

4

Talent

An Employer Who Values Professional Talent

- 4.1 Human Rights.....55
- 4.2 DEI.....64
- 4.3 Talent Development.....68
- 4.4 Safe Workplace.....88

1,226 People

Nanya Technology expands its youth empowerment program for semiconductor talent, and has trained 1,226 people in total since 2021, a 40% increase compared to 2023.

81.48%

The return-to-work rate after parental leave was 81.48%, a 10.05% increase compared to 2023.

98%

Since 2022, Nanya Technology has developed a total of 150 management associates, with a 98% retention rate, 43 of whom have been promoted internally—a promotion rate of 28.7%.

Talent is the cornerstone of Nanya Technology's innovation. We prioritize human rights, DEI, and talent development. Our talent retention and cultivation programs help maintain our competitive advantages. Regular employee engagement surveys and an emphasis on a safe and friendly workspace allow us to build a comfortable working environment for all, which in turn helps us achieve our sustainability goals.

Strategy and Performance of Material Topics

◆ Exceeded goals ◆ Achieved ◆ Not achieved

Strategy	2024 Goals	2024 Performance and Goal Achievement	2025 Goals
Human Rights • Regulatory Compliance: Following international human rights principles and implementing relevant policies and standards • Safeguarding Equality: Establishing risk management and preventive measures, designing diverse communication and grievance channels, and building an equitable workplace	No significant deficiencies in external audits or labor inspections	◆ No significant deficiencies	No significant deficiencies in external audits or labor inspections
	Workplace violation: 0 cases	◆ 1 case ^{Note 1}	Workplace violation: 0 cases
	Completion rate of employee labor ethics education and training: 100%	◆ 100%	Completion rate of employee labor ethics education and training: 100%
Talent Development • Competency Enhancement: Establishing annual training and development plans and offering diverse learning programs and pathways based on company strategies • Key Talent Cultivation: Enhancing the development of key talent and increasing their proportion within the organization • Personal Development: Fostering self-learning and employee personal development initiatives to increase employee substitution rate for job vacancies	Completion rate of all scheduled courses for the year $\geq 100\%$	◆ 161.5%	Completion rate of all scheduled courses for the year $\geq 100\%$
	Proportion of key talent to all employees $\geq 6.0\%$	◆ 7.4%	Proportion of key talent to all employees $\geq 7.5\%$ ^{Note 2}
	Employee substitution rate for job vacancies $\geq 65\%$	◆ 61.4% ^{Note 3}	Employee substitution rate $\geq 60\%$ ^{Note 4}
Talent Retention and Employee Care • Workforce Stability: Implementing various retention strategies to secure high-performing employees and improving key talent retention rate	Key talent retention rate $\geq 98\%$	◆ 96% ^{Note 5}	Key talent retention rate $\geq 95\%$ ^{Note 6}
	Voluntary turnover rate ^{Note 7} $\leq 6\%$	◆ 6.21% ^{Note 8}	Voluntary turnover rate $\leq 6\%$
	Average recognition score in Employee Engagement Survey $\geq 75\%$	◆ 73% ^{Note 9}	Average recognition score in Employee Engagement Survey $\geq 78\%$
Occupational Health and Safety • Early Detection and Improvement: Ongoing improvement of the occupational safety and health management system through the PDCA approach • Safety Culture: Cultivating safety beliefs among employees and building a high-quality safety culture • Cross-Auditing: Cross-audits performed by internal and external parties strengthen independent inspections	Disabling injury frequency rate ^{Note 10} < 0.18	◆ 0.41 ^{Note 11}	Disabling injury frequency rate < 0.17
	Disabling injury severity ^{Note 12} < 6.2	◆ 5.0	Disabling injury severity < 5.9
	On-site independent inspection rate ^{Note 13} $> 93.9\%$	◆ 96.3%	On-site independent inspection rate $> 94\%$
	Number of proposals involving all employees for safety and health $> 1,440$ cases	◆ 1,555 cases	Maintaining a 100% completion rate for on-site Safety Walking and Talking (SWAT) improvement sessions for senior management
	0 occupational disease case caused by chemical exposure	◆ Keep at 0	0 occupational disease case caused by chemical exposure

Note 1: For details on the handling measures of the 1 workplace violation case, please refer to [page 62 of this report](#)

Note 2: The increase in the number of key talents in the talent pool simultaneously raises the target

Note 3: In 2024, some positions were filled through external recruitment due to the need for specialization and the fact that internal employees did not fully meet the skill requirements

Note 4: To enhance market competitiveness, we have added the goal of increasing the recruitment of external professionals. Beginning in 2026, we will also introduce a goal to raise employee substitution rate for management positions, expanding promotion opportunities for internal employees in management positions

Note 5: The original calculation of the key talent retention rate was accumulated over 6 years, which resulted in the compounding of numbers

Note 6: The calculation method for key talent retention rate has been adjusted to a dynamic calculation based on a fixed 5-year period

Note 7: Voluntary turnover rate covers employees based in Taiwan and abroad

Note 8: The memory industry is affected by geopolitical factors and economic cycles, with recovery still limited. Meanwhile, some sub-industries are experiencing high labor demand, and increases in non-fixed remuneration (such as bonuses/incentives) enhance their external competitiveness in attracting talent

Note 9: The poor operating performance in 2024 led to a tightened welfare bonus distribution, resulting in a significant decline in the survey results across three areas: organizational vision, management team, and promotional rewards

Note 10: Disabling Injury Frequency Rate (FR) = (Number of Disabling Injury Incidents x 10⁶)/Total Work Hours

Note 11: In 2024, a total of 3 occupational accidents occurred to on-site employees, all of which were physical injuries (such as pinching and falls). For improvement measures, please refer to [page 91 of this report](#)

Note 12: Disabling Injury Severity Rate (SR) = (Workdays Lost Due to Disabling Injury Incidents x 10⁶)/Total Work Hours

Note 13: Independent Inspection Rate: (Number of Deficiencies from Departments' Proposals on the Kaizen Proposal System/Number of Deficiencies from Safety and Health Department Proposals) *100%

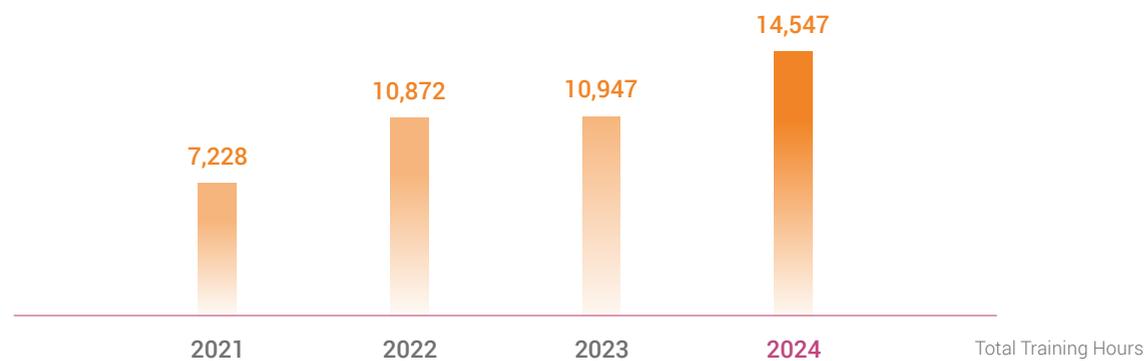
4.1 Human Rights

1. Employee Human Rights Protection

Nanya Technology is highly attentive to labor rights and has established a [Human Rights Policy](#) as well as [Labor and Ethics Policy](#). These policies follow international human rights standards, including the Responsible Business Alliance (RBA) Code of Conduct, SA8000 Social Accountability Standard, International Labour Organization (ILO) conventions, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the EU General Data Protection Regulation (GDPR), along with relevant local laws. Nanya Technology promotes human rights risk assessment and management to build a supportive workplace that embraces inclusivity and diversity.

We promise never to employ child labor under the age of 16 and affirm that we have never done so in the past. Moreover, we will never force or coerce any individual to work against their will. All employment terms are voluntarily agreed upon through mutual consent. Our 2024 Human Rights Policy and Procedure Training Programs include "Policy and Code of Conduct Training," "Unsafe Workplace Behavior and Prevention Training," and "Personal Data Protection Training." These courses were mandatory for all employees, with a 100% training rate and a total of 14,547 training hours.

2021-2024 Human Rights Policy and Procedures Education Programs Training Hours^{Note}

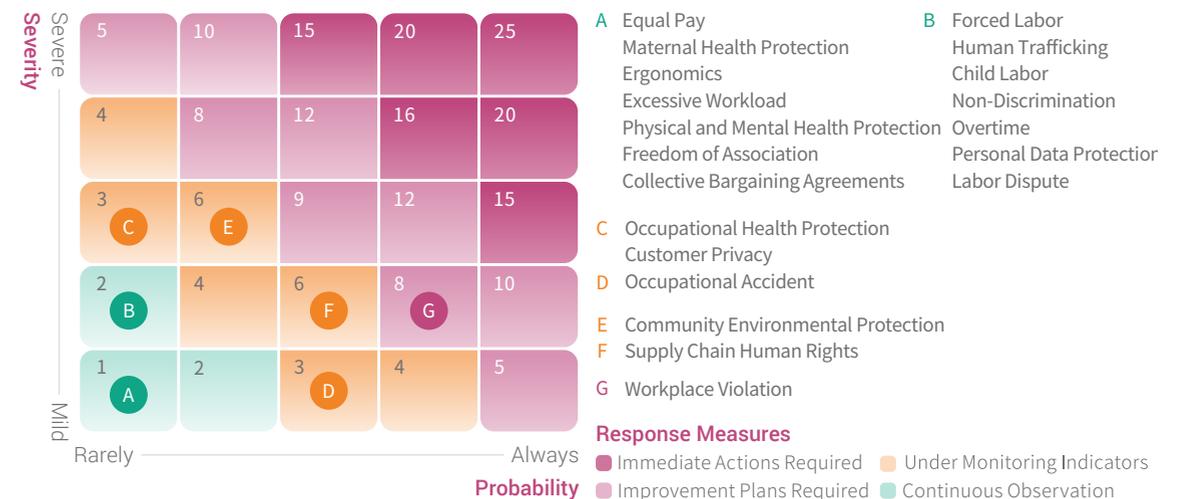
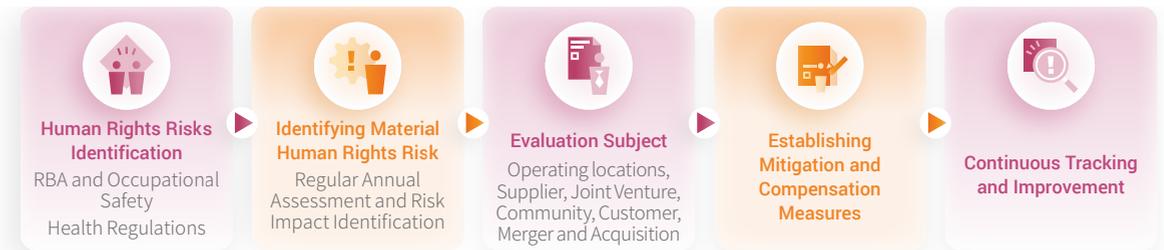


Note: Human Rights Policy and Procedure Training Programs for all employees cover our labor and ethics regulations, RBA code of conduct, prevention of unsafe workplace behavior and other areas. Since 2022, "Personal Data Protection Training" has been a mandatory annual course for all employees, leading to an increase in total training hours.

2. Human Rights Risk Management

Nanya Technology adopts the RBA standards for labor, health and safety, environment, and supply chain management, as well as government occupational safety and health regulations. We identify human rights issues, vulnerable groups and associated business units to conduct human rights risk assessments. These assessments target our employees and stakeholders (including customers, suppliers/contractors, agents, joint ventures, alliance partners, and local communities). Based on the assessment results, we establish risk mitigation and compensation measures, and strictly adhere to the regulations of the countries where these subjects operate. In addition, we calculate the risk likelihood based on the proportion of employees exposed to risks relative to the total number of our employees. We use these results to formulate annual improvement measures and future human rights risk mitigation goals.

Human Rights Due Diligence Procedures



Nanya Technology Human Rights Risks Assessment Form

Subject	Humane Rights Issues	Assessment Tools
 <p>Employee</p>	<p>Freedom of Choice in Employment, Young Workers, No Discrimination, Work Hours, Wages and Benefits, Humane Treatment, Freedom of Association, Occupational Health and Safety, Personal Data Protection, Workplace Violation</p>	<ul style="list-style-type: none"> RBA SAQ, RBA VAP, Internal and External Audits, Grievance Channel, Occupational Injury Report Form, Department of Labor Annual Average Frequency-Severity Indicator by Industry (Excluding Commute-Related Incidents), Health Examination Report Indicator
 <p>Supplier (Joint Venture)</p>	<p>Labor Rights, Occupational Health and Safety, Personal Data Protection, Workplace Violation</p> <hr/> <p>Responsible Minerals Procurement, Hazardous Substances Free</p>	<ul style="list-style-type: none"> Supplier Audits, Third-Party Independent Verification Inspection Tools (CMRT/EMRT etc.), Due Diligence, Third-Party Independent Verification, Conformance (Testing) Report
 <p>Community</p>	<p>Water Resource, Air Pollution, Noise, Traffic Issues</p>	<ul style="list-style-type: none"> Government Regulations, Site Wastewater Discharge Quality Monitoring, Air Quality Monitoring, Noise Frequency Monitoring, Traffic Flows Assessment and Monitoring
 <p>Customer</p>	<p>Personal Data Protection and Information Security</p>	<ul style="list-style-type: none"> Annual Risk Assessment, Internal Audits and External Independent Verification

Mitigation and Compensation Measures for Material Human Rights Impacts

Subject	Material Human Rights Issues	2024 Mitigation Measures	2024 Compensation Measures
<p>Employee</p>	Occupational Health and Safety	<p>Occupational Safety and Health Management System</p> <ul style="list-style-type: none"> Hazard Identification and Risk Assessment: Regular and ad-hoc reviews of hazard identification and risk assessment results. We conducted a total of 38 internal audits in 2024, resulting in 11 corrective action requests. Proactive Risk Mitigation Measures: High-risk units actively develop and propose safety and health improvement action plans, reducing medium and high-level risks and increasing opportunities for systematic improvement. A total of 33 management plans were proposed in 2024. Regular Performance Assessment System: Safety and health performance reviews conducted by each unit, environmental inspection proposals submitted by the Safety and Health Department and independent inspection proposals submitted by each department (independent inspection rate reached 96.3% in 2024, exceeding the annual goal of 93.9%). <p>Promoting and Establishing Safety Culture</p> <ul style="list-style-type: none"> Safety Walk and Talk (SWAT): We conducted 48 Safety Walk and Talks, including on-site sessions led by executive-level managers and sessions with employees led by the Safety and Health Department, and department managers. Safety & Environment Event Tracking System (SETS): We had 1,555 cases of employee-initiated proposals for tracking and improving clean room environment deficiencies. 	<p>Contingency Response and Preparation</p> <ul style="list-style-type: none"> We have established the Contingency Procedures for Non-Conforming Situations, which outline contingency plans and include drills for high-risk units. A total of 58 sessions have been conducted. We cooperated with local authorities to conduct ad-hoc contingency response and disaster drills for public hazardous materials and toxic chemicals leaks, continuously enhancing our disaster response measures. <p>Accident Investigation and Constant Improvement</p> <ul style="list-style-type: none"> In the event of unforeseen incidents or occupational accidents, the responsible unit(s) and the Safety and Health Department will form an Accident Investigation Taskforce. The responsible unit(s) need to propose corrective actions and review relevant procedures with the Safety and Health department for tracking and continuous improvement. In 2024, there were 21 near miss incidents. Our improvement efforts focused on liquid-related events (15 cases, accounting for 71.4%), such as preventing leaks from pipe connectors. Corresponding improvement and prevention measures were submitted accordingly. The Safety and Health Committee convened on a monthly basis, exceeding the frequency required by relevant regulations. The responsible unit(s) report on the causes of occupational accidents and promote improvement plans to prevent similar incidents in other units. <p>Compensation for Occupational Accidents</p> <ul style="list-style-type: none"> In the event of occupational accidents, we promptly initiate emergency medical treatment and provide comprehensive medical assistance afterwards. We also offer leave and wage compensation in accordance with legal requirements.
	Occupational Health Protection	<p>All Employees</p> <p>To enhance health management awareness, we organize the following health promotion activities:</p> <ul style="list-style-type: none"> Hosting at least one health promotion lecture per quarter. In 2024, we conducted 27 lectures, with a total of 1,528 participants. Hosting annual weight-loss and quit-smoking pledge events, with a total of 478 participants. Providing employees with relevant health information regularly (via posters and emails). <p>Engineers:</p> <ul style="list-style-type: none"> Implementing programs for the prevention of diseases related to abnormal workloads. Identifying and assessing high-risk groups. Providing special health examinations as well as health management and promotion plans. 	<p>General compensation principles are as follows:</p> <ul style="list-style-type: none"> Employees with abnormal health examination results are continuously tracked and provided with ongoing health management. Regular medical consultations and health guidance are also provided. An on-site clinic is established and doctor visits are arranged to provide professional medical and consulting services for employees. <p>General compensation principles are as follows:</p> <ul style="list-style-type: none"> Arranging doctor appointments and providing health guidance. Advising the department manager and further investigating the situation.

Subject	Material Human Rights Issues	2024 Mitigation Measures	2024 Compensation Measures
 <p>Employee</p>	<p>Workplace Violation (Sexual Harassment)</p>	<p>The following preventive measures are in place to address workplace violations:</p> <ul style="list-style-type: none"> • We've implemented training to prevent workplace violations, including bullying and sexual harassment, achieving a 100% completion rate in 2024. • We've established a comprehensive grievance procedure with confidential investigations conducted by a dedicated taskforce. The Grievance Review Committee will make impartial final decisions on grievance cases. 	<p>1 Sexual Harassment Case in 2024 General compensation principles are as follows:</p> <ul style="list-style-type: none"> • Implementing measures such as adjusting job duties or work environment as appropriate to prevent recurrence of workplace violation against the complainant. • Providing or referring the complainant to consultation, medical or psychological counseling, social welfare resources, and other necessary services. • A thorough investigation will be conducted into the grievance case. If violations are substantiated, appropriate disciplinary actions and measures will be taken against the perpetrator. If criminal offenses are involved, we may also refer the case to the judicial authorities for legal proceedings. • We will continuously track, assess, and monitor substantiated cases to prevent future incidents of workplace violations. • Retaliation against complainants, whistleblowers, or individuals assisting with investigations is strictly prohibited. Violators will be subject to disciplinary action in accordance with company management regulations.
 <p>Supplier (Joint Venture)</p>	<p>Work Hours, Wage and Benefits, Humane Treatment, Workplace Violation</p>	<p>To ensure the suppliers' commitment to sustainability, we implement the following measures:</p> <ul style="list-style-type: none"> • We conducted sustainability risk assessments for all Tier 1 suppliers, including Tier 1 suppliers of concern, encompassing a total of 370 suppliers with a 100% completion rate. • We enforced audits on high-risk suppliers, identifying a total of 61 non-conformances. Nanya Technology assists these suppliers for improvement, achieving a 100% remediation rate. • We evaluate potential impacts across supplier governance, social and environmental aspects, and continuously encourage suppliers to conduct risk management and identification measures. • We requested our joint venture Formosa Advanced Technologies to promote human rights due diligence and RBA VAP to proactively identify and mitigate human rights risks as well as preventing human rights violations. Please refer to Formosa Advanced Technologies' Sustainability Report for the disclosure of relevant due diligence findings. https://www.fatc.com.tw/esg/download.php <p>Responsible Minerals Procurement Management</p> <ul style="list-style-type: none"> • Monitoring evolving trends in the requirements of responsible mineral procurement management and developing a corresponding responsible mineral procurement management list. • Employing effective tools (CMRT/EMRT, etc.) to conduct regular due diligence. • Aiming for 0 deficiencies during third party independent verification. <p>Hazardous Substance Free Management</p> <ul style="list-style-type: none"> • Identifying the relevance of regulations to customer products and developing a corresponding hazardous substance management list. • Conducting regular due diligence and providing effective compliance (testing) reports. • Aiming for 0 deficiencies during third party independent verification. 	<p>0 Human Rights Violations in 2024 General compensation principles are as follows: Requiring suppliers to make improvements and comply with local regulatory requirements.</p> <p>0 Human Rights Violations and Hazardous Substances Incidents in 2024 General compensation principles are as follows: Requiring suppliers to make improvements and comply with local regulatory requirements.</p>

Subject	Material Human Rights Issues	2024 Mitigation Measures	2024 Compensation Measures
<p>Community</p>	Air Pollution	<p>Implementing the following measures to ensure environmental sustainability:</p> <p>(1) Discharging wastewater in compliance with regulatory standards and continuously reducing discharge volumes:</p> <p>A. Air Pollution Reduction: Reducing volatile organic compounds emission. According to third-party verification in 2024, the efficiency of our processing equipment is above 98%, resulting in a 70% reduction in volatile organic compounds emission compared to 2022.</p> <p>B. Water Resource Shortage:</p> <ul style="list-style-type: none"> Diversifying Water Sources and Enhance Storage: We have constructed a water reservoir of 43,000 metric tons capacity and built 7 additional wells in our facilities, providing a combined daily water supply of 5,500 metric tons. We collaborate with nearby Formosa Plastics Group facilities to establish an emergency response organization for water shortages, enabling mutual sharing of water resources during emergencies within the organization. Water Conservation and Rainwater/Wastewater Recycling: Beyond rainwater reuse initiatives, we recycled a total of 5,590,000 metric tons of wastewater in 2024. Establishing response measures aligned with government-issued water situation lights. <p>C. Effluent Quality Control:</p> <ul style="list-style-type: none"> Collected wastewater is classified and directed to the appropriate sewage facilities for treatment. Our treatment efficiency has improved over the years. We have established a real-time effluent quality monitoring system linked to the Environmental Protection Department of local government, enabling joint monitoring to ensure effluent quality remains within normal parameters. <p>(2) We conduct monthly environmental inspections.</p> <p>(3) We collaborate with local communities to form an Environmental Quality Supervision Committee. Feedback from local stakeholders is gathered through quarterly Nanlin Technology Park Management Committee meetings.</p>	<p>0 Community Complaints in 2024</p> <p>General compensation principles are as follows:</p> <ul style="list-style-type: none"> Paying close attention to the evolutions of regulations and adopting corresponding measures. Actively engaging with local schools, organizations, and groups to implement educational initiatives such as environmental conservation.
	Water Resource	<p>We commit to engaging in public affairs and caring for the local communities, exerting social influence and promoting community development through the following measures:</p> <ul style="list-style-type: none"> Talent Cultivation: We partner with schools to instill sustainability mindset in youths, promoting sustainability education to 1,536 students. Environmental Conservation: We connect with diverse non-profit organizations to promote environmental awareness, maintain biodiversity, and move towards a low-carbon society, with 523 employees participating in 4 environmental conservation events. Community Harmony: We participate in neighborhood (nearby community) public affairs to create a harmonious and mutually beneficial living environment, benefiting 16,671 people. Humanistic Care: We integrate local resources to characterize regional humanistic landscape, with 552 employees participating in cultural events in 2024. 	
<p>Customer</p>	Personal Data Protection and Information Security	<p>We implement the following information security management measures to protect customers' rights:</p> <ul style="list-style-type: none"> We established the Confidential Information Management Procedure and Personal Data Management Rules, requiring all employees to read. We conduct monthly information security awareness campaigns, and require employees to complete information security training courses and pass relevant assessments once every year to enhance personal data protection awareness. The completion rate was 100% in 2024. Company confidential information is archived in the Document Control Center in accordance with internal procedures and classified by confidentiality level. Unauthorized disclosure of company confidential information is prohibited, and relevant evaluation mechanisms are also established. We install metal detectors at entrances for inspecting information security-controlled items. We regularly apply for ISO 27001 international information security management certification. 	<p>0 Information Breach Incidents in 2024</p> <p>General compensation principles are as follows:</p> <ul style="list-style-type: none"> We will inform the customers immediately and provide proper remedies.

Our risk occurrence rate in 2024 was 3.55%, a 0.23% reduction from 2023. This decrease resulted from the proactive organization of a wide range of health promotion events and seminars, along with regular health information sharing and awareness campaigns, ultimately enhancing our employees' focus on health management and providing them with helpful health knowledge. These initiatives covered topics such as nutritional diet, exercise, and psychological adaptation, enabling employees to better understand their physical conditions. Consequently, many have improved their health awareness, and we observed a significant decrease in abnormal health examination results and the number of employees with high workload.

3. Employee Protection and Communication

Zero-Tolerance for Harassment and Discrimination

Nanya Technology upholds a zero-tolerance policy for harassment and discrimination

<p>Policy Declaration</p>	<p>To protect all employees from physical or psychological violations that may cause physical or mental illness while performing their job duties, Nanya Technology has established a "Prohibiting Workplace Violation Statement."</p>	<p>Training</p>	<p>We conduct workplace violation prevention training for all employees at least once every two years. Supervisory seminars are held as needed to enhance employee communication and reduce stress and frustration.</p>
<p>Zero Tolerance</p>	<p>We are committed to ensuring a <i>zero workplace violation</i> ^{Note} working environment, which includes absolutely no tolerance for workplace bullying by any managerial-level supervisor, nor any tolerance for workplace violations such as workplace violence among employees, or by visitors, customers, and strangers towards our employees.</p>	<p>Disciplinary Measures</p>	<p>Grievance cases will be investigated confidentially by the Grievance Investigation Taskforce and arbitrated by the Grievance Review Committee. If the allegations are substantiated, disciplinary action will be taken in accordance with company management regulations. If criminal offenses are involved, we may also refer the cases to the judicial authorities for legal proceedings.</p>
<p>Grievance Channels</p>	<p>All employees have a responsibility to jointly maintain and ensure a working environment free from workplace violations. Anyone who witnesses or hears of any workplace violation incident should immediately call the employee grievance hotline or use the internal grievance mailbox to report the incident.</p> <p>Grievance Hotline: 02-29045858 #1132, #1136 Grievance Mailbox: protection@ntc.com.tw</p>	<p>Remedial Measures</p>	<p>We will strictly maintain the confidentiality of the complainant's identity and provide assistance and compensation measures such as health guidance, work adjustment or reassignment, and follow-up on physical and mental well-being.</p>

Note: Definition of Workplace Violation

Incidents where employees experience maltreatment, threats, harassment, discrimination, or attacks in a working environment (including commute) that clearly or implicitly endanger their safety, well-being, or health. Forms of workplace violation include:

I. Non-Sex or Non-Gender Related Violation

- (1) Physical Abuse: Acts of violence or physical aggression causing harm (e.g., assault, scratching, punching, kicking, etc.).
- (2) Psychological Abuse: Mental harm through coercion or humiliation (e.g., threats, bullying, severe verbal abuse, etc.).
- (3) Verbal Abuse: Language offenses through inappropriate words or tone (e.g., bullying, intimidation, interference, etc.).
- (4) Discrimination: Making employment decisions or impairing working conditions based on characteristics unrelated to the specific job requirements.
- (5) Harassment: Repeated or continuous interference or disruptive behavior against a specific person's will, causing discomfort or a sense of threat.

II. Sex or Gender Related Violations

- (1) Sexual Harassment: Sexual advances against a person's will (e.g., inappropriate sexual innuendos and actions, etc.).
- (2) Gender Harassment: Remarks with gender discrimination or prejudice, particularly those that are insulting, demeaning, or hostile towards a particular gender.

Even before the issuance of the Workplace Violation Guidelines, Nanya Technology already established the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy and the Nanya Technology Employee Protection and Complaint Regulations. These rules outlined relevant prevention and subsequent investigation and handling measures for employees facing inappropriate treatment in the workplace. Our company also has a counseling room in place and collaborates with the Teacher Chang Foundation, providing on-site counseling services as a channel for employees to confide and seek advice. Furthermore, we regularly conduct workplace mental health promotion seminars to offer stress relief channels for employees.



Establishing Norms

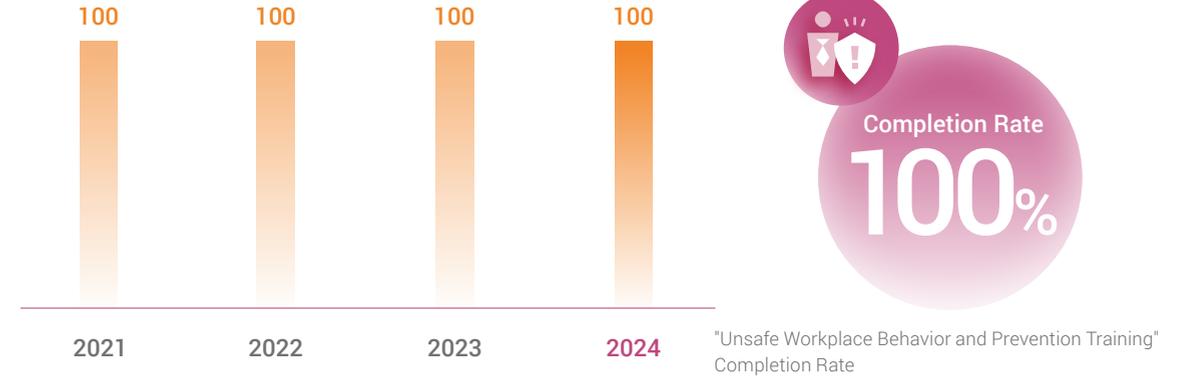
- We've integrated Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy and Nanya Technology Corporation Employee Complaint Guidelines into Nanya Technology Employee Protection and Complaint Regulations since 2019, and made relevant revisions in 2020 and 2023 respectively to enhance the comprehensiveness of our regulations.
- We've established the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy based on regulatory mandates in 2024.



Implementing Actions

- Conducting annual online training for all employees on "Unsafe Workplace Behavior and Prevention training"
- Conducting employee protection, hazard identification and risk assessments for each department to further manage potential at-risk groups
- Strengthening the grievance investigation by establishing a permanent Grievance Review Committee
- Establishing a counseling room and collaborating with the Teacher Chang Foundation for on-site counseling services
- We've implemented the revised Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy in 2024 and engaged external experts, such as scholars and lawyers in relevant fields, to participate in complaint investigations.

Workplace Violation Training Statistics



Grievance and Whistleblower Channels

Nanya Technology has established various grievance channels in accordance with the Nanya Technology [Employee Protection and Complaint Regulations](#), the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy, and the Nanya Technology Reporting Procedure. These channels provide internal and external stakeholders with avenues to report any illegal or unethical conduct when they witness illegal or inappropriate behavior that significantly affects the rights and interests of individuals or the Company, or when someone attempts to exploit their role for improper gains. Depending on the case, the Audit Department or the Grievance Review Committee will handle the report. For cases involving workplace violation, the Grievance Review Committee will form an investigation taskforce in accordance with legal regulations. Additionally, a dedicated whistleblower hotline (02-29061001) and mailbox (audit@ntc.com.tw) are published on the Company's official website to allow stakeholders to report incidents of rights infringements. Based on the details, category, nature and sensitivity of the cases, as well as the level of the reported individuals, an appropriate case handler will be assigned, or a taskforce will be formed for investigation. Cases involving managers or directors will be investigated by a taskforce composed of directors from the Management Audit Department. To protect whistleblowers, case handlers will maintain confidentiality by strictly prohibiting the disclosure of case details to irrelevant personnel during investigations. When relevant individuals are under investigation, discussions will be limited to aspects directly related to their involvement in the case to protect the complainants' identity. All relevant data will be handled and archived as confidential documents.

Number of Grievance and Reporting Cases Received in the Past Years, by Channel

		2021			2022			2023			2024		
Grievance Channel	Letter of Complaints (including anonymous reports)	5			4			0			3		
	Employee Grievance Form	0			0			2			3		
	Whistleblowing Hotline and Mailbox	1			1			1			1		
	Total	6			5			3			7		
		Accepted			Accepted			Accepted			Accepted		
		Rejected			Rejected			Rejected			Rejected		
		Substantiated			Substantiated			Substantiated			Substantiated		
		Dismissed			Dismissed			Dismissed			Dismissed		
Type of Cases Related to the Code of Business and Ethical Conduct	Corruption and Bribery	0	0	0	0	0	1	0	1	0	0	1	0
	Illicit Gains	0	0	2	0	0	0	0	0	0	0	0	0
	Fair Competition	0	0	0	0	0	0	0	0	0	0	0	0
	Questionable Donations	0	0	0	0	0	0	0	0	0	0	0	0
	Conflicts of Interest	0	0	0	0	0	0	0	0	0	0	0	0
	Money Laundering or Insider Trading	0	0	0	0	0	0	0	0	0	0	0	0
	Intellectual Property Right Protection	0	0	0	0	0	0	0	0	0	0	0	0
	Privacy/Personal Data Protection	0	0	0	0	0	0	0	0	0	0	0	0
	Sexual Harassment	0	0	0	0	0	0	0	2	0	0	1	0
	Harassment	0	0	0	0	0	0	0	0	0	0	0	0
	Discrimination	0	0	0	0	0	0	0	0	0	0	0	0
	Environmental Protection	0	0	0	0	0	0	0	0	0	0	0	0
	Occupational Safety and Health	0	0	0	0	0	0	0	0	0	0	0	2
	Others	0	0	0	0	1	3	0	0	0	0	1	2
	Total	0	0	4	0	1	4	0	3	0	0	3	4
	Resolved Cases		6			5			3			7	
Resolution Rate		100%			100%			100%			100%		

In 2024, there were a total of 7 reported grievance and whistleblower cases. Among these, 3 cases were substantiated, with 1 corruption case, 1 sexual harassment case, and 1 management issue. The case details are as follows:

Corruption Case (1) :

During multiple procurement processes, the individual violated company operating procedures by leaking confidential company information, requiring specific vendors to engage in bid rigging, favoring specific vendors, engaging in improper financial dealings with specific vendors, and accepting gifts, all of which constitute violations of the labor contract and Work Rules.

Measures Taken by the Company:

Disciplinary Actions: Upon receiving the complaint, we immediately launched an investigation. After the issue was substantiated, the offender was removed from their job in accordance with Human Resources Management Regulations. This case has been referred to judicial authorities.

Compensation: To prevent future corruption, we regularly conduct anti-corruption training and publish awareness campaigns through company-wide computer systems and bulletin boards on-site. Anti-corruption and illicit benefit audits have been incorporated into the scope of quality assurance.

Sexual Harassment Case (1) :

An individual exploited their position and the guise of business instruction to engage in prolonged physical harassment, inappropriate touching, and other unreasonable behavior towards multiple female colleagues in the workplace. Following the investigation processes, the allegation was substantiated.

Measures Taken by the Company:

Disciplinary Actions: Upon receiving the complaint, we immediately separated the employees involved in the workplace. Relevant counseling was provided after the case was substantiated. Based on the severity of the circumstances, the offender received a major demerit and was transferred to another department in accordance with Human Resource Management Rules. We also instructed the department to reinforce training on the understanding of various forms of sexual harassment.

Guidance: We provided with or referred the complainant to consultation, medical services, counseling, social welfare resources, and other necessary services. Relevant guidance was also enforced on the offender to ensure non-recurrence of the misconduct.

Compensation: To prevent recurrence, we have adjusted the offender's job duty and reassigned their working environment. We will continue to track, review and monitor this substantiated case to prevent future incidents of workplace violation. Retaliation against complainants, whistleblowers, or those assisting with investigations is strictly prohibited, with offenders subject to disciplinary actions in accordance with company management regulations.

Management Issue Case (1) :

After investigation, dereliction of duty during overtime work on a rest day is substantiated after the investigation by the department.

Measures Taken by the Company:

Disciplinary Actions: The offender was rated as an underperformer in performance evaluation and the incident was included in the year-end performance appraisal. A minor demerit was issued in accordance with Human Resources Management Regulations, and the offender was required to return the overpaid overtime wages.

Compensation: Overtime and work productivity will be effectively controlled by setting work KPIs, conducting internal audits, and implementing other work management measures. The Company's departmental management practices will continue to be monitored through internal management processes.

4. Labor Relations and Communication

To cultivate harmonious labor relations, promote cooperation between labor and management, and enhance employee welfare, we have established diverse and transparent communication channels. These enable employees to express their views on fundamental working condition issues, including health and safety and employee benefits. We actively seek to understand employee concerns and address issues promptly to foster positive labor-management communication. For reporting illegal activities, we have a grievance channels, a whistleblower hotline, and a sexual harassment prevention hotline in place. Employees can also provide feedback on Company rules and regulations through the management system feedback channel. Employees can openly communicate with management on various public and private matters, working conditions, compensation and benefits, or personal opinions through the following channels:



Communication Meeting

Biannual All-Hands Meetings

The President addresses all employees twice a year, sharing updates on operations, revenue, market developments, and R&D progress

Biannual Administrative Liaison Meetings

Organized by the Employee Relations Department, these meetings provide updates on employee welfare initiatives and serve as a platform for open dialogue and feedback with administrative liaisons.

Quarterly Online Technical Staff Meetings

Held four times a year by the Manufacturing Division, these meetings are conducted online and provide technical personnel with updates on the company's operations, revenue, market developments, and R&D progress.

Regular Meeting with Labor Union Representatives



Bilateral Communication Platform

Sharing Corner

Feedback



Electronic Survey

Food Services Satisfaction Survey

Events Satisfaction Survey

Employee Engagement Survey

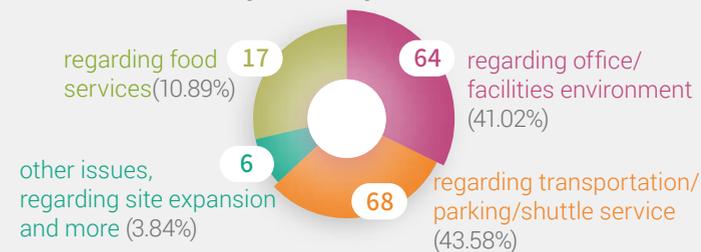
Number of complaints submitted through feedback platform in 2024

156

Average response time

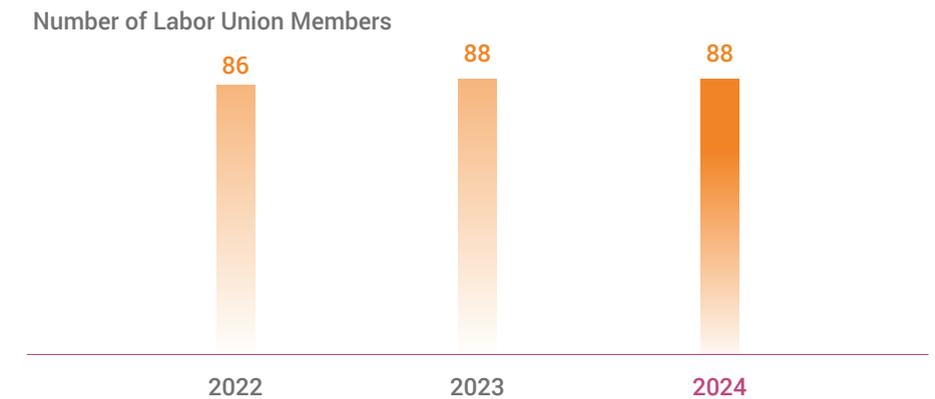
5 Days

Top 3 Complaints

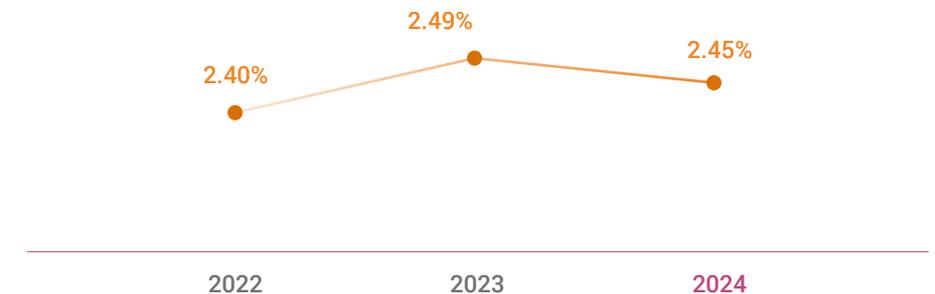


Nanya Technology established its labor union by employees in April 2012. For a long time, the company and the labor union have actively maintained bilateral communication channels and harmonious relationships. We exchange information and communicate on working conditions (e.g., evaluation of breaks) through various channels, allowing the labor union to fully exert its functions and express opinions, which thereby enhances harmonious labor relations and welfare. Despite the establishment of a Company labor union, no collective bargaining has been proposed or agreement signed to date. This is because the labor union and the Company have maintained diverse and smooth communication channels, with the Company actively responding to these discussions.

Number of Labor Union Members in Taiwan Over the Past Three Years



Labor Union Membership Rate^{Note 1}



Note 1: Adjusting the calculation method and the labor union membership rate over the past 3 years.

4.2 DEI

1. Advancing Through Generations with Inclusion and Innovation

Through promoting DEI, we are committed to creating a workplace that respects differences, inspires creativity, and fosters collaboration. By embracing diverse recruitment and an inclusive culture, we empower every employee to fully realize their potential and continuously innovate. Together, across generations, we will generate greater value and competitiveness for the Company.

Action Strategies for DEI

People-oriented is the foundation of Nanya Technology's Diversity, Equity, and Inclusion (DEI) action strategies. We have established a vision and mission for DEI, formulated action strategies, and focused on cultivating diverse talent, strengthening internal communication and collaboration. Furthermore, through continuous learning and development opportunities, we aim to stimulate the innovative potential within employees, laying a solid structure for building a more diverse and inclusive corporate culture.



Vision

Embracing diversity, pursuing innovation and inclusion, and moving toward sustainability.



Mission

Building a workplace brimming with curiosity and collaboration, where diverse perspectives are valued, continuous innovation is encouraged, and new ways of thinking are embraced.



Action Strategy

- Attraction:** Building an employer brand that highlights DEI to attract a wide range of talent.
- Recruitment:** Integrating DEI values into all stages of the recruitment and hiring processes.
- Onboarding:** Providing support to help new hires adapt to the organizational environment and ease into their roles.
- Training:** Enhancing employee awareness and understanding of diversity, equity, and inclusion through training.
- Development:** Cultivating a wider array of key talent for leadership positions to provide a diverse internal talent pool for succession.
- Communication:** Establishing bilateral communication channels to gather employee feedback and continuously optimizing the Company's DEI initiatives.
- Impact:** Forming strategic partnerships to promote and impact diversity across the broader society.
- Improvement:** Regularly reviewing and adjusting our diversity strategies to ensure they remain aligned with organizational development and employee needs.

2024 Results



Building A Culture of Inclusion

- 15 cultural literacy seminars on inclusion and diversity
- 512 people voluntarily responded to the woMen Era Survey
- 2 seats on the Board of Directors are held by women



Employee Diversity

- 27.67% of employees are women
- 34.89% of managers are women
- 1.17% of recruits are people with disabilities



Investing in Future Talent

- 130 interns in Tech, Technologies, Design and Finance are hired
- NT\$ 6million allocated to the Future Star Scholarship
- NT\$ 4.87million spent on industry-academia partnerships

2025 Key Performance Indicators

Leadership Diversity

- At least 1 seat on the Board of Directors are held by women
- Continuously pursuing a diverse Board of Directors composition: Directors' expertise covers raw materials, finance, information technology, and semiconductors, forming a multifaceted group.

Cultivation of DEI Culture

- We hosted 6 DEI literacy seminars

DEI Trainings

- We hosted 1 DEI interview know-how training

Employee Feedback

- Please refer to the "Employee Engagement Survey" section

Listening to Our Employees

- Our president hosted 2 All-Hands Meeting
- 156 employee feedback was addressed

2. Talent Sustainability and Diverse Recruitment Approach

Nanya Technology upholds a people-oriented philosophy that respects diversity. During talent recruitment, we make no distinction based on nationality, race, gender, age, sexual orientation, religion, political affiliation, origin, marital status, appearance, or physical or mental disabilities. We solely focus on whether an individual's personal attributes align with the requirements of the job opening.

Employee Diversity

Employees are Nanya Technology's most valued partners and the crucial driving force behind the Company's sustainable operations and innovative R&D. Deeply rooted in our people-oriented culture, we have created a people-centric and comfortable working environment. Our training is structured to promote employee learning, allowing them to receive systematic education, diverse learning and development resources. This helps our employees quickly develop semiconductor expertise and skills, strengthens our talent capital, and enhances the Company's competency. In addition to offering competitive remuneration and a bonus system to motivate and encourage our employees, the Employee Welfare Committee organizes vibrant and enriching recreational activities every year. We are committed to building a happy workplace where work and life can be balanced, and provide comprehensive care and concern for our employees.

We firmly believe that a high-quality and stable human resource pool contributes to the Company's increased productivity and competitive advantages. We continuously plan and provide an environment suitable for talent development, aspiring to become the best employer that nurtures talent through dedicated cultivation.

Diversity Recruitment Policy

Nanya Technology provides equal employment opportunities. Our operations are distributed both domestically and internationally, so our employees' nationalities are highly diverse. In addition to employing Taiwanese nationals, in 2024, we employed individuals from 13 different nationalities, including Mainland Chinese, French, German, Japanese, American, Burmese, Italian, Kenyan, South Korean, Turkish, British, Indonesian, and Malaysian, forming an internationally diverse workplace. In 2024, the total number of our foreign employees was 108, accounting for 2.92% of all employees. The top five nationalities^{Note 1} were, in order, American, Mainland Chinese, Japanese, German, Indonesian, Burmese, Malaysian, French, and South Korean. The top five nationalities in management positions^{Note 2} were, in order, Taiwanese nationals, American, Japanese, Mainland Chinese, German, French, and South Korean. Taiwanese nationals rank the highest, accounting for 91.48% of all managers.

We also align with and support the government's policy of encouraging the employment of people with disabilities, creating a friendly and diverse workplace. As of December 2024, we employed 42 individuals with disabilities in Taiwan, with a hiring rate of 1.17%. We will continue to employ a sufficient number of people with disabilities, providing suitable job vacancies to increase their employment opportunities and build a diverse and inclusive workplace.

Note 1: The numbers of German, Indonesian, and Burmese employees were the same, so they are listed together in fourth place. The numbers of Malaysian, French, and South Korean employees were the same, so they are listed together in fifth place.

Note 2: The numbers of German, French, and South Korean employees were the same, so they are listed together in fifth place.

Year	2021	2022	2023	2024
Number of Nationalities	15	16	16	14
Category of Nationalities	Taiwanese Nationals, Mainland Chinese, French, German, Japanese, American, Thai, Vietnamese, Burmese, Italian, Kenyan, South Korean, Turkish, British, Indonesian	Taiwanese Nationals, Mainland Chinese, French, German, Japanese, American, Thai, Vietnamese, Burmese, Italian, Kenyan, South Korean, Turkish, British, Indonesian, Malaysian	Taiwanese Nationals, American, Mainland Chinese, Japanese, German, Indonesian, Malaysian, French, Burmese, South Korean, British, Thai, Vietnamese, Italian, Kenyan, Turkish	Taiwanese Nationals, American, Mainland Chinese, Japanese, German, Indonesian, Malaysian, French, Burmese, South Korean, British, Italian, Kenyan, Turkish
Proportion of Foreign Employees (%)	3.26%	3.01%	2.99%	2.92%
Number of People with Disabilities Hired	36	36	40	42
People with Disabilities Hiring Rate (%)	1.05%	1.01%	1.13%	1.17%

Note: The calculation of people with disabilities hiring rate is based on the 3,589 regular employees in Taiwan

Distribution of Top Five Nationalities by Management and Employee Levels in 2024

Nationality	Number of Employees	Percentage of Total Employees	Number of Managers	Percentage of Total Managers
R.O.C	3585	97.08%	333	91.48%
American	63	1.71%	13	3.57%
Mainland Chinese	18	0.49%	3	0.82%
Japanese	8	0.22%	6	1.65%
German	3	0.08%	2	0.55%
Indonesian	3	0.08%	0	0.00%
Burmese	3	0.08%	0	0.00%
Malaysian	2	0.05%	0	0.00%
French	2	0.05%	2	0.55%
South Korean	2	0.05%	2	0.55%

Fair and Diverse Recruitment Channels

In 2020, to actively reduce potential bias and better align our talent recruitment process with our DEI strategy, we made non-work essential items like gender, age, and family status optional on our interview form. Furthermore, we leverage diverse recruitment channels. In addition to allowing resume submissions through our Company website and proactive applications via job search platforms, we vigorously engage with universities through campus recruitment events to identify the most suitable candidates.



Semiconductor Women's Empowerment Camp

In 2024, we joined forces with youth career development centers and schools to host the Semiconductor Women's Empowerment Camp, themed Tech Girls, Transforming the Future. We welcomed students from Taipei Municipal Zhongshan Girls High School and Keelung Municipal Girls High School for company tours. During these visits, female managers from our Company shared their journeys, offering valuable insights into the semiconductor industry and inspiring the students to confidently explore careers in this sector, thereby fostering their professional growth and encouraging more female talent to enter the semiconductor field in the future.



International Exchange Opportunities

To strengthen ties between international students and the semiconductor industry, support national talent recruitment policies, and promote post-graduation employment in Taiwan, we collaborated with Chang Gung University to host a delegation from the University of Colorado Denver. This international exchange opportunity served to introduce international students to career paths within the semiconductor industry.



3. Cultivating and Promoting a Culture of Diversity and Inclusion

We provide training to help employees understand DEI concepts, raise awareness of their potential unconscious biases, and consequently encourage changes in their conscious behaviors, fostering a workplace culture of inclusion and belonging. Through systematic learning programs, all employees, whether full-time or part-time, regardless of age or background, are provided with access to learning opportunities. We designed a series of courses to cover the following topics:

DEI Leadership

To continuously advance DEI principles within the Company, it's crucial that key leadership competencies adapt to new trends as time changes. Therefore, we specifically launched the "DEI Leadership" course for middle management, helping them understand and implement inclusive leadership by emphasizing DEI values in their daily management.

By doing so, we managed to foster a more open and inclusive working environment and facilitate overall employee development.

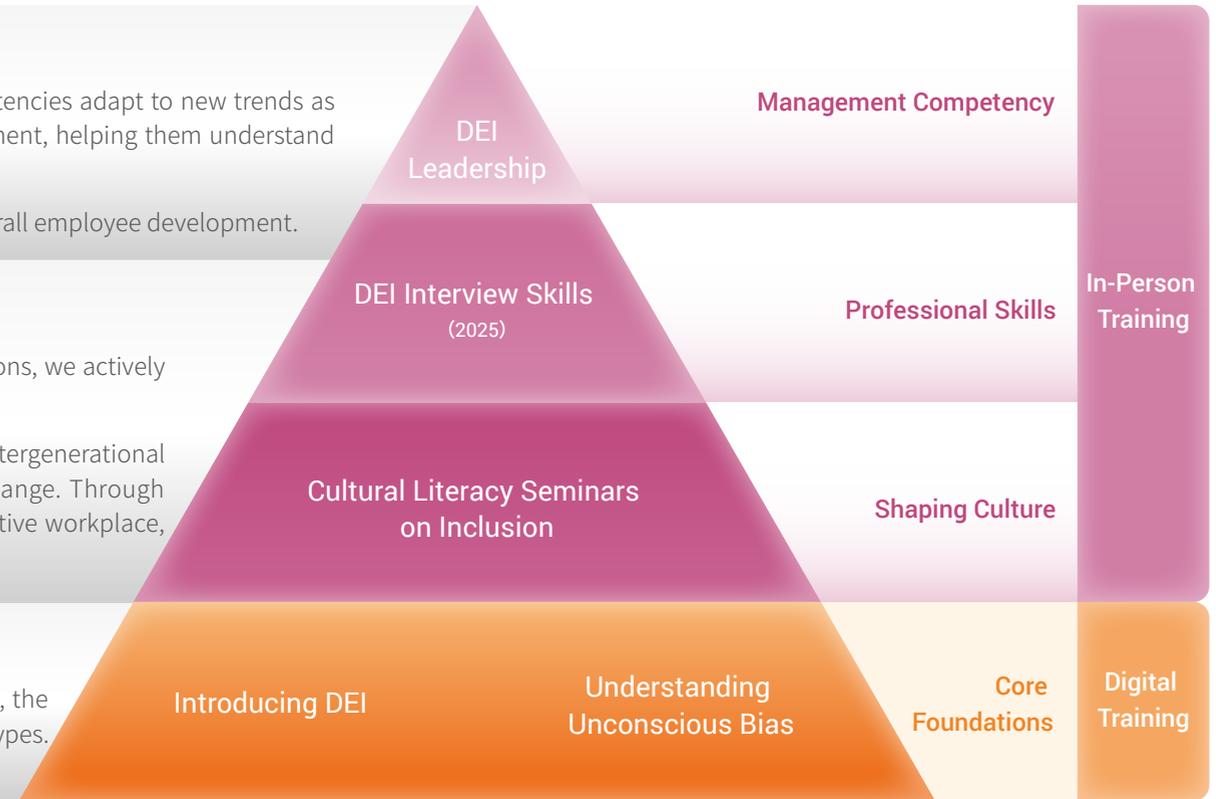
Cultivating a Culture of Inclusion and Cultural Literacy

To promote the understanding and internalization of diversity and translate them into practical actions, we actively organize inclusion and cultural literacy seminars and sharing sessions.

In 2024, we held a female growth-themed seminar, a cross-cultural handicraft workshop, and an intergenerational sharing session, inviting colleagues from Generations X, Y, and Z to engage in dialogue and exchange. Through interactions with internal and external experts and colleagues, we foster a harmonious and innovative workplace, shaping the Company's inclusive culture.

Building Core Foundational Knowledge

Our courses are designed to provide employees with a proper understanding of basic DEI concepts, the benefits of promoting DEI, the fundamentals of unconscious bias, and common workplace stereotypes. Through seminars and case studies, we enable employees to understand and apply DEI principles.



Furthermore, through our annual March 8th International Women's Day survey, we encourage employees to explore DEI issues from various perspectives. We are progressively integrating these values into daily routines and decision-making. Through these efforts, Nanya Technology is moving towards establishing a truly diverse, equitable, and inclusive workplace.



Pictures from DEI Leadership Course on April 30th



Mother's Day Special Event on May 9th
Women's Development Themed Seminar



Intergenerational Exchange on July 30th
Include three panelists representing the X, Y and Z generations

4.3 Talent Development

1. Attracting Talent

Stable Human Resource

The capital and technology-intensive semiconductor industry requires not only substantial investment in plant and manufacturing equipment costing tens of billions of NTD, but also a large number of talented engineering professionals for Nanya Technology's production operations. Nanya Technology's workforce structure is remarkably stable. In 2024, our Taiwan and overseas subsidiaries employed 3,693 regular employees (including 85 interns), with 87.16% categorized as professional staff ^{Note 1} and an additional 85 non-regular employees ^{Note 2}. This high-quality, well-structured workforce demonstrates stable growth, providing a strong foundation for process innovation, technological advancements, and new product development. The total number of regular employees at Nanya Technology in Taiwan is 3,589, accounting for 97.18% of the total workforce, while overseas subsidiaries employ 104 regular employees, accounting for 2.82%. The gender ratio among regular employees is approximately 2.6:1, with 2,671 male employees (72.3%) and 1,022 female employees (27.7%). In Taiwan, the majority of non-employee workers consist of approximately 400 subcontractors and about 100 outsourced personnel (including catering, cleaning, and security companies). Security guards are directly assigned by the Company, numbering around 40. The average age of our employees is 39.10 years, and the 30-50 age group constitutes our main labor force, comprising 68.48% of the total regular employees. The educational level of our workforce is primarily concentrated on the bachelor's and master's levels. All regular and non-regular employees are directly hired by the Company, with no part-time employees in 2024. 100% of our workforce is full-time.

Note 1: Professional staff refers to employees who do not work on frontline production and manufacturing

Note 2: Non-regular employees include consultants, fixed-term contract employees, and student workers

2024 Taiwan and Overseas Subsidiaries Employee Age Demographics

		Taiwan				Overseas Subsidiaries				Total					
		Female	Percentage of Total Female Employees in Taiwan	Male	Percentage of Total Male Employees in Taiwan	Female	Percentage of Total Female Employees Overseas	Male	Percentage of Total Male Employees Overseas	Female	Percentage of Total Female Employees	Male	Percentage of Total Male Employees	Male + Female	Percentage of Total Employees of All Genders
Under 30	Regular Employees	137	13.69%	488	18.86%	2	9.52%	25	30.12%	139	13.60%	513	19.21%	652	17.66%
	Non-Regular Employees	18	100.00%	57	85.07%	0	0.00%	0	0.00%	18	1.76%	57	2.13%	75	88.24%
30-50	Regular Employees	720	71.93%	1772	68.47%	12	57.14%	25	30.12%	732	71.62%	1797	67.28%	2529	68.48%
	Non-Regular Employees	0	0.00%	4	5.97%	0	0.00%	0	0.00%	0	0.00%	4	0.15%	4	4.71%
Over 50	Regular Employees	144	14.39%	328	12.67%	7	33.33%	33	39.76%	151	14.77%	361	13.52%	512	13.86%
	Non-Regular Employees	0	0.00%	6	8.96%	0	0.00%	0	0.00%	0	0.00%	6	0.22%	6	7.06%

In 2024, Nanya Technology had 33 female managers in executive and middle management positions, representing 12.55% of this level. This number has been increasing over the years and based on this trend, the projected percentage of female managers is expected to reach 13% by 2025. Due to the nature of the semiconductor industry and the available talent pool, management positions at this level are still predominantly held by men. However, in operational management roles, such as production foremen and production team leaders, the proportion of female managers is significantly higher at 93.07%, highlighting their crucial role in Nanya Technology's productivity. In management positions within production revenue-related departments, there were 118 female managers, accounting for 38.19%, showing no significant change compared to 2023.



Nanya's Talent Recruitment Video

Percentage of Female Employees Over the Past Four Years

Number of People/ Percentage	2021		2022		2023		2024	
	Number of Females	Percentage of Females ^{Note 1}	Number of Females	Percentage of Females ^{Note 2}	Number of Females	Percentage of Females ^{Note 3}	Number of Females	Percentage of Females ^{Note 4}
Total Employees	982	27.63%	1015	27.54%	1013	27.78%	1022	27.67%
Management	122	33.61%	125	34.44%	126	35.00%	127	34.89%
Executive	27	10.34%	30	11.49%	31	12.02%	33	12.55%
Frontline Management	95	93.14%	95	93.14%	95	93.14%	94	93.07%
Managers of Production Revenue-Related Departments ^{note 5} (Management) ^{note 6}	114	36.89%	116	32.04%	117	38.49%	118	38.19%
Female Employees in STEM-Related Positions ^{note 7}	428	15.92%	459	16.34%	458	16.43%	468	16.44%

Note 1, 2, 3 and 4: The calculation is based on the total number of employees of the group.

Note 5: Management positions include both executive and middle management (plant/division heads and above, department and section managers) and frontline management (production foremen, production team leaders).

Note 6: Production revenue-related departments exclude Planning and Administration, Operational Support, Quality Reliability Assurance, Legal Affairs, and Safety & Hygiene Department. The number of managers in production revenue-related departments includes frontline managers.

Note 7: STEM stands for Science, Technology, Engineering, and Mathematics related roles.

Note 8: Some figures and percentages for 2021-2022 have been revised; however, the statistical methodology remains unchanged.

Attracting High-Quality Talent

We adhere to the regulations of Taiwan's labor laws and our corporate labor ethics policy in recruitment and employment, providing equal opportunities and a fair environment. The selection of talent is based solely on individual professional skills and experience, without discrimination based on age, race, gender, sexual orientation, religion, political affiliation, origin, marital status, appearance, or physical or mental disability. Our systems for promotion, performance evaluation, training, and disciplinary actions after hiring are clearly defined, ensuring fair employment and training opportunities for everyone.

In 2024, our Taiwan recruitment efforts resulted in 411 hires with an investment of approximately NT\$720,000, yielding an average cost per hire of NT\$1,764. We employ diverse recruitment channels, including online advertisements and internal referrals, and posting talent recruitment information on our official social media platform to enhance company visibility. Furthermore, we strengthen industry-academia collaborations to target students, focusing on their technical and practical skills to proactively identify and recruit outstanding talent and overcome recruitment challenges. Our university recruitment events, themed Leading the Future with Your Intelligence, feature on-campus interactions, communication, and seminars, encouraging aspiring tech professionals to bravely pursue and realize their dreams as well as contribute to the development of Taiwan's semiconductor industry. For the recruitment of frontline production workforce, we collaborate with local employment service centers in the vicinity of our plants, conducting ad-hoc on-site interviews to prioritize the hiring of local residents and promote local employment opportunities. All management positions in Taiwan are held by Taiwanese nationals, representing 100% local employment.

2021~2024 Total Recruitment Cost

	2021	2022	2023	2024
Total Recruitment Cost (in NT\$)	1,286,210	1,304,183	493,388	724,968
Total Number of Hires ^{Note 1}	360	558	286	411
Recruitment Cost per Person (in NT\$)	3,573	2,337	1,725	1,764

Note 1: The total number of hires refers to individuals who reported for duty within the current year (including those who may have subsequently departed in the same year)

Campus Career Fair Photo Gallery



To foster the growth of the semiconductor industry and our Company's operations, Nanya Technology actively recruits new talent to join our corporate family and move forward together. In 2024, new hires accounted for approximately 7% of our workforce, with a male to female ratio of approximately 3.64:1.

2021~2024 New Hires in Taiwan and Overseas

	2021	2022	2023	2024
Number of New Hires ^{Note 1}	270	412	175	260

2024 Total Taiwan and Overseas New Hires

Group	Female		Male		Total		
	Number of People	Percentage ^{Note 2}	Number of People	Percentage ^{Note 3}	Number of People	Percentage ^{Note 4}	
Region	Taiwan	55	5.49%	197	7.61	252	7.02%
	Overseas Subsidiaries	1	4.76%	7	8.43%	8	7.69%
Age	Under 30	41	29.50%	161	31.38%	202	6.04%
	30-50	12	1.64%	39	2.17%	51	2.72%
	Over 50	3	1.99%	4	1.11%	7	0.77%
Management	Executive	0	0.00%	2	0.05%	2	0.05%
	Frontline Management	0	0.00%	0	0.00%	0	0.00%
Total New Hires		56		204		260	
Percentage of Total Regular Employees		1.52%		5.52%		7.04%	

Note 1: New hires refer to individuals who were hired in 2024 and are currently employed (excluding those who departed within the same year)

Note 2, 3 and 4: The percentage is calculated based on the total number of employees of the respective group

2. Talent Retention

Embodying the nature of the semiconductor industry, Nanya Technology offers industry-competitive wages and is dedicated to promoting comprehensive welfare measures and training systems encompassing employees' career, life, and health. We foster a safe workplace where employees can fully utilize their potential and implement an employee assistance program, fulfilling our corporate social responsibility.

Comprehensive Work Security: Enforcing Legal Overtime Limits and Monitoring Turnover Rate

In response to industry changes and operational environment challenges, the Company continuously promotes fair and reasonable work practices, prioritizing the protection of employee work rights. Under the Formosa Plastics Group's human resource integration and utilization mechanism, we prioritize internal transfers over layoffs in terms of workforce adjustment. Job transfers and personnel separations are carried out in accordance with the Labor Standards Act and relevant regulations, with advance notice or notification provided. Supervisors will also engage in thorough communication with the individuals involved, ensuring compliance with legal requirements. To motivate employees to achieve organizational goals and retain outstanding talent, we have established a quarterly incentive bonus system, encouraging employees to actively pursue business targets and share in the Company's success.

Enforcing Legal Overtime Limits

- Monitoring Working Hours

Working hours are controlled based on the difference between clock-in/out or plant entry/exit times registered in our database. The control benchmarks are set at 13 hours for employees not working the 12-hour rotating shift and 14 hours for those who are. Each Tuesday, data identifying instances where employees exceeded the controlled hours between the previous Monday and Sunday is entered into internal HR management system (Notes) and summarized by section then sent for review by the respective department managers.

We also conduct checks on time spent in the plant exceeding individual scheduled work hours. For any instance where an employee stays in the plant beyond scheduled work hours by at least 1 hour, a report will be generated for the employees to confirm their attendance and to remind them to apply for overtime.

- Overtime Management

When the monthly payroll report reveals employee overtime in excess of 4 hours daily, 12 hours on rest days, or 46 hours per month in total, the internal HR management system (Notes) will generate a consolidated report. This report will be forwarded to the head of the employee's department, who is responsible for explaining the circumstances and outlining corrective actions. Through this management system, we effectively prevent employees from experiencing physical and mental stress due to overwork, and therefore achieve our core goal of Work-Life Balance.

- Employees Overtime Pay Assurance

According to internal audit enforcement rules for payroll procedures, Nanya Technology conducts monthly payroll self-audits, and randomly checks employee salary and overtime pay calculations to ensure accuracy.

- Paid Annual Leave Assurance

To protect employees' right to take leave, the Company follows the Labor Standards Act and gave about 66,000 days of special leave in 2024. A digital leave system and flexible leave policy are also in place to help employees effectively manage their time off. If the annual leave is not fully used within the year, employees can apply to carry it over. By the end of 2024, about 42,200 days of special leave were carried over to 2025. The Company also regularly reviews leave usage to ensure departmental compliance with the leave policy, thereby protecting employees' physical and mental health and fostering a good work-life balance.

Turnover Rate

In 2024, our voluntary turnover rate was 6.21% (with a male to female turnover ratio of approximately 3.29:1), an increase of 1.63% compared to 2023, which was 4.58%. Such an increase is attributed to the overall industry environment and market conditions raising employees' incentives to resign. To stabilize our workforce, starting in July 2024, we implemented several measures: an adjustment to the starting salary for entry-level employees with no experience, routine annual salary adjustments for all managers and employees, and structural salary adjustments for specific departments and professionals, aiming to ensure a happy and safe working environment for employees. Guided by a people-oriented philosophy, Nanya Technology continuously strives to earn employee trust and recognition by providing a positive working environment and comprehensive welfare. We also promote various retention programs and incentive measures to manage turnover risk and effectively retain talent. Moreover, we conduct individual interviews with employees intending to resign to understand their reasons and future plans, offering relevant advice as needed.

2021~2024 Taiwan and Overseas Turnover Rate Analysis

	2021	>	2022	>	2023	>	2024
Voluntary Turnover Rate	7.09%		8.8%		4.58%		6.21%
Total Turnover Rate	7.26%		9.05%		4.81%		6.35%

Note 1: Turnover Rate = (Number of resignations in January/Total number of employees at the end of January) x 100% + (Number of resignations in February/Total number of employees at the end of February) x 100% + ... + (Number of resignations in December/Total number of employees at the end of December) x 100%

Note 2: Voluntary turnover refers to instances where employees initiate their departure by expressing an intention to resign. The Company's primary measure of employee turnover is the voluntary turnover rate. Total turnover rate includes both voluntary turnover rate (including retirement) and involuntary turnover rate (including removal, layoff, death, etc.).

Note 3: Since 2019, we exclude direct interns (personnel changes resulting from the expiration of internship contracts) when calculating turnover rate.

Note 4: Since 2020, the voluntary turnover rate excludes those on unpaid leaves.

2024 Total Taiwan and Overseas Departed Employees

Group		Female		Male		Total		
		Number of People	Percentage ^{Note 2}	Number of People	Percentage ^{Note 3}	Number of People	Percentage ^{Note 4}	
Total Departed Employees ^{Note 1}	Region	Taiwan	52	98.11%	168	94.38%	220	95.24%
		Overseas Subsidiaries	1	1.89%	10	5.62%	11	4.76%
	Age	Under 30	22	41.51%	72	40.45%	94	40.69%
		30-50	23	43.40%	84	47.19%	107	46.32%
		Over 50	8	15.09%	22	12.36%	30	12.99%
	Rank	Executive	1	1.89%	4	2.25%	5	2.16%
		Frontline Management	1	1.89%	0	0.00%	1	0.43%
	Total Departed Employees		53		178		231	
	Percentage of Total Regular Employees ^{Note 5}		5.23%		6.84%		6.39%	

Note 1: Total departed employees include voluntary resignation rate (including retirement) and involuntary turnover rate (including removal, layoff, death, etc.)

Note 2: Percentage of females among total departed employees

Note 3: Percentage of males among total departed employees

Note 4: Percentage of total departed employees

Note 5: Percentage of all employees refers to the proportion of female, male, and total departed employees to the total number of employees in December 2024 (excluding interns)

To ensure employees' retirement benefits, for those who have chosen the retirement system under the Labor Standards Act, we contribute 2% of their total monthly salary to a dedicated account at the Bank of Taiwan. In 2024, the accumulated Labor Retirement Reserve Fund totaled NT\$620,799,499, and this amount has been fully provisioned. For employees who have opted for the retirement system under the Labor Pension Act, the Company contributes 6% of their individual monthly salary to their individual Labor Pension account. If employees choose to make voluntary contributions, these amounts are also deposited into their individual accounts, providing sufficient financial security upon retirement. Currently, employees under the new system account for 98.8% of our workforce.

3. Employee Engagement Survey

Nanya Technology conducts an annual Employee Engagement Survey for all employees to understand their level of recognition with the Company across aspects such as work, management, and organizational vision. This year's survey contains 28 questions across six aspects to collect employee feedback. The response rate for 2024 was 91.5%, with an average employee recognition score of 73%, a 2.5% decrease from 75.3% in 2023.

This decline is primarily due to the impact of the economic cycle on the DRAM industry in 2024, which resulted in less favorable performance of Nanya Technology and a tightening of relevant benefits and bonuses. Consequently, the survey results showed a more significant decrease in employee engagement across organizational vision, management team, and promotion and compensation, leading to an overall lower score compared to the previous year. Given the Company's approximate male to female employee ratio of 7:3, the generally lower recognition scores among male employees compared to the previous year also contributed significantly to the overall score decrease in 2024.

Employee's Average Recognition Score

Employee Engagement Survey	2021		2022		2023		2024	
Aspect	Female Employees	Male Employees						
Employees' Personal Work Experience	71.3%	72.7%	72.3%	74.1%	70.6%	73.1%	72.0%	72.5%
Employee and Supervisor's Management Style	70.5%	74.3%	73.8%	79.0%	74.2%	78.5%	74.5%	77.2%
Employee's Understanding of Company Vision and Culture	79.5%	78.2%	82.0%	82.9%	81.8%	81.7%	79.3%	75.7%
Employees' View towards Management Team	74.7%	74.1%	73.0%	76.6%	74.3%	76.8%	73.1%	69.4%
Employee Peer Relationships	78.0%	79.9%	80.6%	81.7%	78.4%	80.6%	76.9%	78.1%
Employees' Satisfaction with Promotion and Compensation	57.2%	57.5%	68.6%	69.5%	64.9%	68.4%	63.4%	64.5%
Percentage of Employees Reaching Average Recognition Score	72.3%		76.2%		75.3%		73%	
Response Rate	93.4%		93.4%		93.4%		91.5%	

Note: This survey used a 10-point scale. Average Recognition Score refers to a rating of 7 or higher. The percentages in the fields represent the proportion of ratings that were 7 or above.

Based on the cross-analysis of the survey results, we found that frontline staff and employees with 3-5 years of tenure showed relatively lower recognition in areas such as work experience, promotion and compensation, and learning and growth. To enhance employee recognition and fulfill the purpose of the survey, we have developed the following improvement measures based on these needs:

Improvement Measures Based on Employee Engagement Survey

Frontline Staff

Work Experience

Enhancing employee protection to prevent workplace bullying through a case-specific approach and addressing the root cause.

Promotion and Compensation

- We already provide 2 promotion opportunities for direct employees every year and will continue to optimize our promotion system (i.e., shortening the tenure) to guarantee promotions for outstanding employees.
- We have adjusted the starting salary of direct employees for two consecutive years. In 2024, we also established an onboarding bonus and a completion bonus. We will continue to optimize employee salaries to maintain competitiveness.

Learning and Growth

We are developing experiential team-building and problem-solving learning programs.

Employees with 3-5 Years of Tenure

Work Experience

Enhancing employee protection to prevent workplace bullying through a case-specific approach and addressing the root cause.

Promotion and Compensation

We have adjusted the starting salary of indirect employees for three consecutive years and optimized salaries based on experience and training. We will continue to improve employee salaries according to market levels to maintain competitiveness.

Learning and Growth

Developing a series of courses for outstanding next-generation talent focused on the efficient application of integrated thinking in the workplace.

Work-Life Balance Indicator

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Job Satisfaction	71.4%	73.8%	71.6%	75.2%	71.2%	74.9%	67.9%	68.3%
Achievement	68.6%	72.6%	69.9%	74.3%	68.8%	73.6%	69.8%	71.8%
Happiness	79.0%	78.1%	79.0%	79.2%	77.2%	77.4%	79.1%	79.9%
Pressure Balance	72.3%	74.1%	75.8%	75.6%	72.8%	74.6%	74.4%	75.0%
Belonging	76.6%	75.4%	79.0%	78.7%	75.9%	76.8%	71.6%	69.4%

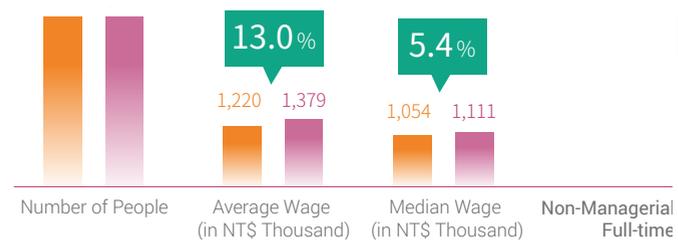
To actively build a workplace that promotes work-life balance, we have been distributing questionnaires since 2021 based on the employee wellbeing outcome measurement indicators developed by the University of Oxford's Wellbeing Research Center. The questionnaire items reflect indicators such as job satisfaction, sense of achievement, happiness, and pressure balance. These indicators are closely related to employee remunerations and benefits, and help us formulate relevant improvement measures.

4. Offering Good Remuneration

Nanya Technology's starting salary standards for new hires are primarily based on individual educational background and work experience, industry salary levels, local economic conditions, and labor market supply and demand, agreed upon in the employment contract. For the same job content and similar educational and work experience backgrounds, salary and benefit items and standards are consistent for both men and women, with no differentiation based on gender. Individual job performance is the key measurement determining employee remuneration and benefit adjustments.

To ensure the competitiveness of our overall remuneration package, our compensation and benefits system is planned and reviewed through local salary surveys and regional salary benchmarking associations, taking into account industry competitiveness, macroeconomic factors, and the sustainable operation of the corporate culture. Monthly salary includes base salary, meal/transportation/regional allowances, operational allowance, and efficiency bonus. Additionally, we provide variable remuneration such as bonuses, which are determined by individual employee performance and the achievement rate of organizational goals (or profitability), regardless of gender, to reward employees for excellent performance and share our success. In 2024, the average salary for full-time non-managerial employees was NT\$1,379,000, a 13% increase compared to 2023. The median salary for full-time non-managerial employees was NT\$1,111,000.

Non-Managerial Full-time Employees



Remuneration Designed for Talent Retention

Nanya Technology is a **constituent stock of the Taiwan HC 100 Index**, indicating highly competitive remuneration

Bonuses: Year-end bonus, three major festival bonuses (Chinese New Year, Dragon Boat Festival, Mid-Autumn Festival), Dragon Boat/Mid-Autumn Festival diligence bonus, job grade bonus

Long-term incentives including employee compensation, employee stock options (applicable to all Nanya Technology employees, with stock options granted based on employee performance and role), incentive bonuses, and annual salary adjustments

Valuing every employee's basic living needs, Nanya Technology is committed to providing salaries that exceed the benchmark living wage. To fulfill this commitment, we adopt the Anker methodology for estimating a living wage when regularly reviewing the internal salary structure. We also reference the Cost of Living Index on Numbeo and adjust our salary policy based on diverse factors, including trends in domestic consumer prices, variations in the cost of living across different locations, and practical living needs. Through market salary comparison analysis, we ensure employee compensation not only exceeds the local living wage benchmark but also provides a superior quality of life, allowing employees to work with peace of mind and without worries.

Recognizing that starting salaries and compensation conditions in Taiwan are consistent across genders, we conduct bi-annual regulatory reviews to ensure compliance with the requirements of the Gender Equality in Employment Act. However, an analysis of average compensation by gender reveals that female managers' average pay is slightly lower than that of their male counterparts. In 2024, the female-to-male average total salary ratio for management was 94.58%, and the total salary plus bonus ratio was 94.57%. This is mainly because there are more male mid-level and senior managers, leading to higher average male compensation. In 2024, the female/male average total salary ratio for non-management level employees was 105.84%, and the average total salary plus compensation ratio was 108.91%, with females slightly higher than males. This is mainly due to the higher average seniority of female employees compared to males, resulting in a higher average female remuneration. Overall, we provide competitive compensation and benefits. Employees enjoy a variety of welfare programs and facilities, which helps them maintain a stable quality of work and life.

Starting salary for frontline operators is NT\$28,810 and above 4.88% higher than the minimum wage in 2024^{Note 1}

Starting salary for bachelor's degree engineering positions is NT\$42,710 and above 55.48% higher than the minimum wage in 2024^{Note 1}

Note 1: Beginning January 1, 2024, the minimum wage has been raised to NT\$27,470.

Male to Female Average Remuneration Ratio in Taiwan

Male to Female Remuneration Ratio	2021	2022	2023	2024
Female to Male Ratio of Average Total Salary for Executives	-	-	-	-
Female to Male Ratio of Average Total Salary + Compensation for Executives	-	-	-	-
Female to Male Ratio of Average Total Salary for Management	94.55%	95.68%	95.02%	94.58%
Female to Male Ratio of Average Total Salary + Compensation for Management	94.55%	95.28%	95.30%	94.57%
Female to Male Ratio of Average Total Salary for Non-Managerial Employees	108.71%	108.42%	106.99%	105.84%
Female to Male Ratio of Average Total Salary + Compensation for Non-Managerial Employees	111.47%	111.43%	109.28%	108.91%

Note: Total Salary is defined as regular compensation (including base salary, efficiency bonus, meal allowance, regional allowance, transportation allowance, operational allowance, professional premium and other payable items) + job grade bonus.

Compensation is defined as incentive bonus + employee compensation + festival bonus + Dragon Boat and Mid-Autumn Festival diligence bonus + year-end bonus.

Executives are defined as Assistant Vice President level and above managers. The number of female senior executives has been 0 for the past three years.

Management is defined as Section, Department, and Plant/Division heads.

5. Talent Empowerment

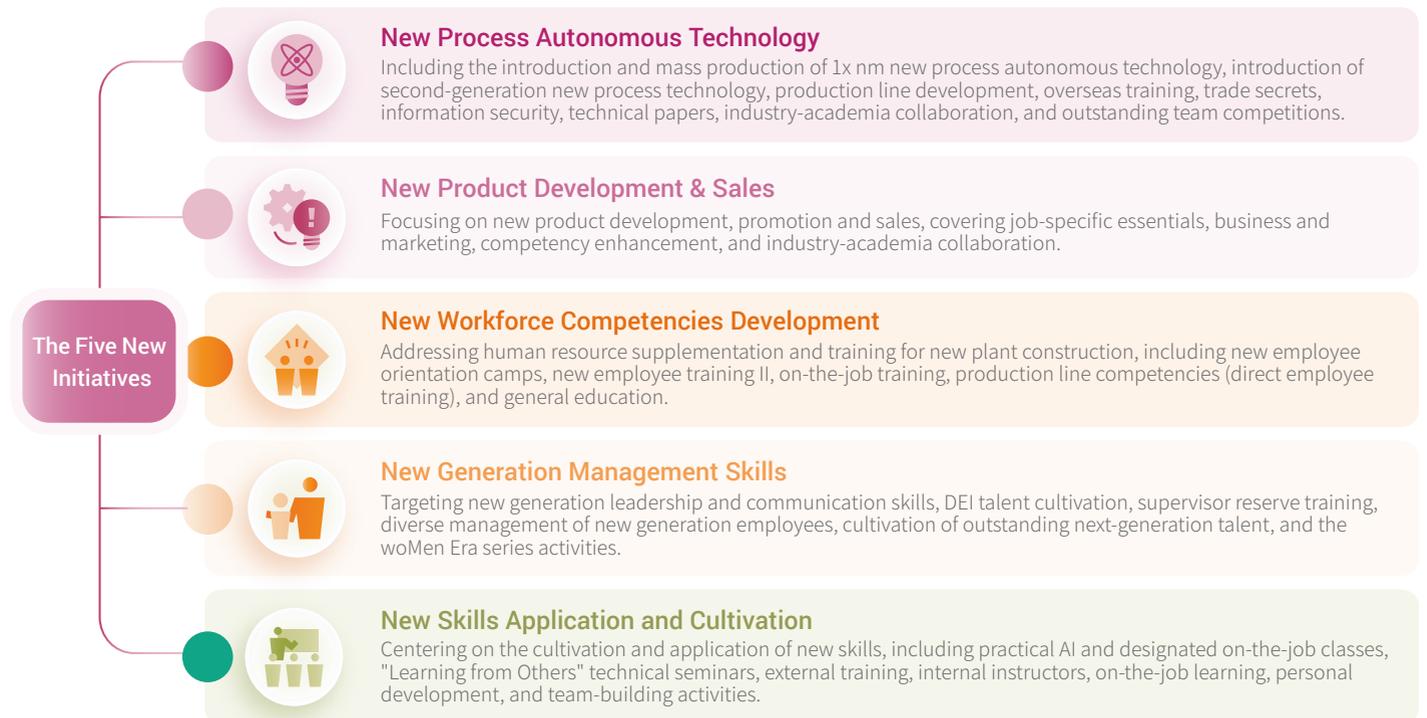
Talent Development Guidelines

<p>Philosophy</p>	<p>Guided by a people-oriented philosophy and a commitment to sustainability, we champion lifelong learning and support employee career development to build a leading talent development system tailored to the semiconductor industry.</p>
<p>Strategy</p>	<p>By aligning with Company strategy, we continuously enhance talent cultivation and development, optimize our training and development system, and deepen education in diversity, equity, and inclusion. We systematically equip all employees with the necessary skills to achieve the Company's sustainable development goals.</p>
<p>Goals</p>	<p>2025 Goals: Percentage of key talents among all employees \geq 7.5%; Internal employee substitution rate for job openings \geq 60%.</p>
<p>System</p>	<p>We have established the Training Quality Management Manual, Human Resource Management Process Procedures, Training Operation Procedures, Detailed Rules for Training Implementation, Structured On-the-Job Training Implementation Guidelines, On-the-Job Learning Regulations, Internal Instructor Cultivation Regulations, Middle to Senior Management Talent Development Regulations, and Training Material Management Regulations.</p>
<p>Implementation</p>	<p>We formulate and execute annual talent development plans based on Company strategy, reviewing relevant implementation indicators monthly. Executives and Training Development Committee members also conduct quarterly and semi-annual reviews of project progress and talent development training performance at the Talent Development Committee meetings.</p>

6. The Five New Initiatives: Innovation Practice, Development & Sales, Construction & Maintenance, Talent Development, Cultivation & Application

Despite intricate external environmental shifts and a sluggish market, Nanya Technology continuously generates growth momentum through innovation, persistently maintaining the critical driving force for sustainable operation and innovation. Talent remains the unwavering cornerstone of our innovation, operation, and sustainable development. To continuously cultivate and develop talent, we align our talent development strategy with the Company's development strategy each year, establishing clear talent development management guidelines and relevant employee training and development action plans. Furthermore, with strong support and active participation from executives, we continuously improve talent development mechanisms, enhance competencies, and offer diverse training programs.

Subsequent to our We Together. We Learn. We Grow Co-Learning Gathering, which commenced in 2021 and spanned three consecutive years, our talent cultivation program was revised in 2024 to align with the Company's development strategy. Consequently, we launched the Five New Initiatives: New Process Autonomous Technology, New Product Development and Sales, New Workforce Competencies Development, New Generation Management Skills, and New Skills Application & Cultivation Guidelines. The employee training and development action plans are outlined as follows:



The Five New Initiatives encompass five aspects of employee training and development action plans, reflecting our diverse development and learning paths, categorized as follows:

<p>New Process Autonomous Technology</p>	<p>Technical Papers and Technical Improvement/Physical Creation</p> <p>We hold company-wide technical papers and technical improvement/physical creation competitions. Through these competitions, employees can learn from each other, enhancing their technical skills and their proficiency in writing technical papers. In 2024, we received 122 entries, which is the highest number of submissions in our history.</p>	<p>Number of Papers Submitted in the Past Years</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Papers</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>93</td> </tr> <tr> <td>2022</td> <td>103</td> </tr> <tr> <td>2023</td> <td>118</td> </tr> <tr> <td>2024</td> <td>122</td> </tr> </tbody> </table>	Year	Number of Papers	2021	93	2022	103	2023	118	2024	122
	Year	Number of Papers										
	2021	93										
2022	103											
2023	118											
2024	122											
<p>Outstanding Team Competition</p> <p>We aim to encourage collaboration between employee teams and jointly enhance professional technical skills, with the goal of establishing a successful team cooperation model that inspires active participation in cross-departmental projects, thereby shaping a high-quality teamwork culture and strengthening our independent technical capabilities. There were 17 participating teams in 2024.</p>	<p>Number of Participating Teams in the Past Years</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Teams</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>13</td> </tr> <tr> <td>2022</td> <td>17</td> </tr> <tr> <td>2023</td> <td>16</td> </tr> <tr> <td>2024</td> <td>17</td> </tr> </tbody> </table>	Year	Number of Teams	2021	13	2022	17	2023	16	2024	17	
Year	Number of Teams											
2021	13											
2022	17											
2023	16											
2024	17											
<p>Industry-Academia Cooperation</p> <p>We aim to enhance our research and development capacity, strengthen the talent and technical skills of young students, and cultivate semiconductor talents to meet the aligned needs of the industry and academia. Since 2018, we have accumulated a total of 38 collaborative projects, with an investment of NT\$56 million. In 2024 alone, we partnered with 4 universities across 7 projects, contributing a total of NT\$4.87 million.</p>												
<p>New Product Development & Sales</p>	<p>On-the-Job Training</p> <p>To build employees' professional knowledge, we implement systematic competency training that includes mandatory job-specific essentials, one-on-one on-the-job mentorship, certification systems, and external training. We conduct our On-the-Job training according to the Structured On-the-Job Training (S-OJT) Implementation Guide-lines, which establish clear planning processes and system management. This framework creates learning blueprints for each job role, builds employee professional capabilities, and strengthens the professional technical knowledge transfer system within each department, enabling them to plan more effective on-the-job training, better integrate core competencies, shorten learning curves, and enhance organizational training effectiveness. In 2024, 426 employees completed On-the-Job training, achieving a 100% completion rate. (We have maintained a 100% completion for the past four years.)</p> <p>To effectively manage internal S-OJT training materials across departments, we established Training Material Management Regulations and a corresponding knowledge management system workflow for material transmission and approval. This strengthens and manages training material updates, providing employees with a single portal for faster information retrieval and accelerated document classification. The system contains 6,357 internal training materials and operational documents, a 6.9% increase from the previous year.</p>											
	<p>Core Curricula</p> <p>To address mandatory job-specific professional essentials for employees, government regulations concerning workplace safety and environmental hygiene, as well as customer product quality standards, we conduct various core training curricula. In 2024, the total training hours for all training categories increased by 20.9% compared to the previous year, reaching 66,033 person-hours.</p>	<p>Training Hours of Various Core Curricula in the Past Years</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Training Hours</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>51,229</td> </tr> <tr> <td>2022</td> <td>74,261</td> </tr> <tr> <td>2023</td> <td>54,631</td> </tr> <tr> <td>2024</td> <td>66,033</td> </tr> </tbody> </table>	Year	Training Hours	2021	51,229	2022	74,261	2023	54,631	2024	66,033
Year	Training Hours											
2021	51,229											
2022	74,261											
2023	54,631											
2024	66,033											

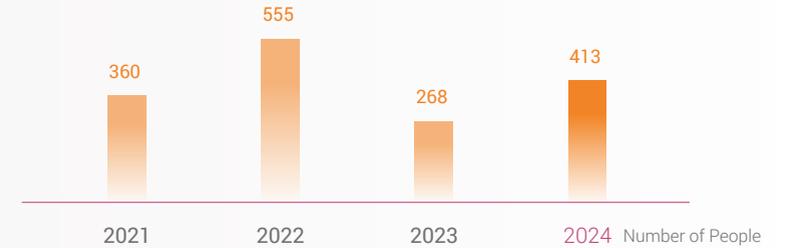


New Workforce Competencies Development

Orientation Camp

To facilitate new employees' understanding of the Company environment and the semiconductor industry, and to enable their rapid integration into the Company's organization and culture, we have designed a comprehensive series of new employee orientation camps and rigorous on-the-job training programs. These programs incorporate experiential and interactive learning to ensure new hires (including interns/student workers) can quickly adapt to the Company's organization and culture and complete the fundamental job training requirements, thereby shortening the learning curve. In 2024, due to market influences and continued personnel control measures, we completed new hire orientation for **413** individuals across a total of 25 sessions.

Number of Orientation Camp Participants in the Past Years:



Direct Employee Training

We provide pre-job training for direct employees to develop their professional skills and machine operation capabilities, enabling them to obtain machine operation certifications. In 2024, **89** individuals successfully obtained machine operation certifications. Leveraging our trainer system with corresponding incentives, we completed the training for **89** new direct employees, totaling **13,350** person-hours. Furthermore, we continued our trainer refresher courses for the third consecutive year, with **81** employees completing the program in 2024.

Production Line Personnel Training Statistics in the Past Years:



Supervisor Reserve Training

To address Nanya Technology's growing demand for management talent, a three-year program was implemented to cultivate department and section management associates, equipping potential candidates with foundational core and management competencies. Since 2022, this program has developed a total of 150 management associates. The retention rate for these talents is **98%**, with **43** individuals promoted, representing a promotion rate of **28.7%**.



New Generation Management Skills

Outstanding Next-Generation Talent Cultivation

The Company values the development of young-generation employees and aims to stimulate the growth potential of next-generation talent. Starting in 2024, we launched a program specifically for high-performing young-generation engineers, focusing on cultivating essential workplace application skills and outlining clear career paths. We have conducted two cohorts of this program, totaling **84** participants, and have achieved a retention rate of **98.8%** among them.

DEI Management for New Generation Employees

To enhance managers' DEI leadership skills and foster a deeper understanding of the new generation, we implemented a series of Diversity, Equity, and Inclusion (DEI) workplace training initiatives in 2024, starting with addressing unconscious bias. This aimed to build an inclusive culture and a sense of belonging, guiding managers to recognize unconscious bias and create more inclusive teams. A total of **317** managers participated in four training sessions.

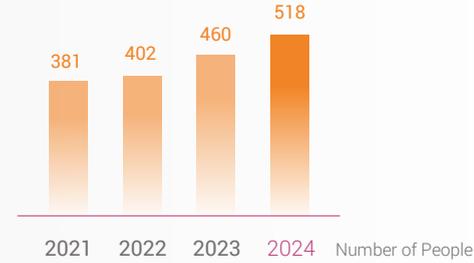


New Skills Application and Cultivation

Artificial Intelligence Practices

In response to industry development and digital transformation, the Company actively establishes and enhances in-house AI technical capabilities. We continuously conduct practical and on-the-job AI talent cultivation programs to train internal AI professionals. Additionally, since 2019, we have been disclosing relevant AI projects in our Sustainability Report, such as: the Practical AI Application Training Program, the Smart Automation Improvement Project for Semiconductor Process Inspection, and the DRAM Smart Manufacturing Leadership Project. We have effectively extended these programs to various departments within the Company, as well as to external suppliers and students in academia. By applying AI to practical work scenarios, we aim to enhance work efficiency, reduce production costs, and improve corporate competitiveness across the board. As of 2024, we have cultivated a total of **518** in-house AI practitioners.

AI Professionals Cultivated in the Past Years



Technical Papers and Technical Improvement/Physical Creation Award Ceremony



Internal Instructor Cultivation

Through our internal instructor training system and various internal instructor cultivation courses organized, we accumulate knowledge transfer and talent cultivation capabilities. To date, **305** employees have been certified as internal instructors, with **6** new instructors certified in 2024. Additionally, with the support and participation of executives, we regularly hold an Outstanding Instructor Award and Recognition Ceremony every September. To express our gratitude and encourage instructors' continued contribution to Company training and to enhance internal instruction quality, we selected a total of 16 outstanding instructors across various categories in 2024.

Number of New Internal Instructors in the Past Years



Management Team-Building: All-Star Sports Day



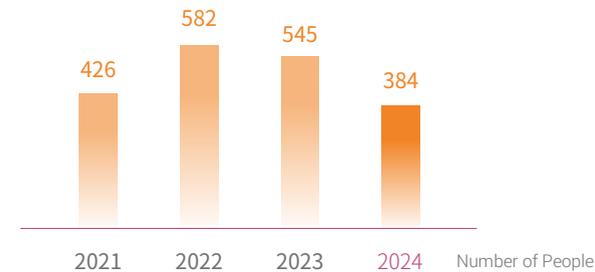
Personal Development

In accordance with the On-the-Job Learning Regulations, we provide administrative resources and incentive measures to encourage employees to pursue continuous learning and personal development plans, promoting lifelong learning and supporting their career growth. We offer a self-paced learning program, and in 2024, the cumulative number of employees pursuing on-the-job degrees reached **745**. The employee substitution rate for job vacancies was **61.4%**. The employee substitution rate for management positions reaches **85.1%**.

Team-Building Activities

To reinforce our core values, we regularly hold annual strategy meetings for executives and management team-building activities to solidify the Company's annual strategic consensus and effectively achieve corporate goals. We also conduct team-building events for frontline, middle and executive management teams to pragmatically foster and inspire cross-departmental teamwork. In 2024, these team-building activities engaged a total of **384** managers of all levels across 4 sessions.

Number of Participating Managers of All Levels in the Past Years



Note: Projects for the new process will be detailed in the later chapter titled "Key Projects for Talent Development"

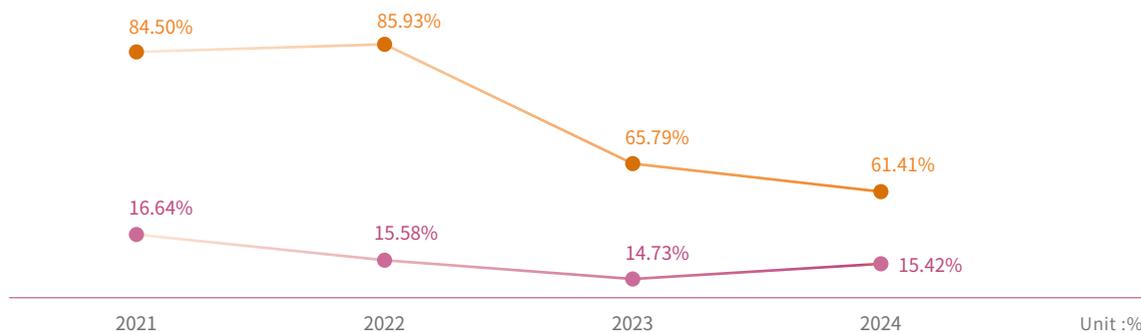
Diverse Development and Learning Paths

Based on the Five New Initiatives, Nanya Technology provides employees with diverse learning models, promotes lifelong learning and supports employee career development by offering a comprehensive and diverse range of learning channels to meet their varied learning needs. The four-year data for online courses, language learning subsidies, the cumulative number of employees pursuing on-the-job degrees, and the number of external training course participants is as follows:

	2021	2022	2023	2024
Total Online Training Hours (person-hours)	67,951	73,713	65,421	77,328
Language Learning Subsidies (in NT\$)	213,606	264,068	192,660	191,054
Cumulative Number of Employees Pursuing On-the-Job Degrees	726	735	743	745
Number of External Training Participants	109	137	120	124

Employee Substitution Rate for Job Vacancies

To provide diverse training and development opportunities for employees, we offer career paths for promotions and assuming different roles, setting goals for employee promotion rates and employee substitution rates for job vacancies. In 2024, the employee promotion rate was 15.42%, and the employee substitution rate for job vacancies was 61.41%. Historical data is as follows:



Note: Internal promotion rate for managerial job vacancies is 85.1%

2024 Employee Substitution Rate Statistics for Job Vacancies

	Female	Male	Total	
Age	Under 30	8	18	26
	30-50	10	64	74
	Over 50	1	12	13
Rank	Management (A+B+C)	0	11	11
	Executive (A)	0	1	1
	Middle Management (B)	0	10	10
	Frontline Management (C)	0	0	0
	Non-Management	19	83	102

Note: Internal promotion rate for managerial job vacancies is 85.1%



7. Experience Sharing and Independent Learning

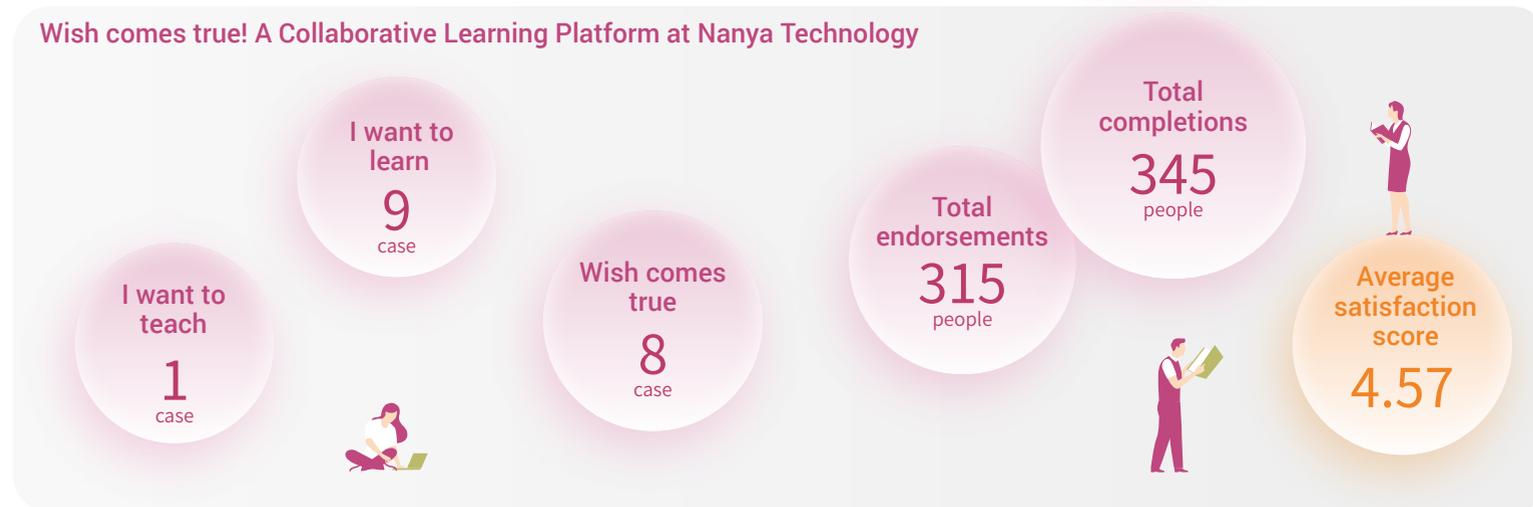
Following the launch of our independent learning initiative in 2021, we have offered three categories of independent learning programs, including Self-Learning Master, Learning Master Academy, and iCan. iMaker. In 2024, we introduced a brand-new independent learning program called "Learning Wishing Well."

To foster a diverse, flexible, and cross-disciplinary learning environment, and to cultivate employees' abilities in independent learning, cross-functional exploration, and lifelong learning, we aim to encourage department/employee-led independent learning initiatives that challenge individuals, drive a proactive learning culture among employees, and transform ourselves into a learning organization to enhance the overall competitiveness of both departments and employees. To this end, we have specifically planned the following employee independent learning initiatives:

Learning Wishing Well

The "Learning Wishing Well" is a platform designed for Nanya Technology employees to engage in independent learning and knowledge sharing. Employees can apply to become a Knowledge Expert (those who want to teach) and share their specialized knowledge and skills. Alternatively, they can also submit a Learning Wish (those who want to learn), proposing topics they wish to learn, which will then be matched with internal or external instructors. The Company provides corresponding course subsidies for successfully granted learning wishes. Courses are offered in both physical and digital formats, covering categories such as workplace skills, information technology, language learning, health and wellness, lifestyle and family, finance and investment, art literacy, and sports sharing.

Results of the 2024 Learning Wishing Well Project are as follows:



Note: The independent learning initiative aims to cultivate a diverse, flexible, and cross-disciplinary learning environment, fostering employees' abilities in independent learning, cross-functional exploration, and lifelong learning. By employing strategies such as promotion, sharing, customization, competition, and rewards, we are building a multifaceted learning organization. Employees are encouraged to demonstrate proactive learning motivation and engagement, promoting a continuous independent learning ambition. Our goal is for employees to apply their acquired knowledge for innovative thinking, enhance their willingness to learn, improve their learning abilities, and extend these benefits to their professional technical skills, ultimately boosting the overall competitiveness of the Company and stimulating personal development.



8. Talent Development Training Results

Despite the sluggish external market environment in 2024, our talent development and training-related indicators remained stable. The overall annual training execution rate reached 161.5%, and the total number of employees completing the annual training was 203,000, a 14% increase compared to the previous year. The performance data and indicator outcomes for talent development and training are detailed below:

2024 Employee Training Data Sorted by Age Groups

Item	Female			Male			Total
	Under 30	30-50	Over 50	Under 30	30-50	Over 50	
Number of Employees	139	732	151	513	1,797	361	3,693
Training Person-Hours (hr)	9,469	24,631	3,858	36,718	75,252	10,958	160,886
Average Training Hours per Person (hr)	68.1	33.6	25.5	71.6	41.9	30.4	43.6
Training Cost (in NT\$)	235,972	1,556,255	337,700	7,476,041	14,927,776	2,290,701	26,824,445
Average Training Cost per Person (in NT\$)	1,698	2,126	2,236	14,573	8,307	6,345	7,264

2024 Employee Average Training Data Sorted by Category

Unit: hour

Category	Female				Male				Total Hours			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Management	20.0	21.8	26.9	23.4	22.5	27.6	33.0	28.7	7,855	9,288	11,100	9,786
Skilled Professionals	40.8	22.6	20.2	24.5	41.0	40.2	33.1	40.0	84,061	80,507	66,188	81,669
Core Administrations	72.5	73.2	63.0	78.2	70.6	91.8	76.7	95.7	46,966	57,216	47,714	60,158
Direct Employees	19.3	20.6	18.3	18.7	18.0	23.4	20.5	20.9	9,004	10,708	9,277	9,273

Note: The average training cost per male employee under 30 is higher than other categories primarily due to the inclusion of overseas training costs for professional technical engineers in this demographic.

2024 Management Training Data Sorted by Ranks

Item	Female			Male			Total
	Frontline Management	Middle Management	Executive	Frontline Management	Middle Management	Executive	
Number of Managers	94	30	3	7	165	65	364
Training Person-Hours (hr)	662	1,209	79	49	6,651	1,709	10,359
Average Training Hours per Person (hr)	7	40	26	7	40	26	28
Training Cost (in NT\$)	130,297	453,723	64,660	9,703	2,495,475	1,400,960	4,554,818
Average Training Cost per Person (in NT\$)	1,386	15,124	21,553	1,386	15,124	21,553	12,513

Note 1: One-on-one on-the-job mentorship is excluded from the total employee training hours

Note 2: Management positions include frontline management (production line foremen, team leaders), middle management (department and section heads), and executive management (plant/division heads and above)



Management Team-Building Activities: Raft Self-Building

To effectively align Company strategic goals with training execution plans, the effectiveness of our various training and development initiatives is assessed based on the Kirkpatrick Model (Levels 1 through 4), proposed by Donald Kirkpatrick from the United States. Specific KPIs are defined for each level of this model. Moreover, to link training outcomes with Company operational strategic goals, we have established a Level 5 category, Return on Investment (ROI), to measure the impact of training. This approach ensures a thorough and predictable evaluation of training effectiveness and its value.

	L1 (Reaction Assessment)	L2 (Learning Assessment)	L3 (Behavior Assessment)	L4 (Performance Assessment)	L5 (Return on Investment)
Item	<ul style="list-style-type: none"> Course Satisfaction Final Report 	<ul style="list-style-type: none"> Exam/Exercise Written Essay Certification 	<ul style="list-style-type: none"> Customer Satisfaction Project Completion Rate 	<ul style="list-style-type: none"> Employee Promotion Rate Employee substitution Rate Key Talent Retention Rate Achievements and Recognitions Productivity and Sales Improvement proposal 	<ul style="list-style-type: none"> Return on Human Capital Investment
KPI-2024 Goals	<ul style="list-style-type: none"> Course Satisfaction ≥ 4.5 	<ul style="list-style-type: none"> Course Completion Rate $\geq 94\%$ Annual Project Completion Rate $\geq 100\%$ 	<ul style="list-style-type: none"> Customer Satisfaction ≥ 91 Project Completion Rate $\geq 90\%$ 	<ul style="list-style-type: none"> Employee Promotion Rate $\geq 16\%$ Employee substitution Rate $\geq 65\%$ Key Talent Retention rate $\geq 98\%$ TTQS Talent Development Quality Award No. of Improvement proposals ≥ 120 	<ul style="list-style-type: none"> Return on Human Capital Investment ≥ 10
2024 Performance	<ul style="list-style-type: none"> Course Satisfaction ≥ 4.61 	<ul style="list-style-type: none"> Course Completion Rate: 94% Annual Project Completion Rate $\geq 161.5\%$ 	<ul style="list-style-type: none"> Customer Satisfaction: 95.6 Project Completion Rate: 77.5%¹ 	<ul style="list-style-type: none"> Employee Promotion Rate: 15.42% Employee Substitution Rate: 61.41% Key Talent Retention Rate: 96%² TTQS Talent Development Quality Golden Award No. of Improvement proposals: 172 	<ul style="list-style-type: none"> Return on Human Capital Investment: 5.5³
KPI-2025 Goals	<ul style="list-style-type: none"> Course Satisfaction ≥ 4.5 	<ul style="list-style-type: none"> Course Completion Rate $\geq 94\%$ Annual Project Completion Rate $\geq 100\%$ 	<ul style="list-style-type: none"> Customer Satisfaction ≥ 91 Project Completion Rate $\geq 90\%$ 	<ul style="list-style-type: none"> Employee Promotion Rate $\geq 16\%$ Employee substitution Rate $\geq 60\%$ Key Talent Retention Rate $\geq 95\%$ No. of Improvement proposals ≥ 120 	<ul style="list-style-type: none"> Return on Human Capital Investment ≥ 10

Note 1: Due to product specification revisions, the project goal has been deferred by one quarter.

Note 2: The original calculation of the key talent retention rate was accumulated over 6 years, which resulted in the compounding of numbers. As a result, the calculation period has been updated to a 5-year basis.

Note 3: Due to cyclical factors in the market, revenue was lower than anticipated.

Level	Item	2021	2022	2023	2024	2024 Goals	Scores (10-point scale)
Level 5 Return on Investment (ROI)	Return on Human Capital Investment Ratio ¹	16.7	10	4.8	5.5	≥ 10	5.5
	Training Cost as A Percentage of Revenue ² (%)	0.012	0.017	0.073	0.079	-	-
Level 4 Result	Employee Promotion Rate (%)	16.64	15.58	14.73	15.42	≥ 16	9.6
	Employee Promotion Rate (Tenure <3 Years) (%)	5.59	5.16	2.51	3.00	-	-
	Employee Promotion Rate (Tenure ≥ 3 Years) (%)	11.05	10.43	12.22	12.42	-	-
	Voluntary Turnover Rate (%)	7.26	8.80	4.58	6.21	≤ 6	9.7
	Key Talent Turnover Rate ³ (%)	0	0.5	2	4	≤ 2	9.6
	New Hires Turnover Rate ⁴ (%)	9.4	14.99	7.77	11.16	≤ 12	10
	Employee Substitution Rate (%)	84.5	85.9	65.8	61.41	≥ 65	9.9
Level 3 Behavior Assessment (Behavior)	Number of Patents	465	812	953	910	375	10
	Number of Proposals on Kaizen Proposal System	214	224	202	172	≥ 120	10
Level 2 Learning Assessment (Learning)	Customer Satisfaction (Score)	93.8	94.7	94.6	95.7	≥ 91	10
Level 1 Reaction Assessment (Reaction)	Course Completion Rate (%)	94.7	94.5	94.3	96.0	≥ 94	10
	Course Satisfaction (5-point scale)	4.59	4.61	4.65	4.61	≥ 4.5	10

Note 1: Return on human capital investment ratio = (revenue - (operational cost - human capital cost))/human capital cost

Note 2: Training expenses as a percentage of revenue = (annual training expenses/annual total revenue) * 100%

Note 3: Key talent refers to individuals holding critical positions essential for executing the Company's operational strategies who are difficult to replace

Note 4: New hire turnover rate is the turnover rate of new hires within their first three months of employment

9. Key Projects for Talent Development

To continue the comprehensive talent cultivation and development program, Co-Learning Gathering, our aim is to nurture well-rounded professional technical talent. In 2024, we further integrated our talent training action plans with the Five New Initiatives. This approach aligned our technical project plans and training development programs with the Company's operational strategies. The key training development projects and their outcomes in 2024 are outlined below:

Project Plans 1	Training Outcome Assessment and Operational Benefits (in NTS)	Kirkpatrick (L1~L5)	Employee Participation Ratio (as a percentage of total employees)	Project Plans 2	Training Outcome Assessment and Operational Benefits (in NTS)	Kirkpatrick (L1~L5)	Employee Participation Ratio (as a percentage of total employees)
<p>1x Series Advanced Process Production Technology and Yield Enhancement Project</p> <ul style="list-style-type: none"> Second-Generation Advanced Process High-Precision Alignment Technology Second-Generation Advanced Process Transistor Anomaly Improvement Second-Generation Advanced Process Product Key Yield Enhancement Solutions Third-Generation Advanced Process Core Circuit Miniaturization <p>The success of the development of the 1x series advanced process products marks a crucial milestone for the Company's sustainable operation. Effectively transferring this independently developed technology to the fabs, increasing yield, and achieving mass production are paramount tasks for the Company's operations. To address yield losses, thorough inspections are conducted on contributing factors. Through precise yield analysis combined with continuous evaluation and improvement via process experiments, we aim to resolve significant production yield losses.</p>	<p>Employee Reactions: Training Course Satisfaction: 4.63</p> <p>Employee Learning: Training Completion Rate: 98%</p> <p>Employee Behavior: Project Completion Rate: 100%</p> <p>Efficiency Improvement:</p> <ol style="list-style-type: none"> Independently developed technology has been successfully transferred to the fabs, achieving a primary product yield of up to >83%. 11 innovative analysis methodologies have been finalized, covering process changes, special process phenomena, and more, and resulting in the cumulative closure of 147 action plan items and 356 engineering analysis reports. <p>Case Study: Cross-Functional Collaboration Across Departments</p> <ol style="list-style-type: none"> Process Integration: Introducing experimental conditions provided by the advanced process development unit and further optimizing them. Arranging main batch experiments and scheduling to implement the best conditions on the production line. Process Development: Providing relevant information for each process step, including new technologies under development, facilitating real-time communication and collaboration with the factory to improve yield. Production Technology: Conducting yield analysis, electrical analysis, and defect analysis for the main batch experiments. Production Engineering: Effectively managing and addressing equipment and wafer batch anomalies, and assisting with experiment execution, capacity support, and improvements. Production Manufacturing: Managing scheduling plans and production line progression for both pilot production and mass production phases while maintaining proportional anomaly analysis. <p>Yield Improvement: Successfully transferring independently developed technology to the fabs and achieving a 33.6% increase in yield.</p> <p>Outcomes: Number of Completed Process Product Development Projects: 44</p> <p>Financial Values: The Initial Mass Production Value of Second-Generation Products in 2024 Amounted to NT\$54 Million</p>	<p>L1 Course Satisfaction</p> <p>L2 Course Completion Rate</p> <p>L3 Project Completion Rate</p> <p>L4 Productivity</p> <p>L5 Return on Investment</p>	81%	<p>Smart Manufacturing Production Efficiency Enhancement Project</p> <ul style="list-style-type: none"> Plans for Wafer Transportation and Production Efficiency in Fabs Improvement and Enhancement Solutions for Clean Room Equipment and Systems to Elevate Product Quality Information Management for Production Cycle Control Digitalized Facility Management and Smart Applications <p>In the rapid evolution of advanced semiconductor manufacturing, it is critical to optimize clean room space utilization and the transportation between advanced processes. Furthermore, improvements to fab equipment and systems are essential for elevating product quality. Precise and efficient information management for production cycle control enables the implementation of smart manufacturing digitalization and intelligent applications, which in turn helps increase production efficiency and quality, thus significantly boosting the Company's operational performance.</p>	<p>Employee Reactions: Training Course Satisfaction: 4.67</p> <p>Employee Learning: Training Completion Rate: 93%</p> <p>Employee Behavior: 116 Proposals Submitted for Product Quality and Productivity on Kaizen Proposal System</p> <p>Efficiency Improvement:</p> <ol style="list-style-type: none"> Total benefits created by cross-floor equipment transportation were NT\$164.52 million. Total benefits created by in-house wafer carrier inspection machine were NT\$34.36 million, with labor cost savings estimated at 0.28 person/day, approximately NT\$390,000/year. Total benefits created by controlled information for streamlined processes and enhanced equipment output was NT\$2.531 million/year, with labor cost savings brought by automation estimated at 3.47 people/day, approximately NT\$2.170 million/year. There was an additional savings of NT\$36 million/year from in-house software development by avoiding external purchases. Digitalized facility management and the independent development of 12 facility AI smart applications, resulting in labor cost savings of approximately NT\$3.28 million/year. <p>Case Study: Main Manufacturing Batch Cycle Time Reduction:</p> <ol style="list-style-type: none"> Reduction of 12.3 Days in Waiting Time: In total saved 11.9 hours (9.8 minutes * 73 layers) for the implementation of yellow light FPO communication platform, 264 hours on equipment reservation time, 7.8 hours on FN film thickness estimation, and 11.84 hours on smart idle equipment function. Reduction of 2.1 Days in Holding Time: Saved 1 hour on bypass waiting time. With an average of 50 passes applied per day, this results in a total time savings of 2.1 days. Reduction of 0.58 Days in Transferring Time: Average overall transportation time for main batches has changed from 3.1 minutes to 2.4 minutes, a reduction of 0.7 minutes. With 1184 accelerated transportation stations installed, this translates to an approximate cycle time savings of 0.58 days. 	<p>L1 Course Satisfaction</p> <p>L2 Course Completion Rate</p> <p>L3 Capacity Improvement</p> <p>L4 Performance</p> <p>L5 Return on Investment</p>	56%
	Financial Values: NT\$4,942 million (ROI: 183%)				Financial Values: NT\$243 million (ROI: 237%)		

Unleashing Employee Performance

Nanya Technology's performance management aims to enhance and develop employee potential. Beyond providing a high-quality learning environment and a well-designed performance management system, it emphasizes positive interactions between supervisors and team members. In addition to routine annual performance appraisals, supervisors need to conduct quarterly performance assessments with their team members. Such interactive evaluation and communication allow supervisors to offer support and necessary care to employees, ultimately aiming to improve individual and organizational performance.

The evaluation process involves face-to-face meetings between supervisors and subordinates to define individual work objectives based on organizational goals. Supervisors then provide feedback to employees and evaluate performance based on the execution of these objectives. From 2015 to 2023, the coverage rate of individuals managed under multi-faceted performance assessment goals has consistently been 100%, and all employees are included in performance rankings. We leverage various performance management tools, including annual performance appraisals for all employees, quarterly performance reviews for general staff, 180-degree assessments, 360-degree assessments, and multi-faceted assessments such as sustainable development evaluations for executives.

To ensure the quarterly performance review questions for general staff are more comprehensive and optimized, the content of this evaluation was updated in September 2023. This allows for a comparison of self-assessment and supervisor assessment scores, providing the necessary data for subsequent analysis. Furthermore, the number of participants of the 180-degree assessments was expanded to include more subjects. This provides employees at various levels with the most appropriate feedback for improving their work performance, with a coverage rate of 28% in 2024. The 180-degree assessment involves supervisors at the Section Manager level and above, who regularly communicate and coordinate across different units. Direct supervisors are responsible for selecting peers with whom the employee has business contact for their evaluation. This includes 2-4 peers from within the employee's direct unit and 4-6 peers from indirect units. The 360-degree assessment is implemented for Plant/Division Heads and above, with their subordinates providing feedback on their management competencies. A total of 1,665 questionnaires were collected in 2024. The evaluation items for each assessment tool are detailed on the table below. Employees with better performance are rewarded, while the system prompts supervisors to continuously support employees with poorer performance until significant improvement is observed, without any gender bias.

Note: Starting from 2021, the 180-degree assessment has included Production Foremen, Production Team Leaders, Principal Engineers, Project Managers, and Executive Engineers for evaluation

Review Items

	 Multi-Faceted Assessment	 Goal Management	 Agile Project Management	 Team Collaboration Assessment
Category				
Subject of Assessment	Plant/Division Heads and Above Department Managers/Program Managers/Executing Engineers Section Managers/Project Managers/Principal Engineers Production Foremen/Team Leaders	Assistant Vice Presidents and Above	Department Managers/Program Managers Section Managers/Project Managers/Taskforce Leaders/Managers on Duty/Foremen Engineers/Managing Specialists Administrative/Technical/Business Assistants	Production Personnel
Assessment Frequency	Annually	Annually	Quarterly	Monthly
Assessment Methodology	<p>180-Degree Assessment: To provide a more objective reference for performance evaluation, a 180-degree assessment is established specifically for Section Managers (and above). Given their frequent communication and coordination with various business units, their direct supervisors will select 4-6 peers or supervisors with whom they have business contact to provide feedback.</p> <p>360-Degree Assessment: Subordinates of managers provide feedback on their management competencies for reference.</p>	<p>Managers first conduct a self-assessment, providing explanations and their perspectives on significant sustainability indicators.</p> <p>Subsequently, the President provides an initial evaluation of their subordinates' performance, which is then reviewed by the Chairman of the Board.</p> <p>Furthermore, quarterly Meeting with Cadre Members and semi-annual offsite meetings are held to collaboratively define strategic objectives while fostering bilateral communication.</p>	<p>Taking an employee-centric approach, the process begins with a self-assessment by the employees, allowing them to provide a description of their work and opinions. Subsequently, direct supervisors evaluate their subordinates' work performance, offering both encouragement and suggestions for improvement and support.</p> <p>This framework provides a platform for bilateral communication between supervisors and employees, ensuring that both parties can promptly understand each other's thoughts and performance improvement directions.</p>	<p>Supervisors conduct evaluations based on individual's capabilities in teamwork, cooperation, learning ability and other relevant criteria.</p>

10. Youth Empowerment

Broadening the Talent Pool in Memory

Social Problems We Need to Address

By engaging with universities and leveraging academic research, we aim to bridge the gap between school and the workplace for young students, enabling them to adapt to professional environments more quickly. Simultaneously, we integrate industry and academic resources to collectively enhance the capacity of Taiwan's tech

Future



To attract exceptional talent and bolster our forward-looking research capabilities, we encourage students to dedicate themselves to academic research and demonstrate a spirit of continuous improvement as well as practical application of knowledge. To this end, we have established various scholarships, with the aspiration that outstanding students will continue their learning in their chosen fields, thereby strengthening the competitiveness of the semiconductor industry.

Outstanding



To foster collaboration between industry and academia and leverage academic resources effectively, we engage in industry-academia cooperation projects with major universities and sponsor campus events. We also establish strategic partnerships and strengthen interactions between faculty and students to enhance educational quality and ultimately boost the competitiveness of the domestic industry.

Share



To strengthen the link between students' academic learning and real-world workplace scenarios, we conduct various seminars and specialized programs on campuses, engaging in face-to-face interaction and sharing with students. By collaborating with semiconductor professionals from industry, government, and academia, we aim to bridge the gap between education and employment by jointly developing industry courses aligned with workplace demands. Foundational courses are taught by university faculty in relevant fields to establish a strong theoretical base for students. Core practical courses are led by Nanya Technology semiconductor executives, who systematically impart their practical experience to students. This close integration of theory and application, delivered through an accessible teaching approach, guides students toward a new perspective on the semiconductor industry.

Our Role & Approach



Understanding



To cultivate students' understanding of both theory and practice, enhance their awareness and understanding of industry trends, and strengthen their sense of cohesion and belonging, we provide students with opportunities for close interaction with the Company. Through site visits and corporate exchanges, students gain insights into the semiconductor industry. Additionally, by sharing the work experiences of alumni, we help students clarify their future career paths. Students in semiconductor research and development are a key focus for our cultivation efforts. Through school publicity and interconnected activities, we welcome younger students to join the Nanya Technology corporate family.

Cultivate



We actively cultivate talent within campuses through a two-way nurturing approach, designing internship programs that better align with both academic and industry needs. By establishing a comprehensive internship system, we effectively enhance students' employability, providing young individuals with an internship platform to learn cross-departmental communication and collaboration and showcase their professional skills. Such programs bridge the professional demands of industry and academia, promote correct workplace values and abilities, cultivate students' practical application of knowledge, allow them to experience the workplace early on, and foster the development of diverse skills, thereby proactively preparing future professionals.



Our Footprint



Future

To cultivate cutting-edge semiconductor talent and encourage outstanding students to dedicate themselves to related research and innovation, empowering ambitious youths to pursue their future dreams and goals, we established the Future Stars Scholarship program. Online applications in September 2024 were divided into doctoral and master's categories, with a total scholarship of NT\$600,000 awarded to 6 of the 24 shortlisted students.

To ease students' transition to employment upon graduation, we offer an internship scholarship program. Students who complete the internship with outstanding performance are selected for scholarship agreements, receiving financial aid and subsequent employment at Nanya Technology. The internship lasts for a full academic year. To enhance the quality of Taiwan's semiconductor talent pool, Chang Gung University established a Memory Profession Program. Through specialized curricula and industry internships, this program aligns students with industry development trends, preparing them for immediate employment after graduation and collaboratively cultivating the next generation of high-level memory R&D talent. In 2024, we provided scholarships to 18 students, totaling approximately NT\$5.53 million.






Outstanding

We collaborate with National Tsing Hua University, National Taipei University of Technology, Chang Gung University, and Ming Chi University of Technology on 7 industry-academia research projects focused on semiconductor application technology and product design R&D. Our collaboration involves regular discussions on research directions and results, and joint definition of research targets.

Our sponsorship supports domestic institutions making significant contributions to semiconductor academic research, including the National Taiwan University System-on-Chip (SoC) Center, the National Taiwan University Electrical Engineering Camp, and the Industrial Technology Research Institute's Very Large-Scale Integration (VLSI) International Symposium and Job Fair.



Cultivate

In 2024, we partnered with 12 universities on internship programs, establishing a comprehensive internship system to effectively enhance student employability and recruiting 130 interns.

In 2024, we successfully retained 13 interns as full-time employees in their original units and matched 5 others to suitable roles in different departments based on their professional skills. This allows their internship experience to lead to employment, showcasing their talents, bridging academic and industry needs, and fostering positive workplace values and competencies.

The Emerging Workforce Training Program utilizes school resources and professional curricula to equip students with industry-relevant skills, guiding them to contribute to the semiconductor sector.

To address specialized talent needs in chip layout for product design and R&D, we collaborated with the National Taiwan University of Science and Technology on a 200-hour Chip Layout Talent Development Program, jointly cultivating academic knowledge and practical skills of layout design engineers with a strong emphasis on hands-on layout drawing. In 2024, we successfully recruited 3 individuals through various channels, aiming to fill technical and specialized talent gaps.



Understanding

We invite faculty and students from universities in northern Taiwan for company visits, enhancing their understanding of Nanya Technology and aiding their career exploration. Many visits are linked to internship programs, even leading to internship opportunities for students to showcase their talents. We consistently improve the quality of these visits to offer greater benefits to participants.

We sponsor the National Taiwan University System-on-Chip (SoC) Center and the Electrical Engineering and Computer Science College to host the Electrical Science Camp and Electrical Engineering Camp, nurturing students in semiconductor R&D. Through group activities and facility tours, we offer in-depth insights into semiconductor industry trends and broadly recruit talented engineering students from across Taiwan.

To spark female students' interest in semiconductors, we unite women in the industry through the Tech Girls, Transforming the Future campaigns. We organize visits and tours for high school girls, guiding their understanding of the semiconductor industry's development landscape. We also invite accomplished female senior executives from Nanya Technology to share their academic and career journeys, encouraging more young women to enter the field.



National Taiwan University Electrical Engineering Camp



Share

We delivered guest lectures at 7 universities, integrating practical workplace skills into their curricula. This collaboration aims to develop industry-relevant courses that balance theory and practice, introducing students to the semiconductor field through engaging and accessible presentations.

Our ongoing collaboration with Ming Chi University of Technology involves hosting practical semiconductor industry lectures. Experienced supervisors serve as guest lecturers, connecting students' workplace skills with practical discussions to enhance their professional competency and bridge the gap between school and industry.



National Taiwan University System-on-Chip (SoC) Center Seminar

4.4 Safe Workplace

1. Employee Care

W.A.K.E Up Actions: Fostering a Friendly Workplace

Beyond offering industry-competitive wages, Nanya Technology promotes an Employee Assistance Program (EAP), complemented by its WAKE Up Actions initiative which provides comprehensive welfare across four key pillars: Wellness, Assistance, Kindness, and Exercise. Our goal is to build a happy workplace and cultivating a group of joyful tech professionals.



Nanya's Happy Corporate Video

happy workplace ►cultivating a group of joyful tech professionals

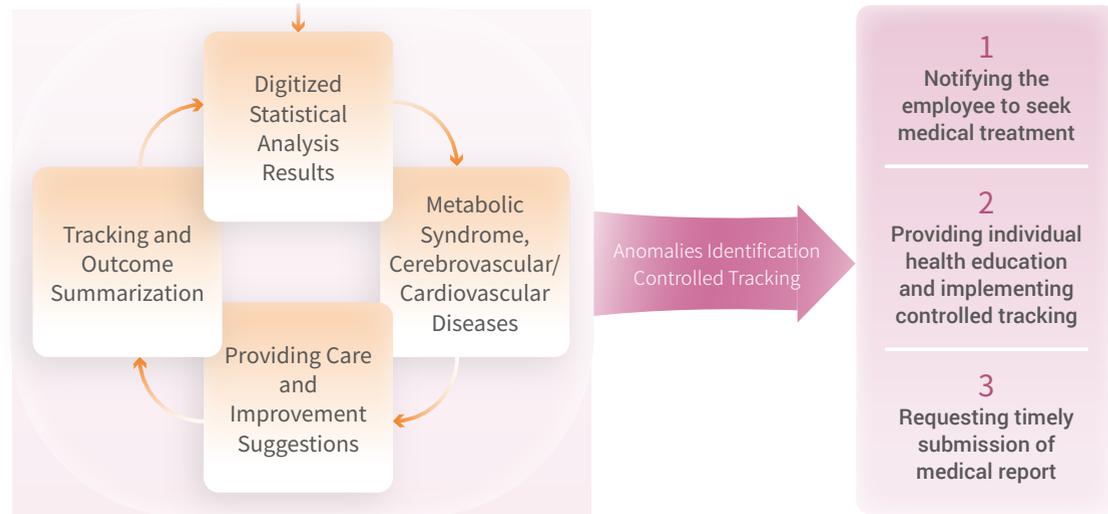


Wellness

Collaborating with the professional medical team at Chang Gung Memorial Hospital, we offer employee regular health examinations with frequencies exceeding legal mandates: once every five years for employees under 30, once every three years for those aged 30 to 45, once every two years for those aged 45 to 65, and annually for employees aged 65 and above. Additionally, our health examinations include three cancer screening items (alpha-fetoprotein, carcinoembryonic antigen, oral cancer screening) and waist circumference measurement. We maintain an on-site Health Center staffed with legally compliant nurses and regularly scheduled visiting physicians. Any abnormal findings from these health examinations, including issues with liver function, blood glucose, metabolic syndrome, and cerebrovascular/cardiovascular conditions, are closely monitored by our nurses and physicians, who provide health education, improvement recommendations, and follow-up care.

	Abnormal Blood Pressure	Abnormal Liver Function	Abnormal Blood Glucose Level	Metabolic Syndrome	Low Risk	Medium Risk	High Risk	Total Number of Employees Receiving Health Examinations
2021	8.16%	8.09%	1.68%	91.48%	83.45%	13.50%	3.05%	1,311
2022	7.69%	5.07%	1.61%	3.57%	84.78%	14.29%	0.93%	1,184
2023	10.52%	5.48%	0.90%	0.82%	83.10%	15.85%	1.05%	1,334
2024	6.73%	4.91%	1.54%	1.65%	81.36%	17.31%	1.33%	1,427

Digitized Tracking and Management Process



The Health Center provides employees with maternal health protection, injury and illness management, preventive healthcare, weight management, and smoking cessation counseling. Leveraging the medical resources of our enterprise group, Chang Gung Memorial Hospital, we provide healthcare services at a medical center level. Employees and their families benefit from subsidies for medical services at Chang Gung Memorial Hospital, including preferential discounts on non-National Health Insurance co-payments and health check-up discounts. In 2024, medical subsidies totaled NT\$11,958,342.

Since 2019, our Company has partnered with charitable organizations to host weight loss competitions, encouraging employees to participate individually or in teams of five. This initiative aims to help employees manage their weight while also channeling charitable funds to those in need. In 2024, 466 employees participated, achieving a total weight loss of 924.2 kg. Over the past six years, the cumulative number of participants has reached 2,645, with a total weight loss of 6,344.9 kg.



2024 Charitable Weight Loss Event

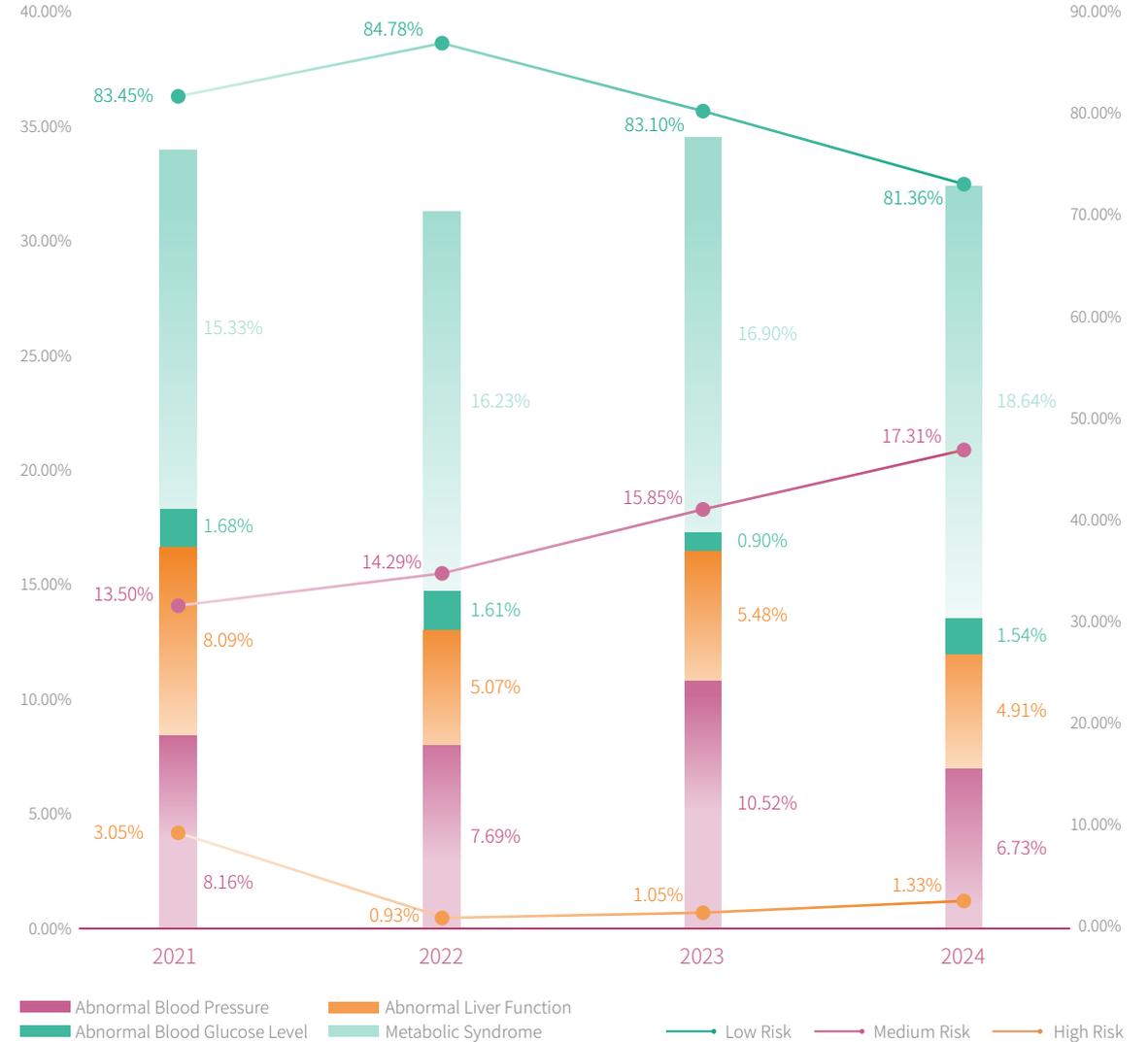


XBB.1.5 Covid-19 Vaccination



Quit Smoking Together. Joyful Smoking Cessation Campaign

Employee Health Examination Data Over The Years



Note 1: Risk assessment is based on health examination data (age, cholesterol, high-density cholesterol, blood pressure, diabetes, smoking history) to estimate the 10-year risk of developing ischemic heart disease

Note 2: In 2024, a total of 1,427 employees received health examinations, with a total cost of NT\$2,532,990

Assistance

To ensure a friendly and convenient working environment for our employees, the Company offers various welfare measures, including dining, accommodation, shuttle services, and parking. Our Employee Welfare Committee plans a wide range of annual benefits and activities. The Welfare Committee comprises 9 members: 1 appointed by the Company, 6 appointed by the labor union, and the remaining 2 elected by employees from different departments. In 2024, welfare expenditure totaled approximately NT\$30,000,000, with 8,455 employee participations in Welfare Committee events. Other expenses covered holiday and birthday gift vouchers, employee children's scholarships, group insurance, cultural and recreational activities, club activities, as well as childbirth and hospitalization subsidies.

Additionally, to address employee commuting needs during the expansion, we have built three nearby parking lots for cars and one parking lot for motorcycles, with shuttle services to and from each to accommodate various shifts and schedules. Nanya Technology also offers diverse regular day shift options, demonstrating our commitment to a comfortable working environment and flexible scheduling to meet different employee preferences.



2024 Family Day in Window On World Theme Park.



We built parking towers at Nanlin Technology Park, offering 901 car and 644 motorcycle parking spaces for employees, along with a shuttle service to and from the facility.



Shift	Start of Shift	End of Shift
A	7:30	16:30
B	8:00	17:00
C	8:30	17:30
D	9:00	18:00

Major Benefits



Sense of Ritual

- Offering seasonal dishes on special holidays
- Offering extra meal allowances during the Lunar New Year
- Partnering with charitable organizations to host a Lunar New Year market



Sense of Happiness

- Offering employee dormitory options at discounted prices
- Providing car and motorcycle parking and shuttle services to make commuting more convenient for employees
- Planning for convenience stores, coffee/fruit bars, and fair trade pantry to create a balanced work atmosphere



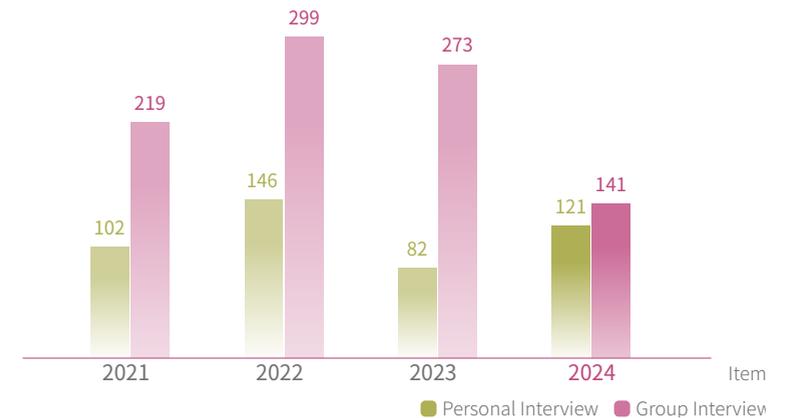
Sense of Participation

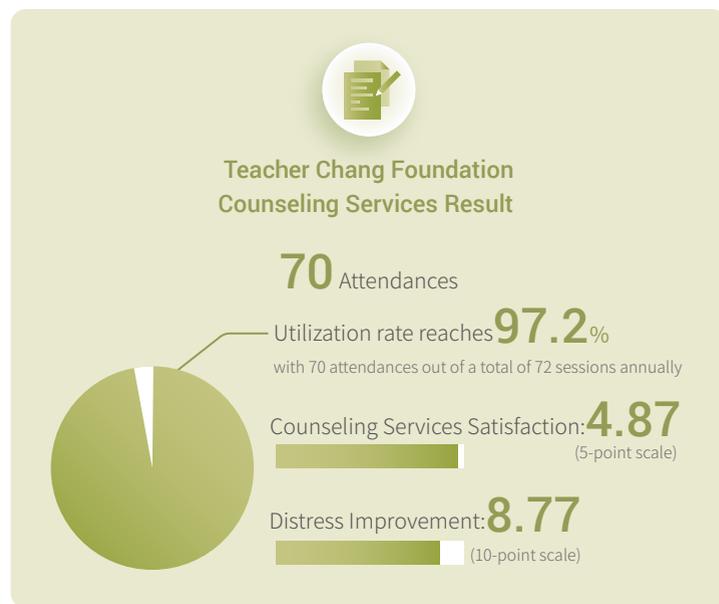
- The Employee Welfare Committee plans the annual Family Day, movie screening, baseball outing, and other activities to increase employee and family engagement
- Collaborating with charitable organizations to host cultural and environmental activities, encouraging employees and their families to participate

Kindness

To facilitate the swift adaptation of new employees to their workplace, we have dedicated advisors who offer regular care, consultation, and guidance during their first two years, as well as to employees proactively seeking help, referred by supervisors, or on long-term sick leave. This reduces initial insecurity and accelerates their integration into the Company. Since 2019, we have also partnered with the Teacher Chang Foundation, an external professional psychological counseling organization, to support employees facing difficulties by using scientific methods to clarify the nature of the problems, face challenges, and seek solutions. The Teacher Chang Foundation provides 6 free professional counseling sessions monthly, each lasting 1 hour, available to employees as needed without limit. This combination of professional counseling from the Teacher Chang Foundation and our internal advisors offers a systematic approach to prevent and resolve employee issues, ensuring stable work quality and mental and physical well-being. Employee feedback indicates that the Teacher Chang Foundation's services are highly beneficial in addressing various family, childcare, and parenting concerns.

Number of New Hires Receiving New Workplace Adaptation Guidance Services





Supportive Environment for Childbirth and Childcare

To ensure a supportive work environment for female colleagues, we provide priority parking for pregnant employees and have established lactation rooms to promote gender equality. Additionally, our Health Center conducts maternal health hazard assessments for pregnant and breastfeeding employees.

In compliance with the Occupational Safety and Health Act, Nanya Technology also implements hazard assessment, control, and control banding measures for jobs potentially hazardous to maternal health. For female employees who are pregnant or within one year postpartum, we provide health protection measures, such as work adjustments or job transfers, based on physician suitability assessments and maintain relevant records. We also regularly provide employees with health education and women's health seminars. Our on-site professional nurses offer childcare consultation to pregnant employees. Additionally, thoughtful mothers' rooms with private lockers, refrigerators, and water heaters are available across plant areas, providing a quiet and comfortable environment for nursing mothers to express milk.

Nanya Technology offers a system of unpaid parental leave, allowing employees to freely apply for childcare leave to achieve work and family life balance without childcare concerns, thus ensuring family and social stability. Primary caregivers receive the legally mandated 8 weeks of paid maternity leave, plus the option to apply for up to 24 weeks of parental leave at 80% of their insured salary, totaling 34 weeks of childcare leave. Non-primary caregivers receive the legally mandated 7 days of paternity leave, plus

the option to apply for up to 24 weeks of parental leave at 80% of their insured salary, totaling nearly 26 weeks of childcare leave.

In 2024, 339 employees were eligible for parental leave (88 females, 251 males), and 43 employees applied (23 females, 20 males). Moreover, to alleviate the burden of childcare on employees, Nanya Technology has partnerships with several kindergartens, offering employees benefits such as discounts on registration fees, monthly fees, transportation fees, and extended care.

To further reduce childcare costs and encourage childbirth, the Company established a Birth Incentive Program in July 2022, providing a one-time NT\$20,000 birth allowance for each newborn, along with a monthly childcare allowance of NT\$2,000 until the child turns 6. In 2024, 625 employees received these subsidies, totaling NT\$15,080,000.

Unpaid Parental Leave Application and Return to Work Rate in Taiwan

Item	2021			2022			2023			2024		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Number of People Eligible for Parental Leaves	101	244	345	91	236	327	87	230	317	88	251	339
Number of People Applied for Parental Leaves	19	5	24	23	9	32	16	13	29	23	20	43
Number of Employees Expected to Return to Work During the Year (A) ^{Note 1}	10	5	15	12	5	17	8	6	14	15	12	27
Number of Employees Returned to Work During the Year (B) ^{Note 2}	7	3	10	9	5	14	7	3	10	12	10	22
Number of Employees Remained 12 Months upon Return	5	2	7	5	3	8	9	5	14	6	3	9
Return Rate (B/A)	70.00%	60.00%	66.67%	75.00%	100%	82.35%	87.50%	50.00%	71.43%	80.00%	83.33%	81.48%
Retention Rate ^{Note 3}	83.33%	100%	87.50%	71.43%	100%	80.00%	100%	100%	100%	85.71%	100%	90.00%

Note 1: Number of Employees Expected to Return to Work During the Year excludes employees who applied for consecutive parental leaves within the current year.

Note 2: Number of Employees Returned to Work During the Year includes those who returned to work earlier than their originally scheduled leave end date within the current year.

Note 3: Retention Rate refers to the percentage of employees who returned to work after parental leave and remained employed for more than one year.



Exercise

To promote work-life balance, we have established a gymnasium and a LOHAS Center, while also encouraging sports clubs to foster a culture of exercise, advancing the physical and mental well-being of employees.

Comprehensive Sports Complex and LOHAS Center

Our comprehensive sports complex and LOHAS Center feature a rooftop running track, basketball court, badminton court, billiard tables, table tennis, aerobics rooms, massage chairs, and fitness equipment.

The total number of visits to the sports complex and LOHAS Center in 2024

60,794 People

Promoting Sports and Exercises

To promote employee physical and mental well-being, Nanya Technology supports various sports clubs like running, basketball, table tennis, badminton, and softball clubs in organizing activities. Moreover, we launched the Sports Festival in 2019, inviting creative proposals from departments and clubs to utilize sports venues and facilities, aiming to achieve the combined benefits of promoting exercise, fostering creative thinking, and a vibrant company atmosphere. A total of 13 proposals were approved, leading to 899 Sports Festival activities in 2024



13 departments came up with Sports Festival proposals in 2024

2. Occupational Health and Safety

Nanya Technology's Taiwan plant holds ISO 45001 Occupational Health and Safety Management System certification. 3,985 personnel (3,589 employees and 400 non-employees), representing 97.5% of all personnel, were certified under the management system and audited by both internal and external organizations. The remaining personnel not included are all from overseas offices. Adhering to the RBA Code of Conduct and local regulations, we are committed to providing a safe, healthy, and high-quality working environment for our employees and ensuring the safety of contractors, thus protecting the health and safety of all workers. This demonstrates our commitment to providing a safe, healthy, and high-quality working environment for our employees and ensuring the safety of contractors, thus protecting the health and safety of all workers. By establishing management organizations, formulating management regulations and procedures, and implementing regular internal audits based on the PDCA management cycle, we drive various operations to effectively prevent incidents, striving to achieve our goal for zero occupational injuries and diseases.

Our Occupational Safety and Health Committee meeting is convened monthly, which exceeds legal requirements. The meeting is chaired by the Executive Vice President with executives, department heads, and Committee members, with 41.7% representing labors. They jointly advise on and deliberate the occupational safety and health management system, the status of safety and health goals, incident investigations, and project performance. To enhance safety and health communication as well as legal compliance, we regularly verify local regulations and review internal management policies, contingency response procedures, and environmental safety operating procedures. For known higher-risk work environments like those involving ionizing radiation, noise, arsenic, indium, mercury, and n-hexane, we provide appropriate personal protective equipment and annual special health examinations (296 employees in 2024, with 0 Level 4 work-related health abnormalities). We also conduct regular Safety Walk and Talk (SWAT) sessions—led by executive-level, Safety and Health Department, and department managers—to foster in-depth discussions on safe and unsafe work behavior, how to improve them, and continuously prioritizing employee workplace health and safety.



Safety and Health Guidelines

To prevent occupational accidents and ensure safety, health, and a quality working environment for all workers, we have established the Environmental, Safety and Hygiene Management Manual and related regulations in alignment with the ISO 45001 management framework principles. This framework empowers our workforce to anticipate hazards during business activities, proactively preventing occupational accidents.



Safety and Health Training

Our efforts encompass comprehensive safety and health training for all employees, safety training for the contingency response taskforce (covering workers' rights to withdraw from imminent danger and protection from subsequent retaliation), regular legal certification in-service training, and the creation of knowledge articles on our internal website. In 2024, we provided 54,058 person-hours of safety and health training to 3,372 participants, including 21,825 person-hours for 726 participants in legally required and special hazardous operation supervisor training.

Hazards Identification and Risks Assessment

ISO 45001-trained personnel across all departments conduct regular and ad-hoc reviews of workplace hazard identification and risk assessments through a three-step process: recognition, assessment, and control. This involves identifying physical, chemical, ergonomic, biological, and psychological hazards with the potential to cause occupational accidents and diseases. Risk levels are then determined based on consequence, frequency, and likelihood. Consequently, high-risk units proactively propose safety and health improvement action plans, resulting in 33 management plans in 2024 aimed at reducing medium-to-high risks and enhancing systematic improvement opportunities.

Performance Assessment System

To ensure alignment with ISO 45001 management framework principles, we utilize internal and external audits, safety and health department environmental inspections and proposals, and departmental independent inspection proposals (with a 2024 independent inspection rate of 96.3%, surpassing the 93.9% annual target). We also conduct safety and health performance evaluations for each unit and internal audits by the safety and health department. To ensure audit effectiveness, our internal auditors are externally certified as ISO 45001 occupational health and safety management system lead auditors. In 2024, these efforts included 38 internal audits, leading to 11 corrective action requests. Moreover, we foster bilateral communication through internal audits, conduct annual third-party external audits, and leverage the Safety & Environment Event Tracking System (SETS), where employees proactively propose and track the improvement of environmental deficiencies (1,555 cases).

Procurement Management

To comply with the principles of the ISO 45001 management framework, we have integrated safety and health requirements into our Procurement Operating Procedures and related regulations. For instance, procuring equipment requires the attachment of specific safety and health specifications, and the safety and health department must co-sign the initial purchase of high-pressure gas equipment.

Note: The ISO 45001 Occupational Health and Safety Management System certification encompasses Nanya Technology's Fab 3, and the management system covers all workers within the plant.

Contingency Response and Preparation

We have established Contingency Procedures for Non-Conforming Situations. Our 24/7 central control room receives incident reports and initiates non-conforming handling procedures. We have outlined a comprehensive contingency plan, which includes 58 drills for high-risk units. Additionally, we collaborate with local authorities on emergency and disaster drills for materials posing public hazards and toxic substance leaks to continuously enhance our disaster response measures.

Incidents Investigation and Prevention

Upon confirmation of occupational accidents, near misses, or events affecting mental and physical well-being, the affected units and the Safety and Health Department will form an Accident Investigation Taskforce. The affected units propose corrective actions, which the Safety and Health Department reviews, examines, and continuously tracks for improvement. The department where the incident occurred must conduct a Root Cause Analysis (RCA), identifying direct, indirect, and basic causes, and effectively propose improvement and prevention measures to prevent recurrence before case closure. We convene a monthly Safety and Health Committee meeting, exceeding legal requirements. During these meetings, affected units present and promote awareness of the causes of occupational accidents and the related improvement plans to prevent similar occurrences in other departments. We had a total of 21 near misses in 2024, with the majority being liquid-related events (15 incidents, accounting for 71.4%), for which key improvements, such as preventing pipe joint leaks, have been identified and corresponding prevention measures proposed.

Incident Occurrence

- Immediately report the incident to the central control room and notify personnel in the affected unit as well as safety and health staff.
- Assist with on-site first aid for the injured and sending them to the hospital.

Incident Investigation Taskforce

- Staff from the affected unit and safety and health department immediately collect evidence at the scene of the incident and begin a preliminary investigation and analysis of the cause.
- The affected unit proposes corrective actions, which are reviewed and examined by the safety and health department.

Corrective Actions

- The safety and health department conducts a follow-up review of the corrective actions and continuously tracks improvements.
- The safety and health department reviews and closes the case.

Occupational Injury Management

In 2024, the on-site employee disabling injury frequency rate (number of disabling injuries per million working hours) was 0.41, and the disabling injury severity rate (lost workdays per million working hours) was 5, indicating that we failed to reach the goal of zero disabling injuries. When occupational injury incidents occur, thorough investigation and analysis are conducted to determine the root cause, and improvement measures are proposed. Occupational injuries are categorized as physical, chemical, ergonomic, biological, and psychological. In 2024, all 3 incidents (100%) were classified as physical hazards, including 1 fall and 2 pinch injuries.

Total Work Hours, Occupational Accident and Occupational Disease Statistics

	2021	2022	2023	2024	2024 Goals
Total Work Hours (hr)	6,872,456	7,073,064	7,174,192	7,310,688	-
Number of Occupational Injury on Record (person)	0	0	3	3	-
Occupational Injury Incident Rate on Record (Disabling Injury Frequency Rate, FR) ²	0	0	0.41	0.41 ⁵	0.18
Number of Severe Occupational Injury (person) ¹	0	0	0	0	-
Severe Occupational Injury Incident Rate	0	0	0	0	-
Disabling Injury Severity Rate (SR) ³	0	0	18	5	6.2
Frequency-Severity Indicator	0	0	0.09	0.05	-
Number of Diagnosed Occupational Disease	0	0	0	0	0
Occupational Disease Diagnosed Rate	0	0	0	0	0
Absence Rate	0.28%	0.16%	0.27%	0.34%	0.55%
On-Site Independent Inspection Rate ⁴	99.3%	94.1%	95.2%	96.3%	93.9%
Number of proposals involving all employees for safety and health	1,215	1,440	1,215	1,555	

Note 1: In 2024, we had zero occupational injury-led fatalities. The rate of severe occupational injuries (excluding fatalities and cases with lost workdays exceeding six months) is calculated per million working hours.

Note 2: The Frequency Rate (FR) and Severity Rate (SR) of disabling injury are based on the Company's reported occupational accident statistics. They do not include contractor injuries, injuries sustained during employees' commutes to and from work, or minor injuries resolvable with on-site first aid.

Note 3: The absence rate includes sick leaves and occupational injury leaves (the goal for 2025 is <0.41%).

Note 4: Independent inspection rate = (Number of deficiencies from each department's proposals on Kaizen Proposal System/Number of deficiencies from Safety and Health Department proposals) * 100%.

Note 5: In 2024, there were 3 incidents (100%), all physical hazards (1 fall and 2 pinch injuries). To address these, we conducted safety awareness campaigns on walking, mandatory two-person material pushing to prevent deviation, and ensuring sufficient material handling space

Contractor Safety Management

Nanya Technology adheres to Formosa Plastics Group's internal regulations and establishes comprehensive contractor management standards, such as the Construction Safety and Health Engineering Guidelines, which serve as the basis for contractor requirements. Every collaborating contractor is required to sign a construction contract (agreement) and a workplace safety notice which inform them of the working environment, potential hazards, and relevant safety and health regulations. Furthermore, contractors are guided to conduct Job Safety Analysis (JSA), and their personnel are strictly required to execute work according to the review results, in order to achieve zero incidents and zero accidents. All contractor personnel must receive our "Pre-Entry Safety and Health Training for Contractors" before commencing any work on-site. The purpose of the training is to inform them about workplace environmental hazards, mandatory regulations, and to enhance their safety awareness.

Contractor Total Work Hours and Occupational Accident Statistics

Year	2021	2022	2023	2024
Total Work Hours (hr)	339,387	562,977	409,371	423,265
Number of Occupational Injury (people)	1	0	1	1
Workdays Lost	7	0	8	10
Occupational Injury Incident Rate on Record (Disabling Injury Frequency Rate, FR)	2.94	0	2.44	2.36
Disabling Injury Severity Rate (SR)	20	0	19	23
Number of Severe Occupational Injury (people)	0	0	0	0
Severe Occupational Injury Incident Rate	0	0	0	0

