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SYSCOM COMPUTER ENGINEERING CO.

2024

Annual Report

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Query website for the Annual Report: 1. Market Observation Post System: https://mops.twse.com.tw

2. The Company's website: https://www.syscom.com.tw

This is a translation of the 2024 annual report (The "annual report") of Syscom Computer Engineering Co.(The "Company"). This translation is intended for reference only and nothing else, The Company hereby disclaims any and all liabilities whatsoeverfor the translation. The Chinese text of the annual report shall govern any and all matters related to the interpretation of the subject matter stated herein.

I. Name, job title and telephone number of the Company's spokesperson:

Name: Anthony Tseng
Job title: Vice President
TEL: (02) 2191-6066
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IV. Name, address, website and telephone number of the stock transfer agency:

Stock transfer agency: CAPITAL SECURITIES CORP.
Address: Basement 2, No. 97, Section 2, Dunhua South Road, Daan District, Taipei City 106
TEL: (02) 2702-3999
Website: www.agency.capital.com.tw

V. Name, firm, address, website and telephone number of the CPAs attesting the financial statements for the most recent years:

Name of CPA: Pei-De Chen, Liu Wen-Ling
CPA firm: Deloitte & Touche
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TEL: (02) 2725-9988
Website: www.deloitte.com.tw

VI. Name of any exchanges where the Company's securities are listed offshore, and the method by which to access information on the offshore securities: Not applicable.

VII. The Company's website: https://www.syscom.com.tw

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One. Letter to Shareholders

Dear shareholders:

Under the influence of inflation pressure, geopolitical risks and trade policy uncertainty, the global economy will present a situation of both opportunities and risks in 2024. Emerging technologies such as AI, cloud computing, and high-performance computing continue to drive economic development.

SYSCOM has reached its 50th anniversary and is shifting its profit focus toward products and professional services. In 2024, the company not only achieved substantial progress in its existing business areas but also made major breakthroughs in the development of generative AI applications. With its continuously accumulated innovative capabilities, SYSCOM launched the "Intelligent Computer Human Project," which integrates its self-developed NeuroChain to address the common issue of "hallucinations" in generative AI through the creation of a vector database. Additionally, the company introduced the "Smart Traffic Management Platform" and Carrefour's "Smart Recipe" system. SYSCOM also successfully passed the AI Pilot Program review by the Administration for Digital Industries under the Ministry of Digital Affairs with its "Generative AI Medical Manpower Development Program." In addition, "DBMaker database", "NET Center IT monitoring and management center", "OMFLOW service automation system" and "smart service robot Ayuda" have won four "2025 Taiwan Excellence Awards", once again realizing the SYSCOM continuous Commitment to innovation. With the joint efforts of the management team and all employees, SYSCOM continues to implement the goals set by the company, integrates cutting-edge technologies, and provides the best integrated information system services that satisfy customers. Both the revenue and profit of 2024 have achieved outstanding performance.

An overview of our operations for 2024 and the outlook for 2025 are hereby reported:

I. 2024 Business Report

1. Business plan implementation results:

   The Company's consolidated net operating revenues for 2024 were NT$ 6,932,729 thousand, up 8.60% over 2023, and consolidated net profit after tax was NT$ 304,683 thousand, up 10.14% over 2023.

2. 2024 budget implementation status:

   The Company did not prepare and announce the financial forecast for 2024, and the consolidated profit or loss for 2024 is hereby presented as follows:

Unit: Thousands of NTD

Item	Actual amount
Net operating revenue	6,932,729
Operating costs	5,143,769
Gross profit	1,788,960
Operating expenses	1,474,074
Operating profit	314,886
Non-operating income and expenses	55,536
Net profit before tax	370,422
Net profit for the year (after tax)	304,683

3. Analysis of financial receipts and expenditures and profitability for 2024:

Unit: Thousands of NTD

Item	2024	2023
Net operating revenue	6,932,729	6,383,820
Profit or loss after tax	304,683	276,638
Return on assets (%)	6.56	6.26
Return on shareholders' equity (%)	14.17	13.26
Net profit before tax as a percentage of paid-in capital (%)	37.04	32.95
Net profit margin (after tax)	4.39	4.33
Earnings per share (NTD)	3.06	2.78

Note: The above financial data was calculated based on the consolidated financial statements.

4. Research and development status:

(1) Technologies and products successfully developed:

- DBMaster DataBase
- DBMaker CloudDB
- DBMaker BigData DB
- DBMaker database management system
- DBMaker Docker Image
- RFID Intelligent Traffic and Transportation Platform
- Health Examination Management System
- Mobile Point of Sale
- Azure CSP Intelligent Cloud Management System
- CMMI Software Development Process Solution – SDPM
- Software Productivity Recursive Performance Prediction Model
- Next Generation Healthcare Information Syscom
- Futures Risk Control Rapid Mid-End System
- Securities Risk Control Rapid Mid-End System
- NCBS
- New Generation Securities and Futures Trading System
- NTD deposit, foreign exchange and trust account opening and e-form system
- Mobile Payment System
- NETCenter
- GreenMaker
- Cloud-Based Cross-Border Project Management Service
- Security Information Service Platform/Diamond Guard
- SASP Service Platform (SYSCOM Applications Service Portal) and My Note 3.2.
- Intelligent Analysis and Decision Support System
- Real-time satellite image reception and processing
- Patrol box electronic
- VIAMaster
- SERVICE Online
- Technical Service Management (TSM)
- OMFLOW
- Hyper Automation Log Archiving Management System
- SECURITY USER INTERFACE PROGRAM
- Visa Direct, Mastercard Cross-border, Cross-border Payment Transaction management system
- Big data database multi-level dynamic column R&D project
- Java Database Connectivity Native Protocol Driver Interface R&D Project
- Hyper Automation Scanning Task Framework(Hyper Automation Scanning Task Framework)
- Use of AI to promote highly automated management of contract security provisions

(2) Future research and development directions (including ongoing projects).

- Secure Terminal Emulator – DRSE
- Intelligent service robot - AYUDA
- DBMaker CDC for kafka
- Anti-pandemic service robots
- OMFLOW Intelligent Automation,IA
- Opus One IP Continuous Configuration Management Platform (Version 1.5.6 and 1.5.7)

- Nursing AI Helper
- Use AI and Robotic Process Automation (RPA) to improve the efficiency of product problem solving

II. Outline of 2025 Business Plan

1.Management Policy:

(1) AI-empowered applications to support industry upgrades and transformation.
(2) Expansion of products and professional service sales to increase profits.
(3) Pursuit of advanced technology applications capable of driving the digital economy.
(4) Continuous promotion of the Company's dual-focus of digital and sustainable transformation.
(5) Cooperation with large software project to expand the domestic and overseas markets.

2.Important production and marketing policies:

(1) Use of generative AI to increase productivity and to accelerate corporate transformation.
(2) Implementation of comprehensive quality management and green sustainable business commitments.
(3) Expansion of core products and professional services in diverse fields and applications.
(4) Promotion of the applications of generative AI, 5G, cloud service, and information security.
(5) Alliance with outstanding manufacturers in Taiwan to expand domestic and overseas markets.

III. Impacts by the external competitive environment, regulatory environment and general economic environment

Emerging technology applications such as artificial intelligence, cloud computing, high-performance computing, and human-machine collaboration continue to drive economic development, bringing innovation and growth potential. AI technology-driven industries continue to become an important engine of global economic growth; as enterprises increasingly adopt AI technology, which drove the expansion of the upstream chip manufacturing and downstream application software markets. Driven by the recovery of demand for electronics-related products, the expanding application of emerging technologies such as high-speed computing and artificial intelligence, and the adjustment of Taiwan's economic and trade policies, investment is expected to continue its existing advantages and drive economic growth. The 2025 CES will see AI infiltrating all aspects to enhance the value of people's life and sustainable and better life; AI applications will become mainstream, no longer just a niche technology, but also widely and deeply in medical, transportation, education, manufacturing, and other fields.

According to the Statistics Department, Ministry of Economic Affairs, the rapid development of ICT technology in recent years has led to an increase in turnover of the computer and information service industry. Positioning system integration, applications from the cloud, 5G, IoT, information security, etc., not only increase the demand for IT construction of enterprises, but also drive the growth of private business opportunities and the promotion of industry-specific applications. As a result, the market scale has expanded year by year. In the past 10 years, the average turnover of the computer and information service industry has increased by 4.8%. Looking forward to 2025, the rebound in demand for electronics-related products, coupled with the expansion of demand for emerging technology applications such as high-speed computing and artificial intelligence, is expected to drive economic growth.

IV. The Company's future development strategy

1. Short-term development plan

(1) Use the AI operating platform to develop transportation, security, medical and commercial applications.
(2) Combine generative AI systems and tools to improve business efficiency and quality.
(3) Expand core products and professional services to improve overall profitability.
(4) Develop a knowledge-based economy in AI, 5G, information security, big data, and cloud services.
(5) Form alliances with outstanding domestic and foreign vendors to enter the overseas

emerging application market.

2. Long-term development plan

   (1) Implement the commitment of continuous improvement of total quality and strive for sustainable development of ESG.
   (2) Demonstrate system capabilities and help enterprises upgrade digital transformation with AI empowerment.
   (3) Bridging the application of cutting-edge technology industries and forming an alliance with Taiwan team for World Cup.

Compared to the rapid changes brought by the pandemic, war, and inflation in recent years, many research institutions agree that in 2025, while the policies of the new U.S. president and ongoing geopolitical tensions—particularly between the U.S. and China—may cast uncertainty on the recovery of the two major economies, most global economies are demonstrating resilience. This is largely due to improvements in supply chains and growing demand for services, and overall, a modest level of growth is anticipated. In the face of new opportunities and challenges, SYSCOM remains committed to contributing to the information service industry through its professional expertise. By leveraging AI-powered systems and offering a comprehensive range of innovative software and hardware services, SYSCOM helps clients transform into resilient enterprises. Guided by the strategic vision of government ministries, SYSCOM and its industry peers actively participate in major software projects, innovative supply chain initiatives, and the supervision and guidance of generative AI and open-source technologies. The company also contributes practical industry experience in public service diffusion and pricing adjustments within the broader industrial development environment, working together with clients to foster sustainable growth for both businesses and society. The possibilities are endless with 50 years of SYSCOM! We are confident to take on even greater challenges and create a brighter future. Finally, I wish all shareholders good health and all the best to you.

Chairman: Jui-Fu Liu

Two. Corporate Governance Report

I. Information on directors, president, vice president, assistant VP, heads of departments and branches

(I) Information on directors

As of April 13, 2025

Job title	Nationality or place of registration	Name	Gender and age	Date elected	Terms of office	Date first elected	Shareholding when elected		Shareholding now		Shareholding of spouse and minor children now		Shareholding in the name of others		Major experience (education)	Concurrent positions in the Company and other companies now	Spouse or relatives within second degree of kinship who are officers, directors or supervisors of the Company			Remark
							Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Chairman	R.O.C.	Jui-Fu Liu	Male 71~80 years old	2024.06.12	3 years	1980.10.25	18,346,787	18.35	18,346,787	18.35	0	0	0	0	Department of Electrical Engineering, National Cheng Kung University Honorary Doctorate, National Dong Hwa University Chairman of the Taipei Computer Association	Note 1	Director Director	Jui-Long Liu Chih-Chun Liu	Bothers Father and daughter	-
Director	R.O.C.	Jui-Long Liu	Male 61~70 years old	2024.06.12	3 years	1986.12.08	402,562	0.40	402,562	0.40	0	0	0	0	Institute of Management Science, National Chiao Tung University Lecturer of Tamkang University President of Information Service Industry Association of R.O.C.	Note 2	Chairman	Jui-Fu Liu	Bothers	-
Director	R.O.C.	Po-Wen Wang	Male 71~80 years old	2024.06.12	3 years	2008.06.13	0	0	0	0	0	0	0	0	Department of Science and Management, Graduate Institute of Business Administration, National Chengchi University Deputy Director of Engineering Development Office, National Chung-Shan Institute of Science & Technology	None	None	None	None	-
Director	R.O.C.	Chih-Chun Liu	Female 51~60 years old	2024.06.12	3 years	2021.07.29	4,375,567	4.38	9,615,240	9.62	0	0	0	0	Computer Animation Department, San Francisco University of the Arts	Note 3	Chairman	Jui-Fu Liu	Father and daughter	-
Independent Director	R.O.C.	Chung-Lieh Kuo	Male 61-70 years old	2024.06.12	3 years	2021.07.29	0	0	0	0	0	0	0	0	Department of Business Administration, Chung Hua University	Note 4	None	None	None	-
Independent Director	R.O.C.	So-Yun Cheng	Female 61~70 years old	2024.06.12	3 years	2003.05.27	1,254	0	1,254	0	108	0	0	0	Department of Business Paperwork, Ming Chuan University	Note 4	None	None	None	Note 5
Independent Director	R.O.C.	Feng-Chiu Yu	Female 51~60 years old	2024.06.12	3 years	2003.05.27	1,273	0	1,273	0	0	0	0	0	Department of Accounting, Tunghai University	Note 4	None	None	None	Note 5

Note 1: Chief Strategy Officer of the Company, director of CASEMaker Inc. and director of ACTISYS INTERNATIONAL CORPORATION
Note 2: President of the Company, president of CASEMaker Inc.
Note 3: Supervisor of Welida Investment Co., Ltd.
Note 4: Member of the Remuneration Committee of the Company
Note 5: Did not serve as a director of the Company from July 29, 2021 to June 11, 2024.
Note 6: If the chairman and the president or equivalents (the top managerial officers) of the Company are the same person, each other's spouse or relative within first degree of kinship, the reason, rationality, necessity, countermeasures (such as increasing the number of independent directors and having a majority of directors who are not concurrently serving as employees or managerial officers, etc.) and related information should be described: No such situation.

(II) Major shareholders of corporate shareholders: None

(III) The major shareholders of corporate shareholders that are corporations: None

(IV) Disclosure of professional qualifications of directors and independence of independent directors:

Criteria / Name	Professional qualifications and experience	Status of independence	Number of other public companies in which the individual is concurrently serving as an independent director
Chairman Jui-Fu Liu	Major education: Department of Electrical Engineering, National Cheng Kung University and Honorary Doctorate, National Dong Hwa University Major experience: Chairman and Chief Strategy Officer of SYSCOM COMPUTER ENGINEERING CO., director of CASEMaker Inc., director of ACTISYS INTERNATIONAL CORPORATION, chairman of the Taipei Computer Association and chairman of Information Month Compaign Committee	1. Concurrently Chief Strategy Officer of the Company, a managerial officer. 2. Concurrently a director of an affiliate of the Company (100% subsidiary). 3. Natural-person shareholder holding more than 1% of the total number of issued shares or among the top 10 shareholders in the name of itself and its spouse. 4. A relative within the second degree of kinship of directors Jui-Long Liu and Chih-Chun Liu. 5. A shareholder holding more than 5% of the stake of a company with which the Company has business dealings. 6. The independence requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" promulgated by the Financial Supervisory Commission (FSC) has been met.	0
Director Jui-Long Liu	Major education: Institute of Management Science, National Chiao Tung University Major experience: President of SYSCOM COMPUTER ENGINEERING CO., President of CASEMaker Inc., Lecturer of Tamkang University, President of Information Service Industry Association of R.O.C., Vice Chairman and Executive Director of Cloud Computing & IoT Association in Taiwan, Vice Chairman and Executive Director of Digital Transformation Association, Director of National Information Infrastructure Enterprise Promotion Association, Vice Chairman of Taiwan Coalition of Service Industries; Vice Chairman of Information Management Association of R.O.C.	1. Concurrently President of the Company, a managerial officer. 2. Concurrently a director of an affiliate of the Company (100% subsidiary). 3. A relative within the second degree of kinship of director Jui-Fu Liu. 4. The independence requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" promulgated by the Financial Supervisory Commission has been met.	0
Director Po-Wen Wang	Major education: Department of Science and Management, Graduate Institute of Business Administration, National Chengchi University Major experience: Deputy Director of Engineering Development Office, National Chung-Shan Institute of Science & Technology	The independence requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" promulgated by the Financial Supervisory Commission has been met.	0
Director Chih-Chun Liu	Major education: Computer Animation Department, San Francisco University of the Arts Major experience: Supervisor of SYSCOM COMPUTER ENGINEERING CO., supervisor of Welida Investment Co., Ltd.	1. Concurrently supervisor of affiliates of the Company. 2. Natural-person shareholder holding more than 1% of the total number of issued shares or among the top 10 shareholders in the name of itself. 3. A relative within the second degree of kinship of director Jui-Fu Liu. 4. A supervisor of a company with which the Company has business dealings. 5. The independence requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" promulgated by the Financial Supervisory Commission has been met.	0
Independent Director Chung-Lieh Kuo	Major education: Department of Business Administration, Chung Hua University Major experience: Member of the Remuneration Committee of the Company and Manager of Orient Semiconductor Electronics, Ltd. With work experience in related areas required for the Company's business	The three independent directors of the Company have met the qualifications set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" and Article 14-2 of the Securities and Exchange Act promulgated by the Financial Supervisory Commission during the two years prior to their election and during their terms of office, and all of the independent directors have been granted the right to participate in decision-making and express their opinions in accordance with Article 14-3 of the Securities and Exchange Act, so that they can independently perform the relevant duties and responsibilities.	0
Independent Director So-Yun Cheng	Major education: Department of Business Paperwork, Ming Chuan University Major experience: Chief Accountant of Chang Tai Construction Co., Ltd. With more than 5 years of work experience in commerce, financial, accounting or related areas required for the Company's business		0
Independent Director Feng-Chiu Yu	Major education: Department of Accounting, Tunghai University Major experience: Passed the CPA Examination of the Republic of China, Manager of Department of WIN Semiconductors Corp. With more than 5 years of work experience in commerce, financial, accounting or related areas required for the Company's business		0

(V) Diversity and independence of the Board of Directors:

1. Diversity of the Board of Directors:

(1) The Company has established the "Corporate Governance Best Practice Principles" and the composition of the Board of Directors is determined by taking into consideration the diversity of the Board of Directors, the members of which not only possess the knowledge, skills and qualities necessary to perform their duties, but also have diverse backgrounds in industry, academia and knowledge. Please refer to (IV) Disclosure of professional qualifications of directors and independence of independent directors for their educations and experiences. At present, individual directors of the Company carry through the policy of diversity of board members as follows, mainly including:

A.Basic criteria and values of directors, including gender, age, nationality, and culture, etc.

B.Directors' professional knowledge and skills, including professional background (such as law, accounting, industry, finance, marketing or technology), professional skills and industry experience, etc.

C.Directors' abilities include operational judgment, accounting and financial analysis, business management, crisis management, industry knowledge, international market perspective, leadership, and decision-making ability.

(2) Implementation status of the diversity of board members:

Core items of diversity / Director Name	Basic composition										Professional ability							
	Nationality	Gender	Concurrently serving the Company as an employee	Age				Tenure as an independent director			The ability to make judgments about operations.	Accounting and financial analysis ability.	Business management ability.	Crisis management ability.	Industry knowledge	International market perspective.	Leadership	Decision-making ability
				41 to 50	51 to 60	61 to 70	71 to 80	Less than 3 years	3 to 9 years	More than 9 years								
Jui-Fu Liu	R.O.C.	Male	V				V				V	V	V	V	V	V	V	V
Jui-Long Liu	R.O.C.	Male	V			V					V	V	V	V	V	V	V	V
Po-Wen Wang	R.O.C.	Male					V				V	*	V	V	V	V	V	V
Chih-Chun Liu	R.O.C.	Female			V						V	*	V	V	V	V	V	V
Chung-Lieh Kuo	R.O.C.	Male				V			V		V	*	V	V	V	V	V	V
So-Yun Cheng	R.O.C.	Female				V		V			V	V	V	V	V	V	V	V
Feng-Chiu Yu	R.O.C.	Female			V			V			V	V	V	V	V	V	V	V

Note: * means with partial ability

(3) The Company's Board of Directors has seven seats, of which three are independent directors and two are concurrently managerial officers of the Company, representing 29% of the total number of directors. No more than one-third of the directors are concurrently managerial officers of the Company. Nor more than half of the directors are spouses or relatives within second degree of kinship of each other. The percentage of independent directors is 43%. One independent directors have a tenure of 3 to 9 years, and two independent director has a tenure of less than 3 years. Two of the Company's directors are aged 71 or older, three are aged 61 to 70, and two are aged 51 to 60. The Company has three female directors, and the proportion of female directors is 43%. At least one-third of the board seats of either gender have been achieved.

2. Independence of the Board of Directors:

(1) The Board of Directors of the Company exercises its authorities and responsibilities under the corporate governance system in accordance with laws and regulations, the Articles of Incorporation or resolutions of the shareholders' meeting. Directors and the three independent directors are independent in exercising their authorities and responsibilities in accordance with the relevant laws and regulations and leverage the Audit Committee's authorities and responsibilities to oversee the effective implementation of the Company's internal controls, the appointment and independence of attesting certified public accountants and the proper preparation of financial statements.

(2) The procedures for the election of all directors of the Company are open and fair, and comply with the Company's "Articles of Incorporation", the "Procedures for Election of Directors", the "Corporate Governance Best Practice Principles", the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies", and Article 14-2 of the "Securities and Exchange Act". The current Board of Directors has seven seats. No more than one-third of the directors are concurrently managerial officers of the Company. Nor more than half of the directors are spouses or relatives within second degree of kinship of each other, which is in accordance with the provisions of Item 3 of Article 26-3 of the "Securities and Exchange Act".

(3) The Company has three independent directors, accounting for 43% of all directors. None of the three independent directors has served for more than nine consecutive years. The requirements for independent directors set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" promulgated by the Financial Supervisory Commission has been met by the independent directors of the Company.

(VI)President, vice president, assistant VP, heads of departments and branches

As of April 13, 2025

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Chief Strategy Officer	R.O.C.	Jui-Fu Liu	Male	2005.08.01	18,346,787	18.35	0	0	0	0	Department of Electrical Engineering, National Cheng Kung University Honorary Doctorate, National Dong Hwa University Chairman of the Taipei Computer Association	Note 1	President	Jui-Long Liu	Bothers	-
President	R.O.C.	Jui-Long Liu	Male	1993.11.08	402,562	0.40	0	0	0	0	Institute of Management Science, National Chiao Tung University Lecturer of Tamkang University President of Information Service Industry Association of R.O.C.	Note 2	Chief Strategy Officer	Jui-Fu Liu	Bothers	-
Vice President	R.O.C.	Chao-Lai Wu	Male	2002.01.18	0	0	0	0	0	0	Department of Electronic Engineering, Minghsin College of Science and Technology Engineer of AN PEI ENTERPRISE CO., LTD.	None	None	None	None	-
Vice President	R.O.C.	Anthony Tseng	Male	2007.06.01	0	0	0	0	0	0	Department of Electricity and Information Technology, National Taipei College of Business	Note 3	None	None	None	-
Vice President	R.O.C.	Chen-Huan Li	Male	2007.06.01	6,689	0.01	0	0	0	0	Department of Electronic Engineering Technology, National Taiwan University of Science and Technology	None	None	None	None	-
Vice President	R.O.C.	Chun-Cheng Li	Male	2011.01.01	11,805	0.01	0	0	0	0	Department of Electronic Engineering Technology, National Taiwan Institute of Science and Technology	None	None	None	None	-
Vice President	R.O.C.	Kuei-Sheng Yuan	Male	2016.06.01	4,000	0	0	0	0	0	Defense Management Information Course, National Defense Management College President of Dreammap Technologies Co., Ltd.	None	None	None	None	-
Vice President	R.O.C.	Shun-Liang Hsieh	Male	2013.03.22	0	0	0	0	0	0	Department of Civil Engineering, Tamkang University	None	None	None	None	-
Vice President	R.O.C.	Bing-Sen Su	Male	2013.03.22	66,851	0.07	487	0	0	0	Department of Business Mathematics, Soochow University	Note 4	None	None	None	-
Vice President	R.O.C.	Chin-Fen Yu	Female	2015.03.26	1,552	0	0	0	0	0	Bellevue University MBA	None	None	None	None	-
Vice President	R.O.C.	Nai-Cheng Cheng	Male	2017.06.26	0	0	0	0	0	0	Institute of Management Science, Tamkang University President of Business Group I, RING LINE CORP.	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Vice President	R.O.C.	Tsan-Chang Li	Male	2020.07.01	0	0	0	0	0	0	Department of Electronics, Tungnan College of Technology Product Manager of Taiwan Branch, Diebold corp, Sales Division Chief of SYSTEX Corporation	Note 5	None	None	None	-
Sales Vice President	R.O.C.	Li-Chang Wu	Male	2010.11.19	7,543	0.01	0	0	0	0	Department of Computer Science, Feng Chia University	None	None	None	None	-
Project Vice President	R.O.C.	Yen-Nien Hu	Male	2018.08.15	0	0	0	0	0	0	Graduate School of Business Administration, Da-Yeh University Division Chief of Veterans Affairs Council	None	None	None	None	-
Sales Vice President	R.O.C.	Yu-Lung Hsueh	Male	2019.05.10	0	0	0	0	0	0	Master of Business Administration, National Sun Yat-sen University	None	None	None	None	-
Sales Vice President	R.O.C.	Cheng-Tung Ko	Male	2020.03.01	1,027	0	937	0	0	0	Department of Business Administration, Tunghai University	None	None	None	None	-
Sales Vice President	R.O.C.	Hsu-Hung Chen	Male	2022.01.01	0	0	0	0	0	0	Master of Business Administration, National Chengchi University,Master of Business Administration, Tatung University Senior Division Chief of RING LINE CORP.	None	None	None	None	-
Sales Vice President	R.O.C.	Kuang-Keng Liang	Male	2022.01.17	0	0	0	0	0	0	Department of Electrical Engineering, National Taipei University of Technology	None	None	None	None	-
Sales Vice President	R.O.C.	Shu-Ching Lin	Female	2022.07.01	941	0	0	0	0	0	Department of Business Administration, National Taipei College of Business,	None	None	None	None	-
Sales Vice President	R.O.C.	Ming-Feng Li	Male	2024.05.20	0	0	0	0	0	0	Department of Computer Engineering, Tamkang University Manager of Alcatel-Lucent Enterprise Taiwan	None	None	None	None	-
Chief Technology Officer	R.O.C.	Ching-Tzu Shih	Male	2005.06.01	2,552	0	0	0	0	0	Department of Electrical Engineering, Chung Yuan Christian University Engineer of TAI TIEN ELECTRIC CO., LTD.	Note 6	None	None	None	-
Principal Division Chief	R.O.C.	Jia-Chang Chang	Male	2005.06.01	0	0	0	0	0	0	Department of Shipbuilding, National Taiwan Ocean University Completed the third programming session of programming class of the Youth Development Administration	Note 7	None	None	None	-
Chief R&D Officer	R.O.C.	Tsai-Cheng Chen	Male	2005.06.01	0	0	0	0	0	0	Department of Information Science, National Chiao Tung University	None	None	None	None	-
Principal Division Chief	R.O.C.	Tsai-Chi Sung	Male	2005.06.01	17,360	0.02	0	0	0	0	Department of Electronics, Minghsin College of Science and Technology	Note 8	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Principal Division Chief	R.O.C.	Chih-Wei Wen	Male	2005.06.01	0	0	0	0	0	0	Department of Electrical Engineering, National Tsing Hua University	Note 9	None	None	None	-
Chief Finance Officer	R.O.C.	Li-Chueh Du	Female	2000.06.19	6,793	0.01	0	0	0	0	Department of Statistics and Accounting, National Taipei College of Business,	None	None	None	None	-
Principal Division Chief	R.O.C.	Ming-Kun Lin	Male	2005.06.01	0	0	0	0	0	0	Institute of Information Engineering, Tamkang University	None	None	None	None	-
Principal Division Chief	R.O.C.	Chien-Yi Li	Male	2005.06.01	0	0	0	0	0	0	Department of Information Engineering, National Chiao Tung University	None	None	None	None	-
Principal Division Chief	R.O.C.	Chih-Chung Chen	Male	2005.06.01	4,750	0	0	0	0	0	Department of Mathematics, Tamkang University	Note 10	None	None	None	-
Principal Division Chief	R.O.C.	Feng-Lin Yen	Male	2005.06.01	500	0	0	0	0	0	Department of Information Management, Providence University	None	None	None	None	-
Senior Assistant VP	R.O.C.	Mao-Ming Wang	Male	2006.04.17	0	0	0	0	0	0	Department of Mechanics, Army Academy R.O.C.	None	None	None	None	-
Principal Division Chief	R.O.C.	Ta-Yu Deng	Male	2007.02.01	21,842	0.02	0	0	0	0	Department of Electronical Engineering, Tamkang University	None	None	None	None	-
Principal Division Chief	R.O.C.	Po-Shu Hsueh	Male	2007.03.01	0	0	0	0	0	0	Department of Electronical Engineering, National Chiao Tung University	None	None	None	None	-
Assistant VP	R.O.C.	Kai-Tsung Wang	Male	2007.10.01	470	0	0	0	0	0	MS in Information Management, New York Institute of Technology	None	None	None	None	-
Principal Division Chief	R.O.C.	Cheng-Wu Shao	Male	2007.10.01	0	0	0	0	0	0	Institute of Information Engineering, National Chiao Tung University	Note 11	None	None	None	-
Senior Assistant VP	R.O.C.	Mei-Ling Yang	Female	2009.04.01	6,601	0.01	0	0	0	0	Department of Electronic Data Management, Ming Chuan University	None	None	None	None	-
Senior Division Chief	R.O.C.	Wen-Hsiung Yeh	Male	2009.06.01	0	0	0	0	0	0	Department of Mechanical Engineering, Chung Yuan Christian University	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Principal Division Chief	R.O.C.	Kun-Ting Chiu	Male	2010.01.07	6,421	0.01	0	0	0	0	Department of Information Management, National Central University	Note 12	None	None	None	-
Division Chief	R.O.C.	Yen-Mei Lin	Female	2010.02.01	0	0	0	0	0	0	Department of International Trade, Tamkang University	None	None	None	None	-
Principal Division Chief	R.O.C.	Yung-Chen Yang	Female	2010.04.01	25,340	0.03	0	0	0	0	Department of Business Administration, Providence University	None	None	None	None	-
Division Chief	R.O.C.	Shu-Hua Liu	Female	2010.10.01	2,962	0	0	0	0	0	Department of Statistics and Accounting, Takming College of Business,	None	None	None	None	-
Principal Division Chief	R.O.C.	Chao-Yi Wu	Male	2011.01.17	0	0	0	0	0	0	Department of Electronic Engineering, National Taipei Institute of Technology	Note 13	None	None	None	-
Senior Assistant VP	R.O.C.	Hung-Chun Chao	Male	2011.06.07	500	0	1,000	0	0	0	Department of Psychology, Chung Yuan Christian University	None	None	None	None	-
Division Chief	R.O.C.	Wen-Ching Tsai	Male	2011.07.01	0	0	0	0	0	0	Institute of Information Engineering, National Taiwan University	None	None	None	None	-
Senior Assistant VP	R.O.C.	Chun-Yi Chao	Female	2011.07.04	0	0	0	0	0	0	Kao Yuan Technical College Project Manager of SYSTEX Corporation	None	None	None	None	-
Senior Division Chief	R.O.C.	Chia-Yuan Yeh	Male	2011.07.05	4,362	0	0	0	0	0	Institute of Information Management, National Central University	None	None	None	None	-
Division Chief	R.O.C.	Chia-Ru Liu	Male	2012.03.21	0	0	0	0	0	0	Institute of Traffic and Transportation Studies, National Chiao Tung University	None	None	None	None	-
Principal Division Chief	R.O.C.	Te- Li Chen	Male	2012.03.21	221	0	0	0	0	0	Department of Electric Engineering, National Taipei University of Technology	None	None	None	None	-
Principal Division Chief	R.O.C.	Yi-Lun Wang	Male	2012.03.21	1,000	0	1,108	0	0	0	Institute of Business Administration, National Taipei University of Technology	None	None	None	None	-
Division Chief	R.O.C.	Chi-An Hsueh	Male	2012.03.21	3,409	0	1,199	0	0	0	Institute of Information Management, National Sun Yat-sen University	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Chi-Hsiang Tang	Male	2012.08.27	0	0	0	0	0	0	Institute of Electrical Engineering, National Taiwan University of Science and Technology	None	None	None	None	-
Division Chief	R.O.C.	Nai-Fang Cheng	Female	2012.08.27	0	0	0	0	0	0	Department of Foreign Languages, National Taiwan University	None	None	None	None	-
Senior Assistant VP	R.O.C.	Yao-Chang Chen	Male	2012.08.27	0	0	0	0	0	0	Department of Information Science, Chinese Culture University	None	None	None	None	-
Principal Division Chief	R.O.C.	Yi-Ming Chang	Male	2012.08.27	4,991	0	0	0	0	0	Department of Information Engineering, Tamkang University	None	None	None	None	-
Division Chief	R.O.C.	Cheng-Yu Li	Male	2013.03.22	0	0	0	0	0	0	Master Program of Information Engineering, National Taipei University of Technology	None	None	None	None	-
Senior Assistant VP	R.O.C.	Chia-Ching Li	Female	2013.03.22	1,000	0	0	0	0	0	Department of Business Management Technology, National Taiwan University of Science and Technology	None	None	None	None	-
Senior Assistant VP	R.O.C.	Tsang-Sung He	Male	2013.03.22	0	0	0	0	0	0	Institute of Management Studies, I-SHOU University	None	None	None	None	-
Principal Division Chief	R.O.C.	Huang-Hsiang Yang	Male	2013.05.09	0	0	0	0	0	0	University of San Francisco MBA	None	None	None	None	-
Senior Division Chief	R.O.C.	Wen-Po Hsu	Female	2013.08.12	0	0	0	0	0	0	Department of Industrial Management, Huafan University	None	None	None	None	-
Senior Division Chief	R.O.C.	Erh-Wei Dai	Male	2013.08.12	0	0	0	0	0	0	Department of Mathematics, Fu Jen Catholic University	None	None	None	None	-
Principal Division Chief	R.O.C.	Hui-Yi Lin	Male	2013.08.12	10,000	0.01	0	0	0	0	Institute of Information Engineering, Feng Chia University	None	None	None	None	-
Senior Assistant VP	R.O.C.	Tien-Chih Yen	Male	2014.03.28	0	0	0	0	0	0	Department of Information Management, Southern Taiwan University of Science and Technology	None	None	None	None	-
Assistant VP	R.O.C.	Hao-Cheng Yang	Male	2014.03.28	0	0	0	0	0	0	Department of Mechanical Engineering, National Taipei Institute of Technology	None	None	None	None	-

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					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Principal Division Chief	R.O.C.	Wan-Tan Lin	Male	2014.03.28	0	0	0	0	0	0	Department of Information Management, Fu Jen Catholic University	Note 14	None	None	None	-
Principal Division Chief	R.O.C.	Fu-Chien Cheng	Male	2014.03.28	0	0	0	0	0	0	Institute of Information Management, National Sun Yat-sen University	None	None	None	None	-
Senior Division Chief	R.O.C.	Hung-Yi Lin	Male	2014.03.28	3,545	0	0	0	0	0	Department of Electronic Engineering Technology, National Taiwan Institute of Science and Technology	None	Senior Division Chief	Mei-Feng Chang	Man and wife	-
Division Chief	R.O.C.	Chiung-We Hsu	Female	2014.03.28	0	0	0	0	0	0	Department of Electricity and Information Technology, National Taipei College of Business	None	None	None	None	-
Principal Division Chief	R.O.C.	Chiu-Jung Chiang	Female	2014.05.09	3,937	0	0	0	0	0	Department of Cooperative Economics, Tamkang University Leader of Information Office, Guo Bao Securities	None	None	None	None	-
Senior Assistant VP	R.O.C.	Shih-Fang Chang	Female	2015.02.06	0	0	0	0	0	0	Department of International Trade, Chihlee College of Technology Project Manager of DIMERCO DATA SYSTEM CORPORATION	None	None	None	None	-
Senior Assistant VP	R.O.C.	Chia-Hsu Hsiao	Male	2015.02.13	0	0	0	0	0	0	Department of Electronical Engineering, Chung Yuan Christian University Division Chief of Enterprise Business Group, Dimension Data	None	None	None	None	-
Assistant VP	R.O.C.	Li-Chun Lin	Male	2015.03.26	0	0	0	0	0	0	MS in Information Management, National Taiwan University of Science and Technology	None	None	None	None	-
Principal Division Chief	R.O.C.	Rui-Ching Lin	Male	2015.03.26	0	0	0	0	0	0	Institute of Business Administration, Tunghai University	None	None	None	None	-
Senior Division Chief	R.O.C.	Mei-Feng Chang	Female	2015.04.01	0	0	3,545	0	0	0	National Chin-Yi College of Technology	None	Senior Division Chief	Hung-Yi Lin	Man and wife	-
Principal Division Chief	R.O.C.	Chih-Cheng Lin	Male	2015.05.08	0	0	0	0	0	0	Department of Information Management, National Central University	None	None	None	None	-
Project Division Chief	R.O.C.	Kang-Yuan Fan	Male	2015.10.26	500	0	0	0	0	0	Department of Mathematics, Tamkang University	None	None	None	None	-

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					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Wei-Jen Cheng	Male	2016.05.09	0	0	0	0	0	0	Department of Applied Mathematics, National Sun Yat-sen University Assistant VP, HWACOM SYSTEMS INC.	None	None	None	None	-
Acting Assistant VP	R.O.C.	Chin-Yu Chen	Female	2016.08.08	0	0	0	0	0	0	Department of Economics, Chinese Culture University Sales Manager of Howard Hotels	None	None	None	None	-
Senior Division Chief	R.O.C.	Yu-Ting Tseng	Female	2016.11.08	0	0	0	0	0	0	Institute of Telecommunications, National Taiwan University Leader of Network Maintenance Division, Taiwan Fixed Network Co., Ltd.	None	None	None	None	-
Assistant VP	R.O.C.	Yi-Chun Liu	Male	2017.02.15	165	0	0	0	0	0	Department of Industrial Design, Ming Chi College of Technology Angroup Technology Co., Ltd.	None	None	None	None	-
Division Chief	R.O.C.	Chun-Feng Lin	Male	2017.04.01	0	0	0	0	0	0	In-service Program, Institute of Health Management, Asia University Department of Information Management, Chung Yuan Christian University	None	None	None	None	-
Project Assistant VP	R.O.C.	Chun-Hua Liu	Male	2017.05.10	437	0	0	0	0	0	Institute of Electrical Engineering, National Chung Hsing University	None	None	None	None	-
Project Assistant VP	R.O.C.	Chung-Chieh Wu	Male	2017.07.11	0	0	0	0	0	0	Department of Information Science, Chinese Culture University Vice President of INPRO TECHNOLOGIES CORP.	None	None	None	None	-
Assistant VP	R.O.C.	Hung-Yu Hsu	Male	2017.07.20	0	0	0	0	0	0	MS of Institute of National Defense Information, National Defense Management College Deputy Researcher of Cybersecurity Office, National Security Council.	None	None	None	None	-
Principal Division Chief	R.O.C.	Min-Chung Huang	Male	2017.08.01	0	0	0	0	0	0	MBA of Institute of Management, National Taipei University of Business	None	None	None	None	-
Assistant VP	R.O.C.	Po-Yi Chen	Male	2017.08.11	0	0	0	0	0	0	Department of Applied Mathematics, National Chung Hsing University	None	Project Assistant VP	Jo-Han Hsieh	Man and wife	-
Division Chief	R.O.C.	Kuan-Chih Chen	Male	2017.08.11	0	0	0	0	0	0	Department of Business Administration, Chung Hua University	None	None	None	None	-
Division Chief	R.O.C.	Chun-Fu Yang	Male	2017.08.11	0	0	0	0	0	0	EMBA of National Taipei University of Business	None	None	None	None	-

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					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Ta-Jen Hsu	Male	2017.08.11	0	0	0	0	0	0	MS in Electric Engineering, National Kaohsiung University of Science and Technology	None	None	None	None	-
Division Chief	R.O.C.	Chung-Chun Lin	Male	2017.08.11	2,663	0	0	0	0	0	Department of Electronic Engineering, Asia Eastern College of Science and Technology	None	None	None	None	-
Senior Division Chief	R.O.C.	Tai-Yuan Hu	Male	2017.11.01	0	0	0	0	0	0	Institute of Information Engineering, Tamkang University Manager of Development Department, Modern Times Financial Information Co., Ltd.	None	None	None	None	-
Division Chief	R.O.C.	Shu-Chuan Chiu	Female	2017.11.10	0	0	0	0	0	0	Department of Chinese, National Sun Yat-sen University	None	None	None	None	-
Project Assistant VP	R.O.C.	Yung-Kang Chang	Male	2018.05.21	0	0	0	0	0	0	Department of Information Management, Minghsin University of Science and Technology	None	None	None	None	-
Division Chief	R.O.C.	Meng-Hung Pan	Male	2018.07.01	0	0	0	0	0	0	Department of Information Management, Chaoyang University of Technology	None	None	None	None	-
Division Chief	R.O.C.	Fan-Ying Chang	Male	2018.08.09	0	0	0	0	0	0	Department of Electronics, National Taipei Institute of Technology	None	None	None	None	-
Division Chief	R.O.C.	Yu-Chung Huang	Male	2018.08.09	0	0	0	0	0	0	Department of Electronics, Asia Eastern College of Science and Technology	None	None	None	None	-
Project Assistant VP	R.O.C.	Yu-Kang Tseng	Male	2018.08.09	0	0	0	0	0	0	Department of Mechanical Engineering, Lee-Ming Institute of Technology Sales Manager of CHUNG HWA EXCHANGE NETWORK INC.	None	None	None	None	-
Project Division Chief	R.O.C.	Tsang-Wei Chang	Male	2018.10.09	0	0	0	0	0	0	EMBA of Information Management Group, National Chengchi University Chief of Electrical and Mechanical Engineering Division, Chunghwa System Integration Co., Ltd.	None	None	None	None	-
Principal Division Chief	R.O.C.	Wei-Pi Chou	Male	2019.01.31	1,500	0	0	0	0	0	Institute of Information Management, National Taiwan Institute of Science and Technology	None	None	None	None	-
Assistant VP	R.O.C.	Cheng-We Hung	Male	2019.04.01	0	0	0	0	0	0	Institute of Electric Commerce, National Chung Hsing University	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Chun-Tzu Chen	Female	2019.05.10	0	0	0	0	0	0	Department of International Trade, Feng Chia University Sales Manager of BESTCOM Infotech Corp.	None	None	None	None	-
Assistant VP	R.O.C.	Chiu-Hua Lin	Female	2019.05.10	0	0	0	0	0	0	Department of Industrial Engineering, Chung Yuan Christian University	None	None	None	None	-
Division Chief	R.O.C.	Yi-Hsuan Lai	Female	2019.05.10	3,437	0	0	0	0	0	Department of Electronic Data Management, Overseas Chinese University	None	None	None	None	-
Project Assistant VP	R.O.C.	Hsin-Jung Lu	Female	2019.05.10	0	0	0	0	0	0	Department of German, Tamkang University Sales Manager of Tatung Medical & Healthcare Technologies Co., Ltd.	None	None	None	None	-
Project Assistant VP	R.O.C.	Jo-Han Hsieh	Female	2019.05.10	0	0	0	0	0	0	Department of Information Management, Shih Hsin University	None	Assistant VP	Po-Yi Chen	Man and wife	-
Assistant VP	R.O.C.	Chia-Yu Chen	Male	2019.05.24	500	0	0	0	0	0	Department of Business Administration, Soochow University Engineer of Otus Imaging, Inc.	None	None	None	None	-
Project Division Chief	R.O.C.	Ta-Chung Kuo	Male	2019.07.01	0	0	0	0	0	0	Institute of Information Management, Fu Jen Catholic University	None	None	None	None	-
Project Division Chief	R.O.C.	Yu-Hsiang Lin	Male	2019.07.01	0	0	0	0	0	0	MS in Information Engineering, National Taipei University of Technology	None	None	None	None	-
Division Chief	R.O.C.	Chih-Shan Chen	Male	2020.02.01	0	0	0	0	0	0	Institute of Information Management, Tatung University Project Manager of Tatung Infocomm Co., Ltd.	None	None	None	None	-
Division Chief	R.O.C.	Ching-Wang Huang	Male	2020.03.23	0	0	0	0	0	0	MS in Information Network Systems, School of Information Technology, Ming Chuan University Special Program	None	None	None	None	-
Division Chief	R.O.C.	Yuan-Chuan Yeh	Male	2020.03.23	0	0	0	0	0	0	Department of Electrical Engineering, St. John's University	None	None	None	None	-
Senior Division Chief	R.O.C.	Che-Zhe Liu	Male	2020.03.23	0	0	0	0	0	0	Department of Medical Administration, Chang Gung University	None	None	None	None	-
Project Assistant VP	R.O.C.	Yung-Pin Du	Male	2020.05.04	527	0	0	0	0	0	Department of Molecular Science and Engineering, , National Taipei University of Technology Radware Ltd.	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Hsiang-Teng Yeh	Male	2020.11.10	0	0	0	0	0	0	Department of Computer Engineering, National Chiao Tung University	None	None	None	None	-
Project Division Chief	R.O.C.	Ching-Hsun Hou	Male	2021.02.01	0	0	0	0	0	0	Department of English, Fu Jen Catholic University	None	None	None	None	-
Division Chief	R.O.C.	Yu-Na Chiu	Female	2021.03.18	0	0	0	0	0	0	MS in Health Management, Asia University Specialist of Medical Information Management Division, Benq Hospital, China	None	None	None	None	-
Division Chief	R.O.C.	Chih-Kai Hsu	Male	2021.03.18	0	0	0	0	0	0	Department of Medical Technology, National Taiwan University Chief Technology Officer of Comm Verge Solutions (Taiwan)	None	None	None	None	-
Corporate Governance Officer	R.O.C.	Chun-Yen Chen	Female	2021.03.18	486	0	0	0	0	0	Department of Accounting, National Cheng Kung University Senior Auditor of Deloitte & Touche	None	None	None	None	-
Division Chief	R.O.C.	Shan-Mao Cheng	Female	2021.05.12	1,928	0	680	0	0	0	Department of Public Finance and Taxation, National Chung Hsing University Chief Accountant of Ying-Lu Enterprise Co., Ltd.	None	None	None	None	-
Assistant VP	R.O.C.	Ying-Ya Wang	Female	2021.05.12	0	0	0	0	0	0	Department of Philosophy, National Chengchi University	None	None	None	None	-
Assistant VP	R.O.C.	Chen-Kai Hua	Male	2021.05.12	0	0	0	0	0	0	Department of Business Administration, Ming Chuan University Sales of BESTCOM Infotech Corp.	None	None	None	None	-
Acting Assistant VP	R.O.C.	Yu-Hsuan Kuo	Male	2021.05.12	0	0	0	0	0	0	MSFE of West Texas A&M University	None	None	None	None	-
Project Assistant VP	R.O.C.	Hsuan-Fa Huang	Male	2021.05.12	0	0	0	0	0	0	Department of Information Management, China College of Commerce and Industry Manager of Marketing and Sales Department, Great Taipei Broadband Co., Ltd.	None	None	None	None	-
Project Assistant VP	R.O.C.	Kuo-Shu Hsu	Male	2021.05.12	0	0	0	0	0	0	Department of Social Psychology, Shih Hsin University Sales Manager of RING LINE CORP.	None	None	None	None	-
Division Chief	R.O.C.	Yung-Ching Chen	Male	2021.05.12	0	0	0	0	0	0	Department of Chemical Engineering, Tamkang University Vice President of HAUMAI INDUSTRIAL CO., LTD	None	None	None	None	-
Senior Division Chief	R.O.C.	Chung-Yi Lin	Male	2021.05.12	3,316	0	0	0	0	0	Department of Applied Chemistry, Hsiuping University of Science and Technology Senior System Engineer of K WAY INFORMATION CORPORATION	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Division Chief	R.O.C.	Hsin-Yi Li	Female	2021.07.08	20,734	0.02	0	0	0	0	Department of Information Management, Fu Jen Catholic University	None	None	None	None	-
Division Chief	R.O.C.	Yu-Chia Hsiao	Male	2021.07.08	0	0	0	0	0	0	Institute of Medical Information, Taipei Medical University	None	None	None	None	-
Division Chief	R.O.C.	Ting-Jung Chang	Male	2021.08.02	0	0	0	0	0	0	Institute of Information Management, Providence University Vice President of Information Technology Service Department, Financial Esolution Co., Ltd.	None	None	None	None	-
Division Chief	R.O.C.	Chia-Yi Tsao	Male	2021.12.01	3,000	0	0	0	0	0	Department of Mechanical Engineering, Tamkang University	None	None	None	None	-
Division Chief	R.O.C.	Fu-Yuan Wen	Male	2022.05.11	0	0	0	0	0	0	Institute of Applied Mathematics, Tatung University	None	None	None	None	-
Division Chief	R.O.C.	Yi-Feng Lai	Female	2022.05.11	0	0	0	0	0	0	Institute of Information Management, National Central University	None	None	None	None	-
Project Assistant VP	R.O.C.	Yi-Ling Hsu	Female	2022.06.01	0	0	0	0	0	0	Department of Information Management, Takming University of Science and Technology	None	None	None	None	-
Acting Assistant VP	R.O.C.	Hung-Jen Hsiao	Male	2022.06.01	0	0	0	0	0	0	Department of Economics, Fu Jen Catholic University	None	None	None	None	-
Project Assistant VP	R.O.C.	Yi-Cheng Wu	Male	2022.06.01	0	0	0	0	0	0	Department of Information Management, Chinese Culture University	None	None	None	None	-
Project Assistant VP	R.O.C.	Sheng-Yu Chen	Male	2022.06.01	500	0	0	0	0	0	Department of Electronic Engineering, Southern Taiwan University of Science and Technology	None	None	None	None	-
Division Chief	R.O.C.	Ling-Hao Chen	Male	2022.06.20	0	0	0	0	0	0	Department of Electronical Engineering, Feng Chia University Chief Engineer of Taiwan Mobile Co., Ltd.	None	None	None	None	-
Project Division Chief	R.O.C.	Chun-Wen Yu	Male	2022.07.01	0	0	0	0	0	0	Department of Information Communication, Shih Hsin University Engineer of Tuo Wang Co., Ltd.	None	None	None	None	-
Division Chief	R.O.C.	Cheng-Heng Deng	Male	2022.08.10	0	0	40,000	0.04	0	0	Department of Electronic Data Management, Tamsui Institute of Business Administration	None	None	None	None	-
Project Division Chief	R.O.C.	Chi-Cheng Chih	Female	2022.09.01	0	0	0	0	0	0	Curtin University W.A. Master of Information System	None	None	None	None	-

Job title	Nationality	Name	Gender	Date elected	Number of shares held		Shareholding of spouse and minor children		Shareholding in the name of others		Major experience (education)	Concurrent positions in other companies now	Spouse or relatives within second degree of kinship who are officers of the Company			Remark (Note 15)
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Principal Division Chief	R.O.C.	Te-Kuei Chiu	Male	2022.11.01	0	0	0	0	0	0	Department of Aviation, Tamkang University Chief of Technology Division, SYSTEX Corporation	None	None	None	None	-
Division Chief	R.O.C.	Hung-Jui Hsieh	Male	2023.03.17	0	0	0	0	0	0	Department of Information Management, National Kaohsiung University of Science and Technology Deputy Manager, Information Technology Department, Entie Commercial Bank	None	None	None	None	-
Principal Division Chief	R.O.C.	Hao-Fan Liu	Male	2023.03.17	0	0	0	0	0	0	Department of Computer Science & Information Engineering, Ming Chuan University	None	None	None	None	-
Division Chief	R.O.C.	Chiung-Ying Tai	Female	2023.03.22	1,000	0	0	0	0	0	Department of Information Management, Fu Jen Catholic University	None	None	None	None	-
Acting Division Chief	R.O.C.	Yao-Jen Yeh	Male	2023.03.27	0	0	0	0	0	0	EMBA, Royal Roads University Architect, IBM; CTO/Vice President, Infoarchi Information Co., Ltd.	None	None	None	None	-
Acting Assistant VP	R.O.C.	Yu-Chiang Huang	Male	2023.06.01	0	0	0	0	0	0	Department of Biomechatronics Engineering, National Taiwan University	None	None	None	None	-
Senior Assistant VP	R.O.C.	Hsiao-Shu Ma	Male	2023.09.01	0	0	0	0	0	0	Department of Electronic Engineering, Southern Taiwan University	None	None	None	None	-
Project Assistant VP	R.O.C.	Hsiu-Hsien Wu	Male	2023.11.01	0	0	0	0	0	0	Department of Life Science, Fu Jen Catholic University, Sales Manager of Taiwan Microsoft Public Business Group Education Certification	None	None	None	None	-
Project Division Chief	R.O.C.	Pei-Ru Huang	Female	2024.05.02	0	0	0	0	0	0	Department of International Business, Tamkang University	None	None	None	None	-
Project Division Chief	R.O.C.	Yi- Chin Ji	Female	2024.05.02	0	0	0	0	0	0	Department of Chinese Literature, National Central University	None	None	None	None	-
Acting Division Chief	R.O.C.	Bo-Lun Xia	Male	2024.05.09	0	0	0	0	0	0	Chung Cheng Institute of Technology, National Defense University	None	None	None	None	-
Division Chief	R.O.C.	Te-Cheng Chen	Male	2024.05.09	0	0	0	0	0	0	Department of Information Science, National Pingtung University	None	None	None	None	-
Division Chief	R.O.C.	Hsiang- Chi Wu	Male	2024.06.24	0	0	0	0	0	0	Institute of Computer Science and Engineering, National Chiao Tung University; IT Director of UKC Electronics (H.K.) Co., Ltd. Hsinchu Branch	None	None	None	None	-
Project Assistant VP	R.O.C.	Ya-Chi Chou	Female	2024.07.22	0	0	0	0	0	0	Master of Science Degree Program in Industrial Design, Chang Gung University	None	None	None	None	-
Division Chief	R.O.C.	Chi- Hong Tai	Male	2024.08.12	0	0	0	0	0	0	Master's Degree in Information Management, National Sun Yat-sen University	None	None	None	None	-
Division Chief	R.O.C.	Ching-He Chang	Male	2024.11.12	0	0	0	0	0	0	Department of Shipping and Transportation Management, National Taiwan Ocean University Technical Manager of SYSTEX Corporation	None	None	None	None	-
Division Chief	R.O.C.	Yi-Cheng Chen	Male	2024.11.12	0	0	0	0	0	0	Department of Transportation and Logistics, Feng Chia University	None	None	None	None	-
Acting Assistant VP	R.O.C.	Yu-Jen Fang	Male	2024.12.12	0	0	0	0	0	0	Department of Logistics Management, National Kaohsiung University of Science and Technology	None	None	None	None	-
Assistant VP	R.O.C.	Wei-Min Chen	Male	2025.03.03	0	0	371	0	0	0	Department of Information Engineering, Feng Chia University	None	None	None	None	-

Note 1: Director of CASEMaker,Inc., director of Actisys International Corporation
Note 2: President of CASEMaker Inc.
Note 3: Legal representative of the director of Cloudmaster Co., Ltd.
Note 4: Chairman of Furly Investment Co., Ltd.

Note 5: Legal representative of the director of Syscom Computer(Shenzhen)Co., Ltd., legal representative of the director of Xian Linan Computer Co., Ltd.
Note 6: Legal representative of the director of Netmaker Technology Co., Ltd.
Note 7: Supervisor of Wisemaker Technology Co.
Note 8: Legal representative of the director of Netmaker Technology Co., Ltd.
Note 9: Director of Syscom Computer(Thailand)Co., Ltd.
Note 10: Legal representative of the director of Coach Technology Management Inc.
Note 11: Legal representative of the director of Wisemaker Technology Co.
Note 12: Legal representative of the director of SYSCOM INTERNATIONAL INC., supervisor of Cloudmaster Co., Ltd., supervisor of CloudMaster Japan Co.,Ltd.
Note 13: Supervisor of Netmaker Technology Co., Ltd.
Note 14: Legal representative of the director of Wisemaker Technology Co., director of Coach Technology Management Inc., vice chairman of Cloudmaster Co., Ltd.
Note 15: If the president or equivalents (the top managerial officer) and the chairman of the Company are the same person, each other's spouse or relative within first degree of kinship, the reason, rationality, necessity, countermeasures (such as increasing the number of independent directors and having a majority of directors who are not concurrently serving as employees or managerial officers, etc.) and related information should be described: No such situation.

II. Remuneration paid to directors (including independent directors), president and vice president for the most recent fiscal year

(I) Remuneration to directors (including independent directors)

Unit: Thousands of NTD

Job title	Name	Remuneration for directors								Total Remuneration (A+ B+ C+ D) and as a % of the net profit after tax		Remuneration for concurrent position as an employee								Total Remuneration (A+ B+ C+ D+E+F+G) and as a % of the net profit after tax		Remuneration from investees outside subsidiaries or from the parent company
		Base remuneration (A)		Severance and pension (B)		Profit-sharing remuneration for directors (C)		Business execution expenses (D)				Salary, bonus, allowance (E)		Severance and pension (F)		Profit-sharing remuneration for employees (G)						
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company		All companies in the financial statements		The Company	All companies in the financial statements	
																Cash amount	Stock amount	Cash amount	Stock amount			
Director	Jui-Fu Liu Jui-Long Liu Po-Wen Wang Chih-Chun Liu	480	480	0	0	0	0	39	39	519 0.17%	519 0.17%	7,534	8,266	0	0	52	0	52	0	8,105 2.65%	8,837 2.88%	None
Independent Director	Chung-Lieh Kuo So-Yun Cheng (Note 1) Feng-Chiu Yu (Note 1) Wang-Ying Yu (Note 2) Che-Fu Kung (Note 2)	361	361	0	0	0	0	69	69	430 0.14%	430 0.14%	0	0	0	0	0	0	0	0	430 0.14%	430 0.14%	None

1. Please describe the policy, system, criteria and structure for the remuneration for independent directors, and the correlation to the amount of remuneration in terms of their responsibilities, risks, time spent and other factors:
Remuneration for the Company's independent directors is determined in accordance with the Company's Articles of Incorporation and the remuneration system for directors, functional committees and managerial officers, with reference to the extent of the directors' participation in the Company's operations and the value of their contributions, as well as the usual standards in the industry. The Company's independent directors are currently paid only with the fixed monthly salary, travel expenses or attendance fees, and no variable remuneration.
2. Except as disclosed above, the remuneration for the directors of the Company for providing services to all companies in the financial statements (such as serving as a non-employee consultant, etc.) in the most recent year: None.

Note 1：Newly elected on June 12,2024.
Note 2：Term expired on June 12,2024.

Remuneration range table

Remuneration rangepaid to each director of the Company	Name of director			
	Sum of the preceding four types of remunerations (A+B+C+D)		Sum of the preceding seven types of remunerations (A+B+C+D+E+F+G)	
	The Company	All companies in the financial statements	The Company	All companies in the financial statements
Less than $1,000,000	Jui-Fu Liu, Jui-Long Liu, Po-Wen Wang, Chih-Chun Liu, Chung-Lieh Kuo, So-Yun Cheng, Feng-Chiu Yu, Wang-Ying Yu, Che-Fu Kung	Jui-Fu Liu, Jui-Long Liu, Po-Wen Wang, Chih-Chun Liu, Chung-Lieh Kuo, So-Yun Cheng, Feng-Chiu Yu, Wang-Ying Yu, Che-Fu Kung	Po-Wen Wang, Chih-Chun Liu, Chung-Lieh Kuo, So-Yun Cheng, Feng-Chiu Yu, Wang-Ying Yu, Che-Fu Kung	Po-Wen Wang, Chih-Chun Liu, Chung-Lieh Kuo, So-Yun Cheng, Feng-Chiu Yu, Wang-Ying Yu, Che-Fu Kung
$1,000,000 (inclusive)～$2,000,000 (exclusive)	None	None	None	None
$2,000,000 (inclusive)～3,500,000 (exclusive)	None	None	Jui-Fu Liu	Jui-Fu Liu
$3,500,000 (inclusive)～$5,000,000 (exclusive)	None	None	Jui-Long Liu	Jui-Long Liu
$5,000,000 (inclusive)～$10,000,000 (exclusive)	None	None	None	None
$10,000,000 (inclusive)～$15,000,000 (exclusive)	None	None	None	None
$15,000,000 (inclusive)～$30,000,000 (exclusive)	None	None	None	None
$30,000,000 (inclusive)～$50,000,000 (exclusive)	None	None	None	None
$50,000,000 (inclusive)～$100,000,000 (exclusive)	None	None	None	None
More than $100,000,000	None	None	None	None
Total	9 people	9 people	9 people	9 people

(II) Remuneration for president and vice president

Unit: Thousands of NTD

Job title	Name	Salary (A)		Severance and pension (B)		Bonus and allowance, etc. (C)		Profit-sharing remuneration for employees (D)				Total remuneration (A+B+C+ D) and as a % of the net profit after tax (%)		Remuneration from investees outside subsidiaries or from the parent company
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company		All companies in the financial statements		The Company	All companies in the financial statements	
								Cash amount	Stock amount	Cash amount	Stock amount			
Chief Strategy Officer	Jui-Fu Liu	63,113	64,232	1,777	1,777	349	349	430	0	430	0	65,669 21.43%	66,788 21.80%	None
President	Jui-Long Liu													
Vice President	Chao-Lai Wu													
Vice President	Anthony Tseng													
Vice President	Chen-Huan Li													
Vice President	Chun-Cheng Li													
Vice President	Kuei-Sheng Yuan													
Vice President	Shun-Liang Hsieh													
Vice President	Bing-Sen Su													
Vice President	Chin-Fen Yu													
Vice President	Nai-Cheng Cheng													
Vice President	Tsan-Chang Li													
Sales Vice President	Li-Chang Wu													
Project Vice President	Yen-Nien Hu													
Sales Vice President	Yu-Lung Hsueh													
Sales Vice President	Cheng-Tung Ko													
Sales Vice President	Hsu-Hung Chen													
Sales Vice President	Kuang-Keng Liang													
Sales Vice President	Shu-Ching Lin													
Sales Vice President	Ming-Feng Li													

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Remuneration range table

Remuneration rangepaid to president and vice president	Name of president and vice president	
	The Company	All companies in the financial statements
Less than $1,000,000	None	None
$1,000,000 (inclusive)～$2,000,000 (exclusive)	None	None
$2,000,000 (inclusive)～3,500,000 (exclusive)	Jui-Fu Liu, Anthony Tseng, Li-Chang Wu, Bing-Sen Su, Kuei-Sheng Yuan, Nai-Cheng Cheng, Tsan-Chang Li, Yen-Nien Hu, Yu-Lung Hsueh, Cheng-Tung Ko, Hsu-Hung Chen, Kuang-Keng Liang, Shu-Ching Lin, Ming-Feng Li	Jui-Fu Liu, Anthony Tseng, Li-Chang Wu, Bing-Sen Su, Kuei-Sheng Yuan, Nai-Cheng Cheng, Tsan-Chang Li, Yen-Nien Hu, Yu-Lung Hsueh, Cheng-Tung Ko, Hsu-Hung Chen, Kuang-Keng Liang, Shu-Ching Lin, Ming-Feng Li
$3,500,000 (inclusive)～$5,000,000 (exclusive)	Jui-Long Liu, Chao-Lai Wu, Chen-Huan Li, Chun-Cheng Li, Shun-Liang Hsieh, Chin-Fen Yu	Jui-Long Liu, Chao-Lai Wu, Chen-Huan Li, Chun-Cheng Li, Shun-Liang Hsieh, Chin-Fen Yu
$5,000,000 (inclusive)～$10,000,000 (exclusive)	None	None
$10,000,000 (inclusive)～$15,000,000 (exclusive)	None	None
$15,000,000 (inclusive)～$30,000,000 (exclusive)	None	None
$30,000,000 (inclusive)～$50,000,000 (exclusive)	None	None
$50,000,000 (inclusive)～$100,000,000 (exclusive)	None	None
More than $100,000,000	None	None
Total	20 people	20 people

(III) Names and distributions of employee profit-sharing remuneration to managerial officers

December 31, 2024
Unit: Thousands of NTD

	Job title	Name	Stock amount	Cash amount	Total	The total as a percentage of net profit after tax (%)
Managerial Officer	Chief Strategy Officer	Jui-Fu Liu	0	2,681	2,681	0.88%
	President	Jui-Long Liu				
	Vice President	Chao-Lai Wu				
	Vice President	Anthony Tseng				
	Vice President	Chen-Huan Li				
	Vice President	Chun-Cheng Li				
	Vice President	Kuei-Sheng Yuan				
	Vice President	Shun-Liang Hsieh				
	Vice President	Bing-Sen Su				
	Vice President	Chin-Fen Yu				
	Vice President	Nai-Cheng Cheng				
	Vice President	Tsan-Chang Li				
	Sales Vice President	Li-Chang Wu				
	Project Vice President	Yen-Nien Hu				
	Sales Vice President	Yu-Lung Hsueh				
	Sales Vice President	Cheng-Tung Ko				
	Sales Vice President	Hsu-Hung Chen				
	Sales Vice President	Kuang-Keng Liang				
	Sales Vice President	Shu-Ching Lin				
	Sales Vice President	Ming-Feng Li				
	Chief Technology Officer	Ching-Tzu Shih				
	Principal Division Chief	Jia-Chang Chang				
	Chief R&D Officer	Tsai-Cheng Chen				
	Principal Division Chief	Tsai-Chi Sung				
	Principal Division Chief	Chih-Wei Wen				
	Chief Finance Officer	Li-Chueh Du				
	Principal Division Chief	Ming-Kun Lin				
	Principal Division Chief	Chien-Yi Li				
	Principal Division Chief	Chih-Chung Chen				
	Principal Division Chief	Feng-Lin Yen				
	Senior Assistant VP	Mao-Ming Wang				
	Principal Division Chief	Ta-Yu Deng				
	Principal Division Chief	Po-Shu Hsueh				
	Assistant VP	Kai-Tsung Wang				
	Principal Division Chief	Cheng-Wu Shao				

Managerial Officer	Senior Assistant VP	Mei-Ling Yang				
	Senior Division Chief	Wen-Hsiung Yeh				
	Principal Division Chief	Kun-Ting Chiu				
	Division Chief	Yen-Mei Lin				
	Principal Division Chief	Yung-Chen Yang				
	Division Chief	Shu-Hua Liu				
	Principal Division Chief	Chao-Yi Wu				
	Senior Assistant VP	Hung-Chun Chao				
	Division Chief	Wen-Ching Tsai				
	Senior Assistant VP	Chun-Yi Chao				
	Senior Division Chief	Chia-Yuan Yeh				
	Division Chief	Chia-Ru Liu				
	Senior Assistant VP	Xueshu Ma				
	Principal Division Chief	Te-Li Chen				
	Principal Division Chief	Yi-Lun Wang				
	Division Chief	Chi-An Hsueh				
	Division Chief	Chi-Hsiang Tang				
	Division Chief	Nai-Fang Cheng				
	Senior Assistant VP	Yao-Chang Chen				
	Principal Division Chief	Yi-Ming Chang				
	Division Chief	Cheng-Yu Li				
	Senior Assistant VP	Chia-Ching Li				
	Senior Assistant VP	Tsang-Sung He				
	Principal Division Chief	Huang-Hsiang Yang				
	Senior Division Chief	Wen-Po Hsu				
	Senior Division Chief	Erh-Wei Dai				
	Principal Division Chief	Hui-Yi Lin				
	Senior Assistant VP	Tien-Chih Yen				
	Assistant VP	Hao-Cheng Yang				
	Principal Division Chief	Wan-Tan Lin				
	Principal Division Chief	Fu-Chien Cheng				
	Senior Division Chief	Hung-Yi Lin				
	Division Chief	Chiung-We Hsu				
	Principal Division Chief	Chiu-Jung Chiang				
	Senior Assistant VP	Shih-Fang Chang				
	Senior Assistant VP	Chia-Hsu Hsiao				
	Assistant VP	Li-Chun Lin				
	Acting Assistant VP	Chin-Yu Chen				
	Principal Division Chief	Rui-Ching Lin				
	Senior Division Chief	Mei-Feng Chang				
	Principal Division Chief	Chih-Cheng Lin				
	Project Division Chief	Kang-Yuan Fan				
	Division Chief	Wei-Jen Cheng				

Managerial Officer	Senior Division Chief	Yu-Ting Tseng				
	Assistant VP	Yi-Chun Liu				
	Principal Division Chief	Chin-Yi Liao				
	Division Chief	Chun-Feng Lin				
	Project Assistant VP	Chun-Hua Liu				
	Project Assistant VP	Chung-Chieh Wu				
	Assistant VP	Hung-Yu Hsu				
	Principal Division Chief	Min-Chung Huang				
	Assistant VP	Po-Yi Chen				
	Division Chief	Kuan-Chih Chen				
	Division Chief	Chun-Fu Yang				
	Division Chief	Ta-Jen Hsu				
	Division Chief	Chung-Chun Lin				
	Senior Division Chief	Tai-Yuan Hu				
	Division Chief	Shu-Chuan Chiu				
	Project Assistant VP	Yung-Kang Chang				
	Division Chief	Meng-Hung Pan				
	Division Chief	Fan-Ying Chang				
	Division Chief	Yu-Chung Huang				
	Project Assistant VP	Yu-Kang Tseng				
	Project Division Chief	Tsang-Wei Chang				
	Principal Division Chief	Wei-Pi Chou				
	Assistant VP	Cheng-We Hung				
	Division Chief	Chun-Tzu Chen				
	Assistant VP	Chiu-Hua Lin				
	Division Chief	Yi-Hsuan Lai				
	Project Assistant VP	Hsin-Jung Lu				
	Project Assistant VP	Jo-Han Hsieh				
	Assistant VP	Chia-Yu Chen				
	Project Division Chief	Ta-Chung Kuo				
	Project Division Chief	Yu-Hsiang Lin				
	Division Chief	Chih-Shan Chen				
	Division Chief	Ching-Wang Huang				
	Division Chief	Yuan-Chuan Yeh				
	Senior Division Chief	Che-Zhe Liu				
	Project Assistant VP	Yung-Pin Du				
	Division Chief	Hsiang-Teng Yeh				
	Project Division Chief	Ching-Hsun Hou				
	Division Chief	Yu-Na Chiu				
	Division Chief	Chih-Kai Hsu				
	Corporate Governance Officer	Chun-Yen Chen				
	Division Chief	Shan-Mao Cheng				
	Assistant VP	Ying-Ya Wang				
	Assistant VP	Chen-Kai Hua				

Managerial Officer	Acting Assistant VP	Yu-Hsuan Kuo				
	Project Assistant VP	Hsuan-Fa Huang				
	Project Assistant VP	Kuo-Shu Hsu				
	Division Chief	Yung-Ching Chen				
	Senior Division Chief	Chung-Yi Lin				
	Division Chief	Hsin-Yi Li				
	Division Chief	Yu-Chia Hsiao				
	Division Chief	Ting-Jung Chang				
	Division Chief	Chia-Yi Tsao				
	Division Chief	Fu-Yuan Wen				
	Division Chief	Yi-Feng Lai				
	Project Assistant VP	Yi-Ling Hsu				
	Acting Assistant VP	Hung-Jen Hsiao				
	Project Assistant VP	Yi-Cheng Wu				
	Project Assistant VP	Sheng-Yu Chen				
	Division Chief	Ling-Hao Chen				
	Project Division Chief	Chun-Wen Yu				
	Division Chief	Cheng-Heng Deng				
	Project Division Chief	Chi-Cheng Chih				
	Principal Division Chief	Te-Kuei Chiu				
	Division Chief	Hung-Jui Hsieh				
	Principal Division Chief	Hao-Fan Liu				
	Division Chief	Chiung-Ying Tai				
	Acting Division Chief	Yao-Jen Yeh				
	Acting Assistant VP	Yu-Chiang Huang				
	Project Assistant VP	Hsiu-Hsien Wu				
	Project Division Chief	Pei-Ru Huang				
	Project Division Chief	Yi- Chin Ji				
	Acting Division Chief	Bo-Lun Xia				
	Division Chief	Te-Cheng Chen				
	Division Chief	Hsiang- Chi Wu				
	Project Assistant VP	Ya-Chi Chou				
	Division Chief	Chi- Hong Tai				
	Division Chief	Ching-He Chang				
	Division Chief	Yi-Cheng Chen				
	Acting Assistant VP	Yu-Jen Fang				

(IV) Compare and describe the total remuneration paid to directors, presidents, and vice presidents in the most recent 2 years by the Company and all companies in the consolidated financial statements as a % of the net profit after tax on the parent company only or standalone financial statements, and explain the policies, criteria, combination, the procedures for determining remuneration and the correlation to operating performances and future risks:

1. The ratio of total remuneration paid by the Company and by all companies included in the consolidated financial statements for the two most recent fiscal years to directors, presidents and vice presidents of the Company, to the net income.

Unit: Thousands of NTD,%

Item / Title	The Company				All companies in the consolidated financial statement			
	2024		2023		2024		2023	
	total	to net profit after tax %	total	to net profit after tax %	total	to net profit after tax %	total	to net profit after tax %
Directors	8,535	2.79%	8,602	3.09%	9,267	3.02%	9,312	3.35%
President and vice president	65,669	21.43%	67,174	24.14%	66,788	21.80%	68,264	24.53%
Net profit after tax	306,397	-	278,293	-	306,397	-	278,293	-

2. The policies, standards, and portfolios for the payment of remuneration, the procedures for determining remuneration, and the correlation with business performance:
The remuneration for the above-mentioned personnel is based on the Company's Articles of Incorporation, the “Rules for Performance Evaluation of the Board of Directors”、the "Remuneration System for Directors, Functional Committees and Managerial Officers" and the Company’s measures for determining salaries, and is subject to the Remuneration Committee's review and approval.
(1)Article 21 of the Articles of Incorporation of the Company, as approved by the Board of Directors on March 12, 2025: If the Company has earnings for the year, no less than 3% shall be allocated as employees’ remuneration. Of this amount, no less than 20% shall be distributed to junior-level employees. The distribution method, either in shares or cash, shall be determined by resolution of the Board of Directors. The recipients may include employees of the Company’s controlling or subordinate companies who meet certain eligibility criteria. The distribution of employee remuneration shall be reported to the shareholders’ meeting. However, when the Company still has a cumulative deficit, it shall reserve an amount to compensate it first and then allocate an amount for employee remuneration according to the percentage set out in the preceding paragraph.
(2)Article 18 of the Company's Articles of Incorporation: The Board of Directors is authorized to determine the remuneration to the Chairperson and directors based on their involvement in the Company's operations, the values of their contributions, and the general standard in the industry. All directors may be paid with honoraria depending on the actual situation.
(3)The Company's directors are currently paid only with the fixed monthly salary, travel expenses or attendance fees, and no variable remuneration.
(4)The performance evaluation and remuneration for directors and managerial officers shall be handled with reference to the usual level of remuneration in the industry, taking into account the individual's time invested, responsibilities taken, achievement of personal goals, performance in other positions, the remuneration offered by the Company in recent years for the same position, and the achievement of the Company’s short-term and long-term business goals and the Company's financial position and the reasonableness of the correlation between personal performance and the Company's operating performance and future risks.
(5)Regarding the salary and remuneration of the Company’s managerial officers, fixed compensation is determined based on educational background, work experience, professional expertise, and job responsibilities. The calculation of non-fixed compensation, such as bonuses, mainly refers to departmental/business group KPI performance indicators. It takes into account the individual’s performance achievement rate, departmental KPI achievements, and the Company’s overall operational performance, financial condition, and business operations. External competitive environments, future industry development trends, and associated future risks are also considered, and the compensation system is reviewed as needed in response to actual business conditions and applicable regulations.
(6)The performance targets for managerial officers are integrated with "risk control." In addition to holistic planning based on the Company’s current financial condition, business performance, and future capital needs, assessments of sustainability and risk management are also incorporated to ensure that potential risks within each officer’s scope of responsibility are properly managed and mitigated.
(7)The Remuneration Committee has reviewed and approved the performance evaluation of the directors and functional committees and the salary and remuneration for managerial officers for 2024, and has submitted the results to the Board of Directors for discussion and approval.

III. Operations of corporate governance

(I) Operations of the Board of Directors:

The Board of Directors met__7__times during 2024 and the attendance of the directors was as follows:

The average percentage of attendance in person of all directors was 97.96%, and all independent directors attended all meetings in person.

Job title	Name	Number of attendance in person	Number of attendance by proxy	Percentage of attendance in person (%)	Remark
Chairman	Jui-Fu Liu	7	0	100%	None
Director	Jui-Long Liu	7	0	100%	None
Director	Po-Wen Wang	7	0	100%	None
Director	Chih-Chun Liu	6	0	86%	None
Independent Director	Chung-Lieh Kuo	7	0	100%	Reappointed on 2024.6.12
Independent Director	So-Yun Cheng	5	0	100%	Newly elected on 2024.6.12
Independent Director	Feng-Chiu Yu	5	0	100%	Newly elected on 2024.6.12
Independent Director	Che-Fu Kung	2	0	100%	Term expired on 2024.6.12
Independent Director	Wang-Ying Yu	2	0	100%	Term expired on 2024.6.12

Other matters required to be recorded:

I. If the operations of the Board of Directors is under any of the following circumstances, the date, period, motion content, all independent directors' opinions and the Company's handling of their opinions should be describe:
   1. Matters listed in Article 14-3 of the Securities and Exchange Act: The company's Audit Committee was set up. The provisions of Article 14-3 of the Securities and Exchange Act are not applicable since then. Please refer to page 31 of the Annual Report for information on the operations of the Audit Committee.
   2. In addition to the previous matters, other board meeting resolutions that have been opposed or reserved by independent directors with records or written statements: None.

II. In the implementation of a director's recusal for being an interested party in a motion, the director's name, the motion content, the recusal reasons and his or her participation in voting should be stated: None.

III. The Company should disclose information on the periodicity and duration, scope, method and content of the self-evaluation (or peer evaluation) by the board of director, and fill out Exhibit 1 on the implementation of the board evaluation.

IV. Evaluation of the current and most recent year's objectives for enhancing the functions of the Board of Directors (e.g., establishing an audit committee, enhancing information transparency, etc.) and their implementation:
   1. The Company has formulated the Rules of Procedure for Board of Directors Meetings to make the operation of the Board of Directors more institutionalized.
   2. The Company's Audit Committee and the Remuneration Committee are formed by independent directors, and the "Audit Committee Charter" and the "Remuneration Committee Charter" have been established to enable the committee members to exercise their supervisory duties and achieve the goal of strengthening the functions of the Board of Directors.
   3. On March 18, 2021, the Company's Board of Directors approved the appointment of a Corporate Governance Officer and formulated the "Standard Operating Procedures for Handling Directors' Requests" to enhance corporate governance operations
   4. The Company has established the "Rules Governing the Scope of Powers of Independent Directors".
   5. On December 19, 2024, the Company arranged all continuing courses for all new directors, and voluntarily provided information on various continuing courses and encouraged directors to actively participate in various corporate governance courses.
   6. The Company has established the "Rules for Performance Evaluation of the Board of Directors" and has completed the performance evaluation of the Board of Directors for 2024 and submitted it to the first Board of Directors meeting in 2025.

Exhibit 1: Implementation of the board evaluation.

Evaluation frequency	Evaluation period	Evaluation scope	Evaluation method	Evaluation content
Once a year	January 1, 2024 to December 31, 2024	Board of Directors	Internal self-evaluation by the Board of Directors	(1) The extent of participation in the Company's operations. (2) Improvement in the quality of the board's decision-making. (3) Composition and structure of the board. (4) Election and continuing education of directors. (5) Internal control.
		Individual board member	Board member self-evaluation	(1) Alignment of the Company's objectives and tasks. (2) Perception of directors' responsibilities. (3) The extent of participation in the Company's operations. (4) Internal relationship management and communication. (5) Professionalism and continuing education of directors. (6) Internal control.
		Audit Committee	Audit Committee members' self-evaluation	(1) The extent of participation in the Company's operations. (2) Perception of Audit Committee's responsibilities. (3) Improvement in the quality of the Audit Committee's decision-making. (4) Composition and appointment of Audit Committee members. (5) Internal control.
		Remuneration Committee	Remuneration Committee members' self-evaluation	(1) The extent of participation in the Company's operations. (2) Perception of Remuneration Committee's responsibilities. (3) Improvement in the quality of the Remuneration Committee's decision-making. (4) Composition and appointment of Remuneration Committee members. (5) Internal control.

(II)Operations of the Audit Committee :

1. The Audit Committee of the Company was established on July 29, 2021 in accordance with the law, and consists of all independent directors, with a total of three members, and operates in accordance with the "Audit Committee Charter", and meets at least once a quarter for the primary purpose of overseeing the following matters:
   a. Fair presentation of the Company's financial statements
   b. Appointment (dismissal), independence and performance of attesting CPAs
   c. Effective implementation of internal control.
   d. Compliance with the relevant laws and regulations.
   e. Management and control of the Company's existing or potential risks.

2. The tasks and responsibilities of the Audit Committee are as follows:
   a. Establishment of or amendment to internal control system pursuant to Article 14-1 of the Securities and Exchange Act.
   b. Evaluation of the effectiveness of the internal control system.
   c. Adoption or amendment, pursuant to Article 36-1 of the Securities and Exchange Act, of handling procedures for financial or operational actions of material significance, such as acquisition or disposal of assets, derivatives trading, extension of monetary loans to others, or endorsements or guarantees for others.

d. Matters that involve the self interests of the directors.
e. Material assets or derivative transactions
f. The lending of funds, endorsement, or guarantee in huge sum.
g. The offering, issuance, or private placement of any equity-type securities.
h. The appointment, dismissal, or remuneration of attesting CPAs.
i. The appointment or discharge of the finance, accounting, or internal audit officer.
j. The annual financial statements signed or sealed by the chairman, managerial officer and accounting officer, and the second quarter financial statements subject to audit and attestation by CPAs.
k. Other significant matters required by the Company or the competent authorities.

3. The Company's Audit Committee met 4 times in 2024 and the attendance of the independent directors was as follows:

Job title	Name	Number of attendance in person	Number of attendance by proxy	Percentage of attendance in person (%)	Remark
Independent Director	So-Yun Cheng	2	0	100%	Newly elected on 2024.6.12
Independent Director	Chung-Lieh Kuo	4	0	100%	Reappointed on 2024.6.12
Independent Director	Feng-Chiu Yu	2	0	100%	Newly elected on 2024.6.12
Independent Director	Che-Fu Kung	2	0	100%	Term expired on 2024.6.12
Independent Director	Wang-Ying Yu	2	0	100%	Term expired on 2024.6.12

4. Other matters required to be recorded:
(1) If the operation of the Audit Committee is under any of the following circumstances, the date, period, motion content, the content of the objections, reservations or major recommendations of the independent directors, resolution of the Audit Committee and the Company's handling of the Audit Committee's opinions should be described:
i. Matters listed in Article 14-5 of the Securities and Exchange Act:

Date of the Audit Committee meeting	Motion content	Matters listed in Article 14-5 of the Securities and Exchange Act	Objections, reservations or major recommendations of the independent directors
13th meeting of the 1st Committee 2024.03.12	Review of the financial statements and business report for 2023	V	None
	2023 earnings distribution proposal		None
	Finalization of "Procedures for Sustainability Report Compilation and Assurance"		None
	Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit"	V	None
	Evaluation of the independence and competency and appointment of attesting CPAs	V	None
	Pre-approval list of non-assurance services	V	None
	2023"Assessment of the Effectiveness of Internal Control System" and "Internal Control System Statement"	V	None
	Plan to serve as the guarantor for bank financing of subsidiaries	V	None
14th meeting of the 1st Committee 2024.05.09	Review of the financial statements for 1Q 2024		None
	Plan to serve as the guarantor for bank financing of subsidiaries	V	None

1st meeting of the 2nd Committee 2024.08.12	Review of the financial statements for 2Q 2024		None
	Replacement of CPAs and evaluation of the independence and suitability of CPAs	V	None
	Plan to serve as the guarantor for bank financing of subsidiaries	V	None
2nd meeting of the 2nd Committee 2024.11.12	Review of the financial statements for 3Q 2024		None
	Enactment of “Regulations Governing the Sustainability Information Management”		None
	Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit”	V	None
	Formulation of the audit plan for 2025		None
	Plan to serve as the guarantor for bank financing of subsidiaries	V	None
3rd meeting of the 2nd Committee 2025.03.12	Review of the financial statements and business report for 2024	V	None
	2024 earnings distribution proposal		None
	Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit”	V	None
	Evaluation of the independence and competency and appointment of attesting CPAs	V	None
	Pre-approval list of non-assurance services	V	None
	2024"Assessment of the Effectiveness of Internal Control System" and "Internal Control System Statement"	V	None
	Plan to serve as the guarantor for bank financing of subsidiaries	V	None
Resolutions: The motions listed above by the Audit Committee were approved by all members present. The Company's handling of the Audit Committee's opinions: The resolutions were submitted to the Board of Directors and approved by all directors present.			

ii. Other than the matters in the preceding paragraphs, resolutions not approved by the Audit Committee but approved by two-thirds or more of all directors: None.

(2) In the implementation of an independent director’s recusal for being an interested party in a motion, the independent director’s name, the motion content, the recusal reasons and his or her participation in voting should be stated: None.

(3) Communications among independent directors, internal audit officer and CPAs:

a. The Company's independent directors communicate with the internal audit officer and CPAs mainly through communication meetings or e-mails.
b. At least once a year, a separate meeting is held between the independent directors and the internal audit officer and the CPAs, without the presence of the regular directors and the management. If there is a major issue or if the independent directors, the internal audit officer and CPAs deem it necessary to communicate independently, they may convene a meeting from time to time to communicate.
c. The internal audit officer of the Company shall submit audit reports and follow-up reports to the independent directors in the month following the completion of the audit work, and shall attend the Board of Directors' meeting to report the implementation of the annual audit plan and internal control operations.
d. The internal audit officer reports individually to the independent directors at the Audit Committee meetings held quarterly on the implementation of the audit plan, significant findings and recommendations for improvement.
e. The Company's internal audit officer holds communication meetings with the independent directors and CPAs at least twice a year to discuss matters including the CPAs’ audit matters and results of the financial statements, financial position reports, the implementation of internal controls, other communication matters required by laws and regulations, and the impact of changes in laws and regulations on the Company's accounting practices.

f. Communications among independent directors, internal audit officer and CPAs are as follows:

Meeting date	Communication method	Communication matters	Communication results
March 12, 2024	Pre-board meeting discussion	1. CPAs communicated the results of the financial statement audit with the governance unit (includes key audit matters and others). 2. Others: Renewal of laws and regulations.	All independent directors present had no other opinions on the relevant communication matters.
March 12, 2024	Audit Committee	1. Report on the implementation of audit operations. 2. Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit". 3. Discussion of 2023 "Internal Control System Effectiveness Review" and "Internal Control System Statement".	All independent directors present had no other opinions.
May 9, 2024	Audit Committee	Report on the implementation of audit operations.	All independent directors present had no other opinions.
August 12, 2024	Audit Committee	Report on the implementation of audit operations.	All independent directors present had no other opinions.
November 12, 2024	Pre-board meeting discussion	Review results for 2024 Q3 and the audit scope and time of the 2024 financial statement review plan (including key audit matters, etc.).	All independent directors present had no other opinions on the relevant communication matters.
November 12, 2024	Audit Committee	1. Report on the implementation of audit operations. 2.Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit". 3. Discussion about the formulation of 2025 audit plan.	All independent directors present had no other opinions.
March 12, 2025	Pre-board meeting discussion	1. CPAs communicated the results of the financial statement audit with the governance unit (includes key audit matters and others). 2. Others: Renewal of laws and regulations.	All independent directors present had no other opinions on the relevant communication matters.
March 12, 2025	Audit Committee	1. Report on the implementation of audit operations. 2. Amendments to the "Internal Control System" and "Enforcement Rules for Internal Audit". 3. Discussion of 2024 "Internal Control System Effectiveness Review" and "Internal Control System Statement".	All independent directors present had no other opinions.

(III) Corporate Governance - Implementation Status and Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons:

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
I. Does Company follow "Taiwan Corporate Governance Implementation" to establish and disclose its corporate governance practices?	V		The Company's "Corporate Governance Best Practice Principles" was approved by the Board of Directors on November 7, 2014 and will be amended in line with laws and operational requirements. All operations are conducted in accordance with the "Corporate Governance Best Practice Principles." Relevant content is disclosed on the Market Observation Post System.	None
II. Shareholding structure & shareholders' rights				None
(I) Does Company have Internal Operation Procedures for handling shareholders' suggestions, concerns, disputes and litigation matters. If yes, has these procedures been implemented accordingly?	V		(I) The Company has a spokesperson and an acting spokesperson to deal with shareholders' suggestions and questions. In addition, the Company has a mailbox on the Company's website for investors to ask questions about shareholders' proposals or disputes.	
(II) Does Company possess a list of major shareholders and beneficial owners of these major shareholders?	V		(II) The Company regularly discloses the names of major shareholders and the ultimate controllers of major shareholders in accordance with relevant laws and regulations, and reports information on the changes in accordance with the regulations.	
(III) Has the Company built and executed a risk management system and "firewall" between the Company and its affiliates?	V		(III) The business and financial affairs of the Company and affiliates are operated independently, and the management rules have been established and implemented in accordance with the relevant regulations of the competent authorities.	
(IV) Has the Company established internal rules prohibiting insider trading on undisclosed information?	V		(IV) The Company has established the "Procedures for Handling Material Inside Information and Procedures for the Prevention of Insider Trading" and the "Procedures for Ethical Management and Guidelines for Conduct" in accordance with the relevant regulations of the competent authorities to maintain the fairness of securities trading market, which are posted on the internal website and the Company's website to prohibit any conduct that may involve insider trading, and also provides related education and promotion.	
III. Composition and Responsibilities of the Board of Directors				None
(I) Does the board of directors formulate diversity policies, specific management objectives and implement them?	V		(I) 1. The Company has established the "Corporate Governance Best Practice Principles" and the composition of the Board of Directors is determined by taking into consideration the diversity of the	

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			Board of Directors, the members of which not only possess the knowledge, skills and qualities necessary to perform their duties, but also have diverse backgrounds in industry, academia and knowledge.Please refer to the Annual Report on page6" (IV)Disclosure of professional qualifications of directors and independence of independent directors"for their educations and experiences. The implementation status of the Company's policy on diversity of the board members by individual directors is as follows, mainly comprising: A.Basic criteria and values of directors, including gender, age, nationality, and culture, etc. B.Directors' professional knowledge and skills, including professional background (such as law, accounting, industry, finance, marketing or technology), professional skills and industry experience, etc. C.Directors' abilities include operational judgment, accounting and financial analysis, business management, crisis management, industry knowledge, international market perspective, leadership, and decision-making ability. 2. The Company's achievement of the diversity of the board members is detailed on page7 of the Annual Report. 3. The Company's Board of Directors has seven seats, of which three are independent directors and two are concurrently managerial officers of the Company, representing 29% of the total number of directors. No more than one-third of the directors are concurrently managerial officers of the Company. Nor more than half of the directors are spouses or relatives within second degree of kinship of each other. The percentage of independent directors is 43%. One independent directors have a tenure of 3 to 9 years, and two independent director has a tenure of less than 3 years. Two of the Company's directors are over the age of 71, three are between 61 and 70, and two are between 51 and 60. The Company has three female directors, and the proportion of female directors is 43%. At	

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			least one-third of the board seats of either gender have been achieved.	
(II) Other than the Compensation Committee and the Audit Committee which are required by law, does the Company plan to set up other Board committees?	V		(II) The Company has established the Remuneration Committee and the Audit Committee in accordance with the law, with three members consisting of all independent directors, and will establish other functional committees in the future depending on the actual operational need.	
(III) Has the Company established methodology for evaluating the performance of its Board of Directors, on an annual basis, reported the results of performance to the Board of Directors, and use the results as reference for directors' remuneration and renewal?	V		(III) The Company has established the "Rules for Performance Evaluation of the Board of Directors" as approved by the Board of Directors, which requires a review of the Board of Directors, individual members of the Board of Directors, and members of functional committees (including the Remuneration Committee and the Audit Committee) at least once a year. The evaluation results will be used as reference for the nomination of directors. 1.The evaluation method includes internal self-evaluation by the Board of Directors, self-evaluation by the Board members, self-evaluation by the members of the functional committees or other appropriate methods for performance evaluation. 2.The performance evaluation of the Board of Directors of the Company shall include at least the following five major aspects: (1) The extent of participation in the Company's operations. (2) Improvement in the quality of the board's decision-making. (3) Composition and structure of the board. (4) Election and continuing education of directors. (5) Internal control. The performance evaluation of board members should include at least the following six major aspects: (1) Alignment of the Company's objectives and tasks. (2) Perception of directors' responsibilities. (3) The extent of participation in the Company's operations. (4) Internal relationship management and communication. (5) Professionalism and continuing education of directors. (6) Internal control.	

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			The performance evaluation of the functional committees (including the Audit Committee and the Remuneration Committee) should include at least the following five major aspects: (1) The extent of participation in the Company's operations. (2) Perception of functional committee's responsibilities. (3) Improvement in the quality of the functional committee's decision-making. (4) Composition and appointment of functional committee members. (5) Internal control. The Board of Directors' performance evaluation indicators shall be determined in accordance with the Company's operations and needs, and shall be appropriate for the Company's performance evaluation. The evaluation criteria shall be revised and adjusted according to the needs of the Company, and the scores may be weighted according to each evaluation aspect. 3.The Company performs the internal performance evaluation of the Board of Directors once a year in accordance with the evaluation procedures and evaluation indicators of "Rules for Performance Evaluation of the Board of Directors". The results of the internal performance evaluation shall be completed and provided to the Board of Directors by the end of the first quarter of the following year. The evaluation scope shall include the performance evaluation of the Board of Directors as a whole, individual board members and functional committees. The evaluation method includes internal self-evaluation by the Board of Directors, self-evaluation by the Board members, self-evaluation by the members of the functional committees or other appropriate methods for performance evaluation. The results of the performance evaluation shall be used as a reference in the selection or nomination of directors. 4.The performance evaluation of the Board of Directors for the year 2024 was completed in February 2025 and the evaluation results were submitted to the Board of Directors on March 12, 2025. According to the self-evaluation results of the Board of Directors, board members,	

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
(IV) Does the Company regularly evaluate its attesting CPAs' independence?	V		Audit Committee and Remuneration Committee, the performance evaluation of the Board of Directors, board members, Audit Committee and Remuneration Committee are all above the standard, which indicates that the overall operations of the Board of Directors and functional committees of the Company are good. (IV) The Audit Committee and the Board of Directors of the Company evaluate the independence and competency of the attesting CPAs in accordance with the regulations every year. In addition to requesting the attesting CPAs to issue the "Statement of Independence" and "Audit Quality Indicator (AQI) Report", the Company also examines whether the attesting CPAs meet the independence and competency according to the thirteen indicators of the five major scopes of AQI and an number of evaluation criteria. The evaluation results will also be used as the basis for the Audit Committee and the Board of Directors to approve the appointment of the CPAs. Based on the results of the most recent evaluation of the independence and competency of the Company's attesting CPAs (please refer to Note 1), the Company's attesting CPAs meet the independence and competency requirements. On March 12, 2025, the Audit Committee and the Board of Directors resolved to approve the "evaluation of independence and competency as well as appointment of the attesting CPAs".	
IV. Does the Company appoint competent and appropriate corporate governance personnel and corporate governance officer to be in charge of corporate governance affairs (including but not limited to furnishing information required for business execution by directors, assisting directors' compliance of law, handling matters related to board meetings and shareholders' meetings according to law, handling company registration and change registration , and recording minutes of board meetings and shareholders' meetings)?	V		1. The Company's Corporate Governance Group is responsible for corporate governance-related matters, and the Board of Directors resolved on March 18, 2021 that Chun-Yen Chen, Manager of the Accounting Office of the Finance Division, be appointed as the Corporate Governance Officer. She has at least three years of experience in the management of finance, stock affairs and meeting administration of a public company and has completed continuing professional education as required by law. 2. Corporate governance related matters and scope of authority mainly include the following (1) Provide information necessary for directors to carry out their business. (2) Administer meetings of the Board of Directors and shareholders'	None

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			meetings in accordance with the law. (3) Handle business registration and change registration for the Company. (4) Prepare minutes of meetings of the Board of Directors and shareholders. (5) Assist directors to take office and pursue continuing education. (6) Assist directors in complying with the law. (7) Assist the Board of Directors in strengthening its performance. (8) Report to the Board of Directors the results of its review of the qualifications of independent directors at the time of their nomination, election and during their term of office in compliance with the relevant laws and regulations. (9) Handle matters related to the change of directors. (10) Protect the interests of stakeholders and uphold equal treatment of shareholders. 3. Implementation status of the above matters in 2024: (1) Handled matters related to the change of directors in accordance with the law: Formulated the meeting agenda for Board of Directors' and Audit Committee's meetings, sent out meeting notices, meeting materials and minutes. In 2024, the Board of Directors had 7 meetings and the Audit Committee had 4 meetings. (2) Administered the annual regular shareholders' meetings in accordance with the law: Registered for the shareholders' meeting, prepared the meeting notice, handbook and minutes, and administered the regular shareholders' meeting on June 12, 2024 to amend the Articles of Incorporation and completed the change registration for the Company in accordance with the regulations. (3) Assisted in the communications among independent directors, internal audit officer and attesting CPAs.	None

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td>(4) Published material information in accordance with the law and ensured the legality and accuracy of the contents of material information published.
(5) Assist directors in complying with various laws and best practice principles and to assisted in arranging continuing educations for directors.
(6) Handled the purchase of liability insurance for directors and managerial officers.
(7) Administered the performance evaluation of the Board of Directors for the year 2024, which was reported to the Board of Directors in its first meeting in 2025(March 12, 2025).
(8) Completed the qualification review of independent directors (including nomination, election, and term of office), and reported to the Board of Directors on March 12, 2024 and December 19, 2024.
(9) Continued to implement and strengthen corporate governance.
4. Continuing educations of the Corporate Governance Officer:
<table>
<tr><th>Training date</th><th>Organizer</th><th>Course name</th><th>Training hours</th><th>Total training hours in the year</th></tr>
<tr><td>2023.10.6</td><td rowspan="2">Accounting Research and Development Foundation</td><td>Practical Analysis of the Latest “Sustainable Development Action Plan” and the Impact of Net Zero Carbon Emission on Financial Statements</td><td>6.0</td><td rowspan="2">12.0</td></tr>
<tr><td>2023.11.6</td><td>How to Analyze Key Financial Information to Strengthen Crisis Early Warning</td><td>6.0</td></tr>
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<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
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<tr><td></td><td></td><td></td><td>
<table>
<tr><th>Training date</th><th>Organizer</th><th>Course name</th><th>Training hours</th><th>Total training hours in the year</th></tr>
<tr><td>2024.09.03
2024.09.04</td><td>Taiwan Corporate Governance Association</td><td>Climate Risk Identification Workshop and Net Zero Emission Promotion Conference</td><td>9.0</td><td rowspan="2">12.0</td></tr>
<tr><td>2024.12.19</td><td>The Business Development Foundation of the Chinese Straits</td><td>Corporate Environmental Governance and Social Disclosure</td><td>3.0</td></tr>
</table>
</td><td></td></tr>
<tr><td>V. Has the Company established a means of communicating with its Stakeholders (including but not limited to shareholders, employees, customers, suppliers, etc.) or created a Stakeholders Section on its Company website? Does the Company respond to stakeholders' questions on corporate responsibilities?</td><td>V</td><td></td><td>The Company has a spokesperson and an acting spokesperson, and provides a communication channel for investors and stakeholders to ask questions through the Company's website. The Company has set up a stakeholder area on the Company's website, where stakeholders can communicate with each other by telephone or email disclosed on the website as needed on issues of concern.</td><td>None</td></tr>
<tr><td>VI. Has the Company appointed a professional registrar for its Shareholders' Meetings?</td><td>V</td><td></td><td>The Company has appointed a professional stock affairs agency, CAPITAL SECURITIES CORP., to administer shareholders' meetings and shareholder services.</td><td>None</td></tr>
<tr><td>VII. Information Disclosure
(I) Has the Company established a corporate website to disclose information regarding its financials, business and corporate governance status?
(II) Does the Company use other information disclosure channels (e.g. maintaining an English-language website, designating staff to handle information collection and disclosure, appointing spokespersons, webcasting investors conference etc.)?
(III) Does the Company announce and report the annual financial statements within two months after the end</td><td>V
V</td><td>V</td><td>(I) The Company has set up a website with "Investor Relations" and "Sustainable Development ESG"areas to disclose information on financial and business matters and sustainable development.
(II) The Company has dedicated personnel to be responsible for the collection and disclosure of material information of the Company, and inputting the information into the Market Observation Post System and the Company's website on a regular basis, has implemented a spokesperson system in accordance with the regulations and, and has placed information related to the Company's past earnings calls on the Company's website.
(III) The annual financial reports, the first, second, and third quarter financial reports, and the monthly operating results of the Company are announced</td><td>None</td></tr>
</table>

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
of the fiscal year, and announce and report the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline?			and reported before the prescribed deadline.	
VIII. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (e.g. including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing liability insurance for directors)?	V		1. Employees' rights and interests: The Company protects employees' rights and interests in accordance with the Labor Standards Act, the Gender Equality Act, the Sexual Harassment Prevention Act, and other relevant laws and regulations. 2. Employee care: The Company provides relevant welfare system, complete education and training, and good communication channels to establish a trusting relationship with employees. 3. Investor relations: The Company has dedicated personnel to provide services and a stock affairs unit to handle shareholders' suggestions. 4. Supplier relations: The Company selects suitable suppliers based on their delivery quality, timeliness, and after-sales service, and signs distribution contracts for the products of the partners we represent. We review the cooperation relationship between the two parties according to the contract period, and quote and compare multiple vendors for products in the market channel simultaneously to establish a stable procurement network, and require suppliers to comply with corporate social responsibility policies. 5. Stakeholders' rights: Stakeholders may communicate with the Company and make suggestions to protect their legitimate rights and interests. 6. Continuing educations of directors: Please refer to the description (Note 2) of Continuing education of directors in this Annual Report. 7. Implementation status of risk management policy and risk measurement standards: The Company has established the risk management policy, which together with the risk measurement standards have been implemented by dedicated personnel and the implementation status is good. 8. Implementation of customer policy: The Company maintains stable and good relationships with its customers to generate profits for the Company. 9. The Company's purchase of liability insurance for directors and	None

Evaluation Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			managerial officers: The Company purchases liability insurance for directors and managerial officers every year to strengthen corporate governance and reduce the risks borne by directors, managerial officers and the Company, which are reported on the Market Observation Post System.	

IX. The improvement status for the result of Corporate Governance Evaluation announced by Taiwan Stock Exchange for the 2024 Corporate Governance Evaluation：

Improved status for the non-scoring items:

Evaluation Index	Improved status
Does the Company compile and upload the sustainability report to the Market Observation Post System and the Company's website in accordance with the GRI Standards issued by the Global Reporting Initiative (GRI)? [If the sustainability report discloses relevant ESG information with reference to SASB, one point will be added to the total score.]	The Company completed the preparation of the 2023 sustainability report before August 31, 2024 and upload it to the Market Observation Post System and the Company's website, which has been approved by the Board of Directors.

Priorities for improvement:

Evaluation Index	Priorities for improvement
Has the Company established a Nomination Committee with at least 3 members, and at least half of which are independent directors. An independent director shall serve as the convener and chair of the meeting, and its composition, responsibilities and operations are disclosed?	The Company plans to establish the Nomination Committee in 2025.

Note 1:
(1) Evaluation form of the independence and competency of attesting CPAs

Evaluation item	Evaluation results	Compliance with Independence
1. If the CPA has a direct or material indirect financial interest in the Company?	No	Yes
2. If the CPA has any financing or guarantee dealings with the Company or its directors and supervisors?	No	Yes
3. If the CPA has significant close business relationships with the Company?	No	Yes
4. If the CPA Group has a potential employment relationship with the Company?	No	Yes
5. If the CPA and the Company agreed on contingent professional fees related to audit cases?	No	Yes
6. If the CPA and any audit team member currently or within the most recent two years has served as a director, supervisor, managerial officer or position that has a significant influence on audit cases?	No	Yes
7. If the CPA had provided any non-audit services to the Company that will directly affect the important matters of audit cases?	No	Yes
8. If the CPA has advertised or brokered any shares or other securities issued by the Company?	No	Yes
9. If the CPA has acted as a defender for the Company or coordinated conflicts with other third parties on behalf of the Company?	No	Yes
10. If the CPA is related to the directors, supervisors, managerial officers or persons who have significant influence on the audit cases of the Company?	No	Yes
11. If any other practicing CPA who left the CPA firm in the last year has served as a director, supervisor, managerial officer or position that has a significant influence on audit cases?	No	Yes
12. If the CPA ever received any gifts or presents of significant value from the Company or its directors, supervisors or managerial officers?	No	Yes
13. If the CPA is requested to accept improper choices by management in accounting policies or improper disclosures in the financial statements?	No	Yes
14. If the CPA is pressed to improperly reduce the amount of audit work to be performed in order to reduce the professional fees?	No	Yes
15. Has the Company not changed its attesting CPAs for seven consecutive years or have its attesting CPAs been disciplined or compromised their professionalism or independence?	No	Yes

(2) AQI Independence and Competency Assessment Form for Attesting CPAs

AQI		Key measurement points and level		Compliance with Audit Quality Indicators
Scope 1 Professionalism	(1-1) Audit experience	Do the senior auditors have sufficient audit experience to perform the audit work?	CPA firm level Audit engagement level	Yes
	(1-2) training hours	Do the CPAs and senior auditors receive sufficient annual education and training to continue to acquire professional knowledge and skills?	CPA firm level	Yes
	(1-3) Turnover rate	Does the CPA firm maintain sufficient experienced human resources?	CPA firm level	Yes
	(1-4) Professional supports	Does the CPA firm have sufficient professional personnel (such as appraisers) to support the audit team?	CPA firm level	Yes
Scope 2 Quality control	(2-1) CPAs' workload	Are the CPAs overloaded with audit engagements?	CPA firm level Audit engagement level	Yes
	(2-2) Audit involvement	Is the involvement of the audit team at each stage of the audit engagement appropriate?	CPA firm level Audit engagement level	Yes
	(2-3) Engagement quality control review (EQCR)	Do CPAs devote sufficient hours to perform reviews of the audit engagement (EQCR)?	CPA firm level Audit engagement level	Yes
	(2-4) Quality control support capability	Does the CPA firm have sufficient quality control manpower to support the audit team?	CPA firm level	Yes
Scope 3 Independence	(3-1) Non-audit service fees	Effect of the proportion of non-audit service fees on Independence	Audit engagement level	Yes
	(3-2) Client familiarity	Effect of the cumulative number of years of attestations to annual financial statements provided by the CPA firm on independence	Audit engagement level	Yes
Scope 4 Supervision	(4-1) External inspection deficiencies and disciplines	Are the quality control and audit engagements of the CPA firm performed in accordance with the relevant laws and regulations?	CPA firm level Audit engagement level	Yes
	(4-2) Improvements required by competent authorities in letters	Are the quality control and audit engagements of the CPA firm performed in accordance with the relevant laws and regulations?	CPA firm level Audit engagement level	Yes
Scope 5 Innovation capabilities	(5-1) Innovation planning or initiatives	The CPA firm's commitment to improving audit quality, including the CPA firm's innovation capabilities and planning.	CPA firm level	Yes

Note 2: Continuing education of directors

Job title	Name	Date	Course name	Organizer	Hours
Director	Po-Wen Wang	2023.04.27	Sustainable Development Action Plan Promotion Conference for TWSE/TPEx-listed Companies	Taiwan Stock Exchange	3
Independent Director	Che-Fu Kung	2023.05.22	Sustainable Development Action Plan Promotion Conference for TWSE/TPEx-listed Companies	Taiwan Stock Exchange	3
Independent Director	Wang-Ying Yu	2023.09.04	The 14th Taipei Corporate Governance Forum	Financial Supervisory Commission	3
Independent Director	Chung-Lieh Kuo	2023.10.13	2023 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Independent Director	Wang-Ying Yu	2023.10.13	2023 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Director	Chih-Chun Liu	2023.10.13	2023 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Director	Po-Wen Wang	2023.10.20	2023 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Independent Director	Che-Fu Kung	2023.11.29	2023 Annual Legal Compliance Briefing on Insider Stock Transactions	Securities and Futures Institute	3
Independent Director	Chung-Lieh Kuo	2023.11.29	2023 Annual Legal Compliance Briefing on Insider Stock Transactions	Securities and Futures Institute	3
Director	Chih-Chun Liu	2023.11.29	2023 Annual Legal Compliance Briefing on Insider Stock Transactions	Securities and Futures Institute	3
Director	Po-Wen Wang	2024.07.03	2024 Cathay Sustainable Finance & Climate Change Summit	Taiwan Stock Exchange	6
Independent Director	Feng-Chiu Yu	2024.09.04	Net Zero Carbon Emissions Promotion Conference	Taiwan Corporate Governance Association	3
Independent Director	Feng-Chiu Yu	2024.09.06	2024 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Independent Director	So-Yun Cheng	2024.10.04	Net Zero Carbon Emissions Promotion Conference	Taiwan Corporate Governance Association	3
Independent Director	Feng-Chiu Yu	2024.10.08	2024 WIW Forum Lecture on "Concerto for Digital Banking and Perpetual Finance under the AI Bash"	Taiwan Stock Exchange	3
Independent Director	Chung-Lieh Kuo	2024.10.18	2024 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Independent Director	So-Yun Cheng	2024.10.18	2024 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Independent Director	So-Yun Cheng	2024.11.15	2024 Annual Legal Compliance Briefing on Insider Stock Transactions	Securities and Futures Institute	3
Director	Chih-Chun Liu	2024.11.29	2024 Annual Briefing on Insider Trading Prevention	Securities and Futures Institute	3
Director	Jui-Fu Liu	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Director	Jui-Long Liu	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Director	Po-Wen Wang	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Director	Chih-Chun Liu	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Independent Director	Chung-Lieh Kuo	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Independent Director	So-Yun Cheng	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3
Independent Director	Feng-Chiu Yu	2024.12.19	Corporate Environmental Governance and Social Disclosure	The Business Development Foundation of the Chinese Straits	3

(IV) Composition, duties and operations of the Remuneration Committee of the Company:

1. Information on the members of the Remuneration Committee

Criteria / Position	Name	Professional qualifications and experience	Status of independence	Number of other public companies in which the individual is concurrently serving as a remuneration committee member
Independent Director (Convener)	Chung-Lieh Kuo	Please refer to page 6 of the Annual Report for the "Disclosure of professional qualifications of directors and independence of independent directors"		0
Independent Director	So-Yun Cheng			0
Independent Director	Feng-Chiu Yu			0

2. Information on the operations of the Remuneration Committee
   (1) The Remuneration Committee of the Company has 3 members.
   (2) The term of office of the current committee members is from June 12, 2024 to June 11, 2027. The Remuneration Committee met two times in 2024, and the attendance of the members was as follows:

Job title	Name	Number of attendance in person	Number of attendance by proxy	Percentage of attendance in person (%)	Remark
Convener	Chung-Lieh Kuo	2	0	100%	Reappointed on 2024.6.12
Committee member	So-Yun Cheng	1	0	100%	Newly elected on 2024.6.12
Committee member	Feng-Chiu Yu	1	0	100%	Newly elected on 2024.6.12
Convener	Wang-Ying Yu	1	0	100%	Term expired on 2024.6.12
Committee member	Che-Fu Kung	1	0	100%	Term expired on 2024.6.12

   (3) The matters for discussions and resolutions of the Remuneration Committee and the Company's handling of the opinions of the members:

Remuneration Committee	Motion content	Resolution	The Company's handling of the opinions of the members of the Remuneration Committee
7th meeting of the 5th Committee 2024.03.12	1. Review of the payment of year-end bonus to managerial officers for 2023. 2. Review of the remuneration and performance evaluation of directors and managerial officers for 2023. 3. Review of the employee profit-sharing remuneration for directors and managerial officers for 2023.	All members present agreed to approve the motions as proposed with no objection	Submitted to the Board of Directors for resolution and approved by all directors present
1st meeting of the 6th Committee 2024.11.12	1. Review of the remuneration and performance evaluation of directors and managerial officers for 2024. 2. Discussion about the remuneration policy, system, standard and	All members present agreed to approve the motions as proposed with no objection	Submitted to the Board of Directors for resolution and approved by all directors present

	structure for directors and managerial officers. 3. Review of the payment of year-end bonus to managerial officers for 2024. 4. Discussion about the work plan of the Remuneration Committee for 2025.		
2nd meeting of the 6th Committee 2025.03.12	1. Review of the payment of year-end bonus to managerial officers for 2024. 2. Review of the remuneration and performance evaluation of directors and managerial officers for 2024. 3. Review of the employee profit-sharing remuneration for directors and managerial officers for 2024.	All members present agreed to approve the motions as proposed with no objection	Submitted to the Board of Directors for resolution and approved by all directors present

(4) Other matters required to be recorded:

A. The tasks and responsibilities of the Remuneration Committee:

a. Regularly review the Committee Charter and propose amendments.

b. Establish and periodically review the policies, systems, standards and structures for annual and long-term performance goals and remuneration for directors and managerial officers of the Company.

c. Regularly evaluate the achievement of the performance goals of the Company's directors and managerial officers and determine the content and amount of their individual remuneration.

B. If the Board of Directors does not adopt or amend the recommendations of the Remuneration Committee, it should state the date, period, proposal content, resolution of the board, and its handling of the committee's opinions: None.

C. If any of the members of the Remuneration Committee hold adverse opinion or qualified opinions with record or in written declaration against the resolutions of the committee, specify the date and the session of the committee meeting, the content of the motion, the opinions of all members and the response to the opinions of the members: None.

(V) Implementation status of the promotion of sustainable development, the differences from the Sustainable Development Best Practice Principles for TWSE/TPEx listed Companies and the reasons therefor:

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
I. Does the company have established a governance structure to promote sustainable development and set up a dedicated department to promote sustainable development, which is authorized and supervised by the board of directors?	V		1. The Board of Directors of the Company serves as the highest decision-making body for sustainable development matters. In 2022, with the Board's approval, the former Corporate Governance and CSR Promotion Group to the Sustainable Development Promotion Group. In May 2024, the positions of Chief Sustainability Officer and Executive Secretary were established. The Chief Sustainability Officer oversees three teams—Corporate Governance, Environmental Sustainability, and Social Prosperity—responsible for formulating sustainable development-related policies, systems, and management guidelines, proposing concrete promotion plans, executing them, and reviewing and improving their effectiveness. The Company regularly reports the implementation plan and results to the Board of Directors at least once a year. The main tasks are divided into the following three subgroups and the relevant departments are responsible for promoting the implementation: (1) Corporate Governance Subgroup: Responsible for compliance with laws and regulations, Board of Directors' governance practices, implementation of internal control system, information security, information disclosure, risk management, shareholders' rights and interests, and other related work. (2) Environmental Sustainability Subgroup: Responsible for environmental protection, green environment, energy saving and carbon reduction, ecological sustainability, greenhouse gas inventory, and safety and health related work. (3) Social Co-prosperity Subgroup: Responsible for employee care, customer relations, supplier management, workplace safety, education and training, integrity management, human rights protection, and social benefit. 2. The sustainable development promotion group has reported to the Board of Directors on December 19, 2024 about the implementation results for 2024 and the plan for 2025.	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			3. The Company has formulated the “Procedures for the Preparation and Assurance of Sustainability Reports” in accordance with the “Regulations Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies”, and approved by the Board of Directors on March 12, 2024. It is the basis for the implementation of relevant operating procedures by the sustainable development promotion group. 4. The Company established the "Regulations Governing the Sustainability Information Management" on November 12, 2024 and amended the relevant internal control system to improve the quality of sustainability information disclosure. 5. The 2023 Sustainability Report has been approved by the Board of Directors of the Company on August 12, 2024. 6. Based on the report on the implementation status, the Board of Directors reviews the promotion of strategies and plans and urges the promotion team to make adjustments when necessary.	
II. Does the Company conduct risk assessments on environmental, social, and corporate governance issues related to its operations in accordance with the materiality principle, and implement relevant risk management policies or strategies?	V		1. To strengthen corporate governance and improve risk management operations, the Company has established the “Risk Management Policy”, which was approved by the Board of Directors on November 10, 2020, to effectuate a check and balance mechanism of the risk management. The Company's risk management policy is mainly oriented to risk management. The Company defines various types of risks in accordance with the Company's overall operating policies and establishes a risk management mechanism for early assessment and measurement, effective supervision and strict control, with the aim of controlling risks within acceptable or controlled limits, and strengthening the awareness of risk control among all employees in order to reasonably ensure the achievement of the Company's strategic objectives. 2. The scope of the Company's risk management includes market risk, operational risk, strategic risk, financial risk, legal risk, information security risk, and other risks that may cause the Company to incur material losses. The risk management is carried out by each risk working subgroup according to the issues they are responsible for.	

<table>
<tr><th rowspan="2">Promotional Implementation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td>3. The Board of Directors of the Company is the highest unit of risk management and shall approve the risk management policy and structure, and is responsible for approving, reviewing, and monitoring the Company's risk management policy to ensure the effectiveness of risk management. The Risk Management Group is directly under the President and is responsible for the monitoring, measurement and evaluation of the company's risk at the execution level. The risk management of each operation is assigned to each relevant unit according to the nature of its business.
4. The Company's Sustainable Development Promotion Group conducts risk assessments on environmental, social and corporate governance issues related to the Company's operations in accordance with the materiality principle for the Sustainable Development Policy, and establishes relevant risk management policies as follows:
<table>
<tr><th>Material issues</th><th>Risk assessment Item</th><th>Risk management policy or strategy</th></tr>
<tr><td>Environment</td><td>Environmental protection</td><td>A.In response to the potential risks of climate change, the Company has established “Environmental Management Regulations” in accordance with the characteristics of the industry to implement the energy conservation policy, and the Company's environmental policy is to "comply with environmental regulations, conserve global resources, and fulfill social responsibility.
B.As part of the greenhouse gas inventory and verification timeline, the Company passed third-party verification in March 2025, using the ISO 14064-1:2018 standard. The Company will continue conducting regular greenhouse gas inventories in accordance with ISO 14064-1, assess operational impacts, and implement ongoing carbon reduction measures based on the results.</td></tr>
</table></td><td>None</td></tr>
</table>

<table>
<tr><th rowspan="2">Promotional Implementation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td>
<table>
<tr><td>Society</td><td>1. Product safety</td><td>The Company's products comply with the government regulations and laws, without any hazardous materials, and to ensure the quality of customer service and enhance customer satisfaction, we have a dedicated unit to provide diversified services to customers.</td></tr>
<tr><td></td><td>2. Occupational safety</td><td>The Company has established "Environmental Management Regulations", "Code of Practice for Occupational Safety and Health" and "Safety Inspection Regulations" to enforce safety and health protection measures, and holds regular fire drills and exercises every year.</td></tr>
<tr><td>Corporate governance</td><td>1.Socio-economic and legal compliance</td><td>The Company has established a governance organization and implemented internal control mechanisms to ensure that all employees and operations comply with relevant laws and regulations.</td></tr>
<tr><td></td><td>2. Strengthen the functions of directors</td><td>A.Planning to relevant continuing education topics for directors, and provide directors with the latest regulations every year.
B. Purchase liability insurance for directors and managers to reduce the risks borne by directors, managers and the Company.</td></tr>
<tr><td></td><td>3. Stakeholder communication</td><td>The Company has a spokesperson and an acting spokesperson, and provides a communication channel for investors and stakeholders to ask questions through the Company's website. The Company has set up a stakeholder area on the Company's website, where stakeholders can communicate with each other by telephone or email disclosed on the website as needed on issues of concern.</td></tr>
</table>
</td><td></td></tr>
<tr><td>III. Environmental issues
(I) Does the Company establish proper environmental management systems based on the characteristics of their industries?</td><td>V</td><td></td><td>(I) The Company has established an environmental management system in accordance with the characteristics of the industry:
1. The Company's environmental policy objective is to "comply with environmental regulations, conserve global resources and</td><td>None</td></tr>
</table>

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			fulfill social responsibilities". 2. The Company actively promotes various management measures such as energy saving and carbon reduction, waste reduction, etc., and collects information on relevant environmental laws and regulations in a timely manner to ensure that the Company's business activities comply with the requirements of laws and regulations. 3. The Company tests the concentration of carbon dioxide in the working environment, lighting and noise every six months to monitor the safety of the working environment.	
(II) Does the Company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment?	V		(II) 1. In response to climate change mitigation and adaptation and sustainable resource use issues, net-zero carbon emission has become a global trend. The Company responds to the government's policy of "low-carbon sustainable homes", implements energy saving and carbon reduction and promotes resource use, and strives to develop related products to reduce office greenhouse gas emissions in order to enhance carbon reduction benefits and reduce the impact on the environment. We also implement electronic documents, reuse recycled paper, avoid unnecessary waste of resources, and prioritize the use of green and energy-saving products. 2. As the Company provides professional services in the information service business, and its impact on the environment and energy consumption are mainly the power consumption of the office premises. The Company will continue to strengthen the implementation of various energy-saving measures, with the goal of reducing electricity consumption by 1%, and will regularly inventory greenhouse gas emissions in accordance with "ISO 14064-1" to examine the impact of the Company's operations. Based on the results of carbon inventory, we will continue to implement carbon reduction measures.	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
(III) Does the Company assess the potential risks and opportunities of climate change for its current and future operations and undertake response measures with respect to climate change?	V		(III) Climate change has become an important issue for investors and companies alike. The Company conducts risk assessments and develops countermeasures for climate change and reports them to the Board of Directors on a regular basis. The Company understands that by saving energy and reducing carbon, it can achieve the reduction of greenhouse gases, thus reducing the occurrence of environmental impact climate change, and the implementation measures include: 1. We use our self-developed "Building Power Saving Management System" to develop a power saving service platform with intelligent management mechanism to provide optimal power usage in buildings to help manage building power consumption. In addition, the planned electricity system has been developed to actively manage the electricity consumption and load reduction of equipment to achieve the purpose of saving electricity. 2. The use of LED lights in the office area will result in significant electricity savings. The Company will continue to improve electricity consumption and aim to save 1% of electricity per year. 3. Public area lighting is managed on a regular basis by sensors. 4. The priority of purchasing equipment is environmental protection and energy saving. 5. The air conditioning is managed on a regular basis and the temperature is limited (set at 26 degrees Celsius or less) to reduce electricity consumption and avoid gas emissions. 6. We implement electronic document use, use old envelopes as briefcases for internal document delivery, recycle waste toner cartridges and waste paper, and recycle and reuse paper. 7. The office area is inspected from time to time. 8. The environmental committee and the office bearers on the floor are responsible for energy saving and safety control (including access control, emergency handling, and crisis management that	None

<table>
<tr><th rowspan="2">Promotional Implementation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td>may cause interruption of the company's operation) on the floor.
9. We strive to develop energy-saving products to reduce the impact on the environment.
10. We implement waste management policies and water conservation measures.</td><td></td></tr>
<tr><td>(IV) Does the Company calculate the amount of greenhouse gas emission, water consumption, and waste production in the past two years and implement policies to cut down energy and water consumptions, carbon and greenhouse gas emissions, and waste production?</td><td>V</td><td></td><td>(IV) The Company's energy saving and carbon reduction benefits and policy for the past two years based on statistics are as follows:
1. The Company has completed the ISO 14064-1 Scope 1, 2, and 3 inventory and third-party verification in 2024. The greenhouse gas emissions in the last two years are as follows:
Unit: TCO2e
<table>
<tr><th>Year</th><th>Scope 1</th><th>Scope 2</th><th>Scope 3</th><th>Total</th><th>Scope of data</th></tr>
<tr><td>2023</td><td>140</td><td>1,483</td><td>320</td><td>1,943</td><td rowspan="2">All offices of the Taipei Headquarters, Taoyuan Office, Hsinchu Office, Taichung Branch, Tainan Branch and Kaohsiung Branch</td></tr>
<tr><td>2024</td><td>45</td><td>1,438</td><td>514</td><td>1,997</td></tr>
</table>
Note: (1) The Company has completed the third-party verification of ISO 14064-1 in 2024, and verified that the institution: TUVNORD Taiwan.
(2) 2023 was an internal self-examination. The difference between Scope 1 and Scope 3 was mainly due to the difference in 2024 inspection criteria.

2. The 2024 (base year) greenhouse gas emissions, including: Scope 1, Scope 2, Scope 3, a total of 1,997 tons CO2e. Greenhouse gas classification is based on ISO 14064-1:2018 published by the International Organization for Standardization (ISO), the emission information included direct emissions (scope 1) accounting for 2.26%, indirect energy emissions (scope 2) accounting for 72.04%, and other indirect emissions (scope 3) accounting for 25.70%.</td><td>None</td></tr>
</table>

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			3. In response to the low-carbon policy and greenhouse gas reduction, the Company continues to promote low-carbon education and the concept of energy saving and carbon reduction, finds power-saving solutions for IT rooms, replaces equipment with high-energy-efficiency, and formulates relevant power-saving measures to reduce the use of purchased electricity consumption, and set a reduction target of 1%. 4. In addition to general water consumption, no additional wastewater is generated during the Company's operations. The water source comes from the water company, and sewage is discharged in accordance with regulations. There is no concern of water pollution. The total water consumption in 2024 and 2023 was 10,511 tons and 10,817 tons, respectively. Although there was a decrease of 2.83% from 2023, the Company's operations grew in 2024, and the number of employees increased from 2023, but the goal of reducing water use by nearly 1% was still achieved. In 2025, the Company will continue to implement water conservation in daily life, with the goal of reducing water consumption by 1% 5. The Company is a non-manufacturing company and does not generate hazardous wastes: The Company's general recycling materials are centrally placed in the recycling area and are classified according to paper, glass, plastic, iron and aluminum, and PET bottles, etc. Non-recyclable waste such as polystyrene, wood pallets, foam, and bubble bags, which are required to be separated from general waste disposal according to government requirements, are collected and transported to different recycling sites by professional and qualified waste disposal companies. The domestic garbage is collected and transported to the incineration plant. The total weight of the Company’s general recyclables in 2024 and 2023 was both 8 tons, and the total output of non-recyclable waste and domestic garbage in 2024 and 2023 was 26.91 tons	

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			and 26.13 tons, respectively. In 2024, the volume of garbage increased by approximately 3% from 2023, mainly due to the increase in packaging materials for large-scale project equipment, resulting in an increase in garbage volume. The Company will continue to reduce waste through various waste reduction programs to protect the earth and cherish resources, to reduce waste generation, and to implement waste management to reduce the damage to the earth, with the annual target of reducing waste generation by 1%.	
IV. Social Issues (I) Does the Company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	V		(I) In order to fulfill corporate social responsibility and implement human rights protection, the Company has formulated human rights policies with reference to internationally recognized human rights standards, such as the International Bill of Human Rights and the International Labor Organization, and has disclosed the relevant contents on the Company's website, The main policies and management plans are as follows: 1.Support international human rights conventions: (1)The Company supports the principles of the United Nations "Global Compact", respects international human rights, and ensures that the Company does not violate human rights internally and does not share in the violation of human rights. (2)The Company supports the "goals of the United Nations Universal Declaration of Human Rights" and the "International Labor Organization Convention", which prohibit any form of discrimination, forced labor and child labor, and impediment to the freedom of association of employees. (3)The Company is committed to providing a safe and healthy working environment for its employees, to continuously improve the safety and health of the working environment in compliance with relevant laws and regulations, to prevent accidents, to reduce the risk of occupational accidents, and to	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			protect the safety and promote the physical and mental health of its employees. 2.Respect human rights in the workplace: (1)The Company complies with the Labor Standards Act, the Gender Equality Act, and other relevant laws and regulations. (2)The Company effectuates diversity in the workplace and will not discriminate on the basis of gender, sexual orientation, race, class, age, marriage, language, ideology, religion, party affiliation, national origin, place of birth, appearance, facial features, physical or mental disabilities, and will work together to create a dignified, safe, equal, and harassment-free work environment. 3.Enforce information security: In order to protect human rights and privacy, the Company has established a comprehensive information security management mechanism and follows strict control regulations and protective measures. In 2024, the Company has implemented ethical corporate management policy promotion, “Partner Business Code of Ethics and Anti-Corruption Training”,“Personal Information Management System (PIMS)”, “Information Security”, “Human Rights Protection”, and internal control related courses and plans amounted to 5,290 person-times, for a total of 6,455 person-hours.	
(II)Does the Company establish and deliver reasonable employee welfare programs (including salary, compensated absences, and other benefits) and adjust employee compensation in relation to business performance?	V		(II) 1. Implement reasonable employee welfare measures: (1)The Company has established the Employee Welfare Committee, which is responsible for the welfare of all employees, and the welfare measures are supervised and executed by the Welfare Committee every year. (2)The Company's welfare measures mainly include labor, health, group insurance, employee travel, birthday gifts, beer parties, year-end parties, welfare products, wedding and funeral subsidies, child birth subsidies, club activity subsidies, and health checkups.	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			These measures are effective in boosting employees' morale. (3)Various club activities are organized to provide employees with a balance between work and leisure. (4)The Company provides group insurance for employees, their spouses and children. The coverage includes term life insurance, accidental injury insurance, hospitalization medical insurance, and cancer insurance. 2. The Company enforces diversity and equality in the workplace and provides equal promotion opportunities for male and female employees. In 2024, the percentage of female employees was 31.02% and the percentage of female managerial officers was 20.15%. 3. Reflect business performance or results in employee compensation as appropriate: (1)The Company has established reasonable salary and remuneration measures, a complete performance management system, and a clear and effective reward and disciplinary system. (2) Article 21 of the Articles of Incorporation of the Company, as approved by the Board of Directors on March 12, 2025: If the Company has earnings for the year, no less than 3% shall be allocated as employees' remuneration. Of this amount, no less than 20% shall be distributed to junior-level employees. The distribution method, either in shares or cash, shall be determined by resolution of the Board of Directors. The recipients may include employees of the Company's controlling or subordinate companies who meet certain eligibility criteria. The distribution of employee remuneration shall be reported to the shareholders' meeting. However, when the Company still has a cumulative deficit, it shall reserve an amount to compensate it first and then allocate an amount for employee remuneration according to the percentage set out in the preceding paragraph.	

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
(III) Does the Company provide a healthy and safe work environment and organize training on health and safety for its employees on a regular basis?	V		(III) The Company believes that employees who are physically and mentally healthy can create efficient and high quality work performance, and therefore is committed to providing a safe and healthy work environment for employees, including: 1. The Company has established "Environmental Management Regulations", and, in accordance with occupational safety and health related regulations, has formulated the "Code of Practice for Occupational Safety and Health" and "Safety Inspection Regulations" to enforce safety and health protection measures. 2. In order to protect and maintain the safety of the office area, the Company has set up a facial recognition access control system. All employees are required to wear identification cards when entering and leaving the building, and a surveillance system is in place to monitor and record 24 hours a day. Visitors are not allowed to enter the office area and must be received in the reception area. The main entrances and exits are guarded by security guards 24 hours a day to protect the personal safety of our employees. 3. Employees will be briefed on the safety regulations by person in charge of each unit at the time of reporting for work. 4. In order to effectuate the prevention and control of tobacco hazards, maintain the hygiene of the office environment and purify the air quality, and reject the health hazards caused by second-hand smoke. The Company's offices (areas), meeting rooms, stairwells, restrooms, dormitories and other indoor areas are all smoke-free except for the open balcony space and the legal smoking area. 5. The office area is nice and in good condition, and an environmental officer is assigned to each office area and each floor to supervise the environmental cleanliness of the area. 6. A complete fire safety system, including alarms, fire extinguishers, emergency lights, escape lights, escape doors, etc., is in place, and all equipment is inspected and replaced at least once a year. 7. We cooperate with the fire department twice a year to conduct fire drills and escape route drills in the building.	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			8. We conduct office carbon dioxide concentration monitoring and drinking water testing of water dispensers every six months. 9. The building is disinfected every six months and the floor cleaning and waxing operations are carried out every month; in line with the post-pandemic prevention measures, the Company continues to strengthen the promotion of the concept of public health and cleaning and disinfection. Every day, colleagues and visitors to the Company are still recommended to wear masks and continue to have their body temperature measured and hands are disinfected. Alcohol and antibacterial hand sanitizer is placed at the entrance of each floor. Antibacterial hand sanitizer is also placed in the pantry. Alcohol/antibacterial hand sanitizer is also placed in each meeting room for colleagues and visitors to use. 10. A medical doctor is appointed to visit the company every two months to provide clinical services and professional nurses are employed to provide health services for workers, and we immediately share occupational safety and health related information in the "Occupational Safety and Health" page, which includes "Occupational Safety Bulletin" and "Registered Nurse Bulletin". 11. General safety and health in-service education and training courses are held every three years by law. In the past three years, in 2023, a total of 1,266 participants and a total of 3,798 person-hours were held. 12.By organizing various club activities, employees can not only enhance their physical fitness and relieve physical fatigue, but also achieve a balance between work and leisure. 13.Through regular annual employee health checkups and a variety of health seminars and health education information, employees can better grasp their health status and have the knowledge and methods of self-health management. 14.We provide employees with term life insurance and accident insurance to increase their job protection.	

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			15.We provide a family-friendly workplace environment for employees by setting up a breastfeeding room. 16.The Company has completed fire safety facilities, and conducts routine employee fire escape drills and related education and training courses every year to reduce the probability of fire, and there was no fire incident in 2024.	
(IV) Does the Company provide its employees with career development and training sessions?	V		(IV)In order to cultivate outstanding talents, the Company plans comprehensive competency training for managers and employees at all levels each year, based on business operations, business direction, and future development prospects. This includes new employee training, professional training, and management training, to assist employees in continuously learning and growing through diverse learning approaches. In 2024, the Company established an effective career development training plan for employees and has also held various education and training courses on an ad hoc basis. The implementation of education and training in 2024 is as follows: 1. New employees: To enable new employees to understand the company's culture and rules and regulations as well as labor safety and health knowledge, we regularly hold two "New Employee Education and Training" courses every month, including "Basic Training Course" and "Safety and Health Education Training Course". 2. Internal training: Various functional training courses are offered from time to time. (1) Sales staff: In addition to the courses on related agency products, nine SYSCOM product certification courses are held from time to time, and one major business training is held every quarter. Note: Each salesperson is required to pass at least 2 product certifications each year. (2) Technical staff: In addition to the technical courses offered from time to time, there are 13 SYSCOM technical certification courses.	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			Note: Technical staff who write programs must hold three valid certifications, and technical staff who do not write programs must hold two valid certifications. (3) Leadership training: Senior/middle-level/junior leader training, in-person and digital teaching methods, 10 courses. 3. In addition to internal functional training courses, employees may also apply for external training (including professional technical certification examinations) according to their needs. 4. In 2024, the Company had 7,422 attendance in internal training and external training, and the cost of education and training was approximately NT$6.89 million.	
(V) Does the Company comply with relevant regulations and international standards regarding customer health and safety, right to privacy, marketing and labeling of its products and services and set up relevant consumer or client protection policies and complaint procedures?	V		(V) The Company complies with relevant laws and regulations and international standards for its products and services to protect the rights and interests of its customers. The Company reinforces the concept of rule of law for the protection of customers' confidential information on its employees and suppliers at all times, and has set up a dedicated e-mail address to handle issues related to customer complaints.	None
(VI) Does the Company formulate supplier management policies that require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, and labor rights and request their reporting on the implementation of such issues?	V		(VI) The Company has established supplier management policies, which are mainly as follows: 1.Suppliers must meet its requirements in environmental protection, safety and health. Before engaging with any suppliers, the Company should evaluate whether they have records of environmental and social impacts, in addition to assessing quality, technology, finance, price, delivery time and service to meet the Company's requirements, and avoid trading with those that are in conflict with the corporate social responsibility policy. 2.Suppliers shall sign the "Supplier Commitment" in accordance with the Company's regulations, strictly abide by ethical corporate management, sustainable environmental development and protection of basic human rights, and jointly comply with CSR-related regulations. 3.The Company’s supplier evaluation project has included the	None

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
			sustainable development evaluation aspect, to promote the cooperative suppliers to comply with the relevant corporate social responsibility regulations, exert the corporate social influence, and promote the economic, social and environmental ecological balance and sustainable development. 4.Once a cooperative relationship is established between the Company and its suppliers, both parties shall maintain a stable cooperative relationship in a mutually trustworthy manner. material projects shall stipulate the rights and obligations of both parties by contract, and require suppliers to comply with CSR policy-related laws and regulations including environmental protection, safety, health issues, etc., and shall abide by relevant codes of conduct of integrity. If necessary, suppliers shall be required to provide a declaration or relevant certification. The Company may terminate or cancel the contract at any time if any supplier is involved in a violation of the CSR policy or has a significant impact on the environment and society. 5.The Company mainly distributes and represents products from international brands. In addition to ensuring that the Company's products comply with international standards and regulations such as the European Union, the Company will include in the evaluation of suppliers whether they provide relevant certifications, including ISO 9001 quality management system certification, ISO 27001 information security management system, ISO 14001 environmental certification, occupational safety and health management system certification, and energy efficiency certification. 6.The Company cooperates with suppliers to fulfill corporate social responsibility. 7.The Company conducts annual supplier evaluations. Please refer to the Company's website: Supplier Management for information on supplier sustainability management measures and implementation.	

Promotional Implementation Item	Implementation Status			Difference from Sustainable Development Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Description	
V. Did the company, following internationally recognized standards or guidelines, prepare and publish reports such as its Corporate Sustainable Development report to disclose non- financial information of the company? Has the company received assurance or certification of the aforesaid reports from a third party accreditation institution?	V		1.The Company has prepared the "2023 Sustainability Report" in accordance with the general standards, sector standards, and material topic standards issued by the "Global Reporting Initiative (GRI)". The report also references the "Sustainability Accounting Standards Board (SASB)" standards for disclosing industry-specific metrics and includes a content index mapping the SASB indicators to the relevant sections of the report. 2.The 2023 Sustainability Report specifies that SGS Taiwan Ltd. was commissioned to provide assurance in accordance with the AA1000 Assurance Standard v3, Type 2 Moderate Assurance Level. The assurance was also conducted following the GRI Standards (2021) framework to ensure the accuracy, reliability, and clarity of the report content.	None

VI. If the Company has established the corporate social responsibility best practice principles based on the " Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies ", please describe any discrepancy between the Principles and their implementation: None disparity.

VII. Other important information to facilitate better understanding of the company's Corporate Sustainable Development practices:

1. The issue of energy saving and carbon reduction has been the focus of international attention for years, and the technology-based service of energy saving has become an important development direction in the coming years. In response to this trend, we have developed a "Building Power Saving Management System" for domestic commercial/factory/residential buildings to establish a power saving service platform with an intelligent management mechanism to provide optimal power usage in buildings and assist owners in managing building power consumption to achieve the goal of doing our part for the earth.
2. To cultivate outstanding talents and increase industry-academia cooperation opportunities between enterprises and academia, the Company actively participates in sponsoring scholarships and various activities for academic groups. The Company donated NTD 40,000 for each scholarship in 2024 to the "Cheng Electrical Engineering Cultural and Educational Foundation" and "National Dong Hwa University", and donated NTD 50,000 scholarship to the "Private Tamkang University". In 2024, 29 interns were recruited, including10 from Chinese Culture University, 5 from Feng Chia University, 4 from Yuan Ze University, 3 from National Taipei University of Technology, 3 from Tamkang University, 2 from National Taiwan University of Science and Technology, 1 from National Taichung University of Science and Technology, and 1 from Chihlee University of Technology students were provided professional internship opportunities.
3. The main plans for 2025 are as follows:
   (1)In terms of corporate governance, we plan to continue the performance evaluation of the Board of Directors and continue to improve the transparency of website information, and more.
   (2) Continue to provide training courses for leaders, sales and technical staff.
   (3) Continuously participate in industry-academic cooperation, sponsorship of scholarships and application for research and development alternative military services.
   (4) Conduct awareness training courses on Ethical Corporate Management Best Practice Principles, Code of Ethical Conduct, and Trade Secrets for employees.
   (5) Continue to promote energy conservation policies and conduct occasional environmental inspections in accordance with the "Environmental Management Regulations" and

"Safety Inspection Regulations". (6) Encourage suppliers to obtain labels or certifications related to environmental protection, quality, and occupational safety and health, and continue to evaluate and manage suppliers.

Implementation of climate-related information

Item	Implementation status
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	The Company's board of directors has approved the establishment of a sustainable development promotion team to be responsible for the formulation and implementation of sustainable development-related policies and systems, and to review and improve the implementation results. At least once a year, the team will report the implementation plan and results to the board of directors, including the risks assessment of climate change, mitigation measures and so on topics. The Board of Directors reviews the strategy and promotion of the plan based on the implementation status, and urges the promotion team to make adjustments where necessary.
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	The major climate risks faced by the Company mainly come from the requirements of key stakeholders such as regulators, customers and investors for the reduction of corporate greenhouse gases. The opportunities brought about by climate change are mainly in the aspect of products and services. The Company's short-term strategy is to continuously strengthen internal emergency response capabilities and reduce possible property losses through insurance. The medium-term strategy is to continuously improve supplier management. The long-term strategy is to address the supply chain issues caused by climate change in production and sales strategies.
3. Describe the financial impact of extreme weather events and transformative actions.	Financial impacts of extreme weather: 1. Higher demand for resources and higher operating costs. 2. Traffic environment and other factors affect the acquisition of projects and reduce income.
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	1. Risk assessment practices: Implemented with reference to the TCFD Standards for Climate-Related Financial Disclosures. The implementation steps include: identifying risk items, assessing risk levels, and screening major risks. The main measurement methods are risk severity and risk frequency. 2. Countermeasures: The Company complies with relevant laws and regulations and refers to the international TCFD guidelines to control climate risk issues. 3. The Company has established “Environmental Management Regulations” in accordance with the characteristics of the industry to implement the energy conservation policy, and the Company’s environmental policy is to “comply with environmental regulations, conserve global resources, and fulfill social responsibility”. In addition to establishing an environmental sustainability team in the sustainable development promotion team, it is responsible for environmental protection, green environmental protection, energy conservation and carbon reduction, as well as the identification of climate-related risk opportunities, as well as the corresponding strategies and goals.
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial	The Company has not used scenario analysis to evaluate the resilience in the face of climate change risks.

<table>
<tr><th>Item</th><th>Implementation status</th></tr>
<tr><td>impacts used should be described.</td><td></td></tr>
<tr><td>6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.</td><td>
<table>
<tr><th>Agenda</th><th>Analysis and explanation</th><th>The impact of the financial aspect</th><th>Management approach</th></tr>
<tr><td>Impacts of extreme weather on business operations</td><td>If the temperature rises year by year, the demand for resources will increase. Serving customers in various regions, the quality of traffic and the environment are affecting the quality and work efficiency.</td><td>1. Increase of operating costs.
2. Poor customer satisfaction affects the acquisition of projects and reduces revenue.</td><td>Utilize the self-developed products and process improvements to provide remote intelligence and predictive services, reduce costs, and improve service quality.</td></tr>
</table>
</td></tr>
<tr><td>7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.</td><td>The Company has not yet used internal carbon pricing as a planning tool. In the future, the planning will be conducted depending on the regulations, the Company's strategy and operational needs.</td></tr>
<tr><td>8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.</td><td>The Company continues to replace office lighting with energy-efficient lighting to reduce the consumption of purchased electricity. In the future, the Company will continue to evaluate the energy efficiency of various equipment, and make energy efficiency improvement the primary consideration for equipment replacement, and promote greenhouse gas reduction through internal low-carbon education and the promotion of energy conservation and carbon reduction concepts, and set electricity conservation targets: The head office's power saving target is 1%.
The specific measures are as follows:
(1) Development plans for electricity consumption
A. Revised version of the self-developed power management system - GreenMaker to add the function of project power consumption.
B. The function of planned electricity consumption includes: forecasting electricity consumption, setting planned electricity consumption, setting early warning and alert according to the planned electricity consumption, etc.
C. If the power consumption is beyond the plan, alarm will be given immediately, and load reduction will be carried out immediately.
(2) Inventorying the load-reducing equipment and testing the reduced-load electricity quantity and ratio
A. Inventory of equipment for load shredding and the steps to reduce the load.
B. Test each piece of equipment to reduce the load to save power (for a fixed period of time).
(3) To design standard operating procedures for derating and to conduct regular adjustment and review.</td></tr>
</table>

Item	Implementation status
9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan.	The Company’s greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan. Description:

1-1 The Company's Greenhouse Gas Inventory and Assurance in the Recent Two Years

1-1-1 Greenhouse Gas Inventory Information

The Company has completed the ISO 14064-1 Scope 1, 2, and 3 inventory and third-party verification in 2024. The greenhouse gas emissions in the last two years are as follows:

Unit: TCO2e

Year	Scope 1	Scope 2	Scope 3	Total	Scope of data
2023	140	1,483	320	1,943	All offices of the Taipei Headquarters, Taoyuan Office, Hsinchu Office, Taichung Branch, Tainan Branch and Kaohsiung Branch
2024	45	1,438	514	1,997	

Note: 1. The Company has completed the third-party verification of ISO 14064-1 for the year 2024, with the certifying rganization being: TUVNORD Taiwan.

2. 2023 was an internal self-examination. The difference between Scope 1 and Scope 3 was mainly due to the difference in 2024 inspection criteria.

1-1-2 Greenhouse Gas Assurance Information

A. Scope of assurance: including all offices of the Taipei Headquarters, Taoyuan Office, Hsinchu Office, Taichung Branch, Tainan Branch and Kaohsiung Branch

B. Assurance institution: TUV NORD Taiwan.

C. Assurance criteria:

Verification of GHG emissions within the organization’s boundary and is based on ISO 14064-3:2019.

The GHG emissions categorization are based on Annex B of ISO14064-1:2018.

D. Assurance opinion:

Level of Assurance

The level of assurance agreed are that of reasonable assurance for category 1 and 2;Limited level assurance from category 3 to 6.

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

The Company will continue to evaluate the energy efficiency of various equipment, and will make energy efficiency improvement the primary consideration for equipment replacement. Through the internal promotion of low-carbon education and the promotion of energy conservation and carbon reduction, the goal is to promote greenhouse gas reduction by 1%. For specific action plans, please refer to the Environmental Sustainability section of ESG on the Company's website.

(VI) Implementation status of ethical corporate management and the differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the reasons therefor:

Evaluation Item	Implementation Status			Deviations from "the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Description	
I. Establishment of Corporate Conduct and Ethics Policy and Implementation Measures				None
(I) Does the company have a clear ethical corporate management policy approved by its Board of Directors, and bylaws and publicly available documents addressing its corporate conduct and ethics policy and measures, and commitment regarding implementation of such policy from the Board of Directors and the top management team?	V		(I) The Company has established the "Ethical Corporate Management Best Practice Principles", the "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct" as approved by the Board of Directors in accordance with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx-listed Companies, to express the policies and practices of ethical corporate management, and the commitment of the Board of Directors and senior management to actively enforcing the ethical corporate management policy.	
(II) Whether the company has established an assessment mechanism for the risk of unethical conduct; regularly analyzes and evaluates within a business context, the business activities with a higher risk of unethical conduct; has formulated a program to prevent unethical conduct with a scope no less than the activities prescribed in paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?	V		(II) 1. The Company conducts its business in compliance with the Company Act, the Securities and Exchange Act, the Business Entity Accounting Act, the Political Donations Act, the Anti-Corruption Act, the Government Procurement Act, the Act on Recusal of Public Servants Due to Conflicts of Interest, the regulations for listed companies, or other laws and regulations related to business practices. 2. The Company has established the "Ethical Corporate Management Best Practice Principles", which covers all the prevention measures under Paragraph 2, Article 7 of the “Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies”. 3. The Company has specified the matters that the Company's personnel should pay attention to when performing business in the “Procedures for Ethical Management and Guidelines for Conduct”. The Company prohibits the provision or receipt of improper benefits and regulates the measures for handling related activities with a higher risk of unethical conduct within the scope of business. The Company may terminate or cancel the contracts of suppliers, contractors or	

Evaluation Item	Implementation Status			Deviations from "the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Description	
			other partners at any time in the event of unethical conduct, except for the contractual requirement that the suppliers, contractors or other partners shall not engage in any illegal business practices and shall not provide improper benefits or bribes to employees.	
(III) Whether the company has established relevant policies that are duly enforced to prevent unethical conduct, provided implementation procedures, guidelines, consequences of violation and complaint procedures, and periodically reviews and revises such policies?	V		(III) 1. The Company's “Work Rules for Employees” also provides penalties for dishonest behavior. 2. The Company has established the “Procedures for Ethical Management and Guidelines for Conduct”, the “Code of Ethical Conduct”, the “Anti-corruption and Anti-bribery Policy”and the “Code of Conduct for Anti-Corruption and Business Ethics and Activities”, which specify the measures to be observed in performing business and prohibit the provision or acceptance of improper benefits. In the course of conducting business, the Company's personnel shall comply with the Company's ethical corporate management policies and related regulations and expressly refuse to offer, promise, request or accept, directly or indirectly, any improper benefits in any form or name, including kickbacks, commissions or other means of offering or accepting improper benefits. In order to ensure that all employees of the Company comply with the relevant regulations, the Company has established a "Whistleblower Reporting Regulations" to prevent personnel from violating the regulations. 3. In addition to holding regular annual orientations, the Company also regularly reviews and amends relevant systems and operating procedures.	
II. Ethic Management Practice				None
(I) Whether the company has assessed the ethics records of whom it has business relationship with and include business conduct and ethics related clauses in the business contracts?	V		(I) The Company evaluates the ethical management records of its counterparties of transactions and specifies the terms of ethical behavior in the contracts signed with them.	
(II) Whether the company has set up a unit which is dedicated to promoting the company’s ethical standards and regularly (at	V		(II) The Company has designated the Administration and Planning Division as the responsible unit for the promotion of ethical	

Evaluation Item	Implementation Status			Deviations from "the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Description	
least once a year) reports directly to the Board of Directors on its ethical corporate management policy and relevant matters, and program to prevent unethical conduct and monitor its implementation?			corporate management and is responsible for the formulation and supervision of the implementation of ethical corporate management policies and prevention programs, reporting the performance to the Board of Directors at least once a year and disclosing the related contents on the Company's website. The implementation status of the Company's ethical corporate management policy: 1.The Company has established the "Ethical Corporate Management Best Practice Principles", the "Procedures for Ethical Management and Guidelines for Conduct", and the "Code of Ethical Conduct" in accordance with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx-listed Companies, to actively enforce ethical corporate management policy, to let employees clearly understand ethical corporate management concepts and standards, to hold regular dialogues and occasional education and training related to ethical corporate management, to promote the principles of ethical corporate management and require its enforcement. 2.The "Work Rules for Employees" specify penalties for unethical behavior, and the Company has established the "Code of Conduct for Anti-Corruption and Business Ethics and Activities" to require all employees to comply with the relevant anti-corruption law. No unethical acts occurred in 2024. 3.The Company has established procedures for handling complaints and confidentiality in the "Whistleblower Reporting Regulations", and no complaints were filed in 2024. 4.In 2024, we held training courses related to ethical corporate management issues, such as "Partner Training on Business Ethics and Anti-corruption", the "Personal Information Management System (PIMS)", "Information Security", "Human Rights Protection" and internal control courses for	

Evaluation Item	Implementation Status			Deviations from "the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Description	
			5,290 attendees, totaling 6,455 person-hours. 5.The Administration and Planning Division reported the implementation status in 2024 to the Board of Directors on December 19, 2024.	
(III) Whether the company has established policies to prevent conflict of interests, provide appropriate communication and complaint channels and implement such policies properly?	V		(III) The Company's policies related to the prevention of conflicts of interest are set forth in the “Procedures for Ethical Management and Guidelines for Conduct” and the “Code of Ethical Conduct”. In addition to reporting to the immediate leader of their departments, employees within the Company may also report conflicts of interest directly to the head of the Administration Department.	
(IV) To implement relevant policies on ethical conducts, has the company established effective accounting and internal control systems, audit plans based on the assessment of unethical conduct, and have its ethical conduct program audited by internal auditors or CPA periodically?	V		(IV) In order to enforce the ethical corporate management policy, the Company reviews all transactions and accounts in accordance with accounting principles and conducts special audits for special or questionable cases. The Audit Office has included the operations of the dishonesty prevention program in the audit plan, and will conduct audits of each department from time to time to implement the monitoring mechanism and control various risk management.	
(V) Does the company provide internal and external ethical conduct training programs on a regular basis?	V		(V) 1.The Company has established relevant operating regulations for employees to promote and make them clearly understand ethical corporate management concepts and standards. 2.The Company will hold awareness educations from time to time to promote the principles of ethical corporate management and require its implementation.	
III. Implementation of Complaint Procedures (I) Does the company establish specific complaint and reward procedures, set up conveniently accessible complaint channels, and designate responsible individuals to handle the complaint received?	V		(I) The Company has established the “Whistleblower Reporting Regulations” in accordance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" to specify the procedures for handling whistleblower complaints and the related confidentiality mechanism. No complaints have been filed to date, and the Administration and Planning Division is the dedicated	None

Evaluation Item	Implementation Status			Deviations from "the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Description	
			handling unit.	
(II) Whether the company has established standard operation procedures for investigating the complaints received, follow-up measures after investigation are completed, and ensuring such complaints are handled in a confidential manner?	V		(II) The handling procedures and the related confidentiality mechanism are specified in the Company's whistleblower reporting regulations.	
(III) Does the company adopt proper measures to prevent a complainant from retaliation for his/her filing a complaint?	V		(III) The Company adopts a protection policy for whistleblowers and does not subject them to improper treatment due to their whistleblowing.	
IV. Information Disclosure Does the company disclose its guidelines on business ethics as well as information about implementation of such guidelines on its website and Market Observation Post System ("MOPS")?	V		The Company has disclosed its Ethical Corporate Management Best Practice Principles on the Company's website, the Market Observation Post System and Annual Report.	None
V. If the company has established corporate governance policies based on Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies, please describe any discrepancy between the policies and their implementation: None disparity.				
VI. Other important information to facilitate better understanding of the company's corporate conduct and ethics compliance practices (e.g., review the company's corporate conduct and ethics policy): In addition to the above, the Company's "Procedures for Ethical Management and Guidelines for Conduct" also govern the following: (I) Prohibition of offering or accepting improper benefits (II) Declaration of the ethical corporate management policy is to the outside world (III) Ethical corporate management policy with business partners (IV) Contract specifying ethical corporate management				

(VII) Other important information to enhance understanding of the operations of the Company's corporate governance: The Company has been continuously improving its corporate governance practices for a long time. Please refer to the information on the Company's website https://www.syscom.com.tw for related corporate governance operations.

(VIII) Implementation status of internal control system:

1. Internal Control System Statement

SYSCOM COMPUTER ENGINEERING CO.(Stock Code:2453)
Internal Control System Statement

Date: March 12, 2025

With regard to the 2024 internal control system, the Company declares the following based on the self-evaluation findings:

1. The Company is fully aware that establishing, implementing, and maintaining an internal control system are the responsibility of its Board of Directors and managerial officers. The Company has established such a system to provide reasonable assurance for attaining the aims of the effectiveness and efficiency of business operations (including profits,performance, safeguarding of asset security, etc.); reliability, timeliness, transparency of reporting; and compliance with the governing laws and regulations.
2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system provides assurance to the aforementioned aims only to a reasonable extent. Moreover, due to changes of environments and circumstances, the effectiveness of an internal control system may change accordingly. Nevertheless, the internal control system of the Company is equipped with a self-monitoring mechanism, and the Company takes corrective actions as soon as any fault is identified.
3. The Company determines the design and operating effectiveness of its internal control system in accordance with the determining factors provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies (hereinafter referred to as the "Regulations"). The internal control system determining factors specified in the Regulations divide an internal control system into five elements based on its management: 1. Control Environment, 2. Risk Assessment, 3. Control Operations, 4. Information and Communications, and 5. Monitoring. Each element further contains several items. Refer to the Regulations for the aforementioned items.
4. The Company has adopted the aforementioned internal control system determining factors to examine the design and operating effectiveness of its internal control system.
5. Based on the findings of the evaluation mentioned in the preceding paragraph, the Company deems that the internal control system as of December 31, 2024 (including supervision and management of subsidiaries), which encompass internal controls for knowledge of the accomplishment degree of operating effectiveness and efficiency, reliability, timeliness, transparency of reporting, and compliance with the governing laws and regulations, are effectively designed and implemented, and reasonably assure accomplishment of the abovementioned aims.
6. This Statement constitutes the main content of the Company's annual report and prospectus, and will be made public. Any wrongful act pertaining to falsification or concealment involving the above public declaration will be subjected to legal liabilities under Articles 20, 32, 171, and 174 of, and other regulations relating to, the Securities and Exchange Act.
7. This Statement was approved by the Board Meeting of the Company held on March 12, 2025, where none of the seven attending directors expressed dissenting opinions, and all consented to the content of this Statemen.

Syscom Computer Engineering Co.

Chairman：Jui-Fu Liu

President：Jui-Long Liu

2. Where a CPA has been hired to carry out a special audit of the internal ontrol system, furnish the CPA audit report: None.

(IX) Important resolutions of the shareholders' meeting and board meeting during the most recent year or during the current year up to the date of publication of the Annual Report:

1.Shareholders' meeting:

Date	Important resolutions	Implementation status
2024.06.13 Regular shareholders' meeting	1. Adoption of 2023 Business Report and Financial Statements.	1. Implemented in accordance with the resolutions of the shareholders' meeting.
	2. Adoption of 2023 earnings distribution proposal.	2.July 17, 2024 was set as the base date for distribution and August 9, 2024 as the payment date, and cash dividends of NT$2.4 per share were distributed in accordance with the resolution of the shareholders' meeting.
	3. Approval of the amendments to the "Articles of Incorporation".	3.The amendments were registered on July 22, 2024 upon approval by the Ministry of Economic Affairs and announced on the Company's website.
	4. Election of directors.	4. List of elected directors: Jui-Fu Liu, Jui-Long Liu, Po-Wen Wang, Chih-Chun Liu. List of elected independent directors: Chung-Lieh Kuo, So-Yun Cheng, Feng-Chiu Yu. The registration was approved by the Ministry of Economic Affairs on July 22, 2024
	5. Removal of non-competition restrictions on the newly elected directors.	5. Implemented in accordance with the resolutions of the shareholders' meeting.

2. Board of Directors

Date	Important resolutions
1st meeting in 2024 2024.03.12	1. 2023 Business Report. 2. Report on the results of performance evaluation of the Board of Directors for 2023. 3. Report on greenhouse gas inventory and verification schedule planning. 4. Review on the qualifications of independent directors by the corporate governance officer. 5. Approval of 2024 business plan and budget. 6. Approval of review matters of the 7th meeting of the 5th Remuneration Committee. 7. Approval of the 2023 profit-sharing remuneration proposal for employees and directors. 8. Approval of the renewal of directors' and managerial officers' liability insurance. 9. Approval of the financial statements and business report for 2023. 10. Approval of 2023 earnings distribution proposal. 11. Approval of the amendments to the "Articles of Incorporation". 12.Approved of the amendments to the "Rules of Procedure for the Board of Directors' Meetings". 13.Approved the amendments to the "Audit Committee Charter". 14.Approved the "Procedures for the Preparation of Sustainability Report and Assurance". 15.Approved the revision of the "Internal Control System" and the "Implementation Rules of Internal Audit". 16.Approved the re-election of directors. 17.Approved the nomination of candidates for directors (including independent directors). 18.Approved the lifting of non-compete restrictions on the newly elected directors. 19. Approval of the subjects of the 2024 regular shareholders' meeting. 20. Approval of the acceptance of the proposals of shareholders holding more than one percent of shares. 21.Approved matters related to the acceptance of nominees for directors (including independent directors) nominated by 1% shareholders. 22. Approval of the evaluation of the independence and competency and appointment of attesting CPAs. 23. Approval the list of pre-approved non-assurance services. 24. Approval of the "Assessment of the Effectiveness of Internal Control System" and "Internal Control System Statement " for 2023. 25. Approval of bank financing lines. 26. Approval of the plan to serve as the guarantor for bank financing of subsidiaries.

2nd meeting in 2024 2024.05.09	1. Report on greenhouse gas inventory and verification schedule planning. 2. Approval of the review of the financial statements for 1Q 2024. 3. Passed amendments to the organizational structure of the "Sustainability Promotion Team" and establishment of a Chief Sustainability Officer 4. Approval of bank financing lines. 5. Approval of the plan to serve as the guarantor for bank financing of subsidiaries.
3rd meeting in 2024 2024.06.12	1. Election of the Chairman. 2. Approved the appointment of the 6th Remuneration Committee members.
4th meeting in 2024 2024.06.24	Determining the ex-dividend date, stock closing date and cash dividend payment date related matters.
5th meeting in 2024 2024.08.12	1. Report on greenhouse gas inventory and verification schedule planning. 2. Approval of the review of the financial statements for 2Q 2024. 3. Passed replacement of CPAs and evaluation of the independence and suitability of CPAs. 4. Approved the 2023 Sustainability Report. 5. Approval of bank financing lines. 6. Approval of the plan to serve as the guarantor for bank financing of subsidiaries.
6th meeting in 2024 2024.11.12	1. Report on greenhouse gas inventory and verification schedule planning. 2. Approval of the review of the financial statements for 3Q 2024. 3.Approved the enactment of “Regulations Governing the Sustainability Information Management.” 4.Approved the revision of the “Internal Control System” and the “Implementation Rules of Internal Audit”. 5. Approval of the audit plan for 2025. 6. Approval of review matters of the 1st meeting of the 6th Remuneration Committee. 7. Approval of bank financing lines. 8. Approval of the plan to serve as the guarantor for bank financing of subsidiaries.
7th meeting in 2024 2024.12.19	1. Report on the promotion of sustainable development. 2. Report on the operations of ethical corporate management. 3. Report on intellectual property management plan and its implementation status. 4. Report on information security policy and management. 5. Report on the operations of risk management policy and procedures. 6. Review on the qualifications of independent directors by the corporate governance officer. 7. Approval of bank financing lines.
1st meeting in 2025 2025.03.12	1. 2024 Business Report. 2. Report on the results of performance evaluation of the Board of Directors for 2024. 3. Report on greenhouse gas inventory and verification schedule planning. 4. Approval of 2025 business plan and budget. 5. Approval of review matters of the 2nd meeting of the 6th Remuneration Committee. 6. Approval of the 2024 profit-sharing remuneration proposal for employees and directors. 7. Approval of the renewal of directors' and managerial officers' liability insurance. 8. Approval of the financial statements and business report for 2024. 9. Approval of 2024 earnings distribution proposal. 10. Approval of the amendments to the “Articles of Incorporation”. 11. Approval the drafting of the scope for junior employees. 12.Approved the revision of the “Internal Control System” and the “Implementation Rules of Internal Audit”. 13. Approval of the subjects of the 2025 regular shareholders’ meeting. 14. Approval of the acceptance of the proposals of shareholders holding more than one percent of shares. 15. Approval of the evaluation of the independence and competency and appointment of attesting CPAs. 16. Approval the list of pre-approved non-assurance services. 17. Approval of the "Assessment of the Effectiveness of Internal Control System" and "Internal Control System Statement " for 2024. 18. Approval of bank financing lines. 19. Approval of the plan to serve as the guarantor for bank financing of subsidiaries.

(X) If the directors have different opinions on the resolutions reached by the Board of Directors with a record or written statement made in the most recent year and the current year up to the date of publication of the Annual Report, please state the content of the opinion: None.

IV. Information on CPA professional fees:

(I) Information on CPA professional fees:

Unit: Thousands of NTD

CPA firm	CPA name	CPA audit period	Audit fees	Non-audit fees (Note)	Total	Remark
Deloitte & Touche	Pei-De Chen Liu Wen-Ling	2024.01.01-2024.12.31	2,512	608	3,120	None

Note: Non-audit fees include $578 thousand, for tax returns and $30 thousand, for review of full-time employee salary checklist for non-executive positions.

(II) The audit fees paid in the year of the replacement of CPA firm is less than the audit fees in the year before the change, The audit fees before and after the replacement should be disclosed and the reasons therefor: None.

(III) Where the audit fees have decreased by 10% or more from the previous year, the amount, percentage and reasons therefor should be disclosed: None

V. Information on Replacement of CPAs:

Deloitte Taiwan has appointed Li-Wen Kuo and Pei-De Chen, CPAs of Deloitte & Touche, as the independent auditors of the Company. Due to a change of duties within the firm, the signing of financial statements has been re-designated from the third quarter of 2024 onwards by Pei-De Chen and Liu Wen-Ling of Deloitte & Touche.

VI. Any of The Company's Chairman, President, or managerial officers involved in financial or accounting affairs being employed by the auditor's firm or any of its affiliated company within the recent year: None

VII. Changes in transfer and pledge of shares by directors, managerial officers and shareholders with more than 10% shareholding in the most recent year up till the date of publication of this Annual Report

(I) Changes in shareholdings of directors, managerial officers and major shareholders：Please refer to MOPS https://mops.twse.com.tw/
Single Company>Changes in Shareholding/Securities Issuance>Shares Held by Directors and Supervisors/Pledged/Transfers

(II) Information on the related party who is the counterparty of equity transfer:

Name	Reason for the equity transfer	Transaction date	Counterparty	Relationship between the counterparty and the Company, its directors, managers and shareholders holding more than 10% of the stake	Number of shares	Transaction price
Chih-Chun Liu	Obtained (Inheritance)	2024.07.29	Su-Chen Yang	Mather and daughter	5,239,673	68.68

(III) Information on the related party who is the counterparty of equity pledge: None.

VIII. Information on the relationship among the top 10 shareholders if anyone is a related party, a spouse or a relative within second degree of kinship of another:

April 13, 2025

Name	Current Shareholding		Spouse's/minor's Shareholding		Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders,or Spouses or Relatives Within Two Degrees		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relationship	
Jui-Fu Liu	18,346,787	18.35%	0	0	0	0	Chih-Chun Liu Chi-Shan Liu Chuan Gao	Father and daughter Father and daughter Natural person as its major shareholder	None
Chih-Chun Liu	9,615,240	9.62%	0	0	0	0	Jui-Fu Liu Chi-Shan Liu Chuan Gao	Father and daughter Sisters Father as major shareholder	None
Chi-Shan Liu	9,615,239	9.62%	0	0	0	0	Jui-Fu Liu Chih-Chun Liu Chuan Gao	Father and daughter Sisters Father as major shareholder	None
Chuan Gao Investment Co., Ltd. Representative: Meng-Chih Han	2,717,497	2.72%	0	0	0	0	Jui-Fu Liu Chih-Chun Liu Chi-Shan Liu	The major shareholder Child of a major shareholder Child of a major shareholder	None
Standard Chartered International Commercial Bank Business Department in custody for JPMorgan Securities Investment Account	1,755,000	1.76%	0	0	0	0	None	None	None
HSBC (Taiwan) Commercial Bank Co., Ltd. in custody for Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. Proprietary Trading Unit Investment Account	1,500,000	1.50%	0	0	0	0	None	None	None
HSBC Bank (Taiwan) is entrusted with the custody of Arcadian Emerging Markets Equity Small Cap Fund Co., Ltd. Investment Account	1,289,000	1.29%	0	0	0	0	None	None	None
HSBC (Taiwan) Commercial Bank Co., Ltd. in custody for the Societe Generale European Options Investment Special Account	1,132,000	1.13%	0	0	0	0	None	None	None
Cheng-Hsiung Wang	1,000,000	1.00%	0	0	0	0	None	None	None
Chih-Yung Li	601,000	0.60%	0	0	0	0	None	None	None

IX. The total number of shares and the consolidated equity stake percentage held in any single reinvested enterprise by the Company, its directors, managerial officers, or any companies controlled either directly or indirectly by the Company

December 31, 2024
Unit: Shares; %

Investee (Note)	Investment by the Company		Investment by directors, managerial officers, and any companies controlled either directly or indirectly by the Company		Total investment	
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage
Casemaker Inc.	1,300,000	100.00%	0	0	1,300,000	100.00%
Netmaker Technology Co., Ltd.	2,857,800	86.60%	39,600	1.20%	2,897,400	87.80%
Wisemaker Technology Co.	2,680,450	99.28%	0	0	2,680,450	99.28%
Syscom Computer (Thailand) Co., Ltd.	3,440,000	92.47%	20,000	0.54%	3,460,000	93.01%
Coach Technology Management Inc.	1,950,000	97.50%	10,000	0.50%	1,960,000	98.00%
Syscom International Inc.	7,400,000	100.00%	0	0	7,400,000	100.00%
DBMaker Japan Inc.	5,326	49.89%	0	0	5,326	49.89%
Cloudmaster Co., Ltd.	6,500,000	50.00%	0	0	6,500,000	50.00%

Note: The Company's investments accounted for using the equity method.

Three. Fund raising

I.Capital and stock

(I) Sources of capital:

April 13, 2025

Year/ month	Issue price	Authorized capital		Paid-in capital		Remark		
		Number of shares (Thousands of shares)	Amount (Thousands of NTD)	Number of shares (Thousands of shares)	Amount (Thousands of NTD)	Sources of capital	Using property other than cash as payment of shares	Date of approval of capital increase and document number
1975/07	100	10	1,000	10	1,000	Establishment	None	-
1978/07	100	20	2,000	20	2,000	Capital increase of $1 million by cash	None	NO. 84015
1979/05	100	100	10,000	100	10,000	Capital increase of $8 million by cash	None	NO. 91731
1983/03	100	250	25,000	250	25,000	Capital increase of $15 million by cash	None	Jing-(1983)-Shang No. 10071
1989/01	100	1,010	101,000	1,010	101,000	Capital increase of $76 million by cash	None	Jing-(1989)-Shang No. 003593
1989/12	10	19,500	195,000	19,500	195,000	Capital increase of $94 million by cash	None	Jing-(1989)-Shang No. 134024
1990/11	10	60,000	600,000	60,000	600,000	Capital increase of $405 million by cash	None	Jing-Tao-Shen-(1990)-Gong-Shang-Zi No. 8136
1993/10	10	72,000	720,000	72,000	720,000	Capital increase of $120 million from earnings	None	Jing-Tao-Shen-(1993)-Gong-Shang-Zi No. 7679
1995/10	10	75,600	756,000	75,600	756,000	Capital increase of $36 million from earnings	None	Jing-(1995)-Shang No. 114199
2001/07	10	157,000	1,570,000	88,452	884,520	Capital increase of $128.52 million from earnings	None	Jing-(2001)-Shang-Zi No. 09001269100
2002/07	10	157,000	1,570,000	94,201	942,014	Capital increase of $57.49 million from earnings	None	Jing-Shou-Shang-Zi No. 09101358220
2005/09	10	157,000	1,570,000	100,000	1,000,000	Capital increase of $57.99 million from earnings	None	Jing-Shou-Shang-Zi No. 09401180640

Unit: Shares

Type of shares	Authorized capital					Remark
	Outstanding shares			Unissued shares	Total	
	Listed on TWSE (TPEx)	Unlisted on TWSE (TPEx)	Total			
Registered common shares	100,000,000	-	100,000,000	57,000,000	157,000,000	Shares of TWSE-listed companies

(II) List of major shareholders (Name of the top ten shareholders in terms of shareholding percentage)

April 13, 2025

Name of major shareholder	Number of shares held	Shareholding percentage
Jui-Fu Liu	18,346,787	18.35%
Chih-Chun Liu	9,615,240	9.62%
Chi-Shan Liu	9,615,239	9.62%
Chuan Gao Investment Co., Ltd.	2,717,497	2.72%
Standard Chartered International Commercial Bank Business Department in custody for JPMorgan Securities Investment Account	1,755,000	1.76%
HSBC (Taiwan) Commercial Bank Co., Ltd. in custody for Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. Proprietary Trading Unit Investment Account	1,500,000	1.50%
HSBC Bank (Taiwan) is entrusted with the custody of Arcadian Emerging Markets Equity Small Cap Fund Co., Ltd. Investment Account	1,289,000	1.29%
HSBC (Taiwan) Commercial Bank Co., Ltd. in custody for the Societe Generale European Options Investment Special Account	1,132,000	1.13%
Cheng-Hsiung Wang	1,000,000	1.00%
Chih-Yung Li	601,000	0.60%

(III) Dividend policy and implementation status

1. The Company's dividend policy:

(1) Dividend policy as stipulated in the Company's Articles of Incorporation

To ensure the Company's stable growth, sustainable development, and long-term development, the Company considers the its future capital needs and long-term financial planning and distributes dividends with a moderate combination of cash and stock dividends, with balanced and stable dividends maintained, while determining the type, amount, and time of the dividends to be distributed as per the year's profit, capital budget planning, and capital amount. The Company shall distribute cash dividends at no less than 10% of the total dividends to be distributed in the year; however, if it has more abundant surplus and capital, it may raise said percentage.

(2) When distributing the Company's annual earnings as concluded by year-end accounting close, after paying all taxes, the Company shall first make up for prior years' losses and set aside 10% as legal reserve, except that when the accumulated legal reserve has reached the amount of total capital, no further provision shall be necessary; for the remainder, a special reserve shall be set aside or reversed as provided by law, and if there is any remaining balance, dividends can be made in an amount no less than 50% of the current year's profit after tax, provided that no other special circumstances apply.

2. Implementation status:

Dividend distribution proposed at the shareholders' meeting:

The Company's 2024 net profit after-tax was NTD 306,396,547, of which NTD 28,013,364 was set aside as a legal reserve, and the earnings available for distribution this year was NTD 737,088,025. For the 2024 earnings appropriation, the Board of Directors resolved to appropriate cash dividends of NTD 260,000,000 (NTD 2.6 per share).

(IV) The effect of the proposed stock dividends of shares at the shareholders' meeting on the Company's operating results and earnings per share: Not applicable.

(V) Profit-sharing remuneration for employees and directors

1.The percentage or range of profit-sharing remuneration for employees, directors and supervisors as set forth in the Articles of Incorporation:

(1)Article 21 of the Articles of Incorporation of the Company, as approved by the Board of Directors on March 12, 2025 : If the Company has earnings for the year, no less than 3% shall be allocated as employees' remuneration. Of this amount, no less than 20% shall be distributed to junior-level employees. The distribution method, either in shares or cash, shall be determined by resolution of the Board of Directors. The recipients may include employees of the

Company's controlling or subordinate companies who meet certain eligibility criteria. The distribution of employee remuneration shall be reported to the shareholders' meeting. However, when the Company still has a cumulative deficit, it shall reserve an amount to compensate it first and then allocate an amount for employee remuneration according to the percentage set out in the preceding paragraph.

(2)Article 18 of the Company's Articles of Incorporation: The Board of Directors is authorized to determine the remuneration to the Chairman and directors based on their involvement in the Company's operations, the values of their contributions, and the general standard in the industry. All directors may be paid with honoraria depending on the actual situation.

(3)The Company's directors are currently paid only with the fixed monthly salary, travel expenses or attendance fees, and no variable remuneration.

2.The basis for estimating the amount of remuneration to employees, directors and supervisors, the basis for calculating the number of shares for employee remuneration distributed in stock, and the accounting treatment if the actual amount distributed differs from the estimated amount:
The profit-sharing remuneration for employees and directors for 2024 is estimated based on the provisions set forth in the Articles of Incorporation and is paid in cash and approved by the Board of Directors. If there is any difference between the actual amount and the estimated amount, it will be treated as a change in accounting estimate and will be adjusted in the year of the resolution of the shareholders' meeting.

3.Distribution of profit-sharing remuneration approved by the Board of Directors

(1)Distribution of profit-sharing remuneration for employees and directors: The Board of Directors resolved to distribute profit-sharing remuneration for employees of NT$11,500,000 in cash and for directors of NT$0. The proposed distribution amount is not different from the estimated amount of expenses recognized in 2024.

(2)The amount of employee remuneration distributed in stock and its proportion to the sum of net profit after tax and total employee remuneration on the parent company only or standalone financial statements for the period: Not applicable.

4.The actual distribution of the remuneration for employees and directors in the previous year (including number of shares distributed, amount and share price), and if it is different from the remuneration recognized, the amount of the difference, the reason for the difference and the treatment of the difference should be disclosed:
In 2023, the Company distributed profit-sharing remuneration for employees of NT$10,300,000 in cash and for directors and supervisors of NT$0, which are not different from the amounts recognized in the financial statements.

(VI) Share Repurchases by the Company: None

II. Issuance of Issuance of Corporate Bonds: None

III. Issuance of preferred shares: None

IV. Issuance of Global Depositary Receipts: None

V. Employee Share Subscription Warrants: None

VI. New Restricted Employee Shares: None

VII. Issuance of new shares in connection with mergers or acquisitions of shares of other companies: None

VIII. Capital utilization plan and implementation status

(I) Contents of the plan

1.As of the quarter up to the date of publication of the Annual Report, the previous issuance or private placement of securities that had not been completed: None.

2.Previous issues or private placements of marketable securities that have been completed within the last three years and the benefits of the plans have not yet been realized: None.

(II) Implementation status: Not applicable

Four. Operations overview

I. Business activities

(I) Business scope

1.Main businesses conducted:

(1) E601010 Electric Appliance Construction

(2) E603050 Automatic Control Equipment Engineering

(3) E605010 Computer Equipment Installation

(4) E701010 Telecommunications Engineering

(5) E701020 Satellite Television KU Channels and Channel C Equipment Installation

(6) E701030 Controlled Telecommunications Radio-Frequency Devices Installation Engineering

(7) E701040 Simple Telecommunications Equipment Installation

(8) EZ05010 Instrument and Meters Installation Engineering

(9) EZ99990 Other Engineering

(10) F108031 Wholesale of Medical Devices

(11) F113010 Wholesale of Machinery

(12) F113030 Wholesale of Precision Instruments

(13) F113050 Wholesale of Computers and Clerical Machinery Equipment

(14) F113070 Wholesale of Telecommunication Apparatus

(15) F113110 Wholesale of Batteries

(16) F113990 Wholesale of Other Machinery and Tools

(17) F118010 Wholesale of Computer Software

(18) F119010 Wholesale of Electronic Materials

(19) F199990 Other Wholesale Trade

(20) F208031 Retail Sale of Medical Apparatus

(21) F213030 Retail Sale of Computers and Clerical Machinery Equipment

(22) F213040 Retail Sale of Precision Instruments

(23) F213050 Retail Sale of Measuring Instruments

(24) F213060 Retail Sale of Telecommunication Apparatus

(25) F218010 Retail Sale of Computer Software

(26) F219010 Retail Sale of Electronic Materials

(27) F299990 Retail Sale of Other Products

(28) F401010 International Trade

(29) F601010 Intellectual Property Rights

(30) G202010 Parking area Operators

(31) G903010 Telecommunications Enterprises

(32) I103060 Management Consulting

(33) I301010 Information Software Services

(34) I301020 Data Processing Services

(35) I301030 Electronic Information Supply Services

(36) I501010 Product Designing

(37) I599990 Other Designing

(38) J202010 Industry Innovation and Incubation Services

(39) J303010 Magazine (Periodical) Publishing

(40) J304010 Book Publishing

(41) JA02010 Electric Appliance and Electronic Products Repair

(42) JA02990 Other Repair

(43) JE01010 Rental and Leasing

(44) ZZ99999 All business items that are not prohibited or restricted by law, except those that are subject to special approval

2.Sales percentage:

Main products and sales percentage in 2024

Main products	Sales percentage (%)
System Integration Service & Computer Sales	77
Computer & Peripheral Maintenance	23
Computer & Peripheral Lease	-
Total	100

3.Current products (services) of the Company:

SYSCOM COMPUTER's services range from front-end planning, design, implementation, overall project management, consulting services, and integrated information system services. Main products/services are as follows.

(1) Planning, construction and maintenance services for system integration

(2) Planning, construction and maintenance services for securities information management solution

(3) Planning, construction and maintenance services for futures information management solution

(4) Planning, construction and maintenance services for banking information management solution

(5) Planning, establishment, and maintenance of treasury cross-banking business and financial service channel integration platform(BanTalk)

(6) Planning, construction and maintenance services for medical information management solution

(7) Planning, construction and maintenance services for intelligent bed solution

(8) Planning, construction and maintenance services for NIS solution

(9) Planning and construction of Network-Cloud network architecture

(10) Planning, construction, and design services for telecommunications and enterprise SDDC

(11) Planning, construction, and design services for SD-WAN

(12) Planning, construction, and design services for SASE solution

(13) Planning and construction for AI platform storage system

(14) Planning, construction, and maintenance services for telecommunication network backbone

(15) Overall planning, design and construction of large data center

(16) Customized design of telecommunication network management, information security and continuous configuration solutions

(17) Planning, construction and maintenance services for telecom value added service application solutions

(18) Smart mobile ticketing system

(19) Intelligent operation management system for bus transfer stations

(20) Planning, construction, maintenance/continuous configuration services for public service agency shared data center

(21) Planning, construction, and maintenance of network communication and information security gateway infrastructure for upward centralization of information resources in public offices and their affiliated agencies (organizations)

(22) Business application systems and basic service systems for public offices (public affairs manpower management system interface, directory services, document file management, electronic mail, mail security gateway...) Planning, construction and maintenance services

(23) Planning, construction and maintenance services for HCI solution

(24) Planning, implementation, and maintenance services for cloud-sensitive project collaboration platform and personal virtual workspace solution

(25) Construction and maintenance/continous configuration services for new generation security operations (SecOps) information security incident management and information security linkage platform

(26) Information consulting services, information security services and manpower outsourcing services

(27) Consulting, planning and implementation services for overall information security architecture

(28) Overall planning and design for information security (Security) area joint defense

(29) Computer facility management outsourcing services

(30) Professional consulting services, professional management and maintenance services

(31) Planning, construction and maintenance services for cloud database and application system solution

(32) SYSCOM cloud computing services and cloud technology integration solutions

(33) System performance tuning and testing services

(34) Planning, construction and maintenance services for futures information management solution

(35) Planning, construction and maintenance services for securities/futures high frequency transactions

(36) Service-based Robot,Ayuda

(37) E-Government Planning,Construction&Maintenance Services

(38) Self-developed enterprise integrated solutions and sales for AI, 5G, information security, big data and cloud applications

(39) Mobile Point of Sale

(40) Security Information Service Platform/Diamond Guard

(41) Security User Interface Program

(42) Visa Direct, Mastercard Cross-border, Cross-border Payment Transaction management system

(43) Enterprise network architecture and information security architecture solution planning, design, establishment, maintenance services

(44) Enterprise information framework monitoring and management product solutions

(45) Planning for the paperless system for opening accounts at the OTC market

(46) Generative AI (GAI) Common platform planning, development, construction, application and maintenance services

(47) Discriminative AI (DAI) Intelligent transportation application system planning, construction and maintenance services

(48) Business intelligence and visual dashboard (BI) Consulting and design and construction services, including Power BI and Tableau

(49) Citizen Union Cloud - Consulting for digital transformation and development of platform services for public associations such as associations

(50) Agentic AI service design

(51) E-commerce platform planning and establishment services

(52) For more information on SYSCOM's self-developed enterprise integration solutions, please refer to SYSCOM syscomgo website

4.New products (services) planned to be developed (including those under on-going development).

(1) Secure Terminal Emulator – DRSE

(2) Intelligent service robot - AYUDA
(3) DBMaker Change Data Capture (CDC) for Kafka
(4) Anti-pandemic service robots
(5) OMFLOW Intelligent Automation (IA)
(6) Opus One IP Continuous Configuration Management Platform (Version 1.5.6 and 1.5.7)
(7) Nursing AI Helper
(8) Use AI and Robotic Process Automation (RPA) to improve the efficiency of product problem solving

(II) Industry overview

1. Current status and development of the industry

With the rapid development of artificial intelligence, accelerating the AI transformation is not only an urgent need for enterprises, but also drives the development of other terminal equipment, information security, cloud applications and even green technologies. IDC forecasts that the trend of Taiwan's ICT industry in 2025 will still revolve around GenAI. GenAI will move from the LLM model to multi-modal AI, driving the rapid growth of the AI platform. And expand the investment in edge IT infrastructure and cloud growth. Furthermore, the growth of AI and edge devices will accelerate the establishment of the new model of MDaaS (Mobile Device as a Service). Enterprises will also start to focus on the establishment of well-defined AI BOM and sensitivity of passwords. AI-driven carbon emission management will become the new mainstream even in response to the introduction of the carbon fee system.

MIC's 2025 forecast for the information and communication industry indicates that AI will profoundly influence the industry's development from top to bottom. Geopolitical factors will drive countries to compete for AI sovereignty and accelerate the fragmentation of the electric vehicle supply chain into U.S.-aligned and non-U.S.-aligned systems. The rapid advancement of AI technology will push human-machine collaboration toward a high level of automation, and the evolution of AI agents will significantly lower the innovation threshold for the general public. With the vigorous development of the semiconductor and AI industries, there will be green business opportunities in deep energy conservation, and promote the faster and diversified development of digital twin and analog generation applications. Furthermore, in 2025, individuals, enterprises, and governments are expected to face diverse and complicated AI risks, and the challenge of digital trust will also have a greater impact on the development of the information and communication industry.

The government's policy goal is to make Taiwan an "Artificial Intelligence Island," building an AI-centric industrial ecosystem, realizing the "AI industrialization, industrial AI," and promoting the digital transformation and application of the entire industry. The Data Development Department plans to "Enhance Investment in AI Innovation Implementation Plan" to accelerate the popularization of AI related applications, and combine the software and information security industries to make the digital economy industry become the new trillion-dollar industry by 2026. The MOEA has also set a target for industrial AI applications. It is expected that the AI application penetration rate in the manufacturing industry will reach 50% by 2028, and 80,000 service industries and micro, small, and medium-sized enterprises will adopt AI applications.

2. Correlations among the upstream, midstream and downstream industries

The structure of the information service and software industry can be viewed in terms of upstream, midstream, and downstream segments. The upstream mainly consists of local and international software suppliers. The midstream includes distributors, agents, and overseas branches established in Taiwan. The downstream comprises information service providers and system integrators. The information services provided by the market participants to meet the needs of end-users such as governments, enterprises, and individuals have formed the territory of the information service and software industry. The scope of services is diverse and covers a wide range of industries. There are information service providers in manufacturing, finance, technology, and other industries to provide corporate customers with solutions and services. System integration refers to the provision of customized information system development services with project features based on user needs, in order to help corporate customers integrate different software or hardware systems so that the systems can work together.

The Company considers the needs of customers from the customers‘ perspective at all time.

Since its inception, it has been committed to large-scale system integration and information application services, continue to introduce various cutting-edge products and advanced technologies, exert the rich domain know-how accumulated in different fields, and use excellent software development and integration capabilities to provide customers with The highest quality professional information services to assist enterprises in promoting digital transformation and development. Upstream players include domestic and foreign software and hardware manufacturers or agents such as Cisco, Dell/EMC, Fortinet, HPE, VMWare, and more, as well as Google Cloud Services and Microsoft Cloud Services. Downstream covers end-user organizations such as financial institutions, telecom operators, government agencies, medical institutions, transportation, educational institutions, manufacturing industries, and retail distribution.

3. Development trends and competition of products

(1) Information security
With the acceleration of digitization, data privacy, digital trust and network security have also emerged. According to the report, the demand for digital trust technology is increasing day by day. Enterprises are paying more and more attention to data security and privacy protection. Digital trust has become the key to supporting digital transformation and protecting corporate reputation. According to the Trend Micro report, the three major focuses of information security in 2025 are: AI-driven evolution of old and new threats, transformation of ransomware strategies, and continuous attacks by national-level hackers. Enterprises can use AI to transform into a powerful tool for information security protection, which can be applied to threat analysis, asset management, attack prediction, and corrective guidance to improve defense capabilities.

(2) Cloud application services
With the full implementation of the three major international public clouds in Taiwan, enterprises will face significant impacts on future IT strategies, cost-effectiveness, and maintenance and management techniques. Although it is easier for enterprises to adopt a cross-cloud or multi-cloud architecture, they also have to face the consequences of expanding cloud adoption New challenges. According to IDC, enterprise adoption of multi-cloud strategies is already underway. By 2025, the value of Taiwan's public cloud market is expected to reach USD 2.782 billion, with the IaaS market showing the highest growth rate and the SaaS market holding the largest share. It is anticipated that by 2027, Taiwan's IaaS market will grow to USD 1.731 billion, with a compound annual growth rate (CAGR) of 22.6%.

(3) Artificial Intelligence (AI)
AI has brought revolutionary breakthroughs to the industry, and various industrial fields are also looking forward to introducing AI to improve industry performance. Therefore, in the future, the reliability, trustworthiness, and security of AI will also receive more attention. The applications of Generative AI (GAI) are flourishing. Not only is the continuous evolution of multi-modal large language models (LLMs) driving innovation, but the formation of comprehensive technology toolchains and the rise of agent-based AI are also reshaping software development. These advancements are expanding enterprise demand for cloud adoption, triggering a qualitative transformation in the digital workplace, and enabling a wider variety of practical applications across different industries.

(4) Smart healthcare
By 2025, Taiwan will enter a super-aged society, where 1 in 5 people will be an elderly population on average. At CES in 2025, digital health-related businesses used digital equipment and smart technology to provide more diverse and accurate physiological signal sensing technologies, AI analysis technologies that integrate multiple data, and a combination of software and hardware. Develop scenarios such as smart health care and smart telemedicine to create a diverse and healthy future for individuals.

(5) Service robots for commercial use
Service robots, enhanced by generative AI, are gradually evolving toward higher mobility, stronger companionship, and more diverse functionalities. They are capable of supporting multi-modal interactions, information retrieval, text summarization, scheduling, and more. These capabilities highlight their high mobility, strong interpersonal engagement, and broad functional range, positioning them as a key focus in the near-term development of robotics.

(6) New smart services derivative from smart cities
The Executive Yuan actively promotes “Smart Taiwan” so that citizens can enjoy the

benefits of smart technology. Smart city refers to the use of data, communication and technology to improve urban problems. The scope of application includes six major areas: Smart environment, smart transportation, smart life, smart citizens, smart government, and smart economy. Through smart networking, cloud computing, big data, mobile internet, smart terminals and other information technologies, it is applied to the power system, water supply system, transportation system, buildings and oil and gas pipelines, factories, offices, homes and other production and manufacturing or living system in order to enhance people's work efficiency and quality of life.

(7) Green/sustainable IT

As governments and regulations around the world have become more stringent on corporate sustainability, in order to achieve sustainability goals, companies must increase investment in innovative solutions that meet ESG requirements. Taiwan's carbon fee system will be officially launched in 2025, urging enterprises to accelerate the adoption of a systematic approach to establish a carbon cost management mechanism and reduce the impact of the carbon fee on operations. The one-stop carbon management platform for enterprises is divided into three categories: carbon inventory, carbon reduction and carbon trading; in terms of development, we will gradually establish an AI-driven one-stop carbon management platform to connect carbon inventory, smart analysis and action Realize carbon emissions trading and investment.

(8) Outsourcing services

In response to the wave of digital transformation and the structural change in the IT labor market, "outsourcing IT service" has become the primary choice for business managers. Organizations around the world have realized the importance of IT to corporate development. The software development industry will continue to grow rapidly, especially in the fields of AI and ML, where there is room for continued output of technical talents. The rapid transformation of the business model to accommodate new technologies such as artificial intelligence (AI), Internet of Things (IoT), robotic process automation (RPA), blockchain, and deep learning is expected to drive market development.

(III) Technology and R&D overview

1. R&D expenses for the most recent year and for the current year up to the date of publication of the Annual Report

Unit: Thousands of NTD

Year	Amount	As a percentage of operating revenue
2023	242,585	3.80%
2024	239,934	3.46%

2.Technologies and products developed in the most recent year and in the current year up to the date of publication of the Annual Report

(1) DBMaster DataBase

Develop DBMaster DataBase, combine multimedia and Internet ISV (Independent Software Developer) database requirements, provide Japanese software developer version, develop Indexing Locking function, integrate Japanese search engine and security control mechanism, and develop related electronic solutions.

(2) DBMaker CloudDB

Develop DBMaker CloudDB to meet the needs of cloud service SaaS (independent software developer) database, provide cloud developer version, develop cloud connection interface (Cloud ODBC) function, integrate cloud search engine and security control mechanism, and develop related cloud solutions.

(3) DBMaker BigData DB

Based on the core technology of the existing database system, we extend the core engine for huge amount of data, so that it has both SQL and No-SQL data storage and management capabilities.

(4) RFID Intelligent Traffic and Transportation Platform

Through RFID identification, integrate gates, card readers, ticketing displays, passenger information, human voice broadcasting, license plate recognition, RFID, induction coils, LED warning lights, joint ticketing and automatic ticketing machines, etc., and integrate related information into one map control system, with back-end systems for passenger and vehicle dispatch management, financial accounting and personnel, cost analysis, etc., all the way to computerized ticketing at each ticket station, PDA scanning line uploading, etc., providing a new generation of intelligent transportation platform

(5) CMMI Solution – SDPM

In the process of electronic enterprise process, personnel in each work unit can be recorded according to their different work nature and content, and the platform can be used to review the project schedule and submit project work progress for individual work management, project management, and supervision and performance evaluation by direct supervisors. In view of the approaching tablet world and the increasing diversity of user devices, it is impossible for organizations to expand their electronic data collection due to the limitation of old technologies. Use the .NET development framework, not only to enhance the user-friendliness of User Interface and the commonality with other tools, but also to provide first-hand online data feedback with the project management tool module as the basis for decision support.Also develop a WCF architecture on Microsoft Azure, which supports local key-in to the connected server and then aggregates back to the headquarters in a fixed time and place, and integrates back to the headquarter in the form of data storage, so that the headquarters can command from a thousand miles away.

(6) Health Examination Management System

The trend of medical services has shifted from passive diagnosis and treatment of diseases to more aggressive treatment of diseases before they occur, and health examination has become one of the main sources of income for medical institutions. SYSCOM's Health Examination Management System is designed to meet these needs, with an intelligent processing mechanism that automatically connects all aspects of booking, scheduling, billing, report editing/data compilation/reporting, and a full range of custom development services to comprehensively and quickly integrate patient health information, fully utilizing the advantages of health examination centers/medical institutions' high-standard medical resources to build the most complete health examination information service solution.

(7) Next Generation Healthcare Information Syscom

The Next Generation Healthcare Information Syscom (e-Healthcare) is a next-generation medical information system designed and developed to integrate the needs of medical administration, examination/testing, nursing operations, business decision making, and medical imaging. The e-Healthcare adopts SOA service-oriented architecture design to construct a standard development operating platform for medical systems; the construction of paperless workflow and the construction of an automated audit mechanism will enhance the efficiency of the overall use of medical resources and optimize the effectiveness of hospital workflow. The e-Healthcare is highly scalable, flexible, and customizable, and its complete operational functions fully satisfy the practical needs of every aspect of modern hospital operations.

(8) Futures Risk Control Rapid Mid-End System

Adopt Linux server platform, high performance in-memory design, innovative parameterized and modular design, and provide complete risk control and flexible customization design, and integrates with NSK back-office billing system, covering the following functions:

a. Trading functions: order/transaction/closing, order deletion/volume change/price change/long/short, multiple orders, SPAN/optimization (virtual group), ROD/FOK/IOC, hedge/funding/stock selection, part split/group, USD gold commodity, option hybrid commodity, parent/child account/instant inquiry account.
b. Monitoring and management functions: PVC monitoring and commissioning, Log inquiry, automatic time calibration with the exchange.
c. Abnormality handling function: automatic last inquiry, automatic return on transaction for broken lines, Fail-Over mechanism.

(9) Securities Risk Control Rapid Mid-End System

Adopt Linux server platform, high performance in-memory design, innovative parameterized

and modular design, and provide fast order placement, complete risk control and flexible customization design, and integrates with NSK back-office billing system, covering the following functions:

a. Risk control functions: General trading, zero shares, after-hours pricing, new orders for auction, volume change and deletion, common stocks, ETFs, warrants, securities borrowing and selling risk control, risk control can flexibly choose risk control / no risk control / forced risk control, inventory, quota can be controlled according to sub-account / external account / group hierarchy, Gateway inter-trading transfer back, into back, notification of intraday movement operations.
b. Order placement interface: Login, order placement, two-stage report, supplemental report, disconnection notification.
c. Query functions: Query the subaccount and external account's stock account's order limit, various settings and total transaction details of the day, query the subaccount and external account's stock account's stock account's order limit, various settings and total transaction details of the day, current day account and external account's order transaction details and transaction details.
d. Modify functions: Mandatory order deletion, investor movement processing, BASE data file adjustment, investor inventory RELOAD, mandatory order deletion inquiry, movement data inquiry.
e. Monitoring functions: Show the normal variation by red and green lights, monitor the status of TradePass running programs in multiple centers at the same time, wind control module Thread running status Queue status, automatically detect the program and restart it, or manually start/stop, selectable warning sound files, and set the monitoring interval.
f. Abnormality handling function: automatic last inquiry, automatic return on transaction for broken lines, fail over mechanism.

(10) NCBS

Plot the overall NCBS solution to meet the current financial environment and internationalization trend to meet customer needs and enhance the quality of service.

Nowadays, banks using NONSTOP Server have changed their business model from providing funds to providing services for profit. The information system must not only support the financial related business, but also meet the diversified needs of customers, directly target the customer base and understand the needs of customers to create a competitive niche. Therefore, the development direction of banks must be closely integrated with their core systems in order to provide customers with unlimited location, time and high value-added financial transaction activities and services; and in order to achieve this goal, banks actively understand various financial-related information technology and the growth trend of the domestic and international financial environment. In order to achieve this goal, banks are actively understanding various financial related information technologies and the growth trend of the financial environment in Taiwan and abroad.

In view of this, we have reviewed our strategic positioning, explored new service opportunities, and changed our current core system design framework from a traditional transaction-oriented system design framework to a customer product-oriented system design framework, in order to meet the needs of banks and utilize information technology for internal process and organizational transformation, so that banks can enhance their operational management capabilities. The functions encompass:

a. Transaction modules: CIF, incident setting and maintenance, product pricing, product promotion, summons authentication format setting, quota control and handling fee setting, transaction message management, and operation authority management.
b. Operation systems used: CIF system, deposit system, time system, integrated deposit system, bill collection system, lending system (transfer to overdues for collection, bad debt), integrated loan system, accounting system.
c. Transaction account platforms - Q File/ On-Line & Batch Long Stady Process。
d. Information center batch operations.
e. Various management reports.
f. Operations privilege management - operator privilege setting, password setting and change mechanism (lock, unlock, suspend, resume).
g. Branch systems: Web Page Design UI, its functions: Registration/Multi-Channel, teller sign-in, screen protection, transaction menu, favorite, supervisor authorization (self, remote authorization), different transaction forms handling.
h. Transaction history and history data retention.

(11) NETCenter

NET Center is an IT monitoring and management software developed by Syscom, which helps IT administrators to fully control the status of the IT architecture and information management solutions. It helps enterprises to flexibly face various information challenges and effectively manage the increasing number of network devices. In the latest version, the ten major functional modules are re-defined so that users can jump out of the original IT (information) vision and expand to the Security (information security) level, and Business (operation) and other three-way integration management. An “All-round enterprise war room” needs to be built and the following new functions should be developed:

a. DNS monitor function
b. Content verification rules
c. VM alarm function
d. Firmware history
e. F5/QOS file list
f. SFP optical transmission power monitoring module

(12) GreenMaker

Energy saving and carbon reduction has been a common goal of governments in recent years, and is one of the government's policy objectives. Enterprises around the world have been actively using ICT to promote energy saving and carbon reduction solutions in recent years. SYSCOM COMPUTER has developed a power saving service platform with intelligent management mechanism to provide optimal power usage in buildings, factories, and shopping malls to help owners manage building power consumption.

(13) Payment Information System

The agencies under the county and city governments convert payment vouchers, transfer vouchers, balance transfer vouchers, expense recall documents, and check cancellation applications into electronic payment documents, and use the electronic operating system for review and send them to the finance bureau of the county and city governments through the telecommunication network for treasury payment or account processing operations. This operation includes the finance bureau, the appointed banks by municipal treasury and the payment agencies, and the payment of fees will be made in more convenient and secure manner through this system.

(14) Mobile Point of Sale

The birth of the smartphone has destined to change the financial industry. After six to seven years of alternation, banks of all sizes have confirmed the undeniable fact that banking services need to go mobile. The success of the initial move to APPS for banking inquiry services was like a shot in the arm for mobile banking, and helped acquirers take a big step toward mPOS and establish a mPOS business. The mPOS business is a revolution in the field of acquiring, which makes the consumer card spending process faster, easier and safer. Checkout no longer happens at the checkout counter; it's an instant checkout wherever consumers are. There are 3 main plans for the mPOS system we developed:

a. Provide a Bluetooth-connected card reader for accessing credit card information
b. Use mobile devices such as iOS and Android smartphones or tablets to enter the purchase amount and the cardholder's signature on the APP.
c. The mPOS system built by SYSCOM COMPUTER receives the purchase information, obtains the authorization result, and displays the final card spending result on the APP.

(15) Azure CSP Intelligent Cloud Management System

Provide the contract partners of Azure CSP (Cloud Smart Portal) with contract management and billing analysis through this system. Also provide value-added services to customers.

(16) Security Information Service Platform/Diamond Guard

The Executive Yuan promotes risk management as the core of information security protection to help solve the information security problems faced by various sectors in Taiwan. The current problems faced by a number of sectors are that they only have monitoring and control, but lack a joint prevention mechanism to deal with information security problems, without an automatic response notification, and integrated operation process. Therefore, Managed Detection Response (MDR) and Security Operations analytics platform architecture (SOAPA) have become the current trend of information security technology development.

Under the guidance of national security policy, the top and foremost goal is to have products independently developed in Taiwan. As there is no other product in Taiwan that meets the requirements, the product of this project will be the first and only one in the country when it is completed.

The objectives and expected benefits of the launch of this product, SISP, are:

a. Integrate the functions of traditional SOC (SIEM) and new generation SOC products
b. Establish information security awareness (dashboard) and security threat warning lights
c. Offer intelligent ISO management tools to help customers build information security PDCA standard operating process
d. Satisfy the needs of the three major operating mechanisms of customers: ISAC, SOC, and CERT
e. Assist large customers to build information-driven cross-organizational contingency and joint defense system

(17) Cloud-Based Cross-Border Project Management Service

In response to the changing international business landscape and the pressure of managing employees from different countries and cultures, project development and order taking, as well as focusing on cost and efficiency, we plan to utilize Microsoft Cloud OS to build a cross-country Commercial Hybrid Cloud, using Microsoft Azure to eliminate the cost of purchasing large amounts of software and hardware. In addition, because Microsoft Azure adopts the system automation maintenance mode, it can solve the problem of subsequent hardware and software maintenance, and at the same time, it adopts Web Sites, Cloud Services and Cache solutions for cloud services respectively.
The innovation lies in the design of Cloud Services with a multi-tier architecture, which not only provides better load balancing mechanism and status monitoring, but also allows performance and connection monitors to configure services at any time according to different needs, such as expanding Web Role to increase the individual maximum load of network connection, or expanding Worker Role to increase the individual performance of instantaneous computation (when complex computation of large amounts of data is required), to enhance what cannot be done in a single-tier structure.

(18) Continuous Configuration Platform (Opus One)

Network technology is generating more and more rapidly IT equipment management information is becoming more and more complex, that is, the table needs to update the automation analysis and management tools to integrate the current different nature and a large amount of information for comparison and analysis, and must be integrated into the concept of service management to provide “network application services” status intuitive information, so that managers directly understand whether the current service is normal to make immediate judgments to reduce the service barrier time.

The Opus One IP Continuous Configuration Management Platform is planned to integrate network management information such as network devices, system hosts, information security systems, events and flows, with rule analysis and process engine functions to set up Opus One monitoring work according to the administrator's management logic to perform automatic analysis functions similar to human intelligence. In addition to quickly providing abnormal information, asset and maintenance processing data, it is also planed to add automatic control functions such as automatically activating redundant equipment, turning on the network and notifying vendors so that “network application services” can quickly return to normal functions.

(19) Patrol box electronic

Patrol box electronic uses the mobile carrier's camera to take a picture of QR code or scan NFC Tag automatically, and then displays QR code/NFC Tag details (including unit, patrol line, patrol box, address, latitude and longitude, and misalignment). After pressing OK to punch the card, the QR code/NFC Tag related information, the current GPS location of the carrier and the compressed photo will be uploaded to the back-end platform. The back-end management platform provides QR code/NFC for patrol box tagging, and the produced QR code/NFC is fully or partially encrypted, and the patrol points can be set by Google Map, and provides statistical analysis of related business data to produce reports, simplifying the existing paper patrol tags and achieving the goal of energy saving and paper reduction through comprehensive electronicization.

(20) Intelligent Analysis and Decision Support System

Given that most of the suspects have a tendency to repeat crimes, the crime scenarios between different cases and at different points in time are of mutual reference value. The database of people, vehicles, events, times, places, objects, and cases are added to the database of interpersonal relationships, criminal history, communication habits, and Internet behavior for cross-referencing.

a. The one-way vehicle transportation method often used by car theft syndicates is analyzed to keep track of suspicious vehicles, and the track reconstruction system is used to track vehicle tracks, trace the suspects' habitat, and take the initiative to attack.
b. It can be used to track down fraudulent withdrawal hotspots, and to track down possible accomplices in the vicinity of the call area with call records and other functions to get more information when police are working on a case.
c. Security spot analysis, security hot spot change analysis and regional information analysis and other crime mapping provide a flexible environment, convenient query conditions, so that investigators can obtain dynamic and static information to facilitate investigators to carry out advanced analysis.

(21) Intelligent service robot-AYUDA

The Syscom intelligent service robot Ayuda has been researched and developed for many years. Since the emergence of generative AI technology at the end of 2022, the Ayuda service robot has been equipped with the R&D capabilities, and the added value of using generative AI will drastically change the service robots to become smarter and more humanized.
The series of products developed by the Syscom intelligent service robot (as shown below):

a. Ayuda
   - Mobile, head and hand movable
   - Human detection, face recognition
   - Voice recognition and answering questions
   - Video connection and remote monitoring
   - Self-built maps and guided cruise
b. Ayuda Cute
   - Provides face recognition and card swiping for body temperature measurement
   - Provide back-end management of face recognition data and employee measurement data
   - Abnormality can be reported through Line
   - Provide customized API concatenation function
c. Ayuda Nano
   - Used for access control, providing face recognition, card swiping, body temperature measurement
   - Streamlined form factor to reduce costs
   - Provide face recognition, card swiping in series with the access control system to open the door
   - The function of measuring body temperature (Option)
d. Ayuda Nano Super
   - Provide face recognition, mask detection, and body temperature measurement functions
   - Travel history inquiry function
   - Provide check-in records with health insurance card, ID card
   - Provide card readers, Barcode Reader, printers and other input/output devices

Adopting the widely accepted international standard ROS (Robot Operation System) in the robotics field, integrating the professional systems that have been established by Syscom, such as police administration, medical care, banking, and more, to innovate value-added applications and build a professional service robot in the field. The emergence of generative AI has made service robots even more powerful. The generative AI solution of Syscom, NeoChain, acts as a middle layer between human beings and generative AI. This middle layer is pre-processed and embedded with the enterprise's own knowledge database, including documents, web pages, forms, and more. When a user asks a question, the generative AI first determines the user's intention, and the middle layer finds the correct answer first, and then summarizes the response through the generative AI, repeatedly asking the generative AI through Prompt to obtain the final and accurate answer.

(22) AI Imaging Expert Platform VIAMaster

The technical core value of the "AI Imaging Expert Platform VIAMaster" lies in the

development of artificial intelligence applied to image recognition and solutions for rapid training, rapid deployment, and real-time application. Rapid cross-matching and analysis applications using image analysis technology to enhance public domain security. In the future, we can further integrate and cooperate with private security service, surveillance industries, and financial industries to implement the technology of this solution in smart security applications such as public safety, and combined with the wearable camera images returned by real-time analysis and identification can help reduce manpower, the intelligentization of security work, and continue to add applications to new areas, such as job site security monitoring, road traffic monitoring, and pedestrian flow safety monitoring at shopping mall transfer stations.

(23) SERVICE Online

The new version of the "SERVICE Online" is developed to meet the needs of information security issues and the mobile version of user forms. This development also includes the development of a flow module (SYSCOM Flow Engine) to replace the currently used outsourced flow engine (Agent Flow). Including:

a. SERVICE Online: In addition to providing the existing functions and optimizing the operation interface, it also addresses the information security issues. Use .Net MVC framework for modularized development, which can also reduce future maintenance costs, improve system maintainability, and provide sustainable services.
b. SASP mobile platform: Based on the current SASP platform, the SASP mobile platform is developed to facilitate engineers to create customer problem lists via mobile devices, assign problems and report progress, and improve the quality and speed of customer problem handling.
c. SYSCOM Flow Engine: In addition to satisfying the use of the new version of SERVICE Online, the SYSCOM Flow Engine will replace the flow engines used by other subsystems in the future to enhance the R&D capability of self-produced products.

(24) OMFLOW

OMFLOW is a software product developed by SYSCOM COMPUTER in response to the needs of digital integration applications. It is suitable for IT maintenance management, business form flow, system integration and interfacing, and various other individual or hybrid applications.

The social media version of OMFLOW provides users with unlimited access and open access to source code. The social media version does not have any restrictions on personal use. The following features are included:

a. Personal dashboard
b. Centralized task management
c. Process design engine
d. Python core engine
e. Social media process download

The enterprise version of OMFLOW has not only the social media process download, but also the official process developed by SYSCOM for users to download. In addition, the following enterprise features are available:

a. Decentralized computing
b. Data collection
c. Information Continuous Configuration Management

(25) Technical Service Management(TSM)

The software development projects undertaken by SYSCOM are managed through the self-developed software project management platform-SDPM, which has been very effective in improving the quality of project management and has been recognized by the National Quality Award.

The development of this project will replicate the successful experience of the software project management platform to the technical service project management, project management of customer's equipment installation, maintenance and warranty, through project process management, contract execution management, progress tracking of various work forms, and related reminders/alerts sent to improve the quality of service to customers.

Function modules:

a. Cost estimation and project authorization
b. Project planning and contract management
c. Project monitoring

d. Project cost analysis and forecast
e. Department capacity analysis and forecast
f. Project revenue analysis and forecast by department
g. Capacity profitability analysis by department
h. Compliance with current information security regulations

Innovative features:

The latest international standard for information services, ISO20000:2018, and capacity utilization are incorporated into this system to create an innovative hardware/system information service management system that reduces costs, improves performance, and enables more efficient use of resources.

(26) Hyper Automation Log Archiving Management System

The completeness of the logs kept in past information security incidents is important for the clarification of the truth and the remediation of the vulnerability after the incident, therefore, different requirements will be derived for the archiving, retention period management, and anti-corruption of the logs. The "Hyper Automation Log Archiving Management System" incorporates the entire archiving operation, including: archiving application, account management, log upload schedule setting, upload result notification, emergency upload, storage space management, etc. It is a centralized, cross-platform, highly automated, highly efficient, highly secure and highly It is a centralized, cross-platform, highly automated, high transfer efficiency, high security and high portability log archiving system.

(27) SECURITY USER INTERFACE PROGRAM

Based on the specifications of interbank transaction encryption and decryption, the standard security control API is developed to provide the application systems of all parties to use the encryption and decryption functions of HSM through a single interface. The HSM (Hardware Security Module) can also be customized to be compatible with existing application systems and different brands of HSM (Hardware Security Module), and provide source control mechanism (ACL) to meet the requirements of financial examination and internal audit of banks in Taiwan.

(28) Visa Direct, Mastercard Cross-border, Cross-border Payment Transaction management system

According to the Visa Direct and Mastercard Corss Border launched by the members of the international card organizations, the system is developed to facilitate the financial institutions' customers to use cell phones, Internet banking and other mobile devices to remit small amounts of money quickly to the designated accounts through the global network of card organizations with low handling fees.

(29) Big data database multi-level dynamic column R&D project

a. Support for Multiple Level Dynamic Column (MLDC) and Json Path due to the advent of new technology trends such as Big Data and IoT, there is an increased demand for storing and analyzing large amounts of different types of data with high variability, and it is important to look for price trends, data models, and predictions of consumer behavior from huge amounts of data as a reference for decision-making. This project especially provides flexible multi-level dynamic fields and JSON PATH, which can be added at any time and in real time to multi-level data fields, such as sub-item data, so that the data access can have richer layers, become more flexible and convenient.

The multi-level dynamic column of this project uses an easy-to-configure and extensible Lua module to serialize the data treemap, data encapsulation, and data encoding on multi-level data, and can quickly sort the data structure to improve data readability, and it can achieve the data complexity of O(h) (h is the height of the structure tree), and has data security.

b. Aggregate Function

In terms of data analysis, the statistical summary function is provided to obtain the maternal standard deviation (STDDEV_Pop), sample standard deviation (STDDEV_SAMP), maternal variation (VAR_Pop), and sample variation (VAR_SAMP) from big data to assist in the subsequent establishment of statistical models and trend forecast.

In addition to providing statistical summary functions, it also allows users to write complex aggregation functions easily for application in more statistical analysis and OLAP operations, making it a powerful tool for big data analysis.

- STDDEV_POP: Maternal standard deviation
- STDDEV_SAMP: Sample standard deviation

- VAR_Pop: Maternal Variation
- VAR_SAMP: Sample variation

(30) Java Database Connectivity Native Protocol Driver Interface R&D Project

The JDBCType4 database with direct-to database-driver, also known as the pure Java driver interface, provides the following functions:

a. Database connection: The Type 4 driver interface allows the Java application to establish the connection with the relational database. This is its most basic function, which enables the application to access and operate the data in the database.
b. Cross-platform: Since Type 4 driver interface is pure Java, it can be run on various operating systems to achieve cross-platform. This enables developers to write highly portable code without worrying about compatibility issues on different platforms.
c. High performance: The Type 4 driver interface directly transmits the request of the Java application to the database without the need for a middle layer or a local client. This reduces the communication and processing overhead and improves the performance of database operations.
d. Simplified configuration: Type 4 driver interface does not require client installation, thus, they reduce the configuration requirements of application programs. This simplifies the deployment process and reduces potential issues.
e. Security: The Type 4 driver interface can implement security, including identity verification and authorization mechanism, to ensure that only authorized users can access the database. It also supports network transmission encryption to improve database security.
f. Ease of development: Type 4 driver interfaces usually provide intuitive and simple API, which enable developers to establish database connections, execute SQL queries, and process data more easily. This helps to improve development efficiency.

(31) Hyper Automation Scanning Task Framework

Provide a reusable, hyper automation scanning task framework that can effectively reduce the use of scanning OP manpower and shorten the scanning process. Whether it is for information security reasons, an information security inspection tool is used to scan all files in a project. Or to reduce legal risks, use scanning software is used to scan all free and open source software for all files of the project, all of which the following common features: scanning application, file uploading account setting, notification of encryption and uploading method, automatic downloading, automatic decompression, automatic scanning and sending of scanning reports, etc. All the above operations are included in this framework.

(32) DBMaker database management system

The DBMaker relational database system, from the basic database functions to multi-language full-text search, is specially innovative and developed with approximate and Fuzzy queries, multimedia file object framework, and unique DCI COBOL solutions. Faced with the advent of the big data trend, multi-level dynamic columns and statistical summary functions are provided to process multi-variable data and massive data analysis. Different from the competitors' bundle model, it can be seamlessly integrated into the ISV system and spans various fields such as finance, manufacturing, communications, logistics, retail, transportation, energy, agriculture, public utilities and media.

(33) DBMaker Docker Image

Due to the technological shift from virtual machines (VMs) to containers, a containerized DBMaker Docker image is provided. By leveraging virtualization at the Docker operating system layer, the bundled version of DBMaker is packaged into an image to create DBMaker containers, significantly reducing the boot time required for a guest operating system. Due to the shared operating system core, the startup speed is faster, and it takes up less memory and hard-disk usage. Using Container Technology and supporting the Microservices architecture, the DBMaker Container image facilitates the creation of application systems that are easy to develop and maintain.

(34) Use of AI to promote highly automated management of contract security provisions

Provide a system that utilizes artificial intelligence to transform unstructured contract security terms into structured data. By integrating with the proprietary application (AP), the system enables meaningful analysis and organization of contracts based on customer, industry, and timeline. This solution reduces manual costs and compensates for limited experience, while allowing for the full reuse of historical knowledge and effective control of newly introduced

clauses—thereby significantly enhancing efficiency. Furthermore, the systematic and automated management of contract terms enables the documentation of relevant response measures, converting individual knowledge into the Company's intellectual property. In the future, this model can be expanded and applied to other contract management.

(IV) Long-term and short-term business development plans

Syscom has been established for nearly 50 years. It has been adhering to professional information services, assisting enterprises and government organizations to promote digital transformation 2.0 with AI, and continues to target trend applications such as information security needs, cloudification, and massive data analysis, to seize the opportunities and break new ground.

The long-term and short-term business development plans are briefly described as follows:

1. Short-term business development plan
   (1) Use the AI operating platform to develop transportation, security, medical and commercial applications.
   (2) Combine generative AI systems and tools to improve business efficiency and quality.
   (3) Expand core products and professional services to improve overall profitability.
   (4) Develop a knowledge-based economy in AI, 5G, information security, big data, and cloud services.
   (5) Form alliances with outstanding domestic and foreign vendors to enter the overseas emerging application market.

2. Long-term business development plan
   (1) Implement the commitment of continuous improvement of total quality and strive for sustainable development of ESG.
   (2) Demonstrate system capabilities and help enterprises upgrade digital transformation with AI empowerment.
   (3) Bridging the application of cutting-edge technology industries and forming an alliance with Taiwan team for World Cup.

II. Market, production and sales overview:

(I) Market analysis

1.Major sales regions of products (services)

Unit: Thousands of NTD

Year / Sales volume and value / Main products	2023				2024			
	Domestic sales		Export sales		Domestic sales		Export sales	
	Volume	Value	Volume	Value	Volume	Value	Volume	Value
System Integration Service & Computer/Peripheral Sales	(Note)	4,547,241	(Note)	361,252	(Note)	5,125,127	(Note)	238,005
Computer & Peripheral Maintenance	〃	1,457,539	〃	-	〃	1,552,568	〃	-
Computer & Peripheral Lease	〃	17,788	〃	-	〃	17,029	〃	-
Total	〃	6,022,568	〃	361,252	〃	6,694,724	〃	238,005

Note：(1) The Company is in the information service industry and not in the manufacturing industry, so it is not applicable.

(2) Domestic sales are mainly in the domestic market. Export refers to the revenue of the export of the individual companies and the revenue from overseas sales of the consolidated companies based on the location of operations, mainly in Mainland China, the United States and Southeast Asia.

2.Market share of main products:

The information service industry is a key force in promoting the development and progress of

the global industry. Through the input and output of intelligence, process intelligence and software technology are integrated into a digital application system to help enterprises reduce manpower requirements and reduce the pressure of rising prices of production factors. Since its establishment, the SYSCOM has taken "one vendor to provide complete solutions" as its long-term goal, and used its innovative technologies and excellent products to assist customers in solving operational problems in order to create a win-win situation.

SYSCOM is a cross-disciplinary ESG sustainable development system integrator and one of the first domestic system integration service providers to adopt information security, disaster recovery (DR), business continuity planning (BCP), and cloud-based architectures. Staying true to its principles of “Leading in Technology” and “Leading in Service,” SYSCOM has built a solid track record in information system implementation and integration, with successful cases across both domestic and international markets. Ranked in the top 500 service industry in Taiwan, and won the recognition of customers for its outstanding professional ability and industry insight, and won the "Outstanding Service Provider" of CIO Taiwan 2024 again.

SYSCOM uses its professional software development knowledge of software engineering, coupled with its strong self-developed products, to construct various information management platforms, assists in digital transformation with technology, green compliance, and participates in the construction of major application systems in Taiwan. Since its establishment 50 years ago, SYSCOM has been deeply engaged in key sectors such as finance, telecommunications, healthcare, e-government, high-tech manufacturing, and defense and aerospace. Committed to delivering professional IT services, the company supports enterprises and government organizations in advancing Digital Transformation 2.0. By leveraging AI to enhance system applications, and driving forward trends in information security, cloud adoption, and big data analytics, SYSCOM continues to seize new opportunities and shape a future of innovation.

3.Future demand and supply in the market and growth potential:

(1) IDC forecasts that Taiwan's information security product market will continue to grow in the next four years, from US$462 million in 2024 to US$716 million in 2028, with an annual compound growth rate of 11.9%. Among them, the growth momentum of information security software is particularly strong, with an annual compound growth rate of 13.3%. In addition to the demand for traditional security products, the growth momentum is also from AI security and Quantum Resilient Security.
(2) The Executive Yuan has proposed a new program of "Smart Nation 2.0 (2025-2028)" to implement AI industrialization, industrial AI, and expand smart applications. On the one hand, we are actively deploying the R&D of forward-looking technology, and strive to construct important digital infrastructure to drive innovation with technological R&D. On the other hand, we will drive innovation based on social needs, and use software and data to drive innovative application services to respond to future social needs in education, medical care, care, housing, smart transportation, financial technology, net zero carbon emissions, smart cities, climate adjustment, disasters, etc. Resilience and smart government to create well-being.
(3) IDC points out that while the rapid development of generative AI (GenAI) has greatly improved the productivity and efficiency of enterprises, it has also brought about new information security challenges. In terms of security strategies, enterprises will pay more attention to the establishment of a clear AI BOM (Artificial Intelligence Bill of Materials) to strengthen AI security protection capabilities and respond to increasingly complex security threats.
(4) The Digital Economy Department is cooperating with the National Development Council to invest in AI innovations, accelerate the implementation and popularization of AI-related applications, and combine the software and information security industries to make the digital economy industry a new trillion-dollar industry by 2026. The Ministry of Digital Affairs is actively supporting the information service industry in developing cloud-based solutions. Through the "Themed R&D Subsidy Program for Digital Cloud Services," the initiative encourages service providers to create cloud solutions tailored to industry needs. It also helps small and medium-sized enterprises (SMEs) adopt user-friendly digital tools to enhance their operational efficiency and overall competitiveness.
(5) According to IDC's forecast, Taiwanese enterprises will significantly increase their investment in edge IT infrastructure in 2025 to support the development of GAI. In particular, the growing demand for edge inference will promote the rapid development of Taiwan's local public cloud IaaS services. Cloud-based services are not only agile, flexible,

and easy to deploy; they also feature pay-as-you-go pricing and extensibility that help enterprises achieve cost effectiveness and improve business continuity. In addition, as the penetration rate of the Internet increases, it also increases the opportunities for SMEs to obtain cloud services.

(6) Big technology companies are actively deploying, and the robotics topic will continue to attract market attention in 2025. The key to commercialization of humanoid robots lies in the realization of cognition, dialogue and movement execution capabilities. Thanks to the generative AI, the cognition of robots has grown by leaps and bounds, and they can grasp the personnel, time, place, environment, and objects through the perception layer; the dialogue ability has also been improved significantly, and they can communicate with human beings in multiple aspects. TrendForce predicts that the global humanoid market is expected to exceed US$2 billion in 2027, and the compound annual growth rate between 2024 and 2027 will reach 154%. Compared with about US$132 million in 2024, the market scale will increase by more than 15 times in 2027.

(7) According to IEK, the global digital healthcare market is expected to reach US$479 billion in 2028, growing at a compound annual growth rate of 15.1%. With the digitalization of medical equipment and the connection of medical information systems, medical care services can be extended from the hospital to the daily life environment. With the maturity of AI, big data and 5G technologies, the government has accelerated the promotion of home health care policy after the "National Health Insurance and Emergency Home Care Integration Plan" was launched in July 2024.

(8) 5G technology is gradually popularized, and the Beyond 5G is also gaining momentum. The rigid demand for communication resilience mainly comes from government investment and commercial innovative applications. Among them, the growth of "government defense" is the strongest in the vertical application market. The Netcom industry in Taiwan has a solid foundation and a reliable supply chain partnership, and is an important partner of satellite system providers.

(9) As the global digital transformation continues to accelerate, corporate network construction has evolved from a mere infrastructure to a key element of an enterprise's core competitiveness. The rapid implementation of AI applications has continuously increased the requirements for network transmission performance. At the same time, enterprises must continue to strengthen network security protection and ensure management agility and efficient operation. Under this trend, enterprises need to accelerate the deployment of next-generation network technologies and build flexible and smart network architectures with high security protection in order to maintain their competitive advantages in the rapidly changing market.

(10) According to Taiwan's current policy planning, the priority targets for energy conservation improvements in 2024 are public enterprises. More than 350 sites have taken the lead in demonstrating, and it is expected that this will spread to more than 2,500 private enterprises by 2025, driving business opportunities in the energy managed service industry (ESCO). Building an AI-driven one-stop platform for carbon emissions through serial inspection, intelligent analysis of action plans, and even tradable investments is expected to be the corporate development trend.

4.Competitive advantages:

SYSCOM is one of Taiwan’s most representative system integration companies, equipped with comprehensive core software and hardware products, and backed by a strong technical support team. The company has implemented quality management and capacity optimization across its operations and leverages its proprietary R&D solutions to automate the deployment of internal ICT systems. Since its establishment, SYSCOM has continuously introduced advanced products and cutting-edge technologies, combined with exceptional software development and integration capabilities, to support the digital transformation of clients across diverse industries—including finance and securities, telecommunications, healthcare, government and law enforcement, transportation, and high-tech manufacturing.

Syscom is the only domestic company to have achieved the highest level of CMMI ML5 in international software quality assessments twice. The company has also won the National Quality Award twice, in 2018 and 2024. Its self-developed products, including "DBMaker Database," "NETCenter IT Monitoring Management Center," "OMFLOW Service Automation System," and the "Ayuda Intelligent Service Robot," have earned four prestigious "2025 Taiwan Excellence Awards." The management philosophy of SYSCOM COMPUTER is "Excellent people, satisfied customers, continuous growth and sustainable management", and

"system integration" is the corporate value that the Company is proud of. With 50 years of accumulated professional experience and services, the Company's forward-looking demand planning, infinitely expandable software/hardware architecture, and dedicated technical talents help enterprises build a cloud-earth integrated digital nervous system. SYSCOM is mastering the various breakthroughs in the development of "Generative AI" applications, and launches the "Smart Cyber Human" project with the continuously accumulated innovative energy, and uses AI-enabled system applications to help customers upgrade and transform into resilient enterprises.

5.Favorable and unfavorable factors for development prospects and countermeasures:

(1) Favorable factors for development prospect

A. SYSCOM COMPUTER is one of the leading large-scale system integrator manufacturers in Taiwan, with abundant plans and achievements in the implementation of large-scale government prospective information application. Cooperate with the government's major software projects, flagship projects and innovative supply chains, integrate outstanding domestic manufacturers, and successfully export to overseas markets through e-diplomatics, helping to achieve the policy goal of transforming the information service industry into a "trillion-dollar industry" by 2030 as early as possible.

B. SYSCOM COMPUTER is a distributor of software and hardware products from many domestic and foreign information companies, with rich technical certifications and support services that are well recognized by the partners we represent. SYSCOM COMPUTER provides a full range of IT products and value-added services, from IT infrastructure to application software information system planning, implementation and operation management, and is the best partner for enterprises' "digital transformation".

C. SYSCOM COMPUTER values excellent talents and has a large number of engineers with analysis and development capabilities in finance, medical care, government, aerospace, telecommunications, networking and other industries. It has strong R&D strength and leads the domestic industry in terms of the number of trademarks and patents obtained.

D. SYSCOM COMPUTER corporate brand is well-recognized by its customers for its stable management and financial soundness. Its service fields cover finance and securities, telecommunications, medical institutions, government and police administration, transportation, high-tech manufacturing, and smart retail and more, among other things, its customers are all over the world and many of them are serving as benchmarks for leading companies in various industries, and have customers with more than 20 to 30 years of cooperation.

E. SYSCOM COMPUTER remains committed to strengthening its core business while expanding into new areas. Its range of services includes front-end planning, design, execution, overall project management, consulting services, and integrated information systems. In response to industry developments and customer needs, the company continues to innovate with new business ventures, such as the development of GreenMaker, as well as generative AI solutions. These initiatives are effectively applied to energy conservation, carbon reduction, and digital transformation.

F. SYSCOM COMPUTER is committed to quality and has passed CMMI ML5, ISO9001, ISO9002, and ISO/IEC 20000-1:2018 in terms of quality program certification. We will continue to enrich our software and professional information service energy, accelerate the process of connecting with the international market with international-level software engineering quality assurance, and promote software market development and marketing cooperation.

G. SYSCOM COMPUTER has introduced the information security management system (ISO 27001:2013), the personal data management system (BS 10012:2017), the information management system ISO 20000:2018, and the privacy information management system (ISO 27701) for information security management. Through the concrete action of obtaining the international standard certification, Syscom is able to express its determination to fully emphasize and protect the security of customers in the areas of "privacy information", "information security", "information service management" and "personal information management"

(2) Unfavorable factors for development prospects and countermeasures:

A. As technology continues to evolve, it is not easy to develop technological talents and retain technical experts;In addition, the information industry emphasizes hard skills over soft skills, and the magnetic effect of the semiconductor industry has caused an imbalance in the manpower market. In the fast-changing IT talent market, job openings for software

engineers, data analysts, and information security experts are growing rapidly, highlighting the serious imbalance between supply and demand

B. Taiwan's experience and expertise in developing the service economy are insufficient. There is a lack of case studies and learning processes for innovative applications and operational models. The domestic market size is limited, and the information service industry is highly homogeneous with fierce competition. The challenge lies in strengthening cooperation among service providers and ecosystems while striving for overseas expansion to grow the industry.

C. For general information services, the project cost includes planning, equipment and software procurement, system development, on-site construction, information security management, warranty and maintenance, administrative management, education and training and miscellaneous expenses, and other expenses. In particular, large-scale projects take several years to complete, which may lead to changes in demand, equipment upgrades, price adjustments, etc., forcing the industry to make bigger projects and higher losses.

D. Imbalance between supply and demand of IT talents. With the rapid development of AI technology and the active promotion of digital transformation by enterprises, the supply of information, data and information security related professionals exceeds the demand.

E. Digitization and low-carbon are two major trends in the bi-axial transformation of the global supply chain. More and more companies are improving the resilience and reliability of their supply chains.

Countermeasures：

- Focus on core products and enhance professional service capabilities to deepen software R&D and application. Master the breakthroughs in generative AI applications, optimize self-developed products with AI applications, and help enterprises upgrade and transform into resilient enterprises.
- Invest in proprietary R&D products and apply SOP to deepen the service process. Enhance the competitive advantage and added value of large-scale system projects by mastering core technologies, provide better service, and increase customer loyalty. Expand applied services and strengthen the application and promotion of core products and services to increase the added value of projects.
- Strengthen cooperation with start-up software companies, find more potential partners or new forces through projects or the interactive mode of various marketing activities, and work together to introduce solutions to each other to expand the pocket share of existing customers. Unite with the Taiwan team to participate in the World Cup. By copying the experience of domestic large-scale application system planning and construction, we form a team, and cooperate with Taiwanese manufacturers in various fields to expand overseas markets.
- A "Training Committee" was established to take the advanced information technology and the development of well-rounded professionals as the talent cultivation goal to lead and plan the Company's knowledge development system. Talent recruitment and promotion are carried out through diversified channels such as the “T Ambassador Program”, “Industry-Academia Cooperation”, “Talent Database”, “Physical Activities”, and “Recruitment Channels”.
- Expand industrial information services and strengthen the research and development of core software technologies, increase and strengthen the content of IT products and services, increase the proportion of sales of our own products and services, expand and maintain contract customers, and increase contract rates.
- Make good use of government resources. Promote industrial advanced information applications in line with government policies; and actively advise the government through the industry association platform to promote the development of the industry. In order to improve the procurement environment for government information services, the Public Works Commission and the Ministry of Digital Affairs of the Executive Yuan have considered that each agency's information and information security matters are mostly handled by external contractors, so that the procurement agencies can fully understand the connotation and budget composition of IT service procurement. The "Guidelines for Estimating Budgets of Government Information Service Procurement" was specially developed. The Engineering Council issued a document to all agencies on May 1, 2024 as a reference for compiling information service procurement budgets to promote the rationalization of information service procurement expenses.
- Maintain long-term cooperative relations with domestic and foreign suppliers,

jointly establish a stable and sustainable supply chain, ensure the quality, delivery and price of suppliers' products, and implement risk management and business continuity plans. The evaluation has included the sustainable development aspect, to promote the cooperative suppliers to comply with the relevant corporate social responsibility regulations, exert the corporate social influence, and promote the economic, social and environmental ecological balance and sustainable development.

(II) Important applications and production processes of main products:

1. Important applications of main products:

SYSCOM provides high-quality computer software and hardware products, professional system integration services, and application software development. Based on the global system integration market, the company acts as an agent for internationally renowned IT-related software and hardware products, including HPE, Cisco, Microsoft, Fortinet, VMware, and more. The Company provides planning, implementation, and maintenance services for solutions tailored to various industry sectors based on customer needs. These service areas include finance and securities, telecommunications, medical institutions, government and police administration, transportation, e-retail, high-tech manufacturing, and more.

During the production process, the Company strictly follows the CMMI-Dve v1.2 Maturity Level 5 software process, and uses the self-developed project management platform, Software Development Process Master (SDPM) to formulate standard operating procedures for the software design and development process, through quantitative management, to have a clear understanding of the project status, to take preventive and corrective measures in advance, and to improve work efficiency. In recent years, it has expanded its introduction to technical service project management, and used the Technical Service Management (TSM) to manage customers' equipment installation, maintenance, and warranty projects, in order to provide customers with the most satisfied quality and service. SYSCOM applies its proprietary products to information security, cloud application services, artificial intelligence, smart healthcare, robotics, and other related services. These products enhance automation, real-time capabilities, and visualization functions, assist in the automatic supply and installation of internal information communication equipment, and provide more diversified needs and applications across various industries.

2. Production process: The Company is not a manufacturing company, so it is not applicable.

(III) Supply of main raw materials: The Company is not a manufacturing company, so it is not applicable.

(IV) The names of suppliers and customers who accounted for more than 10% of the total purchases (sales) in any of the most recent 2 years

1. The names of customers who accounted for more than 10% of the total sales in any of the most recent 2 years, their sales amounts and percentages:

Unit: Thousands of NTD

Item	2023				2024			
	Name	Amount	As a percentage of net sales for the whole year %	Relationship with the issuer	Name	Amount	As a percentage of net sales for the whole year %	Relationship with the issuer
1	Customer A	519,982	8.15%	None	Customer B	508,091	7.33%	None
	Others	5,863,838	91.85%		Others	6,424,638	92.67%	
	Net sales	6,383,820	100.00%		Net sales	6,932,729	100.00%	

Reasons for the change in sales to major customers:
There was no significant change in the overall sales to the Company's major customers in the most recent two years.

2. The names of suppliers who accounted for more than 10% of the total purchases in any of the most recent 2 years, their purchase amounts and percentages:

Unit: Thousands of NTD

Item	2023				2024			
	Name	Amount	As a percentage of net purchases for the whole year %	Relationship with the issuer	Name	Amount	As a percentage of net purchases for the whole year %	Relationship with the issuer
1	Metaage	487,693	17.32%	None	Metaage	453,076	15.62%	None
2	Zero One Technology	304,866	10.82%	None	Hewlett Packard Enterprise	361,990	12.48%	None
3	Microsoft	281,824	10.01%	None				
	Total	1,742,188	61.85%		Total	2,085,351	71.90%	
	Net purchases	2,816,571	100.00%		Net purchases	2,900,417	100.00%	

Reasons for the change in purchases from major suppliers:
There was no significant change in the overall purchases from the Company's major suppliers in the most recent two years.

III. Information on employees

Year		As of the end of 2023	As of the end of 2024	2025 up to March,31 2025
Number of employees		1,266	1,341	1,359
Average age		41.14	41.43	41.30
Average years of service		9.33	9.45	9.56
As a percentage of education distribution	Doctorate	1	3	3
	Master	282	302	306
	College (including above)	964	1,018	1,033
	Senior high school (including below)	19	18	17

IV. Information on environmental protection expenditures

The Company is mainly engaged in system integration services, and the sales process of products does not generate pollution, so the disclosure of environmental pollution problems or environmental protection expenditures is not applicable.

V. Labor relations

(I) The Company's employee welfare measures, training, education and retirement systems and their implementation, as well as the agreements between employees and management and measures to protect the rights and interests of employees:

1. Employee conduct and code of ethics
   (1) In order to establish a good system and refine the organization and management, the Company has not only established the work rules for employees in accordance with the Labor Standards Act, but also established the "Code of Conduct for Anti-Corruption and Business Ethics and Activities" and measures for employee reward and punishment, so that all employees can have the ethical concepts and conduct standards to comply with, which are mainly as follows:
      - Compliance with the Company’s regulations.
      - Those who are responsible for the Company's tangible and intangible assets should play the role of a good steward.

- Do not leave the office, obstruct or interfere with the work of others during work hours.
- No sexual harassment or assault of other employees.
- Do not create rumors, spread rumors, or slander.
- The Company has established a system for the delegation of duties and responsibilities, and authorizes the responsible leaders to exercise their decision-making authority, and they shall not act beyond their powers without authorization.
- The work instructions or orders with deadlines from superiors must be completed on time, with the prescribed quality and quantity.
- Do not intentionally conceal from or misrepresent anything to superiors.
- Uphold the highest ethical standards for suppliers, contractors, customers, and others involved in the Company's business, and refrain from offering or accepting improper benefits.
- Must not seek to gain an improper advantage or use the Company's name to deceive others externally.
- Must not infringe on intellectual property rights, engage in unfair competition. Prevent using products or services to harm stakeholders, protect trade secrets, prohibit the disclosure of trade secrets, or prohibit insider trading.
- The Accident Adjudication Committee is established to adjudicate liability for damages to the Company's rights caused by the negligence of an individual.
- The Sexual Harassment Prevention Committee is responsible for receiving complaints and investigating cases of sexual harassment by employees.

(2) All rules and regulations of the Company are announced on the bulletin board. In case of reward or disciplinary actions, the Personnel Review Committee will be called on immediately to handle the reward and punishment.

2. Employee welfare measures and implementation

(1)The Company has established the Employee Welfare Committee, which is responsible for the welfare of all employees, and the welfare measures are supervised and executed by the Welfare Committee every year.

(2)The Company's welfare measures mainly include labor, health, group insurance, employee travel, birthday gifts, beer parties, year-end parties, welfare products, wedding and funeral subsidies, child birth subsidies, club activity subsidies, and health checkups. These measures are effective in boosting employees' morale.

(3)Various club activities are organized to provide employees with a balance between work and leisure.

(4)The Company provides group insurance for employees, their spouses and children. The coverage includes term life insurance, accidental injury insurance, hospitalization medical insurance, and cancer insurance.

3. Workplace diversity

(1) Workplace diversity policy:

The Company is committed to providing an equal, inclusive, diverse and friendly workplace and safe working environment for its employees. Employees are hired, promoted and paid primarily based on their job category, academic experience, professional knowledge and skills, professional years of experience and individual performance to ensure that employees are not discriminated against, harassed or treated unequally based on race, gender, religious beliefs, age, political affiliation or other legally protected status.

(2) Implement diversity in the workplace:

A. The Company’s male and female employees have equal opportunities for promotion. Female employees account for 31.02%, and female managers account for 20.15% of the Company’s managers.

B. 99.70% were of Taiwanese nationality, 0.30% of foreign nationals, 0.45% of indigenous people, and 1.04% of persons with disabilities.

C. 16.71% of employees are under the age of 30, 59.28% are between the ages of 30 and 50, and 24.01% are over the age of 50.

4. Employee training and development

(1)In order to improve the quality of human resources and develop corporate strengths, the Company has established measures for education and training to maintain the foundation of our sustainable management and development. Each employee has an individual training record, which completely records the training process each employee has received.

(2)The Company provides complete professional development program for employees and

encourages them to actively participate in various professional certifications. Therefore, both internal training and external training have a positive effect on their professional skills and management skills.

A.Internal education and training include:

. New employee training: Provide new employees with training on corporate culture and related basic courses to help new employees shorten the adjustment period and cross the stage of exploration early.

. Functional training: The training mainly focuses on strengthening the professional and self-management skills of employees, covering new computer knowledge and applications, management practices and skills, etc., to meet the needs of different stages of growth.

. Leadership training: SYSCOM COMPUTER has a complete promotion system, and each reserve supervisor must pass a rigorous pre-service training program to qualify for promotion. In addition, on-the-job training is planned for existing supervisors to enrich their leadership skills in management and revitalize the operation of the organization.

B.External training:

External training courses are intended to enable employees to absorb new knowledge in the market and to keep abreast of global trends in order to enhance their professional skills in the workplace and to ensure service to customers.

C.On-the-job training:

In order to improve the quality of employees, cultivate outstanding talents, and encourage employees to improve their professionalism, the company also provides employees with applications for on-the-job training.

(3)In 2024, an effective career ability development training plan has been established for employees, and various education and training courses have been provided from time to time. The implementation of education and training in 2024 is as follows:

A. New employees: To enable new employees to understand the company's culture and rules and regulations as well as labor safety and health knowledge, we regularly hold two "New Employee Education and Training" courses every month, including "Basic Training Course" and "Safety and Health Education Training Course".

B. Internal training: Various functional training courses are offered from time to time.

a. Sales staff: In addition to the courses on related agency products, nine SYSCOM product certification courses are held from time to time, and one major business training is held every quarter.

Note: Each salesperson is required to pass at least 2 product certifications each year.

b. Technical staff: In addition to the technical courses offered from time to time, there are 13 SYSCOM technical certification courses.

Note: Technical staff who write programs must hold three valid certifications, and technical staff who do not write programs must hold two valid certifications.

c. Leadership training: Senior/middle-level/junior leader training, in-person and digital teaching methods, 10 courses.

C. In addition to internal functional training courses, employees may also apply for external training (including professional technical certification examinations) according to their needs.

D.In 2024, the Company had 7,422 attendance in internal training and external training, and the cost of education and training was approximately NT$6.89 million.

5. Retirement system and implementation

(1)The Company's retirement system is governed by the Labor Standards Act and the Labor Pension Act.

(2)For employees subject to the old pension scheme under the Labor Standards Act, the Company makes monthly appropriates to the retirement reserve fund in accordance with the Labor Standards Act, which shall be overseen by the Supervisory Committee of Labor Retirement Reserve and deposited in the name of the Committee in the Bank of Taiwan, and the Committee is responsible for the receipt, payment, custody and utilization of the fund. For employees are subject to the new pension scheme under the Labor Pension Act, the Company is legally required to pay a monthly contribution of not less than 6% in accordance with the Labor Pension Act and to deposit to the employee's personal pension account established by the Bureau of Labor Insurance in accordance with the wage range table approved by the Executive Yuan.

6. Work environment and employee safety protection measures
   (1)The Company has established "Environmental Management Regulations", "Code of Practice for Occupational Safety and Health" and "Safety Inspection Regulations" to enforce safety and health protection measures.
   (2)In order to protect and maintain the safety of the office area, the Company has set up an access control system. All employees are required to wear identification cards when entering and leaving the building, and a surveillance system is in place to monitor and record 24 hours a day. Visitors are not allowed to enter the office area and must be received in the reception area. The main entrances and exits are guarded by security guards 24 hours a day to protect the personal safety of our employees.
   (3)Employees will be briefed on the safety regulations by person in charge of each unit at the time of reporting for work.
   (4)In order to effectuate the prevention and control of tobacco hazards, maintain the hygiene of the office environment and purify the air quality, and reject the health hazards caused by second-hand smoke. The Company's offices (areas), meeting rooms, stairwells, restrooms, dormitories and other indoor areas are all smoke-free except for the open balcony space and the legal smoking area.
   (5)The office area is nice and in good condition, and an environmental officer is assigned to each office area and each floor to supervise the environmental cleanliness of the area.
   (6)A complete fire safety system, including alarms, fire extinguishers, emergency lights, escape lights, escape doors, etc., is in place, and all equipment is inspected and replaced at least once a year.
   (7)We cooperate with the fire department twice a year to conduct fire drills and escape route drills in the building.
   (8)We conduct office carbon dioxide concentration monitoring and drinking water testing of water dispensers every six months.
   (9)The building is disinfected every six months and the floor cleaning and waxing operations are carried out every month; in line with the post-pandemic prevention measures, the Company continues to strengthen the promotion of the concept of public health and cleaning and disinfection. Every day, colleagues and visitors to the Company are still recommended to wear masks and continue to Body temperature is measured and hands are disinfected. Alcohol and antibacterial hand sanitizer is placed at the entrance of each floor. Antibacterial hand sanitizer is also placed in the pantry. Alcohol/antibacterial hand sanitizer is also placed in each meeting room for colleagues and visitors to use.
   (10)A medical doctor is appointed to visit the company every two months to provide clinical services and professional nurses are employed to provide health services for workers.
   (11)General safety and health in-service education and training courses are held every three years by law. In the past three years, in 2023, a total of 1,266 participants and a total of 3,798 person-hours were held.
   (12)By organizing various club activities, employees can not only enhance their physical fitness and relieve physical fatigue, but also achieve a balance between work and leisure.
   (13)Through regular annual employee health checkups and a variety of health seminars and health education information, employees can better grasp their health status and have the knowledge and methods of self-health management.
   (14)We provide employees with term life insurance and accident insurance to increase their job protection.
   (15)We provide a family-friendly workplace environment for employees by setting up a breastfeeding room.
   (16)The Company has completed fire safety facilities, and conducts routine employee fire escape drills and related education and training courses every year to reduce the probability of fire, and there was no fire incident in 2024.

(II) For the most recent year and for the current year up to the date of publication of the Annual Report, the amount of loss due to labor disputes and the estimated amount of current and potential future losses and countermeasures should be disclosed and if the amount cannot be reasonably estimated, the fact that it cannot be reasonably estimated shall be stated:

1. For the most recent year and for the current year up to the date of publication of the Annual Report, the amount of loss due to labor disputes: None

2. The estimated amount of current and potential future losses and countermeasures:

   The Company follows the Labor Standards Act and related laws and regulations to protect labor

rights and interests based on the trust of win-win cooperation between management and employees. The Company's management and employees have been co-working satisfactorily under the respect of labor-management ethics, and no significant labor disputes or losses have occurred so far, and no such losses are expected to occur in the future.

3. Labor-management agreements already reached: None

4. Labor-management agreements to be reached: None

5. Measures for the protection of employee rights and interests:

   The Company has held regular labor-management meetings in accordance with the regulations to maintain good labor relations and promote labor-management cooperation.

VI. Cyber security management

(I) Cyber security risk management framework, cyber security policy, specific management plans, and resources invested in cyber security management：

1. Information security risk management framework
   (1) In order to strengthen and improve the information security of the Company and to implement the sustainable management of the Company, the Company has established the Information Security Committee is responsible for the decision making, management and promotion of information security matters. The Committee has a convener, co-convener, and vice convener, and the top management of each business group, center, and head office are appointed as members, and three sub-groups, including "information security policy," "information security promotion," and "risk management," are established to be responsible for information security policy formulation and promotion, information security management and promotion, and information security risk control and evaluation.
   (2) The Information Security Committee reports to the Board of Directors at least once a year on the status of information security implementation, and the status of implementation for 2024 was reported to the Board of Directors on December 19, 2024.

2. Information security policy
   (1) The Company's information security management aims to provide a reliable and secure operating environment to ensure the normal operation of its continuous configuration business, and its information security policy is to "establish an information security culture, implement an information security system, strengthen information security protection, and reduce operational risks". In order to establish an information security environment with confidentiality, integrity, and availability. We make information security a natural aspect of employees' daily activities as a way to support the establishment of trust between all internal and external participants.
   (2) In order to implement the protection and management of personal data and to comply with the requirements of the Personal Data Protection Act, we have established the following:
      A. In accordance with the requirements of the “Personal Data Protection Act” and the “Enforcement Rules of the Personal Information Protection Act”, personal data is protected in the process of collection, processing, utilization, storage, transmission, and destruction.
      B. To protect the Company's business-related personal data from the risk of theft, alteration, destruction, loss, or leakage due to external threats or improper management and use by internal personnel.
      C. To enhance the protection and management of personal data, reduce operational risks, and create a reliable environment for the protection and privacy of personal data.

3. Information security management system
   We have introduced the information security management system (ISO 27001:2022), the personal data management system (BS 10012:2017), the information management system ISO 20000:2018, and the privacy information management system (ISO 27701:2019) for information security management.
   (1) Information security management system: in accordance with ISO 27001:2022
   We introduced and obtained the certificate in 2016, and expanded the scope of certification in 2019 to include: Technology Center, R&D Center, Computer Center (CMPC), SDPM, and Information Security Control Center (SOC). We implemented ISO 27001:2022 in 2024. Each year, a third party conducts a validity audit. The current certificate validity period is from February 14, 2025 to January 9, 2026.

(2) Personal data management system: in accordance with standard BS 10012:2017
In 2012, we introduced a company-wide personal data management system (BS 10012) for the management and protection of personal data and passed the third-party certification, and in 2018, we obtained the third-party certification for the latest version of BS 10012:2017. Each year, a third party conducts a validity audit. The current certificate validity period is from January 20, 2025 to January 20, 2028.

(3) Information management system: in accordance with standard ISO 20000:2018
Our information management system has been implemented and validated to ISO 20000, and we have developed a good information service management process for demand management, change management, online management, incident management, problem management, capacity management, and availability management, etc. We implemented ISO 20000:2018 in 2019, Each year, a third party conducts a validity audit. The current certificate validity period is from January 17, 2023 to January 17, 2026.

(4) Privacy information management system: in accordance with standard ISO 27701:2019
In 2021, we introduced a privacy information management system (ISO 27701) for the management and protection of personal data and privacy, Each year, a third party conducts a validity audit. The current certificate validity period is from February 14, 2025 to January 9, 2026.

4. Specific management plan

Continue to strengthen information security protection and establish joint defense mechanism, and various specific technical strengthening and management measures include:

(1) Continue to strengthen the new-generation information security monitoring and joint defense mechanism
The company continuously conducts system function verification of its self-developed product, the "Security Information Service Platform/Diamond Guard," within the company environment. This includes the implementation of terminal and network visibility tools, the establishment of an automated collaboration mechanism, and technical cooperation with cybersecurity threat intelligence platform vendors. This collaboration focuses on early-warning information detection and joint defense efforts, aimed at enhancing the company's overall information security.

(2) Continue to strengthen the efficiency and safety of employees' Internet operations
In addition to enhancing the overall bandwidth and performance of the company's external and internal backbone networks, the company is also improving personnel efficiency and information security by constructing dedicated "intranet and extranet" networks and upgrading information security protection equipment, as part of the ongoing implementation of the Company's Great Intranet Project.

(3) Enhance the security of the company's internal and external service websites
In line with the Company's Great Intranet Project, we reviewed the current status of information security protection for internal and external web services, purchased additional web program firewalls, and reviewed the migration of the old system after the information security protection equipment was in place to ensure that all corporate services are properly protected.

(4) Introduce Endpoint Detection & Response (EDR) products and fully deploy them on company equipment to strengthen endpoint security.

(5) Red team drills were conducted to analyze the blind spots of the Company's protection mechanism and strengthen them according to the problems analyzed.

(6) Conduct annual social engineering drills to enhance employees' information security awareness.

(7) Replaced branch firewalls. The evaluation, planning and replacement operations have commenced, and the completion is expected to be completed before June 2025. Introduce new generation information security monitoring and joint prevention mechanism.

5. Annual information security risk status

(1) Continue to maintain and refine ISO20000, ISO27001, ISO27701 and BS10012 information security management system. In 2024, there were 31 audits and 34 units were audited by the internal audit. SGS has conducted a third-party audit at the end of 2024.

(2) Promote the implementation of the Great Intranet Project, and sequentially start the construction of the Company's external and backbone network upgrade, intranet and extranet implementation, and various information security protection enhancements.

(3) Gradually introduce computer security configuration settings to GCB, and some departments have completed the initial introduction tests.

(4) Mandate the installation of terminal anti-virus systems, information security identification tools, and computer security configuration settings, along with network access control and information security protection monitoring, to strengthen the basic information security requirements of the company's intranet and extranet-connected devices.

(5) For the 2024 fiscal year, online information security education and training courses were conducted, with a total of 1,150 participants (as of November 14), amounting to 4,025 person-hours. The aim was to strengthen employees' attitudes, values, regulations, and practical knowledge regarding information security, making it a natural aspect of their daily activities, and fostering trust between internal and external participants.

(6) The Company's 2024 social engineering drill has been completed on November 15. The overall result was 1,361 people (accounts), of which about 470 opened letters, accounting for 34.53%. Social engineering protection awareness information security education and training will be strengthened.

(7) The Company's information security alerts are processed and reported according to the Incident and Event Management Procedures, with records maintained.

(II) Losses due to major IT security incidents, possible impacts, and responsive measures during the most recent fiscal year and up to the date of publication of the annual report：None.

VII. Important contracts

Nature	Parties involved	Contract start and end date	Main contents	Material restriction clauses
Distribution contracts	Cisco	Since 2003.10.27	Licensing SYSCOM as Cisco Gold Partner	None
Distribution contracts	Hewlett Packard Enterprise	Since 2011.01.14	Licensing SYSCOM as HPE Platinum Distributor	None
Distribution contracts	CyberLink Corp.	2019.07.01~ 2024.06.30	Licensing SYSCOM as CyberLink Distributor	None
Distribution contracts	Microsoft	Since 2017.12.27	Licensing SYSCOM as Microsoft LSP/CSP Distributor	None

Five. Review and analysis of financial position and financial performance and risks

I.Financial Status

The annual report shall list the main reasons for any material change in the Company's assets, liabilities, or equity during the past 2 fiscal years, and describe the effect thereof. Where the effect is of material significance, the annual report shall describe the measures to be taken in response

Unit: Thousands of NTD

Item \ Year	2024	2023	Increase(decrease) amount	change Proportion (%)
Current Assets	4,033,567	4,016,109	17,458	0
Property, Plant and Equipment	366,735	362,728	4,007	1
Intangible Assets	2,531	2,312	219	9
Other Assets	476,697	465,121	11,576	2
Total Assets	4,879,530	4,846,270	33,260	1
Current Liabilities	2,598,214	2,612,316	(14,102)	(1)
Noncurrent Liabilities	97,065	116,650	(19,585)	(17)
Total Liabilities	2,695,279	2,728,966	(33,687)	(1)
Capital Stock	1,000,000	1,000,000	0	0
Capital Surplus	1,783	1,797	(14)	(1)
Retained Earnings	1,140,816	1,100,682	40,134	4
Other Equity	30,144	11,728	18,416	157
Non-Controlling Interest	11,508	3,097	8,411	272
Total Stockholders' Equity	2,184,251	2,117,304	66,947	3

1. Analysis of change in percentage:
   (1)The decrease in non-current liabilities: Mainly due to the decrease in lease liabilities.
   (2)The increase in other equity: Mainly due to the increase in unrealized gain or loss on financial assets measured at fair value through other comprehensive income.
   (3)The increase in Non-Controlling Interest: Mainly due to the increase in investment in subsidiaries.
2. Future countermeasures: None.

II. financial performance

(I)Analysis of financial performance

Unit: Thousands of NTD

Item \ Year	2024	2023	Increase (decrease) amount	change Proportion (%)
Net operating revenue	6,932,729	6,383,820	548,909	9
Operating costs	5,143,769	4,722,942	420,827	9
Gross profit	1,788,960	1,660,878	128,082	8
Operating expenses	1,474,074	1,375,419	98,655	7
Profit from operations	314,886	285,459	29,427	10
non-operating income and expenses	55,536	44,048	11,488	26
Profit before income tax	370,422	329,507	40,915	12
Income tax	65,739	52,869	12,870	24
Net profit	304,683	276,638	28,045	10
Other comprehensive income for the year, net of income tax	(3,945)	5,961	(9,906)	(166)
Total comprehensive income	300,738	282,599	18,139	6
Net proif attributable to Owners Of the Company	306,397	278,293	28,104	10
Total comprehensive income attributable to Owners Of the Company	302,281	284,112	18,169	6

1. Analysis of change in percentage：
   (1) The increase in non-operating income and expenses: Mainly due to the decrease in the other losses.
   (2) The decrease in other comprehensive income for the year, net of income tax: Mainly due to the decrease in the number of remeasurements of the defined benefit plan.
2. Reasons for the change in the Company's main business: None.
3. Analysis of sales for 2024:
   Please refer to the market, production and sales overview of operations overview in this Annual Report.

(II) Analysis of change in operating gross profit: No material change.

III.Analysis of Cash Flow

Unit: Thousands of NTD

Balance of cash at start of term	Net cash flow from business activities throughout the year	Net cash flow activities throughout the year	Balance of cash (shortage)	Remedies for shortage in cash	
				Investment plan	Wealth management plan
884,494	256,690	407,797	733,387	-	-

1. Analysis of change in cash flows for the year:
   (1) Operating activities: The net cash inflow from operating activities of NTD 256,690 thousand, mainly due to the decrease in accounts receivable.
   (2) Investing activities: The net cash outflow from investing activities of NTD 111,095 thousand, mainly due to the increase in property, plant and equipment purchased in the current period.
   (3) Financing activities: Net cash outflows from financing activities were $305,307 thousand, mainly due to the payment of dividends. .
2. Remedies for cash shortage and liquidity analysis: Not applicable
3. Liquidity analysis for the coming year:
   The Company expects to generate positive cash flows from operating activities in the coming year, and the cash outflows are expected to be mainly from the payment of cash dividends.
   Cash balance at the beginning of the year: $733,387 thousand
   Estimated net cash inflows from operating activities for the whole year: $393,506 thousand
   Estimated cash outflows for the whole year: $374,680 thousand
   Estimated cash surplus (shortage): $752,213 thousand

IV. Major Capital Expenditure Items and Source of Capital: None.

V. Investment Policy in the Last Year, Main Causes for Profits or Losses, Improvement Plans, and Investment Plans for the Coming Year

In terms of the Company's policy on investments in other businesses, in addition to strategic investments, the focus is to expand its markets or to establish value chain integration relationships to strengthen corporate value.

The increase in profit and loss of the Company's reinvestment companies in 2024 compared to 2023 was mainly due to the proper control of the progress and expenses of some of the reinvestment companies. The Company will continue to implement the production and sales strategy and expense and cost control plans as follows:

1. Continue to strengthen the control and management of each reinvestment company and adjust the manpower allocation in a timely manner.
2. Strengthen customer visits and enhance customer relationships in order to grasp customer needs.
3. Evaluate the markets of each investee, strengthen the products and services of each company, and explore other markets in a timely manner.
4. Continue to supervise investees to actively promote the revision of production and marketing strategies in accordance with market demands

Investment plans for the coming year:None

VI. Analysis of Risk Management

(I) Effects of Changes in Interest Rates, Foreign Exchange Rates and Inflation on Corporate Finance, and Future Response Measures.

1. Effect on the Company's profit and loss: None:

Item	2024 (Thousands of NTD，%)
Net interest income and expense	(4,764)
Net exchange gain or loss	889
Net interest income and expense as a percentage of net revenue	(0.07%)
Net interest income and expense as a percentage of net profit before tax	(1.29%)
Net exchange gain or loss as a percentage of net revenue	0.01%
Net exchange gain or loss as a percentage of net profit before tax	0.24%

(1) Change in interest rate
The Company's financial assets and financial liabilities exposed to cash flow risk arising from change in interest rate amounted to $468,996 thousand and $176,651 thousand, respectively, at the end of 2024. The Company manages interest rate risk by maintaining an appropriate combination of fixed and floating interest rates for short-term borrowings.

(2) Change in exchange rate
Although the Company has foreign currency denominated cash flows for import and export operations, the impact of change in exchange rate on costs and revenues is not material.

(3) Inflation
The average consumer price index in Taiwan increased at an annual rate of approximately 2.18% in 2024. The Company keeps an eye on the fluctuation of market prices and maintains good interaction with suppliers and customers, and there has been no material impact due to inflation in recent years.

2. Future countermeasures:

(1) Countermeasures for change in interest rate
A. The Company does not have a large amount of long-term capital shortage. In addition to the preferential interest rate that the Company has obtained from banks, the Company also evaluates the reasonableness of the borrowing rate from banks from time to time in order to actively obtain preferential borrowing rate.
B. The Company uses its idle funds to make short-term investments to reduce interest rate losses and increase non-operating profit in response to possible increases in interest rates.

(2) Countermeasures for change in exchange rate
In response to exchange rate fluctuations, the Company collects foreign exchange information to keep abreast of exchange rate trends and consults with banks for professional advice, and adopts the principle of exchange rate diversification to reduce the impact of foreign currency exchange rate fluctuations on operating profit or loss.

(3) Inflation
The Company keeps an eye on the fluctuation of market prices, adjusts its import and export prices in accordance with the market fluctuations, and maintains good interaction with suppliers and customers, and there has been no material impact due to inflation in recent years.

(II) Policies, Main Causes of Gain or Loss and Future Response Measures withRespect to High-risk, High-leveraged Investments, Lending or EndorsementGuarantees, and Derivatives Transactions.：

1. The Company did not engage in any high-risk, high-leverage investments, lending funds others in the most recent year.
2. The Company has established the "Procedures for Engagement in Derivative Transactions" to regulate the risk management system of derivative transactions and did not engage in investments in derivative instruments in the most recent year and the current year up to the date of publication of the Annual Report.
3. In the most recent year, the Company provided financing endorsements and guarantees in the amount of $85,000 thousand for the subsidiary, Netmaker Technology Co., Ltd., $15,000 thousand for the subsidiary, Coach Technology Management Inc., $301,622 thousand for the subsidiary, Syscom Computer(Shenzhen)Co., Ltd., and $14,435 thousands for the subsidiary, Syscom Computer(Thailand)Co., Ltd.,. Handled in accordance with the "Endorsement and Guarantee Regulations" established by the Company.

(III)Future R&D plans and estimated R&D expenses to be invested in

1.Future R&D plans and estimated R&D expenses to be invested in

Unit: Thousands of NTD

Name of future R&D projects	Estimated further investment in R&D expenses
Opus One IP Continuous Configuration Management Platform (Version 1.5.6)	1,000
Opus One IP Continuous Configuration Management Platform (Version 1.5.7)	5,000
Nursing AI Helper	1,200
Use AI and Robotic Process Automation (RPA) to improve the efficiency of product problem solving	5,000

2.R&D investment plan and progress:

Name of R&D projects	Current progress	Contents of the plan	Estimated completion time
Opus One IP Continuous Configuration Management Platform (Version 1.5.6)	60%	Add/Upgrade the following continuous configuration management module for Opus One to provide intelligent and automatic management functions such as automatic assignment, tracking and auditing of continuous configuration events in data center networks and systems. configuration work and product competitiveness. ● Conduct research on continuous configuration job service module to design dynamic job Form Flow and interface for receiving automatic and manual job input. ● Conduct research and design of integrated Opus One event access and response interface. ● Conduct research and design for the integration of CMDB's network, system, and personnel configuration data to assist in automatic problem and job correlation functions. ● Conduct research and design for work tracking management.	2025/09
Opus One IP Continuous Configuration Management Platform (Version 1.5.7)	0%	Add/improve the functions of Opus One maintenance management module. ● Suppressed alarms: Based on the site topological information, the module intelligently suppresses unnecessary alarms to improve maintenance and operation efficiency. ● Correlation analysis: With the module function, the equipment related to the alarm event can be pointed out, the possible root cause of the problem can be quickly located, and the troubleshooting time can be reduced. Add/improve the functions of the Opus One	2026/08

		process management module. ● Equipment inspection integration: The LINE official account is provided for equipment inspection personnel to perform operations conveniently and improve inspection efficiency. ● Quick repair report function: Support scanning QR Code repair report for the panel and peripheral equipment, to simplify the repair report process. Provide a dedicated processing and reporting interface for maintenance personnel to achieve closed-loop management and ensure that problems are followed up and resolved in a timely manner.	
Nursing AI Helper	60%	Use of advanced speech recognition and artificial intelligence technology to reshape the nursing process to make nursing work more efficient, accurate, and user-friendly.	2025/10
Use AI and Robotic Process Automation (RPA) to improve the efficiency of product problem solving	25%	● Currently, there is no similar solution for converting Problem List into knowledge management, nor is there a tool similar to generating automated script through AI to improve the efficiency of designers who do not know programmers. ● With the maturity of AI in LLM, it can assist in the classification and labeling of problem lists, so that AI can play a part in knowledge management and can greatly reduce the maintenance cost of KM. ● With the ability to generate Robot Framework Scripts, AI can collect issues from a problem list, categorize them, generate the corresponding Prompt Framework, and assist in creating the relevant Robot Framework Script. This allows for the automation of issue reproduction and complements the testing mechanism.	2025/12

(IV)Effects of and Response to Changes in Policies and Regulations Relating to Corporate Finance and Sales：None.

(V)Effects of and Response to Changes in Technology(including Information security risk) and the Industry Relating to Corporate Finance and Sales：

The Company continues to pay attention to market changes and related technology development trends, actively grasp market opportunities, and strive to develop new products and new customer sources to enhance the company's long-term competitiveness.

The Company has long been committed to the control of information security and personal data protection, and has established a multi-layered security control and protection network and implemented a strict information security and joint prevention mechanism;

During the current year up to the date of publication of the Annual Report, no changes in technology (including information security risks) and the industry have affected the Company's financial and business matters.

(VI)The Impact in Corporate Image on Corporate Risk Management, and the Company's Response Measures：None.

(VII)Expected Benefits from, Risks Relating to and Response to Merger and Acquisition Plans：None.

(VIII)Expected Benefits from, Risks Relating to and Response to Factory Expansion Plans: None.

(IX)Risks Relating to and Response to Excessive Concentration of Purchasing Sources and Excessive Customer Concentration: None.

(X)Effects of, Risks Relating to and Response to Large Share Transfers or Changes in Shareholdings by Directors,or Shareholders with Shareholdings of over 10%: None.

(XI)Effects of, Risks Relating to and Response to the Changes in Management Rights: None.

(XII)Litigation or Non-litigation Matters: None.

(XIII)Other Major Risks and countermeasures:

Risk management policy and organizational structure:

1. Risk management policy:
   (1) Risk management is the guiding principle.
   (2) Establish a risk management mechanism with early assessment and measurement, effective monitoring and strict control.
   (3) Strive to control risks within acceptable or controlled limits.
   (4) All employees are aware of risks and continuously carry out risk control in the execution of their businesses.
2. Risk management organizational structure:
   (1) Board of Directors
   The Board of Directors of the Company is the highest unit of risk management and shall approve the risk management policy and structure, and is responsible for approving, reviewing, and monitoring the Company's risk management policy to ensure the effectiveness of risk management.
   (2) Risk Management Group
   The Risk Management Group is the responsible unit for executing risk management and is responsible for the monitoring, measurement and evaluation of the company's risk at the execution level. The Risk Management Group is directly under the President and reports its operation to the Board of Directors at least once a year.
   The risk management of each operation of the Company is divided among relevant units according to the nature of their businesses, and the main risk management units of each operation are described as follows.

Responsible unit	Responsibilities
Marketing Division	Responsible for developing the company's marketing strategy, product strategy, product pricing, market information collection and establishment, etc. to reduce strategic risks and business operation risks.
Administration and Planning Division	Responsible for human resources management, asset security management, promotion of corporate social responsibility and ethical corporate management (including the formulation of related policies, systems and related risk assessment) to reduce related risk losses.
Finance Division	Responsible for financial capital deployment and utilization, and timely use of hedging mechanisms to reduce financial risks in response to changes in exchange rates and interest rates.
Computer Center	Responsible for information security control and protection measures to reduce information security risks.
Audit Office	Responsible for auditing the implementation of internal control systems for business, finance and operations of each unit to strengthen the function of internal control system.
Each execution unit	Responsible for analyzing and monitoring the management of business risks in their respective units to ensure effective implementation of risk control mechanisms and procedures.

VII.Other material matters: None.

Six. Special matters

I. Information about the Company's Affiliates

Please refer to the MOPS website https://mops.twse.com.tw/ > Single Company > Electronic File Download > Related Party Three Statements Section

II. Private Placement Securities in the Most Recent Years：None

III.Other supplementary information：None.

IV.Any of the situations listed in Article 36, paragraph 3, subparagraph 2 of the Securities and Exchange Act, which might materially affect shareholders' equity or the price of the company's securities, has occurred during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report: None.

SYSCOM COMPUTER ENGINEERING CO.

Chairman Jui-Fu Liu