



# 4 Talent

## An Employer Who Values Professional Talent

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Talent is the cornerstone of innovation at Nanya Technology. We deeply value human rights, DEI, talent development, and a safe, supportive workplace. 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 secure working environment to achieve our sustainability goals.

**86.36%**

The return-to-work rate after parental leave was 86.36%, a **4.88%** increase compared to 2024.

**1,612 people**

Nanya Technology expands its youth empowerment program for semiconductor talent, and has trained 1,612 people in total since 2021, a **31%** increase compared to 2024.

**95.4%**

Since 2019, a total of 326 key talents have been trained. The retention rate of key talents is **95.4%**.

## Strategy and Performance of Material Topics

◆ Exceeded goals ◆ Achieved ◆ Not achieved

| Material Topics and Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2025 Goals                                                                                                                                                                                                                                                                                                                            | 2025 Performance                                                     | 2026 Goals                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Human Rights</b> <ul style="list-style-type: none"> <li>Regulatory Compliance: Following international human rights principles and implementing relevant policies and standards</li> <li>Safeguarding Equality: Establishing risk management and preventive measures, designing diverse communication and grievance channels, and building an equitable workplace</li> </ul>                                                                                                                                                        | No significant deficiencies in external audits or labor inspections<br>Unlawful violation in workplace: 0 cases<br>Completion rate of employee labor ethics education and training: 100%                                                                                                                                              | ◆ No significant deficiencies<br>◆ 0 cases<br>◆ 100%                 | No significant deficiencies in external audits or labor inspections<br>Unlawful violation in workplace: 0 cases<br>Completion rate of employee labor ethics education and training: 100%                                                                                                                               |
| <b>Talent Development</b> <ul style="list-style-type: none"> <li>Competency Enhancement: Establishing annual training and development plans and offering diverse learning programs and pathways based on company strategies</li> <li>Key Talent Cultivation: Enhancing the development of key talent and increasing their proportion within the organization</li> <li>Personal Development: Fostering self-learning and employee personal development initiatives to increase employee substitution rates for job vacancies</li> </ul> | Completion rate of all scheduled courses for the year $\geq 100\%$<br>Proportion of key talents to all employees $\geq 7.5\%$<br>Employee substitution rate for job vacancies $\geq 60\%$                                                                                                                                             | ◆ 219%<br>◆ 7.9%<br>◆ 77.2%                                          | Completion rate of all scheduled courses for the year $\geq 100\%$<br>Proportion of key talents to all employees $\geq 7.5\%$<br>Employee substitution rate $\geq 60\%$                                                                                                                                                |
| <b>Talent Retention and Employee Wellbeing</b> <ul style="list-style-type: none"> <li>Workforce Stability: Implementing various retention strategies to secure high-performing employees and improving key talent retention rate</li> </ul>                                                                                                                                                                                                                                                                                            | Key Talent Retention Rate $\geq 95\%$<br>Voluntary turnover rate <sup>Note1</sup> $\leq 6\%$<br>Average recognition score in Employee Engagement Survey $\geq 78\%$                                                                                                                                                                   | ◆ 95.4%<br>◆ 10.7% <sup>Note2</sup><br>◆ 77% <sup>Note3</sup>        | Key Talent Retention Rate $\geq 95\%$<br>Voluntary turnover rate $\leq 6\%$<br>Average recognition score in Employee Engagement Survey $\geq 78\%$                                                                                                                                                                     |
| <b>Occupational Health and Safety</b> <ul style="list-style-type: none"> <li>Early Detection and Improvement: Ongoing improvement of the occupational safety and health management system through the PDCA approach</li> <li>Safety Culture: Cultivating safety beliefs among employees and building a high-quality safety culture</li> <li>Cross-Auditing: Cross-audits performed by internal and external parties strengthen independent inspections</li> </ul>                                                                      | Disabling injury frequency rate <sup>Note4</sup> $<0.17$<br>Disabling injury severity $<5.9$<br>On-site independent inspection rate $>94\%$<br>Maintaining a 100% completion rate for on-site Safety Walking and Talking (SWAT) improvement sessions for senior management<br>0 occupational disease case caused by chemical exposure | ◆ 0.41 <sup>Note5</sup><br>◆ 3.0<br>◆ 94.8%<br>◆ 100%<br>◆ Keep at 0 | Disabling injury frequency rate $<0.16$<br>Disabling injury severity $<5.7$<br>On-site independent inspection rate $>94.1\%$<br>Maintaining a 100% completion rate for on-site Safety Walking and Talking (SWAT) improvement sessions for senior management<br>0 occupational disease case caused by chemical exposure |

Note 1: Voluntary turnover rate covers employees based in Taiwan and abroad

Note 2: The DRAM industry is affected by geopolitical factors and economic cycles, and recovery is still limited. Meanwhile, some sub-industries are experiencing high labor demand, and increases in non-fixed compensation (such as bonuses/incentives) enhance their external competitiveness in attracting talent.

Note 3: Due to underperformance in the first half of 2025, the distribution of benefits and bonuses was tightened. However, as operations improved in the second half, overall employee satisfaction, while still below target, rose to 77%, an increase of 4% compared to 2024.

Note 4: Disabling Injury Frequency Rate (FR) = (Number of Disabling Injury Incidents  $\times 10^6$ ) / Total Work Hours

Note 5: In 2025, a total of 3 occupational accidents occurred to on-site employees, all of which were physical injuries. For improvement measures, please refer to [page 107 of this report](#).

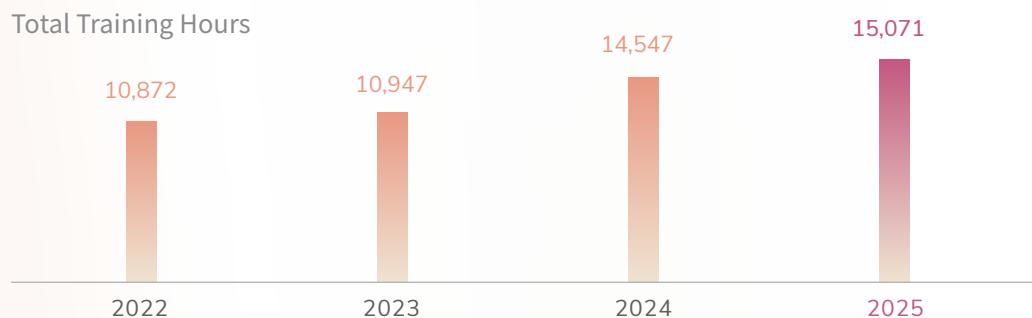
## 4.1 / Human Rights

### Employee Human Rights Protection

Nanya Technology places strong emphasis on labor rights and has established a [Human Rights Policy](#) as well as [Labor and Ethics Policy](#). These policies adhere to 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 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 2025 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 programs were mandatory for all employees, with a 100% training rate and a total of 15,071 training hours.

#### » 2022–2025 Human Rights Policy and Procedures Education Programs Training Hours<sup>Note</sup>

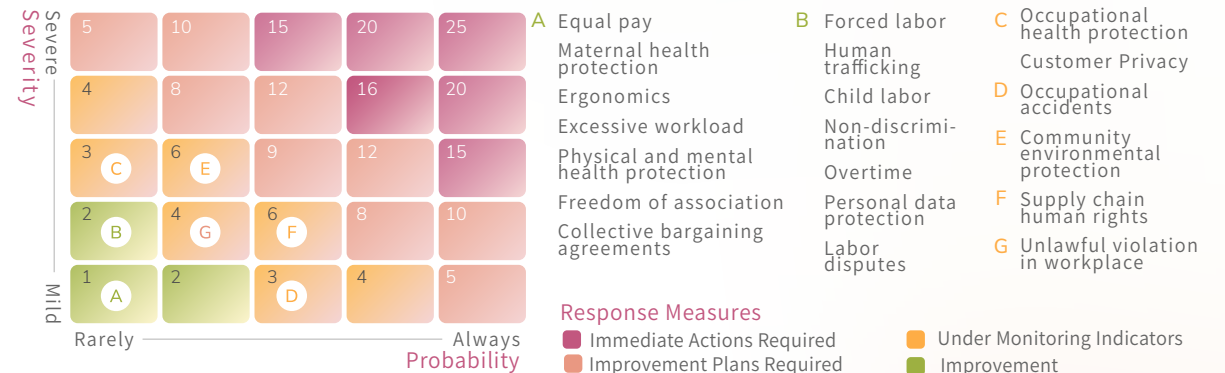


Note: Human Rights Policy and Procedure Training Programs for all employees cover our labor and ethics regulations, RBA code of conduct, prevention of unsafe workplace behavior and other areas.

### Human Rights Risk Management

Nanya Technology adopts RBA standards for labor, health and safety, and environment, 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                                                                                                               | Human Rights Issues                                                                                                                                                                                                                    | Assessment Tools                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Employees</b>                    | 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, Unlawful violation in workplace | 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 |
|  <b>Supplier<br/>(Joint Venture)</b> | Labor rights, Occupational health and safety, Personal data protection, Unlawful violation in workplace<br>Responsible mineral, Hazardous substances free                                                                              | Supplier audits, Independent third-party verification<br>Inspection tools (CMRT/EMRT etc.), Due diligence, Independent third-party verification, Compliance (testing) report                                                                               |
|  <b>Communities</b>                 | Water resources, Air pollution, Noise, Traffic issues                                                                                                                                                                                  | Government regulations, Facility wastewater discharge quality monitoring, Air quality monitoring, Noise frequency monitoring, Traffic flows assessment and monitoring                                                                                      |
|  <b>Customers</b>                  | Personal data protection and information security                                                                                                                                                                                      | Annual risk assessment, Internal audits and external independent verification                                                                                                                                                                              |



» Mitigation and Compensation Measures for Highly Significant Human Rights Impacts

| Subject                                                                                            | Material Human Rights Issues   | 2025 Mitigation Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2025 Compensation Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|  <p>Employees</p> | Occupational health and safety | <ul style="list-style-type: none"> <li>• <b>Occupational Health and Safety Management System</b> <ol style="list-style-type: none"> <li>(1) Hazard identification and risk assessment: Regular and ad-hoc reviews of hazard identification and risk assessment results. We conducted a total of 45 internal audits in 2025, resulting in 11 corrective action requests.</li> <li>(2) 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 22 management plans were proposed in 2025.</li> <li>(3) Regular performance assessment system: Safety and health performance reviews conducted by each unit, as well as environmental inspection proposals submitted by the Safety and Health Department and independent inspection proposals submitted by each department (independent inspection rate reached 94.8% in 2025, exceeding the annual goal of 94.1%).</li> </ol> </li> <li>• <b>Promoting and Establishing Safety Culture</b> <ol style="list-style-type: none"> <li>(1) Safety Walk and Talk (SWAT): We conducted 48 Safety Walk and Talks, including on-site sessions led by executive-level managers, as well as sessions with employees led by the Safety and Health Department or department managers.</li> </ol> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Contingency Response and Preparation</b> <ol style="list-style-type: none"> <li>(1) We have established the Contingency Procedures for Non-Conforming Situations, which outline contingency plans and include drills for high-risk units. In total, 55 sessions have been conducted.</li> <li>(2) 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.</li> </ol> </li> <li>• <b>Accident Investigation and Constant Improvement</b> <ol style="list-style-type: none"> <li>(1) 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 2025, a total of 21 near misses were recorded, with liquid-related cases identified as the key improvement area (15 cases or 71.4%). Key improvement efforts focused on preventing issues such as condensate pipeline joint leaks and water seepage from building exteriors. Corresponding improvement and prevention measures were submitted accordingly.</li> <li>(2) 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.</li> </ol> </li> <li>• <b>Compensation for Occupational Accidents</b> <ol style="list-style-type: none"> <li>(1) 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.</li> </ol> </li> </ul> |
|                                                                                                    | Occupational health protection | <ul style="list-style-type: none"> <li>• <b>All personnel :</b><br/>To enhance health management awareness, we organize the following health promotion activities:                             <ol style="list-style-type: none"> <li>(1) Hosting at least one health promotion lecture per quarter. In 2025, we conducted 17 lectures, with a total of 1,367 participants.</li> <li>(2) Hosting annual weight-loss and quit-smoking pledge events, with a total of 435 participants.</li> <li>(3) Providing employees with relevant health information regularly (via posters and emails).</li> </ol> </li> <li>• <b>Engineers :</b> <ol style="list-style-type: none"> <li>(1) Implementing programs for the prevention of diseases related to abnormal workloads.</li> <li>(2) Identifying and assessing high-risk groups.</li> <li>(3) Providing special health examinations as well as health management and promotion plans.</li> </ol> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>General compensation principles are as follows:</p> <ol style="list-style-type: none"> <li>(1) Employees with abnormal health examination results are continuously tracked and provided with ongoing health management. Regular medical consultations and health guidance are also provided.</li> <li>(2) An on-site clinic is established and doctor visits are arranged to provide professional medical and consulting services for employees.</li> </ol> <p>General compensation principles are as follows:</p> <ol style="list-style-type: none"> <li>(1) Arranging doctor appointments and providing health guidance.</li> <li>(2) Advising the department manager and further investigating the situation.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Subject                                                                                                         | Material Human Rights Issues                                                                                                                                          | 2025 Mitigation Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2025 Compensation Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>Employees                  | Unlawful violation in workplace                                                                                                                                       | <ul style="list-style-type: none"> <li>The following preventive measures are in place to address unlawful violations in workplace :               <ol style="list-style-type: none"> <li>We have implemented training to prevent unlawful violations in workplace, including bullying and sexual harassment, achieving a 100% completion rate in 2025.</li> <li>We have 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.</li> </ol> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>0 unlawful violations in workplace in 2025</li> </ul> <p>General compensation principles are as follows:</p> <ol style="list-style-type: none"> <li>Implementing measures such as adjusting job duties or work environment as appropriate to prevent recurrence of unlawful violation in workplace against the complainant.</li> <li>Providing or referring the complainant to consultation, medical or psychological counseling, social welfare resources, and other necessary services.</li> <li>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.</li> <li>We will continuously track, assess, and monitor substantiated cases to prevent future incidents of unlawful violations in workplace.</li> <li>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.</li> </ol> |
| <br>Supplier (joint ventures) | <p>Work hours, Wage and benefits, Humane treatment, Unlawful violation in workplace, Environment and safety</p> <p>Responsible mineral, Hazardous substances free</p> | <ul style="list-style-type: none"> <li>To ensure the suppliers' commitment to sustainability, we implement the following measures:               <ol style="list-style-type: none"> <li>We conducted sustainability risk assessments for all Tier 1 suppliers, including Tier 1 significant suppliers, encompassing a total of 355 suppliers with a 100% completion rate.</li> <li>We enforced audits on high-risk suppliers, identifying a total of 94 non-conformances. Nanya Technology assists these suppliers in making improvements, achieving a 100% remediation rate.</li> <li>We evaluate potential impacts across supplier governance, social and environmental aspects, and continuously encourage suppliers to conduct risk management and identification measures.</li> <li>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 in order to prevent human rights violations. Please refer to Formosa Advanced Technologies' Sustainability Report for the disclosure of relevant due diligence findings. <a href="https://www.fatc.com.tw/esg/download.php">https://www.fatc.com.tw/esg/download.php</a></li> </ol> </li> <li>Responsible Mineral Management               <ol style="list-style-type: none"> <li>Monitoring evolving trends in the requirements of responsible mineral sourcing management and developing a corresponding responsible mineral sourcing management list.</li> <li>Employing effective tools (CMRT/EMRT, etc.) to conduct regular due diligence.</li> <li>Aiming for 0 deficiencies during independent third-party verifications.</li> </ol> </li> <li>Hazardous Substance Free Management               <ol style="list-style-type: none"> <li>Identifying the relevance of regulations to customer products and developing a corresponding hazardous substance management list.</li> <li>Conducting regular due diligence and providing effective compliance (testing) reports.</li> <li>Aiming for 0 deficiencies during independent third-party verifications.</li> </ol> </li> </ul> | <ul style="list-style-type: none"> <li>0 human rights violations in 2025</li> </ul> <p>General compensation principles are as follows:</p> <p>Requiring suppliers to make improvements and comply with local regulatory requirements.</p><br><ul style="list-style-type: none"> <li>0 human rights violations and hazardous substances incidents in 2025</li> </ul> <p>General compensation principles are as follows:</p> <p>Suppliers are required to make improvements and comply with local regulations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Subject                                                                                          | Material Human Rights Issues                      | 2025 Mitigation Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2025 Compensation Measures                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <br>Communities | Air pollution<br>Water resource                   | <ul style="list-style-type: none"><li>Implementing the following measures to ensure environmental sustainability:<ul style="list-style-type: none"><li>(1) Discharging wastewater in compliance with regulatory standards and continuously reducing discharge volumes:<ul style="list-style-type: none"><li>A. Air pollution reduction:<br/>For the FAB-3A-N plant, total suspended particulate emissions from exhaust gases were reduced. In 2025, third-party verification confirmed an 82% decrease in emissions compared to 2024.</li><li>B. Water resource shortage:<ul style="list-style-type: none"><li>(a) Diversifying Water Sources and Enhancing Storage: Having constructed a water reservoir capable of holding 43,000 metric tons and built 7 additional wells in our facilities, we now have a combined daily water supply of 5,500 metric tons.</li><li>(b) 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.</li><li>(c) Water conservation and rainwater/wastewater recycling: Beyond rainwater reuse initiatives, we recycled a total of 5,530,024 metric tons of wastewater in 2025.</li><li>(d) Establishing response measures aligned with government-issued water situation lights.</li></ul></li><li>C. Effluent quality maintenance:<ul style="list-style-type: none"><li>(a) Collected wastewater is classified and directed to the appropriate wastewater treatment facilities for treatment. Our treatment efficiency has improved over the years.</li><li>(b) We have established a real-time effluent quality monitoring system linked to the Environmental Protection Department of the municipal government, enabling joint monitoring to ensure effluent quality remains within normal parameters.</li></ul></li></ul></li><li>(2) We conduct monthly environmental inspections.</li><li>(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.</li></ul></li></ul> | <ul style="list-style-type: none"><li>0 complaints from communities in 2025<br/>General compensation principles are as follows:<ul style="list-style-type: none"><li>(1) Paying close attention to the evolution of regulations and adopting corresponding measures.</li><li>(2) Actively engaging with local schools, organizations, and groups to implement educational initiatives such as environmental conservation.</li></ul></li></ul> |
|                                                                                                  | Social engagement                                 | <ul style="list-style-type: none"><li>We commit to engaging in public affairs and caring for the local communities, exerting social influence and promoting community development through the following measures:<ul style="list-style-type: none"><li>(1) Talent cultivation: We partnered with schools to instill ESG sustainability concepts in youths and promote sustainability education to 1,387 students.</li><li>(2) Environmental conservation: We connect with diverse non-profit organizations to promote environmental awareness, maintain biodiversity, and move towards a low-carbon society, with 598 employee participations in 5 environmental conservation events.</li><li>(3) Community harmony: We participate in neighborhood (nearby community) public affairs to create a harmonious and mutually beneficial living environment, benefiting 16,433 people.</li><li>(4) Humanistic care: We integrate local resources to promote local culture, with 454 employee participations in cultural events in 2025.</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <br>Customers | Personal data protection and information security | <ul style="list-style-type: none"><li>We implement the following measures to safeguard information security:<ul style="list-style-type: none"><li>We implement the following information security management measures to protect customers' rights:<ul style="list-style-type: none"><li>(1) We established the Confidential Information Management Procedure, Personal Data Management Rules, and Privacy Protection Policy, requiring all employees to read.</li><li>(2) We conduct monthly information security awareness campaigns, and require employees to complete information security training courses and pass relevant assessments once a year to enhance personal data protection awareness. The completion rate was 100% in 2025.</li><li>(3) The Company's confidential information is archived in the Document Control Center in accordance with internal procedures and classified by confidentiality level. Unauthorized disclosure of the Company's confidential information is prohibited, and relevant evaluation mechanisms have also been established.</li><li>(4) We install metal detectors at entrances for inspecting information security-controlled items.</li><li>(5) We regularly apply for ISO 27001 international information security management certification.</li></ul></li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"><li>0 information breach incidents in 2025<br/>General compensation principles are as follows:<br/>We will inform the customers immediately and provide proper remedies.</li></ul>                                                                                                                                                                                                                          |

In 2025, the risk occurrence rate was 3.55%, remaining unchanged compared to 2024. In recent years, the Company's risk occurrence rate has remained relatively low, primarily because we prioritize the physical and mental well-being of employees and workplace safety, supported by comprehensive care and management systems. For employees with abnormal health check results, the Company ensures ongoing follow-up care, access to professional medical consultations, and immediate on-site medical support. Upon receiving complaints, we promptly activate processing mechanisms in accordance with regulations. Work duties or environments are adjusted as needed, and where appropriate, medical care, psychological counseling, and social resources are provided. Confirmed violations are handled in accordance with company regulations, with disciplinary actions imposed as required. Cases involving potential criminal liability are referred to judicial authorities, and continuous monitoring and corrective actions are carried out to reduce the risk of recurrence. In addition, regular occupational safety and health meetings are held to review incident causes and implement preventive measures, thereby comprehensively strengthening workplace safety.

## Employee Protection and Communication

### Zero-Tolerance for Harassment and Discrimination

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

|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Policy Declaration</b></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 <a href="#">"Prohibiting Unlawful Violation in Workplace Statement"</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                          |  <p><b>Education and Training</b></p> | <p>We conduct training on preventing unlawful violations in workplace for all employees at least once every two years. Supervisory seminars are held as needed to enhance employee communication and reduce stress and frustration. In 2025, a total of 3,750 employees passed on-the-job training, achieving a 100% completion rate.</p>                                                          |
|  <p><b>Zero Tolerance</b></p>       | <p>We are committed to ensuring zero unlawful violations in workplace<sup>Note</sup>, 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><b>Disciplinary Measures</b></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><b>Grievance Channels</b></p> | <p>Together, all employees share the responsibility of maintaining a working environment free from unlawful violation in the workplace. 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> <div> <div>  <p>Grievance Hotline:<br/>02-29045858 #1132~#1136</p> </div> <div>  <p>Grievance Mailbox:<br/>protection@ntc.com.tw</p> </div> </div> |  <p><b>Remedial Measures</b></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 Unlawful Violation in Workplace**  
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 unlawful violation in workplace 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 Unlawful Violation in Workplace 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 outline 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. In 2025, counseling services were utilized 65 times, totaling 65 hours. Furthermore, we regularly conduct workplace mental health promotion seminars to offer stress relief channels for employees.

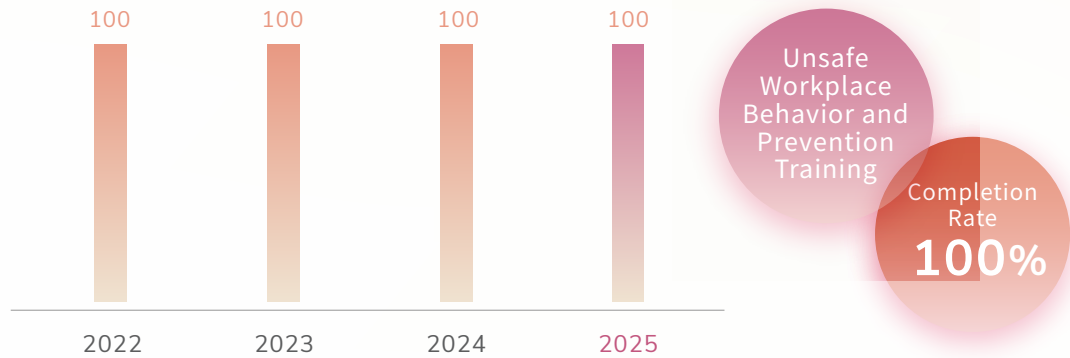
**Establishing Norms**

- We integrated the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy and the Nanya Technology Corporation Employee Complaint Regulations in 2019, and made relevant revisions in 2020 and 2023 respectively to enhance the comprehensiveness of our regulations.
- Revised the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy according to regulatory mandates in 2024.
- Revised the Nanya Technology Employee Protection and Complaint Regulations according to regulatory mandates in 2025.

**Implemented Actions**

- Conducting annual online "Unsafe Workplace Behavior and Prevention Training" for all employees.
- Conducting employee protection, hazard identification and risk assessments for each department to further manage potential at-risk groups.
- Strengthening the grievance investigation mechanism by establishing a permanent Grievance Review Committee.
- Establishing a counseling room and collaborating with the Teacher Chang Foundation for on-site counseling services.
- In 2024, we implemented the revised Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy and engaged external experts, such as academics and lawyers in relevant fields, to participate in complaint investigations.
- In 2025, we implemented new workplace bullying prevention measures in accordance with the Occupational Safety and Health Act and engaged external experts, such as academics, lawyers, and psychologists in relevant fields, to participate complaint investigations. Strengthening managers' performance management and coaching capabilities by providing systematic tools and training, enabling them to implement and fully execute PIP procedures in accordance with established guidelines.

### » Unlawful Violation in Workplace Training Statistics



### ■ Grievance and Whistleblower Channels

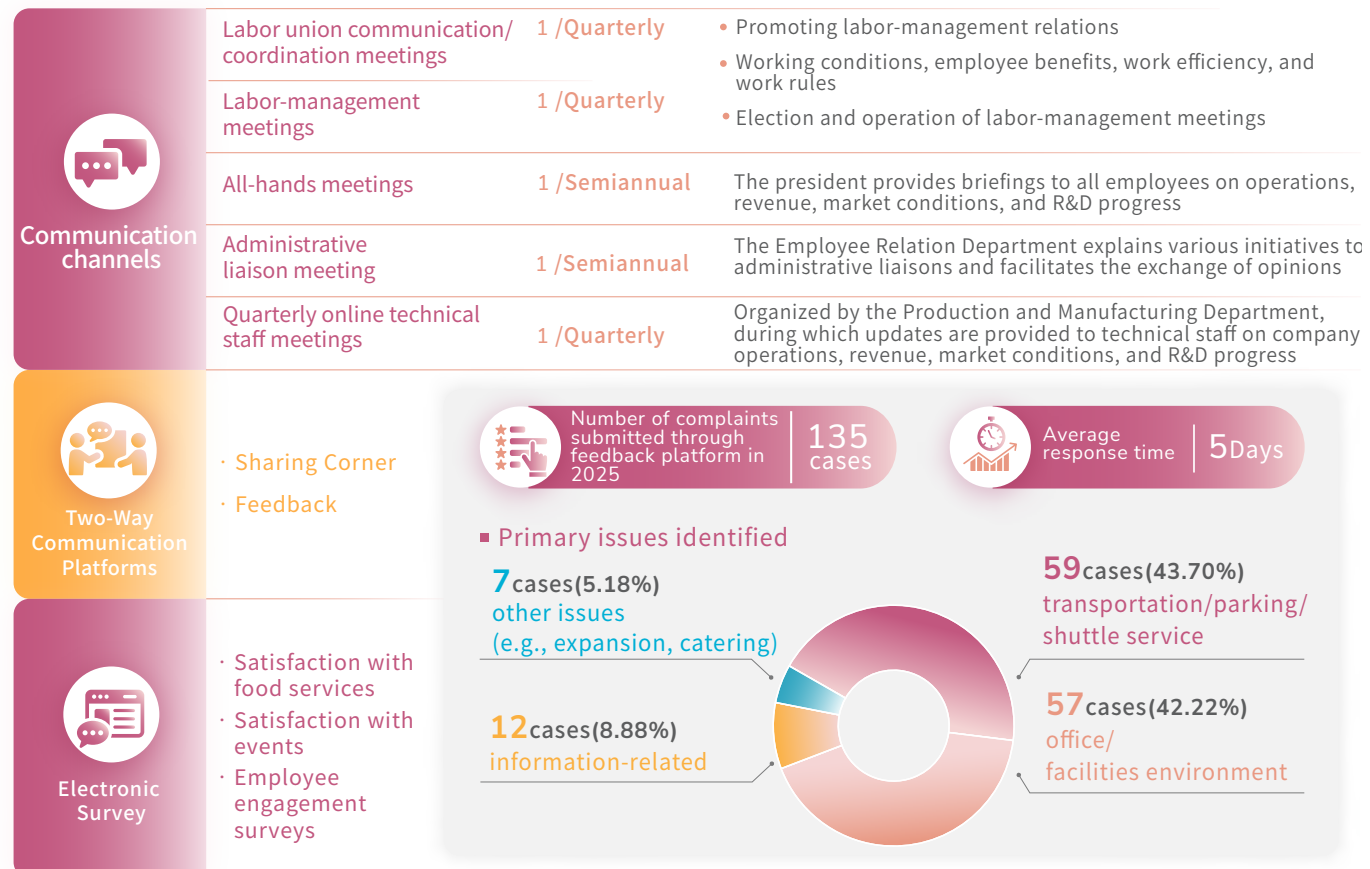
Nanya Technology has established various grievance channels in accordance with the Nanya Technology Employee Protection and Complaint Regulations, the Workplace Sexual Harassment Prevention, Grievance and Disciplinary Policy, and the Nanya Technology [Reporting Procedure](#). These channels provide internal 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 unlawful violations in workplace, the Grievance Review Committee will form an investigation taskforce and engage external experts 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

| Year              |                                                    |                                     | 2022          |           | 2023          |           | 2024          |           | 2025          |           |
|-------------------|----------------------------------------------------|-------------------------------------|---------------|-----------|---------------|-----------|---------------|-----------|---------------|-----------|
| Grievance Channel | Letters of complaint (including anonymous reports) |                                     | 4             |           | 0             |           | 3             |           | 5             |           |
|                   | Employee Grievance Form                            |                                     | 0             |           | 2             |           | 3             |           | 0             |           |
|                   | Whistleblowing hotline and mailbox                 |                                     | 1             |           | 1             |           | 1             |           | 2             |           |
|                   | Total                                              |                                     | 5             |           | 3             |           | 7             |           | 7             |           |
| Case Category     |                                                    |                                     | Substantiated | Dismissed | Substantiated | Dismissed | Substantiated | Dismissed | Substantiated | Dismissed |
| Case Category     | Cases Related to Employee Protection               | Personal privacy/data protection    | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Sexual harassment                   | 0             | 0         | 2             | 0         | 1             | 0         | 0             | 0         |
|                   |                                                    | Harassment                          | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 1         |
|                   |                                                    | Discrimination                      | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Environmental protection            | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Occupational health and safety      | 0             | 0         | 0             | 0         | 0             | 2         | 0             | 0         |
|                   | Cases Related to Business Ethics                   | Corruption and bribery              | 0             | 1         | 1             | 0         | 1             | 0         | 0             | 0         |
|                   |                                                    | Illicit gains                       | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Fair competition                    | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Questionable donations              | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Conflicts of interest               | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 1         |
|                   |                                                    | Money laundering or insider trading | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Intellectual property protection    | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   |                                                    | Customer privacy data               | 0             | 0         | 0             | 0         | 0             | 0         | 0             | 0         |
|                   | Others                                             |                                     | 1             | 3         | 0             | 0         | 1             | 2         | 0             | 5         |
|                   | Total substantiated cases                          |                                     |               | 1         |               | 3         |               | 3         |               | 0         |
| Resolution rate   |                                                    |                                     | 100%          |           | 100%          |           | 100%          |           | 100%          |           |

## 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 mechanisms enable employees to express their views on fundamental working conditions, 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 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 may openly and fully communicate with management on matters related to public and private domains, working conditions, compensation and benefits, or personal opinions. The available communication channels are as follows:

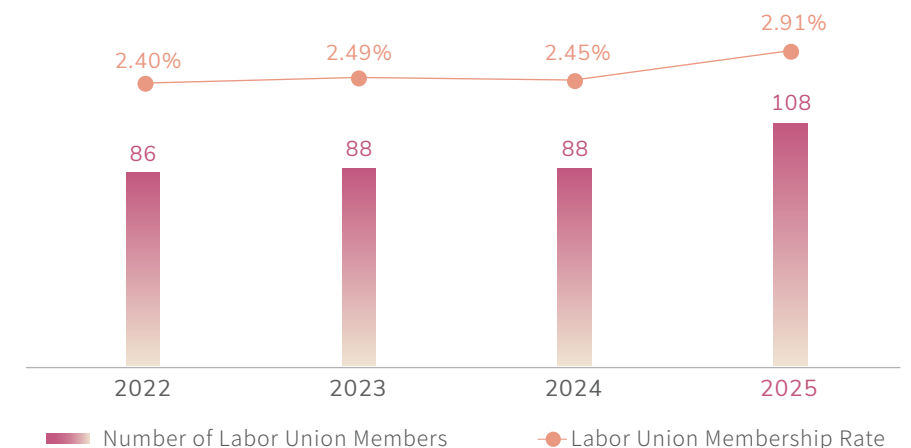


Nanya Technology established its labor union by employees in April 2012. Over the years, the Company and the labor union have actively maintained bilateral communication channels and a harmonious relationship. We exchange information and discuss working conditions (e.g., evaluation of breaks) through various channels, allowing the labor union to fully exercise its role and express opinions, thereby enhancing labor relations and employee welfare. Although a company labor union has been established, no collective bargaining proposal or agreement has been initiated 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 Four Years

| Nationalities                 | 2022  | 2023  | 2024  | 2025  |
|-------------------------------|-------|-------|-------|-------|
| Number of Labor Union Members | 86    | 88    | 88    | 108   |
| Labor Union Membership Rate   | 2.40% | 2.49% | 2.45% | 2.91% |

### Number of Labor Union Members/Rate



## 4.2 / Diversity, Equity and Inclusion

### ■ Harnessing the Power of Inclusion to Drive Sustainable Progress

Through the practice of diversity, equity, and inclusion (DEI), Nanya Technology is committed to building a workplace that is safe, inclusive, and grounded in a strong sense of belonging. We strive to systematically mitigate unconscious biases, fostering an environment where every individual feels accepted and valued. We not only respect differences but also recognize them as a core driver of sustainable growth and innovation. By implementing more inclusive recruitment and development policies, we encourage deep collaboration across departments and generations. Through education and training, we strengthen awareness of an inclusive culture, enabling every employee to experience a workplace where we grow together. This empowers individuals to realize their full potential and advance their careers, while creating a more valuable and competitive sustainable future together.

#### ■ Action Strategies for DEI

A people-oriented philosophy underpins our DEI strategy. We have established a clear vision and mission for DEI, supported by actionable strategies that promote inclusive empowerment and cross-generational collaboration. By focusing on attracting and developing diverse talents, enhancing inclusive communication and teamwork, and providing continuous learning and development opportunities, we systematically raise awareness and sensitivity to biases. In doing so, we unlock limitless innovation potential, build a strong foundation for an inclusive culture, and create an environment where employees feel respected, supported, and able to grow alongside the Company.



#### Vision

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



#### Mission

Building a workplace that fosters 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 integrate 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.

#### 2025 Results



##### Inclusive Culture

**11** sessions  
of cultural literacy  
seminars on inclusion  
and diversity

**573** sessions  
voluntarily responded  
to the "WoMen's Era"  
survey

**1** seat  
of female  
representative on the  
Board of Directors



##### Employee Diversity

**27.36%**  
are female  
employees

**34.99%**  
of managers are  
women

**1%**  
of recruits are  
people with  
disabilities



##### Future Talent Investment

**83** employees  
interns in tech,  
engineering, design and  
finance are hired

**NT\$820,000**  
allocated to the  
Future Scholarship

**NT\$7** million  
spent on  
industry-academia  
partnerships

#### 2026 Key Performance Indicators

##### Leadership Diversity

- Women hold at least one seat on the Board of Directors
- 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 **5** DEI literacy seminars

##### Diverse Talent Development

- We hosted **2** 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
- **135** pieces of employee feedback were addressed



## 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 workforce pool contributes to the Company's increased productivity and competitive advantages. We continuously plan and provide an environment suitable for talent cultivation, 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 2025, we employed individuals from 16 different nationalities, including Mainland Chinese, French, German, Japanese, American, Burmese, Italian, Kenyan, South Korean, Turkish, British, Indonesian, Malaysian, Vietnamese, Polish, and Cambodian, forming an internationally diverse workplace. In 2025, the total number of our foreign employees was 135, accounting for 3.52% of all employees. The top five nationalities<sup>Note</sup> were, in order, American, Chinese, Burmese, Japanese, and Indonesian. The top five nationalities in management positions were, in order, Taiwanese nationals, American, Japanese, Mainland Chinese, German, and French. Taiwanese nationals ranked the highest, accounting for 92.03% 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 2025, we employed 37 individuals with disabilities in Taiwan, with a hiring rate of 1.00%. 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.

| Year                                     | 2022                                                                                                                                                                         | 2023                                                                                                                                                                         | 2024                                                                                                                                                       | 2025                                                                                                                                                                                      |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of Nationalities                  | 16                                                                                                                                                                           | 16                                                                                                                                                                           | 14                                                                                                                                                         | 17                                                                                                                                                                                        |
| Category of Nationalities                | 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 | Taiwanese Nationals, Mainland Chinese, French, German, Japanese, American, Burmese, Italian, Kenyan, South Korean, Turkish, British, Indonesian, Malaysian, Vietnamese, Polish, Cambodian |
| Proportion of Foreign Employees (%)      | 3.01%                                                                                                                                                                        | 2.99%                                                                                                                                                                        | 2.92%                                                                                                                                                      | 3.52%                                                                                                                                                                                     |
| Number of People with Disabilities Hired | 36                                                                                                                                                                           | 40                                                                                                                                                                           | 42                                                                                                                                                         | 37                                                                                                                                                                                        |
| People with Disabilities Hiring Rate (%) | 1.01%                                                                                                                                                                        | 1.13%                                                                                                                                                                        | 1.17%                                                                                                                                                      | 1.00%                                                                                                                                                                                     |

Note: The calculation of people with disabilities hiring rate is based on the 3,718 regular employees in Taiwan

### Distribution of Top Five Nationalities by Management and Employee Levels in 2025

| Nationality      | Number of Employees | Percentage of Total Employees | Number of Managers | Percentage of Total Managers |
|------------------|---------------------|-------------------------------|--------------------|------------------------------|
| R.O.C            | 3,700               | 96.48%                        | 335                | 92.03%                       |
| American         | 73                  | 1.90%                         | 11                 | 3.02%                        |
| Japanese         | 8                   | 0.21%                         | 6                  | 1.65%                        |
| Mainland Chinese | 22                  | 0.57%                         | 3                  | 0.82%                        |
| French           | 2                   | 0.05%                         | 2                  | 0.55%                        |
| German           | 3                   | 0.08%                         | 2                  | 0.55%                        |
| Burmese          | 12                  | 0.31%                         | 0                  | 0.00%                        |
| Indonesian       | 5                   | 0.13%                         | 0                  | 0.00%                        |

### ■ Fair and Diverse Recruitment Channels

To emphasize and respect diversity, we have made all items on the interview information form that are not directly related to job requirements optional, such as gender, age, and family status. This approach proactively reduces biases, making the recruitment process more inclusive and better aligned with our DEI strategy. In addition, we leverage a diverse set of recruitment channels. Beyond submitting résumés through the Company's official website, candidates may also apply via job platforms. We actively engage with universities by participating in campus recruitment events, enabling us to identify the most suitable talents. In 2025, we collaborated with Youth Salon and educational institutions to organize a Semiconductor Women's Empowerment Camp, and hosted a corporate visit for students from Jinling Girls High School. During the program, female leaders from the Company were invited to share their experiences with students, providing deeper insight into the semiconductor industry. The initiative aimed to support young women in exploring careers in the semiconductor field and laying a strong foundation for their future development, while encouraging more female talents to join the industry.



### ■ Cultivating and Promoting a Culture of Diversity and Inclusion

We regard DEI as a long-term, continuously advancing cultural commitment and a core pillar of talent development. Through a systematic approach, we enhance employees' awareness of inclusion and internalize respect for differences into daily practices, fostering a strong sense of belonging across the organization.

We are committed to systematically eliminating unconscious biases, strengthening organizational connectivity, and building a structured learning framework. This framework encompasses full-time and part-time employees, as well as talent from diverse age groups and backgrounds, ensuring equitable access to development opportunities. To this end, we have designed multi-level learning and development programs as outlined below:

#### ■ Establishing Core Foundational Concepts

To establish a solid understanding of DEI across the workforce, we have developed two training courses. Since 2024, these courses have recorded a cumulative 6,421 participations and 2,408 person-hours of training. The courses focus on building a foundational understanding of DEI concepts, highlighting the benefits of fostering DEI, and guiding employees to recognize and identify potential unconscious biases in the workplace. They also address the impact of microaggressions on team psychological safety. Through these programs, we establish a shared DEI language and lay a strong foundation for more equitable interactions.

#### ■ Developing Cultural Competency for Inclusion

To integrate DEI principles into teamwork and cross-departmental communication, we organize lectures and sharing sessions focused on inclusion and cultural literacy. These initiatives help employees learn how to communicate effectively and inclusively across diverse backgrounds, strengthening mutual trust and psychological safety, and transforming differences into a sense of team belonging.

In 2025, we held 11 sessions, including women's development themed seminars, humanities literacy seminars, and the "WoMen's Era" sharing session, with a total of 653 participations. Through engagement and exchange with both internal and external experts as well as employees, these activities foster a harmonious and innovative workplace environment while shaping a strong culture of inclusion.

## » Inclusive Culture and Cultural Literacy Seminars (2023–2025)

| Year                         | 2023  | 2024  | 2025  |
|------------------------------|-------|-------|-------|
| Sessions                     | 13    | 15    | 11    |
| Participations               | 610   | 984   | 653   |
| Total training person-hours  | 1,099 | 1,825 | 1,255 |
| Satisfaction (5-point scale) | 4.7   | 4.6   | 4.8   |

## ■ Inclusive Leadership

To ensure the continued advancement of DEI within the organization, leadership capabilities must evolve in step with emerging trends. Our mid- to senior-level managers actively participate in the Inclusive Leadership program. Since 2024, the program has recorded a cumulative total of 358 participations. The training focuses on applying fair decision-making frameworks to talent recruitment review, performance guidance and evaluation, and career development. It also emphasizes demonstrating DEI values in daily management practices and fostering a more open and inclusive sense of organizational belonging. Through these efforts, DEI strategies can be effectively driven top-down and integrated across all levels of the organization, supporting the holistic development of employees. Furthermore, through our annual March 8th International Women's Day survey, we encourage employees to explore DEI issues from various perspectives. 2025 theme : "The Everyday Bias Survey", recorded 573 participants. The survey provides insights into the values of employees across different roles, generations, and genders, enabling these values to be progressively integrated into daily behaviors and decision-making. Through these efforts, Nanya Technology continues to move toward building a truly diverse, equitable, and inclusive workplace.

Demonstrating Self-Worth



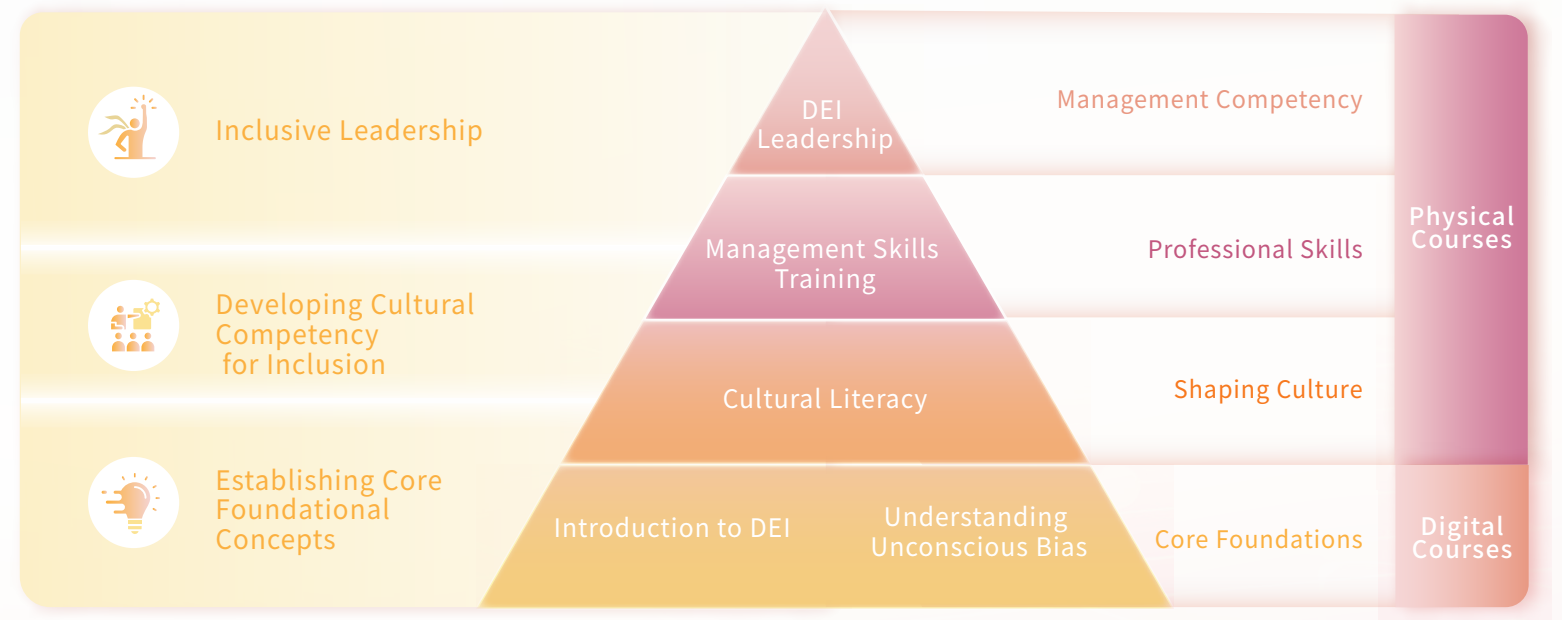
Sense of Belonging in an Inclusive Workplace (featuring a guest speaker)



DEI Leadership Program



## » DEI Course Structure Chart





## 4.3 Talent Development

### Attracting Talent

#### Stable Workforce

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 maintains a remarkably stable workforce structure. In 2025, our Taiwan and overseas subsidiaries employed 3,835 regular employees (including 87 interns), with 87.85% categorized as professional staff<sup>Note 1</sup> and an additional 72 non-regular employees<sup>Note 2</sup>. 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 3,718, accounting for 96.95% of the total workforce, while overseas subsidiaries employ 117 regular employees, accounting for 3.05%. The gender ratio among regular employees is approximately 2.66:1, with 2,786 male employees (72.65%) and 1,049 female employees (27.35%). 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 38.86 years, with individuals aged 30 to 50 forming the primary workforce, accounting for 63.94% of total regular employees. The majority of employees hold bachelor's or master's degrees. All regular and non-regular employees are directly hired by the Company, with no part-time employees in 2025. 100% of our workforce is full-time.

#### » 2025 Employee Age Distribution in Taiwan and Overseas Subsidiaries

|          |                       | 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     | 173    | 16.86%                                         | 575  | 21.36%                                       | 4                     | 17.39%                                        | 35   | 37.23%                                      | 177    | 16.87%                               | 610  | 21.90%                             | 787           | 20.52%                                       |
|          | Non-Regular Employees | 16     | 100.00%                                        | 46   | 82.14%                                       | 0                     | 0.00%                                         | 0    | 0.00%                                       | 16     | 1.53%                                | 46   | 1.65%                              | 62            | 86.11%                                       |
| 30-50    | Regular Employees     | 680    | 66.28%                                         | 1737 | 64.52%                                       | 12                    | 52.17%                                        | 23   | 24.47%                                      | 692    | 65.97%                               | 1760 | 63.17%                             | 2452          | 63.94%                                       |
|          | Non-Regular Employees | 0      | 0.00%                                          | 4    | 7.14%                                        | 0                     | 0.00%                                         | 0    | 0.00%                                       | 0      | 0.00%                                | 4    | 0.14%                              | 4             | 5.56%                                        |
| Over 50  | Regular Employees     | 173    | 16.86%                                         | 380  | 14.12%                                       | 7                     | 30.43%                                        | 36   | 38.30%                                      | 180    | 17.16%                               | 416  | 14.93%                             | 596           | 15.54%                                       |
|          | Non-Regular Employees | 0      | 0.00%                                          | 6    | 10.71%                                       | 0                     | 0.00%                                         | 0    | 0.00%                                       | 0      | 0.00%                                | 6    | 0.22%                              | 6             | 8.33%                                        |

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

In 2025, Nanya Technology had 33 female managers in mid- to senior-level management positions, accounting for 12.6% of top management. 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 38.31%, showing no significant change compared to 2024.

» Percentage of Female Employees Over the Past Four Years

| Year                                                                                                   | 2022              |                                         | 2023              |                                         | 2024              |                                         | 2025              |                                         |
|--------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------|-------------------|-----------------------------------------|-------------------|-----------------------------------------|-------------------|-----------------------------------------|
| Number of Employees/Percentage                                                                         | Number of Females | Percentage of Females <sup>Note 1</sup> | Number of Females | Percentage of Females <sup>Note 2</sup> | Number of Females | Percentage of Females <sup>Note 3</sup> | Number of Females | Percentage of Females <sup>Note 4</sup> |
| Total Employees                                                                                        | 1,015             | 27.54%                                  | 1,013             | 27.78%                                  | 1,022             | 27.67%                                  | 1,049             | 27.35%                                  |
| Management                                                                                             | 125               | 34.44%                                  | 126               | 35.00%                                  | 127               | 34.89%                                  | 127               | 34.89%                                  |
| Executive                                                                                              | 30                | 11.49%                                  | 31                | 12.02%                                  | 33                | 12.55%                                  | 33                | 12.55%                                  |
| Frontline Management                                                                                   | 95                | 93.14%                                  | 95                | 93.14%                                  | 94                | 93.07%                                  | 94                | 93.07%                                  |
| Managers of Production Revenue-Related Departments (Management) <sup>Note 5</sup><br><sup>Note 6</sup> | 116               | 32.04%                                  | 117               | 38.49%                                  | 118               | 38.19%                                  | 118               | 38.31%                                  |
| Female Employees in STEM-Related Positions <sup>Note 7</sup>                                           | 459               | 16.34%                                  | 458               | 16.43%                                  | 468               | 16.44%                                  | 483               | 16.51%                                  |

Note 1, 2, 3 and 4: The calculation is based on the total number of employees of the group.  
 Note 5: Production revenue-related departments do not include 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 6: 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 7: STEM stands for science, technology, engineering, and mathematics-related roles.

Nanya Technology Talent Recruitment Video



■ Attracting Top 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 2025, a total of 459 individuals were hired in Taiwan, with approximately NT\$610,000 invested in recruitment expenses, averaging NT\$1,348 per hire. Multiple recruitment channels were utilized:

|  |                                                        |                                                                                                                                                                                                                                                                                                                                                                                   |
|--|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Online Recruitment Advertising                         | Job positions are regularly posted across a range of online recruitment platforms, with clear descriptions of responsibilities and qualifications. This helps candidates better understand both the role and the Company, thus reaching talent from diverse backgrounds and skill sets.                                                                                           |
|  | Internal Referral Program                              | A structured referral program encourages employees to recommend candidates who are a strong fit for both the role and the company culture. Employees' firsthand experience and professional judgment help improve the accuracy of candidate matching.                                                                                                                             |
|  | Official Social Media Platforms                        | Recruitment information is shared through official social media channels, strengthening employer branding and increasing visibility. This approach is particularly effective in attracting younger candidates and high-potential talents to engage with and apply to the Company.                                                                                                 |
|  | Campus Recruitment and Student Engagement              | Under the theme—Shaping the Future Together—the Company engages universities through campus recruitment initiatives. Through presentations, panel discussions, and interactive sessions, we share insights into semiconductor industry trends, company strategy, and career opportunities, encouraging students interested in the technology sector to pursue their career goals. |
|  | Industry-Academia Collaboration and Talent Cultivation | We work closely with academic institutions to develop talent through internships and cooperative education programs. These initiatives help students build practical skills while enabling the Company to identify and cultivate high-potential candidates early, creating a sustainable talent pipeline.                                                                         |
|  | Local entry-level hiring                               | To support frontline workforce needs, we partner with local employment service centers near our facilities. We regularly hold on-site interviews, providing immediate job consultation and placement opportunities. Priority is given to local residents to support regional employment and community development.                                                                |



## » 2022–2025 Total Recruitment Cost

| Year                                  | 2022      | 2023    | 2024    | 2025    |
|---------------------------------------|-----------|---------|---------|---------|
| Total Recruitment Cost (in NT\$)      | 1,304,183 | 493,388 | 724,968 | 617,604 |
| Total Number of Hires <sup>Note</sup> | 558       | 286     | 411     | 459     |
| Recruitment Cost per Person (in NT\$) | 2,337     | 1,725   | 1,764   | 1,345   |

Note: 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 2025, new hires accounted for approximately 12.3% of our workforce, with a male to female ratio of approximately 3.48:1.

## » 2022–2025 New Hires in Taiwan and Overseas

| Year                                | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|------|------|------|------|
| Number of New Hires <sup>Note</sup> | 412  | 175  | 260  | 475  |

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

## » 2025 Total New Hires in Taiwan and Overseas

| Group                                 |                       | Female           |                              | Male             |                              | Total            |                              |
|---------------------------------------|-----------------------|------------------|------------------------------|------------------|------------------------------|------------------|------------------------------|
|                                       |                       | Number of People | Percentage <sup>Note 2</sup> | Number of People | Percentage <sup>Note 3</sup> | Number of People | Percentage <sup>Note 4</sup> |
| Region                                | Taiwan                | 104              | 10.14%                       | 349              | 12.96%                       | 453              | 12.18%                       |
|                                       | Overseas Subsidiaries | 2                | 8.7%                         | 20               | 21.28%                       | 22               | 18.8%                        |
| Age                                   | Under 30              | 85               | 12.50%                       | 260              | 14.97%                       | 345              | 14.27%                       |
|                                       | 30–50                 | 19               | 10.98%                       | 81               | 14.04%                       | 100              | 13.33%                       |
|                                       | Over 50               | 0                | 0.00%                        | 8                | 2.12%                        | 8                | 1.45%                        |
| 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                       |                       | 106              |                              | 369              |                              | 475              |                              |
| Percentage of Total Regular Employees |                       | 2.76%            |                              | 9.62%            |                              | 12.39%           |                              |

Note 1: New hires refer to individuals who were hired in 2025 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



## 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.

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 tracked based on the difference between clock-in and clock-out times, or plant entry and exit times, as 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 our 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.

#### • Guaranteed Overtime Compensation

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.

#### • Guaranteed Paid Annual Leave

To protect employees' right to take leave, the Company followed the Labor Standards Act and gave about 63,447 days of annual leave in 2025. 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 2025, about 39,388 days of annual leave were carried over to 2026. 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 2025, our voluntary turnover rate was 10.73% (with a male to female turnover ratio of approximately 3.8:1), an increase of 4.52% compared to 2024, which was 6.21%. This increase was primarily due to industry-wide conditions and market shifts that fueled higher voluntary attrition. To stabilize our workforce, starting in July 2025, 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 exit interviews to understand employees' reasons for leaving and their future plans, offering relevant advice as needed.

### » Reasons for Resignation and Improvement Measures

| Reasons for Resignation                       | Improvement Measures                                                                                                                                                                          |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compensation does not meet expectations       | Regularly surveying industry salary levels and benefits and adjusting the compensation structure, in order to offer more competitive pay and benefits.                                        |
| Family-related factors                        | Providing counseling channels to assist with adjustments to job responsibilities or internal transfers based on personal or family needs.                                                     |
| Job responsibilities do not meet expectations | Enhancing the clarity of job descriptions during the interview stage, establishing robust communication channels to identify underlying issues, and implementing appropriate job adjustments. |

## » 2022–2025 Taiwan and Overseas Turnover Rate Analysis

| Year                    | 2022  | 2023  | 2024  | 2025   |
|-------------------------|-------|-------|-------|--------|
| Voluntary turnover rate | 8.8%  | 4.58% | 6.21% | 10.73% |
| Total turnover rate     | 9.05% | 4.81% | 6.35% | 11.03% |

Note:

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 employees who voluntarily express their intention to resign. The Company's calculation of turnover rate is primarily based on voluntary turnover rate. The total turnover rate includes both the voluntary turnover rate (including retirements) and involuntary turnover rate (including dismissals, layoffs, deaths, and other factors).

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.

## » 2024–2025 Total Taiwan and Overseas Departed Employees

| 2024                                                    |                       |                  |                             |                  |                             |                  |                             |
|---------------------------------------------------------|-----------------------|------------------|-----------------------------|------------------|-----------------------------|------------------|-----------------------------|
| Group                                                   |                       | Female           |                             | Male             |                             | Total            |                             |
|                                                         |                       | Number of People | Percentage <sup>Note2</sup> | Number of People | Percentage <sup>Note3</sup> | Number of People | Percentage <sup>Note4</sup> |
| 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 <sup>Note 5</sup> |                       | 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

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 2025, the accumulated Labor Retirement Reserve Fund totaled NT\$637,605,903, 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 99.2% of our workforce.

| 2025                                                    |                       |                  |                             |                  |                             |                  |                             |
|---------------------------------------------------------|-----------------------|------------------|-----------------------------|------------------|-----------------------------|------------------|-----------------------------|
| Group                                                   |                       | Female           |                             | Male             |                             | Total            |                             |
|                                                         |                       | Number of People | Percentage <sup>Note2</sup> | Number of People | Percentage <sup>Note3</sup> | Number of People | Percentage <sup>Note4</sup> |
| Region                                                  | Taiwan                | 84               | 98.82%                      | 307              | 97.46%                      | 391              | 97.75%                      |
|                                                         | Overseas Subsidiaries | 1                | 1.18%                       | 8                | 2.54%                       | 9                | 2.25%                       |
| Age                                                     | Under 30              | 28               | 32.94%                      | 130              | 41.27%                      | 158              | 39.50%                      |
|                                                         | 30–50                 | 48               | 56.47%                      | 163              | 51.75%                      | 211              | 52.75%                      |
|                                                         | Over 50               | 9                | 10.59%                      | 22               | 6.98%                       | 31               | 7.75%                       |
| Rank                                                    | Executive             | 0                | 0.00%                       | 6                | 1.90%                       | 6                | 1.50%                       |
|                                                         | Frontline Management  | 0                | 0.00%                       | 1                | 0.32%                       | 1                | 0.25%                       |
| Total Departed Employees                                |                       | 85               |                             | 315              |                             | 400              |                             |
| Percentage of Total Regular Employees <sup>Note 5</sup> |                       | 8.19%            |                             | 11.65%           |                             | 10.69%           |                             |

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 by the end of the year (excluding interns)

## Employee Engagement Survey

The Human Resource Division of 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 2025 was 94%, with an average employee recognition score of 77%. Although it did not reach the target of 78%, it still represents a 4% increase compared to 73% in 2024. The main reason is that, since 2022, the DRAM industry has been affected by cyclical downturns, leading to weaker operating performance at Nanya Technology and tighter related benefits and bonus payouts. However, following the market recovery in the second half of 2025, various benefit programs have gradually been restored, and overall performance across the six key dimensions has improved for both male and female employees.

### Employee's Average Recognition Score

| Employee engagement surveys                                | 2022             |                | 2023             |                | 2024             |                | 2025             |                |
|------------------------------------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|
| Aspect                                                     | Female Employees | Male Employees | Female Employees | Male Employees | Female Employees | Male Employees | Female Employees | Male Employees |
| Employees' Personal Work Experience                        | 72.3%            | 74.1%          | 70.6%            | 73.1%          | 72.0%            | 72.5%          | 73.6%            | 76.5%          |
| Employee and Supervisor's Management Style                 | 73.8%            | 79.0%          | 74.2%            | 78.5%          | 74.5%            | 77.2%          | 76.3%            | 79.7%          |
| Employee's Understanding of Company Vision and Culture     | 82.0%            | 82.9%          | 81.8%            | 81.7%          | 79.3%            | 75.7%          | 82.6%            | 85.1%          |
| Employees' View towards Management Team                    | 73.0%            | 76.6%          | 74.3%            | 76.8%          | 73.1%            | 69.4%          | 77.6%            | 78.0%          |
| Employee Peer Relationships                                | 80.6%            | 81.7%          | 78.4%            | 80.6%          | 76.9%            | 78.1%          | 78.9%            | 80.7%          |
| Employees' Satisfaction with Promotion and Compensation    | 68.6%            | 69.5%          | 64.9%            | 68.4%          | 63.4%            | 64.5%          | 66.3%            | 69.7%          |
| Percentage of Employees Reaching Average Recognition Score | 76.2%            |                | 75.3%            |                | 73%              |                | 77%              |                |
| Response Rate                                              | 93.4%            |                | 93.4%            |                | 91.5%            |                | 94%              |                |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                |                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Frontline Staff</div> <div> <p>Enhancing employee protection to prevent workplace bullying through a case-specific approach and addressing the root cause</p> <p>We already provide 2 promotion opportunities for direct employees every year and will continue to optimize our promotion system (i.e., shortening the tenure requirement) to guarantee promotions for outstanding employees</p> <p>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</p> </div> <div> <p>Work Experience</p> </div> | <div> <p>Promotion and Compensation</p> </div> | <div> <p>Learning and Growth</p> </div> <p>We are developing experiential team-building and problem-solving learning programs</p>                                                                   |
| <div>Employees with 3–5 Years of Tenure</div> <div> <p>Enhancing employee protection to prevent workplace bullying through a case-specific approach and addressing the root cause</p> <p>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</p> </div> <div> <p>Work Experience</p> </div>                                                                                                                                                                                                    | <div> <p>Promotion and Compensation</p> </div> | <div> <p>Learning and Growth</p> </div> <p>Developing a series of courses for outstanding next-generation talents focusing on the efficient application of integrated thinking in the workplace</p> |

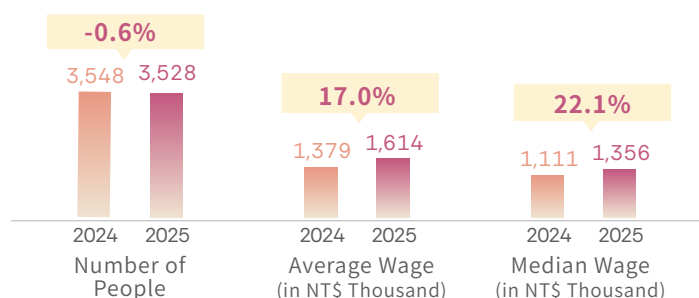


## Offering Good Remuneration and Measures

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 2025, the average salary for full-time non-managerial employees was NT\$1,614,000, a 17% increase compared to 2024. The median salary for full-time non-managerial employees was NT\$1,356,000.

### Non-Managerial Full-time Employees



## Remuneration Designed for Talent Retention

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

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

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

Nanya Technology values meeting the basic living needs of every employee. To this end, we are committed to providing compensation that exceeds the Living Wage standard. 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 [\[Link\]](#) 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.

In pursuit of decent work and equal pay for equal work, the Company is committed to ensuring that starting salaries for male and female employees do not differ based on gender. Regulatory compliance reviews are conducted every six months to ensure that compensation for male and female employees comply with the requirements of the Gender Equality in Employment Act. In addition, the Company regularly conducts compensation surveys and analyses to assess the extent of salary differences between male and female employees through multidimensional comparisons based on job grade, job function, and other factors.

Regarding average remuneration between genders, the average remuneration for female management is slightly lower than that for males, with a female/male average total salary ratio of 93.35% and a female/male average total salary plus compensation ratio of 93.46% in 2025. This is primarily because the proportion of male management of middle level and above is higher than that of females, leading to a higher average male remuneration. In 2025, the average total salary ratio (female/male) for non-management employees was 105.84%, and the ratio including compensation was 109.01%, with female employees earning slightly more than their male counterparts. This is mainly due to the higher average seniority of female employees compared to males, resulting in a higher average female remuneration. Overall, the difference between the average compensation for male and female employees remains within 10%, with no significant differences identified.

To promote work-life balance, the Company offers a flexible working hours system under which employees may apply for different work schedules based on individual needs (including shifts beginning at 6:30, 7:30, 8:30, 9:30, and 10:30). Implementation is subject to managerial approval. Through flexible working hour arrangements, the Company supports employees in balancing their professional and personal lives while enhancing overall work efficiency and employee satisfaction.

Based on a well-developed institutional foundation, the Company provides a competitive compensation framework and a comprehensive set of benefits, with a commitment to supporting employees and their families, ensuring a stable and high-quality of life across essential areas such as food, clothing, housing, transportation, children's education, and healthcare.



Starting salary for frontline operators is **NT\$29,700** and above **3.88%** higher than the minimum wage in 2025 Note 1

Starting salary for bachelor's degree engineering positions is **NT\$45,500** and above **59.15%** higher than the minimum wage in 2025 Note 1

Note 1: Effective January 1, 2025, the minimum wage has been raised to NT\$28,590.

## » Male to Female Average Remuneration Ratio in Taiwan

| Male to Female Remuneration Ratio                                                        | 2022    | 2023    | 2024    | 2025    |
|------------------------------------------------------------------------------------------|---------|---------|---------|---------|
| 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                              | 95.68%  | 95.02%  | 94.58%  | 93.35%  |
| Female to Male Ratio of Average Total Salary + Compensation for Management               | 95.28%  | 95.30%  | 94.57%  | 93.46%  |
| Female to Male Ratio of Average Total Salary for Non-Managerial Employees                | 108.42% | 106.99% | 105.84% | 105.84% |
| Female to Male Ratio of Average Total Salary + Compensation for Non-Managerial Employees | 111.43% | 109.28% | 108.91% | 109.01% |

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.

## Talent Empowerment

### Talent Development Guidelines



#### Philosophy

Guided by a people-oriented philosophy and a commitment to sustainability, we champion lifelong learning and support Employee's career development to build a leading talent development system tailored to the semiconductor industry.



#### Policy

By aligning with Company strategy, we continuously enhance talent cultivation and development by optimizing our training and development system, cultivating cross-functional talent, and empowering employees. We systematically equip all employees with the necessary skills to achieve the Company's sustainable development goals.



#### Goal

**2025:**  
Percentage of key talents among all employees  $\geq 7.5\%$ ;  
Internal employee substitution rate for job openings  $\geq 60\%$ .



#### System

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, Technical Paper and Practical Innovation Competition Guidelines; Outstanding Team Program; Training Materials Management Website User Guidelines.



#### Implementation

We formulate and execute annual talent development plans based on Company strategy. Execution indicators are reviewed on a monthly basis, while progress and training effectiveness are evaluated quarterly and semi-annually by the President, Talent Development Committee members, and the Training and Development Committee during committee meetings.

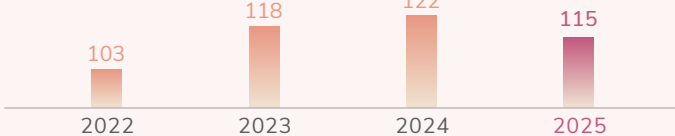
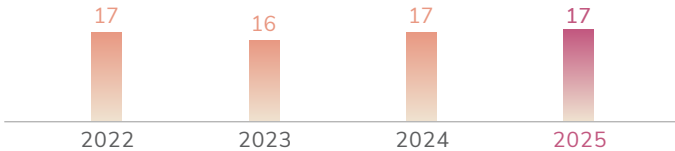
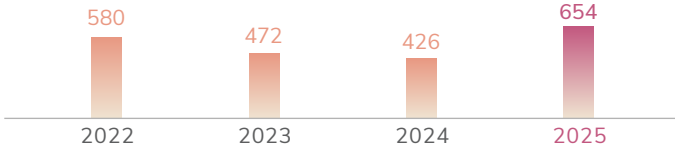
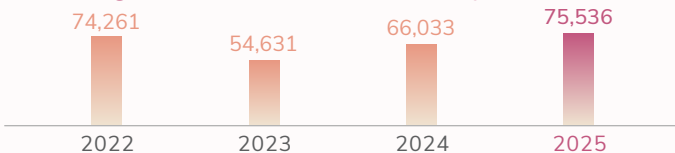
## Five New Initiatives—New Technologies, New Products, New Facilities, New Generation, New Skills

In the first half of 2025, amid external uncertainties and a sluggish market, Nanya Technology continued to offer employees higher-quality and more effective talent development programs. At the same time, we consistently enhanced and refined our overall talent development and training system. Through continuous innovation, we generated momentum for growth and responded to dynamic challenges, maintaining our competitiveness by leveraging the power of our talents. Based on our vision and strategic goals, we have developed comprehensive short-, medium-, and long-term **talent cultivation plans**. Through our core initiatives, **Talent Intelligence Hub**; Smart Dream Factory; Co-learning Gathering-We Together, We Learn, We Grow; and the Five Innovations Program, we continue to strengthen the key capabilities needed to sustain long-term operations and drive innovation in R&D. Using a learning loop approach, it covers **core competencies, organizational management, professional skills, and personal development**. Employees leverage internal training and development programs, along with knowledge management platforms, to learn, share, and create the competencies, courses, and materials they need through online and offline channels. We also continuously provide a wide range of learning resources, including external training opportunities, lectures, professional technical communities, and discussion forums. These efforts aim at promoting a learning-oriented organization and continuously enhance the overall effectiveness of our talent development and training programs.

Following the introduction of the Five Innovations Program in 2024 to support the Company's strategic development, we continue to advance the initiative in 2025 under our **Five New Initiatives**. The **program** focuses on five areas: **new technologies, new products, new facilities, new generation, and new skills**. The corresponding employee training and development action plans are outlined below.



Under the Five New Initiatives program, employee training and development action plans are structured across five key areas and encompass the Company's diverse development and learning pathways. The main training categories are outlined as follows:

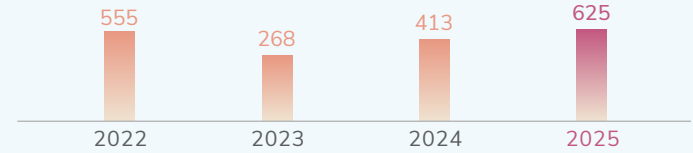
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|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div></div> <div>New Technologies</div> | <div>Technical Papers and Technical Improvement/Physical Creation</div> <div>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 quality technical papers. In 2025, a total of <b>62</b> technical papers were submitted, along with <b>53</b> entries in technical improvements and practical creations, bringing the total number of submissions to <b>115</b>.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <div>• Number of entries over the years</div> <div></div>                            |
|                                                                                                                          | <div>Outstanding Team Competitions</div> <div>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. In 2025, as many as <b>17</b> teams participated in the competition.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <div>• Number of participating teams over the years</div> <div></div>                |
|                                                                                                                          | <div>Industry-Academia Cooperation</div> <div>We aim to strengthen the technical competencies of young students and nurture semiconductor talent to align industry needs with academic training, while enhancing the Company's R&amp;D momentum and talent cultivation. Since 2018, we have accumulated a total of 53 collaborative projects, with an investment of NT\$67 million. In 2025 alone, we partnered with <b>4</b> universities across <b>7</b> projects, contributing a total of <b>NT\$7.02</b> million.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                         |
| <div></div> <div>New Products</div>   | <div>On-the-Job Training</div> <div><div>We conduct our on-the-job training according to the Structured On-the-Job Training (S-OJT) Implementation Guidelines, 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, integrate core competencies better, shorten learning curves, and enhance organizational training effectiveness. 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. In 2025, a total of <b>654</b> employees passed on-the-job training, achieving a 100% completion rate. (We have maintained a <b>100%</b> completion for the past four years.)</div><div>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. In 2025, a total of <b>7,098</b> items were recorded, including 325 training materials and 6,673 operational knowledge documents, representing an <b>11.6%</b> increase compared to the previous year.</div></div> | <div>• Number of employees who completed training over the years</div> <div></div> |
|                                                                                                                          | <div>Core Curricula</div> <div>In line with the Company's strategic direction, we deliver a range of policy-driven and role-based mandatory professional courses. We also provide core training to comply with government regulations on labor safety and environmental health, and to meet customer requirements for product quality. In 2025, total training hours across all categories increased by <b>14.3%</b> compared to the previous year, reaching 75,536 person-hours.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <div>• Training hours for core courses over the years</div> <div></div>            |



### Orientation Camp

To help new hires, including contract workers, interns and part-time staff, rapidly integrate into our organization and company culture, complete job basic training requirements seamlessly, as well as further understand the Company's working environment and the overall semiconductor industry, 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 shorten the learning curve. In 2025, due to market conditions and ongoing headcount control, **625** employees completed onboarding training across **24** sessions.

#### •Number of Orientation Camp participants over the years

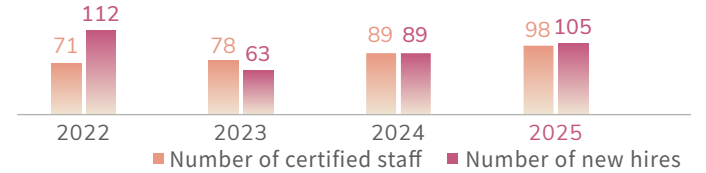


### New Facilities

### Direct Employee Training

We regularly plan and deliver training programs for trainers and continue to provide pre-job training for direct personnel on professional skills and equipment operation. We also conduct regular evaluations and certifications based on training performance and proficiency. Through the trainer system, we offer incentives to motivate production-line personnel to adapt quickly to the clean room environment and become production-ready as early as possible. In 2025, **98** employees obtained equipment operation certification, totaling **14,700** person-hours of training.

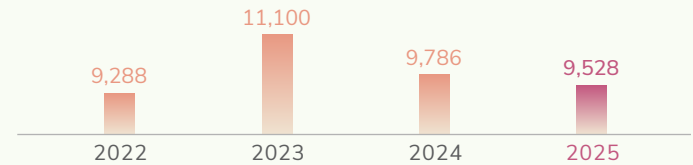
#### •Production line staff training data over the years



### Management Skills Training

We regularly conduct management training for supervisors at different levels to strengthen leadership capabilities and performance. Our comprehensive programs cover four key areas: management competencies, team collaboration, strategic expertise, and emerging knowledge. In 2025, total training hours for management programs reached **9,528** person-hours. We also enroll first- and second-line management trainees in advanced functional leadership programs to strengthen their ability to lead both people and operations, while passing on the Company's core management philosophy.

#### •Management training data over the years



### New Generation

### Outstanding Next-Generation Talent Cultivation

We value the development of young-generation employees and aim 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. By 2025, four cohorts have been completed, totaling **167** participants and a retention rate of **95.2%**.

#### •Number of employees trained over the years





0

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Business  
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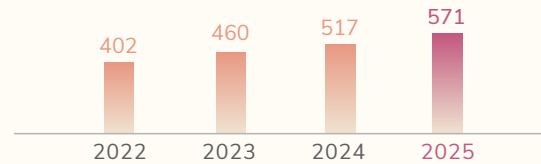
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Appendix

### Artificial Intelligence Practices

In response to industry trends and digital transformation, we continue to introduce and enhance in-house AI capabilities by implementing internal AI talent cultivation programs. These include practical AI training programs, on-the-job programs, and company-wide AI literacy education. We also develop various AI initiatives and expand their application across departments, as well as to external suppliers and students. By integrating AI into real-world work scenarios, we improve overall efficiency, reduce production costs, and strengthen the Company's competitiveness. In 2025, we trained **54** in-house AI specialists, bringing the cumulative total to **571**.

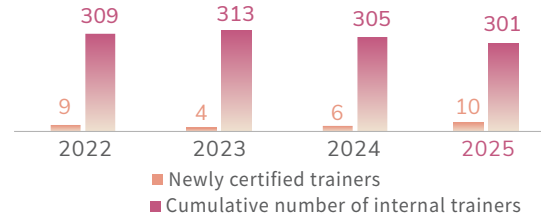
#### • Cumulative number of AI talents trained over past years



### Internal Instructor Cultivation

We continue to enhance our internal trainer development system by offering advanced instructor training programs, strengthening knowledge transfer and training capabilities. A total of **301** employees have been certified as internal trainers, including 10 newly certified instructors in 2025. 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 **15** instructors for their outstanding performance and exceptional dedication in 2025.

#### • Team-Building Activities



### 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 2025, the cumulative number of employees pursuing on-the-job degrees reached 748. The employee substitution rate for job vacancies was **77.2%**, while the internal fill rate for managerial positions was **82.2%**.<sup>1</sup>

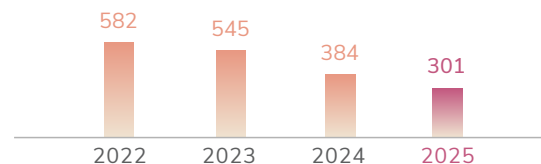
Note 1: For the results in the past four years, please refer to the "Employee Substitution Rate" section

### Team-Building Activities

We hold annual senior leadership strategy meetings and management team alignment workshops to strengthen alignment on the Company's annual strategy and build team consensus, enabling effective achievement of organizational goals. The management team alignment workshop helps leaders establish a clear leadership vision and organizational goals, model change through their actions, and strengthen their influence, thereby enhancing cross-functional collaboration.

In 2025, three sessions were conducted for supervisors at all levels, with a total of 301 participants.

#### • Number of participating managers at all levels over the years:



### Elite Talent Development Project Graduation Ceremony



### New Facilities— Orientation Camp



## 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.

### » Diverse Continuing Education and Learning Opportunities



The following presents an overview and four-year data on online courses, language learning subsidies, the cumulative number of employees pursuing in-service degree programs and participation in external training programs.

#### Online Learning Media Center

We focus on digitally-enabled talent cultivation by providing employees with an environment for self-paced learning, while also strengthening access to preview and review materials. This creates a more flexible and supportive learning environment. Through our training and development system, including the media center, we continue to enhance digital learning infrastructure and engagement. In 2025, we offered 174 digital courses, with total online training reaching **75,990** person-hours.

#### Language Learning Subsidies

We offer a range of language learning programs, including on-site TOEIC exams, in-house classes, online courses, and external training options. We have also enhanced the TOEIC mock test system to support employee practice and introduced on-site, real-scenario TOEIC mock exams within the Company. In addition, we have linked TOEIC score requirements to job roles and promotion criteria by setting target score benchmarks for each role. In 2025, a total of **2,499** employees recorded TOEIC scores, accounting for **74.3%** of indirect staff.

#### In-service Degree Programs

We actively cultivate semiconductor talent through industry-academia collaboration and technical development projects. In addition, we have established a continuing education policy that provides subsidies and incentives to encourage employees to pursue in-service degree programs. To date, employees have earned new academic degrees while employed, including **201** associate degrees, **391** bachelor's degrees, and **156** graduate degrees or above, totaling **748**.

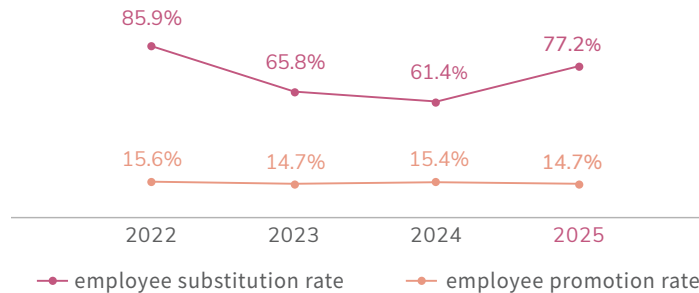
#### Participation in External Training Programs

We also encourage employees to participate in external training programs to strengthen their professional capabilities and obtain job-related certifications, thereby supporting new product development and expansion and increasing product value. In 2025, our employees participated in external training programs **136** times, totaling **1,627** person-hours.

|                                                                    | 2022    | 2023    | 2024    | 2025    |
|--------------------------------------------------------------------|---------|---------|---------|---------|
| Total Online Training Hours (person-hours)                         | 73,713  | 65,421  | 73,824  | 75,990  |
| Language Learning Subsidies (in NT\$)                              | 264,068 | 192,660 | 191,054 | 145,866 |
| Cumulative Number of Employees Pursuing In-service Degree Programs | 735     | 743     | 745     | 748     |
| Number of External Training Participations                         | 137     | 120     | 124     | 136     |

## » 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 2025, the employee promotion rate was 14.7%, and the employee substitution rate for job vacancies was 77.2%. Historical data is as follows:



## » 2025 Employee Substitution Rate Statistics for Job Vacancies

|      |                          | Female | Male | Total |
|------|--------------------------|--------|------|-------|
| Age  | Under 30                 | 9      | 14   | 23    |
|      | 30–50                    | 26     | 56   | 82    |
|      | Over 50                  | 2      | 18   | 20    |
| Rank | Management (A+B+C)       | 1      | 17   | 18    |
|      | Executive (A)            | 1      | 5    | 6     |
|      | Middle Management (B)    | 0      | 12   | 12    |
|      | Frontline Management (C) | 0      | 0    | 0     |
|      | Non-Management           | 36     | 71   | 107   |

## Experience Sharing: Key Talent Management Competency Enhancement Program

Management capability underpins business operations, directly influencing efficiency, competitiveness, and long-term development. It serves as the critical bridge that translates the Company's vision into tangible results. Only when the four functions of planning, organizing, leading, and controlling operate effectively can the Company maintain stable growth and competitiveness in a rapidly changing market environment. To further strengthen our management talent, we have implemented the Key Talent Management Competency Enhancement Program since 2019. The program is structured around three integrated initiatives: **the Elite Talent Development Project, Management Talent Assessment, and the Advanced Development Program**. Together, these initiatives drive a comprehensive enhancement of management capabilities among key talents. The three initiatives are outlined below:

### Integrated Elite and Advanced Talent Development Program

#### Elite Talent Development Project

The President strongly values elite talent, viewing them as critical assets. The project is tailored and includes **two phases of training courses, two rounds of one-on-one behavioral interviews, coaching sessions, behavioral assessments, final presentations, and follow-up tracking**. At its core is a coaching system built on four key steps, designed to help participants achieve breakthrough improvements in the shortest possible time. Since 2019, a total of 12 cohorts have been completed, cultivating **300 elite talents**.



**Phase 1**  
**Learning Attitude**

Participants develop the right mindset, identify their needs, and set clear breakthrough goals to achieve and exceed during the training process.



**Phase 2**  
**Proper Knowledge**

Participants are equipped with practical principles, concepts, and methods to build a solid foundation for success.



**Phase 3**  
**Practice**

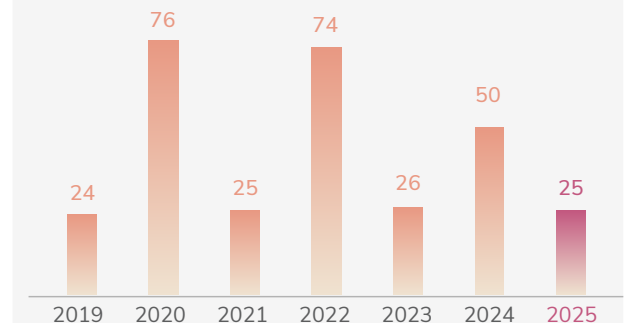
Participants apply what they have learned through hands-on practice. During exercises, dedicated instructors provide immediate coaching to strengthen key skills and enable participants to recognize their own progress and transformation.



**Phase 4**  
**Transformation**

Achieving lasting improvement requires continued practice and follow-ups. Participants set goals, apply what they have learned in their daily work, and share their experiences, embedding new behaviors into their work routines and sustaining training outcomes.

#### Number of employees trained over the years



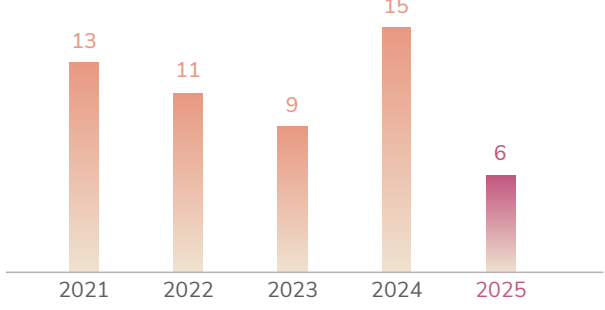


## Integrated Elite and Advanced Talent Development Program

### Management Talent Assessment

Supervisors who have completed the Elite Talent Development Project and have applied management competencies in their roles for more than two years undergo a management talent assessment. This assessment helps them identify gaps and areas for improvement across management competencies, values, communication and coordination, and personal style. It provides a clear development roadmap to drive behavioral change and support individual development plans. Since 2021, a total of **17** cohorts have been completed, with **54** talents cultivated.

Number of participants assessed over the years



### Advanced Development Program

To further strengthen management capabilities among key talents, supervisors who complete the assessment use diagnostic insights to understand gaps in their competencies. We then design a customized development journey to drive meaningful behavioral change. The program includes three in-person training sessions, one-on-one coaching sessions, two joint sessions between the participating supervisor and their direct supervisor, and two team coaching sessions with final presentations. This structured approach supports the transition from learning to behavioral change, helping participants internalize new practices and strengthen the Company's management talent pipeline. Since 2023, one cohort of 24 participants has been completed, with 25 participants planned for this year.



## Development Training Results

Despite significant market volatility in 2025, our talent development and training indicators continued to grow steadily. The annual training execution rate reached 219%. In response to rapid market changes and in alignment with company strategy, an additional 122% of non-planned training sessions were implemented. Total annual training completions reached 222,000, a 9.4% increase from the previous year. Detailed results and performance indicators for talent development and training are outlined below:

### » 2025 Employee Training Data Sorted by Age Groups

| Item                                       | Female   |         |         | Male     |            |           | Total      |
|--------------------------------------------|----------|---------|---------|----------|------------|-----------|------------|
| Age                                        | Under 30 | 30-50   | Over 50 | Under 30 | 30-50      | Over 50   |            |
| Number of Employees                        | 177      | 691     | 180     | 610      | 1,758      | 414       | 3,835      |
| Training Person-Hours (hr)                 | 11,522   | 20,346  | 3,408   | 54,853   | 123,217    | 14,242    | 227,588    |
| Average Training Hours per Person (hr)     | 65.1     | 29.4    | 18.9    | 89.9     | 70.1       | 34.4      | 65.1       |
| Training Cost (in NT\$)                    | 248,634  | 883,803 | 322,368 | 934,857  | 11,896,069 | 6,024,364 | 20,310,095 |
| Average Training Cost per Person (in NT\$) | 1,405    | 1,279   | 1,791   | 1,533    | 6,767      | 14,552    | 5,303      |

## » 2025 Employee Average Training Data Sorted by Category

Unit: hour

| Category              | Female |      |      |      | Male |      |      |      | Total Hours |        |        |         |
|-----------------------|--------|------|------|------|------|------|------|------|-------------|--------|--------|---------|
|                       | 2022   | 2023 | 2024 | 2025 | 2022 | 2023 | 2024 | 2025 | 2022        | 2023   | 2024   | 2025    |
| Managerial roles      | 21.8   | 26.9 | 23.4 | 22.9 | 27.6 | 33.0 | 28.7 | 28.1 | 9,288       | 11,100 | 9,786  | 9,528   |
| Skilled professionals | 22.6   | 20.2 | 24.5 | 47.6 | 40.2 | 33.1 | 40.0 | 77.4 | 80,507      | 66,188 | 81,669 | 166,633 |
| Core administration   | 73.2   | 63.0 | 78.2 | 51.8 | 91.8 | 76.7 | 95.7 | 63.3 | 57,216      | 47,714 | 60,158 | 41,468  |
| Direct employees      | 20.6   | 18.3 | 18.7 | 20.5 | 23.4 | 20.5 | 20.9 | 22.8 | 10,708      | 9,277  | 9,273  | 9,959   |

## » 2025 Management Training Data Sorted by Ranks

| Item                                       | Female               |                   |           | Male                 |                   |           | Total     |
|--------------------------------------------|----------------------|-------------------|-----------|----------------------|-------------------|-----------|-----------|
|                                            | Frontline Management | Middle Management | Executive | Frontline Management | Middle Management | Executive |           |
| Management Ranks                           |                      |                   |           |                      |                   |           |           |
| Number of Managers                         | 94                   | 29                | 4         | 7                    | 162               | 68        | 364       |
| Training Person-Hours (hr)                 | -                    | 1,013             | 161       | -                    | 5,660             | 2,694     | 9,528     |
| Average Training Hours per Person (hr)     | -                    | 35                | 40        | -                    | 35                | 40        | 26        |
| Training Cost (in NT\$)                    | -                    | 156,384           | 53,504    | -                    | 873,594           | 896,189   | 1,979,671 |
| Average Training Cost per Person (in NT\$) | -                    | 5,393             | 13,376    | -                    | 5,393             | 13,376    | 5,454     |

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

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)

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"> <li>Course Satisfaction</li> <li>Final Report</li> </ul> | <ul style="list-style-type: none"> <li>Exam/Exercise</li> <li>Written Essay</li> <li>Certification</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Customer Satisfaction</li> <li>Project Completion Rate</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Employee Promotion Rate</li> <li>Employee Substitution Rate</li> <li>Key Talent Retention Rate</li> <li>Kaizen Proposal System</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>Return on Human Capital Investment</li> </ul>                      |
| KPI-2025 Goal    | <ul style="list-style-type: none"> <li>Course Satisfaction <math>\geq 4.5</math></li> </ul> | <ul style="list-style-type: none"> <li>Course Completion Rate <math>\geq 94\%</math></li> <li>Annual Project Completion Rate <math>\geq 100\%</math></li> </ul> | <ul style="list-style-type: none"> <li>Customer Satisfaction <math>\geq 91</math></li> <li>Project Completion Rate <math>\geq 90\%</math></li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Employee Promotion Rate <math>\geq 16\%</math></li> <li>Employee Substitution Rate <math>\geq 60\%</math></li> <li>Key Talent Retention Rate <math>\geq 95\%</math></li> <li>Number of Proposals on Kaizen Proposal System <math>\geq 120</math></li> </ul> | <ul style="list-style-type: none"> <li>Return on Human Capital Investment <math>\geq 10</math></li> </ul> |
| 2025 Performance | <ul style="list-style-type: none"> <li>Course Satisfaction: 4.67</li> </ul>                 | <ul style="list-style-type: none"> <li>Course completion rate: 95%</li> <li>Annual Project Completion Rate: 219%</li> </ul>                                     | <ul style="list-style-type: none"> <li>Customer Satisfaction: 95.7</li> <li>Project Completion Rate: 85%<sup>1</sup></li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>Employee promotion rate: 14.7%</li> <li>Employee substitution rate: 77.2%</li> <li>Key talent retention rate: 95.4%</li> <li>Proposals submitted on Kaizen Proposal System: 170</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Return on Human Capital Investment: 11.6</li> </ul>                |
| KPI-2026 Goal    | <ul style="list-style-type: none"> <li>Course Satisfaction <math>\geq 4.5</math></li> </ul> | <ul style="list-style-type: none"> <li>Course Completion Rate <math>\geq 94\%</math></li> <li>Annual Project Completion Rate <math>\geq 100\%</math></li> </ul> | <ul style="list-style-type: none"> <li>Customer Satisfaction <math>\geq 91</math></li> <li>Proportion of key talent to all employees <math>\geq 7.5\%</math></li> <li>Project Completion Rate <math>\geq 90\%</math></li> </ul> | <ul style="list-style-type: none"> <li>Employee Promotion Rate <math>\geq 16\%</math></li> <li>Employee Substitution Rate <math>\geq 60\%</math></li> <li>Key Talent Retention Rate <math>\geq 95\%</math></li> <li>Number of Proposals on Kaizen Proposal System <math>\geq 120</math></li> </ul> | <ul style="list-style-type: none"> <li>Return on Human Capital Investment <math>\geq 10</math></li> </ul> |

Note 1: In response to rapid market changes, the product mix is adjusted in alignment with the output strategy.

| Level                                     | Item                                                      | 2022  | 2023  | 2024  | 2025  | 2025 Goal  | Scores (10-point scale) |
|-------------------------------------------|-----------------------------------------------------------|-------|-------|-------|-------|------------|-------------------------|
| Level 5<br>Return on Investment (ROI)     | Return on Human Capital Investment Ratio <sup>1</sup>     | 10    | 4.8   | 5.5   | 11.6  | $\geq 10$  | 10                      |
|                                           | Training Cost as A Percentage of Revenue <sup>2</sup> (%) | 0.017 | 0.073 | 0.079 | 0.031 | -          | -                       |
| Level 4<br>Result                         | Employee Promotion Rate (%)                               | 15.6  | 14.7  | 15.4  | 14.7  | $\geq 16$  | 9.2                     |
|                                           | Employee Promotion Rate (Tenure <3 Years) (%)             | 5.16  | 2.51  | 3.00  | 1.74  | -          | -                       |
|                                           | Employee Promotion Rate (Tenure $\geq 3$ Years) (%)       | 10.4  | 12.2  | 12.4  | 12.9  | -          | -                       |
|                                           | Voluntary Turnover Rate (%)                               | 8.8   | 4.6   | 6.2   | 10.7  | $\leq 6$   | 2.1                     |
|                                           | Key Talent Turnover Rate <sup>3</sup> (%)                 | 0.5   | 2     | 4     | 4.6   | $\leq 5$   | 10                      |
|                                           | New Hires Turnover Rate <sup>4</sup> (%)                  | 14.99 | 7.77  | 11.16 | 13.7  | $\leq 12$  | 8.6                     |
|                                           | Employee Substitution Rate (%)                            | 85.9  | 65.8  | 61.41 | 77.2  | $\geq 65$  | 10                      |
| Level 3<br>Behavior Assessment (Behavior) | Number of Patents                                         | 812   | 953   | 910   | 919   | $\geq 375$ | 10                      |
|                                           | Number of Proposals on Kaizen Proposal System             | 224   | 202   | 172   | 170   | $\geq 120$ | 10                      |
| Level 2<br>Learning Assessment (Learning) | Course Completion Rate (%)                                | 95    | 94    | 96    | 95    | $\geq 94$  | 10                      |
| Level 1<br>Reaction Assessment (Reaction) | Course Satisfaction (5-point scale)                       | 4.61  | 4.65  | 4.66  | 4.67  | $\geq 4.5$ | 10                      |

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

Note2: Training expenses (excluding equipment, facilities, employee working hours, and related costs) as a percentage of revenue = (annual training expenses / total annual operating revenue)  $\times 100\%$ .

Note 3: Key talents refer 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

## Key Projects for Talent Development

The Five New Initiatives program integrates talent training action plans, linking the Company's operational strategy with various technical project plans and training development initiatives. The key training and development projects for 2025, along with their outcomes, are outlined below:

| Second-Generation Advanced Process Optimization and Yield Improvement Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                            | Employee Participation Ratio <b>86%</b><br>(as a percentage of total employees)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Project's Importance to the Company's Operations</b></p> <p>The successful development of second-generation advanced process R&amp;D products marks a significant milestone for the Company. Building on the current mass production foundation, optimizing capacity and yield across all stages is a key priority. This project focuses on improving production bottlenecks, defect sources, and yield losses. Through precise yield analysis, combined with process experiments, continuous evaluation and optimization efforts are carried out.</p> <p><b>Training Content</b></p> <ol style="list-style-type: none"> <li>Advanced process R&amp;D-to-production technology transfer workshop</li> <li>Advanced process structure courses</li> <li>On-the-job training (OJT) for advanced process improvement and optimization</li> <li>Team experience transfer and participation in competitive activities</li> </ol> | Kirkpatrick(L1~L5)         | Training Outcome Assessment and Operational Benefits (in NT\$)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | L1 Course Satisfaction     | <b>Employee Reactions:</b><br>Course Satisfaction: <b>4.54</b> (5-point scale).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | L2 Course Completion Rate  | <b>Employee Learning:</b><br>Training Completion Rate: <b>99%</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | L3 Project Completion Rate | <b>Employee Behavior:</b><br>Project Completion Rate: <b>100%</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | L4 Productivity            | <b>Efficiency Improvement:</b><br><b>Case Study: Cross-Functional Collaboration Across Departments</b> <ol style="list-style-type: none"> <li><b>Process Integration:</b> Adopted experimental conditions provided by the Process Development Department and further optimized them. Conducted key lot experiments and scheduling, and implemented optimal conditions in production.</li> <li><b>Production Technology:</b> Performed yield, electrical, and defect analyses on key lot experiments.</li> <li><b>Production Engineering:</b> Effectively managed and resolved tool and lot abnormalities, while supporting experiment execution, capacity needs, and process improvements.</li> <li><b>Production Manufacturing:</b> Established scheduling plans from trial production to mass production, managed production line push lots, and analyzed abnormal hold ratios.</li> <li><b>Information Technology Division:</b> Developed the WAT PSM system to support WAT wafer reduction operations. <ul style="list-style-type: none"> <li>Simplified processes, reducing total production cycle time by <b>2.2</b> days.</li> <li>Simplified processes, achieving an overall yield improvement of <b>8.53%</b>.</li> <li>Achieved a maximum yield benefit per single project of approximately NT\$13 million per month. Approximately <b>NT\$13</b> million per month</li> </ul> </li> </ol> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | L5 Return on Investment    | <b>Financial Values:</b><br><b>NT\$14,391</b> million(ROI: <b>708%</b> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Five New Initiatives Project for Talent Cultivation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            | Employee Participation Ratio <b>83%</b><br>(as a percentage of total employees)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Project's Importance to the Company's Operations</b></p> <p>We continue to implement comprehensive talent development programs which align with the Company's strategic goals in talent development and proprietary technology. Establishing integrated training plans covering effective training, professional technical development, and talent pipeline management, we seek to empower employees' professional capabilities, strengthen talent quality, and deepen the development of proprietary technologies and corporate competitiveness.</p> <p><b>Training Content</b></p> <ol style="list-style-type: none"> <li>New process proprietary technology development and mass production</li> <li>New product development and sales</li> <li>New facilities workforce competency enhancement</li> <li>New-generation management skills</li> <li>New skills application and cultivation</li> </ol> | Kirkpatrick(L1~L5)         | Training Outcome Assessment and Operational Benefits (in NT\$)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L1 Course Satisfaction     | <b>Employee Reactions:</b><br>Course Satisfaction: <b>4.67</b> (5-point scale).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L2 Course Completion Rate  | <b>Employee Learning:</b><br>Training Completion Rate: <b>95%</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L3 Project Completion Rate | <b>Employee Behavior:</b> <ol style="list-style-type: none"> <li>Filed <b>919</b> new patents.</li> <li>Submitted <b>170</b> proposals on Kaizen Proposal System.</li> <li>Reported <b>28</b> productivity enhancement initiatives.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L4 Productivity            | <b>Efficiency Improvement:</b><br><b>Case Study: Second-Generation Advanced Process Silicon IP Development and Implementation</b> <ol style="list-style-type: none"> <li>The second-generation advanced process silicon IP was designed using a new database architecture. Functional block diagrams are defined within the database to enable design. In the Hard IP implementation, specialized execution rule sets were introduced to ensure that the PV process can be applied to both original and complete datasets. In addition, 118 new design rules were established to prevent potential risks that could lead to design call-backs and extended design cycles, contributing approximately NT\$32 million in revenue.</li> </ol> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L5 Return on Investment    | <b>Financial Values:</b><br><b>NT\$863</b> million (ROI: <b>218%</b> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |





■ **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 2025, 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, 180-degree assessments, 360-degree assessments, sustainability development evaluations for executives, quarterly performance reviews, and annual performance appraisals for all employees.

The 360-degree assessment is implemented for plant/division heads and above, with their subordinates providing feedback on their management competencies. 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 biases. In 2025, a total of 1,859 questionnaires were collected.

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. 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 performance improvement through various talent development tools. In 2025, the coverage rate reached 24%. 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. The evaluation criteria for each performance review tool are shown in the table below:

| Category             | 180-Degree Assessment;<br>360-Degree Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Multi-Dimensional Evaluations,<br>including Sustainability Development<br>Evaluations for Executives                                                                                                                                                                                                                                                                                                                                                            | Quarterly Performance Review                                                                                                                                                                                                                                                                                                                                                                                                                                   | Annual Performance Appraisal<br>for All Employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evaluation Subjects  | Plant/Division Heads and above<br>Department Managers/Program Managers/Execution Engineers<br>Section Managers/Project Managers/Director Engineers<br>Production Foremen/Team Leaders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assistant Vice Presidents and above                                                                                                                                                                                                                                                                                                                                                                                                                             | Department Managers/Program Managers<br>Section Managers/Project Managers/Taskforce<br>Leaders/Shift Supervisors /Foremen<br>Engineers/Managing Specialists<br>Administrative/Technical/Business Assistants                                                                                                                                                                                                                                                    | All Employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Evaluation Frequency | Annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Annually                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Quarterly (general staff)<br>Semiannually (indirect staff/departmen<br>t managers and program managers)                                                                                                                                                                                                                                                                                                                                                        | Year-end annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Evaluation Method    | <p><b>180-Degree Evaluation</b></p> <p>To ensure more objective performance evaluations, a 180-degree evaluation is implemented for Section Managers and above. Given their frequent communication and coordination with various departments, their immediate supervisors will select 4–6 peers or supervisors with whom they have business interactions to participate in the evaluation.</p> <p>Note: Starting from 2021, the 180-degree assessment has included Production Foremen, Production Team Leaders, Director Engineers, Project Managers, and Executive Engineers for evaluation</p> <p><b>360-Degree Evaluation</b></p> <p>Subordinates provide feedback on the managerial competencies of their managers as a reference.</p> | <p>Managers first conduct self-evaluations, providing explanations and their perspectives on material sustainability issues and indicators.</p> <p>The President then conducts a preliminary review of subordinate performance, followed by a final review by the Chairman.</p> <p>Additionally, quarterly executive meetings and semi-annual off-site meetings are held to collaboratively establish strategic goals and facilitate two-way communication.</p> | <p>Employee-centered evaluations begin with self-assessments, where employees reflect on their work and share their perspectives. Direct supervisors then evaluate their subordinates' performance, offering encouragement along with suggestions for improvement and support.</p> <p>This process serves as a platform for two-way communication, allowing both supervisors and employees to understand each other's views and align on work adjustments.</p> | <p>Supervisors evaluate individuals based on criteria such as teamwork, internal certifications, performance appraisal results, attendance records, level of cooperation, and learning ability. Different evaluation approaches are applied across job levels to provide objective assessment criteria and to promote dialogue and collaboration between the organization and employees, thereby supporting organizational development. The feedback is also used as a reference for employees' self-improvement and development.</p> |

## Youth Empowerment

### Broadening the Talent Pool in DRAM

#### Talent Cultivation

**Social Challenges 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 industry.

#### Our Role and Approach

#### Key Achievements in 2025

|                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Future</b>          | <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>A total of <b>18</b> students were awarded scholarships, with total funding of approximately <b>NT\$820,000</b>.</p>                                                                                                                                                                                                                                                                                                                                                                           |
|  <b>Outstanding</b>     | <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• We collaborated with <b>4</b> academic institutions on <b>7</b> industry-academia projects, with a total investment of <b>NT\$7,000,000</b>.</li> <li>• 1 campus event was sponsored, with a total sponsorship of <b>NT\$600,000</b>.</li> </ul>                                                                                                                                                                                                         |
|  <b>Cultivate</b>      | <p>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.</p>                                                                                                                                            | <ul style="list-style-type: none"> <li>• We collaborated with <b>12</b> schools on internship programs, with a total of <b>124</b> students interning at the Company, including <b>41</b> in indirect positions and <b>83</b> in direct positions.</li> <li>• A total of <b>13</b> internship information sessions were held, attended by <b>583</b> participants, during which managers explained the details of the internship programs and former interns shared their experiences.</li> </ul> |
|  <b>Understanding</b> | <p>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.</p>                                                                                                                                                                                              | <p>A total of <b>18</b> Company visits were held, with approximately <b>544</b> teachers and students participating.</p>                                                                                                                                                                                                                                                                                                                                                                          |
|  <b>Share</b>         | <p>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.</p> | <p>We conducted <b>47</b> guest-lecturer sharing sessions at key universities in northern Taiwan in 2025, with approximately <b>1,742</b> participations.</p>                                                                                                                                                                                                                                                                                                                                     |

Our Footprint



Future

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 DRAM R&D talent. In 2025, we provided scholarships to 18 students, totaling approximately NT\$820,000.



Outstanding

- We collaborated 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.
- We sponsored the Ministry of Education's Industry-Academia Cooperative Program at Taipei Municipal Muzha Vocational High School, helping students strengthen practical skills, gain an early start in career planning, and secure advantageous positions ahead of time.



Cultivate

- In 2025, we partnered with 12 universities on internship programs, establishing a comprehensive internship system to effectively enhance student employability and recruiting 83 interns.
- In 2025, we successfully retained 20 interns as full-time employees in their original units and matched 14 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.



Understanding

- We invited faculty and students from universities in northern Taiwan for company visits, enhancing their understanding of Nanya Technology and aiding their career exploration. Many visits were 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 cultivate students in semiconductor research and development. Through group experiential activities and company site visits, participants gain in-depth insight into semiconductor industry trends. The program also attracts outstanding engineering students from across Taiwan.



Chung Yuan Christian University  
College of Semiconductor Technology



Share

- We delivered guest lectures at 5 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.



Semiconductor: Introduction to  
Fabrication Processes, Department of  
Electronic Engineering, Lunghwa  
University of Science and Technology



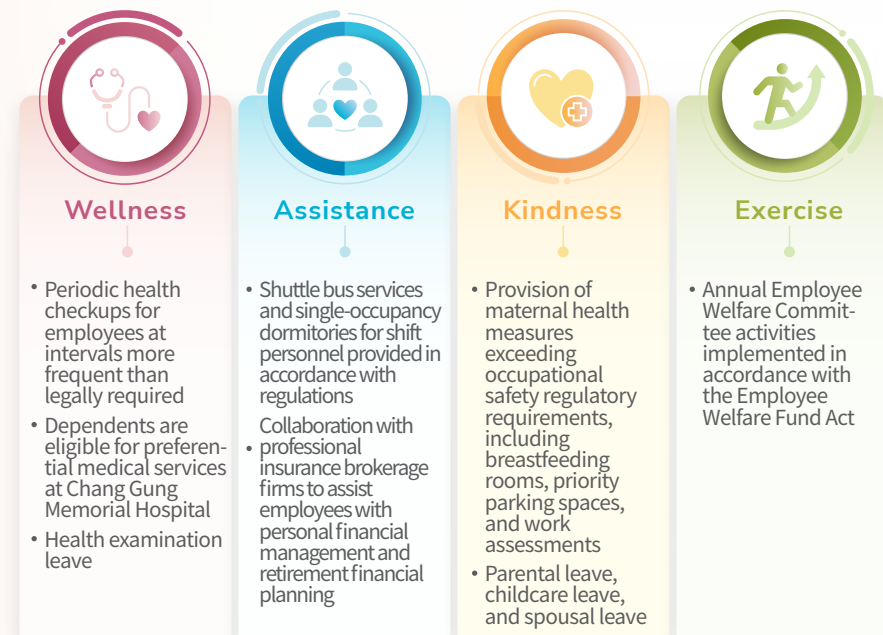
Semiconductor Practical Course,  
Semiconductor Program, Ming Chi  
University of Technology

## 4.4 / Safe Workplace

### Employee Wellbeing

#### 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 well-being support across four key pillars: Wellness, Assistance, Kindness, and Exercise. Our goal is to build a happy workplace and cultivate a group of joyful tech professionals.

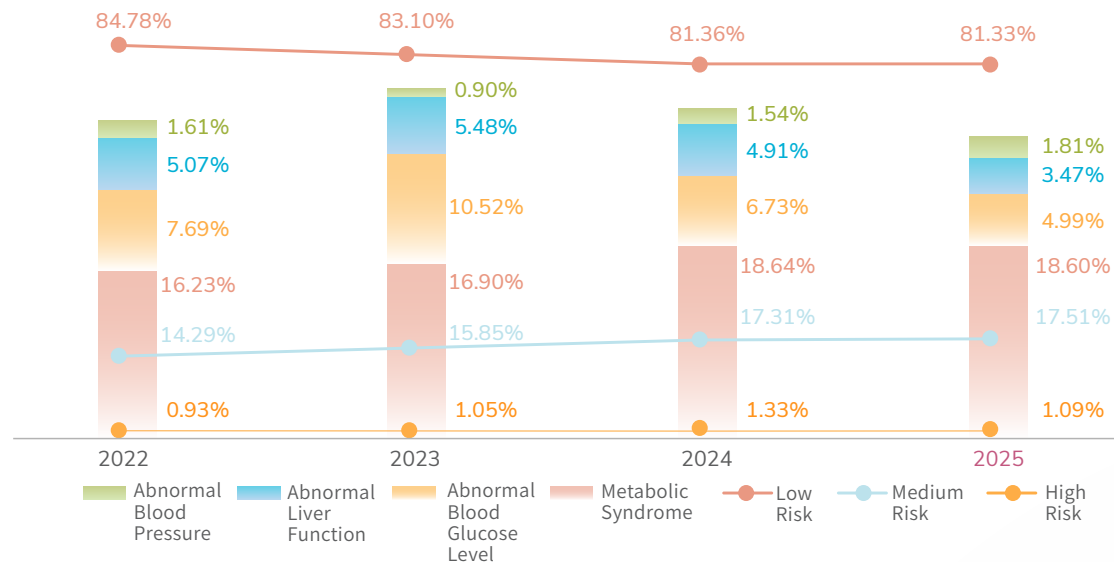


### Wellness

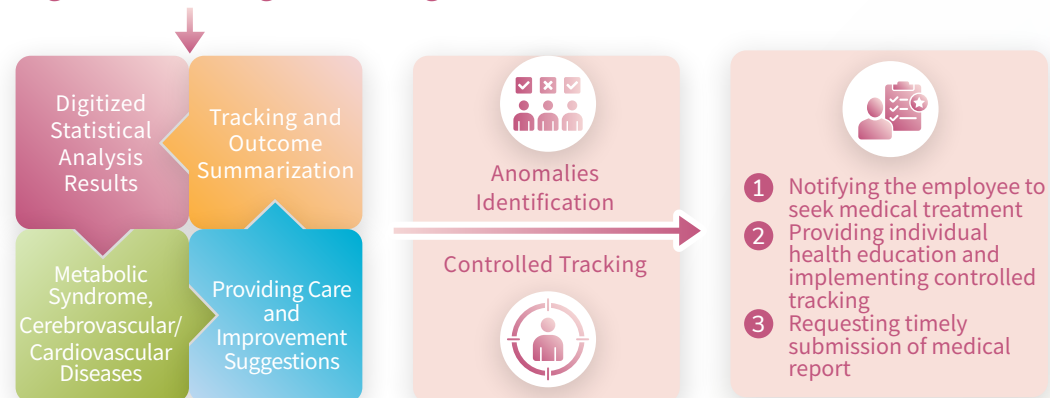
Collaborating with the professional medical team at Chang Gung Memorial Hospital, we offer employee regular health examinations with frequencies exceeding legal mandates: once every five years for employees under 30, once every three years for those aged 30 to 45, once every two years for those aged 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 During the Year |
|------|-------------------------|-------------------------|------------------------------|--------------------|----------|-------------|-----------|-------------------------------------------------------------------------|
| 2022 | 7.69%                   | 5.07%                   | 1.61%                        | 16.23%             | 84.78%   | 14.29%      | 0.93%     | 1,184                                                                   |
| 2023 | 10.52%                  | 5.48%                   | 0.90%                        | 16.90%             | 83.10%   | 15.85%      | 1.05%     | 1,334                                                                   |
| 2024 | 6.73%                   | 4.91%                   | 1.54%                        | 18.64%             | 81.36%   | 17.31%      | 1.33%     | 1,427                                                                   |
| 2025 | 4.99%                   | 3.47%                   | 1.81%                        | 18.60%             | 81.33%   | 17.51%      | 1.09%     | 1,382                                                                   |





## » Digitized Tracking and Management Process



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  
2. In 2025, a total of 1,382 employees received health examinations, with a total cost of NT\$2,619,672

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 2025, medical subsidies totaled NT\$8,526,561.

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 2025, 419 employees participated, achieving a total weight loss of 931.5 kg. Over the past seven years, the cumulative number of participations has reached 3,064, with a total weight loss of 7,276.4 kg.

2025 Employee Health



2025 Blood Donation



2025 Charitable Weight





## 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 2 elected from among employees in other departments. In 2025, welfare expenditure totaled approximately NT\$38,000,000, with 10,387 employee attendances 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.

### 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

2025  
Family Day at Lihpao Resort



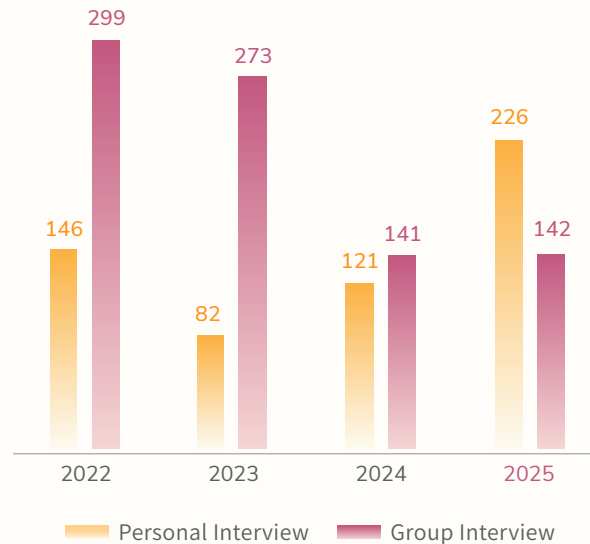
Multi-level parking facilities were constructed at the Nanlin Technology Park, including a structured parking garage and a parking facility for the R&D building for employee use. Shuttle bus services between the parking areas were also arranged.



## Kindness

To facilitate the swift adaptation of new hires 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 *identify the nature of issues, address challenges, and develop 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



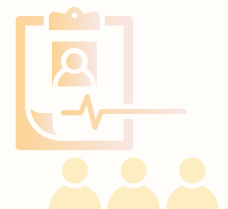
### » Teacher Chang Foundation Counseling Services Result

65 attendances

Utilization rate reaches **90.28%** with **70** attendances out of a total of **72** sessions annually

Counseling services satisfaction: **4.83** (5-point scale)

Distress improvement: **8.94** (10-point scale)



## ■ 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 32 weeks of childcare leave. Non-primary caregivers receive the legally mandated 7 days of spousal leave, plus the option to apply for up to 24 weeks of parental leave at 80% of their insured salary, totaling nearly 25 weeks of childcare leave.

In 2025, 320 employees were eligible for parental leave (86 females, 234 males), and 41 employees applied (19 females, 22 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 2025, a total of 81 employees received birth subsidies and 515 received childcare subsidies, for a total of NT\$14,074,000 in subsidies.

### » Unpaid Parental Leave Application and Return to Work Rate in Taiwan

| Item                                                               | 2023    |         |         | 2024   |         |        | 2025    |        |        |
|--------------------------------------------------------------------|---------|---------|---------|--------|---------|--------|---------|--------|--------|
|                                                                    | Female  | Male    | Total   | Female | Male    | Total  | Female  | Male   | Total  |
| Number of People Eligible for Parental Leaves                      | 87      | 230     | 317     | 88     | 251     | 339    | 86      | 234    | 320    |
| Number of People Applied for Parental Leaves                       | 16      | 13      | 29      | 23     | 20      | 43     | 19      | 22     | 41     |
| Number of Employees Expected to Return to Work During the Year (A) | 8       | 6       | 14      | 15     | 12      | 27     | 10      | 12     | 22     |
| Number of Employees Returned to Work During the Year (B)           | 7       | 3       | 10      | 13     | 10      | 23     | 10      | 9      | 19     |
| Number of Employees Remained 12 Months upon Return                 | 9       | 5       | 14      | 6      | 3       | 9      | 13      | 5      | 18     |
| Return Rate (B/A)                                                  | 87.50%  | 50.00%  | 71.43%  | 86.67% | 83.33%  | 85.19% | 100.00% | 75.00% | 86.36% |
| Retention Rate                                                     | 100.00% | 100.00% | 100.00% | 85.71% | 100.00% | 90.00% | 100.00% | 50.00% | 78.26% |

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.  
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.  
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.

- 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.
- **60,111** visits  
The total number of visits to the sports complex and LOHAS Center in 2025

### 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. In 2025, a total of 15 proposals were approved, and 944 participants took part in the Sports Festival.



In 2025, 15 departments submitted proposals for the Sports Festival.



The Bike Club organized a "Ride for Love" initiative, delivering care and support to St. Mary's Hospital Luodong.

## Occupational Health and Safety

Nanya Technology's third fab holds ISO 45001 Occupational Health and Safety Management System certification. A total of 4,203 personnel (3,835 employees and 368 non-employees), representing 97.29% 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; formal employees of overseas subsidiaries numbered 117, accounting for 3.05%. 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. 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.

The Occupational Safety and Health Committee meets monthly, exceeding regulatory requirements. Meetings are chaired by the Executive Vice President and attended by senior executives, department heads, and committee members, of whom 41.3% are employee representatives. The committee consults on and reviews the occupational safety and health management system, progress toward safety and health objectives, incident investigations, and the performance of safety and health initiatives. To strengthen communication on safety and health matters, the committee regularly reviews updates to local regulations and examines internal management policies, emergency response procedures, and environmental safety operating procedures to ensure full regulatory compliance.

### Safety and Health Guidelines

We have established Environmental, Safety and Hygiene manuals and Occupational Safety and Health Work Rules. 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.

### Safety and Health Training

Our efforts encompass 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 sharing of knowledge articles on our internal website. In 2025, we provided 124,617 person-hours of safety and health training, with 7,987 attendances. Of these, training required by regulations and for supervisors of operations involving special hazards accounted for 107,771 person-hours and 2,195 attendances. Fire safety training and drills, included in the general safety and health training for new hires, are designed to enhance personnel awareness of safety and disaster prevention. Each session lasts 2 hours, totaling 30,712 person-hours.





### 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. Hazard categories include high-risk operations such as fire and electric shock. In 2025, a risk reduction program for high-risk operations was implemented, increasing and strengthening the total number of identified risk items by 17%. High-risk units then proactively proposed occupational safety and health improvement action plans to mitigate risks. A total of 22 management initiatives were proposed in 2025 to reduce medium- and high-level risks and to expand opportunities for system improvements.

### KPIs

In alignment with the 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 self-inspection completion rate of 94.8% in 2025, exceeding the annual target of 94.1%). Additional measures include occupational safety and health performance evaluations for each unit, as well as periodic internal audits conducted by the EHS department. To ensure audit effectiveness, our internal auditors are externally certified as ISO 45001 occupational health and safety management system lead auditors. In 2025, we conducted 45 internal audits, leading to 11 corrective action requests. Moreover, we foster bilateral communication through internal audits, and annual external audits are conducted by third-party organizations; indicators include the frequency of health examinations and testing items. In terms of fire safety performance, statutory fire safety personnel are designated, including fire safety managers, security supervisors, and dedicated personnel responsible for fire protection equipment in each area. Fire compartmentation measures are implemented, and maintenance of fire protection systems and equipment is managed through PDA-based inspection routines. Regular fire evacuation drills, as well as training and drills for in-house fire response teams, are also conducted.

### 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.

### Work Environment Monitoring

We have implemented a sampling strategy to conduct semiannual work environment monitoring, including analysis and regulatory reporting. We cover a total of 414 sampling points across both physical and chemical factors, including IFPC (Industry Focus Process Chemicals) substances such as NMP (N-methyl-2-pyrrolidone). All monitoring results meet Level 1 under the chemical graded management system (i.e., exposure concentrations are below half of the permissible limits) and remain well below allowable standards, thereby sustaining a healthy working environment for employees.

### Emergency 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 established a contingency plan and an Emergency Response Team (ERT) system, and we conduct emergency drills for high-risk processes and facilities operations. In 2025, we conducted a total of 55 drills, including fire and chemical spill scenarios. 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 involved must conduct a Root Cause Analysis (RCA) encompassing direct, indirect, and root causes, based on which effective improvement and preventive measures must be proposed to prevent recurrence before the case can be closed. Our Occupational Safety and Health Committee meeting is convened monthly, which exceeds 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 2025, with the majority being liquid-related events (15 incidents, accounting for 71.4%), including issues such as condensate connector leakage and water seepage from building exterior walls. Corresponding corrective and preventive measures have been proposed for all cases.

## Safety Walk and Talk

We conduct regular Safety Walk and Talks (SWAT) to facilitate in-depth discussions on improving safe and unsafe behaviors in the workplace. These include on-site safety observations and interviews conducted by senior executives, the EHS department with employees, and department supervisors with their teams, demonstrating our ongoing commitment to employees' occupational health and safety.

## High-Risk Chemical Environments (Special Health Hazard Operations)

For work environments involving higher-risk chemicals identified within the facility, such as areas with ionizing radiation, noise, arsenic, indium, mercury, and n-hexane, we provide appropriate personal protective equipment to personnel and conduct annual special health examinations. In 2025, 236 employees underwent special health examinations, and zero cases were classified as Level 4 health management (work-related abnormalities).

## Reporting and Investigating Process for Incidents

### Incident occurrence

- Immediately reporting the incident to the central control room, and notifying personnel in the affected unit as well as safety and health staff
- Assisting 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 2025, 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 3, 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 guidance along with improvement measures is proposed. Occupational injuries are categorized as physical, chemical, ergonomic, biological, and psychological. In 2025, all 3 incidents (100%) were classified as physical hazards, including 2 workplace falls and 1 fall-related incident during a company event.

## » Total Work Hours, Occupational Accident and Occupational Disease Statistics

| Year                                                                                              | 2022      | 2023      | 2024      | 2025                   | 2025 Goals |
|---------------------------------------------------------------------------------------------------|-----------|-----------|-----------|------------------------|------------|
| Total work hours (hr)                                                                             | 7,073,064 | 7,174,192 | 7,310,688 | 7,273,602              | -          |
| Number of occupational injuries on record (person)                                                | 0         | 3         | 3         | 3                      | -          |
| Number of occupational injuries on record (%)<br>Disabling injury frequency rate <sup>Note2</sup> | 0         | 0.41      | 0.41      | 0.41 <sup>Note5</sup>  | <0.16      |
| Number of Severe Occupational Injury (person) <sup>Note1</sup>                                    | 0         | 0         | 0         | 0                      | -          |
| Severe Occupational Injury Incident Rate                                                          | 0         | 0         | 0         | 0                      | -          |
| Disabling Injury Severity Rate (SR) <sup>Note2</sup>                                              | 0         | 18        | 5         | 3                      | <5.7       |
| Frequency-Severity Indicator                                                                      | 0         | 0.09      | 0.05      | 0.04                   | -          |
| Number of Diagnosed Occupational Disease                                                          | 0         | 0         | 0         | 0                      | 0          |
| Occupational Disease Diagnosed Rate                                                               | 0         | 0         | 0         | 0                      | 0          |
| Absence Rate (%)                                                                                  | 0.16%     | 0.27%     | 0.34%     | 0.05% <sup>Note3</sup> | <0.41%     |
| On-Site Independent Inspection Rate <sup>Note4</sup>                                              | 94.1%     | 95.2%     | 96.3%     | 94.8%                  | >94.1%     |

Note 1: In 2025, the Company had zero cases of fatalities or fines resulting from occupational injuries. 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 leave and occupational injury leave (the 2026 target is <0.41%). The 2025 rate was 0.05%, lower than in previous periods. This decrease is attributed to initiatives implemented last year to encourage employees to take scheduled leave and to plan time off in advance. As a result, unpaid leave instances that affect attendance-based performance evaluations and year-end bonuses (such as sick leave) were reduced.

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 2025, 3 incidents occurred, all classified as physical hazards (2 falls and 1 fall during a company event). Corrective measures included promoting walking safety awareness, ensuring the proper setup of safety barriers in work areas prior to operations, and strengthening pre-event participant fitness assessments.

## ■ Contractor Safety Management

Nanya Technology has established comprehensive contractor management regulations in accordance with Formosa Plastics Group's internal standards, including the Construction Safety and Health Engineering Specifications, which serve as the basis for contractor requirements ([please refer to Section 6.2 for supplier management](#)) [🔗](#). 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                                                                              | 2022    | 2023    | 2024    | 2025    |
|-----------------------------------------------------------------------------------|---------|---------|---------|---------|
| Total work hours (hr)                                                             | 562,977 | 409,371 | 423,265 | 317,474 |
| Number of Occupational Injury (people)                                            | 0       | 1       | 1       | 0       |
| Workdays lost                                                                     | 0       | 8       | 10      | 0       |
| Occupational Injury Incident Rate on Record (Disabling Injury Frequency Rate, FR) | 0       | 2.44    | 2.36    | 0       |
| Disabling Injury Severity Rate (SR)                                               | 0       | 19      | 23      | 0       |
| Number of Severe Occupational Injury (people)                                     | 0       | 0       | 0       | 0       |
| Severe Occupational Injury Incident Rate                                          | 0       | 0       | 0       | 0       |

## » Contractor Pre-Entry Safety and Health Training and Coverage Rate

| Year                            | 2022    | 2023    | 2024    | 2025    |
|---------------------------------|---------|---------|---------|---------|
| Number of training participants | 2,829   | 2,292   | 3,121   | 2,391   |
| Total training person-hours     | 169,740 | 112,308 | 205,986 | 124,332 |
| Coverage rate                   | 100%    | 100%    | 100%    | 100%    |

Note: Annual figures may fluctuate due to contractor requirements from engineering units and frequency of training sessions conducted by training units.