total of four labor-management meetings were held to improve the working environment and optimize the welfare system.



Diverse communication and grievance channels

Employees may express their opinions through cross-departmental channels, such as monthly employee meetings, daily supervisor meetings, and Employee Welfare Committee meetings. They may also file complaints or submit suggestions by email or through the dedicated section on the official website. All feedback is collected and handled by the Administration Department to ensure that opinions are valued and addressed.



Protection of freedom of association

Employees have the right to establish employee clubs and participate in Employee Welfare Committee activities. By participating in Company affairs, employees help create a harmonious workplace environment.

● Percentage of Employees Covered by Independent Trade Union Representation or Collective Bargaining Agreements Over the Past Four Years

	2022	2023	2024	2025
Percentage of Employees Covered by Independent Trade Union Representation or Collective Bargaining Agreements (%)	0%	0%	0%	0%

Note: As of the end of each year, Ennoconn (standalone entity) has not established an independent trade union, nor has it entered into any collective bargaining agreements; consequently, the percentage of employees covered by independent trade union representation or collective bargaining agreements is 0%. Nevertheless, the Company still establishes labor-management councils and diversified communication and grievance mechanisms in accordance with the law to safeguard employees' freedom of association and their rights to labor-management communication.

● Employee Satisfaction Survey

Ennoconn conducts an employee satisfaction survey annually. In 2025, the Company continued the survey and refined its format, engaging an external professional consulting team to support its implementation. Through the objective perspective and professional analytical tools of the third-party consultant, the survey incorporated quantitative indicators aligned with the S&P Global Corporate Sustainability Assessment (CSA) framework. It tracked four core dimensions: Job Satisfaction, Purpose, Happiness, and Stress. The assessment covered a broad range of topics, including sustainability management, job content, the work environment, workplace stress, career development, compensation and benefits, self-actualization, sense of belonging, and quality of life, enabling the Company to better understand employees' genuine views and experiences.

The survey covered Ennoconn employees who had joined the Company before September 30, 2025 and were still employed at the time of the survey. Special factors were excluded to ensure sample representativeness. In terms of survey design, the 6 point scale used last year was simplified to a 5 point scale, and the total number of questions was reduced from 60 to 30 to improve response quality. The survey targets were expanded from employees with more than two years of service to those with more than three months of service, the overall response rate was 65.76%. The updated and streamlined questionnaire format significantly increased the valid response to 95.04%, allowing the Company to more accurately understand employees' genuine feedback.

In 2025, the Company set a target score of 80 points. The overall survey achieved an average score of 3.7 points on a 5-point scale, equivalent to 73.95 points on a 100-point scale. As the survey population and statistical methodology were updated, the results were not directly comparable with those of the previous year. Going forward, the Company will continue to apply the 2025 calculation methodology to facilitate consistent year-on-year data tracking and evaluation. Based on the survey findings, the Administration Department will formulate improvement measures and follow-up actions and monitor their effectiveness, ensuring that each survey is translated into tangible actions that enhance employee support and workplace experience. Looking ahead, the Company aims for 75% of employees to report a high level of engagement in 2026 and will work together with all employees to create a fulfilling, inclusive, and sustainable workplace.

6.3 Talent Attraction and Retention

6.3.1 Talent Acquisition

Ennoconn Group's New Employee Recruitment Status

Ennoconn Group actively expands its industry, government, and academia network, communicates corporate values and career vision, and attracts new-generation professionals to join the Group. By optimizing the internal promotion mechanism and providing abundant professional training resources, the Group encourages internal talent to pursue vertical promotions or horizontal rotations. In 2025, the Group recruited a total of 439 new partners, including 225 men (51.3%) and 214 women (48.7%), demonstrating the Group's results in gender-equal recruitment.

Unit: Persons

New Employee Statistics	Taiwan		China		Asia		Europe		Americas	
	Male	Women	Male	Women	Male	Women	Male	Women	Male	Women
Under age 30	30	40	16	11	20	31	7	2	4	1
Aged 31-50	75	51	26	21	22	37	2	10	5	0
Aged 51 and older	12	5	1	1	0	0	0	3	5	1
Total number of new employees	213		76		110		24		16	
Gender ratio of new employees	12%	19%	6%	6%	36%	43%	3%	4%	48%	20%

Notes:

- Taiwan: Ennoconn, Goldtek, Marketech, Vecow, CASwell, and Poslab, excluding Dexatek.
- China: Ennoconn (Suzhou), Nanjing Asiatek, and HighAim.
- Asia: Ennotech Vietnam.
- Europe: Ennoconn Hungary Kft, excluding Kontron AG.
- Americas: AIS INC
- Gender ratio of new employees = number of male or female new employees / total number of employees still employed as of December 31 of the reporting year, excluding employees on parental leave.
- New employees refer to employees who joined the Company from 2025/1/1 to 2025/12/31.

Local Talent Employment and Development of Ennoconn as an Individual Entity

While promoting its global talent deployment, Ennoconn also values local talent development and attracts talent that meets the Company's needs through local recruitment and competitive remuneration. The Company's operating headquarters is located in New Taipei City. Therefore, registered household location in New Taipei City is used as the basis for local employment statistics. Local employment statistics for new employees in 2025 show that there were 2 locally employed middle and senior managers and 1 non-locally employed middle and senior manager, with a local employment ratio of 67%. There were 10 locally employed entry-level employees and 17 non-locally employed entry-level employees, with a local employment ratio of 37%. Compared to 2024, the local employment ratio of middle and senior managers increased from 50% to 67%, while the local employment ratio of entry-level employees decreased from 55% to 37%. The Company will continue to improve local recruitment and talent development measures and increase the local employment ratio to support local talent development.

Unit: Persons

Category	2024			2025		
	Local new hires	Non-local new hires	Local employment ratio	Local new hires	Non-local new hires	Local employment ratio
Middle and senior managers	2	2	50%	2	1	67%
Non-management employees	17	14	55%	10	17	37%

Notes:

- Localization indicator: calculated based on registered household location in New Taipei City
- Local employment ratio = number of local new employees in the category / total number of new employees in the category × 100%

Ennoconn Internal Recruitment

In addition to actively recruiting external and local talent, Ennoconn also values the career development and retention of its existing employees. The Company provides smooth internal transfer and promotion channels to activate internal talent while controlling talent acquisition costs. In 2025, the average recruitment cost per full-time employee was maintained at NT\$46,413. In terms of internal recruitment results, 2025 statistics show that internal mobility mainly involved employees aged 31–50, and entry-level employees were the main recruitment targets.

Unit: Persons

Ennoconn Internal Recruitment Statistics		Male	Female
Age	Under age 30	8	4
	Aged 31-50	12	13
	Aged 50 and older	2	1
Job Grade	Senior management	2	0
	Middle management	5	3
	Non-management employees	15	15
Nationality	Taiwan	22	18
	Foreign nationals	0	0
Number of Internal Recruits		22	18
Number of External New Employees		20	10
Internal Recruitment Percentage		52.38%	64.29%

1. Internal recruitment is defined as employees who completed cross-departmental rotation, functional rotation, or promotion before 2025/12/31.

2. Internal recruitment percentage = internally recruited male (female) employees / (internally recruited + externally recruited male (female) new employees).

6.3.2 Retention and Care

Ennoconn Group complies with the Labor Standards Act and all relevant regulations at each operating location. For material operational changes, such as organizational adjustments, changes in manpower needs, or circumstances requiring termination of labor contracts, the Group provides transition period protection, gives advance notice to employees in accordance with laws based on years of service, and pays severance to ensure that employees' livelihood rights are protected during career transitions. In 2025, the statistical scope was expanded to include subsidiaries, with a total turnover rate of 11.4% and a voluntary turnover rate of 10.0%. The turnover rates across operating regions are as follows:

Ennoconn Group Turnover Rate

Turnover Rate Statistics	Taiwan	China	Asia	Europe	Americas
Total Employee Turnover Rate	11.8%	8.2%	26.1%	6.4%	25.0%
Total Employee Voluntary Turnover Rate	11.7%	6.7%	21.0%	5.3%	19.2%

Notes:

1. Taiwan: Ennoconn and Marketech, excluding Dexatek, Goldtek, Vecow, CASwell, and Poslab.

2. China region: Ennoconn (Suzhou), excluding Nanjing Asiatek and HighAim

3. Asia: Ennotech Vietnam

4. Europe: Ennoconn Hungary Kft, excluding Kontron AG

5. Americas Region: AIS INC

6. Total employee voluntary turnover rate = total number of voluntary departures in the reporting year / (total number of departures in the reporting year + number of employees still employed as of 12/31 of the reporting year).

Analysis of Resigned Employees of Ennoconn Group

Further analysis of the Group's employee turnover demographics shows that the main turnover group was concentrated in the 31–50 age range.

Unit: Persons

Statistics of Resigned Employees	Taiwan		China		Asia		Europe		Americas	
	Male	Women	Male	Women	Male	Women	Male	Women	Male	Women
Under age 30	29	25	15	16	26	19	6	10	1	0
Aged 31-50	79	61	28	15	24	28	6	14	4	4
Aged 51 and older	35	8	2	0	0	0	3	7	3	1
Total workforce	143	94	45	31	50	47	15	31	8	5
Gender Ratio of Resigned Employees	14%	17%	9%	7%	30%	23%	4%	8%	22%	33%

Notes:

1. Taiwan: Ennoconn, Marketech, Vecow, and CASwell, excluding Dexatek, Goldtek, and Poslab.

2. China region: Ennoconn (Suzhou), excluding Nanjing Asiatek and HighAim

3. Asia: Ennotech Vietnam

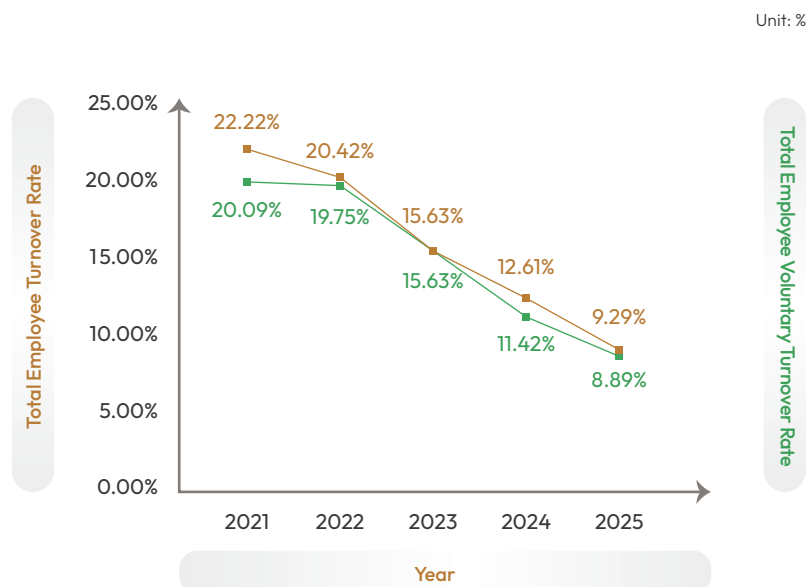
4. Europe: Ennoconn Hungary Kft, excluding Kontron AG

5. Americas Region: AIS INC

6. Gender ratio of departing employees = number of male or female departing employees in the reporting year / (total number of departing employees in the reporting year + number of employees still employed as of December 31 of the reporting year).

Ennoconn Turnover Rate

Ennoconn values employee careers and organizational stability, and regards turnover data as an important channel for listening to employees. Benefiting from various optimization measures in recent years, the turnover rate has shown a steady decline for five consecutive years. In 2025, the turnover rate was controlled at 9.29%, below the target of 12%, indicating stable operations as an individual entity.



Notes:

1. Total employee turnover rate = total number of employees leaving in the reporting year / (total number of employees leaving in the reporting year + number of employees still employed as of 12/31 of the reporting year).
2. Definition of voluntary employee turnover: employees who voluntarily leave the organization during the reporting year, such as resignation, retirement, or early retirement.
3. Voluntary turnover rates from 2021 to 2024 were recalculated.

In response to the challenge of talent mobility, the Administration Department continues to monitor market salary trends to maintain remuneration competitiveness, and helps employees see internal development opportunities through evaluation and promotion mechanisms. At the same time, the Company encourages unit supervisors to engage in in-depth dialogue with employees, respond to employee needs early, reduce hidden talent mobility costs, and create a workplace with a strong sense of belonging.

6.3.3 Remuneration Structure

Ennoconn values fairness and market competitiveness in employee remuneration. Salaries are determined based on job responsibilities, professional capabilities, performance, and market remuneration levels, with no differential treatment based on gender. Ennoconn regularly reviews gender remuneration ratios. In 2025, the “average annual salary” of “full-time employees who are not in managerial positions” reached NT\$1,449 thousand, and the “median” reached NT\$1,291 thousand, representing increases of 0.05% and 2.77%, respectively, from the previous year. The ratio of average salary to the statutory minimum wage reached 4.22 times, ensuring a level above the local “living wage” at the operating site and safeguarding a high quality of life for employees and their families. Detailed salary information for “full-time employees who are not in managerial positions” is also available on the Taiwan Stock Exchange’s Market Observation Post System.

Salary Information of Full-time Employees Who Are Not in Managerial Positions

Unit: NT\$ thousand

Remuneration Statistics	2022	2023	2024	2025
Number of non-manual employees	153	172	171	187
Average annual salary	1,287	1,347	1,449	1,449
Median annual salary	1,163	1,136	1,256	1,291

1. Non-managerial employees: the annual average number of full-time employees who have served for more than six months, excluding Company managerial officers.
2. Average salary and median salary: salaries of Company managerial officers are excluded.
3. Average monthly salary = annual salary of all employees who have served for more than six months, excluding Company managerial officers / average number of employees; average number of employees = all employees who have served for more than six months, excluding Company managerial officers.
4. The information in this table is the data uploaded after assurance by the CPA.

Entry-level Employee Salaries by Gender, Local Minimum Wage, and Ratios

Ratio	2024		2025	
	Male	Female	Male	Female
	1.14	1	1.27	1

Notes:

1. Minimum monthly salary of entry-level employees: the minimum salary of male and female entry-level employees still employed as of 12/31 of the reporting year.
2. Local minimum wage: the statutory minimum wage defined by Taiwan’s Ministry of Labor.

● Explanation of Gender Remuneration Structure

Ennoconn follows the principle of equal pay for equal work. Remuneration is determined based on a comprehensive assessment of employees' education and experience, professional capabilities, job responsibilities, performance, and market salary levels. Under the same job conditions and performance basis, the Company does not provide differential treatment based on gender, race, religion, or other status.

The gender differences shown in the 2025 remuneration data are mainly related to the distribution of different genders across job families, job levels, and remuneration structures. Overall, male employees account for a higher proportion of R&D and engineering technology job families, where market salary levels are relatively higher, while female employees are more often found in administrative and management support job families. This affects the overall average basic salary and remuneration performance.

At the senior management level, the ratio of female-to-male basic salary was 0.85, while the ratio of "basic salary + bonus" was 0.34. This difference was mainly because senior management remuneration includes variable remuneration items such as project bonuses, which are easily affected by annual project assignments, performance results, incentive mechanisms, and payment timing. In addition, the sample size of female senior managers was relatively small, making the average more susceptible to fluctuations in individual remuneration structures. Therefore, the ratio for the year is more likely to reflect differences in remuneration composition and sample structure in a specific year, and does not necessarily indicate systemic gender-based differential treatment in remuneration.

The Company regularly reviews gender remuneration equity indicators at each job level, and enhances women's development opportunities in technical and management positions through diversity and inclusion, female talent development, core position experience, and management succession planning, thereby promoting a balanced talent structure and remuneration performance.

● Female-to-Male Difference Ratios in Basic Salary and Remuneration

Job Level Classification	Remuneration Item	Male	Women
 Senior management	Base salary	1	0.85
	Base Salary + Bonus	1	0.34
 Middle management	Base salary	1	0.96
	Base Salary + Bonus	1	0.96
 Non-management employees	Base salary	1	0.80
	Base Salary + Bonus	1	0.78

Notes:

1. Remuneration = basic salary + bonus
2. The ratio is calculated using the male average as the baseline value of 1.
3. In 2025, there were 31 male and 9 female senior managers.
4. Senior management remuneration includes variable remuneration items such as project bonuses. The annual average may fluctuate due to sample size and bonus payment conditions.

● Female to Male Ratios of Average and Median Annual Salary

Item	Male	Female
Average Annual Salary	1	0.74
Median Annual Salary	1	0.70

Note: The ratio is calculated using the male average value as the baseline of 1

6.3.4 Benefits and Childcare Support

Comprehensive care for well-being is key to strengthening employee cohesion. Ennoconn has established the Employee Welfare Committee, and appropriates welfare funds each year in accordance with laws. From physical health and mental stress to family life, the Company provides the following five categories of benefits that exceed regulatory requirements.

1 Group insurance and health examination subsidies

The Company's insurance and health examination system exceeds industry and regulatory standards. In addition to labor and health insurance required by law, the Company provides free group insurance, covering life insurance, accident insurance, medical insurance, cancer insurance, and occupational accident insurance, and extends coverage to employees' dependents. In addition, the Company provides annual health examination subsidies ranging from NT\$10,000 to NT\$60,000 according to job level to safeguard employees' physical and mental health.

2 Employee assistance and diverse allowances

The Company values employees' physical and mental health and overall well-being, and has established diverse employee support measures to help employees respond to various challenges at work and in life. For issues related to law, family, finance, and mental stress, the Company provides free and confidential professional consultation channels to improve the employee support system and stress management mechanism. The Company also supports employees' needs at different life stages through benefits such as birthday gift vouchers, wedding/childbirth/funeral allowances, and club subsidies. To promote a healthy workplace, the Company has also set up rest and exercise spaces, and provides free coffee, afternoon tea, massage services, and diverse stress relief facilities to create a friendly, healthy, and supportive work environment. In 2025, the Company received the "Sports Enterprise Certification" from the Ministry of Sports. Please refer to "[Section 7.3 Cultural Literacy](#)" for details.

3 Flexible working model

Respecting employees' autonomy over their time, the Company implements a flexible working hours system. Employees may arrange their work and personal time flexibly without going through cumbersome leave procedures, helping them achieve the best balance between career advancement and family care. In addition, to enhance work flexibility, the Administration Department is planning to introduce a remote work policy, allowing employees to choose their work location based on job characteristics.

4 Ennoconn Group Family Day

“Family” is the strongest support behind employees’ hard work. In 2025, Ennoconn held a large-scale Group Family Day and invited employees and their families to participate, attracting 1,804 employees and family members. Through parent-child interactions and group activities, the Company strengthened emotional connections among employees and put its commitment to a family-friendly workplace into practice.



5 Childcare-friendly Workplace

A family support system is key to implementing gender equality. Through leave systems and maternal health protection measures that exceed regulatory requirements, the Company ensures that employees do not need to choose between work and family during important life stages such as pregnancy, childbirth, and childcare, and can continue their career development with peace of mind. From facilities to institutional support, the Company is committed to eliminating potential hazards in the workplace and adopts high-standard protection measures:

Leave and benefits	The Company provides leave systems that exceed regulatory requirements, including eight weeks of maternity leave, one week of paternity leave, and one day of paid family care leave, which exceeds legal requirements. It also provides fully paid prenatal examination leave, paternity leave, paternity prenatal examination leave, parental leave, and childbirth gifts to support employees in fulfilling their parental responsibilities.
Maternal health protection plan	In accordance with the Occupational Safety and Health Act and the Regulations Governing Implementation of Maternal Health Protection for Female Workers, the Company has formulated the “Maternal Protection Plan.” The plan conducts health hazard assessments and job adjustments for pregnant and breastfeeding women, and ensures the health of mothers and fetuses through classification management.
Friendly facilities	The office has a comfortable breastfeeding and lactation room equipped with refrigerators, freezers, and other facilities to support breastfeeding and female employees’ return to the workplace.
Childcare measures	To help reduce employees’ childcare pressure, the Company has signed special agreements with two legally registered kindergartens to provide childcare and preferential services for employees’ children.
Marriage and Childbirth Subsidies	The Company offers a marriage and childbirth subsidy program, which includes employee benefits such as marriage allowances, childbirth allowances, and children’s educational scholarships. Employees may apply for a fixed subsidy in accordance with company regulations upon getting married or having a child. There is no limit on the number of births eligible for the childbirth allowance. Furthermore, through the provision of children’s educational scholarships, we help alleviate the financial burden of family education expenses, supporting our employees in successfully balancing family care with their career development.

In 2025, a total of 33 employees of Ennoconn Group applied for parental leave. The reinstatement rate reached 86%, and the retention rate reached 71%, demonstrating that Ennoconn enables employees to smoothly return to their original career paths after completing important family responsibilities at different life stages.

Parental Leave Statistics	Male	Women	Total
Number of employees eligible for parental leave in the year (A)	121	98	219
Number of employees who actually applied for parental leave in the year (B)	8	25	33
Parental leave application rate (%) (B/A)	7%	26%	15%
Number of employees due to be reinstated from parental leave in the year (C)	9	27	36
Number of employees actually reinstated from parental leave in the year (D)	8	23	31
Reinstatement rate (%) (D/C)	89%	85%	86%
Number of employees actually reinstated from parental leave in the previous year (E)	7	17	24
Number of employees who remained employed for 12 months after reinstatement from parental leave in the previous year (F)	7	10	17
Retention rate (%) (=F/E)	100%	59%	71%

Note: This table does not include Dexatek, Poslab, Nanjing Asiatek, HighAim, Kontron AG, and AIS INC.

● Pension System

Ennoconn provides employees with stable retirement protection and has established a pension system in accordance with the Labor Standards Act and the Labor Pension Act. For employees covered by the new labor pension system, in addition to the Company’s monthly contribution of 6% of wages to their individual pension accounts at the Bureau of Labor Insurance in accordance with the law, employees may also flexibly choose their personal voluntary contribution ratio, ranging from 0% to 6%. For employees with years of service under the old labor pension system, the Company makes full monthly contributions to the pension reserve account based on actuarial results, and supervises and manages the account in accordance with laws to ensure that pension funds are used exclusively for their intended purpose and to protect employees’ rights and interests.

In addition to statutory retirement protection, Ennoconn actively helps employees accumulate long-term wealth and secure their financial planning after retirement. The Company is actively planning an employee stock ownership trust program. Through incentive contributions by the Company, employees are encouraged to regularly invest a fixed amount and hold Company shares for the long term, sharing the results of corporate operations. In addition, the Administration Department plans to launch the Comprehensive Retirement Planning Lecture Series and Employee Stock Ownership Application Briefing. Guided by external professional lecturers, the program will help employees understand the compound benefits of stock ownership trusts in retirement allocation. Through institutional support and knowledge acquisition, the Company hopes to help employees achieve financial freedom and enjoy a secure retirement.

Introduction

Sustainable Management Approach

Sound Corporate Governance

Green Operations and Innovation

Environmental Sustainability Management

Co-creating Talent Value

Human Capital Value Strategy

Diversity, Inclusion, and Workplace Equality

Talent Attraction and Retention

• Talent Development

Workplace Safety and Physical and Mental Health

Practicing Social Inclusion

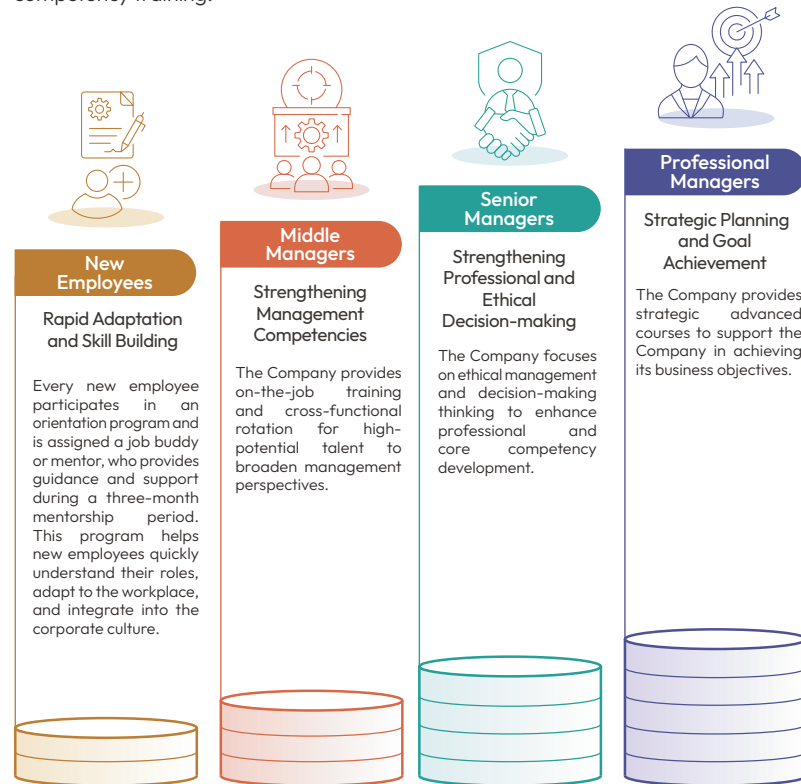
Appendix

6.4 Talent Development

6.4.1 Talent Development Strategy

Employee Development Plan

Ennoconn is committed to ensuring that all employees, including part-time or dispatched personnel, can receive systematic training and guidance through the Employee Development Plan to enhance their job skills. The training system covers professional and general training, integrating internal instructors and external consultants to help employees solve practical problems and achieve their work goals. The Company has planned a four-stage development blueprint to ensure that employees receive corresponding resource support at each stage. Through the development plan, the Company has improved employee satisfaction and retention. The turnover rate decreased from 22.22% in 2021 to 9.29% in 2025, demonstrating the effectiveness of competency training.



Leadership Development Programs

To strengthen managers' strategic planning and execution capabilities, Ennoconn supports middle and senior managers in formulating performance targets, demonstrating leadership, and inspiring the organization, thereby ensuring the Company maintains resilience and leadership momentum in a fast-changing and competitive global market to achieve the corporate vision and goals.



Middle Managers

Ennoconn attaches great importance to development of the leadership capabilities of middle managers. Through the Middle Manager Development Program, the Company focuses on growth in dimensions such as strategic planning, leadership, and management skills. Utilizing in-person and online courses, the program elevates the business perspectives and expands the managerial mindset of middle managers across various departments. In 2025, 10 training sessions were conducted for 48 mid-level managers.

Senior Managers

To develop key members of senior management, Ennoconn implements the Senior Executive Development Program, focusing on the individual development plans (IDP) and group development of senior leadership talents. In addition to participating in practical project planning aligned with the Ennoconn development model, executives enhance their business horizons and strategic thinking through key management meetings and key project meetings. Relevant leadership courses and external consultant team workshops are also arranged. In 2025, 15 sessions were conducted for 18 senior managers to bolster their leadership and change management capabilities.

Introduction

Sustainable Management Approach

Sound Corporate Governance

Green Operations and Innovation

Environmental Sustainability Management

Co-creating Talent Value

Human Capital Value Strategy

Diversity, Inclusion, and Workplace Equality

Talent Attraction and Retention

• Talent Development

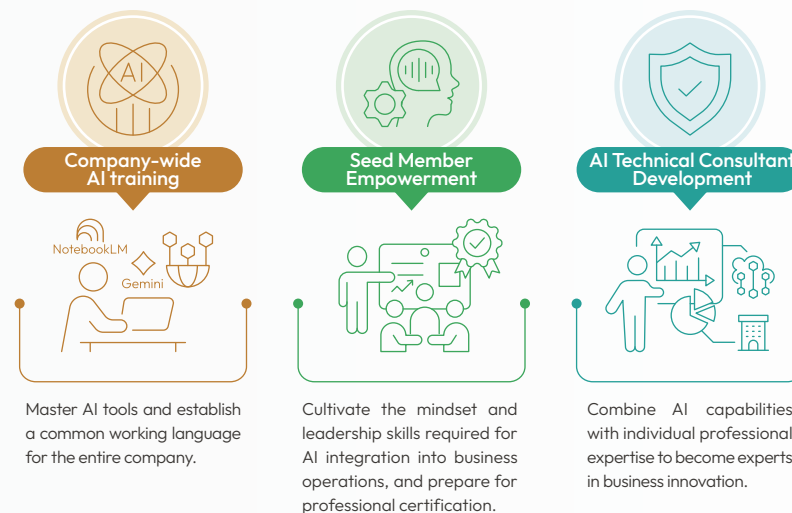
Workplace Safety and Physical and Mental Health

Practicing Social Inclusion

Appendix

Digital Empowerment and AI Transformation

At the end of December 2025, Ennoconn introduced AI tools company-wide. Through in-person courses and hands-on practice, the Company ensures that every employee masters efficient collaboration skills and builds a common AI work language and practical capabilities. In 2026, the Company plans to select 31 “seed members” from various departments and ensure technology transfer through intensive interactive exercises. After completing training, they will serve as digital transformation coaches within their departments, identify pain points in operating processes, and introduce AI solutions. The Company expects to improve operating efficiency by 85% and allocate human capital to higher-value strategic work. The Company also facilitates cross-functional learning networks through regular case-sharing sessions, practical knowledge exchanges, and cross-functional discussions. These activities encourage employees to learn from and with colleagues outside their day-to-day roles, gain exposure to different professional perspectives, and continuously enhance their AI application capabilities and career development potential. To encourage employee participation, outstanding performers will receive project bonuses and may be promoted to AI Technical Consultants. The Company expects these experts to combine their professional fields, such as data analysis, project management, and cloud strategy, with AI technologies, leading business innovation across the Group while achieving personal career development.



Cultural Education

The Company provides employees with cross-cultural communication and multicultural education courses to help them understand differences in communication styles and tone, word choice, workplace interactions, and cultural practices. These courses are intended to reduce potential misunderstandings in cross-border collaboration. The Company also organized cultural exchange activities at its operations in India, where employees shared local festival traditions and customs. These activities enhanced employees' understanding of diverse cultural backgrounds, practices, and perspectives and promoted mutual respect and inclusion.



Key Training and Performance

In addition to training on ethical management, information security protection, and human rights, the training courses in 2025 focused on digital transformation and sustainable development. All employees participated in AI tool application training, while the Company also enhanced the ESG professional competencies of key units and all employees.

Item	Description	Target Audience	Implementation Results
AI Tool Application Training	Generative AI tools were introduced company-wide. Through hands-on practice, the Company helped employees master efficient collaboration skills and establish a common digital work language across the Company.	All employees	Participating employees accounted for 87.2% of all employees in Taiwan.
Sustainability Development Course Series	In-depth training was provided on key ESG issues, covering improvements in international assessments, GRI Standards and sustainability report preparation practices, and green procurement.	First-level supervisors, relevant implementing units, and all employees	Participation rate of relevant employees reached 100%.
Senior Management Strategy Exchange Meetings	Senior managers conduct cross-unit exchanges and brainstorming on departmental business on a daily basis. In addition, meetings chaired by the Chairman are held every Tuesday to focus on business development strategies and boost team morale.	First-level supervisors of each unit	Participation rate of first-level supervisors of each unit reached 100%.
Ethical Management and Legal Compliance Training	The Company held the Ethical Management and Anti-corruption Course Series for directors, managerial officers, and all employees, and promoted insider trading prevention and the Code of Ethics through the internal website.	Directors, managers, and all employees	The participation rate among employees in Taiwan was 82.94%
Occupational Safety and Health Training	The Company provides occupational safety and health education and training for new and all employees, and regularly holds self-defense fire brigade and evacuation drills to ensure workplace safety.	New hires and the total workforce	The participation rate among employees in Taiwan was 81.82%
Information Security Awareness and Defense Drills	The Company conducted malicious email social engineering prevention drills for all employees to enhance information security awareness and implement the corporate information security protection network.	New hires and the total workforce	Participation rate of new employees reached 100%
Human Rights Training and Workplace Friendliness Awareness	The Company provides training for all employees on workplace sexual harassment prevention, gender equality, and relevant laws and regulations to create a diverse and inclusive workplace.	New hires and the total workforce	The participation rate among employees in Taiwan was 80.43%

2025 Group Training Investment

Ennoconn Group actively invests resources to match internal and external training opportunities. In 2025, the Group enhanced disclosure of training hours and expenses for subsidiaries. Total Group training expenses reached NT\$2.89 million, total annual training hours reached 167,000 hours, and average training hours per employee were 15.2 hours.

Training Statistics	Taiwan	China	Asia	Europe
Total Training Hours	22,342	54,665	6,232	83,889
Total number of employees	1,422	1,203	275	8,126
Average hours per employee	15.71	45.44	22.66	10.32
Total training expenses (NT\$)	2,669,668	136,450	88,338	977
Average expense per employee (NT\$)	2,208	161	321	1.5

Notes:

- The total training hours did not include Dexatek, Poslab, Nanjing Asiatek, and AIS INC.
- The total training expenses did not include Dexatek, Goldtek, Vecow, Poslab, Nanjing Asiatek, HighAim, Kontron AG, and AIS INC.
- The data scope covers January 1, 2025 to December 31, 2025
- Average hours per employee = total training hours/total number of employees in service in the region at year end

Introduction

Sustainable
Management
Approach

Sound Corporate
Governance

Green Operations
and Innovation

Environmental
Sustainability
Management

Co-creating Talent
Value

Human Capital
Value Strategy

Diversity, Inclusion,
and Workplace
Equality

Talent Attraction
and Retention

• Talent Development

Workplace Safety
and Physical and
Mental Health

Practicing Social
Inclusion

Appendix

Ennoconn uses cross-analysis to review learning results across different groups and adjust talent development strategies accordingly. The 2025 data show two major characteristics:



1
Managers lead
the learning
culture

At the Taiwan headquarters, average training hours for male and female senior managers reached 22.3 and 27.9 hours, respectively, which were higher than those of middle managers and entry-level employees. This demonstrates that the management team not only serves as decision-makers but also continues to learn and improve, fostering a culture of learning throughout the Company.



2
Focus on STEM
functions

The Company invested substantial resources in in-depth training for R&D and engineering technology job families. Taking Taiwan as an example, total training hours for STEM functions reached 5,614 hours, ensuring that technical talent keeps up with the latest technology trends and remains competitive.

Group Training Statistics			Job Grade			Competency			Training Type	
			Senior management	Middle management	Non-management personnel	Profit-seeking entity	Back-office units	STEM	Internal training	External training
Taiwan	Male	Total Training Hours	1,871	1,387	9,924	6,109	2,396	4,590	8,845	4,339
		Average Training Hours	22.3	7.8	15.0	11.2	21.4	28.5	9.6	4.7
	Women	Total Training Hours	531	1,342	7,287	5,247	2,859	1,024	6,522	2,638
		Average Training Hours	27.9	26.3	17.0	18.2	19.6	30.1	13.1	5.3
China	Male	Total Training Hours	1,538	5,349	21,953	25,154	3,678	6,026	26,180	2,660
		Average Training Hours	76.9	75.3	54.6	73.3	50.4	78.3	53.1	5.4
	Women	Total Training Hours	102	3,075	22,648	20,007	5,818	5,202	22,497	3,328
		Average Training Hours	51.0	93.2	62.2	84.4	53.4	98.2	56.4	8.3
Asia	Male	Total Training Hours	36	192	1,840	1,298	468	302	1,568	500
		Average Training Hours	12.0	24.0	17.5	17.5	13.8	37.8	13.5	4.3
	Women	Total Training Hours	0	336	3,828	2,879	1,031	254	3,140	1,024
		Average Training Hours	0	24.0	26.4	28.5	19.8	42.3	19.7	6.4
Europe	Male	Total Training Hours	8	16	952	0	976	0	216	760
		Average Training Hours	0.7	2.3	5.4	0	6.5	0	1.1	3.9
	Women	Total Training Hours	8	0	800	48	760	0	0	808
		Average Training Hours	2.7	0	4.3	0.5	8.4	0	0	4.1

Notes:

1. This table does not include Dexatek, Poslab, Nanjing Asiatek, Kontron AG, and AIS INC.

2. The function data did not include Goldtek

Introduction

Sustainable Management Approach

Sound Corporate Governance

Green Operations and Innovation

Environmental Sustainability Management

Co-creating Talent Value

Human Capital Value Strategy

Diversity, Inclusion, and Workplace Equality

Talent Attraction and Retention

• Talent Development

Workplace Safety and Physical and Mental Health

Practicing Social Inclusion

Appendix

6.4.2 Performance Management and Communication

Ennoconn sets goals based on four major dimensions: finance, customers, processes, and growth, ensuring that individual goals are aligned with Company strategies. The Company has established a diverse and agile performance feedback mechanism. Through high-frequency daily and quarterly dialogues, the Company promptly identifies obstacles to execution and enables supervisors to allocate resources and provide support.

Performance Management Item	Applicable Targets	Implementation Content and Purpose	Implementation Frequency
New Employee Probation Completion Evaluation	New hires	Two-way communication: After three months of employment, new employees complete the New Employee Feedback and Evaluation Form and meet with their supervisors to ensure that both sides share a consistent understanding of job responsibilities and cultural adaptation. Employment evaluation: For suitable employees, the Company proceeds with formal appointment and jointly sets work objectives (KPIs) for the next stage. For employees who need further improvement, the Company extends or terminates the probation period and provides guidance when appropriate.	After three months of employment
Annual Performance Evaluation	Employees who joined before September 30 of the previous year	Four-dimension evaluation: Based on the four indicators of finance, customers, processes, and growth, the Company breaks down operating objectives into individual objectives to ensure strategy implementation. Multidimensional evaluation: Employee performance is reviewed from multiple perspectives through self-evaluation, initial evaluation by direct supervisors, and secondary evaluation by responsible manager. A comprehensive evaluation is conducted across three dimensions: execution, values-based behaviors, and personal development potential, and incorporates feedback from project team members or employees from other departments. By combining quantitative indicators and qualitative observations, the Company establishes fair and impartial performance results as an objective basis for employee promotion and salary adjustments.	Annually
Agile Performance Evaluation	All employees	Daily operational alignment: Through daily supervisor morning meetings, the President and first-level supervisors conduct two-way communication, quickly provide feedback on departmental goal progress, and remove execution barriers. Quarterly goal calibration: The Administration Department consolidates the performance achievement status of each department every quarter and reports it at supervisor meetings. Through communication and feedback, the Company coordinates resource utilization and improves goal achievement rates.	Daily supervisor meetings and quarterly performance status reports by the Administration Department
Team Performance Evaluation	All employees	Cross-departmental collaboration: For major issues or large customer projects, such as the introduction of ISO management systems or ESG projects, the Company breaks down departmental barriers and forms project teams. In addition to individual goals, team members are also responsible for team goals. Corresponding rewards are provided based on project results to deepen teamwork.	Annually

● Performance Evaluation Statistics

Ennoconn is committed to increasing performance evaluation coverage to ensure that employees' contributions are evaluated and recognized through feedback. In 2025, the number of employees covered by Group performance evaluations accounted for 81%. Statistics are compiled by job level and gender to review the balance of talent development and serve as a basis for optimizing the evaluation mechanism and allocating training resources.

Performance Evaluation Statistics		Male		Women	
		Headcount	Proportion	Headcount	Proportion
 Job Grade	Senior management	92	88%	21	91%
	Middle management	222	88%	80	93%
	Non-management personnel	817	81%	593	77%
Total number of employees evaluated		1,825			
Percentage of total employees evaluated		81%			

Notes:

- This table does not include Dexatek, Ennotech Vietnam, Ennoconn Hungary Kft, Kontron AG, and AIS INC.
- Male percentage = number of evaluated employees at each job level / number of employees at each job level in the year.
- Female percentage = number of evaluated employees at each job level / number of employees at each job level in the year.
- Percentage of total employees evaluated = total number of employees evaluated / total number of employees in the year.

6.5 Workplace Safety and Physical and Mental Health

Material Topic Impact Assessment and Management Approach

Competent Authority | Administration Department

Policies and Commitments	Impact Assessment	Management Actions and Performance Tracking	Stakeholder Engagement
Following the ISO 45001 Occupational Health and Safety Management System framework, the Company has formulated the “Occupational Safety and Health Policy” and fulfills five major commitments: “legal compliance, risk management, safety protection, health promotion, and continuous improvement,” providing employees with a healthy and safe work environment. The Company establishes a protective network for potential risks such as ergonomic hazards and maternal health protection, and communicates regularly with labor representatives through the Occupational Safety Promotion Team to realize the workplace vision of “zero occupational accidents.”	Positive impact	Systematic Management and Certification	Communication channels
	A safe workplace environment can improve employees' physical and mental health and job satisfaction, reduce absenteeism, and enhance corporate resilience and employer brand image.	The Company maintains the ISO 45001 Occupational Health and Safety Management System and operates it under the PDCA model. It passed the audit in 2024, and the next audit is scheduled for Q4 2026.	labor-management meetings, where occupational safety issues are discussed regularly, occupational safety hotline, employee suggestion box, and internal announcements.
	Negative impact	Risk Identification and Health Protection	
	If occupational accidents occur or potential health risks are overlooked, employees may suffer physical and mental harm. The Company may also face operational interruptions, legal proceedings and associated compensation, damage to its corporate reputation, increased overall operating costs, and heightened regulatory risks.	1. The Company implements four major health protection plans: ergonomic hazard prevention, maternal health protection, prevention of diseases caused by abnormal workload, and prevention of unlawful infringement in the workplace. 2. The Company implements tiered management for chemical and environmental monitoring for laboratories to ensure that exposure concentrations remain below permissible standards. 3. The Company provides healthcare that exceeds regulatory requirements, including annual health examinations, physician on-site services twice a year, and nurse on-site services twice a month.	
		Education, Training, and Awareness Enhancement	
		The Company implements classified training. New employees complete general safety and health education and training, all employees receive retraining once every three years, and emergency response training is provided for fire brigade members.	

Targets

Item	
Ennoconn as an individual entity maintains a record of “zero occupational accidents”	0 major occupational accidents and 0 occupational disease incidence rate.
Health management coverage rate	The coverage rate was 83% in 2025, and the Company will increase the employee health examination rate in the future.
All-employee awareness	Ensure that the completion rate of statutory occupational safety and health education and training reaches 100%.

6.5.1 Occupational health and safety management system

Ennoconn adheres to international conventions and the Occupational Safety and Health Management Regulations. In 2025, the Company continued to uphold the five major commitments set out in its [Occupational Safety and Health Policy](#) to create a healthy and safe working environment. In accordance with regulations, the Company is classified as a Type III business and is not required to establish an Occupational Safety and Health Committee. Nevertheless, the Administration Department is responsible for the Occupational Safety Promotion Team, which focuses on relevant issues and discusses occupational safety and health matters through labor-management meetings to ensure that the management mechanism delivers substantive results.

The Occupational Safety Promotion Team is responsible for planning, promoting, and auditing the ISO 45001 system, and implements PDCA cycle management. Following the first surveillance audit passed in 2024, the Company maintained system operation and compliance this year to ensure that the scope of occupational safety and health management fully covers all employees and non-employee workers. In addition, the Company has established accessible occupational safety hotlines and employee suggestion boxes to provide consultations and assistance for physical and mental health. The Occupational Safety Promotion Team actively monitors the latest occupational safety regulations and competent authority requirements and provides timely awareness through regular internal announcements to ensure that all employees understand and implement them.



Occupational Safety Training

New employees are required to receive occupational safety training immediately upon joining the Company to ensure that they have the necessary safety awareness. All employees receive corresponding knowledge and skills training based on different operating environments and job characteristics. In accordance with regulatory requirements, Ennoconn requires all employees to undergo general occupational safety education and training once every three years. The most recent training was held at the end of 2025, promoting disaster prevention concepts to prevent accidents.

Category	Course Content	Training Participants in 2025	Total Training Hours/Sessions
Safety and Health Training for New Employees	Covers an overview of occupational safety and health laws and regulations, occupational safety and health work rules, standard operating procedures (SOPs), automatic inspection mechanisms, emergency response handling, and basic knowledge of fire safety and first aid.	31 new employees Participation rate 100%	93 hours/31 sessions
Regular Safety and Health Training for All Employees	Explains potential workplace hazards, updates employees on the latest occupational safety regulations, and strengthens disaster prevention awareness and self-protection capabilities.	200 employees Participation rate 80%	480 hours/session
Emergency Response Education and Training	Conducts self-defense fire brigade training, including practical fire extinguishing operations, fire evacuation drills, and first aid skills training.	46 fire brigade members Participation rate 100%	368 hours/2 sessions

Working Environment Monitoring Management

For the laboratory operating environment and job characteristics, the Occupational Safety Promotion Team follows the Safety and Health Automatic Inspection Management Procedures, Chemical Classification Management Procedures, Organic Solvent Use Management Procedures, and Working Environment Monitoring Management Procedures. Through automatic inspections and risk classification mechanisms, the Team evaluates potential risk factors and reduces workplace risks. For organic solvents containing isopropyl alcohol that are mainly used in the laboratory, the Company has installed hazard control equipment in accordance with regulations and conducts workplace environment monitoring twice a year. Previous monitoring results show that the dispersion levels of hazardous substances were far below the permissible exposure limits set by regulations, ensuring that employees can apply their expertise in a safe environment.

Procurement Management

With reference to the ISO 45001 occupational health and safety management framework, Ennoconn incorporates occupational health and safety requirements into its "Supplier Code of Conduct" and requires suppliers to provide a written commitment to comply with the relevant requirements. This helps ensure that suppliers implement appropriate occupational health and safety management standards throughout their operations, manufacturing activities, and service delivery, thereby reducing occupational health and safety risks across the supply chain and continuously strengthening responsible procurement and sustainable supply chain management.

Internal Audit Procedures

In accordance with the ISO 45001 occupational health and safety management system framework, Ennoconn conducts annual hazard identification and risk assessments to ensure workplace safety for employees. The Company reviews and controls potential occupational health and safety risks arising from the office environment.

In 2025, the Company trained and certified three ISO 45001 internal auditors to conduct on-site audits of the implementation of occupational health and safety management within the audited units. If any nonconformities or opportunities for improvement are identified during an audit, corresponding corrective and preventive actions are developed and tracked through the internal management system to ensure their effective implementation.

No nonconformities were identified during the 2025 internal audits. Ennoconn will continue to identify potential risks and management gaps at an early stage through its internal audit system, thereby enhancing office safety and strengthening the effectiveness of its occupational health and safety management.

6.5.2 Work-Life Balance and Health Promotion

Four Major Health Protection Plans

To implement the Occupational Safety and Health Act and the Regulations Governing Implementation of Maternal Health Protection for Female Workers, Ennoconn promotes the [Human-induced Hazard Prevention Plan](#), [Maternal Protection Plan](#), [Unlawful Infringement in the Workplace Prevention Plan](#), and [Abnormal Workload Prevention Plan](#) based on the Company's operating characteristics. Based on these four major plans, the Company conducts employee health hazard identification and risk classification management, and engages contracted medical and nursing personnel to provide on-site services. Through regular on-site services by physicians twice a year and occupational health nurses twice a month, the Company provides individual health guidance and follow-up.

Health Management and Mental Resilience

Ennoconn promotes "preventive medicine" and "health digitalization," provides health examinations and subsidies that exceed regulatory requirements according to job level, and conducts classification management, follow-up examinations, and health education guidance for employees with abnormal examination results. The Company promotes the "H2U Pano APP" to help employees digitally record their personal health history. In 2025, a total of 164 employees were eligible for health examinations. As of December 31, 2025, with the actual health examination period ending on February 28, 2026, 136 employees had completed health examinations, representing a completion rate of 83%, an increase of 8% compared to 2024. The Company invested more than NT\$2 million in health subsidies this year. In addition, the Company places great importance on employees' psychological resilience. In addition to incorporating mental health into occupational safety risk management, the Company held the "Work and Life Balance Seminar" in 2025 to help employees master stress adjustment skills.

6.5.3 Occupational Health, Absenteeism, and Occupational Injury Statistics

Ennoconn identified "abnormal workload" and "ergonomic hazards" as the main occupational health risk factors, and established relevant prevention, monitoring, and improvement mechanisms in accordance with the ["Human-induced Hazard Prevention Plan," "Abnormal Workload Prevention Plan" and "Occupational Safety and Health Work Rules."](#) The Company has formed a professional team composed of occupational safety personnel and occupational health nurses to conduct risk identification, dynamic assessment, and improvement for high-risk operations, thereby reducing the risks of occupational injuries, diseases, and absenteeism.

Absenteeism Statistics for Employees of the Parent Company as an Individual Entity

In 2025, the total working days of employees were 49,493 person-days. Lost hours due to occupational injury leave were 1,035 hours, and lost hours due to sick leave were 3,766.5 hours. Total lost days due to absenteeism was 600, and the annual absenteeism rate was 1.21%. Through workplace health management, hazard prevention, and workload control measures, the Company improves employee health protection and safety performance.

Ennoconn Employee Absenteeism Statistics	2025
Total employee working days	49,493
Lost hours due to occupational injury leave	1,035
Lost hours due to sick leave	3,766.5
Total lost days due to absenteeism	600
Absenteeism rate	1.21%

Notes:

1. Total absenteeism days = (occupational injury leave + sick leave) / 8 hours
2. (total lost days due to absenteeism / total working days) x 100%

Group Occupational Safety and Health Performance

Employee safety and health are among the Company's most important commitments. The Company promotes occupational safety and health management, and has established occupational accident care, healthcare, and return-to-work support mechanisms. If an employee unfortunately suffers an occupational accident, the Company will promptly provide healthcare, recovery follow-up, medical subsidies, and paid occupational injury and sick leave to protect the employee's financial security during recovery and help the employee recover with peace of mind and return to work smoothly.

The Company implements an occupational accident reporting mechanism, and cases are registered in the Ministry of Labor system in accordance with laws. In 2025, the Group's subsidiaries had a total of 4 physical hazard incidents, including 3 fall incidents and 1 traffic collision injury. The Parent Company as an individual entity maintained a performance record of 0 occupational accidents and 0 occupational diseases. For incidents that have occurred, the Company also requires subsidiaries to conduct incident cause analysis, risk review, and improvement and prevention measures to enhance workplace safety management and reduce the risk of occupational accidents.

Ennoconn Group Occupational Safety and Health Statistics		2025 Data
Total working hours (hours)		3,340,199
Number of occupational injury fatalities		0
Occupational injury fatality rate		-
Number of severe occupational injuries		0
Severe occupational injury rate		-
Number of recordable incidents		4
Recordable incident rate		1.2
Number of occupational disease cases		0
Occupational disease rate		-

1. This table includes Ennoconn, Goldtek, Marketech, Vecow, CASwell, Poslab, Ennoconn (Suzhou), Nanjing Asiatek, HighAim, and Ennotech Vietnam, but excludes Dexatek, Ennoconn Hungary Kft, Kontron AG, and AIS.
2. Occupational injury fatality rate = number of occupational injury fatalities $\times$ 1,000,000 / total hours worked
3. Severe occupational injuries refer to occupational injuries from which employees cannot or are unlikely to recover to their pre-injury health status within 6 months, excluding fatalities.
4. Severe occupational injury rate = number of severe occupational injuries $\times$ 1,000,000 / total hours worked
5. Number of recordable incidents refers to all occupational injury incidents that occurred during the year, including severe occupational injuries and occupational injury fatalities.
6. Recordable incident rate = number of recordable occupational injury incidents $\times$ 1,000,000 / total hours worked
7. Occupational disease rate = number of occupational disease cases $\times$ 1,000,000 / total hours worked

Incident Hazard Type and Analysis

In 2025, the Group had a total of 4 recordable incidents within the disclosure scope, all of which were physical hazards. No recordable incidents caused by chemical, biological, ergonomic, or psychosocial hazards occurred, and no occupational disease cases were reported. By incident type, the main incidents were 3 falls and 1 collision. For these incidents, the Company completed incident reporting, cause analysis, formulation of corrective and preventive measures, and improvement tracking, and incorporated relevant experience into education and training and operation management to reduce the risk of similar incidents recurring.

Group statistics on hazard factors for occupational accidents and occupational diseases

Hazard type	Recordable accidents	Occupational diseases
Physical hazards	4	0
Chemical hazards	0	0
Biological hazards	0	0
Ergonomic hazards	0	0
Psychosocial hazards	0	0
Total	0	0

Group analysis of occupational injury incident types

Incident type	Number of injured persons	Percentage of injured persons
Fall	3	<0.001
Collision	1	<0.001
Cut and laceration	0	0
Contusion	0	0
Others	0	0

Notes:

1. Percentage of injured persons = number of injured persons / number of full-time employees at year end.
2. Occupational injury categories are determined primarily in accordance with the regulations of the local competent authorities.