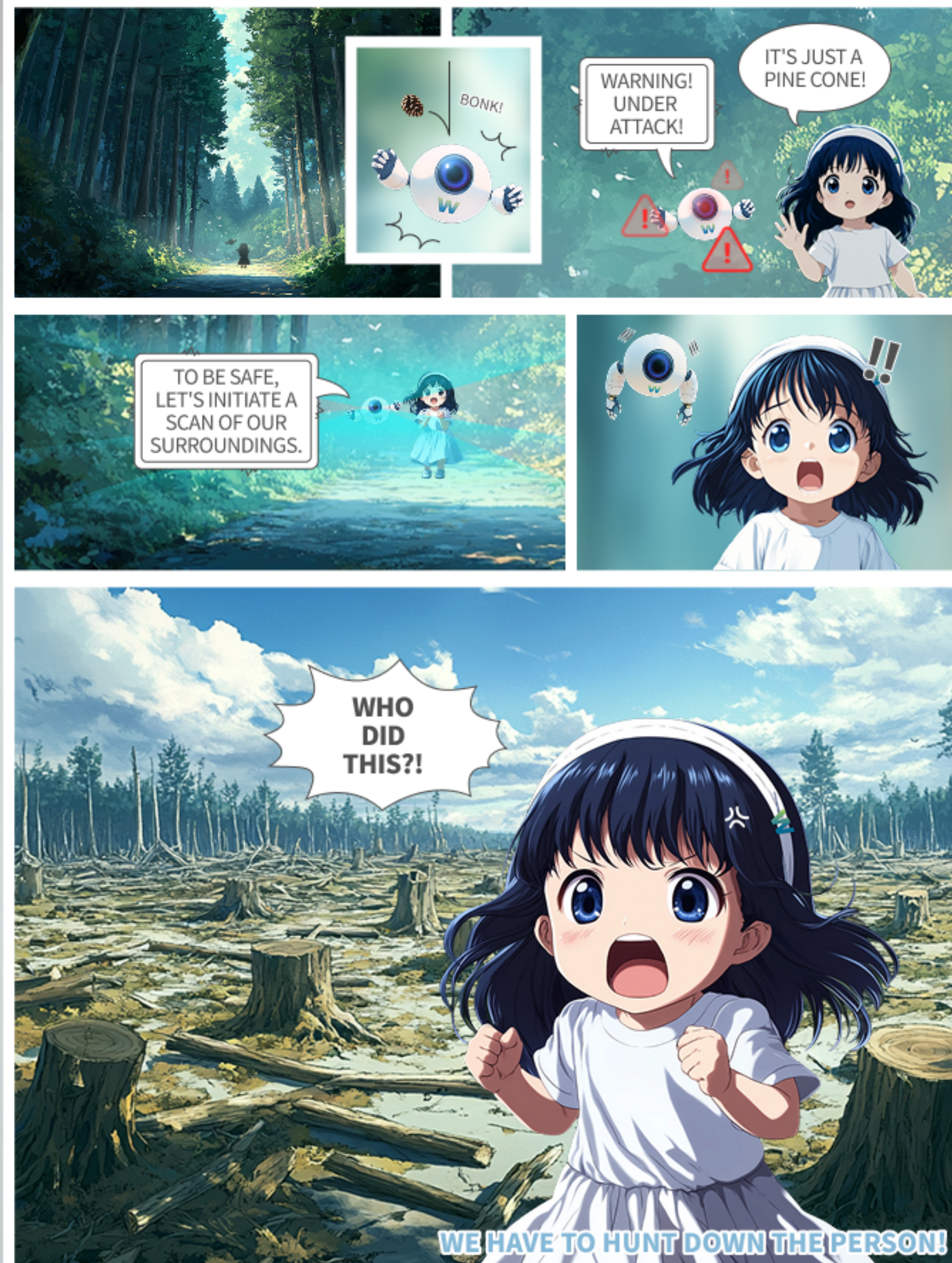




2. Innovation Value

Management Approach

2.1 Promoting Innovation & Growth

2.1.1 Product Design and Development

2.1.2 AI-Driven Smart Transformation

2.1.3 Startup Investments

2.2 Green Circular Solutions

2.2.1 Sustainable Materials

2.2.2 Green Products

2.2.3 Product Life Cycle Assessment

2.2.4 Circular Economy

2.3 Pursuit of Quality Excellence

2.3.1 Product Quality

2.3.2 Customer Satisfaction

Forest Village: Wood & Forest Mission

Through smart AI transformation, convert innovative drivers into sustainable solutions applicable for various domains.

Management Approach

●

 Above 95%

●

 90%-95%

●

 Below 90%

Topic	Strategy	2025 Targets	2025 Results	Status	2026 Targets	2030 Targets
Customer Relations	Increase customer satisfaction	≥ 86% satisfaction ratio from customer satisfaction surveys	90.3%	●	≥ 87%	≥ 90%
Product R&D and Innovation	Maintain patent portfolio (6,000-8,000 active and granted patents)	Add 5%-10% new patent applications, and release 5%-10% patents of the portfolio	6,525 active and granted patents, added 7.30% new patent applications, and released 5.21% patents of the portfolio	●	Add 5%-10% new patent applications and release 5%-10% patents of the portfolio	Add 5%-10% new patent applications and release 5%-10% patents of the portfolio
	Diversify patent filings across various technology fields and countries, enhance patent quality and increase overall patent value	Percentage of utility patents: >90%	94.85%	●	Percentage of patents beyond Taiwan/China/US: >6%	Percentage of patents beyond Taiwan/China/US: >10%; continued improvement in composite patent quality and value index scores
	Foster patent asset activation, e.g. transactions, licensing-out, or monetization	Participate in patent related projects, e.g. patent pools or organizations	Participated in 3 patent related projects	●	Participate in one or more patent related projects	Participate in five or more patent related projects; Annual growth of patent asset activation, monetization, and/or generated benefits
Green Products	Improve environmental benefits of products	100% compliance with customer-required regional energy labels for products	100% compliant	●	100% compliant	100% compliant
	Hazardous Substance Free (HSF)	100% compliance with Hazardous Substance Free standards and customer specifications	100% compliant	●	100% compliant	100% compliant

2.1 Promoting Innovation & Growth

2.1.1 Product Design and Development

As a leader in the IT industry, Wistron has always placed "Innovation and Breakthrough" at the core of our philosophy, embedding innovation and sustainability factors into product design and R&D, and actively developing diversified products to solidify our industry leadership. At the design and development stage, we adopt green design principles and select environmentally friendly materials to ensure our products meet international certification standards and fulfill the high expectations of global markets and customers.

To realize our commitment to sustainability and environmental protection, Wistron follows the "Green Product" strategy - one of our Six Sustainability Strategies. Through a dedicated network formed by niche suppliers, we provide sustainable design capabilities that foster continuous innovation and growth. We ensure that every green product, from design to end-of-life, meets the highest environmental standards.

Investments in Innovative Developments	2022	2023	2024	2025
R&D investments (NT\$100M)	250	239	260	314
R&D funding as percentage of revenue (%)	2.5	2.8	2.5	1.4
R&D personnel (number of people)	6,330	5,850	4,740	6,050
Percentage of R&D personnel per total employees (%)	13.4%	13.9%	10.7%	10.4%

Wistron's Integrated Design Services



R&D Incentive System and Performance

To maintain its competitive advantage in technological innovation, Wistron established the Wistron Invention Reward Regulation to systematically encourage employees to engage in R&D. The regulations provide incentives at different stages, including idea proposals, patent applications, patent grants, and technology licensing. An annual patent award ceremony is held to showcase R&D achievements, stimulate innovation momentum, and strengthen overall R&D competitiveness.

In 2025, Wistron continued to expand investment in new technologies, new products, and new ventures, focusing on enhancing patent quality and strategic value, and prioritizing critical patents closely aligned with the Group's R&D direction and core business. Key technology areas include 5G and AI smart applications, smart healthcare, automotive ICT systems, drones, and cloud and liquid cooling technology services. By building a forward-looking global patent portfolio, we strengthen the Group's competitive advantage in critical technology domains. At the same time, we continue to monitor and develop our presence in emerging fields including space technology (including low-orbit satellites) and quantum technology as key technological foundations for long-term growth and sustainable development.

Award	2022	2023	2024	2025
Number of patent award winners	248	238	237	242
Number of patent applications	608	484	376	478
Number of granted patents	414	383	430	369

Note: Wistron was named one of the Top 100 Global Innovators™ by Clarivate in 2025 and one of the Top 10 Innovation Momentum Companies in Taiwan by LexisNexis in 2025

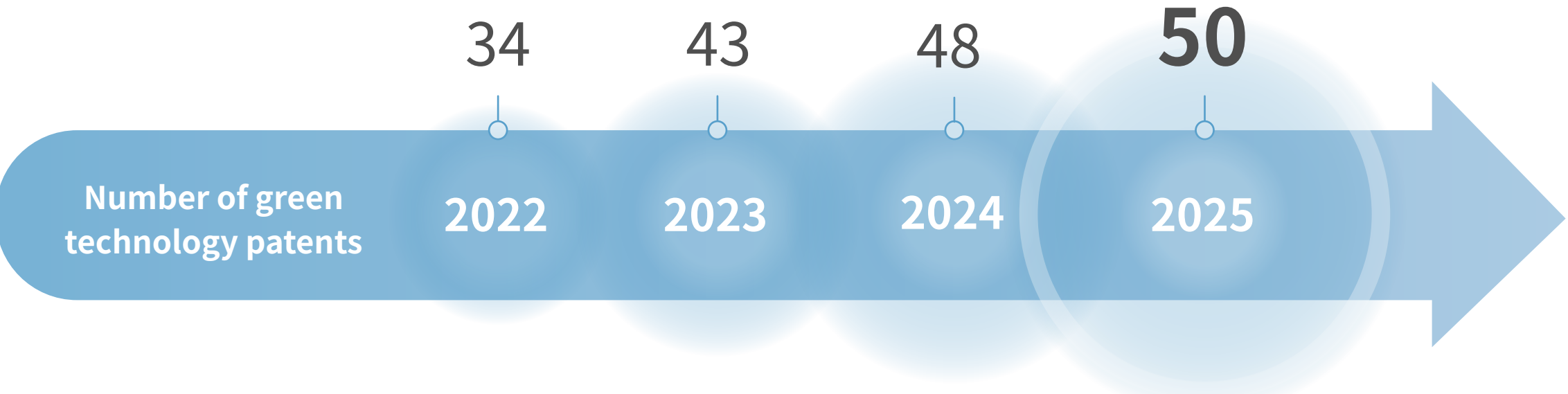
2025 Patents Granted & Percentage by Country

Country	Taiwan	China	USA	Others
Number of granted patents	124	42	120	83
Percentage of granted patents	33.6%	11.4%	32.5%	22.5%

Encouraging Green Technologies

Wistron is committed to reducing environmental impact and advancing sustainable development. We continue to invest in green technology R&D while monitoring global clean energy trends and market demand, covering innovative areas such as high-altitude wind energy, hydrogen energy, and geothermal energy. In 2025, Wistron obtained 50 green technology patents related to environmentally friendly design and processes, demonstrating our continued efforts in green innovation and intellectual property planning. Through the adoption of green technologies, we not only enhance product value but also reduce environmental burden through innovative technology, promote sustainable resource use, and create a better living environment for society, fulfilling our corporate responsibility and sustainability vision.

Wistron’s Green Technology Patents



Green Technology Patent Achievements in 2025

Patent Title	Patent Number	Patent Technology
Environment-friendly display module and environment-friendly display device	US12481185	The invention assembles and integrates the recycled plastic module with the display module, increasing the use of recycled materials in the product, reducing weight, and lowering production costs.
Radiator unit, radiator module and server	TWI888128	The invention provides a radiator unit with expansion connectors, allowing the radiator units to be interconnected through the connectors to meet the cooling requirements of different servers, enhancing cooling capacity and reducing design costs.
Touch processing device and touch processing method	US12411576	The invention divides the touch screen into different sensing areas based on various applications, disabling sensing areas not used for touch operations, thereby saving power.

2.1.2 AI-Driven Smart Transformation

Bridging Industry Gaps and Defining the New AI+ Era Through Tangible Results

In 2025, AI is no longer a value-added advantage for businesses but also a foundational driver of competitiveness. According to projections by PwC and Gartner, AI is expected to contribute US\$15.7 trillion to the global economy by 2030, while global AI-related spending is projected to approach US\$1.5 trillion in 2025. AI has evolved beyond individual projects into a core "infrastructure-level" capability.

While 88% of enterprises have attempted to adopt AI, McKinsey notes that only 1% have successfully scaled their deployment. Accenture's research further indicates that only 12% of companies qualify as “AI Achievers,” and these organizations achieve revenue growth rates that are 2.5 times higher than those of their industry peers. This demonstrates that AI's true value lies not in whether it is adopted but in whether enterprises possess governance capabilities and achieve scaled impact.

Wistron's Strategy: From "+AI" to "AI+" DNA

Wistron has chosen to lead the curve, elevating our strategy from tool-side "+AI" to mindset-side "AI+" through a three-stage design that builds organizational resilience:

- **AI Lab:** Validate use cases.
- **AI Factory:** Drive standardized scaling.
- **AI as a Technology Service:** Transform internal capabilities into external services.

Through the "AI Everywhere" operating model, we ensure enterprises maintain excellent predictive and adaptive capabilities in volatile markets.

Practical Impact: Data-Driven Innovation and Sustainability

AI has become an important enabler of innovation across Wistron, transforming from traditional manufacturing into a true AI-Driven Enterprise. From 2022 through the end of 2025, Wistron's transformation has yielded significant results:

- **Financial Benefits:** Completed nearly 100 AI innovation use cases.
- **Universal Application:** Covers manufacturing, R&D, supply chain, finance, and HR.
- **International Recognition:** Awarded two WEF Global Lighthouse Factory certifications.
- **Continuous Innovation:** Selected as a Top 100 Global Innovator for four consecutive years.

100+

Cumulative AI Innovation
Use Cases

2

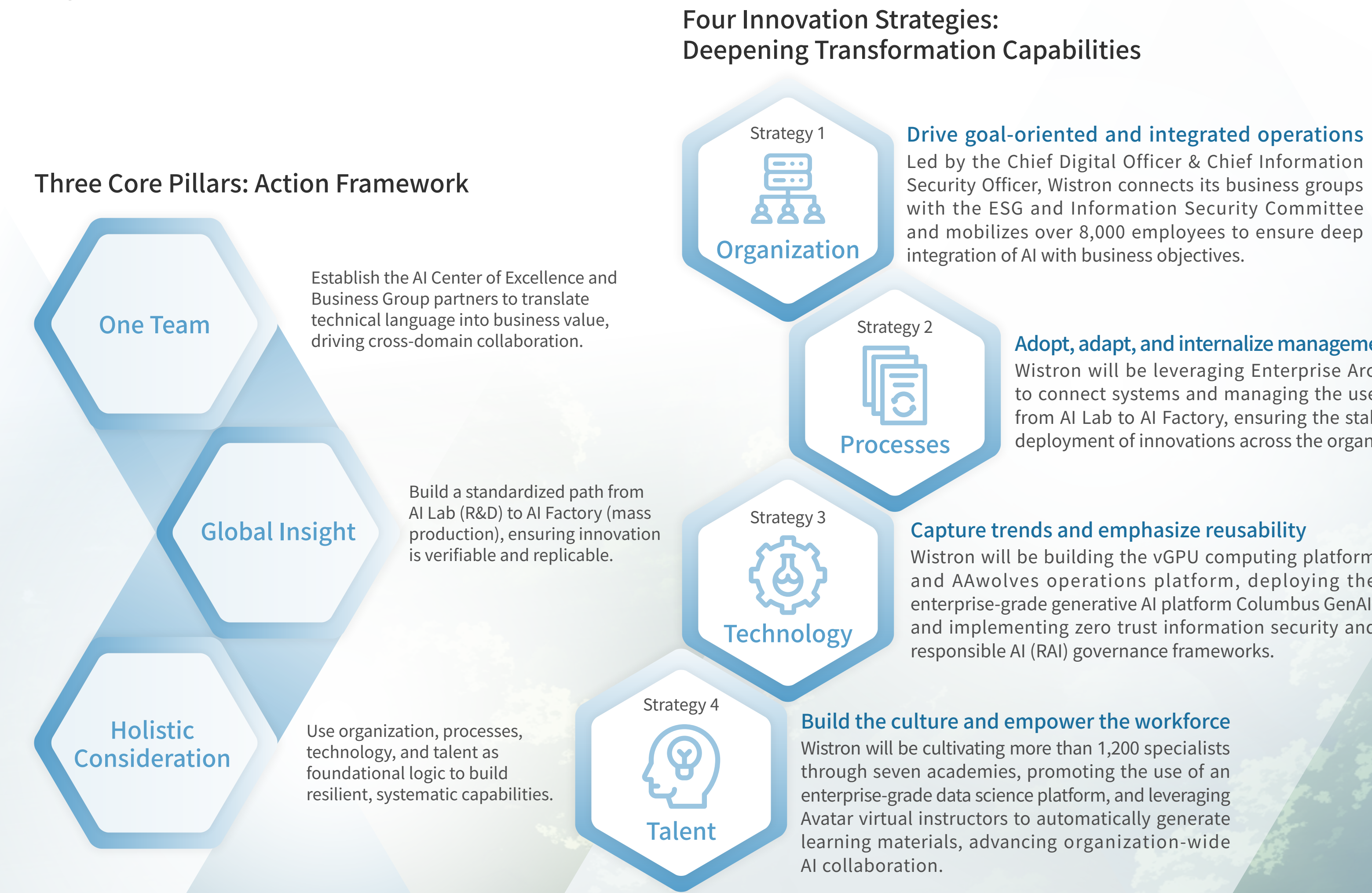
WEF Global Lighthouse
Factory Certifications

4 years

Clarivate Top 100
Global Innovators

Three Core Pillars + Four Innovation Strategies + Five Success Keys

Wistron's transformation is not a series of isolated attempts but a dual-track progression from top-down and bottom-up, forming a continuously replicable and iterative approach.



Five Keys to Success:
Embedding Strategy into the Organization's DNA



From Hundreds of Use Cases to Full-Scale Adoption: A Comprehensive View of Wistron's AI Transformation

Since 2022, Wistron has implemented nearly one hundred AI innovation initiatives. By advancing AI across organizations, processes, technologies, and talent development in parallel, the Company has realized smart management across its large and complex operating environment, creating measurable value for both the Company and its customers.

Making AI the Working Language of Every Employee

With "AI First" as the cultural anchor, Wistron has established the AI CoE and three collaborative platforms, namely the AAWolves Operations Platform, AI Service Portal, and Columbus Platform, to work together through a clear division of responsibilities, ensuring the orderly roll-out and effective deployment of AI applications across diverse business scenarios. Wistron provides an enterprise-grade data science platform as the foundation, combined with large language models (LLMs) for pain point inventory, data exploration and analysis, as well as version control and reproducible reports, Wistron balances innovation momentum with governance requirements.

In talent development, Wistron conducted 12 cohorts of internal AI training programs and cultivated more than 1,000 AI seed talent, transforming AI capabilities from a specialized skill held by the few into a shared tool and language for all employees. The goal is to shift the human-AI collaboration structure from "20% AI + 80% manual" to "80% AI + 20% manual," freeing employees from tedious tasks to focus on higher-value analysis and decision-making, while simultaneously enhancing per-capita productivity and operational resilience.

Turning Innovation into a Moat: 224 Patent Applications Strengthen Wistron's AI Advantage

Since 2021, Wistron has systematically advanced its intellectual property strategy, filing 224 patent applications across key areas such as enterprise-grade generative AI platforms and agent frameworks, model operations and security governance, digital twins and physical-virtual integration, and smart supply chain and process optimization. This well-structured patent portfolio not only strengthens Wistron's technological moat

From Tools to Partners: Agentic AI Driving Process Transformation and Universal Innovation

With Agentic AI at its core, Wistron is driving innovation and process transformation. The enterprise-grade generative AI platform Columbus integrates more than 70 business knowledge bases, supports multimodal input, and uses an AI Agent Builder to lower technical barriers, empowering non-technical employees to autonomously design process-oriented smart assistants and upgrading the platform from "passive Q&A" to actionable intelligence.

Intelligent Agents: Empowering Services to Seek Out Employees

By the end of 2025, employees had independently developed nearly 1,000 AI Agents, with nearly 120 of these agents integrated into project system processes. In supply chain management, for example, smart agents automatically integrate order information, monitor material availability in real time, issue shortage alerts, and proactively suggest alternative materials. This shifts the working model from “people seeking services” to “services reaching people.”

AI Coding: Systematic Leap in R&D Efficiency

In software development, over 80% of engineers have incorporated AI Coding into their daily work, with smart assistant collaboration from requirements analysis, version control, and test validation to document generation, advancing R&D efficiency from isolated tools to systematic momentum.

Digital Twin: Virtual World Testing for Flawless Manufacturing

In manufacturing and engineering, Wistron uses physical-virtual integration and digital twin technologies as key enablers of manufacturing innovation. Before physical construction begins, the Company builds virtual factories and simulates production lines, processes, and parameter optimization to eliminate potential errors and bottlenecks in advance. Key achievements include:

- 70% reduction in process preparation time
- Up to 85% improvement in AI-assisted design efficiency
- Nearly 3,500 reusable 3D components and models accumulated, exponentially increasing factory construction and production line simulation speed

This represents not just an efficiency leap but a fundamental reshaping of work mindset and manufacturing processes.



Empowering ESG with AI



AI-Driven Decarbonization and Smart Energy Management
Smart Carbon Management ×
Decarbonization Cost Optimization

In energy management, Wistron upgraded its AI-based electricity consumption forecasting model in 2025 and achieved significant improvements across four key areas:

Accounting for electricity consumption differences by product category: The model was upgraded from an overall production volume-based analysis to a product category-based analysis, enabling more accurate quantification of the impact of different products on electricity consumption during production.

Responding dynamically to production changes: When production schedules for different product categories are adjusted, the AI model immediately reflects their impact on each plant’s total energy consumption, improving the responsiveness of energy management.

Rapid Capacity Adjustment Simulation: For inter-plant capacity transfers or major adjustments at a single plant, the model supports automated scenario simulation and quickly generates corresponding electricity consumption forecasts to enhance management response efficiency.

Supporting renewable energy procurement planning: Through biannual reviews of capacity changes and electricity demand, the model projects annual electricity demand and supports timely adjustments to contracted volumes with green energy suppliers, helping Wistron achieve its renewable energy procurement targets.



AI-Driven Social Responsibility and Talent Sustainability
Inclusion × Digital Equity ×
Workplace Well-being

In the social dimension, Wistron leverages AI technologies to fulfill its commitment to inclusion, accessibility, and sustainability. Through our Joint Industrial Innovation Center, we partner with top universities at home and abroad to support forward-looking fields such as algorithms, thermal management, and data engineering. By using Agent Builder × Avatar to lower development and learning barriers, we promote diversity, equity, and inclusion (DEI) and digital equity, empowering broader participation in AI innovation.

In talent sustainability, Wistron merges HR strategy with social responsibility. Such efforts are centered on the "Wicare" initiative to advance a happy workplace and form a dual engine of "integrating culture + technology empowerment." The three-year human resources roadmap has given rise to three AI applications: smart decision-making, recruitment acceleration, and employee service assistant, elevating HR functions from "process execution" to "business empowerment." For detailed information, please refer to Section [4.1.4 Human Resource Technologies](#).



AI-Enhanced Information Security and Responsible Governance
Compliance Resilience × Responsible AI ×
Governance Automation

In the governance dimension, Wistron treats compliance and responsibility as the cornerstones of corporate resilience. Following the establishment of its information security automation infrastructure, the Group introduced Security AI Agents and integrated them with its Zero Trust architecture and ISO 27001 standard to strengthen the technological foundation for governance resilience.

Entering 2025, governance is no longer a static checklist but a continuously evolving capability system. Wistron expanded the scope of information security monitoring to cover Information Technology (IT), Operational Technology (OT), cloud computing, and software systems, and applied DevSecOps methodology to embed security strategies upstream, ensuring development lifecycles advance in parallel with information security.

With the rapid rise of generative AI, Wistron has proactively introduced Responsible AI (RAI) policies, processes, and maturity models, ensuring every intelligent agent, data processing operation, and model update operates within a framework of compliance, accountability, and auditability. At the same time, the Company launched MLSecOps tooling validation and advanced governance automation to reduce manual workload and improve precision—elevating AI from a business driver to a core force in our governance system.

Advancing AI Governance Through Responsible AI (RAI)

The rapid development of generative AI, while enhancing productivity and creativity, also places greater demands on organizational governance and risk management. Wistron remains committed to the deployment of RAI, capitalizing on AI to create maximum value in an ethical manner while minimizing potential risks. In 2025, we deepened the effectiveness and comprehensiveness of AI governance in four key dimensions.

1. Clear Accountability Framework and Role Division

The Information Security Executive Committee serves as Wistron’s dedicated governance body for RAI, with an RAI Functional Group established under the Committee to oversee the planning and implementation of related governance initiatives. Clear division of responsibilities effectively enhances the efficiency and transparency of the AI governance system, reinforcing the organization's foundation in AI risk management.

2. RAI Policies and Management Guidelines

In 2025, three core documents were officially issued and implemented: the Responsible AI System Policy, the Responsible AI Stakeholder Operating Procedures, and the Responsible AI Education and Training Management Guidelines. These three guidelines establish a consistent management foundation for the AI governance framework, creating a systematic PDCA iterative cycle for optimization.

3. Automated Deployment, Detection, and Monitoring

Wistron initiated in-depth evaluation and development of RAI-related tools, conducting Proof-of-Concept (PoC) testing of MLSecOps mechanisms to enable end-to-end deployment, detection, and monitoring of AI systems. This mechanism rapidly identifies and addresses potential risks, effectively reduces manual workload, and significantly enhances management precision and efficiency.

4. Education and Practical Training

In 2025, we conducted 12 training sessions across two themes: AI Development Lifecycle and RAI Tools. Participants included members of the AI Platform Team, seven cross-functional use case teams, and governance document owners. By evaluating and deploying appropriate tools and integrating governance requirements into operational documentation, Wistron has established an iterative “Learn–Validate–Optimize” framework. This mechanism allows governance practices and R&D processes to be refined concurrently through real-world implementation, fostering a virtuous cycle of continuous improvement.

AI Enterprise Foundation: Toward an AI-Driven Enterprise

Wistron has established a recurring three-year rolling planning mechanism. Each Q3, PMOs across functional areas will conduct comprehensive reviews that incorporate both external trends and internal needs. Then, in Q4, the President will approve the strategic blueprint for the next planning cycle, ensuring forward-looking and consistent mid-to-long-term execution.

Looking ahead to 2025-2027, we have officially launched the major strategic project AI Enterprise Foundation. Centered on the vision of strengthening the foundation and building enterprise-grade infrastructure to enable the scalable growth of AI, the initiative will advance through three strategic pillars:

Responsible AI RAI Governance	Foundational AI Flexible Technology Platform	Cultural AI AI First Culture
Wistron will continue to strengthen its RAI framework by establishing an automated governance platform and MLSecOps mechanisms. The Company will align practices with the timelines and requirements of the EU AI Act, ISO 42001, and the NIST AI Risk Management Framework (AI RMF), ensuring that AI applications operate within a compliant, transparent, and governable framework.	Wistron will establish AI Ops Center and AI Data infrastructure capabilities, and leverage an AI Computing resource management platform to optimize the sharing and allocation of computing resources and enhance asset utilization efficiency.	Wistron will work closely with Human Resources to identify emerging talent needs under AI-driven operating models. Through its AI Capability Center and change management mechanisms, the Company will build AI capabilities across the organization and embed an AI mindset into employees’ daily work.

The goal is clear and unwavering: Make Wistron an AI-Driven Enterprise. Wistron will continue to connect with customers, suppliers, and academic institutions to form a robust AI ecosystem. Through Decision Intelligence (DI), the Company will integrate AI into the core of business decision-making and successfully transform from traditional contract manufacturing into a technology services enterprise. While driving business growth, we leverage technology to address environmental and social challenges, realizing our long-term vision of "Sustainability through Innovation."

2.1.3 Startup Investments

From Ecosystem Participation to Strategic Investment: Long-Term Strategy for Innovation

Since 2010, Wistron has invested in the innovation ecosystem, building connections with external innovation by participating in startup communities, strategic investment, and cross-sector collaboration. Partners include: Epoch Foundation (Wistron Lab@Garage+ Startup Incubation Space), AAMA Taipei Cradle Program, and others. Through these diverse resources and partnerships, Wistron continues to promote innovation momentum and scaling. Through years of experience, Wistron recognizes that startup investment requires a long-term and prudent perspective. Only partners with sustainable business models and strong profitability potential can create meaningful strategic synergies and deliver substantive value to the Group.

Therefore, Wistron officially established its Corporate Venture Capital (CVC) Office in 2021, with a professional investment team responsible for early-stage startup investment and management, systematically positioning the Group for critical technologies and emerging business areas over the next 5 to 10 years. Existing business integration, expansion, and value chain investments in new businesses continue to be led by individual business units, with CVC focusing on the Group's long-term early-stage startup positioning.

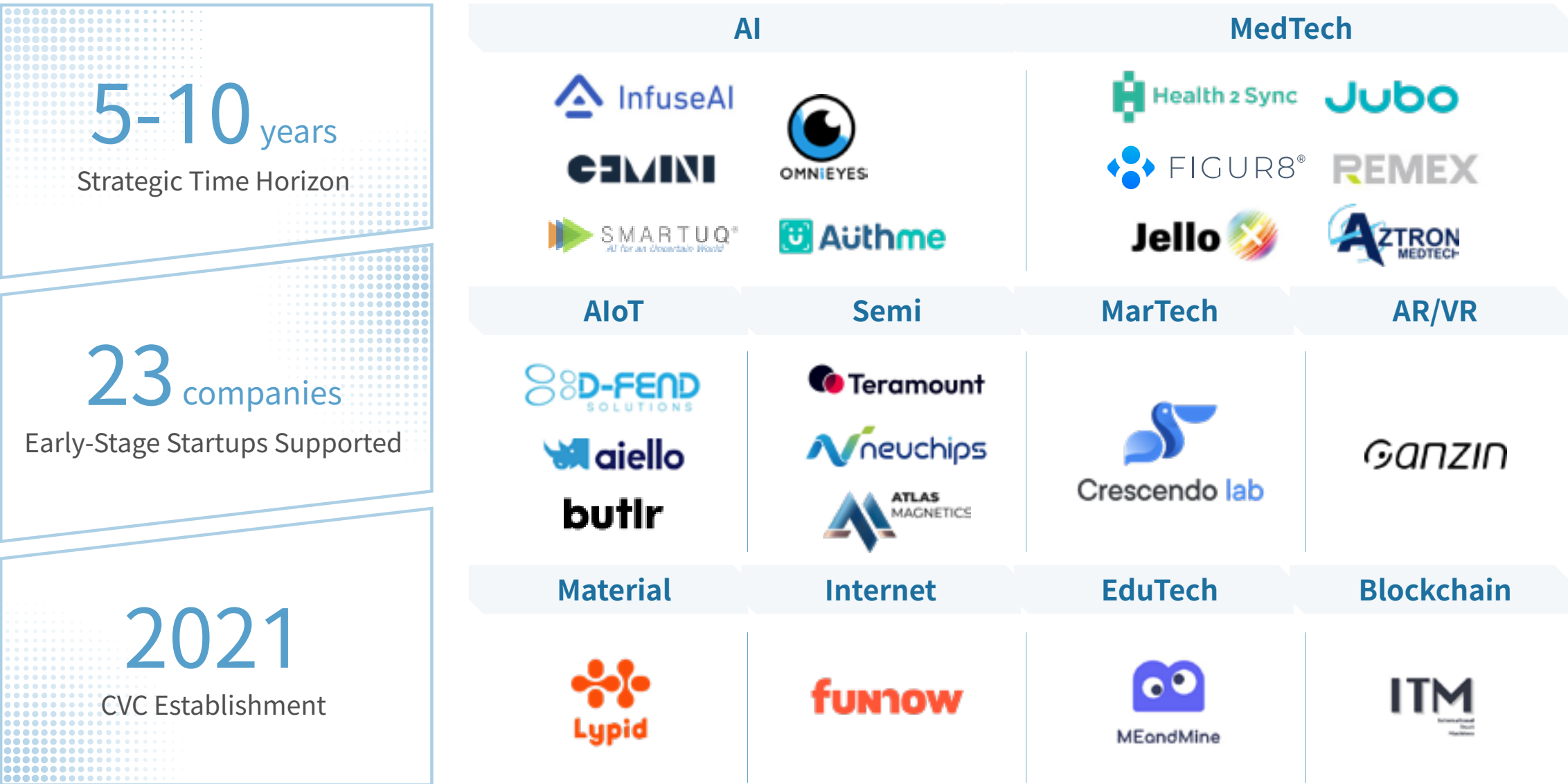


Existing businesses
Vertical and horizontal integration or capacity expansion of existing businesses
Decision-making: Business Groups

Known Future
Building a complete value chain for new business development
Decision-making: New Business Groups

Unknown Future
Exploring and shaping the Group's long-term business development
Decision-making: CVC

Wistron CVC has successfully supported 23 early-stage startups



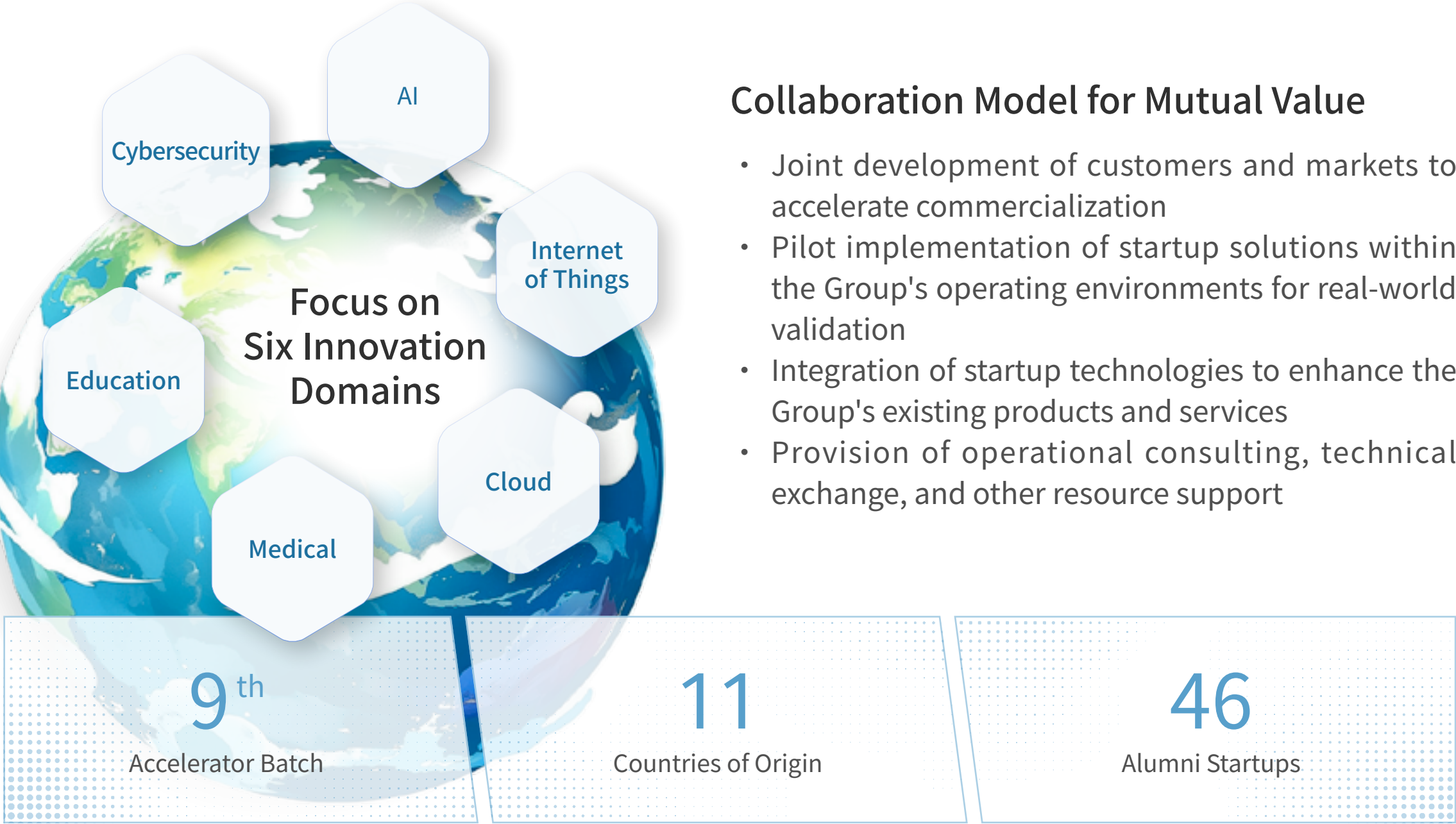
Spotlight

Investment Spotlight: Health2Sync
Digital Health × Chronic Disease Management

Founded in 2013, Health2Sync began with diabetes care and gradually grew into Asia's only AI-powered smart medical platform for chronic diseases. Its products include the Health2Sync app, cloud-based care platform, and insulin dosage adjustment software Insultrate, serving patients, hospitals, pharmaceutical companies, insurance providers, and government. Wistron, recognizing the long-term value of data-driven digital health transformation, became an early-stage investor. In November 2025, Health2Sync officially listed on the Emerging Stock Board, becoming a success model for Taiwanese startups.

Wistron Accelerator

Wistron CVC further partnered with AppWorks to establish the Wistron Accelerator. AppWorks brings in over a decade of experience in startup ecosystem recruitment and operations; Wistron offers its comprehensive global ICT industry ecosystem positioning to help Taiwanese startups scale faster while exploring growth opportunities beyond the Group's existing businesses.



The Wistron Accelerator is held twice a year with three to seven startups recruited per batch. Applicants are recommended to have completed product development and to have a track record in user partnerships. Selected teams can participate in the AppWorks community and gain exclusive collaboration opportunities with Wistron Group's business units.

Through the accelerator platform, Wistron forms substantively beneficial collaborative relationships with startups, promoting innovation momentum and cross-domain technology integration within the Group, while laying the foundation for long-term business development and sustainable value creation.

Post-Investment Management: Deepening Long-Term Support for Startup Partners Through Founders Club

Recognizing the uncertainty that startups face, the CVC office hosts two Founders Club events each year, inviting invested startups to join themed discussions and networking dinners. These gatherings encourage experience sharing and peer learning on best practices, operational challenges, and lessons learned from setbacks, helping startups strengthen operational resilience and explore future growth pathways.

For example, at the 9th batch event, Wistron invited Dr. Chien Lee-Feng to deliver a talk titled “The Rise of AI: Where We Are Now?” in response to the rapid evolution of AI trends. The session examined how startups can navigate a changing landscape, respond to paradigm shifts, and reposition themselves to capture new growth opportunities in the AI era.

The event also welcomed middle and senior managers from Wistron Corporation, Wiwynn, WNC, WITS, and WiAdvance, facilitating meaningful exchanges between startup founders and experienced corporate leaders. These interactions not only provided valuable managerial perspectives but also sparked new possibilities for cross-sector collaboration, building a mutually beneficial bridge between Wistron and the startup ecosystem.



2.2 Green Circular Solutions

2.2.1 Sustainable Materials

Global resources are finite. As technology advances, human activity inevitably places increasing pressure on ecosystems and societies. At Wistron, the manufacturing of our products relies on a variety of raw materials. Only by committing to the use of sustainable materials will we be able to reduce environmental and social impact. As such, we have established a [Sustainable Materials Policy](#), set corresponding goals, and launched related programs. In line with this policy, we assess the environmental and social impacts of our R&D, procurement, production, operations, and services, prioritizing the use of primary or secondary raw materials with the least negative impact.

Wistron’s Definition of Sustainable Materials:

- Compliant with Hazardous Substance Control Regulations
- Free from conflict minerals
- Made from recycled or renewable sources
- Sourced outside of ecologically protected areas
- Support environmental conservation and avoid human rights violations

Reducing Negative Environmental and Social Impact of Raw Materials

To minimize the negative environmental and social impacts from raw material usage, Wistron is committed to integrating sustainability factors into procurement management. With reference to the ISO 20400 Sustainable Procurement Guidance, we have formulated a Sustainable Procurement Policy that incorporates sustainable materials.

Through our [Supplier Code of Conduct](#), we also require our supply chain partners to identify the environmental impacts associated with their own and upstream manufacturing processes, and to minimize any adverse effects on communities, the environment, and natural resources, while protecting public health and safety.

Wistron assesses supplier sustainability from the following sustainability issues and impacts:

E
Environmental

Including climate change mitigation and adaptation, carbon and energy management, water resource management, and hazardous substances and waste control. We strive to prevent pollution throughout the extraction and processing stages of materials and to protect biodiversity and restore natural habitats.

S
Social

Including human rights and labor protection guidelines and occupational health and safety management.

G
Governance

Including supplier risk management and sustainable practices in upstream supply chains, such as business ethics and conflict minerals compliance.

Raw Materials Programs

Wistron’s product range is diverse, and different product categories require different key materials. Among them, the most commonly used include plastics, aluminum, and steel in the chassis of notebook computers, desktop computers, monitors, and servers, as well as copper used in cooling components and PCBs. We prioritize the integration of sustainable materials into these high-volume material categories.

2025 Raw Material Usage

Raw Material	Total Usage (ton)	Recycled Material Percentage (%)
Plastic	32,987.61	55.75%
Aluminum	3,322.04	20.27%
Steel/Iron	20,767.47	15.29%
Copper	691.66	0.72%
Cobalt	36.47	0%
Nickel	4.34	0%
Lithium	0.00142	0%
Titanium	0.39	0%

Note: Due to data collection limitations, the reported usage volumes of nickel, lithium, and titanium are based on components for which Wistron has completed full material disclosure (FMD). Starting in 2024, the scope of material surveys for plastics, aluminum, steel/iron, copper, and cobalt has expanded from previously covering only commercial notebook computers and servers to now encompassing all Wistron product categories.

Establishing Traceability and Certification of Sustainable Materials

Since 2022, Wistron has progressively established material traceability and certification mechanisms, conducting comprehensive annual inventories of sustainable materials to understand our own usage. Traceability requirements vary by material type. For PCR plastics, traceability extends to the raw material supplier level, while for metal materials, traceability extends to the smelter level. Wistron also collects certification documents from suppliers to verify recycled material content. Through third-party verification mechanisms, we ensure the reliability and traceability of sustainable materials in the supply chain, providing a solid foundation for subsequent product certification and disclosure.

The verification standards currently recognized include:

ISO 14021	Verification of recycled content in products, applicable to environmental claims for plastic and metal materials
EN 15343	Verification of recycled plastic content. An EU standard ensuring traceability of plastic recycling
SCS Global	Recycled Content Certification Standard developed by SCS Global Services for verifying recycled content in products and materials

Scaling PCR Material Applications Through Subsidiary Collaboration

To reduce the environmental impact of virgin materials, Wistron is committed to increasing the use of recycled materials in products. Balancing product functionality and aesthetic quality is the greatest challenge during R&D. To address this, we collaborate with our PCR plastic production subsidiary, Wistron Advanced Materials, to analyze PCR plastic properties, establish design standards, and progressively introduce PCR plastics into selected products.

For metal materials, the R&D team collaborates with metal casting raw material manufacturers to arrange batch material validation, comparing differences in material properties at different recycling ratios using identical molding parameters. We establish material acceptance standards and apply this experience to design across different product lines.

Publicly disclosed short-, medium-, and long-term targets include: the sustainable material percentage in new generation low-carbon NB products, introduction of sustainable materials into non-PC products, and the percentage of PCR material usage in materials to total annual shipments.

Sustainable Materials Professional Training Program

To ensure colleagues responsible for sustainable materials work have sufficient professional knowledge, Wistron has progressively developed and launched relevant courses, establishing a systematic internal training program.

Three courses have been launched to date:

Sustainable Materials Management Mechanisms and Design Planning	This course covers global environmental trends, circular economy developments, sustainable materials management, and material flow analysis, while providing practical case studies on circularity and resource recovery.
Recycling Fundamentals	This course gives an overview of PCR materials and its development as well as the recycling process and basic information on electronic waste disposal.
Introduction to PCR Material Certification	This course provides in-depth coverage of PCR material advantages and disadvantages, electronic product safety, UL Yellow Card specifications, and flame retardant tests and standards.

2.2.2 Green Products

Green Products and Sustainable Innovation

Wistron systematically integrates sustainable design into product development with the goal of achieving low-carbon, circular, and safe product lifecycle management while maintaining high-specification performance and reliability, complying with and exceeding international regulations and market expectations such as EU ESPR, DPP, EPEAT, TCO, and Energy Star. Core strategies include material sustainability, extended product lifetime, energy efficiency improvement, circular packaging, and product environmental information management. For detailed content, please refer to the [ESG website](#). Wistron has delivered tangible sustainability outcomes across multiple product lines and continues to advance low-carbon and circular economy transformation through data-driven approaches and global supply chain strategies. This enables its products to balance compliance, safety, high performance, and market competitiveness.

Green Product Implementation Results and Strategies by Lifecycle Stage

Environmental considerations at each product lifecycle stage:

	Raw Materials	Manufacturing	Distribution	Product Use	Waste Recycling
Product Safety and Regulatory Compliance	O	O	X	O	O
Energy Conservation and Carbon Reduction	X	O	O	O	X
Recycled Materials	O	X	X	X	X
Sustainable Design	O	O	O	O	X
Waste Reduction	O	O	O	X	O

Note: O: Considered; X: Not Considered



Wistron follows the framework of ISO 9001 and QC080000 management systems in the product development stage. The Green-design Guide is adopted to introduce the concept of life cycle assessment into products. Moreover, Wistron can design compliant products to meet customer needs, environmental protection laws and regulations, energy consumption labels and safety regulations in various regions.

In 2025, green product practices and achievements across each life cycle stage are as follows:



2025 Product Environmental Certification Results

Label Name	Product Type and Quantity
Taiwan Green Mark	117 personal computer products (including 87 laptops, 30 desktops and all-in-one computers) and 15 monitor products certified with Taiwan's Green Mark
China Environmental Labeling	216 personal computer products (including 164 laptops, 52 desktops and all-in-one computers), 113 monitor products, 2 server and network storage products certified with the China Environmental Labeling
U.S.A EPEAT	412 personal computer products (including 324 laptops, 88 desktops and all-in-one computers), 128 monitor products, 5 smart mobile phone and handheld mobile device products, and 4 server products certified with EPEAT
TCO Certification	240 personal computer products (including 196 laptops, 44 desktops and all-in-one computers) and 112 monitor products certified by TCO certification
US Energy Star	446 personal computer products (including 337 laptops, 109 desktops and all-in-one computers), 169 monitor products, and 5 network phone products certified with US Energy Star certification

Use of Product and Packaging Materials

Historical Use of Product Materials and Packaging Materials (Volume)

	2022	2023	2024	2025
Product Material Usage Volume (t)	219,161	176,360	161,377	171,717
Packaging Material Usage Volume (t)	76,947	57,361	52,619	63,381
Renewable Material Percentage (%)	35.1%	32.5%	32.6%	36.9%
Non-Renewable Material Usage (t)	142,214	118,999	108,758	108,336
Non-Renewable Material Percentage (%)	64.9%	67.5%	67.4%	63.1%

Note:

1. The weight of all materials and packaging materials is denominated in "gross weight," which is defined as the total weight that includes the weight of packaging material.

2. Product material usage volume (t) = product weight + packaging material weight.

3. Packaging material usage volume (t) = packaging material weight.

4. Percentage of renewable materials = (total renewable materials/total materials) x 100%.

5. Percentage of non-renewable materials = (total non-renewable materials/total materials) x 100%.

6. All packaging materials used for Wistron's production are recyclable recycled pulp, and is thus considered as a recyclable material.

7. The statistical boundary is the packaging materials used in Wistron's production and manufacturing.

Product Safety Management and Guidelines

To ensure raw materials do not contain hazardous substances and comply with international environmental regulations and customer hazardous substance specifications, Wistron follows the IECQ QC 080000 management framework and has established the Hazardous Substance Control Guidelines and Control Operation Procedures for Products Containing Hazardous Substances. We have developed our own Product Lifecycle Management (PLM) and Green Product Management (GPM) systems to verify that all components and packaging materials used in our products comply with international environmental regulations and customer hazardous substance requirements.

Wistron adheres strictly to import regulations or directions across all countries and has a historical compliance rate of 100%

Laws, Regulations and Directives	Wistron's Products
EU RoHS Directive: Control of substances hazardous to the environment	100% compliant
REACH	100% compliant
WEEE: Recycling of electronic/appliance waste	Products exported to EU are 100% compliant
CA65	Products exported to California are 100% compliant
POPs (Persistent organic pollutants)	Products exported to EU are 100% compliant
VOCs	Products exported to China are 100% compliant
Mineral Oil Laws of France	Products exported to France are 100% compliant

Proactive Response to MCCPs and PFAS International Hazardous Substance Control Trends

Wistron currently maintains 10 prohibited substances and 301 controlled substances. Every six months, Wistron reviews regulations and customer standards to update Wistron's specifications, ensuring regulatory and customer specification compliance for raw materials. In response to the inclusion of medium chain chlorinated paraffins (MCCPs) in Annex A of the Stockholm Convention on Persistent Organic Pollutants and the strengthening of PFAS controls in various countries, Wistron has proactively elevated MCCPs control standards to "prohibited," and plans to add PFAS to the prohibited list. Wistron's packaging materials mainly use renewable materials. We compile statistics every year based on the import/export customs declaration system for the weight of product materials and packaging materials.

Item	2022	2023	2024	2025	2026
Banned Substances	10	10	10	10	Control Plan: • Add PFAS to controlled substances by mid-2027 • Prohibit MCCPs (Medium Chain Chlorinated Paraffins) in Wistron products • Implement controls in accordance with updates to customer specifications and changes in international regulations
Regulated Substances	297	304	297	301	

Note:
1. Wistron regulated substances: Product (Banned Substances + Regulated Substances) + regulated substances in packaging.
2. Banned substances: 10 substances restricted by the EU Directive on the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS), which include lead, cadmium, mercury, hexavalent chromium, polybrominated biphenyls, polybrominated diphenyl ethers, di(2-ethylhexyl) phthalate (DEHP), butyl benzyl phthalate (BBP), dibutyl phthalate (DBP), and disobutyl phthalate (DIBP).

Wistron’s Hazardous Substance Management Regulations

In accordance with international environmental protection regulations and customer environmental protection requirements, Wistron has formulated Hazardous Substance Control Guidelines to define the standards for restricted use of hazardous substances such as components, packaging materials, and auxiliary materials used in products. This is used to establish a list of control and monitoring items, and cooperate with suppliers to reduce environmental impact and protect human health.

- 1

Hazardous substances restricted by the EU RoHS Directive.
- 2

Wistron restricted items: Established based on IEC62474 of the Material Declaration Standards and eco-friendly requirements from brand customers.
- 3

Wistron monitoring items: Substances of concern that have not yet been banned. Information on their use is collected to support future assessments of reduction timelines or new restrictions.
- 4

Halogen-Free or Low-Halogen product regulated items: Halogen-free or low-halogen regulations for specific products are introduced per customer demands.
- 5

Substances of Very High Concern (SVHC) under REACH.
- 6

Battery regulations: Batteries contain a lot of chemicals and should therefore be recycled and separated before disposal to avoid environmental pollution. The batteries are all marked with recycling marks in accordance with customer requirements and the requirements of various countries.
- 7

Packaging material regulations: This will largely apply to packaging materials for final product shipments, such as: corrugated boxes, packaging bags, cushioning materials, labels, tapes, pads, etc.

Information System and Management Procedures

- Quality Management System (ISO 9001)
- Hazardous Substance Process Management System (IECQ QC 080000)
- Green Design Guide
- Product Lifecycle Management (PLM)
- Green Product Management (GPM) System
- RoHS Directive
- Registration, Evaluation, Authorization, and Restriction of Chemical Substances (REACH)
- International safety regulations (BSMI, CB, CCC, CUL, UL, and TUV certification from different countries)



2.2.3 Product Life Cycle Assessment

Through life cycle assessment, enterprises can evaluate the potential environmental impacts associated with inputs and outputs across the life cycle of products or services. In addition, the evaluation results are applied to product design, manufacturing, and service stages so we can consistently deliver eco-friendly products.

Wistron established a standard operating procedure for product life cycle assessment. Employees are trained through e-learning classes, and we established an LCA analysis team to continuously strengthen organizational capabilities in product life cycle assessment. In addition, Wistron's product environmental impact assessment system, developed in accordance with the ISO 14040 and 14044 life cycle assessment standards, went online in January 2023. By connecting to Wistron's internal systems, it obtains product-related information and enables rapid calculation of product carbon footprint and life cycle assessments, significantly reducing manual processing time. The system also performs hotspot analysis of emissions to help product development teams develop lower-carbon and more environmentally friendly products.

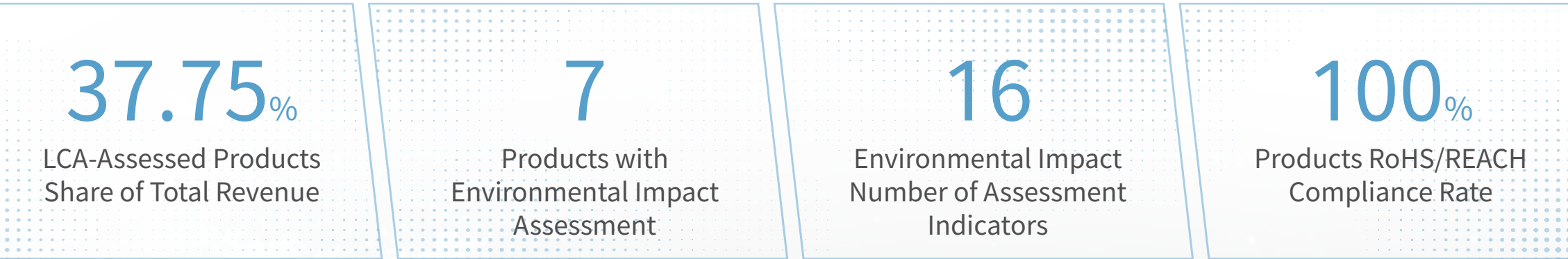
In 2025, we used the Wistron Product Environmental Impact Assessment System to conduct LCAs on laptops and servers. The system boundary was defined as cradle-to-gate, covering both the raw material and manufacturing stages. In addition, Wistron collaborated with customers by providing relevant data through the Product Environmental Impact Assessment System to support the acquisition of third-party verification certificates for the carbon footprint of expansion dock products in accordance with ISO 14067. In 2025, seven products completed full LCA through the Wistron Product Environmental Impact Assessment System, including 16 environmental impact categories such as product carbon footprint, accounting for 37.75% of Wistron's total revenue.

To assess the environmental characteristics and potential impacts of products, Wistron adopts three primary methods: Life Cycle Assessment (LCA), simplified Life Cycle Assessment (Product Carbon Footprint), and Product Hazardous Substance Compliance Assessment (RoHS, REACH). In 2025, products representing 37.75% of total product revenue had completed a full LCA, while the remaining 62.25% of products are assessed based on Wistron products' full compliance with RoHS (Restriction of Hazardous Substances Directive) and REACH as the primary source of environmental characteristics evaluation.

Product Environmental Characteristics and Impact (%)

Assessment Method	2022	2023	2024	2025
Life Cycle Assessment	20.24	22.50	23.49	37.75
Simplified Life Cycle Assessment ¹	0	3.79	4.01	0
Other (Hazardous Substance Compliance Assessment) ²	79.76	73.71	72.50	62.25
Total	100	100	100	100

Note:
1. Product Carbon Footprint Assessment.
2. Includes hazardous substance compliance assessments such as RoHS and REACH.



2.2.4 Circular Economy

As one of the world’s leading ICT product solution providers, Wistron is committed to R&D, design, manufacturing, and services across various industries. Sustainability design and development for products revolve around the concept of the product life cycle. From the acquisition of raw materials to manufacturing, delivery, use, and disposal/recycling, sustainability design and development aim to reduce a product's impact on the environment, create sustainable value, and ensure resources can be used sustainably, thereby creating a sustainable operations model grounded in recycling. Wistron's Recycling Business Group has provided green recycling services to brand customers since 2013, establishing a cradle-to-cradle closed-loop recycling system to capture opportunities under climate change and maximize the benefits of the circular economy.

Recycling Business Group’s Achievements

Item	2022	2023	2024	2025
Disposal of electronic waste (t)	4,660	4,360	4,319	4,600
PCR plastics shipping volume (t)	21,577	18,035	20,176	22,503
Reduction in use of new plastics (t)	11,047	9,471	12,586	13,778
Recycling BG's total revenue (NT\$1M)	1,145	997	1,009	1,169
Cost invested (NT\$1M)	136	126	196	237

Note: Total Revenue from Recycling BG = Wistron GreenTech Texas revenue + Wistron Advanced Materials (Kunshan) Co., Ltd. revenue.

Electronic Waste

In 2025, Wistron GreenTech Texas processed approximately 4,600 metric tons of electronic waste, underscoring the Company’s continued commitment to sustainability. The team also developed a battery sorting technology capable of separating batteries based on their chemical composition. This advancement enables more precise and efficient recycling of used batteries, which are subsequently sent to specialized battery recycling vendors according to type.

On the innovation front, Wistron GreenTech Texas has made rapid progress in developing technologies and equipment for lithium battery recycling and black mass production. The new equipment focuses on the safe and efficient recycling of discarded lithium batteries, without generating air or water pollution, or causing fire or explosion risks during processing.

In 2025, Wistron successfully processed over 23 metric tons of electronic waste containing lithium batteries through self-developed lithium battery black mass processing equipment, significantly improving recycling efficiency, reducing reliance on manual dismantling and fire risk, and establishing a foundation for technology R&D, embodying our belief in promoting environmental protection through technology. In the same year, the GreenTech Texas team launched black mass trading and deepened collaboration with OEM customers to explore the feasibility of circular recycling. Looking ahead to 2026, we are committed to achieving closed-loop recycling for lithium batteries, regenerating waste lithium batteries into new batteries and implementing resource regeneration.

Spotlight

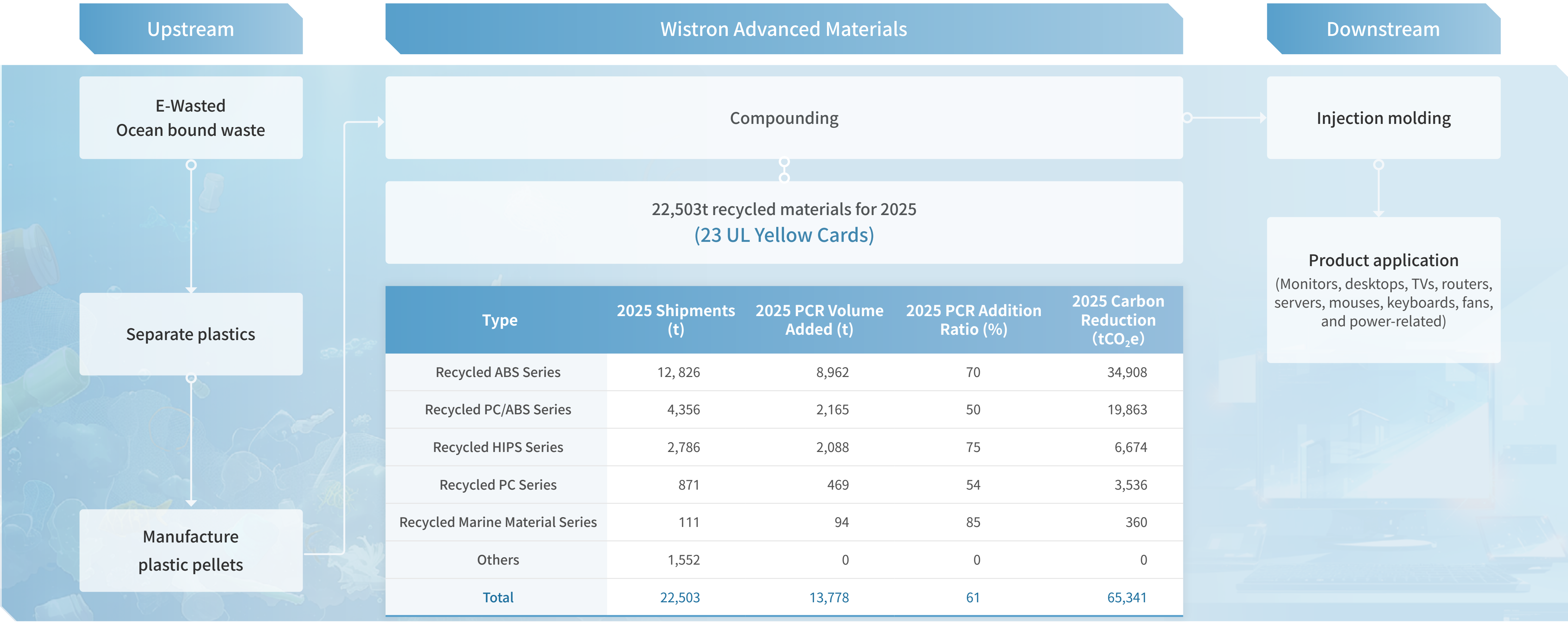
Rare Earth Metal Recovery from Electronic Waste

In 2025, the GreenTech Texas team recovered and processed 4,600 metric tons of electronic waste, a 6.5% increase from 2024. We continue to collaborate with professional recyclers to ensure by-products are fully utilized, achieving closed-loop resource circulation and preventing waste and pollution. Additionally, for neodymium magnets in electronic waste, Wistron has joined with professional recyclers to regenerate rare earth metals, reducing reliance on naturally scarce resources and mitigating the ecological impact of global over-mining, demonstrating our commitment to environmental responsibility.

Eco-friendly PCR Materials

In 2025, our shipments of post-consumer recycled (PCR) eco-friendly materials reached 22,503 metric tons, with 13,778 metric tons of raw materials sourced from recycled electronic waste. The decarbonization benefit, estimated using Simapro and database emission factors for recycled plastics, is equivalent to approximately 65,341 metric tons of CO₂e emissions reduced. As of 2025, Wistron has obtained a cumulative total of 23 UL Yellow Cards for products. Applications of recycled plastics have also expanded from monitors, desktop computers, and televisions to include routers, servers, mice, keyboards, and fans.

Note: The UL Solutions Yellow Card Plastics Recognition Program is a global program that ensures the safety and quality of plastic products, helping companies demonstrate that their plastic materials meet a comprehensive set of specific performance evaluation certifications (Learn [more](#))



Raw Material & Technology Innovation

Over the past decade, the green resources team has been dedicated to recycling and reuse services for electronic waste, developing new materials and expanding product applications for Wistron and OEM customers to support the circular economy. For example, applications of flame-retardant PCR PC products (with high PCR levels) in adaptors have obtained UL RTI 125° C certification; low-temperature impact resistance PCR PC/ABS products and strong weather-resistant PC/ASA products now consist of 50% PCR and have been applied to NB and server components; and PBT+GF materials are now applied to automotive connectors.

Item	Raw Material/Technology	Characteristic & Environmental Impacts
Recycled Materials	High % PCR ABS/HIPS for Display Housing	In 2025, incorporated 95% PCR materials into monitor rear shells and stands.
	Recycled Metals	In 2025, incorporated 85% recycled aluminum in AI laptops and 90% recycled steel in AI servers.
Technological Innovation	Lithium Battery Recycling	In 2025, completed 4.15 metric tons of black mass trading and continued to expand in scale. Added neodymium metal recovery business and begun recycling neodymium magnets.

Green Products Performance

In product design and development stages, Wistron uses "Green Product Design Guidelines and Review Procedures" and other specifications to consider waste disposal, recycling, and reuse from the design stage as we seek to minimize the impact on people and the environment after the products are discarded. Wistron's Recycling Business Group focuses on electronic product recycling and recycled plastic refining, promoting collaboration with customers to apply Post-Consumer Recycled (PCR) plastics in various product types. In 2025, Wistron's shipped products using PCR post-consumer recycled plastics accounted for 40.1% of Wistron's total product revenue.

Wistron's product packaging is also designed to be eco-friendly and recyclable. From cartons and cushioning to printing inks, recyclable and reusable materials are used wherever possible. Moreover, we comply with country laws and regulations, such as: mainland China's Blue Sky Plan, France’s Mineral Oil Law, etc. We replace packaging materials with more eco-friendly ones to reduce our impact on the environment. In 2025, packaging designed with recycled materials as percentage of revenue reached 84.1%.



Evaluating Product Circular Performance Using the CTI Framework

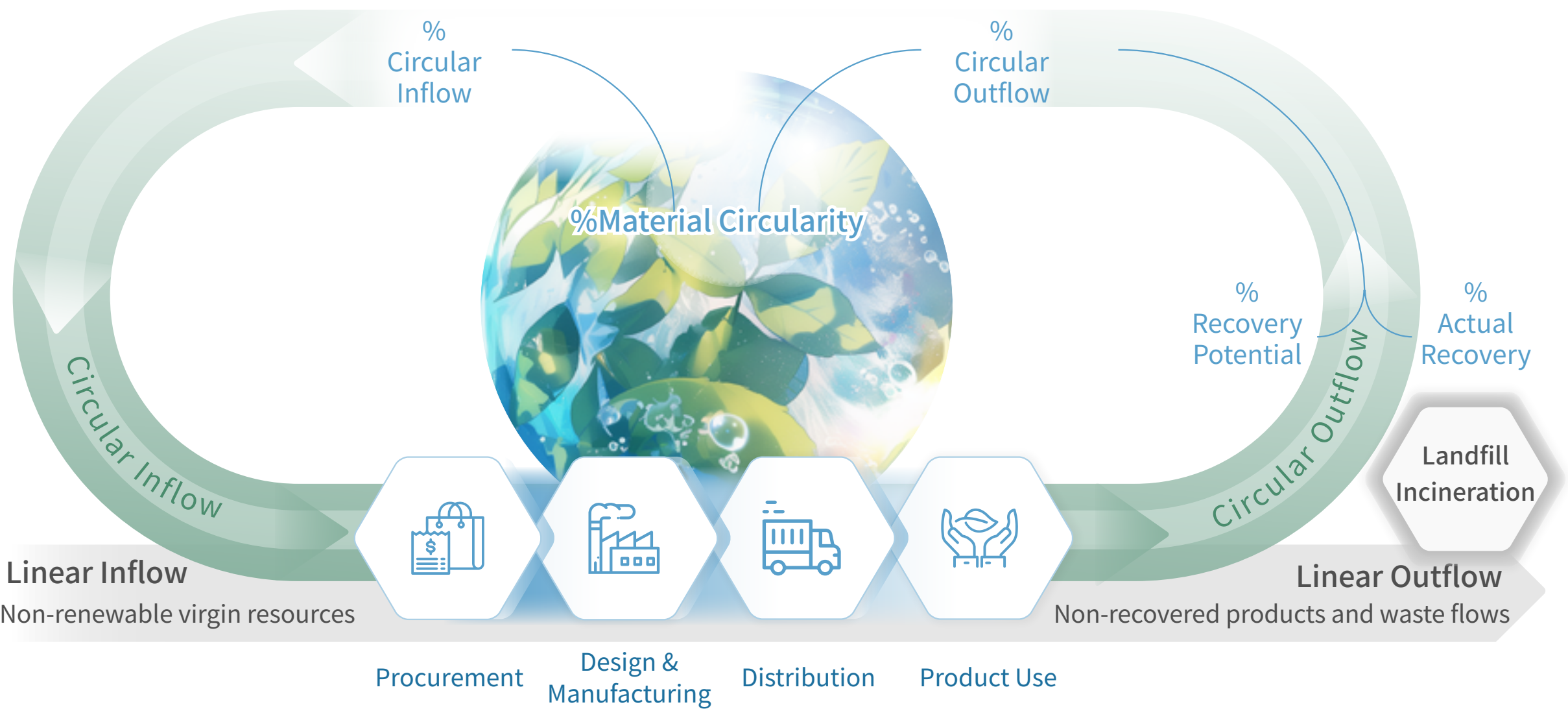
According to The Circularity Gap Report 2025 published by Circle Economy, global raw material extraction has nearly tripled over the past 50 years, while the share of secondary materials used worldwide has declined year over year since 2018. This indicates that the global economy remains largely dependent on the traditional linear production model—a "take-make-dispose" economic model that continuously consumes resources throughout a product's life cycle, while increasing waste generation continues to place growing pressure on ecosystems and the environment.

Wistron incorporates circular economy principles into its product design processes to reduce product carbon emissions, minimize electronic waste generation, and lower the associated end-of-life management and disposal costs. To more comprehensively assess the circular economy performance of products, Wistron began piloting the Circular Transition Indicators (CTI) in 2025. CTI is a set of circularity measurement indicators developed by the World Business Council for Sustainable Development (WBCSD) to establish a common language for the circular economy across industries and value chains. The framework helps organizations identify and measure the circular and linear flows of materials within their operations, quantify circular performance, and uncover additional opportunities for transformation, thereby supporting the gradual transition toward circular business models.

To better understand the circularity of material inputs and outputs in its notebook computer products and identify additional opportunities for circularity optimization, Wistron selected the Material Circularity Indicator (MCI) from the 11 Circular Transition Indicators (CTIs) to assess specific notebook computer products. The overall assessment results showed a material circularity score ranging from approximately 34% to 49%. The Material Circularity Indicator has several core implications:

- 1. Resource Decoupling and Risk Resilience:** This indicator quantifies reductions in natural resource extraction during production and demonstrates how products reduce their dependence on virgin resources. A high circularity rate indicates that products have successfully decoupled from linear consumption, effectively resisting future raw material shortages, supply chain disruptions caused by international geopolitics, and price volatility risks.
- 2. Green Design and Eco-Design:** Can be used to examine the implementation degree of "reduction at source" and "ease of dismantling and recycling" during R&D and design. A high input rate indicates successful introduction of recycled/renewable materials at the procurement end; a high output rate verifies that the product structure is designed for easy dismantling and utilization by end-of-life recyclers, rather than being sent to landfills or incineration.
- 3. Substantive Contribution to Scope 3 Carbon Reduction:** Translates circular economy into quantifiable Scope 3 carbon reduction pathways. By increasing recycled materials usage and product recycling rates, carbon emissions at the raw material extraction and waste treatment stages can be effectively reduced.

Looking forward, we plan to gradually expand the Material Circularity Indicator to more product categories and combine it with design, procurement, and supply chain management mechanisms to continuously improve product circularity and resource use efficiency, further deepening our corporate competitive advantage in the circular economy and low-carbon transformation.





Products Using PCR Plastic Materials as Percentage of Total Revenue (%)

Product Type	2022	2023	2024	2025
Laptops	90.9%	93.1%	94.3%	93.59%
Desktops & All-in-One (AIO) Computers	81.6%	88.3%	73.5%	84.76%
Monitors	94.2%	94.1%	96.1%	95.94%
Servers & NAS	0.3%	3.1%	13.4%	3.94%
Voice over Internet Protocol (VoIP)	4.3%	5.5%	15.0%	52.08%
Computer Accessories	--	--	86.2%	99.39%

Note:

- Computer accessories included in scope starting in 2024.
- Percentage of revenue from PCR recycled plastics by product type = revenue from projects using recycled materials in that product type / total revenue of that product type.

Key Performance Indicators of Green Products (%)

Item	2022	2023	2024	2025
Percentage of products required to comply with WEEE regulations	100%	100%	100%	100%
Percentage of products requiring EPEAT or equivalent compliance	100%	100%	100%	100%
Percentage of products requiring Energy Star compliance	100%	100%	100%	100%
Percentage of packaging designed with recycled materials	48.1%	70.1%	76.7%	84.1%
Percentage of products that use recycled plastic materials	39.2%	59.6%	61.8%	40.1%

Note:

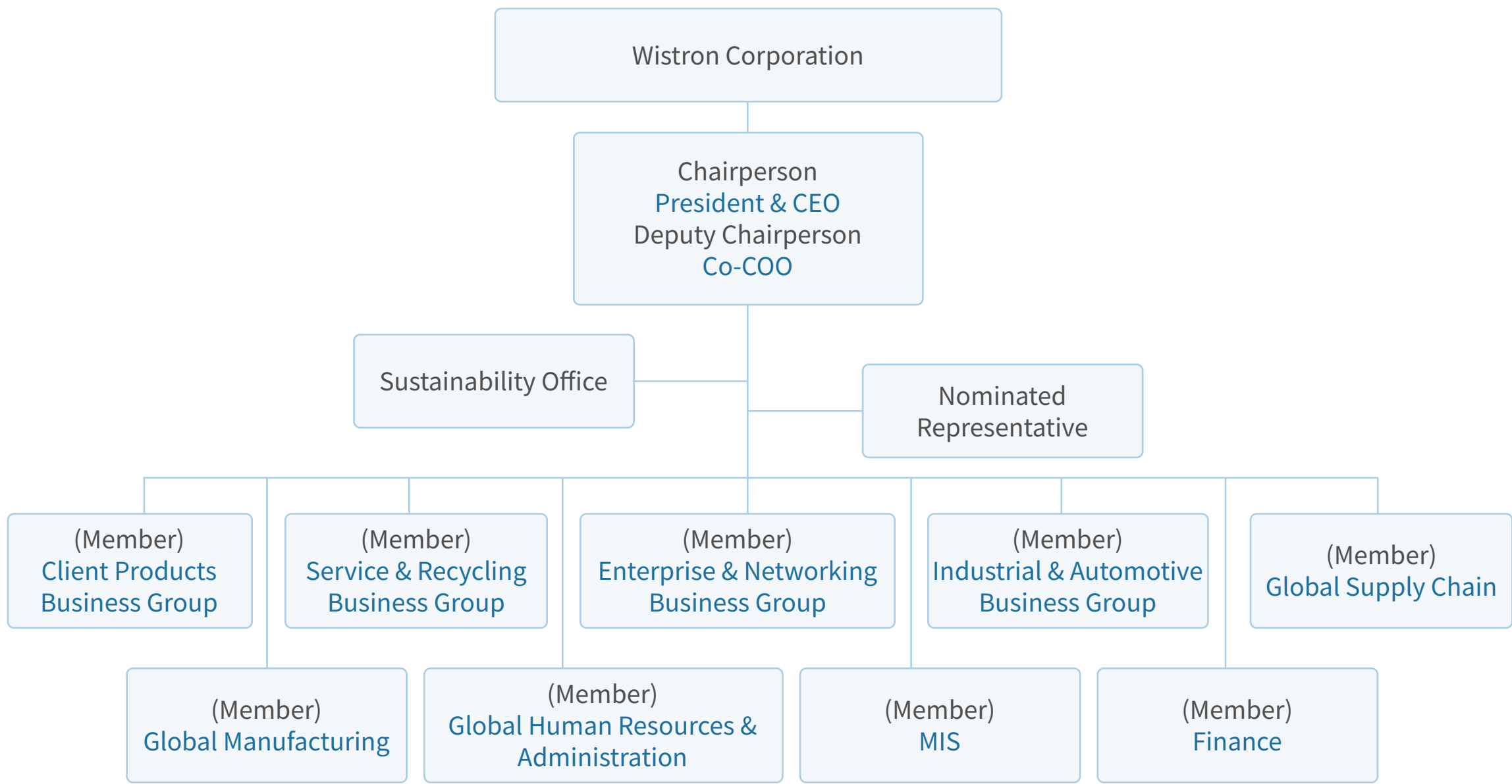
- The certification rates for WEEE, EPEAT or equivalent, and Energy Star are calculated excluding projects without certification requirements or those where certification is applied for by the customer.
- EPEAT equivalent certifications include Taiwan Green Mark, China Environmental Label, and TCO.
- Performance rate = Revenue from compliant projects / Total Wistron revenue.

2.3 Pursuit of Quality Excellence

2.3.1 Product Quality

Wistron's quality mission is to "deliver zero-defect and competitive products and services to customers on time." Drawing on years of design and manufacturing experience, we continue to enhance our technology and innovation capabilities. Through comprehensive testing processes and rigorous quality control, Wistron ensures that its products consistently meet customers’ exacting standards, reinforcing the trust it has earned in the marketplace.

Wistron has established the Quality and Hazardous Substance Process Management System Implementation Committee, chaired by the President and CEO. Each business unit designates implementation committee members responsible for deploying quality and hazardous substance management requirements throughout their respective organizations, creating a comprehensive governance chain that drives accountability and execution from the top down.



International Standard & Certification Coverage

ISO 9001 Quality Management System	All ten global locations have passed third-party verification: Hsichih • Neihu • Hsinchu • Zhongshan • Chongqing • Chengdu • Malaysia • Vietnam • Czech Republic • Mexico
IECQ QC 080000 Hazardous Substance Process Management	
ISO 13485 Medical Device Quality Management	Wistron's Hsinchu and Zhongshan locations
IATF 16949 Automotive Industry Quality Management	Wistron Automotive Electronics (Kunshan), Kaohsiung Opto-Electronics

The Company has comprehensively adopted international management standards, strengthening quality stability and product reliability through systematic optimization mechanisms covering the full lifecycle from product R&D and design to manufacturing and production. Internal audits are conducted regularly each year, covering five major steps—planning, preparation, execution, reporting, and follow-up—with annual audit plans formulated based on company needs and regulatory requirements.



Tiered Training Strengthens Quality Culture

Wistron customizes training programs for different positions and career development goals, ensuring employees can effectively apply ISO 9001 and IECQ QC 080000 standards in daily work and receive regular retraining to continuously update their knowledge. Training programs encompass diverse topics, including regulatory requirements, technical expertise, occupational safety, and customer service. Courses are designed according to employees’ functional roles (such as R&D, product management, manufacturing, quality management, and procurement).

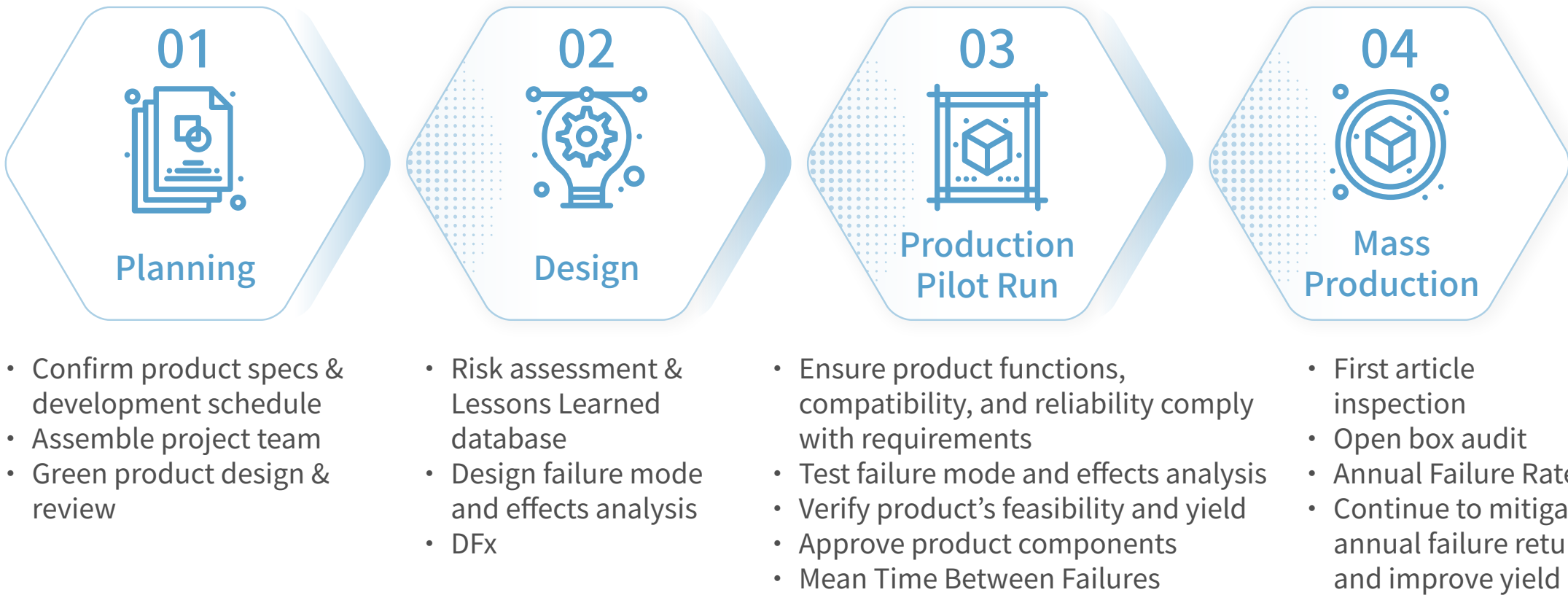


Quality Verification and Testing

To meet customers' increasingly stringent quality requirements, Wistron has always pursued excellence in quality. Before entering volume production, every product must pass rigorous and comprehensive quality verification testing to ensure compliance with product specifications and customer quality requirements. These tests cover multiple dimensions, including function verification, compatibility verification, reliability verification, environmental specification testing, and DfX (Design for Manufacture/Assembly/Testing/Service) design optimization verification, comprehensively ensuring product stability and reliability.

Wistron manages planning, design, production pilot run, and mass production through an integrated development process. Guided by a user-centric design philosophy, the Company proactively identifies evolving market demands, enhances product design quality, optimizes manufacturing processes, and improves cost efficiency, with the goal of continuously delivering maximum value to customers. Additionally, the Company actively advances digital transformation projects, introducing design verification automation technology and standardized operating procedures. This not only eliminates potential issues at the early design stage but also significantly reduces the time and cost required for repeated testing during R&D, back-end debugging, and verification stages, enhancing overall operational efficiency and product benefits. Through comprehensive efforts and innovation, Wistron has successfully stood out in fiercely competitive markets, continuing to earn customers' trust and support with our outstanding product quality and efficient service.

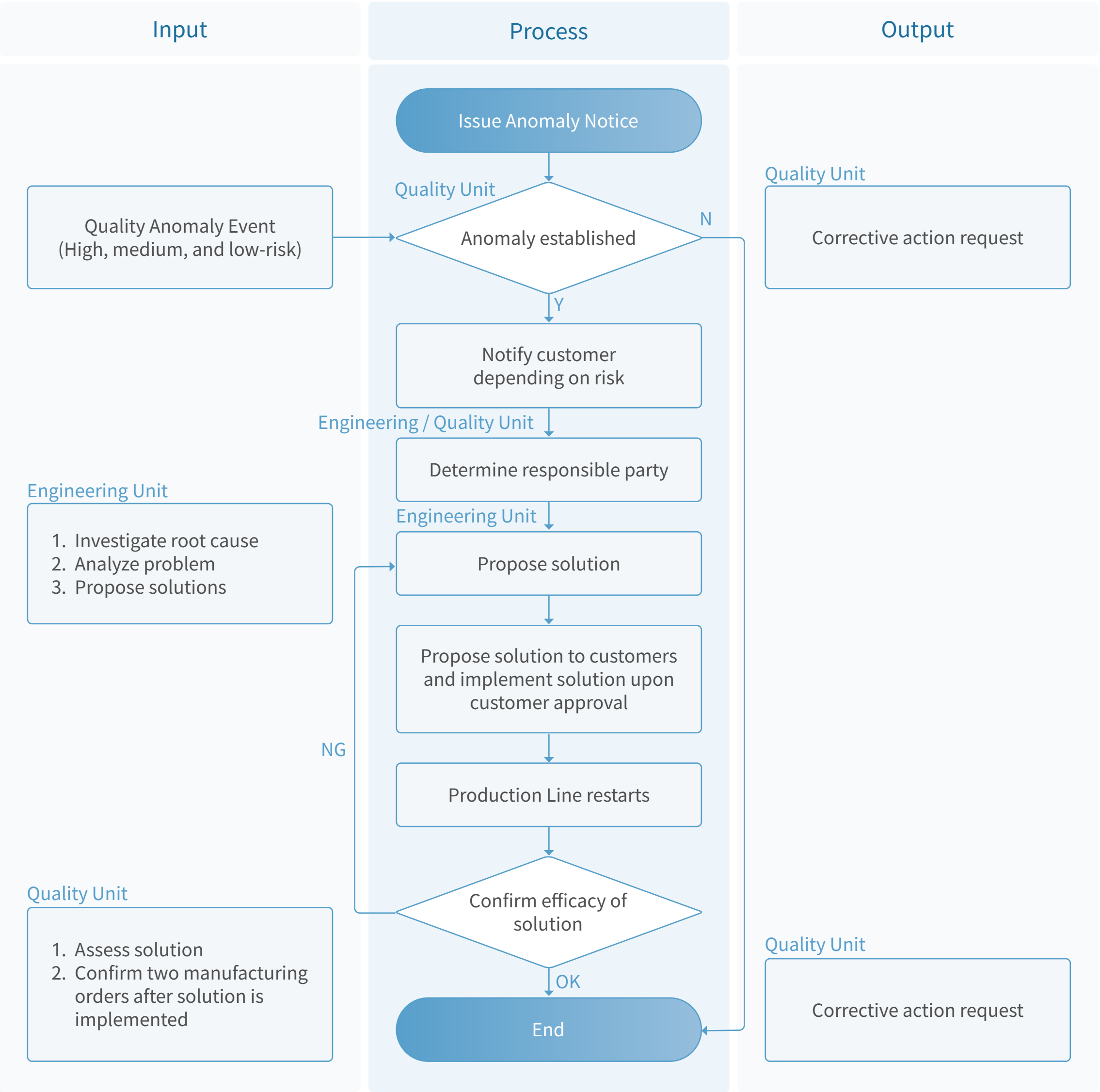
Product Development Process



Abnormality Management Procedures

Wistron has established a comprehensive abnormality handling procedure to ensure that any irregularities occurring on the production line are identified, analyzed, and resolved promptly and effectively. This system minimizes the impact on business operations and helps prevent recurrence of similar incidents. Once the quality unit verifies the effectiveness of corrective measures, the abnormality cases are formally closed and documented for future queries and continuous improvement. Defective events are categorized based on risk level: high, medium, or low. High-risk events include those that may pose serious safety hazards, medium-risk events refer to defects that affect production processes or product performance, and low-risk events are those that do not require immediate action but still need to be monitored and managed.

Classifying risks into tiers enables more efficient identification and response to various issues, ensuring that appropriate corrective measures are implemented. In addition, Wistron performs First Article Inspection (FAI) before each production line starts to confirm that production processes and products meet design and specification requirements. Outgoing Quality Control (OQC) is conducted before products are shipped to verify product quality, quantity, specifications, and packaging accuracy, ensuring that customer requirements are fully met.

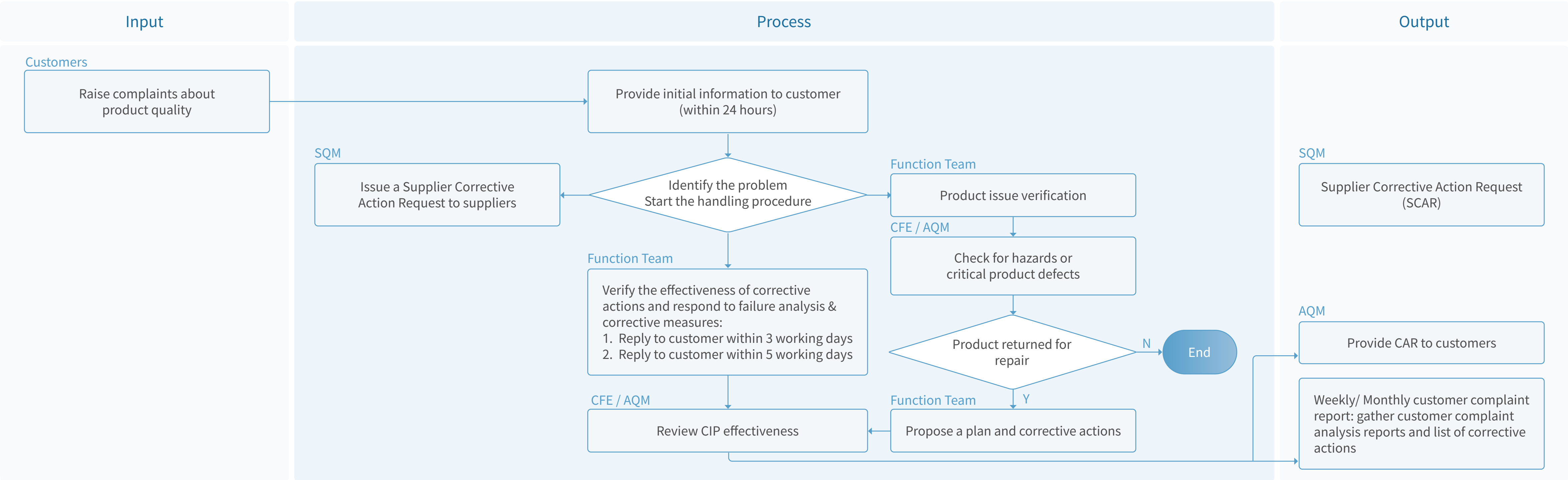


Mechanism for Handling Quality and Customer Complaints

In addition to proactively collecting customer feedback, Wistron has established a comprehensive customer complaint handling process to ensure every customer complaint can be properly tracked, addressed, and resolved. This mechanism guarantees that all customer feedback receives timely and effective responses.

- **Rapid Response:** After the Account Quality Management (AQM) department receives a customer complaint via phone or email, Wistron provides an initial response within 24 hours to ensure timely communication and build customer trust.
- **Accurate Analysis:** A preliminary analysis report is issued within three working days. Through internal review and supply chain management, we identify the root cause of the issue.
- **Effective Improvement:** A complete failure analysis report is submitted within five working days, with short-term and long-term countermeasures formulated and documented as Lessons Learned to prevent similar issues from recurring.
- **Continuous Optimization:** For each Request for Quotation (RFQ) or Statement of Work (SOW) received, we assemble customized work teams based on industry characteristics and practical scenarios, ensuring continuous optimization of standardized processes to further enhance quality and service levels.

This robust customer complaint handling mechanism allows us to respond quickly to customer needs and deliver the highest service quality. It reflects our strong commitment to customer satisfaction and our dedication to providing efficient responses and accurate solutions, ultimately strengthening our overall competitiveness.

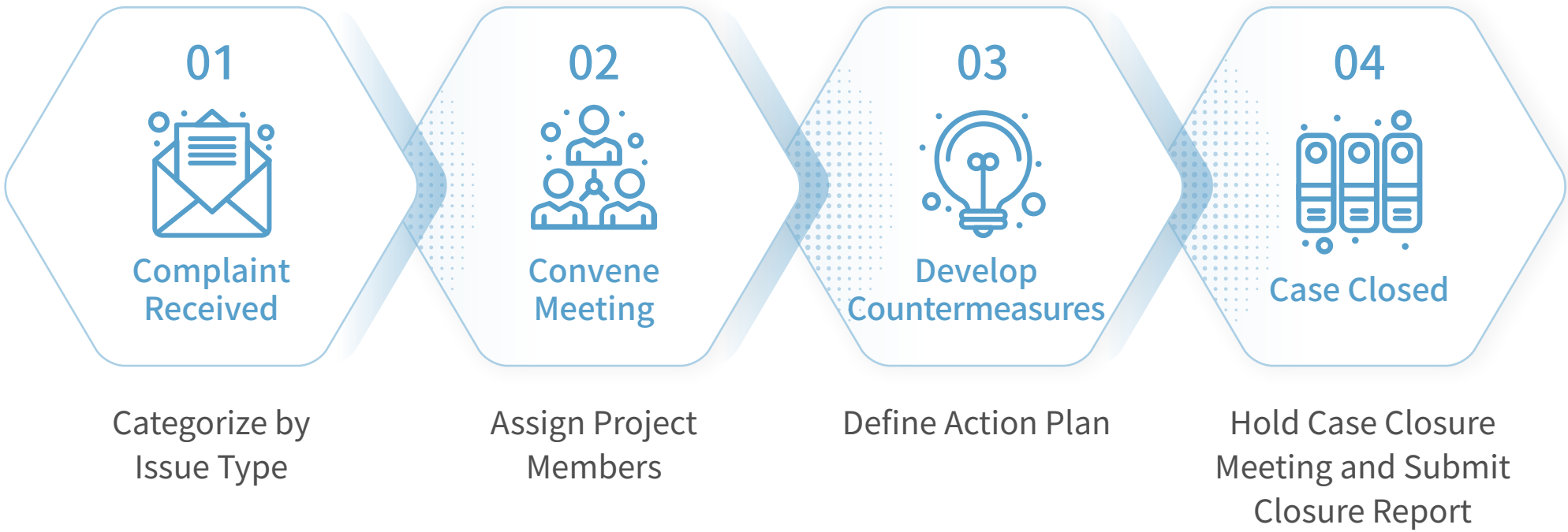


2.3.2 Customer Satisfaction

Upholding our core business philosophy of "pursuing customer satisfaction and prioritizing quality," Wistron continuously strives to enhance services and product quality. To this end, the Company has established diverse and effective communication channels and convenient communication methods, such as phone, email, customer meetings, and instant messaging platforms, to respond to customer inquiries and needs as quickly as possible. At the same time, Wistron places great emphasis on listening to customers, conducting in-depth root cause analysis and improvement actions on their feedback and suggestions, and striving to optimize existing product portfolios and service processes. We are committed to providing high-quality products and innovative services that exceed customer expectations, and to building long-term, stable cooperative relationships centered on customers as we seek to become a trusted and excellent partner.

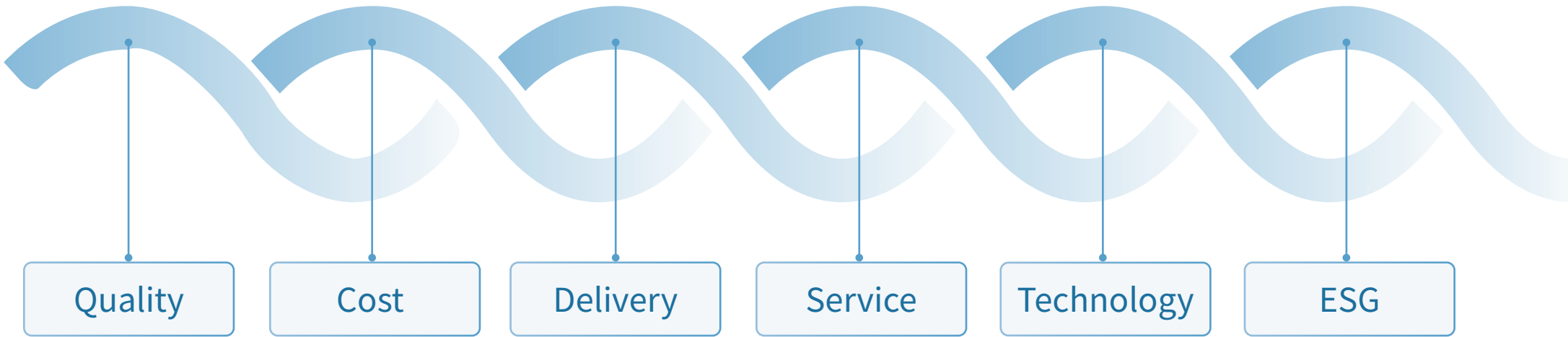
Driving Customer Satisfaction

Wistron conducts Quarterly Business Review (QBR) with customers to learn about our customers' needs and listen to their feedback. When customers raise concerns or express dissatisfaction during reports or meetings, the sales team first routes the issue to the appropriate responsible unit based on its nature. A cross-functional project coordination meeting is then convened promptly to thoroughly identify the root cause and develop and implement effective improvement measures. After improvement measures are implemented, a formal report is compiled and submitted. Upon customer confirmation, the case is then closed.



Through strict quality control and ongoing technological innovation, Wistron is committed to enhancing the customer experience. In 2025, our efforts were recognized by customers, and we received the Lenovo Perfect Award and the Dell Excellence Award for Operations for portable products, and the Dell Outstanding Contribution Award for server products, among other honors. Wistron will continue to adopt a customer-centric approach, striving for excellence across all business domains and creating value for global customers.

Customer Satisfaction Survey



Customer Satisfaction Rate

	2022	2023	2024	2025
Annual Customer Satisfaction Survey Customer Satisfaction Rate	83.3%	85.7%	85.5%	90.3%

Surveys and Comprehensive Improvement

Customer satisfaction is the cornerstone of business success. It not only strengthens loyalty but also drives sustainable revenue growth. Wistron also regularly distributes customer satisfaction surveys to proactively obtain customer feedback. The survey covers six dimensions: quality, cost, delivery, service, technology, and ESG performance. This helps us gain insight into customer feedback and needs, allowing us to relay customer voices to each business unit. Their feedback serves as an important basis for product development and service quality. In 2025, the customer satisfaction rate reached 90.3%, exceeding the annual target of 86%.



Customer Communication

Through various communication channels and frequencies, we identify customers' needs and strive to bring them greater value.

