wistron®

2023 Sustainability Report

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About this Report

Editorial Policy and Compliance

Dear stakeholders,

Thank you for reading the Wistron Corporation (hereinafter referred to as Wistron) Sustainability Report. The Report has been published in Chinese and English on the ESG website for public access. We hope that the greater transparency in this report will provide all stakeholders with a better understanding of Wistron's practices and achievements in fulfilling our ESG targets & responsibilities in 2023.

The Report has been prepared in accordance with the 2021 GRI Standards released by the Global Reporting Initiative (GRI), the "Task Force on Climate-related Financial Disclosures, TCFD," "Sustainable Development Goals, SDGs," "Sustainability Accounting Standards Board, SASB" and "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies."

Scope and Boundary

The Report covers Wistron's economic, environmental, and social performances. Any changes and reasons for changes to data collection methods, calculations, information, and reporting boundaries will be detailed in the corresponding chapters. The Reporting Boundary includes Wistron Corporation, subsidiaries listed as below, and investments and holdings detailed in the 2023 annual report (excluding Wise Cap Limited Company). New additions from the previous period are Wistron InfoComm (Vietnam), Kaohsiung Opto-Electronics Inc., Wistron Advanced Materials (Kunshan)Co., Ltd., and Xtronics (Kunshan) Electronics Technology Co., Ltd. Relevant indicator baselines have been adjusted accordingly. Any discrepancies with the above reporting scope are noted in relevant sections.

- Wistron InfoComm (Kunshan) Co.
- Wistron InfoComm (Zhongshan) Co.
- Wistron InfoComm (Chongqing) Co.
- Wistron InfoComm (Chengdu) Co.
- Wistron Mexico S.A. de C.V.
- Wistron InfoComm (Czech) s.r.o.
- Wistron Optronics（Kunshan）Co., Ltd.
- Wistron Technology (Malaysia) Sdn. Bhd.
- Wistron InfoComm (Vietnam) Co., Ltd.
- Kaohsiung Opto-Electronics Inc.
- Wistron Advanced Materials (Kunshan) Co. Ltd.
- Xtronic (Kunshan) Electronics Technology Co. Ltd.

※Sustainability information disclosed accounts for 100% of the revenue in the consolidated financial statement.

Reporting Period

The Sustainability Report for the preceding year is published by Wistron in the current year. The previous report was published in 2023 and the next report will be published in 2025. This report covers Wistron's ESG management policy, key issues, actions and performance for 2023 (January 1st ~ December 31st, 2023). The Report quantifies the performance to represent trends in the past several years. Any information dated after January 1st, 2023, will be noted in the text.

Internal Management

To strengthen the disclosure of corporate sustainability information, the Vice Chairman and President & CEO are the publishers of this year's Sustainability Report. Comprised of the highest supervisors or senior managers of different units and the senior managers of the operating locations around the world, the "2023 Sustainability Report Editorial Committee" compiled the report and formulated the overall sustainability direction. The "2023 Sustainability Report Editorial Implementation Team" was established under the committee to identify material sustainability issues, compile information from different departments, and define sustainability performance indicators. The integrity and accuracy of the information from various departments and sustainability performance indicators are first reviewed by department supervisors. The "Sustainability Office" is responsible for coordinating information verification, content planning, and revisions. Finally, the compiled sustainability report is assured by an independent third party and is finalized and publicly disclosed upon approval by the Board of Directors.

Independent Assurance

This Report has been verified by an independent third party, Bureau Veritas Certification (Taiwan) Co., Ltd., according to the standards AA1000AS:2018 / Type II / High Assurance, and the report information is compliant with the disclosure requirements of the GRI Standards. We also engaged KPMG Taiwan to provide independent assurance on financial data. ISO 9001/14001/14064/50001/45001/20000/27001 and other relevant international standards have been verified or examined.

Contact Us

If you have any questions, thoughts, or comments regarding the Report, please contact us through one of the following channels.

Sustainability Office

Email: ESG@wistron.com

Address: No. 158, Xingshan Rd., Neihu District, Taipei City 11469, Taiwan

ESGI

Environment

66.47%
Renewable energy in electricity consumption

-41%
of Water consumption intensity reduction compared to 2016

-6.4%
of Waste intensity reduction compared to 2018

24%
Total energy savings from energy conservation projects compared to 2022

A/A-
CDP Climate Change / Water Security Leadership Level

Social

310 million
Total amount of social investment

-30.5%
IDL turnover rate reduction compared to 2022

14.5%
IDL Engagement survey enhance compared to 2022

Best Companies to Work for in Asia
Malaysia site second year running in 2023

Manufacturing industry group
6th place in the Large Enterprise

Governance

Top 5%
Highest rating in the corporate governance evaluation

100%
Employee Code of Conduct Statement signing rate

97.85%
Machinery and materials in the Chinese Site

100%
Signing rate of the "Declaration of Non-use of Conflict Minerals"

Taiwan Corporate Sustainability Awards
The most Prestigious Sustainability Awards-Top 10 Domestic Corporates

Innovation

6,300 cases
Approval of the number of valid patents

26.5%
Green Technology Patents enhance compared to 2022

10%
R&D funding as percentage of revenue enhance compared to 2022

99.3%
Packaging Designed with Recycled Materials Percentage of Hardware Revenue

Top 100 Global Innovators
Third year running nominated for

Awards and Recognitions

International sustainability assessment and recognition:

ISS ESG Corporate Rating"**Prime**" Status

2023 CDP Climate Change Questionnaire
Leadership Level (A List)

ISS QualityScore – Environmental:
Highest Ranking
ISS QualityScore – Social:
Highest Ranking

2023 CDP Climate Change Questionnaire
Supplier Engagement Leader

MSCI ESG Ratings: A Constituent of MSCI Emerging Markets ESG Universal Select Index

Financial Times
Asia-Pacific Climate Leaders 2024

Ecovadis Sustainability Rating
Gold- Top 5% (98th percentile)

Time
World's Most Sustainable Companies 2024

S&P Global Sustainability Yearbook 2024:
Top 5% S&P Global CSA Score
Constituent of S&P Global LargeMidCap ESG Index

Other international recognitions:

Clarivate:
2024 Top 100 Global Innovators™

HR Asia
2023 Best Companies to Work for in Asia (WISTRON TECHNOLOGY (MALAYSIA))

FTSE4Good TIP Taiwan Index Constituent
FTSE4Good Emerging Market Index Constituent
FTSE Emerging Market ESG Index Constituent

HR Asia
2023 Digital Transformation Awards (WISTRON TECHNOLOGY (MALAYSIA))

Domestic sustainability assessment and recognition:

CommonWealth Magazine Temperature Rising Index for Pathways:
Excellent (1.398°C)

2023 Taiwan Corporate Sustainability Awards Sustainability Report Award:
Electronic Information Products Manufacturing - Category 1 Platinum Level

Taiwan's Top 10 Sustainable Model Enterprises Award (Manufacturing Sector)
Innovative Growth Leadership Award
Circular Economy Leadership Award
Transparency & Integrity Leadership Award
Information Security Leadership Award

2023 CommonWealth Magazine: Excellence in Corporate Social Responsibility
No.6 in the Large Enterprises Category

Harvard Business Review - 2023 Digital Transformation Ding Ge Award:
Business Transformation & Operational Excellence Awards, First Prize & ESG Special Award in the Large Enterprise Category

2023 CommonWealth Talent Sustainability Award
No.6 in the Large Enterprise - Manufacturing Category

SGS ESG Awards
Supply Chain Management

Business Weekly
2023 Top 100 Carbon Competitiveness

Taiwan Stock Exchange Corporate Governance Evaluation
Top 5% of TPEx-listed companies

Message from the Management

To Our Partners Committed to Sustainable Development:

Three Core Competencies for Building Enterprise Resilience

In a rapidly changing global environment fraught with uncertainties, enterprise resilience has become a key focus for international businesses. Enterprise resilience is not just about weathering crises, but more importantly, how businesses can quickly rebound, continuously adapt, and then thrive after major setbacks. As a leader in the global ICT (Information and Communication Technology) industry, Wistron fully recognizes the crucial role of enterprise resilience in achieving sustainable development.

From the US-China trade war and the Russia-Ukraine conflict to the Israel-Palestine tensions, international events can have profound and lasting impacts on the global markets. In this context, enterprises must adopt more flexible and adaptable strategies in response. To this end, Wistron is committed to building three core competencies of enterprise resilience: agile response, visionary planning, and advanced infrastructure. Specifically, we strive to build resilience and flexibility in our operations by staying highly attuned to market trends and swiftly adjusting our business strategies. Moreover, we focus on establishing diverse and robust supply chain networks, and implementing advanced production technologies and automation.

Among the many strategies to enhance enterprise resilience, advanced infrastructure is undoubtedly a key foundation. Wistron has long been committed to the learning and practice of digital transformation. Our aim is to create a digitally empowered work environment that helps support global team collaboration, improve production efficiency, and enable intelligent decision-making. These efforts are instrumental in accomplishing our strategy of "global management, local services," and that is the reason why Wistron is able to maintain a leading position in a constantly changing world.

Continuous Transformation to Enhance the Added Value of Technology Services

With the advent of AI technology, artificial intelligence is now a key driver of the next wave of transformation and upgrades across industries. At Wistron, we continue to invest in the research and development of cutting-edge technology to maintain our leading advantage in innovation. We focus on transformation in the following three areas to enhance the added value of our technology services:

1. Smart Operation and High Integration: Leveraging AI technology and the capability of remote virtual management for global manufacturing sites, Wistron takes advantage of its high integration of technology and infrastructure to enable innovation and value creation in its services and fulfill design and customer needs.

2. Globalization and Localization: With a global management strategy in mind, Wistron seeks to expand its regional production capacity. We work with customers and international supply chain networks to transform supply chains for key raw materials from long chains to localized short chains. These integrated efforts allow us to expedite the expansion of our global footprint.

3. Decarbonization and Circulatory Resource Use: Facing the issue of corporate sustainable development, Wistron takes into consideration the regulatory requirements of various countries and regions. Our approach to research, development, and manufacturing prioritizes using raw materials that meet environmental and social sustainability standards. These standards extend to the downstream usage and disposal phases, focusing on improving the efficiency of recycling and reuse. This approach is designed to create more value and meet the diverse needs of stakeholders through the use of low-carbon and circular resources.

Commitment toward Carbon Neutrality by 2030 and Net Zero by 2050

With growing concerns worldwide over carbon-related issues, the 28th Conference of the Parties (COP28) to the United Nations Framework Convention on Climate Change (UNFCCC) placed climate change and carbon reduction actions at the forefront of the international agenda. According to the World Bank, there are already 73 carbon management mechanisms in place globally, such as carbon taxes, carbon fees, and carbon emission trading. These are the new norms that enterprises must actively respond to under the global climate governance framework.

With our dedicated efforts in customer relationship management, Wistron recognizes that customers place significant importance on ESG issues. These include establishing science-based targets (SBT), developing strategies for reducing greenhouse gases, and increasing the use of renewable energy. In fact, our customers expect us to implement these measures as part of a thorough decarbonization strategy.

In light of the global trends of carbon reduction and the expectations of customers regarding environmental sustainability, Wistron recognizes that the continued use of traditional production modes could result in significant profit losses and missed business opportunities. Therefore, we have established a dedicated decarbonization organization - the Decarbonization Pillar – to be in charge of tracking and managing carbon neutrality and net zero targets. We collaborate with our suppliers to advance our decarbonization efforts with the help of digital technologies and automated simulation tools intended to ensure the effective control of carbon emissions throughout the product lifecycle while meeting regulatory and customer requirements.

In response to the Paris Agreement's target of limiting global warming within 1.5°C above pre-industrial levels, Wistron is taking proactive steps to drive the transformation towards low-carbon manufacturing. In August 2023, we submitted our science-based targets to the SBTi, which were officially approved in April 2024. Our net-zero targets are ambitious and clear. Wistron' net-zero targets aim to achieve carbon neutrality in our operations in the short term, by 2030; namely, cutting absolute greenhouse gas emissions in Scope 1 and 2 by 90%, with 2022 as the baseline year, and reducing Scope 3 emissions (emissions from purchased goods and services, and the use of sold products) by 25%. In the long term, we are committed to reaching net-zero carbon emissions by 2050, with a 90% reduction across our global value chain. To address the final 10% of residual carbon emissions, Wistron is pioneering a forest carbon management project for the tech industry in Taiwan in preparation for the last mile to achieve carbon neutrality and net zero. We will continue working with our partners to turn carbon reduction efforts into competitive advantages and remain steadfast in our commitment to sustainable development.

Significant Recognitions and Achievements

In 2023, Wistron received numerous recognitions and honors worldwide for its achievements in sustainability. These recognitions attest to our excellence and leadership in environmental protection, social inclusion, corporate governance, and innovation.

In the CDP rating for climate change and water security, Wistron respectively scored A and A-, a rating defined as demonstrating leadership in climate-related disclosure and carbon reduction efforts. Furthermore, Wistron was ranked sixth in the 2023 Excellence in Corporate Social Responsibility Award by the CommonWealth magazine - the highest ranking awarded among the electronic manufacturing industry. We are also a winner of the inaugural CommonWealth Talent Sustainability Award. In the Carbon Competitiveness Top 100 ranking by Business Weekly, Wistron topped the technology industry in carbon reduction. These honors are a reflection of the wide recognition we have earned for our committed efforts in sustainable transformation.

Wistron also set a record in the Taiwan Corporate Sustainability Awards (TCSA) by garnering a total of six awards in the same year, including the Top 10 Exemplary Enterprises - Manufacturing Category, the Platinum Award for Sustainability Report, the Innovation Growth Leadership Award, the Information Security Leadership Award, the Circular Economy Leadership Award, and the Transparency and Integrity Leadership Award.

Lastly, Wistron's climate action was selected by the World Business Council for Sustainable Development (WBCSD) and published in its online climate action library, the Climate Drive. This honor is a recognition of Wistron's achievements in smart manufacturing and energy management, marking a new milestone in our carbon reduction campaign.

Building a Resilient Enterprise for the Future

Technological progress will continue to shape the future of the changing world. Wistron recognizes our responsibility to ensure that progress does not come at the cost of environment. Innovation and sustainability are equally indispensable: innovation can help drive sustainable development, and sustainability has become an integral aspect in our research and development of new technologies. We are facing an evolving future with many challenges, and Wistron will continue to invest in building the core competencies of enterprise resilience - agile response, visionary planning, and advanced infrastructure. Every step we take is a demonstration of our commitment to a more sustainable, low-carbon world. Our vision is based in innovation and sustainability; our goal is to maintain our leadership position in the global ICT industry and create long-term value for a broader set of stakeholders.

Sustainability Highlights – 6 Sustainability Strategies (ESG 6-Pillar)

Sustainable Supply Base

Realizing Sustainable Supply Chain Strategies through Actions, and Receiving the SGS ESG Awards - Supply Chain Management Award

In the face of global net zero emission trends, Wistron is committing to a 25% absolute reduction in S3 emissions by 2030 in compliance with the SBTi. By working with partners across the supply chain, we aim to implement three major action plans toward a sustainable supply chain: (1) supplier management system, (2) knowledge sharing with suppliers, and (3) promoting carbon reduction for a sustainable supply chain to realize Wistron's sustainable supply chain strategy. Simultaneously, we shared the challenge and opportunity of enterprise resilience with long-term suppliers during the 2023 Wistron Group Partner Conference, which revolved around the theme of Sustainable Resilience in the Supply Chain. We hope to lead our partners in the supply chain and exert our sustainability influence to create a mutually beneficial and prosperous green supply chain.

We achieved precision management through digital transformation, connecting procurement information through our supplier digital management system to automatically evaluate the sustainability risks of our suppliers, identify high-risk suppliers, prioritize audits on high-risk suppliers, and provide assistive resources accordingly. We hope that this can therefore prevent and reduce related risks. In 2023, we introduced ISO 14064-1 GHG inventory and ISO 50001 energy management system to 52 high energy consumption suppliers, laying a critical foundation for net zero emissions across our supply chain. In the meanwhile, we are also supporting the Industrial Development Administration's low-carbon transition plan by working with 7 suppliers on over 30 technical modification projects to improve energy efficiency, launching expert consulting groups to provide diagnosis and support toward energy efficiency, and laying the foundations for solar power generation. Our efforts are estimated to reduce carbon emissions by over 10,000 metric tons and fulfill our goal in helping suppliers reduce carbon emissions.

SGS, a third-party organization, has recognized our achievements in creating a sustainable supply chain and honored us with the Supply Chain Management Award at their ESG awards. Looking into the future, our goal for the 2024 supplier sustainability program will be expanding the scope of carbon emission survey to cover over 67% of our supply chain, achieving third-party verification for over 70% of ISO 14064-1 GHG inventory, and aiming for an annual carbon reduction rate of 4.2%. Together, we hope to build a net zero ecosystem for the ICT industry.

3 Major Action Plans & Achievements toward A Sustainable Supply Chain

Supplier Management System

Leverage digital technologies to collect big data and conduct advanced analysis on suppliers, assist employees maintain the large number of suppliers, and take advantage of real-time tracking and smart push notification functions to ensure supplier risk control mechanisms are in place and on schedule.

Supplier sustainability risk assessment
1,531 suppliers

Supplier sustainability on-site assessement
593 suppliers

Suppliers supported in corrective action plan implementation
593 suppliers

Knowledge Sharing with Suppliers

Uphold an altruistic business philosophy to build a knowledge sharing platform for suppliers to provide courses and information on sustainability so they can comply with Wistron's compliance requests, learn about ESG management and mindsets, and incorporate sustainability into their business strategies.

Knowledge sharing participants
1,319 suppliers

Sustainability electives
60 lessons

Training for Wistron Supplier Code of Conduct
100% completed

Promoting Carbon Reduction for a Sustainable Supply Chain

Reducing carbon in the supply chain must be completed in phases. As such, Wistron is conducting comprehensive data collection and surveys on carbon emissions to filter out high energy consumption suppliers for GHG verification and energy management system adoption.

Supplier carbon emission survey
376 suppliers

Supplier carbon emission capacity building
27 suppliers

Verification of high energy consumption suppliers
52 suppliers

Green Product Innovation

Nature-based Solutions Empowers Wistron's Commitment to 100% Recycled Materials on Product Packaging

In the pursuit of technological innovation, we are deeply aware of the importance of protecting natural capital. With declining biodiversity and degrading ecosystems around the world, businesses must reevaluate their products' impacts on the environment and assess the relationship between their value chain and natural capital across product design, manufacturing, use, and disposal. To better understand how our manufacturing process impacts natural capitals, Wistron provided integrated disclosure compiled with TNFD's (Taskforce on Nature-related Financial Disclosures) LEAP (Locate, Evaluate, Assess, and Prepare) methodology and introduced nature-based solutions systematically in 2023.

To contribute to biodiversity, anti-deforestation, and soil conservation, Wistron requires all suppliers of critical packaging materials and non-tier 1 value chain suppliers to acquire FSCTM CoC (Chain of Custody) certification. In 2023, we were able to develop a cardboard box using 100% FSC-certified papers and replace PE plastic bags with 100% recyclable materials. When shipping products, disposable packaging materials and excessive packaging is often used, causing unnecessary waste and more trash. As such, Wistron and suppliers have worked together to replace desiccant packs with anti-tarnish paper to reduce the weight of packaging materials as well as ensure that the bursting strength of cardboard boxes meets the bearing capacity to reduce its weight by 8%. As a result, we were able to reduce waste by 11,590 kg in 2023, fulfilling our goals of reducing plastic use and the use of natural resources.

FSC Nature-based solutions 100% FSC-certified cardboard boxes

Expand Green Innovation Design & Product Program & Increase Use of Green Recyclable Materials

To extend the lifecycle of products and enhance repairability, Wistron aims to reduce the extensive use of screws and simplify wiring designs. This enables quick disassembly and repair with basic tools, reducing maintenance time by approximately 1.5 hours. This design concept has been successfully implemented in 16-inch laptops, desktop computers, and monitors. Additionally, priority is given to raw materials with the lowest environmental impact to reduce our consumption of natural resources. For example, in the case of the metal mechanical structural of 27-inch monitors, we use steel containing 50% recycled material. In addition, we opt for electric arc furnace instead of traditional blast furnaces to reduce carbon emissions by 40%, thus embodying the development philosophy of green product innovation.

Design Stage Recycled Materials

In 2023, we started using 55% low-carbon recycled aluminum and 50% recycled galvanized steel plates (SGCC) for electronic products. For packaging materials, we used 85% recycled paper pulp. The high percentage of recycled material used ensures that we can reduce resource consumption and practice circular designs.

Project	Recycled AL	Recycled SGCC	Packaging Materials
Year	% of recycled materials	% of recycled materials	% of recycled materials
2022	50%	16%	50%
2023	55%	50%	85%
Efficacy	55% recycled AL	50% recycled SGCC	85% recycled paper pulp

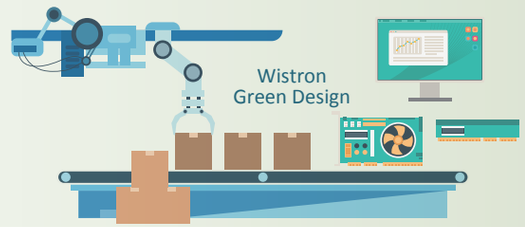
Manufacturing Stage Smaller Sizes

To effectively reduce product carbon footprint, we introduced TK2 advanced process technologies into motherboard designs, enabling us to fit more components in a small surface area. This allowed us to successfully replicate our 13-inch laptop PCB design to PCBs for larger monitors, reducing surface area by 17.4%.

Project	Monitor GLF	Monitor OEM
Thickness	1.0mm	1.2mm
Surface Area	30,342mm²	36,717mm²
TK2 Technology	Yes	No
Efficacy	17.4% surface area reduction	

Disposal Stage Quick Assembly & Disassembly

To achieve automatic checking, maintenance, repairs, and replacement for components across all production lines, we've expanded modular designs to desktop computers and our 27-inch monitor. This has successfully reduced assembly time by 80%, reducing manpower and energy consumption throughout the assembly stage.



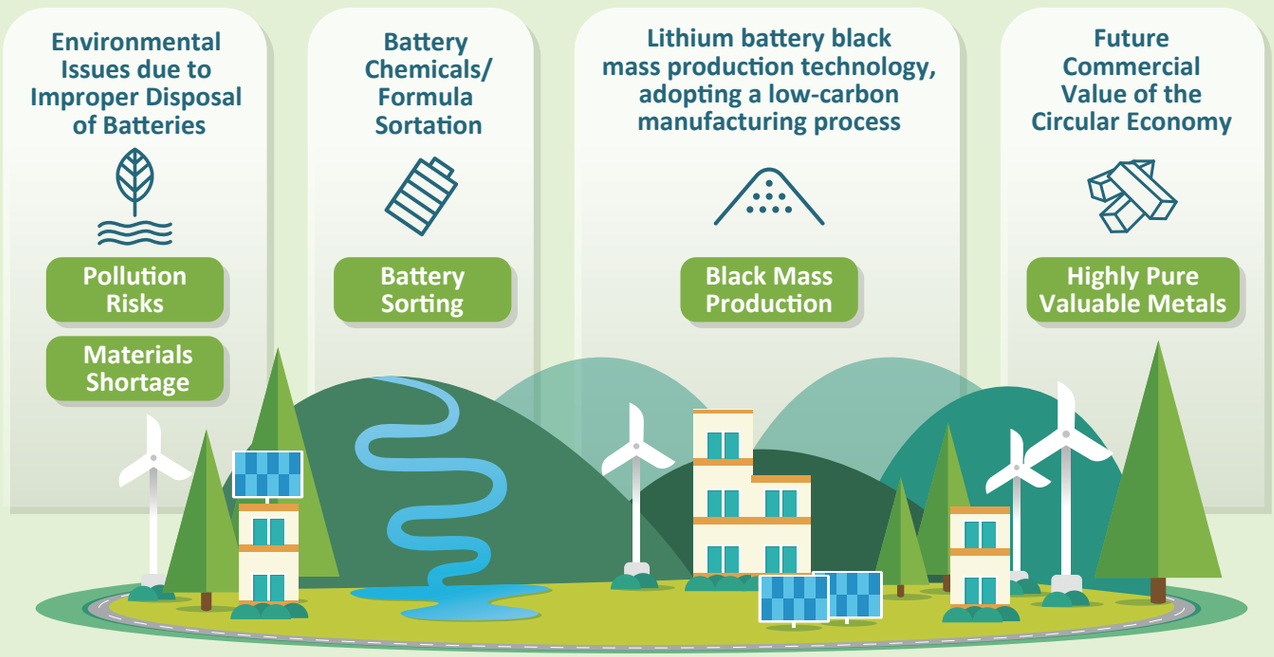
Circular Economy

Lithium Battery Black Mass Recycling Equipment Developed, Refined Recycling Technology

Statistics by the Ministry of Environment indicate that Taiwan is expecting to have 1,100 metric tons of waste lithium batteries annually starting from 2025. Lithium batteries contain significant amounts of lithium, cobalt, nickel and other valuable metals. Improper disposal or treatment of these waste lithium batteries could lead to severe environmental pollution. In addition, mining these metals will further aggravate the natural ecosystem. Therefore, only by recycling these materials can we achieve environmental sustainability, which highlights the importance of the recycling technology in the future and the urgency of the demand for raw materials. Facing such challenges, Wistron GreenTech Texas began its research and development for key technologies and equipment, with the focus on the production technology of black mass, a key element of lithium battery recycling.

The key behind the R&D of this innovative equipment was the safe and effective treatment of waste lithium batteries, prevention of waste gas and wastewater pollution during the treatment process and mitigation of fire and explosion risks. Wistron initiated a 16-week project with the Commercialization and Industry Service Center and Material and Chemical Research Laboratories under Industrial Technology Research Institute to formulate a blueprint for their lithium battery business. Meanwhile, Wistron collaborated with equipment developers to discuss the details of Wistron's unique requirements, from the purity testing of recycled black mass to the necessary safety certifications.

Wistron and its external partners utilized innovative technologies building the lithium battery recycling line, which covers consumer electronics, EV battery modules and line scrap materials from battery production. This facility has the capacity to process up to 1,000 metric tons of scrap batteries and production remnants. This system is expected to complement the company's existing cathode direct recycling line to form a comprehensive recycling network. Not only will this further help Wistron meet its lithium battery recycling goal and create a new revenue stream while offering Wistron's green value proposition to the clients. Wistron will continue to devote resources to developing advanced recycling technologies and equipment, and serve as the locomotive for the circular economy trend.



Decarbonization

Decarbonization Management Platform – A Comprehensive Solution Covering Automation and AI-assistance

Facing its goal for carbon neutrality by 2030, Wistron proposed its Decarbonization Management Platform. It contains a series of digitized management measures, such as solar power generation management, PPA management, REC procurement management, energy conservation and consumption reduction management and direct/indirect emission management. By setting annual carbon reduction goals, this system automatically tracks and monitors the performance on various fronts and display them in a visual dashboard, allowing the viewer to see the progress to each objective.

Wistron has integrated its energy and carbon emission management platform, which regularly compiles the environmental indicators at its manufacturing site, and offices, including carbon emission, power consumption, water consumption and waste generation. With smart electricity and water meters, the system automatically transmits data, allowing the company to properly manage its energy supporting information while conforming to the requirements and improving the quality for external and regular verification.

Wistron's highlight in 2023 include leveraging AI to develop cost-benefit assessments and optimization recommendations for carbon reduction, aiding to make carbon reduction decisions. The platform analyzes the power consumption models from various factories using past historical data and predict future power consumption growth with statistics such as power consumption needs and potential market as variable to emulate renewable energy percentages and allocations.

The Sustainability Office, Decarbonization Pillar and Digital Technology team of Wistron worked together to design Decarbonization Management Platform, which can automatically evaluate the power consumption needs for the office and manufacturing site and evaluate renewable energy for optimal allocation to assist the company achieve its net-zero and carbon reduction goals. More importantly, the platform allows Wistron to evaluate the costs and benefits of each carbon reduction measure and thus find their optimal carbon reduction solution.

2024 Decarbonization Goals

72.5%
of renewable energy

2%
Energy Saving

Carbon Pricing
Trial run internally in 2024

Decarbonization Management Platform

Decarbonization Targets
- AI Power Consumption Simulation
- Carbon Emission Simulation
- Renewable Energy Monitoring
- Marginal Carbon Reduction Cost
- Optimal Carbon Reduction Cost

Solar Power Consumption Management
- Power Consumption Analysis & Tracking
- Power Generation Efficiency Monitoring

PPA Procurement Management
- Management of PPA
- PPA Recommendations
- AI Optimized Percentage Allocation of PPA

REC Procurement Management
- REC Procurement Management
- AI Optimized REC Procurement

Energy Conservation and Consumption Reduction Management
- Energy Conservation Effectiveness Tracking
- Energy Conservation Visualization

Direct Emission Management
- Data Dashboard

Other Indirect Emission Management
- Data Dashboard
- Internal Carbon Pricing

People With Purpose

Fostering Diversity, Equity, and Inclusion in the Workplace and Supporting Women in Tech through ERGs

The mission of an organization is like the heart of a human body. It drives the organization to move forward. A company with meaningful visions and values charged with meaning can inspire employees to value their roles and find a sense of purpose. Such deep connections can encourage higher levels of engagement and loyalty, and even significantly increase performances in the workplace.

At Wistron, we care about diversity, equity, and inclusion. In 2023, we launched our Diversity, Equity, and Inclusion (DEI) Policy to direct the company toward a long-term 2030 goal. Four pathways were established: 1. foster a culture of DEI in the workplace; 2. outline a DEI training and development program; 3. facilitate ERG (employee resources groups); and 4. promote the core values of DEI to suppliers.

In October 2023, we held our first DEI training program at headquarters, hoping to raise employee awareness in diversity and inclusion through diverse information exchanges and interactive events. We believe that this can help employees appreciate and respect different backgrounds and characteristics as well as enhance the efficacy and results of teamwork.

Wistron also regularly evaluates a series of annual indicators to measure the impacts of these policies. Indicators include the percentage of female employees, the percentage of female employees in STEM (science, technology, engineering, and math) positions, and the percentage of female employees in management positions. These indicators speak to the progress of our DEI Policy and demonstrate our resolve to support and encourage women in Tech.

Employee Resource Group (ERG)

Composed of employees sharing similar backgrounds, such as race, sex, sexual orientation, culture, etc., ERGs are supported and recognized by the company to facilitate a diverse and inclusive workplace as well as offer opportunities to support personal career development.

ERGs organize events, training, and networking opportunities to facilitate interactions and cooperation between members. We also invite them to offer suggestions and feedback on how we can optimize our workplace and corporate culture.

Women in Wistron (WIW)

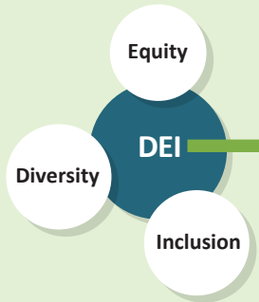
The name, Women in Wistron, hints at creating a win-win situation. We hope that creating a platform for women at Wistron to connect and support each other can facilitate experience sharing among peers and build a network for women. WIW can hopefully inspire confidence in women at Wistron to develop their potential, grow their careers, and create a win-win situation for both our employees and the company.

ERG Guideline
Guidelines on the Establishment of ERGs

W in W-Talk
DEI experts/specialists workshop

W in W Cafe
Podcast by female executives

Corporate Culture



Key Actions

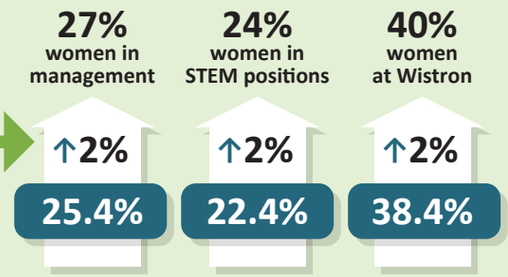
DEI Policy
- Declare and roll out DEI Policy
- Build a diverse and inclusive workplace (recruitment, hiring, training, and retention)

Training & Development
- Organize introductory lessons to DEI
- Organize lessons on unconscious biases
- Promote women in tech

ERGs
- Promote ERGs internally
- Collaborate with third-party ERGs

Supply Chain Initiatives
- Develop DEI management policies for suppliers
- Coaching and auditing suppliers

2030 Goals



Labor Welfare

From Everyday Life to Career Development, the 6 Initiatives to Promote Global Employee Welfare

As a multinational corporation, Wistron acknowledges that our people are central to achieving sustainable development. With a diverse workforce, we have committed to creating an inclusive workplace and implemented three initiatives across our global locations and manufacturing plants. First, improve employee living conditions, including staff canteen & food, dormitory & facilities, and transportation. Second, upgrade health center facilities and improve protocols for preventing and handling work-related injuries. Finally, implement mental health counseling system and employee well-being activities to establish a healthier and safer working environment to enhance employees' overall quality of life and work.

In 2023, besides continuing to reinforce our key initiatives, we also launched three new projects to affirm our promise to employee well-being. This includes implementing a comprehensive employee health check program to ensure every employee receives detailed health information, assisting direct labor with clear guidance in career development paths, establishing a digital platform for managing human resource supply to increase transparency and efficiency in supply chain management. These initiatives demonstrate Wistron's dedication to employees' health and career development and our innovative capabilities in optimizing supply chain management and increasing overall operational efficiencies.

1 Improving Employee Living Conditions

Enhance the facilities and food variety in employee cafeteria, optimize the dormitory environment, and improve transportation.

2 Enhancing Health Center Facilities and Work-related Injury Prevention and Handling Protocols

Establish work-related injury prevention mechanisms, patrol systems, emergency personnel training, health center optimization, and more.

3 Counseling System and Employee Care

Implement counseling/Little Sun system to strengthen employee care and ensure that employees have effective support channels.

4 Employee Health Check

Ensure that employees fully understand their health status by organizing activities in respective plants that promote knowledge on topics such as better health and disease control.

5 DL Career Path Development

Provide direct labor employees with guidance on future career development paths upon their entry into the company and continuously work to enhance their personal skills.

6 Human Resource Supplier Management

Transition from plant-specific internal management to a unified digital platform to centralize and digitize human resource data across the supply chain.

Occupational Health and Safety Award

Health Seminar

Recruitment Communication Meeting

Female Care Festival

Team Building Activity

RBA COC Training

Anniversary Event

Dormitory Management Meeting

Employee Cafeteria Facilities Improvement

1 Sustainability

1.1 Vision and Mission

1.2 Sustainability Strategies and Pillars

1.3 Sustainability Management

1.4 Governance for Sustainable Development

1.5 Materiality and Impact

1.5.1 Stakeholder Engagement

1.5.2 Process of Materiality Analysis

1.1 Vision and Mission

Vision

Innovation through Sustainability

Missions

Trusted Innovation Partner for Technology, Sustainability & Better Lives

Core Values

Customer Focus Integrity
Innovation Sustainability

1.2 Sustainability Strategies and Pillars

In order to realize the company's vision and mission, we have integrated innovation into the core elements of sustainability, spotlighting the environment, social, and governance. Through sustained efforts, we have established a comprehensive and differentiated ESG 6 pillars strategies: sustainable supply base, green products, recycling, decarbonization, people with purpose, and labor welfare to spearhead sustainable development in the industry.

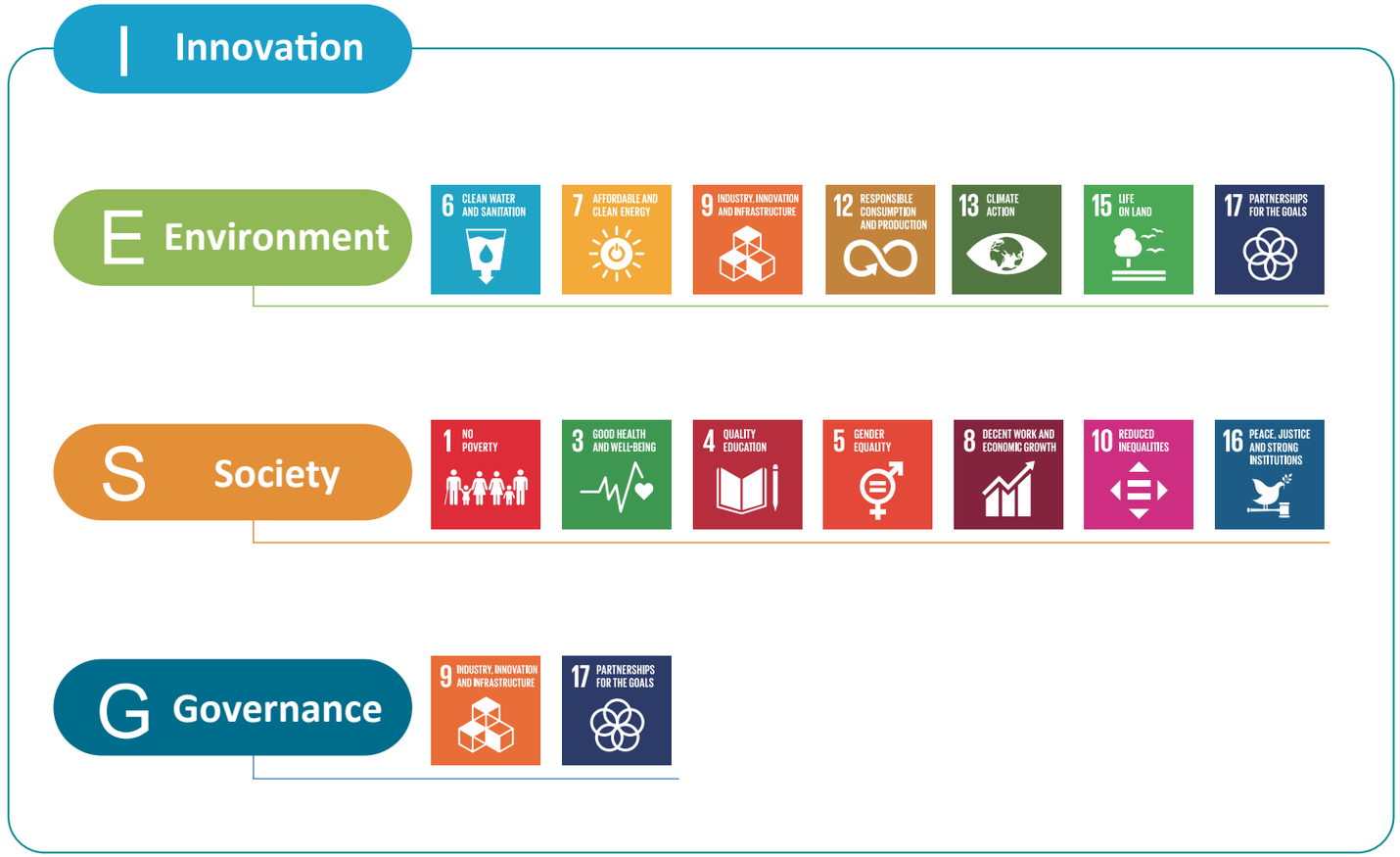
Six Sustainability Strategies

- Decarbonization
- People with purpose
- Labor welfare
- Sustainable supply base
- Green products
- Recycling

Sustainability Aspects

- E Environment
- S Society
- G Governance
- I Innovation

The Sustainable Development Goals of the United Nations drive sustainable development at Wistron. In addition, we also developed six sustainability strategies and the deployment of localized ESG actions at all Wistron locations around the world. SDG Compass guidance documents published by the UN Global Compact, GRI and WBCSD are referenced for comparison and linkage. Therefore, a framework in line with international standards is established to transparently disclose our efforts and contributions to sustainability. Efforts in 2023 correspond with the 14 Sustainable Development Goals.



Goals of the Six Sustainability Strategies (ESG 6-Pillar)

Strategies	Policies	2023 Actions	2023 Targets	2023 Results	Status	2024 Actions	2024 Targets	2030 Targets	2035 Targets
Sustainable supply base	By providing highly transparent, industry-insightful, and professionally advised supply chain management services to enhance sustainable performance, we aim to become the preferred partner for customers in addressing key challenges in supply chain management.	**Optimize the supplier information management platform: Increase the comprehensive data registration rate of suppliers.**	**>40%**	**>43%**	🟢	**>60%**	**>60%**	**>90%**	**100%**
		Continuously deepen the alignment with suppliers on sustainability goals: Complete the first-level data inventory of supplier greenhouse gas emissions.	**Addition of 25 suppliers (expanding to other supplier attributes).**	**Total completion: 52 suppliers**	🟢	Enhance the baseline data of carbon emissions for materials.	Total completion: 80 suppliers	Achieve Scope 3 carbon reduction targets as per SBTi	-
		Suppliers with high energy consuming material obtaining GHG external verification (ISO 14064-1)	**55%**	**65.38%**	🟢	Suppliers with high energy consuming material obtaining GHG external verification (ISO 14064-1)	**70%**	**85%**	**100%**
		Suppliers with high energy consuming material obtaining energy management system external verification (ISO 50001)	**55%**	**55.77%**	🟢	Suppliers with high energy consuming material obtaining energy management system external verification (ISO 50001)	**60%**	**70%**	**80%**
		Supply chain decarbonization initiative: Actual carbon reduction achieved by suppliers.	**500 tCO_2e**	**1,232 tCO_2e**	🟢	Supply chain decarbonization initiative (promoting consultant guidance for supplier carbon reduction).	**4000** tCO_2e	Achieve a **25%** absolute reduction in Scope 3 emissions as per SBTi	-
Green products	Based on a niche supplier network, provide sustainable design capabilities for continuous innovative growth.	**Sustainable materials utilized for the development of selected green products**	**PCR > 35%**	**35.41%**	🟢	Developing next-generation low-carbon NB products with increased proportions of sustainable materials.	**PCR > 37%**	**PCR > 50%**	**PCR > 55%**
		Expanding green design expertise to non-PC products	-	-	-	Introducing sustainable materials into non-PC products	Introducing a new product category	Introducing two new product categories	All Product
		Development of product carbon footprint system (PCF)	**PCF II**	**1.Optimizing PCF system functionality** **2.Complete carbon footprint analysis for 30 laptop models**	🟢	1. Development of environmental footprint calculation functionality 2. Value chain (customer & supplier) PCF collaboration	**PCF III**	-	-
Recycling	Providing comprehensive recycling and reuse solutions to address the most critical challenges of the circular economy transition, committed to realizing the vision of "from cradle to cradle" in the ICT and other industries	**Plastic recycling - Expand new materials and applications.:** **1.PC/OBP for networking product & keyboard cap** **2.PC/ABS + talc for NB (A/C/D)**	**Shipment of recycled plastics (PC/OBP, PCR PC/ABS) > 27,000 tons.** **Expanding new materials and new applications: Annual input weight of battery recycling: 70-90 tons.**	**1.18,000 tons.** **2.Complete the development of new PC/OBP materials and obtain customer certification, with plans for mass production in Q1 2024.** **3.Successfully promote the introduction of new models into the NB market.**	🔴 🟢	Developing the Power related Post-Consumer Recycled (PCR) market	In 2024, increase the proportion of PCR usage in annual shipments to 55%	1.70% 2.The plant of WGKS achieves carbon neutrality.	**80%**
		Battery recycling: **1.Achieve annual input weight of recycled batteries.** **2.Optimization of sorting technology and automation process efficiency for lithium batteries in consumer electronic products**	**Expanding new materials and new applications: Annual input weight of battery recycling: 70-90 tons** **Confirming the development blueprint for the lithium battery business**	**1.Pilot run input of 1.5 tons of lithium batteries.** **2.Confirming the development blueprint for the lithium battery business: Smart sorting of batteries and production of lithium battery black mass.**	🔴	1.Completion of pilot run for direct recycling, establishment of PD operation; achieve annual input weight of recycled lithium batteries. 2.Establishment of equipment for black mass production and smart sorting of batteries.	Annual processing weight of waste batteries reaches 300 tons (direct recycling, black mass, smart sorting).	1.Expand capacity for direct recycling and battery black mass production. 2.Deepen partnerships with North American lithium battery recyclers to expand lithium battery sources. 3.Establish hydro refinery process. 4.Develop EV lithium battery discharging and dismantling technology. 5.Establish a Carbon Credit system(CEC) for recycling lithium batteries.	Continuously scale up the capacity and revenue of the lithium battery business

🟢 Over 95% 🟡 90%-95% 🔴 Under 90%

Goals of the Six Sustainability Strategies (ESG 6-Pillar)

Strategies	Policies	2023 Actions	2023 Targets	2023 Results	Status	2024 Actions	2024 Targets	2030 Targets	2035 Targets
Decarbonization	In line with the concerns of stakeholders, we will assist the world in achieving its decarbonization goals by synchronizing efforts with energy efficiency improvements, IoT, and smart technologies. Our aim is to achieve carbon neutrality by 2030	Increase the proportion of renewable energy usage	65%	66.47%	●	Increase the proportion of renewable energy usage	72.5%	100%	100%
		Improve energy usage efficiency	2%	4.61%	●	Improve energy usage efficiency	2%	2%	2%
		Establish an internal carbon pricing system	Impact Assessment of Carbon Regulations	Completed Carbon Emission Regulation Simulation for Operational Sites	●	Internal Carbon Pricing Pilot	Internal Carbon Pricing Pilot	Internal carbon pricing management	Internal carbon pricing management
People with purpose	By fostering an innovative, inclusive, and integrity-driven organizational culture, we aim to attain the honor of being recognized as the "best workplace" in the technology industry	Transparency & connectivity	•Town hall attendance rate>85%, satisfaction rate >94%	•7 events, 505 attendees, with an attendance rate of 91% and a satisfaction rate of 99%.	●	Transparency & connectivity	Strengthening communication among general employees (global indirect employee town hall coverage rate >30%)	Being awarded "Best Place to Work" recognition by a third party	-
		Core values	•New employee core values training: Completion rate >90%, satisfaction rating >4.3/5. •Internal trainers: 8 people completed training. •Awareness campaigns: Participation of >5,000 individuals, awareness rating >4.3/5.	•Core values training: 3,089 participants, completion rate of 95%, satisfaction rating of 4.7/5. •14 global certified trainers. •Awareness campaigns: 14,859 participants, awareness rating of 4.6/5.	●	Employer branding	Global employer brand strategy formulation (Global: Establish talent recruitment websites in 5 locations; Taiwan: 10% of new hires come from internal referral channels)	•Core value identification rate: 80% •Engagement score: 70%	-
		Sense of achievement	•Establishment of KPIs and work direction	•Completion of real-time incentive system survey and research 1.Enhance organizational performance management capabilities 2.Establish a learning and growth environment 3.Strengthen team incentive mechanisms	●				
		Diversity, equity & inclusion	•Global policy announcements and internal regulations optimization •Formulation of long-term goals and action plans •Training and development: Understanding DEI (Diversity, Equity, and Inclusion), anti-discrimination, and anti-harassment	•Policy announcements completed; inventory of 92 internal regulations completed. •Completed DEI 2030 goal setting and action plan planning. •Training and development: DEI awareness training completed by 97 individuals, satisfaction rating of 4.4/5; anti-discrimination and anti-harassment training completed by 8,439 individuals, completion rate of 99.4%.	●	Diversity, equity & inclusion	•Regulations and process optimization (satisfaction >4.5/5). •Implementation of DEI training programs (3,000 indirect employees in Taiwan participated). •Establishment of 1 employee resource group.	•Female executives: 27% •Female representation in STEM positions: 24% •Female employees: 40%	-

● Over 95% ● 90%-95% ● Under 90%

Goals of the Six Sustainability Strategies (ESG 6-Pillar)

Strategies	Policies	2023 Actions	2023 Targets	2023 Results	Status	2024 Actions	2024 Targets	2030 Targets	2035 Targets
Labor welfare	Creating a work environment of mutual respect and friendly support to empower our direct employees, making Wistron a long-term choice where everyone's contributions are valued	**RBA / SR compliance**	**100%**	**100%**	●	RBA / SR compliance	1.100% 2.3 locations achieve Factory of Choice (FOC) status.	1. 100% 2. 6 locations achieve Factory of Choice (FOC) status.	1. 100% 2. 11 locations achieve Factory of Choice (FOC) status.
		Improving employee satisfaction: **1.Enhancements in basic needs (canteen(food), facilities, and transportation).** **2.Counseling mechanisms and employee care programs.**	**Satisfaction of direct employees** **1. Life ≧ 3.48** **2. Employee care ≧ 3.70**	**1. Life = 3.43** **2. Employee care = 3.69**	●	Enhancing employee satisfaction: 1.Improvement in canteen(food), facilities, and transportation. 2.Counseling mechanisms for counselors and employee care.	Satisfaction of direct employees: 3.7	**4.0**	**4.0**
		Occupational health and safety: **1.Prevention and management of occupational injuries.** **2.Improvements in the health center.**	**The incidence rate: 1.15 ‰**	**0.88 ‰**	●	Occupational safety and health: 1.Prevention and handling of work-related injuries. 2.Improvement of infirmary facilities.	90% of companies **≦1.14**	**≦1.14**	**≦1.14**
		Strengthening the management of labor agency	**1.Establish the overarching framework for global manufacturing labor agency management.** **2.Draft the initial version of risk self-assessment forms and internal audit checklist.**	**1.Already completed.** **2.The initial versions are all completed.** **2.1.Incorporate local regulations into the risk self-assessment forms to enhance regulatory compliance (Mainland China).** **3.Collaborate with the project office to develop the plan for and launch the global manufacturing workforce supplier management platform.**	●	1.Iterative updates. 2.1.Risk self-assessment forms: Incorporate local regulations (Europe, Americas, Southeast Asia, Taiwan). 2.2.Internal audit checklist: Incorporate local regulations. 3.Iterative updates for the global manufacturing labor agency management platform.	1.Iterative updates. 2.1.Risk self-assessment forms: Conduct assessments in Q2 for Vietnam and Malaysia, achieving scores of 80/100. 2.2.Internal audit sheets: Introduce no priority items for suppliers at plant sites. 3.Iterative updates and addition of other modules.	Number of major incidents violating labor and human rights-related laws/regulations: 0 cases	0 cases
		Career development for indirect employees	**1.Organize the three career paths and training systems for direct employees at each plant.** **2.Separate the W10 path/training system at the Chongqing plant.** **3.Vocational skills certification in the China region.**	**1.Completion of organization, divided into 6 types.** **2.The training system W10 at the Chongqing plant has been separated according to the paths.** **3.Certification has been implemented at the Chengdu and Chongqing plants.**	●	1.Separation of paths/training systems at other mainland China plants. 2.Implementation of the DLT system for training at the Vietnam and Malaysia plants.	1.Completion of path/training system separation at mainland China plants. 2.Completion of DLT system implementation.	Training and development opportunities score **≧ 3.7**	**≧ 3.8**
		Universal and long-serving employee health check-ups.	**1.Overall employee participation rate in health check-ups reaches 85%.** **2.Long-tenured employee participation rate in health check-ups reaches 95%.**	**1. 89%** **2. 95%**	●	Normalize operations	Normalize operations	-	-

● Over 95% ● 90%-95% ● Under 90%

1.3 Sustainability Management

To fulfill our corporate social responsibility, Wistron's Board of Directors established "Sustainable Development Best Practice Principles," which clearly define four major principles to serve as the highest guiding principles for sustainable development at Wistron. The four principles are: (1) exercising corporate governance, (2) fostering a sustainable environment, (3) ensuring public welfare, and (4) strengthening corporate sustainable development information disclosure.

Corporate Sustainability and Social Accountability Management System

Green Products Management System

In order to reduce the environmental impact of products throughout their lifecycle, Wistron considers energy efficiency, carbon reduction, efficient material use, harmful substances, and resource recycling when developing products. We follow international regulations, directives, and customer requirements, committing to simplifying design, production, and process to achieve eco-friendly products and sustainable environmental development.

Social Accountability Management System

Wistron pledges to comply with relevant international standards and local regulations concerning sustainable development, continuously enhance employee rights and welfare, establish a safe and healthy workplace with integrity, and promote sustainable development.

Environment and Energy Management System

Wistron pledges to mitigate our overall ecological impact by consistently evolving our activities, products, and services. We are committed to supporting climate initiatives, protecting biodiversity, and halting deforestation, while striving to conserve energy and increase the use of renewable resources. We also support the procurement and enhancement of energy-efficient equipment, adopt eco-friendly technologies to reduce emissions, and strive for low-carbon operations. We carry out water recycling, waste reduction, recycling, and shipping and distribution initiatives in our facilities. We also educate and train our employees to understand the environmental impact of their daily activities. Through our Green Products and Services program, we carefully select raw materials and suppliers to ensure we are not using any prohibited substances and materials.

Quality Management System

Wistron places great importance on delivering quality products and services to customers. Throughout research, development, and manufacturing processes, we comply with international quality standards to ensure zero defects and to deliver competitive products and services to customers on time.

Occupational Health and Safety Management System

Wistron fully understands the risks and opportunities present in the workplace, which can affect all individuals working within Wistron’s premises. With a commitment to preventing injuries and promoting health, we pledge to establish a comprehensive occupational health and safety management system and encourage the use of advisory services to ensure a healthy and safe workplace for all.

1.4 Governance for Sustainable Development

To embed sustainability in our company's development and further realize corporate social responsibility, Wistron appointed the Board of Directors as the highest decision-making body to promote sustainable development. In 2019, the Board of Directors established the ESG Committee, which reports the outcomes and future work plans of sustainable development to the Board of Directors at least twice a year. The Board of Directors oversees the implementation and effectiveness of various sustainability projects, giving prior approval to major projects before roll out.

ESG Committee

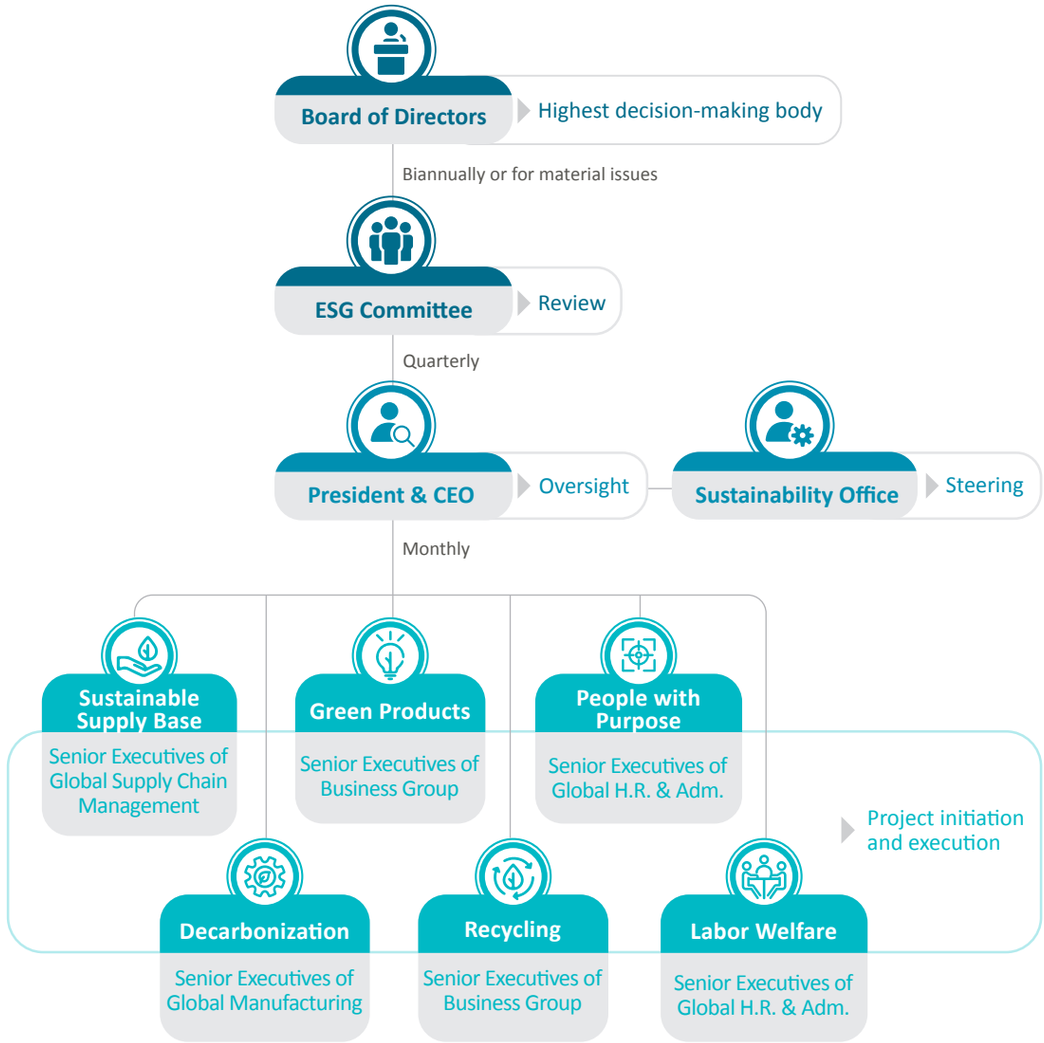
The ESG Committee is overseen by the Board of Directors (BOD) and is composed of senior executives and independent directors appointed by the BOD. The members elect one person to serve as the convener and chair of the meetings. The committee meets at least twice a year and is responsible for reviewing the Company's overall sustainable development directions, strategies, and objectives, as well as inspecting relevant management policies and specific action plans, monitoring sustainability information disclosure, and approving the sustainability report. Five meetings were held in 2023. Key resolutions and further information can be found in section 5.2.1.

Sustainability Office

Wistron established the Sustainability Office in 2021 to spearhead and manage sustainable development across the company. The Office is headed by the Vice President of Sustainability, who's not only the acting executive secretary to the company's ESG Committee, but is also responsible for rolling out sustainability strategies, projects, as well as initiatives passed by the board of directors and the ESG Committee. This includes sustainability disclosures, annual sustainability reports, identification of relevant sustainability topics, formulation of initiatives, budget allocation for the organization's sustainable development, and progress monitoring to ensure that our daily operations comply with sustainability strategies.

Six Sustainability Strategies Working Groups

Wistron integrates sustainability into daily operations and systematically incorporates past ESG performance actions to envision greater sustainable value creation for the future. This has led to six brand-new sustainability strategies, known as the ESG 6-Pillar, that will drive Wistron's advancement in the next decade. It starts from the vision and is drawn up from top to bottom to define short-term (1-2 years), mid-term (3-5 years) and long-term (6-10 years) goals. Senior executives serve as Pillar Owners and guide each working group to roll out corresponding plans from the bottom up, ensuring a solid structural foundation for these strategies. The President & CEO oversees progress across the sustainable strategies each month and reports achievements to the ESG Committee each quarter.



1.5 Materiality and Impact

1.5.1 Stakeholder Engagement

Wistron has adopted the Global Reporting Initiative Standards (GRI Standards) and the AA1000 Stakeholder Engagement Standards as the framework to establish the procedures for identifying material topics for sustainable development. We rely on the five major principles – Dependency, Responsibility, Influence, Diverse Perspectives, and Tension - outlined in the AA1000 Stakeholder Engagement Standards (SES) to ensure effective communication with stakeholders. Stakeholders are classified into seven groups: Employees, Customers, Shareholders/Investors, Suppliers/Contractors, Government/Competent Authorities, Non-Profit Organizations/Communities, and Media. As contractors are considered important partners for our offices and manufacturing sites, we've developed separate surveys to engage with and manage our contractors. Our approaches and achievements with various stakeholders in 2023 are as follows:

Stakeholders

Employees

Stakeholders' Significance to Wistron

Wistron embraces a humanistic approach, attracting top talents globally. We prioritize comprehensive salary, benefits, training, and employee support systems to foster potential, boost performance, and pursue sustainability together.

Key Issues of Concern in 2023

- Information security
- Occupational health and safety
- Employee care and support
- Air pollution and waste management
- Sustainable manufacturing

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
• Employee engagement: 77.3% (out of 100%) • Employee satisfaction: 52.4% (out of 100%)	Engagement surveys for indirect employees and satisfaction surveys for direct employees	• Engagement surveys for indirect employees are conducted once every 1~2 years. • Satisfaction surveys for direct employees are conducted once every year.
• Wistron was awarded the "Talent Sustainability Award" by CommonWealth Magazine • Wistron's Malaysia Plant was selected as "Best Companies to Work for in Asia" in 2023 by HR Asia Magazine	Participation in third-party assessments	Ad hoc
7 communication sessions held around the world with a total of 505 participants and a satisfaction rate of 99%	Two-way communication between supervisors and key personnel	Annually
• 3,089 participants supported the global core value course and reported a 4.7 (out of 5) satisfaction score • 14,859 participants supported global core value campaigns and reported a 4.6 (out of 5) satisfaction score	Training, advocacy campaigns	Ad hoc
All (100%) employees completed and signed our code of conduct training	Global online education and Training on code of conduct	Annually
Average of 40.9 training hours for employees around the world	Onboarding training	When onboarding new employees
Four meetings (March, May, July, and October)	Management and staff representatives meet to discuss employees'suggestions and proposals	Quarterly

Stakeholders

Customers

Stakeholders' Significance to Wistron

Wistron's core philosophy is to create value for Customers. We maintain ongoing communication with customers to understand their needs, build trust, help them achieve their goals, and grow together.

Key Issues of Concern in 2023

- Occupational safety and health
- Information security
- Sustainable supply chain
- Employee care and support
- Corporate governance
- Green products
- Sustainable manufacturing

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
Malaysia Plant receives its second accolade as the "Best Companies to Work for in Asia" by HR Asia Magazine	Quarterly sales reviews	Quarterly
All Wistron plants have passed ISO/IEC 27001 audits	Audits, and visits	Ad hoc
100% suppliers signed the "Declaration of Non-use of Conflict Minerals"	E-mails	Daily
Building an e-health platform to support employee well-being	Project meetings	Weekly
Received the "Taiwan's Top 10 Sustainable Model Enterprises Award" from TCSA in 2023	Satisfaction questionnaire	Annually
Manual inventory time reduced by 80% with "Product Carbon Footprint System" to realize automatic calculation	Phone	Daily
Hsinchu Plant recognized as Green Manufacturing System Demonstration Unit (Green Factory)	Documents	Where necessary

Stakeholders

Shareholders/ Investors

Stakeholders' Significance to Wistron

Wistron's primary business objective is to maximize shareholder value. We leverage funds prudently to foster a Positive cycle and maintain transparency by disclosing operational and financial information.

Key Issues of Concern in 2023

- Financial performance
- Product development and innovation
- Vision and sustainability strategies
- Customer relations
- Risk and crisis management

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
1 Shareholders' Meeting	Shareholders' Meeting	Annually
10 Investor Conferences	Investor conference	10
Participated in around 144 meetings and communicated with nearly 700 domestic and foreign investors in person or over the phone	Investor meetings	144

Stakeholders

Suppliers

Stakeholders' Significance to Wistron

Suppliers are important partners in Wistron's journey towards sustainable development. We help them evaluate potential risks and opportunities in accordance with global sustainability trends to jointly develop better solutions for our customers.

Key Issues of Concern in 2023

- Customer relations
- Occupational safety and health
- Information security
- Sustainable supply chain
- Green products
- Product development and innovation

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
1,313 green specifications and hazardous materials investigations	Supplier green product management platform	Updated when necessary
524 suppliers evaluated for product quality, price, and delivery items	Supplier sustainability performance evaluation	Monthly
1,531 companies were evaluated with the risk assessment procedure	Risk identification	Annually
593 supplier sustainability audits were completed	Supplier sustainability audit	Annually
A total of 337 companies in the group	Partner conferences	Annually

Stakeholders

Contractors

Stakeholders' Significance to Wistron

Contractors are crucial partners in Wistron's business operations. We collaborate with contractors in manufacturing, sales, and occupational safety to enhance workplace environments and ensure employee safety.

Key Issues of Concern in 2023

- Climate strategy
- Diversity and Inclusion
- Charity and philanthropy
- Customer relations
- Air pollution and waste management

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
192 routine meetings	Routine meetings	Weekly / Monthly / Quarterly / Annually
189 relevant training sessions, drills, and construction safety briefings	Occupational safety education and training	Annually / Ad hoc
16 relevant inspections	Daily inspections and maintenance	Monthly / Semiannually
52 weekly reports	Reports	Weekly
17 relevant meetings	Project meetings	Monthly / Quarterly / Annually
Audited 5 contractors	Onsite audits	Every two years
All vendors signed commitments	Commitment	Annually

Stakeholders

Government / Competent Authorities

Stakeholders' Significance to Wistron

Wistron complies with the laws and regulations of local governments and maintains communication with government agencies to create local employment opportunities and tax revenue.

Key Issues of Concern in 2023

- Air pollution and waste management
- Green products
- Occupational safety and health
- Employee care and support
- Circular economy
- Corporate governance
- Energy consumption and greenhouse gas management
- Environmental policy and management system

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
Ranked among the top 5% of listed companies in the 10th Corporate Market Observation Post System's Corporate Governance Evaluation	Corporate Governance Evaluation	Annually
Published annual sustainability reports to enhance ESG disclosure	Regularly update company website and information on Market Observation Post System	Monthly / Quarterly / Annually
	Annual Report and Financial Report	Quarterly / Annually
	Official documents, questionnaires, interviews, phone communication	Ad hoc

Stakeholders

Non-Profit Organizations/ Communities

Stakeholders' Significance to Wistron

NPOs are key partners in Wistron's efforts to expand our influence for sustainability. We have established long-term relationships with NPOs to respond to environmental and social issues. Wistron also continues to communicate with local groups and residents to mitigate the impact of operations and production activities on local communities.

Key Issues of Concern in 2023

- Recruitment and retention
- Green products
- Nature Ecology Protection
- Charity and philanthropy
- Vision and sustainability strategies
- Environmental policy and management system

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
• Held 8 donation campaigns with colleagues contributing NT$5.96M through voluntary small donations • Donated 1,684 gift boxes to charities during fundraisers held on the Dragon Boat Festival and Mid-Autumn Festival • NT$49M in foundation sponsorships/commissions	Projects in line with the purpose / goal of the foundation are supported through commissions or sponsorships, and communicated via meetings, site surveys, reports, etc.	Regularly and ad hoc
• 27 articles of event information on official website • 19 articles on natural and cultural information • 4 newsletters	Newsletters and event information	Regularly and ad hoc

Stakeholders

Media

Stakeholders' Significance to Wistron

Wistron maintains communication channels with the media to disseminate company information, foster our brand image, and engage more stakeholders.

Key Issues of Concern in 2023

- Customer relations
- Information security
- Green products
- Climate strategy
- Employee care and support
- Air pollution and waste management
- Environmental policy and management system

2023 Engagements & Outcomes	Communication Method and Channel	Communication Frequency
Ranked among the top 5% of listed companies in the 10th Corporate Market Observation Post System's Corporate Governance Evaluation	Press conferences	Ad hoc
Media inquiries are responded proactively or in a timely manner, so that the media can obtain accurate information on company operations and corporate governance. This can improve Wistron's corporate image. Efforts include: • 4 press conferences • 34 press releases • 6 media interviews	Monthly revenue press releases	Regularly
	Announcement of financial report and board resolution press releases	Regularly
	Announcement of Shareholders' Meeting or investor conference press releases	Regularly
	Press releases major information related to operations	Ad hoc
	Announcement of showcase / award press release	Ad hoc
	Participation in public events such as forums and interviews	Ad hoc

1.5.2 Process of Materiality Analysis

Wistron conducts its materiality analysis annually. The Company follows GRI Universal Standard 2021's GRI3: Material Topics 2021 while integrating the evaluation methodology of the impact on the economy, environment and society developed by Value Balancing Alliance (VBA), Harvard Business School's Impact-Weighted Accounts project and London Benchmarking Group (LBG) and incorporating European Financial Reporting Advisory Group (EFRAG)'s Double Materiality principles to build its impact-based materiality analysis process to identify material topics. The analysis result was passed by the board's resolution, which determined 17 sustainable issues as the material topics for the Company's 2023 Sustainability Report. These material topics were further integrated into the Wistron's Enterprise Risk Management (ERM) process to identify risk factors, frequency, and severity, and to develop risk mitigation measures. The results of the materiality analysis were verified by a third-party to confirm the disclosure boundaries and scope of information, which were based on the foundation for setting long-term sustainability targets. The materiality analysis process is listed below:

Compile Sustainability Issues

Wistron followed global sustainability trends and standards, including GRI Standards, UN SDGs, SA8000 Standard and the global risk reports by Responsible Business Alliance (RBA), Sustainability Accounting Standards Board (SASB) and World Economic Forum (WEF) as well as issues that major investment firms pay close attention to: DJSI, MSCI ESG Ratings, CDP, TCFD and other disclosure frameworks. Wistron also included material issues that are key to the industry along with the Company's business development strategies, objectives and stakeholder interaction and compiled a total of 27 issues. Compared to the year prior, "Climate Change Management" and "Natural Ecology Protection" are renamed "Climate Strategy" and "Natural Ecology and Biodiversity" respectively; "Human Rights, Diversity and Tolerance" was divided into "Business and Human Rights" and "Diversity, Equity and Inclusion;" "Human Resources Structure" was integrated with "Diversity, Equity and Inclusion;" "Sustainable Manufacturing" was added in light of the Company's low-carbon manufacturing transformation.

Materiality analysis

Considering both "dynamic materiality" and "double materiality" simultaneously, Wistron conducted its materiality analysis from 3 perspectives: internal/external stakeholder concerns, impact to the organization's operation and sustainable development impact. Regarding sustainable development impact, Wistron integrated both monetary and non-monetary valuation methods for impact assessment. Wistron applies the monetary valuation methods for its periodic sustainability impact evaluations; non-monetary valuation methods are implemented in the annual materiality analysis.

- Internal/external stakeholder concerns: Wistron conducted questionnaires to survey 7 types of internal/external stakeholders regarding their concerns towards ESG topics, including customers (39 participants), employees (133 participants), suppliers (168 participants)/ contractors (22 participants), shareholders/investors (20 participants), government/competent authorities (8 participants), non-profit organizations/communities (14 participants) and media (2 participants), totaling 406 stakeholders that have participated in this questionnaire survey.
- Impact to the organization's operations (inward impact): When driving business sustainability, Wistron believes in linking ESG promotion with the core of Wistron's business development. A total of 7 executives participated in the survey, which measured the impact of each sustainable issue on factors of "revenue, employee cohesion, customer satisfaction, operational risk and brand image." Impact of each sustainable issue on the Company's operations was assessed from the perspective of financial materiality, with the topics' materiality being ranked accordingly.
- Sustainable development impact (outward impact): Wistron invited its internal core teams responsible for its ESG promotion - a total of 21 supervisors and employees to participate in its sustainable development impact evaluation, using Impact Valuation to evaluate the positive/negative and potential/actual impacts and their extent (such as scale, scope or irremediability), likeliness and other factors. They also established a threshold for the impact severity and likeliness. Any impact that meets that threshold will be categorized as a significant impact caused or contributed to by Wistron and ranked ESG issues based on these impacts; meanwhile, Wistron also integrated the result of their regular impact monetization analysis result and selected influential and material topics based on the monetization values.

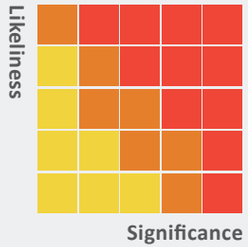
• **Wistron Sustainability Impact Analysis – Non- monetary**

21 Impacts

Impacts	Positive	Negative
Economy	4	1
Environment	2	4
Human/ Human Rights	7	3

Sources of impact :

1 - Value-Balancing Alliance (VBA)
2 - Harvard Business School's Impact-Weighted Accounts
3 - London Benchmarking Group
4 - Wistron Corporation



Significance = (1)+(2)+(3)

(1) Level
(2) Scope
(3) Irremediability

12 Significant Impacts

Economic impacts

+ Industrial Technology Development
+ Increase in Upstream Output Value
+ Increase in Taxation

Human / human rights impacts

+ Public Welfare
– Human Rights Risks in Supply Chain
– Occupational Injuries

Environmental impacts

+ Product's Environmental Benefits
+ Increase in Taxation
– Increase in Energy Resource Consumption
– Natural Resource Scarcity
– Extreme Weather
– Procurement's Environmental Impact

+ Positive impact
– Negative impact

Level of Impact	Sustainability Issues	
! ! ! Extremely high	• Environmental policy and management • Greenhouse gas emissions and energy • Vision and sustainable strategies	• Air pollution and waste • Natural ecology and biodiversity • Sustainable manufacturing
! ! High	• Company governance • Customer relations • Sustainable supply chain • Risk and crisis management • Water resource manage-ment • Business and human rights	• Circular economy • Public welfare and charity • Workplace safety and health • Employee care and benefits • Diversity, equity and inclusion • Product development and innovation
! Significant	• Financial performance • Information security • Climate strategy • Talent attraction and retention	• New business development • Diverse, cross-field cooperation • Green products • Talent cultivation and career development

Define positive / negative impacts → **Significant impact analysis** → **Sustainability issues that affect significant impacts**

• Wistron Sustainability Impact Analysis – Monetary

Value Chain	Input/Output of Operations		Well-Being Changes (Outcome)	Impacts	Subjects	Impact Indicators	Impact Type	Currency Value (KNTD)2022	Currency Value (KNTD)2023	Impact level	ESG Topics
Supply chain	Input	Payments to suppliers	Increases output value by driving supply-demand across industry chain	Socio-economic development	Supply chain	Supply chain output value gained from procurement	⊕ Indirect Short-term Regional	502,828,216	412,199,294	●●●●●●	Sustainable Supply Chain
			Generates job opportunities & compensation across supply chain	Job opportunities and purchasing power	External employees	Supply chain employee salary income generated from procurement	⊕ Indirect Short-term Regional	17,113,618	13,591,941	●●●●●○	
			Global warming from rising GHG levels	Social cost of carbon	Environment	Environmental footprint from supply chain	⊖ Indirect Long-term Global	6,975,704	5,608,888	●●●○○○	
			Changes in air pollution levels in the atmosphere	Human health and ecological quality			⊖ Indirect Short-term Regional				
			Changes in pollution levels in water bodies				⊖ Indirect Short-term Regional				
			Air pollution from waste incineration				⊖ Indirect Short-term Regional				
			GHG emissions from waste incineration & burial	Social cost of carbon			⊖ Indirect Long-term Global				
		Local procurement	Mitigates environmental impact from shipping of procured items			Supply chain output value gained from procurement	⊕ Indirect Long-term Global	Value methods under development			Green Products
		Green procurement	Mitigates environmental impact throughout life cycle of procured items			Supply chain output value gained from procurement	⊕ Indirect Long-term Global				
	Output	Digital platform for suppliers	Help suppliers increase operational efficiency	Work-life balance	Supply chain	Supply chain output value gained from procurement	⊕ Indirect Short-term Regional				Digital Transformation
Products and services	Output	Product sales (amount)	Increases output value by driving supply-demand across industry chain	Socio-economic development	Customer/End user	Output value for customers driven by product sales	⊕ Indirect Short-term Regional	571,055,005	529,242,910	●●●●●●	Customer Relations
		Product sales (quantity)	Environmental impact from handling electronic waste	Social cost of carbon	Environment	Environmental footprint from waste products	⊖ Indirect Long-term Global	Value methods under development			Green Products
	Input	Renewable raw material usage	Mitigates environmental impacts from raw material extraction			Environmental footprint from raw materials	⊕ Indirect Long-term Global				
		Energy-efficient product	Reduces GHG emissions with energy-efficient products			Environmental footprint from product use	⊕ Indirect Long-term Global				
	Output	designs	GHG emissions throughout product use				⊖ Indirect Long-term Global				
	Input	Energy consumption from product use	Helps development & application of industry technologies	Quality of life & Industry's technical capabilities	Customer/End user	Increase in proprietary asset value	⊕ Indirect Long-term Global				Product Development and Innovation
	Output	New patent and technology development									

Input Output

Value Chain	Input/Output of Operations		Well-Being Changes (Outcome)	Impacts	Subjects
Products and services	↓	Compensation & benefits	Increases happiness through compensation higher than living	Job opportunities and purchase power	Internal employees
	↓	Tax payments	Supports government infrastructure and social welfare	Socio-economic development	Society
	↓	Depreciation and amortization	Drives industry technology development	Industry's technical capabilities	Supply chain
	↓	Interest & leasing	Strengthens drivers for economic growth	Quality of life & Purchasing power	
	↑	Net income	Facilitates product success for customers & generates returns for investors	Quality of life & Purchasing power	Customer/ Sharehol der/Investor
	↓	Non-renewable energy usage	Global warming from rising GHG levels	Social cost of carbon	Environment
	↑	GHG emissions			
	↓	Renewable energy usage			
	↑	GHG emissions avoided			
	↓	Water withdrawal	Changes in water reserve	Human health & Natural resource stocks	
	↓	Recycled water usage			
	↑	Wastewater discharge	Changes in pollutant concentration in water bodies		
	↑	Air pollution	Changes in air pollutant concentration in the atmosphere		
	↑	Waste	Air pollution from waste incineration		
	↑		GHG emissions from waste incineration and burial	Social cost of carbon	
	↑	Occupational accidents	Physical and mental impacts on workers & medical expenses	Quality of life & Consumption of social	Society
	↓	Expenses for health promotion	Potential health risks from work	Work-life balance	
	↑	Number of employees with health risks			
	↓	Training hours and funding	Increases professional skills & employability	Professional knowledge and skills	

↓ Input ↑ Output

Impact Indicators	Impact Type	Currency Value (KNTD)2022	Currency Value (KNTD)2023	Impact level	ESG Topics
Direct economic contribution	⊕ Direct Short-term Regional	85,978,934	87,753,931	●●●●●○	Financial Performance
Social cost generated by GHG emissions	⊖ Direct Long-term Global	516,315	428,897	●●●○○○	Energy and Greenhouse Gas
	⊖ Direct Long-term Global	214,804	200,508	●●●○○○	
Social cost generated by water resource depletion	⊖ Direct Short-term Regional	17,387	11,997	●●○○○○	Water Resources
	⊕ Direct Short-term Regional	1,331	753	●○○○○○	
Social cost generated by wastewater disposal	⊖ Direct Short-term Regional	13,733	9,256	●●○○○○	
Social cost generated by air pollution	⊖ Direct Short-term Regional	340	246	●○○○○○	Air Pollution and Waste
Social cost generated by waste disposal	⊖ Direct Short-term Regional	5,741	3,943	●○○○○○	
	⊖ Direct Long-term Global				
Social cost generated by occupational	⊖ Direct Short-term Regional	1,178	3,009	●○○○○○	Occupational Health and Safety
Medical costs avoided from health promotion	⊕ Direct Short-term Regional	10,981	13,875	●●○○○○	
Future income generated from employee training	⊕ Direct Long-term Regional	1,207,477	2,371,012	●●●●○○	Talent Cultivation and Development

Prioritizing material topics

Material topics were selected based on survey results on “Stakeholder Concerns,” “Organizational Operating Impact” and “Sustainable Development Impact” as well as Wistron’s six major sustainability strategies and the 2030 long-term targets. At the end, 17 material topics were determined and submitted to the board, including “Climate Strategy and Energy,” “Water Management,” “Air Pollution and Waste,” “Diversity, Equity and Inclusion,” “Talent Attraction and Retention,” “Talent Cultivation and Development,” “Occupational Health and Safety,” “Business and Human Rights,” “Social Welfare and Charity,” “Company Governance,” “Risk and Crisis Management,” “Customer Relations,” “Sustainable Supply Chain,” “Information Security,” “Product Development and Innovation,” “Circular Economy” and “Green Products” among others.

Material topics are ranked based on whether or not a topic is identified as a topic with significant impact in the 3 questionnaires (TOP 5) as well as its calculated impact (please refer to the chart below). The impact boundaries of the identified material topics in Wistron’s value chain- a total of 17 issues in 2023 correspond respectively to 23 GRI Standards topics and 3 of Wistron’s own topics. Wistron followed the reporting requirements and collected data, statistics and management policies from within for disclosure.

- **Wistron’s Material Topics**

Material Topic	Ranking	Stakeholder Concerns	Organizational Operations Impact	Sustainable Development Impact-Non-monetary	Sustainable Development Impact Monetary	GRI Topics Standards	SASB Industry Topics
Customer Relations	1	●●●	●●●	●	●●●	Customer Privacy (418) /Customer Health and Safety (416) /Marketing and Labeling (417)	
Climate Strategy and Energy	2	●	●●●	●●●	●●	Economic Performance (201) /Energy (302) /Emissions (305)	
Sustainable Supply Chain	3	●●	●●	●●	●●●	Procurement Practices (204) /Supplier Environmental Assessment (308) /Supplier Social Assessment (414)	TC-ES-320a.2 / TC-ES-320a.3 / TC-ES-440a.1
Product Development and Innovation	4	●	●●	●●	●●●	Wistron’s own topics	
Occupational Health and Safety	5	●●●	●	●	●	Occupational Health and Safety (403)	TC-ES-310a.1 / TC-ES-320a.1
Air Pollutio n and Waste	6	●●●		●●●	●	Emissions (305)/ Effluents and Waste (306)	TC-ES-150a.1
Talent Attraction and Retention	6		●●●	●	●●●	Market Presence (202) /Employment (401) /Labor/Management Relations (402)	
Company Governance	8	●●●	●	●●		Economic Performance (201)	
Information Security	9	●●●	●●	●		Wistron’s own topics	
Circular Economy	10	●		●●	●●	Materials (301) /Effluents and Waste (306)	TC-ES-410a.1 / TC-ES-440a.1
Green Products	10	●●		●	●●	Materials (301)	TC-ES-440a.1
Risk and Crisis Management	12	●	●	●●		Wistron’s own topics	
Public Welfare and Charity	13	●		●●		Indirect Economic Impacts (203) /Local Communities (413)	
Diversity, Equity, and Inclusion	13		●	●●		Diversity and Equal Opportunities (405)	
Talent Cultivation and Development	13		●		●●	Training and Education (404)	
Business and Human Rights	16			●	●	Diversity and Equal Opportunities (405) /Non-discrimination (406) /Child Labor (408) /Forced or Compulsory Labor (409)	
Water Resource Management	16			●	●	Water and Effluents (303)	TC-ES-140a.1

*: Represents impact level

Compared to the 17 topics from last year, four topics are no longer considered material this year: “Environmental Policy and Management,” serves as the guiding principle for the company's environmental initiatives. While not emphasized as a material topic, it still holds intrinsic importance to internal operations; “Employee Care and Support,” has been integrated into "Talent Attraction and Retention"; “Vision and Sustainable Strategies” and “Digital Transformations” have become integral drivers of the company's growth over the years, embedded in its culture and widely applied across various domains, thus not specifically listed as material topic; Considering the alignment of long-term development targets, “Climate Strategy“ and “Energy and Greenhouse Gases“ have been merged into “Climate Strategy and Energy.“ Additionally, based on impact analysis, “Air Pollution and Waste,” “Water Management,” “Social Welfare and Charity,” “Company Governance” and “Risk and Crisis Management” were added to material topics.

- **Wistron Double Materiality Analysis**

Dimension	Material Topics	Organizational Operations Impact (Financial Materiality)							Sustainable Development Impact (Impact Materiality)								
		Revenue Growth	Customer Satisfaction	Operational Risks	Employee Cohesion	Brand Image	Industrial Technology Development	Upstream Output Value	Taxation	Product's Environmental Benefits	Renewable Energy	Public Welfare	Human Rights in Supply Chains	Occupational Injury	Energy Resource Consumption	Resource Depletion	Greenhouse Gases	Environmental Impact in Procurement
Environment	Climate Strategy and Energy		○	○		○				○	○				○	○	○	○
	Water Resource Management										○				○			○
	Air Pollution and Waste									○	○				○		○	○
Social	Diversity, Equity, and Inclusion		○		○				○			○						
	Talent Attraction and Retention	○		○	○	○								○				
	Talent Cultivation and Development				○									○				
	Occupational Health and Safety			○									○	○				
	Business and Human Rights								○				○	○				
	Public Welfare and Charity								○			○						
Governance	Corporate Governance	○		○		○			○			○	○					
	Risk and Crisis Management			○									○	○			○	
	Customer Relations	○	○	○			○	○					○					
	Sustainable Supply Chain	○		○				○					○					○
	Information Security		○	○			○											
Innovation	Product Development and Innovation	○	○				○	○										
	Circular Economy									○	○					○		
	Green Products									○								

0: Material impact of ESG on organizational operations or sustainable development

- **Material Topics and Their Relationship to the Value Chain**

Dimension	Material Topics	Importance to Wistron	Internal		Upstream			Downstream
			Wistron	Subsidiary	Parts	Consumable	Equipment	Customer
Environment	Climate Strategy and Energy	In response to the global challenges posed by climate change, Wistron is making strides towards low-carbon transformation targets, actively managing climate-related risks and opportunities to strengthen operational resilience. We have set carbon reduction targets in accordance with international standards and is working to introduce energy saving and carbon reduction measures to minimize carbon footprint and enhance operational competitiveness.	○	○	○	○	○	○
	Water Resource Management	Most of Wistron's product manufacturing processes are assembly focused and therefore do not require the use of large amounts of water. Water resources management mainly involves day-to-day water conservation, practical water recycling and wastewater management. Water use data is also collected for regular monitoring of water quality and water usage. Water-saving activities are implemented periodically to promote water resource protection.	○	○	○	○	○	
	Air Pollution and Waste	Gases produced in Wistron's production processes are treated in accordance with internal standard procedures before being discharged. Exhaust gases are regularly sampled and tested to ensure regulatory compliance. Wistron pledges not to use prohibited substances and raw materials, enforcing a rigorous, careful selection process for both raw materials and suppliers. We persistently enhance our technology and seek out environmentally friendly materials, complying with environmental regulations and customer policies for our activities, products, and services to meet or surpass our goals.	○	○	○	○	○	
Social	Diversity, Equity, and Inclusion	A culture of diversity and inclusion creates positive impact for the organization. Wistron adopts humanistic core values and welcomes diverse, international talents. We promote gender equality and hires local talents for managerial positions to promote the localization of human resource management.	○	○				
	Talent Attraction and Retention	A high-quality talent pool is a key strategic asset for enterprises. Wistron seeks to create a diverse and best-in-class workplace and provide benefits that exceed regulatory requirements to inspire pride in employees as Wistron members.	○	○				
	Talent Cultivation and Development	To assist employees to develop in their functions, Wistron provides multiple learning channels and training systems to boost organizational competitiveness in response to market challenges.	○	○				○
	Occupational Health and Safety	Employee health and workplace safety are the foundation for the sustainable development of enterprises. Wistron complies with international standards to create a work environment that allows employees to feel at ease and ensures optimal operational performance.	○	○				
	Business and Human Rights	Implement human rights policies and due diligence process, identify high-impact issues through human rights risk assessment, adopt mitigation and remedial measures, respect and protect the human rights of workers in the upstream and downstream value chains as well as Wistron's own operations.	○	○	○	○	○	○
	Public Welfare and Charity	Wistron focuses on two major aspects in its public welfare efforts: "environment" and "humanities," and work with public welfare partners who share the same philosophy on diverse projects.	○	○				
Governance	Corporate Governance	Integrity management forms the cornerstone of corporate sustainability. Wistron adheres to both domestic and international regulations, embracing high standards of self-discipline to honor the trust of our shareholders.	○	○				
	Risk and Crisis Management	Wistron has a risk management mechanism in place and enforces risk control, adjustment, and process inspection procedures to strengthen operational resilience in response to the changing market environment.	○	○	○	○	○	
	Customer Relations	Core competitiveness of an enterprise is rooted in sustainable and close partnerships with customers. Wistron further strengthens customer trust with its corporate sustainability and social responsibility management systems.	○	○				○
	Sustainable Supply Chain	Wistron leverages its procurement influence to assist suppliers to improve in five major aspects, including labor, health and safety, environment, ethics, and management.			○	○	○	
	Information Security	Identify information security risks, conduct training on information security management-related policies, enhance overall information security, and strengthen the organization's resilience to information security incidents and threats.	○	○				○
Innovation	Product Development and Innovation	By integrating sustainability with innovation, Wistron embeds sustainable thinking into the design process, minimizing the environmental impact of its products and leveraging technology to enhance quality of life.	○	○	○			○
	Circular Economy	Provide green recycling services from cradle to cradle, utilize environmentally friendly materials, reduce plastic usage, embody the concept of technical cycle.	○	○	○	○		○
	Green Products	Wistron's product design not only avoids the use of hazardous raw materials but also enhances product performance and simplifies disassembly or recycling, thereby minimizing environmental impact.	○	○	○	○		○

O: source of impact

- **Material Topics and Risk Management**

Material Topics	Potential Risks	Risk Level	Risk Reduction and Response
Climate Strategy and Energy	• High energy consumption equipment	●	• Improve energy-saving technology and implement international management standards ISO 50001 and ISO 14064-1. • Review the current use of renewable energy and work with third-party companies for purchase. • Establish an environmental management team and conduct environmental management meetings regularly.
	• Insufficient renewable energy	●	
	• Drop in rating	●	
Water Resource Management	• Drought	●	• Implement day-to-day water conservation practices and set medium and long-term water management targets, conduct simulations for water shortage scenarios, and collaborate with local water supply companies.
Air Pollution and Waste	• Failure to comply with waste management regulations	●●	• Identify environmental regulations and implement ESH management policies.
Diversity, Equity, and Inclusion	• Failure to provide a work environment of diversity, equity, and inclusion. Occurrences of discrimination or harassment.	●	• Adjust management mechanism, implement DEI policies, conduct anti-harassment /DEI training to raise awareness, and establish a grievance platform.
Talent Attraction and Retention	• Violation of local labor law	●●	• Establish regulatory compliance mechanism, including compliance framework, management guidelines, self-reviews, monitoring, and educational training. • Supervisors can use APP to track employee work hours. The system sends supervisors email notifications in case of irregular work hours. • Monitor manpower status with the manpower allocation dashboard. Track the unfilled rate of vacancies on a quarterly basis. • Tally and review at the end of March every year. • Review salary data of market and competitors. • Make recommendations to supervisors regarding annual pay raise and variable compensation approval based on performance results.
	• Overtime hours exceed the limit prescribed by labor law	●	
	• Lack of human resource planning	●	
	• Incorrect amount of contribution to the pension fund reserve	●	
	• Lack of benchmarking on salary levels against market practices and competitors	●	
	• Performance and compensation scheme are only partially linked	●	
Talent Cultivation and Development	• Lack of a comprehensive program for the continual enhancement of employee competitiveness	●	• Offer training courses tailored for management functions and continuously optimize new employee training programs. Provide current and relevant training on topics such as industry technology, digital transformation, and ESG. Design a training roadmap for each professional category and expand resources for self-development courses.
Occupational Health and Safety	• Major emergency response procedures not effectively implemented	●	• Conduct emergency response related training, establish emergency management procedures, review by third-party external audit institutions. • Periodically conduct regulatory inventory checks and develop occupational safety, health, and environmental policies and management systems in accordance with international standards, namely ISO 45001 and ISO 14001.
	• Failure to comply with environmental, health and safety regulations	●●	
	• Emerging epidemic diseases spread rapidly	●●	
	• Frequent changes of ESH ISO45001 manager	●	
Business and Human Rights	• Failure to adjust employee employment procedures in response to regulatory changes	●●	• Raise awareness on internal policies and relevant regulations, with auditors periodically conducting regulatory compliance reviews. • Complete a comprehensive human rights due diligence management cycle annually, and establish consistent cultural and behavioral standards across the group to effectively manage and reduce human rights risks. • Incorporate supplier evaluation into CSR requirements, conduct supplier SAQ periodically, and establish a supplier status check mechanism.
	• Inadequate human resources due diligence	●●●	

●●● High ●● Medium ● Low

Material Topics	Potential Risks	Risk Level	Risk Reduction and Response
Public Welfare and Charity	• Social investment not linked to ESG policies	●	• Implement a system for compiling information so that offices and factories worldwide may regularly upload community development investment plans and implementation results. Compiled information will then be reported in the annual ESG report.
	• Charity events lack systematic organization	●	
Corporate Governance	• Geopolitics	● ● ●	• Diversify manufacturing site locations across the globe and enhance the localization rate of the supply chain. • Ensure smooth communication between board members and senior executives, and stay abreast of board members opinions. • The board and its functional committees undertake regular performance evaluations, ensuring that board meeting dates are scheduled appropriately. • Corporate sustainability and CSR policies have been adopted and incorporated into day-to-day operations. • Personnel adjustment processes comply with or exceed the standards required by law. Establish communication mechanism between the company, investors and customers.
	• Resignation of independent directors	● ●	
	• Low attendance rate among directors	● ●	
	• Lack of regard for ESG, resulting in market share loss and damaged image	●	
	• Relocation of factory sites requiring personnel changes and resulting in employee grievances	●	
Risk and Crisis Management	• Failure to adequately disclose material topics of concern for stakeholders as required by regulations	● ●	• Stay abreast of trends in sustainable development, identify material topics of concern to stakeholders annually, and disclose them in accordance with regulations or international standards. • Monitor changes in regulations or guidelines, strengthen personnel training, and make timely corrections.
	• Matters disclosed in statutory reports lack accuracy, timeliness or completeness.	● ●	
Customer Relations	• Unable to meet customer requirements due to production site relocation	● ●	• Verify progress with customer weekly, communicate with manager of the customer side periodically, and identify the cause in case of customer complaint and actively make improvements. • Technical team assists business team to review and improve operating procedures for services.
	• Customer perceives a lack of professionalism in the point of contact.	● ●	
Sustainable Supply Chain	• Supplier fails to cooperate and comply with CSR regulations.	● ●	• Incorporate supplier evaluation into ESG requirements, conduct supplier SAQ periodically, and establish a supplier status check mechanism. • Review carbon emissions of suppliers, assist suppliers in setting carbon reduction targets, and coach suppliers in implementing carbon reduction practices. • Regularly review raw materials stock level, and implement raw materials allocation system.
	• Supplier fails to adopt carbon reduction plans.	● ●	
	• Raw material shortages of supplier	● ●	
Information Security	• Lack of information security awareness in supplier's employees	● ●	• Provide training to employees of suppliers, check information security management related procedures and risk identification through ESG, and devise confidential information protection measures. • Establish a regulatory compliance management mechanism, strengthen internal regulations and relevant laws, enhance privacy feedback and reporting channels, raise awareness and conduct educational training. • Require employees to comply with NDA terms between company and customers, manage sensitive information with information systems, conduct training drills for social networks, and prohibit employees from using USB flash drives. • Review and improve the company's current confidential document management mechanism.
	• Lack of privacy and safety regulation awareness in employees	●	
	• Company information leakage	●	
	• Customer product information leakage	●	
Product Development and Innovation	• Due to the ODM model of customers, advanced technologies cannot be effectively applied, delaying the development of new products or services.	● ●	• Regularly evaluate the synergy created by new technologies to ensure the effectiveness of introducing new technologies, establish new businesses or forward-looking units to introduce new technologies, and transform innovative technology into intellectual property (IP).
Circular Economy	• Organization lacks relevant policies and appropriate methods to manage waste and closed-circuit production.	● ●	• Define organizational responsibility and sustainable development policies, and consolidate organizational resources and strategies for the collaborative implementation of policies.
Green Products	• Poor product life cycle management	●	• Establish a product development management mechanism to monitor, report, and improve product development status/progress at any time. • Re-examine regulations and customer standards regularly to revise internal regulations. • Work with benchmark customers regularly to design product/technology development roadmap and product specifications.
	• Products do not comply with international environmental regulations and customer's hazardous substance regulations.	● ●	

● ● ● High ● ● Medium ● Low

2 Innovation Value

Management Approach

2.1 Developing New Businesses

2.1.1 Circular Economy
2.1.2 Product Design and Development
2.1.3 Low-Carbon Manufacturing and Energy Saving Innovations

2.2 Pursuing the Highest Quality

2.2.1 Green Products
2.2.2 Product Life Cycle Assessment

2.3 Maintaining Customer Relations

2.3.1 Product Quality
2.3.2 Customer Satisfaction
2.3.3 Privacy Protection

Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Customer Relations	Increase customer satisfaction	Customer QBR ranking >= 83 %	83.1%	●	≥85%	≥90%
Product Design and Development	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	The number of active and granted patents is around 6,300. Added 7.68% new patent applications and released 6.59% 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
	Expand technology fields and country coverages, enhance patent quality and increase overall patent value	Percentage of utility patents > 88%	91.71%	●	>89%	The ratio of patented technologies and products apart from computers, tablets, and servers **> 50%**; The ratio of patent countries other than Taiwan, China, and the U.S. **> 10%**
	Foster patent asset activation, e.g. transactions, licensing-out, or monetization	Participate in patent related projects	Participated in 1 patent related project	●	Participate in **1** or more patent related projects	Participate in **4** or more patent related projects; Annual growth of patent asset activation, monetization, and/or generated benefits
Hazardous Substance Management	Hazardous Substance Free (HSF)	100% compliance with Hazardous Substance Free standards and customer requirements	100%	●	100%	100%
Product Accountability	Improve environmental benefits of products	All product lines are 100% in compliance with customer requirements, environmental protection laws and regulations, energy consumption labels and safety regulations in various regions.	100%	●	100%	100%
		All product lines have attained 100% compliance with Waste Electrical and Electronic Equipment Directive (WEEE) regulations.	100%	●	100%	100%

● Over 95% ● 90%-95% ● Under 90%

2.1 Developing New Businesses

2.1.1 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. When designing and developing sustainable products, we consider the product life cycle, which encompasses raw material acquisition, manufacturing, distribution, product use, and waste recycling. This approach aims to reduce the environmental impact of our products, create sustainable value, and promote the circular use of resources. Since 2013, Wistron's Recycling Business Group has been offering green services that facilitate closed-loop recycling for our brand customers and maximize benefits to the circular economy.

Item	2020	2021	2022	2023
Disposal of electronic waste (t)	10,000	7,300	4,660	4,360
PCR plastic materials shipping volume (t)	16,930	26,288	21,577	18,035
Reduction in use of new plastics (t)	7,620	11,131	11,047	9,471
Revenue (in RMB$1M) of Wistron Advanced Materials (Kunshan) Co., Ltd.	921	1,680	1,380	1,165

Electronic Waste

In 2023, Wistron's Texas Recycling Business Group processed approximately 4,360t of electronic waste. Over the past decade, they have been devoted to the recycling and reuse of e-waste, as well as collaborating with OEM customers in the circular economy. They have also partnered with technical partners to recycle cathode materials for reuse in lithium batteries. The regenerated cathode materials can be directly utilized in the manufacturing and application of lithium batteries, and trial production is scheduled to commence in Q1 of 2024. Wistron's Texas Recycling Business Group has successfully developed equipment for recovering black powder from lithium batteries in 2024. We expect in-house equipment to be installed and tested in Q3 of 2024, which can complement the direct recovery production line.

Eco-friendly PCR Materials

In 2023, we shipped 18,035t of eco-friendly PCR (Post-consumer-recycled) materials and used 9,471t of raw materials recycled from e-waste. According to Simapro and the carbon footprint and carbon emission coefficient of recycled plastics in the database, we reduced 42,656t of CO2e. In 2023, we secured 21 Yellow Cards (of the UL Solutions Plastics Recognition Program). We have extended the application of recycled plastics from monitors, desktop computers, and televisions to routers, servers, mice, keyboards, fans, and other fields.

Category	2023 Shipments (t)	2023 PCR Addition Amount (t)	2023 Reduction of Carbon Emissions (tCO_2e)
Recycled ABS Series	11,102	6,903	26,489
Recycled PC/ABS Series	2,902	1,456	10,598
Recycled HIPS Series	736	556	1,894
Recycled PC Series	786	412	3,126
Recycled Marine Material Series	169	143	550
Others	2,340	0	0
Total	18,035	9,471	42,656

Raw Materials and Technological Innovations

In the past ten years, Wistron's Recycling Business Group has been dedicated to recycling and reusing electronic waste, collaborating with Wistron and our OEM customers to cultivate a circular economy, and delivering significant achievements and contributions. In 2023, they successfully expanded their customer base to include new OEM/ODM clients in various electronic products such as servers, fans, network communications, laptops, televisions, uninterruptible power systems, point-of-sale machines, among others. New materials are largely applied to peripheral accessories, network communications, and industrial computers.

Ocean-bound plastic has been successfully used to develop ABS/OBP, PBT+GF/OBP, and, recently, PC/OBP, which is applied to display case, key cap, fan, router and other components. In 2023, we shipped a total of 169t of OBP.

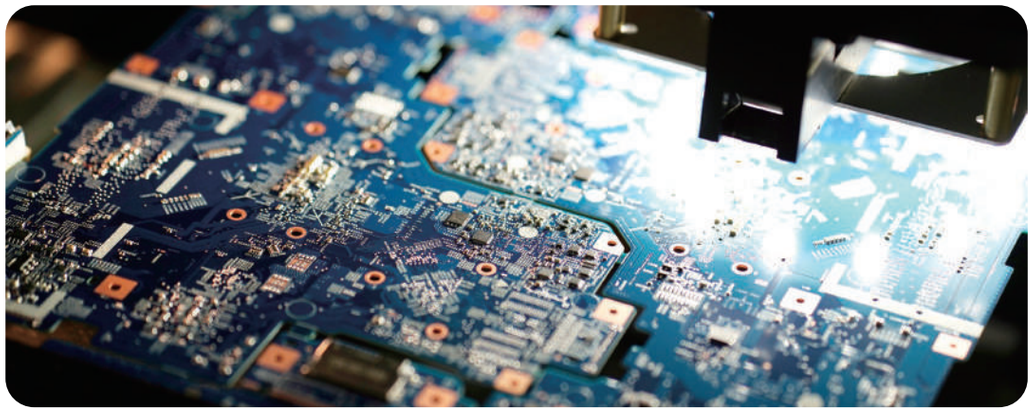
Sustainable and Recycle Materials

Considering the characteristics of Wistron, we prioritize control over the top three materials used in our product, namely plastic, aluminum, and steel/iron. In addition, we have introduced recycled materials into these three sustainable materials on GreenLeaf (GLF) projects. The recycling or renewable material ratio (plastic+aluminum+steel/iron) is 35.4%.

- **2023 GreenLeaf Project Outcomes**

Item	2023 Target	2023 Outcomes
recycling or renewable material ratio	35.0	35.4

Note : GLF=Green Leaf



- **2023 Raw material usage**

Raw material	Total Usage (ton)	Recycle material Use Ratio (%)
Plastic	3,977	17.8
Aluminum	576	14.9
Steel/Iron	1,503	0
Copper	237	0
Cobalt	0.01	0
Nickel	17.67	0
Lithium	0.64	0
Titanium	0.05	0

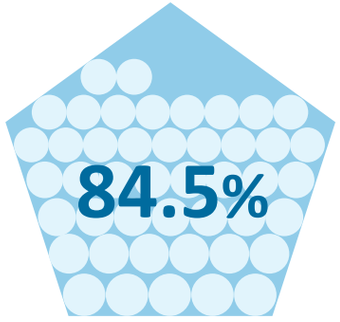
Note: Due to limitations of statistical methods, the usage amount of cobalt, nickel, lithium, and titanium are based on statistics on Wistron's Full Material Disclosure System (FMD). Plastic, Aluminum, Steel/ iron, and Copper are limited to business laptops and servers.

Item	Raw Materials/ Technologies	Item
Renewable Materials	Ocean-bound plastic	Ocean-bound plastic is applied to product development and has recently led to the development of PC/OBP, which is applied to display case, key cap, fan, router and other components. In 2023, we shipped a total of 169t of OBPs.
	Recycled materials	In 2023, we have achieved a 55% incorporation of recycled aluminum and 50% of low-carbon steel in our laptops. 50% recycling rate for galvanized steel sheets in desktop computers and monitors.
Innovative Technology	Lithium battery recycling	In 2023, a partnership was established with Princeton NeEnergy (PNE) to set up a lithium battery cathode material recycling refinery in the Recycling Business Group's Plant in Texas, with an annual processing capacity of 500t. Mass production is scheduled to begin in Q1 of 2024. Lithium battery black powder recycling equipment has been developed in 2023, and the equipment is expected to be installed and tested in Q3 of 2024.

Green Products

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 the recycling electronics and refining recycled plastics, continuing to cooperate with customers on PCR plastics for various products. In 2023, Wistron's shipped products using PCR plastics accounted for 84.51% of our hardware revenue, representing an increase of 4.2% compared to the previous year. This proves that Wistron's green brand continues to be recognized by the international market.

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: 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 2023, the products using Wistron's packaging design with recycled materials accounted for 99.3% of overall revenue. Among which, 96.5% of the external boxes were made from recycled pulp; 90.8% of the cushioning materials were made from recycled EPE; and 98.3% of the printed materials were printed with environmentally friendly water-based ink.



PCR Plastic Materials Revenue Percentage of Hardware Products

Packaging Designed with Recycled Materials Percentage of Hardware Revenue

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

Item	2020	2021	2022	2023
Laptops	61.8	85.6	90.9	93.1
Desktop Computers	58.1	68.4	81.6	88.3
LCD Monitors	95.8	96.5	94.2	94.1
Servers	0	0.1	0.3	3.1
Voice over Internet Protocol (VoIP)	3.7	3.8	4.3	5.5
Total	58.7	79.1	80.3	84.5

Note : Hardware products refer to laptop/desktop computers, and all-in-one (AIO) computers/ monitors/ servers/ Voice over Internet Protocol (VoIP)

• Key Performance Indicators of Green Products (%)

Item	2020	2021	2022	2023
Percentage of products compliant to WEEE regulations	100	100	100	100
Percentage of products with environmental labels	89.5	90.7	85.1	83.2
Percentage of packaging designed with recycled materials	98.0	98.0	98.6	99.3
Percentage of products that use recycled plastic materials	58.7	79.1	80.3	84.5

Note : Data and examples of packaging designs using recycled materials before 2020 in Wistron Technology

• Product Packaging with Recycled Materials as Percentage of Hardware Revenue in 2023 (%)

Item	Recycled Pulp for Cardboard boxes	Cushioning Materials Using Recycled EPE	Eco-Friendly Water-Based ink for Printed Materials
Laptops	99.6	99.6	99.6
Desktop Computers & All-in-One (AIO) Computers	96.2	78.2	96.2
Monitors	95.1	67.6	95.1
Servers	100	95.7	100
Voice over Internet Protocol (VoIP)	100	100	100
Audio	0	0	100
Handheld Mobile Devices	100	100	100
IoT (Internet of Things)	0	33.9	100
Industrial or Application Devices	100	100	0
Body Gateway	100	100	100
Color Radio Assembly	100	100	100
Circuit Board	100	100	100
Network Security	64	64	64
Board/Card	99.6	9.4	10.6
Enterprise Switch	100	47.9	100
Storage	100	100	100
Total	96.7	91.0	98.4

2.1.2Product Design and Development

Wistron continues to invest research and development efforts in product design, embracing the concept of innovative sustainability to develop diversified products and maintain a leading position in the industry. Our core principle of 'innovative breakthroughs' drives us as we focus on green design during development, utilize eco-friendly materials, and secure international product certifications. We strive to create innovative products that meet customer expectations.

Investments in Innovative Developments	2020	2021	2022	2023
R&D investments (NT$100M)	190	208	250	239
R&D funding as percentage of revenue (%)	2.25%	2.41%	2.54%	2.8%
R&D personnel (number of people)	4,896	5,350	6,330	5,850
Percentage of R&D personnel per total employees (%)	7%	8.5%	13.4%	13.9%

International Certification for Products

According to the characteristics of the information and communication product, heat transfer, vibration, emission frequency, energy consumption, structure, and reliability design services are developed to ensure that the products can pass global or regional market quality assurances.

Integrated Design Services for Various Products

The services range from industrial design, electronic, software, mechanical and function testing, reliability testing services, and environmental considerations for packaging development.

Large Investments in R&D and Innovation

In addition to investing a large amount of research and development funds, we are also actively strengthening our R&D manpower and capabilities to expand our R&D portfolio. Encouragement for employees to invest in innovative research.

Green Design Concepts

When designing and developing products, we introduce life cycle assessments, the use of recycled materials, and modular designs to implement the circular economy.

Environmentally Friendly

In compliance with the Wistron Hazardous Substance Management Regulations and the Green Design Guide, we have imposed bans on hazardous substances, and we have introduced the reduction of resource waste and the designs of energy saving and recyclable, allowing the products to comply with customers' environmental protection requirements and related laws and regulations.

R&D Incentive System and Performance

To maintain our competitive edge in innovative technologies, Wistron issued the "Wistron Invention Reward Regulation" to encourage employees to innovate. The regulation provides incentives at different stages such as proposals, patent application, patent grant, and technology licensing. An annual patent award ceremony is held to stimulate innovative energy and enhance R&D competitiveness.

In 2023, Wistron allocated a large amount of resources to new technologies, new products, and new businesses, aiming to enhance the quality and value of our patents. We actively apply for patents directly related to the company's R&D future and business development, particularly in areas such as 5G+AI applications, smart healthcare, in-vehicle information and communication systems, and cloud technology services. This is to establish a robust global patent portfolio and enhance Wistron's competitiveness in related fields.

Award	2020	2021	2022	2023
Number of patent award winners	246	237	248	238
Number of patent applications	429	386	608	484
Number of granted patents	459	401	414	383

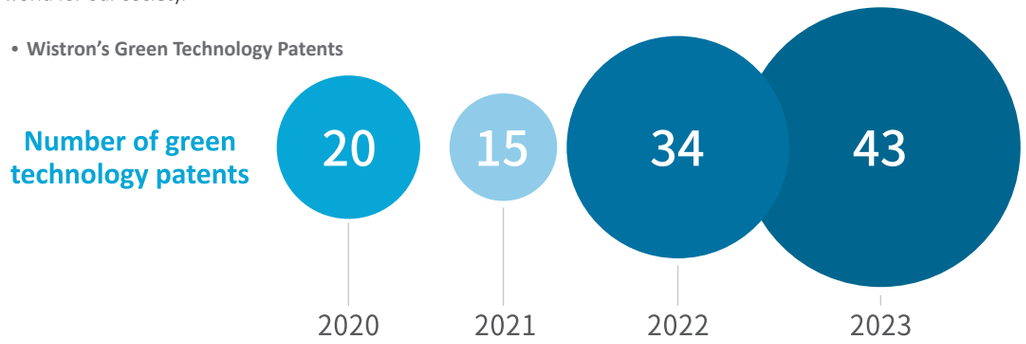
Note：Wistron was named one of the Top 100 Global Innovators™ by Clarivate in 2023 and one of the Top 20 Leaders in Sustainable Innovation by LexisNexis in 2023

Number of granted patents	Taiwan	China	USA	Others
	147	84	89	63
Ratio of granted patents	38.4%	21.9%	23.2%	16.5%

Encourage R&D of Green Technologies

In order to reduce our environmental impact and achieve sustainable development, Wistron continues to invest in the research and development of green technologies. Among the patents obtained in 2023, there are a total of 43 patents related to green technologies for eco-friendly designs and manufacturing. Green technologies not only enhance our products' added value but also reduce environmental impacts through innovative technologies, creating a better world for our society.

- **Wistron's Green Technology Patents**



- **Green Technology Patent Achievements in 2023**

Power control method and related charging system
Patent Number **US11581751**
The invention's charging system can determine the power supply's charging protocol based on the transformer's power signal to then determine whether to use the amplifier chip, thereby improving the power utilization efficiency.

Network management method and network entity
Patent Number **TWI819874**
The invention's processor can continuously determine whether target events occur in the detected images and switches to use different network slices to save power according to the detection results.

Fan cage and electronic device having the same
Patent Number **US11604498**
The invention provides a fan cage with an adjustment member. The accommodation portion fitting the fan in size can be adjusted through the position of the adjustment member to achieve optimal heat dissipation according to airflow requirements of different areas without compromising costs.

2.1.3 Low-Carbon Manufacturing and Energy Saving Innovations

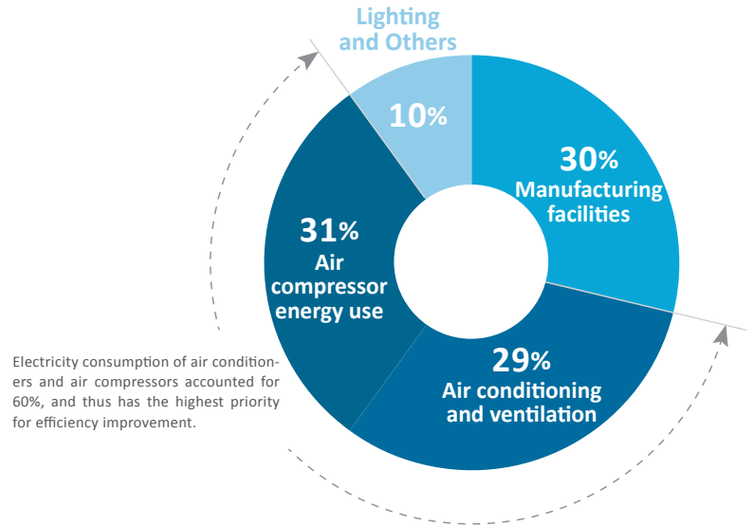
With the 2030 carbon neutral goal in mind, Wistron is proactively driving real carbon reduction in addition to increasing renewable energy use. We implement low-carbon manufacturing processes, smart energy conservation technologies, and energy efficiency improvement measures to achieve our energy conservation goals. All sites carry out energy-saving projects to practice low-carbon production. Such projects target six dimensions: air conditioning, air compressor, manufacturing, management, green lighting and others. We hope the projects can help us introduce smart energy management systems and strengthen of management and data base. Diversified solutions have also been drawn up to realize low-carbon manufacturing and energy saving innovations.

Under long-term efforts to roll out energy-saving actions, Wistron's plants have achieved remarkable carbon reduction across the six energy-saving dimensions mentioned above. Air-conditioning and air compressor power consume the most energy in Wistron manufacturing sites. As such, carbon reduction efforts seek to target these two energy consumption hotspots through taking stock of hardware equipment and diagnosing energy use. The goal of effective management is achieved through the introduction of smart energy conservation technology, combined with AI and IoT control technology in addition to replacing old energy-intensive equipment. In 2023, we saved 17,917 MWh of electricity. Wistron will continue to commit to low-carbon innovative manufacturing with the help of smart solutions. We are combining digital platforms and virtual factories to realize the vision of sustainable management through energy management, intelligent repair and maintenance systems, and cold water systems.

Low-Carbon Manufacturing/ Energy Saving Initiatives

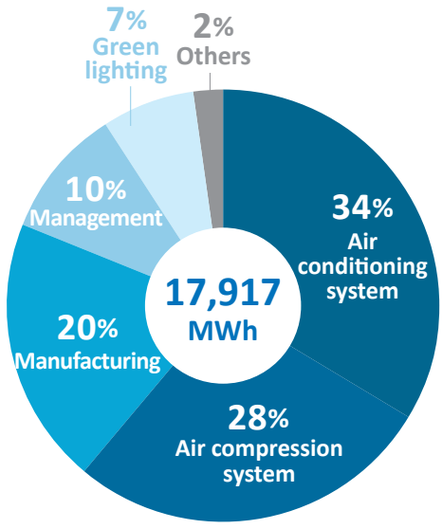
1. Air conditioning: The reflow soldering furnace is an important part of the production process that generates a lot of heat. As such, cooling facilities are required to sustain its operations over long periods. Originally, each reflow soldering furnace was equipped with a chiller for cooling. However, the chiller itself generates heat during the cooling process, resulting in secondary energy consumption. The built-in fan produces significant noise and occupies workshop space. After evaluation, it was decided to introduce a water chiller for cooling. By reworking the pipelines, the original chiller for refrigeration and cooling was replaced with a chilled water plate heat exchanger for cooling. This solution not only solves the cooling problem of the reflow soldering furnace but also reduces workshop noise, workshop space occupation, and electricity expenses.
2. Air compressor: After evaluation, low-noise fans were used to replace air compression gas cooling. This change can still prevent equipment from overheating during long test processes, which could damage the circuit boards. This improvement can reduce both electricity consumption and the use of compressed gas.
3. Manufacturing: The new central nitrogen supply system has high air exchange rate characteristics and provides stable supply, while also reducing workshop noise and area, and decreasing air compression electricity usage. Currently, the Zhongshan site is gradually introducing the central nitrogen supply system, resulting in significant energy-saving benefits.

• **Energy Consumption before Smart Energy Conservation**



Electricity consumption of air conditioners and air compressors accounted for 60%, and thus has the highest priority for efficiency improvement.

• **Energy Saving Projects**



2.2 Pursuit of Quality

Information System and Management Procedures

- Invention and innovation reward scheme
- Project tracking system (PTS)
- 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
- SAP 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)

2.2.1 Green Products

Wistron follows the framework of ISO9001 and QC080000 management system 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 2023, green product practices and achievements across each life cycle stage are as follows:

Raw Materials

Recycled Materials Usage

Used 55% of recycled aluminum and 50% of low-carbon steel in notebook computers as well as 50% of recycled galvanized steel sheets in desktop computers and monitors. GLF project's recycling or renewable material ratio is 35.4%

Product Safety

In 2023, a total of have 10 banned substance and 304 controlled substances were added to Wistron's Hazardous Substances Control Guidelines.

Manufacturing

Greenhouse Gas Management

Every year, Wistron conducts greenhouse gas inventories to monitor carbon emissions. We also use renewable energy and energy-saving measures to reduce carbon emission.

Waste management

Wistron's Chongqing and Zhongshan plants have obtained UL 2799 Zero Waste to Landfill Gold Certification.

Compliance with environmental regulations

All product lines are 100% in compliance with customer needs and the requirements of various regional environmental protection laws and regulations, energy consumption labels ans safety regulations. At the same time, there are no violations of regulations and voluntary standards on product information labeling.

Distribution

Sustainable Packaging Design

Uses multi-purpose packaging to enhance transportation efficiency and reduce material usage.
We collaborated with suppliers to replace moisture-proof packaging with anti-rust paper, resulting in a direct reduction in packaging weight. In conjunction with the "Corrugated Box Burst Strength Compliance with Load-Bearing Strength" initiative, we reduced the weight of cardboard boxes by 8%. In 2023, we achieved a significant waste reduction of 11,590 kg.

Product Use

Energy-Efficient Products

In 2023, Energy Star products accounted for 82.2% of hardware revenue. These products save 566,650,989 kWh and reduce 280,492,240 $kgCO_2e$ annually. Considering its service life, energy saving benefit of the product is 3,494,733,174 kWh with a reduction of 1,729,892,921 $kgCO_2e$.

Extending Product Life

Introduced modular and easy-to- disassemble/recycle designs.

Environment Label

In 2023, Wistron's products that have helped brand customers secure environmental protection labels account for 83.2% of hardware revenue.

End of Life

Design for Disassembly

All product lines are 100% compliant with customer requirements, environmental protection laws and regulations, energy consumption labels and safety regulations in various regions.

Wistron considers waste reduction, recycling, processing, and reuse during product design and uses recycled materials and environmentally friendly materials to attain circular economy ideals. By 2023, all product lines have attained 100% compliance with Waste Electrical and Electronic Equipment Directive (WEEE) regulations with the 3R principle.

Wistron strictly complies with the import laws, regulations and directives of various countries.

Achieving a passing rate of 100% in previous years

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	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

- **Other Certification Standards – Wistron Product Pass Rate**

Laws, Regulations and Directives	2020	2021	2022	2023
Energy Star Products (Baseline: hardware revenue)	86.7	89.5	84.3	82.2
Energy Star Products (Baseline: total revenue)	40.0	51.9	41.1	58.0
Products meeting EPEAT certification or equivalent standards (Baseline: hardware revenue)	62.4	74.6	77.9	81.3
Products meeting EPEAT certification or equivalent standards (Baseline: total revenue)	28.7	43.2	38.0	57.4

Note 1: Hardware products refer to laptop / desktop computers, and all-in-one (AIO) computers/monitors/servers/Voice over Internet Protocol (VoIP)
Note 2: Compliance with EPEAT certification or equivalent standards, including Taiwan's Environmental Protection Label, China's Environmental Label, U.S.A EPEAT, and TCO

- **Number of Products to Obtain Important Environmental Protection Labels in 2023**

Label name	Product Type and Quantity
Taiwan Green Mark	114 personal computer products (including 86 laptop computers, 28 desktop computers, and all-in-one computers) 8 monitor products obtained the Taiwan Green Mark
China Environmental Labelling	214 personal computer products (including 147 laptop computers, 67 desktop computers and all-in-one computers) and 126 monitor and 4 server products obtained the China Environmental Labelling
U.S.A EPEAT	392 personal computer products (including 301 laptop computers, 91 desktop computers and all-in-one computers), 108 monitor products products obtained US EPEAT certification
TCO certification	197 personal computer products (including 153 laptop computers, 44 desktop computers and all-in-one computers) and 524 monitor products obtained TCO certification
US Energy Star	507 personal computer products (including 367 laptop computers, 140 desktop computers and all-in-one computers) and 172 monitor products obtained US Energy Star certification

- **Sales of Products with Important Environmental Protection Labels as Percentage of Hardware Revenue in 2023(%)**

Item	Energy Star	EPEAT / TCO / Taiwan Green Mark / China Environmental Labelling
Laptop computers	92.8	90.9
Desktop computers and all-in-one (AIO) computers	66.9	64.9
Monitors	91.0	93.0
Servers	8.6	0
Voice over Internet Protocol (VoIP)	4.3	11.1
Total	82.2	86.4

Product Safety Management and Guidelines

In order to ensure that raw materials are free from hazardous substances, in compliance with international environmental protection regulations and customer regulations on hazardous substances, Wistron has formulated "Wistron Hazardous Substance Management Regulations" and "Control Operation Procedures for Products Containing Hazardous Substances" by following the IECQ QC080000 management framework. We have developed Product Lifecycle Management (PLM) and Green Product Management (GPM) on our own to confirm that all parts and packaging materials used in products must comply with international environmental protection regulations and customer regulations on hazardous substances.

Currently, Wistron has 10 banned substance and 304 regulated substances. Wistron re-examines regulations and customer standards every six months to amend Wistron regulations for compliance with raw material regulations and customer specifications. 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	2021	2022	2023	2024
Banned Substances	10	10	10	Regulatory plan: •Strengthen regulation of Bisphenol-A (in addition to the previously regulated areas of thermal paper and surface materials that come into contact with the skin; we will add all other usage areas by Q1 2024). •Establish new controls based on customer requirements.
Regulated substances	283	297	304	

Note1 : Wistron regulated substances: Product (Banned Substances + Regulated Substances) + regulated substances in packaging
Note2 : 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)

In addition, Wistron regularly takes stock of volatile organic compounds use in major manufacturing sites (please refer to section 3.4.2 Air Pollution Control). Furthermore, in 2023, the Hsinchu plant implemented a project aimed at reducing the usage of organic solvents, resulting in a 61.3% decrease in total usage. The next phase of the project will extend to other stages of production, such as maintenance, ensuring a continuous reduction in the proportion of organic solvent usage while maintaining product quality.

Use of Product Materials and Packaging Materials

- **Historical Use of Product Materials and Packaging Materials (Volume)**

	2020	2021	2022	2023
Product material usage volume (t)	196,097	238,388	219,161	176,360
Packaging material usage volume (t)	63,101	78,979	76,947	57,361
Percentage of renewable materials (%)	32.2	28.6	35.1	32.5

Notes 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 materials.
Notes 2: Product material usage volume (t) = product weight + packaging material weight
Notes 3: Packaging material usage volume (t) = packaging material weight
Notes 4: Percentage of renewable materials = (total renewable materials/total materials) x 100%

Wistron's Hazardous Substance Management Regulations

In accordance with international environmental protection regulations and customer environmental protection requirements, Wistron has formulated "Hazardous Substance Management Regulations" 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 : Include substances of concern that have yet been banned. We collect information on the usage status as the basis of evaluation for future reduction schedule or new bans.
4. Halogen-free or low-halogen product regulated items : Halogen-free or low-halogen regulations for specific products are introduced in response to customer demands.
5. Substances of Very High Concern (SVHC) under REACH.
6. Battery regulations : Batteries contain a lot of chemicals and should therefore be recycledand 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.

2.2.2 Product Life Cycle Assessment

Through life cycle assessment, enterprises can evaluate the potential impact on the environment of various inputs and outputs in the process of product or service life cycle. In addition, the evaluation results are applied to the commodity, manufacturing or service stages so we can consistently deliver eco-friendly products. In 2023, Wistron complied with ISO 14040 and 14044 life cycle assessment standards to assess laptop computers. The scope of the system boundaries has been defined according to the product category rules (PCR) for IT equipment by the EU Environmental Footprint Category. The boundaries have been defined as cradle to grave, which includes raw material, manufacturing, distribution, use, and end of life stages. The LCA analysis tool is used to conduct the computational analysis to obtain the environmental impact assessment results and carbon footprint of the product. Currently, products that have completed LCA analysis account for 22.50% of Wistron's total revenue.

Wistron established a standard operating procedure for product life cycle assessment. Our colleagues are trained through e-learning classes, and we established an LCA analysis team to continue to strengthen the knowledge and capabilities of our product life cycle assessment. In addition, Wistron's Product Carbon Footprint System (PCF System) was officially launched in January 2023. It obtains product-related information by connecting Wistron's internal systems, allowing for rapid calculation of carbon footprint and significantly reducing the manual work time for life cycle assessment. The system also enables carbon emission hotspot analysis to assist the product development team in developing low-carbon products.

In 2023, Wistron completed carbon footprint calculations for a total of 30 laptop models through the PCF system, accounting for 3.79% of Wistron's total revenue.

Item	Index	Unit	2021	2022	2023
Life cycle assessment method	Full life cycle assessment	%	12.64	20.24	22.50
	Simple LCAs	%	0	0	3.79
	Others (green products that comply with international regulations and customer requirements)	%	87.36	79.76	73.71

Note: Other regulation includes RoHS,REACH

- **Carbon Footprint Analysis of Each Life Cycle Stage**

Product Scope	Raw Materials	Manufacturing	Distribution	Product Use	End of Life	Total Carbon Emissions
Laptop computer (13 inches) (Chengdu Plant)-A	53.34	6.32	20.33	31.46	1.28	112.73
Laptop computer (14 inches) (Chengdu Plant)-B	88.34	3.50	15.85	12.90	1.41	122.00
Laptop computer (15 inches) (Chengdu Plant)-C	89.24	4.15	24.59	26.68	1.82	146.47
Laptop computer (13 inches) (Chongqing Plant)-D	56.72	1.00	16.40	15.72	1.13	90.97
Laptop computer (14 inches) (Chongqing Plant)-E	72.29	4.48	6.49	21.72	0.75	105.74
Laptop computer (14 inches) (Chongqing Plant)-F	67.08	3.56	19.06	23.02	1.34	114.05

Note: Unit: $kgCO_2eq$

- **Results of Environmental Impact Assessment**

Impact Category	Unit	Environment Impact Results					
		Laptop computer (13 inches) (Chengdu Plant)-A	Laptop computer (14 inches) (Chengdu Plant)-B	Laptop computer (15 inches) (Chengdu Plant)-C	Laptop computer (13 inches) (Chongqing Plant)-D	Laptop computer (14 inches) (Chongqing Plant)-E	Laptop computer (14 inches) (Chongqing Plant)-F
Global warming	kg CO_2 eq	114.53	123.90	148.76	92.36	107.58	115.84
Stratospheric ozone depletion	kg CFC-11 eq	0.000053	0.000063	0.000080	0.000047	0.000054	0.000056
Ionizing radiation	kBq Co-60 eq	10.12	11.35	17.74	8.15	9.75	12.26
Ozone formation, human health	kgNO_x eq	0.33	0.38	0.43	0.29	0.33	0.35
Formation of fine particles	kg $PM_{2.5}$ eq	0.23	0.27	0.34	0.21	0.25	0.26
Ozone formation, terrestrial ecosystems	kgNO_x eq	0.34	0.38	0.44	0.30	0.34	0.35
Soil acidification	kg SO_2 eq	0.49	0.58	0.70	0.47	0.54	0.55
Freshwater eutrophication	kg P eq	0.09	0.11	0.13	0.88	0.10	0.10
Ocean eutrophication	kg N eq	0.02	0.03	0.03	0.02	0.04	0.03
Terrestrial ecotoxicity	kg 1,4-DB eq	1,953.75	2,101.36	2,592.87	1,635.00	1,696.06	1,863.95
Freshwater ecotoxicity	kg 1,4-DB eq	30.05	33.85	44.65	31.7	30.52	35.07
Ocean ecotoxicity	kg 1,4-DB eq	39.55	44.68	58.48	41.55	40.20	46.13
Carcinogenic human toxicity	kg 1,4-DB eq	10.11	11.07	15.27	9.20	10.54	14.03
Non-carcinogenic human toxicity	kg 1,4-DB eq	477.52	535.80	692.65	492.15	495.00	555.94
Use of land	m^2 a crop eq	3.45	4.43	4.94	3.52	3.65	3.98
Water resources consumption	m^3	1.88	1.97	2.58	1.78	1.94	2.31
Scarcity of mineral resources	kg Cu eq	30.75	32.17	39.39	26.18	27.55	30.30
Scarcity of fossil resources	kg oil eq	0.97	1.06	1.37	0.73	0.96	1.02

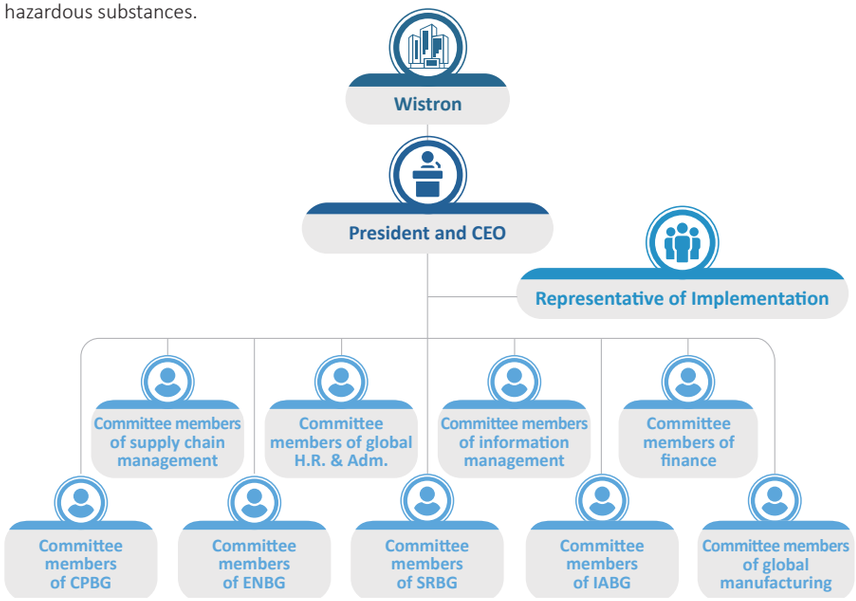
2.3 Customer Relations

2.3.1 Product Quality

Wistron not only focuses on product quality, but also continues to leverage years of design and manufacturing experience to win the trust of customers with complete product testing and strict quality control. The long-term quality management goal of Wistron's quality policy is to "deliver zero-defect and competitive products and services to customers on time."

As a global leader in technology services, Wistron provides innovative ICT products, services, and systems, adhering to the implementation of the ISO 9001 quality management system and the IECQ QC080000 hazardous substance process management system. Throughout the service process from product research and development to manufacturing, Wistron meets the quality standards required by customers, establishes optimization and improvement mechanisms, continuously improves product quality, and achieves customer satisfaction. In 2023, Wistron did not experience any major quality incidents.

Wistron has established a 'Quality and Hazardous Substance Process Management System Implementation Committee', chaired by the President and CEO. Each business unit have steering committees to implement the relevant requirements of quality and hazardous substance management in their respective units, ensuring that all products meet the standards for quality and hazardous substances.



Quality Verification and Testing

In order to meet the quality requirements of our customers, Wistron's products must pass related quality inspections and tests to ensure that the products meet specifications and customer quality requirements before starting mass production. Quality tests include function verification, compatibility verification, reliability verification, environmental specifications and requirements, and DFx (design for manufacture / assembly / testing / service) requirements. In the early periods of design and development, we use risk assessments and the Lessons Learned database to jointly and continuously improve product design capabilities, ease of production, and product quality with Wistron plants.

To enhance product design and quality, reduce production costs, and generate customer-recognized values, Wistron's product development process includes planning, design, production pilot run, and mass production, ensuring our products meet customer demands in the design phase. We've also introduced a digital transformation project to automate and standardize design verification. Design problems are avoided in the front-end design to reduce the time and cost of the R&D unit's debugging on the back-end and repeated testing on the verification-end.

- **Product Development Process**

1.Planning

- Confirm product specifications & development schedule
- Establish project teams
- Design & review green products

2.Design

- Risk assessment & Lessons Learned database
- Design failure mode and effect analysis
- DFX

3.Production Pilot Run

- Ensure product's functionality, compatibility, & reliability meet requirements
- Process failure mode and effect analysis
- Verify product manufacturability & yield
- Production parts approval process
- Mean time between failures

4.Mass Production

- First article inspection
- Open box audit
- Annualized failure return rate
- Continuously mitigate dead on arrival

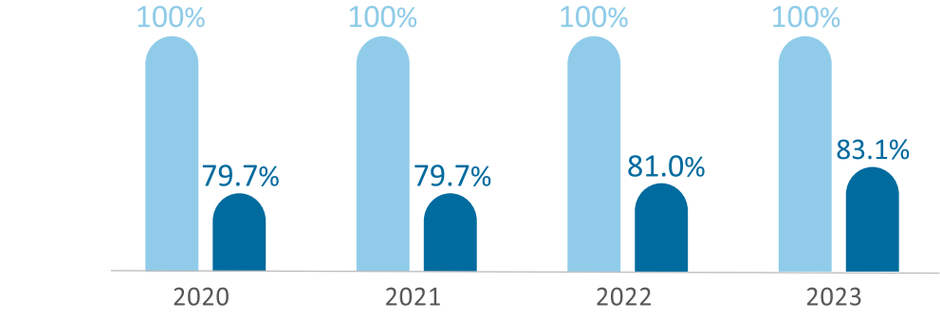
2.3.2 Customer Satisfaction

Wistron values customer satisfaction and quality. We seek to understand customer needs and optimize existing product portfolios through diverse communication channels. We also provide products and services that exceed customer expectations and is committed to being a trusted partner for its customers.

To enhance customer satisfaction, Wistron conducts a Quarterly Business Review (QBR) with customers every quarter, carefully listening to their feedback and proposing appropriate solutions to areas that need improvement. In 2023, the customer satisfaction rate was 83.1%, exceeding the annual target of 83%. Wistron will continue to optimize supply chain management to establish close cooperative relationships and strengthen production automation. By applying AI to various stages of the production line and through human-machine collaboration, we aim to improve production efficiency and quality while reducing labor costs.

Wistron also obtains customer feedback by issuing questionnaires through our customer satisfaction system, thereby understanding customer feedback on various aspects such as quality, cost, delivery, service, technology, and green products, providing direction for operational management and improvement for various units. Since 2022, we've conducted satisfaction surveys for all (100%) customers. The customer satisfaction rates for 2022 and 2023 were 83.3% and 85.7%, respectively. Wistron also conducts root cause analysis and improvement and responds to customer needs based on customer feedback to provide customers with higher quality service.

- **Customer Quarterly Business Review (QBR)**



Note 1: 2022 customer satisfaction rate updated according to customer ranking

Note 2: Increased coverage by inquiring all customers about QBR through meetings, phone calls, or emails

2.3.3 Privacy Protection

To ensure personal data protection and management, Wistron formulated the Privacy Policy with reference to the laws and regulations of jurisdictions we operates in and the relevant requirements of the European Union's General Data Protection Regulation (GDPR) as the highest guiding principle for privacy protection. The policy covers all Wistron personnel, subsidiaries, and joint ventures on which Wistron has significant influence, as well as suppliers, contractors, external consultants and other third parties. The policy has clear specifications and requirements for the use and protection of personal data and other related matters. We also require all members and third parties to adhere strictly to our privacy policy to protect personal data and related rights and interests.

Wistron's audit department conducts internal audit activities (ICS, Internal Control System) every six months. The scope of the audit activities includes the collection, processing and movement of personal data to ensure that relevant operations comply with local laws and regulations and the internal code of conduct of the Company.

Wistron has reporting and grievance procedure for privacy issues. Anyone can contact us through the privacy protection hotline +886-2-6616-9999 extension 25740 or email (ethic@wistron.com) to raise a complaint or report any concerns of privacy infringement or violation of the privacy policy. Wistron adopts a zero-tolerance policy for privacy infringements. Anyone who violates this policy will be disciplined in accordance with the relevant provisions of the Code of Conduct.

To ensure privacy protection, Wistron rolled out the policy and emphasizes the importance of privacy protection in our 14 operating locations around the world through internal electronic bulletin boards, emails, physical bulletin boards and other channels. We expect to launch education and training starting from the Q2 of 2024. "Security notice of privacy and data protection" training courses will be arranged for all employees in global operating locations (in 10 languages) to further strengthen employees' understanding and compliance with relevant issues.

"Strictly guarding customer confidentiality and adhering to the principle of integrity" is Wistron's commitment to customer privacy. Wistron adheres strictly to the privacy policy for the confidentiality of customer information and will not use customer information for secondary purposes. Therefore, 0% of personal data kept by Wistron has been used for secondary purposes. From 2020 to 2023, there has been no complaints or penalties regarding privacy rights from external parties or from regulatory agencies.

3 Environmental Protection

Management Approach

3.1 Management System

3.1.1 Environmental Protection Policies
3.1.2 Environmental Investments and Benefits

3.2 TCFD Adoption

3.2.1 Climate Governance Structure
3.2.2 Mitigation and Adaptation Strategies
3.2.3 Identification of Climate Risks and Opportunities
3.2.4 Climate Goals

3.3 GHG Emissions and Energy Management

3.3.1 Energy Usage
3.3.2 Greenhouse Gas Emissions
3.3.3 Reduction Actions and Results

3.4 Mitigation of Environmental Impacts

3.4.1 Water Resource Management
3.4.2 Air Pollution Control
3.4.3 Waste Management

3.5 Nature and Biodiversity

3.5.1 The Taskforce on Nature-related Financial Disclosures (TNFD)

Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Climate Change and Energy Management	1.Improve energy efficiency 2.Improve renewable energy consumption	Absolute greenhouse gas reduction of 13% compared to 2022	-14.84% Total Greenhouse Gas (GHG) Emissions amounted to 87,862.74(tons of CO_2e)	●	-22.5%	Carbon neutral (Scope1+Scope2)
		Renewable energy in electricity consumption ≥ 65%	66.47% 1. Solar energy generation : 15,505MWh 2. PPA：46,593 MWh 3. Purchase of renewable energy certificates : 190,275 MWh	●	72.5%	100%
Water Management	1.Implementation of water resource management and day-to-day water conservation 2.Implementation of water recycling and wastewater management	Water consumption intensity reduced by 11% compared to 2016	-41% Total water usage amounted to 2,629.6 (million liter)	●	-12%	-18%
Waste Management	1.Continuous implementation of waste classification and waste reduction 2.Enhancement of waste recycling and reuse	Waste intensity reduction of 6% compared to 2018	-6.4% Waste generation (including landfilling and without energy recovery) 31,827.4 (tons)	●	-8%	-20%

● Over 95% ● 90%-95% ● Under 90%

3.1 Management System

3.1.1 Environmental Protection Policies

Wistron is committed to abiding by environmental and energy regulations associated with our activities, products and services, as well as customer requirements in order to achieve our set goals and targets or attain meet and exceed regulatory targets. We actively support government environmental protection policies and continue to mitigate and prevent pollution. (Please refer to the company website for our full environmental policy).

Environmental Management Policies

- We regularly perform regulatory compliance audits to ensure current practices comply with new regulations.
- We perform internal audits and third-party verification each year to ensure our management systems are operating effectively.
- In addition to keeping pulse with international issues and trends, Wistron has adopted the ISO 14001 Environmental Management System in all global operations. We seek to satisfy the requirements in environmental protection regulations of local governments; effectively reduce environmental impacts of business activities and improve environmental management performance to attain our ultimate goal of sustainable development.

Environmental Complaint Channels

To ensure communication channels for environmental complaints, Wistron has a Stakeholder Communication Section on the company's official website for stakeholders such as customers, employees, shareholders, suppliers, government agencies, non-profit organizations, and the media. Any environmental complaints received through such channels are addressed and responded to in accordance with related procedures.

Environmental Education and Advocacy

Wistron seeks to enhance employee awareness of environmental protection and occupational health and safety. Every plant organizes safety and environmental protection campaigns every year and uses promotions, contests, and activities to encourage employees to participate and learn more about the importance of environmental protection and occupational safety.

Compliance with Environmental Laws and Regulations

In 2023, Wistron had no violations of environmental laws and regulations. During the years 2019 to 2023, Wistron had only one fine related to environmental regulations in 2021, amounting to NT$1,445,420. The plant has cooperated with the relevant local competent authorities to remediate the situation and continues to monitor the progress. We will continue to focus on changes in environmental laws and regulations in various countries, update and implement internal procedures and regulations, periodically organize legal compliance training, and include the training in the annual internal training plan to ensure the legal and regulatory compliance of every aspect of the company's operations and align with our stakeholders' expectations.

Spotlight

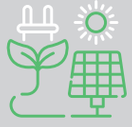
Green and low-carbon manufacturing has been implemented, and green factories have been built to lead the industry benchmark. The title of Environmental Protection and Integrity Enterprise was awarded

In response to the global green transition trend, Wistron's manufacturing facilities have been actively participating in local certifications and accreditations. In recent years, Wistron's manufacturing facilities have been actively promoting decarbonization, enhancing green and low-carbon awareness across the company via management measures, proactively conserving energy and reducing carbon emissions, engaging in cleaner manufacturing, and implementing green strategies and technologies to enhance eco-efficiency. Wistron has been gradually putting in practice its belief in low-carbon manufacturing while protecting the environment and ecology and ensuring energy/resource efficiency. Wistron expects its manufacturing facilities to realize the company's vision for sustainable and green factories to showcase the company's ambition for sustainability.

- Zhongshan Plant has met requirements for 6 level-1 indicators - infrastructure, management system, energy/resource committed, product management, environmental emissions and performance, and 25 level-2 indicators to achieve its goals of intensive land utilization, switching to harmless raw materials, clean manufacturing, waste recycling, and low-carbon energy sources. The plant was officially recognized as a national green factory in 2023 and has further improved its green manufacturing management to fulfill its vision of sustainability.
- The Hsinchu Plant successfully obtained cleaner production certification, which assesses areas including production/manufacturing, design for environment, green management, social responsibilities, and innovation. This certification confirms that the plant has integrated strategic sustainability planning, measures, and results into its daily operations, aligning with the company's core values. Hsinchu Plant aims to use its experience in achieving this certification as a foundation to assist other new plants in Taiwan in obtaining green factory certification.
- Chengdu Plant participated in the Provincial Enterprise Environmental Credit Evaluation in 2023, which covers 29 indicators such as compliance management, environmental certificates, pollution governance and maintenance, solid waste management, monitoring report requirements and managing professionals. The plant was recognized as an Environmental Protection and Integrity Enterprise with more than 100 points in its evaluation.
- In 2023, the Kunshan Plant was officially recognized as a Provincial Green Factory after implementing a green factory certification mechanism and establishing an organizational structure to support its construction. This structure encompasses infrastructure, management systems, energy and resources, environmental considerations, and the development of a green supply chain.

3.1.2 Environmental Investments and Benefits

- **Environmental Investments**

Investment Type	Description	Investment Start Year	Accumulated Investment Amount (NTDK)	Benefits
 **Solar Power Generation Equipment**	Wistron installed solar power generation equipment at the Neihu Headquarters, Zhongshan Plant, Kunshan Plan, Kunshan Opt Plant, Malaysia Plant, Mexico Plant, Vietnam Plant, and Chongqing Plant. In 2023, the company expanded the area dedicated to solar power generation by 15,580 m^2 at Chongqing Plant, increasing solar power capacity.	**2017**	474,643.4 (Y23:65,982.84)	Installed capacity of solar panels : 20,164 kW The total generation capacity : 18,216 MWh Carbon reduction : 12,318 tCO_2e
Solar Heating Equipment	Wistron installed large quantities of solar panels on the rooftops of Zhongshan Plant, Kunshan Plant and Kunshan Opt Plant to make full use of the space. The panels are used to generate electricity for the plants or used for heating water in the dormitories to reduce carbon emissions from the use of electricity or natural gases.	**1998**	108,541.2	5,023 sets of solar water heater equipment Natural gas savings (monetary) : NT$28,370,469 Annual natural gas savings (volume) : 1,834,255m^3
Smart Energy Conservation	Starting in 2019, Wistron began introducing smart energy saving systems. We used AI and IoT technologies to integrate digital technologies with environmental management. Optimized energy usage is based on supply and equipment performance to achieve energy saving effects.	**2020**	130,615.3 (Y23: 11,579.6)	Total Energy Savings : 65,420.6 MWh Carbon reduction : 50,109.05 tCO_2e

3.2 Climate Risk Management

In 2019, Wistron adopted the Task Force on Climate-related Financial Disclosures (TCFD) framework to identify climate risks and opportunities and used it to create metrics, indicators and targets for management. Starting from 2020, the ESG Committee began reporting climate risks, mitigation measures, and progress toward related targets to the Board of Directors on an annual basis. In 2021, Wistron officially became a TCFD Supporter. Starting from 2022, we officially introduced, in coordination with the group, the Enterprise Risk Management (ERM) mechanism, which also integrates climate and biodiversity risks. In accordance with the Company's "Risk Management Policies and Procedures," each risk owner must conduct risk assessment for the identified risk scenarios through a management process that includes risk identification, risk analysis, risk evaluation, risk response and monitoring, risk reporting and disclosure, etc. In addition, a risk response improvement plan is proposed based on the assessed residual risk level to effectively adapt to risks.

3.2.1 Climate Governance Structure

Climate change and global warming are issues currently confronting the global community. While floods, droughts, and other physical risks brought on by extreme weather threaten business continuity, the transition to a low carbon economy to achieve sustainable goals is a proactive solution that can also generate immense opportunities for the industry. We are at a pivotal moment in history. To strengthen climate governance, Wistron has named the Board of Directors as the highest supervising unit for climate issues. The Board is responsible for coordinating general climate strategies and overseeing senior executives in climate risk management and key performance indicators. The Audit Committee, a functional committee directly under the Board of Directors, is composed entirely of independent directors. A Risk Management Team is established under the committee, with the CFO serving as the convener, and members including department heads and representatives from various business units. The Risk Management Team conducts comprehensive assessments and analysis of various risks, including climate risks, and formulates response and adaptation strategies. It produces and submits an Enterprise Risk Management report to the Audit Committee, ensuring that senior executives have insight into climate issues so that related risks can be handled with prudence.

The Risk Management Team under the Audit Committee regularly reviews the Company's risk assessments and countermeasures in various aspects such as environment, social, and corporate governance. Such reviews cover progress in addressing climate change and biodiversity; identification and formulation of response strategies targeting emerging risks; and more. The Committee reports to the Board of Directors at least twice each year. To roll out sustainability strategies, the Sustainability Office under the ESG Committee reports monthly to the President & CEO on the progress of sustainable strategies and projects, including climate actions. It also reports at least once a quarter to the ESG Committee and the Board of Directors on current progress and future plans of corporate sustainability, including issues relating to climate change.

3.2.2 Mitigation and Adaptation Strategies

Related departments of Wistron plants across the world identify climate risks and opportunities and calculate their respective management costs and financial impacts. The Taipei HQ assigns departments to take charge of addressing material risks and opportunities. They convene meetings to form consensus and determine actions to be taken for risks with material impacts on the Company's finance. Wistron currently defines financial impacts greater than NT$100M as material impact. We also conducted a physical impact analysis of climate change in Taiwan, where our Company HQ is located, analyzing high temperatures, droughts, floods and other major disaster types of concern to stakeholders with information from the "Taiwan Climate Change Projection Information and Adaptation Knowledge Platform" (TCCIP). These analyses contribute to the research and development of the Group's future impact adaptation plan. For Wistron, disasters with physical impacts are the biggest source of climate risks to our operations with direct effects on our production capacity. On the other hand, opportunities appear as our customers' demand for green products increases, which presents rising opportunities to collaborate with customers and drive R&D and innovation capabilities. As such, Wistron actively assesses investments and R&D for green products with increased demands as a result of climate change. For our upstream supply chain, climate risks can lead to natural disasters that can affect our suppliers' operations. Therefore, Wistron requires suppliers to be equipped for flexible deliveries and to provide multiple shipment options. We also continuously deepen our sustainable supply chain management efforts to enhance supply chain resilience.

- **Climate Risk Scenario Analysis**

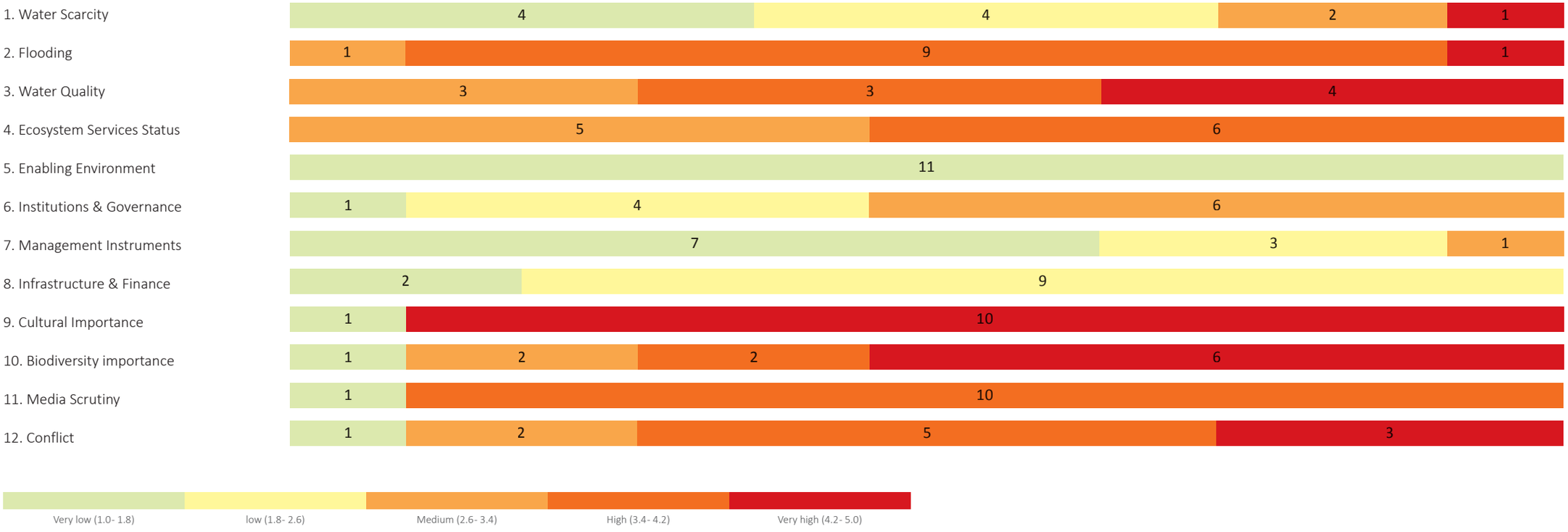
Risk Type	Scenario	Timeline	Assumed Parameters	Results		
				Upstream (Supply Chain)	Wistron	Downstream (Customers)
Transition	1.5°C	2021-2030	4.2% in annual carbon (Scopes 1+2) reductions. 100% green electricity by 2030	Industry transformations will drive low carbon investments, which will in turn increase operating costs. Companies who fail to overcome challenges from the low carbon transformation will lose their competitive advantage.	Aligned with international low carbon transformation trends and statutory, Wistron has established targets to reach 80% renewable electricity use for 2025 and 100% for 2030. Due to business growth, the group's electricity consumption is estimated to increase by approximately 1.6 times by 2030 compared to 2022. Consequently, increased investments are required to accelerate energy transformations and increase green energy usage.	In response to sustainable transformations trends, customers will increasingly demand green manufacturing for their products, therefore imposing renewable energy requirements on their upstream suppliers.
	IEA 2°C	2021-2030	Carbon price:80-100 USD/ton CO_2e	Carbon- and energy-intensive suppliers will continue to face stricter laws and regulations, which will lead to rising operating expenses that may be passed onto downstream customers.	In response to recent factors such as the ongoing expansion of our operational footprint and business growth, and recognizing that purchased electricity is the main contributor to scope 1+2 emissions, the Group's electricity usage is projected to grow approximately 1.6 times by 2030 from 2022. It is therefore necessary to actively implement energy-saving and carbon reduction projects along with innovative technologies to reduce power consumption, thereby mitigating carbon risks.	As countries are now introducing carbon taxes, low-carbon/green products are expected to gradually gain a larger market share and become mainstream. It is anticipated that there will be increased collaboration with upstream supply chains to develop green products or services. In terms of product specifications, there will also be more requirements established for low carbon and circular economy.
	IEA below 2°C	2021-2030	Carbon price:90-120 USD/ton CO_2e			
	IEA Net Zero Emissions by 2050	2040-2050	Carbon price:160-200 USD/ton CO_2e			
Physical	RCP 6.0	2075~2099	Average annual temperature change is +0.95 ~ +3.45°C	High-temperature environments will increase occupational safety risks, and the working conditions at suppliers' sites will become an audit focus to ensure labor rights.	Number of extreme heat days have increased to over 90 days in Taiwan, which may cause production interruptions and revenue loss (of around one quarter).	Extreme temperatures will increase energy consumption and lead to increased carbon emissions.
	RCP 2.6/ RCP 8.5	Middle of the century (2046 to 2065) and end of the century (2081 to 2100)	Longest consecutive rainless days in a year: The base period of Taipei City is (1986 to 2005) 28 days. The base period of Hsinchu County is (1986 -2005) 39.5 days	More frequent seasonal droughts may have operational impacts on water-intensive suppliers, potentially leading to delays or disruptions in shipments.	Taiwan HQ and main manufacturing sites: The rainfall variability of Taipei City is 3.1% and Hsinchu County is 5.6%. The drought problem in Hsinchu County is expected to worsen.	Supply chain disruptions caused by severe droughts will impact the delivery schedule for downstream customers, thereby affecting product revenue
	RCP 8.5	Middle of the century (2039 to 2065)	For the 95th percentile of highest accumulated rainfall during extreme rains (region average), the level during the regional base period (1979 to 2008) in the Hsinchu Plant is 385 mm. It is expected to rise to 444 mm by the middle of the century	Short-term heavy rainfall causing floods will impact Hsinchu's science parks. The city is a major manufacturing hub for Taiwan's electronics and technology industry, meaning that heavy rainfall may lead to supply chain delays in delivery and contractual risks.	Impact analyses of flooding probabilities under warming scenarios indicate a notable increase in the probability of flooding exceeding 0.5 m from the base period to the middle of the century.	Severe flooding will cause transportation disruptions and problems with logistics, potentially delaying deliveries to customers and impacting expected revenue from products and services.

Water Risk Analysis of Major Wistron Plants Around the World

According to statistics from the United Nations Environment Program (UNEP), most impacts from climate change, including natural disasters are predominantly felt in the hydrological cycle. It is estimated that both the frequency and scale of these impacts will gradually increase in the future. More than 90% of climate impacts are related to "water," including droughts, floods and tropical storms, etc., all of which will have significant impacts on societies and economies. In response to escalating extreme climate threats, a comprehensive water risk analysis was conducted this year specifically for major manufacturing plants around the world. The water risk analysis tools and database (WWF Water Risk Filter) established by the World Wide Fund for Nature are used to carry out risk assessments for each plant. Taking 2020 as the base year, the assessment covers physical, regulatory and reputational risks.

Physical risk represents the natural and man-made conditions of river basins. It comprises four risk categories: drought, floods, water quality, and the status of ecosystem services. Regulatory risk assesses whether the country or region has good governance mechanisms and regulatory environments, covering four risk categories: enabling environment, institutions & governance, management instruments, and infrastructure and finance. Reputational risk represents stakeholders' and local communities' perceptions of whether a company operates in a sustainable and responsible manner concerning water resources. It includes four risk categories: the cultural importance of water to local communities, the importance of biodiversity, media scrutiny, and political conflict risks related to water in river basins. (WWF Water Risk Filter (2021))

- **Number of Plants at Each Risk Level Under Different Risk Types:**



- **Type of Risks :**

Physical risk
- Water Scarcity
- Flooding
- Water Quality
- Ecosystem Services Status

Regulatory risk
- Enabling Environment
- Institutions & Governance
- Management Instruments
- Infrastructure & Finance

Regulatory risk
- Cultural Importance
- Biodiversity Importance
- Media Scrutiny
- Conflict

Results from the base year assessment show that, under current practices, most Wistron plants around the world are quite heavily exposed to physical risks and reputational risks caused by water risks. We also further assess the degree of water risk impact caused by future climate change to grasp trends in medium- and long-term risks. The formulation of enterprise risk management strategy and the basis of risk response plan can serve as foundations for future global operation plans and business strategies on top of existing routine operation management mechanism. In this scenario analysis, the time frame covers the mid-term (2030) and long-term (2050). There are three scenarios: optimistic, current trend, and pessimistic. Scoring is carried out for Wistron's major global manufacturing plants according to six risk levels:

	Physical risk			Regulatory risk			Reputational risk		
	2030 Optimistic Scenario	2030 Current Trend Scenario	2030 Pessimistic Scenario	2030 Optimistic Scenario	2030 Current Trend Scenario	2030 Pessimistic Scenario	2030 Optimistic Scenario	2030 Current Trend Scenario	2030 Pessimistic Scenario
Chengdu Plant (WCD)	3.53	3.57	3.73	1.78	2.29	2.59	3.95	3.95	3.95
Chongqing Plant (WCQ)	3	3.1	3.24	1.78	2.29	2.59	3.93	3.95	3.95
Czechia Plant (WCZ)	3.46	3.46	3.53	1.3	1.52	1.57	2.67	2.67	2.67
Xinan Plant (WIH)	2.63	2.88	2.9	1.98	2.06	1.85	4.5	4.5	4.5
Hukou Plant (WIHK)	2.63	2.88	2.9	1.98	2.06	1.85	4.5	4.5	4.5
Kunshan Plant (WKS)	3.91	4.08	4.28	1.89	2.4	2.7	4.25	4.27	4.27
Mexico Plant (WMX)	4.25	4.44	4.59	2.07	2.32	2.16	3.84	3.82	3.82
Malaysia Plant (WOK)	2.83	2.91	2.98	2.34	2.92	3.23	3.69	3.67	3.67
Wei Shih Ching Opt Plant (WOK)	3.91	4.08	4.28	1.89	2.4	2.7	4.25	4.27	4.27
Zhongshan Plant (WZS)	3.42	3.56	3.76	1.85	2.37	2.67	4.55	4.55	4.55

	Physical risk			Regulatory risk			Reputational risk		
	2050 Optimistic Scenario	2050 Current Trend Scenario	2050 Pessimistic Scenario	2050 Optimistic Scenario	2050 Current Trend Scenario	2050 Pessimistic Scenario	2050 Optimistic Scenario	2050 Current Trend Scenario	2050 Pessimistic Scenario
Chengdu Plant (WCD)	3.51	3.79	3.98	1.52	2.79	3.59	4.01	4.01	4.01
Chongqing Plant (WCQ)	2.89	3.14	3.47	1.76	2.79	3.59	3.93	3.93	3.93
Czechia Plant (WCZ)	3.52	3.54	3.61	1.3	1.82	2.02	2.73	2.73	2.73
Xinan Plant (WIH)	2.79	3.18	3.16	1.78	1.98	3.7	4.5	4.5	4.5
Hukou Plant (WIHK)	2.79	3.18	3.16	1.78	1.98	3.7	4.5	4.5	4.5
Kunshan Plant (WKS)	3.81	4.03	4.42	1.54	1.98	3.7	4.25	4.27	4.27
Mexico Plant (WMX)	4.14	4.42	4.54	1.65	2.32	1.88	3.88	3.9	3.9
Malaysia Plant (WOK)	3.13	3.42	3.4	1.92	3.42	4.22	3.69	3.69	3.69
Wei Shih Ching Opt Plant (WOK)	3.81	4.03	4.42	1.54	1.98	3.7	4.25	4.27	4.27
Zhongshan Plant (WZS)	3.34	3.68	4.05	1.52	1.95	3.67	4.55	4.55	4.55

1.0≤x≥1.8 Very low risk | 1.8<x≥2.6 Low risk | 2.6<x≥3.4 Medium risk | 3.4<x≥4.2 High risk | 4.2< x≥5.0 Very high risk | 5.0<x≥6.6 Extreme risk

- **Type of Scenario Analysis :**

	Optimistic	Current trends	Pessimistic
Climate aspects	Moderate emissions RCP2.6/ RCP4.5	Intermediate emissions RCP4.5/ RCP6.0	High emissions RCP6.0/ RCP8.5
Socio-economic aspects, extended towards water availability and use	Sustainability SSP1	Middle of the road SSP2	Regional rivalry SSP3

Wistron assesses and discloses risks to give stakeholders the opportunity to evaluate risks exposure associated with Wistron's operational activities. This is to enhance corporate governance quality through information transparency, Wistron internally operates under the Enterprise Risk Management (ERM) mechanism. Following regulations such as the "Risk Management Policy and Procedures" and procedural documents like the risk management manual, responsible units regularly monitor and report on key risk indicators (KRIs) based on risk assessment results. The Board of Directors serves as the highest supervisory body.

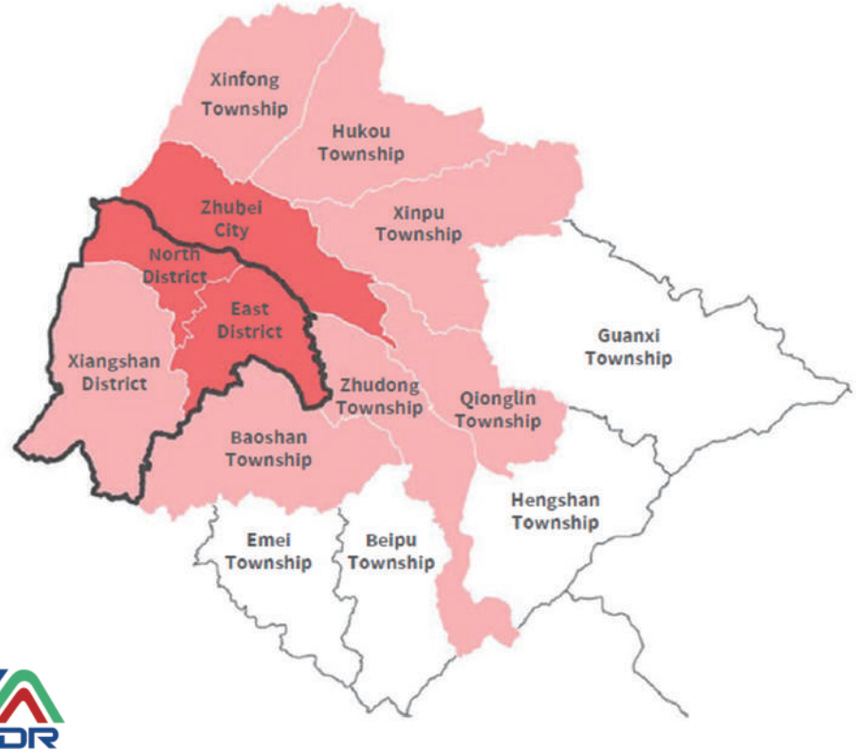
The results of this water risk assessment indicate that Wistron's global facilities face risks of varying magnitudes across the three risk dimensions: physical, regulatory, and reputational. Appropriate responses are required specifically for physical and reputation risks because of their higher exposure levels. In the future, relevant responsible units will develop tailored risk response plans based on the types and levels of exposure at each facility, rolling out relevant risk adaptation measures within five years to enhance resilience and address challenges posed by climate change.

- **Adaptation Plan to Physical Risks**

Natural Disasters	Current Situation	Changes to the Return Period	Adaptation Plan for the Group
High Temperatures	The average temperature of the Hsinchu Plant area in Taiwan was 22.39℃ in 2018.	Changes to the 10-year return period: The temperature increased to 23.3℃ (RCP8.5) The temperature increased to 23.62℃ (RCP2.6)	The yearly average temperature is expected to continue to rise. In extreme heat scenarios, outdoor operations will be suspended when necessary, or appropriate measures will be taken in compliance with related laws and regulations. Indoor temperature will be regulated by air conditioning units. System and green building designs have been actively introduced to maximize efficiency. The newly built Vietnam factory was awarded the LEED v4 Building Design and Construction: New Construction and Major Renovation Silver certification by the US Green Building Council (USGBC) in 2022.
Drought	Longest consecutive period in a year without rainfall during the base period is 39.5 for the Hsinchu Plant in Taiwan.	Average change in the middle of the century (%): RCP 2.6: 95% 14.7; 75% 6.1; 50% 2.2; 25% -0.3; 5% -5.9 Average change at the end of the century (%): RCP 2.6: 95% 14.8; 75% 7.9; 50% 2.4; 25% -1.2; 5% -6.9 Average change in the middle of the century (%): RCP 8.5: 95% 18.1; 75% 13.5; 50% 5.6; 25% 0.6; 5% -8 Average change at the end of the century (%): RCP 8.5: 95% 29.6; 75% 22.6; 50% 14.8; 25% 4.7; 5% -7.4	The impacts of seasonal droughts are expected to worsen with the continued effects of climate change. Wistron's main production processes are not heavily dependent on water use but to fulfill our corporate social responsibilities, we will continue to improve our water usage efficiency. We have included short-, mid-, and long-term targets in routine performance evaluations and have established rainwater recycling systems in new plants, integrating various management measures in order to reduce the operational water usage of each unit.
Floods	According to the base period (1979 to 2003) data, Hsinan Plant in Hsinchu Science Park, our major production location in Taiwan, is situated in a level 4 (level 5 is the highest risk level) vulnerability area for flooding (combined evaluation of danger, vulnerability, and exposure).	Rainstorm changes in the next 5 days under RCP 4.5: 5 years: 95% 51; 75% 45; 50% 29; 25% 9; 5% 1 25 years: 95% 85; 75% 51; 50% 41; 25% 12; 5% -5 Rainstorm changes in the next 5 days under RCP 8.5: 5 years: 95% 57; 75% 47; 50% 29; 25% 11; 5% -11 25 years: 95% 84; 75% 49; 50% 38; 25% 19; 5% -5	Flood prevention facilities and designs have been reinforced in every operating location. Alert and reporting mechanisms have been established to protect employee safety and reduce asset loss. **Adaptation plans for specific assets or plants:** For newly constructed operating locations, we analyzed the 24-hour rainfall flooding potential for the local 100-year return period. Appropriate drainage and flood prevention facilities are reviewed and emergency response plans (including typhoon flooding protection plant) are formulated to target different disasters (including typhoons and flooding) so that we can mitigate impacts from potential flooding in the next century. Design wise, we 1. Installed plant trenches, water permeable surfaces, and other low water impact facilities to reduce water flow during rainstorms. 2. Installed reasonable rain drainage pipe diameters and drainage gradients according to calculations of the 24-hour rainwater flooding potential during the 100-year return period to prevent ground flooding at the foundation. 3. Increased the height of foundations and the first floors to prevent flood water filling the foundation. Emergency response measures: (1) Made plans to install rainwater collection pools & recycling systems to manage and reuse rainwater. (2) Installed flood gates (panels) to prevent water flooding underground spaces. (3) Stipulated the water pumping plan to ensure sufficient water pumps for draining floodwater during continuous rainstorms.

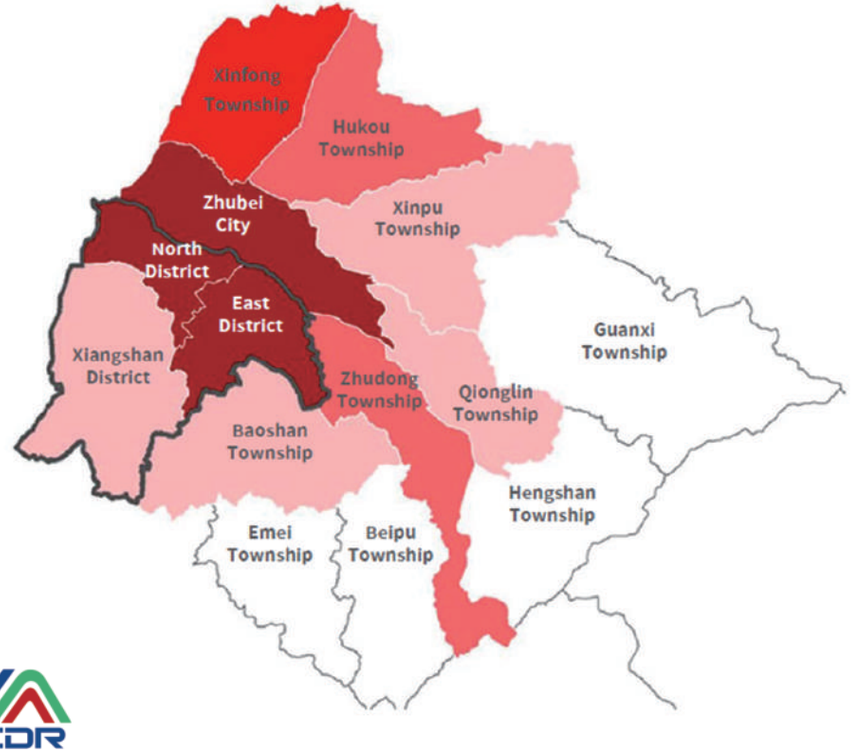
• **Hsinchu Plant's (in east district of Hsinchu City) Flood Risk Map Under Climate Change**

Base Period (1979-2003)



Source : National Science and Technology Center for Disaster Reduction

Future Estimates (2075-2099)



Source : National Science and Technology Center for Disaster Reduction

Figure: Risk levels Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Not included in the statistical analysis

3.2.3 Identification of Climate Risks and Opportunities

Climate risks and opportunities have been integrated into Wistron's enterprise risk management (Enterprise Risk Management, ERM) plans, and we use ERM survey results to help us identify material risks requiring management, which will include measures like verifying whether risks can be averted (where applicable) or controlling risks with mitigation measures.

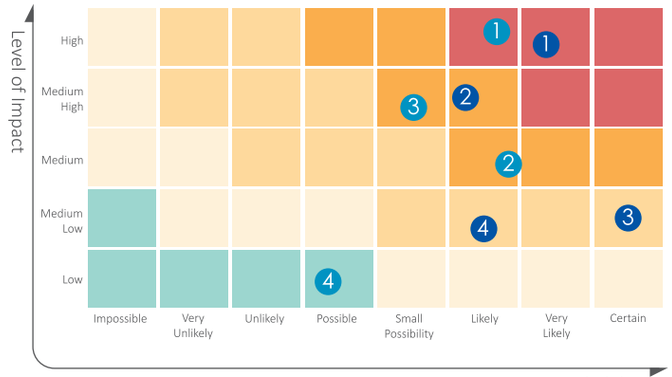
The Company has adopted the TCFD framework and referenced the risk items in the CDP climate change and water security questionnaires. Each year, across the world, Wistron identifies plant-specific transition risks and physical risks based on the plant's location. All results are compiled by HQ for an assessment of scale and scope of the impact across the world; HQ then establishes related strategies and responds accordingly.

The Company has adopted the ERM risk management procedures and uses a risk map to evaluate the possibility of various potential and emerging risks and the extent of their damage. For the period between 2021 and the end of this century, we've analyzed how various short, medium and long-term risks (short-term: 1-3 years, medium-term: 3-5 years, long-term: 5-10 years) will pose potential threats to our Company's future operations (including Wistron & value chain) based on factors such as the useful life of assets, potential climate risks, our industry, and regions with a Wistron presence. Through this, we are able to rate and prioritize risks and opportunities as well as compile a risk and opportunity matrix map.

We use likelihood and level of impact to risks and opportunities, classifying them into low, medium, and high risk levels. There are five levels of impact (extremely minor, minor, moderate, severe, and extremely severe) which is based on the amount of monetary losses. Risks classified as high or moderate are listed as main risks for which preventive measures and improvement plans must be established.

Climate Risk included in Risk Assessment

- Current Regulation
- Emerging Regulation
- Technology Risk
- Legal Risk
- Market Risk
- Reputational Risk
- Acute Physical Risk
- Chronic Physical Risk



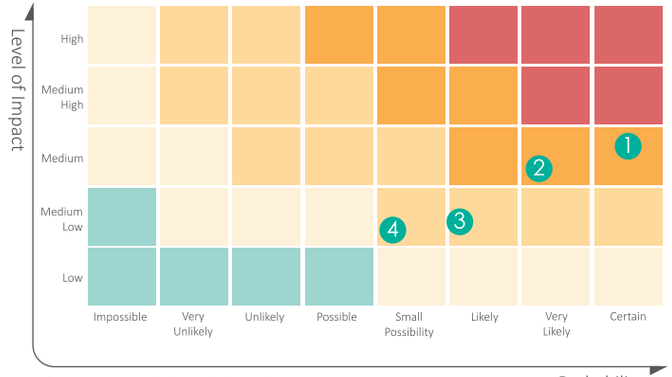
Risk Matrix

Transition Risks

1. Development of renewable energy regulations
2. Demand for low-carbon products and services
3. Mandatory filing
4. Investment in new technology

Physical Risks

1. Typhoons (acute)
2. Floods (acute)
3. Uncertainties in physical risks
4. Rise in average temperature (chronic)



Opportunities Matrix

Climate Change Opportunities

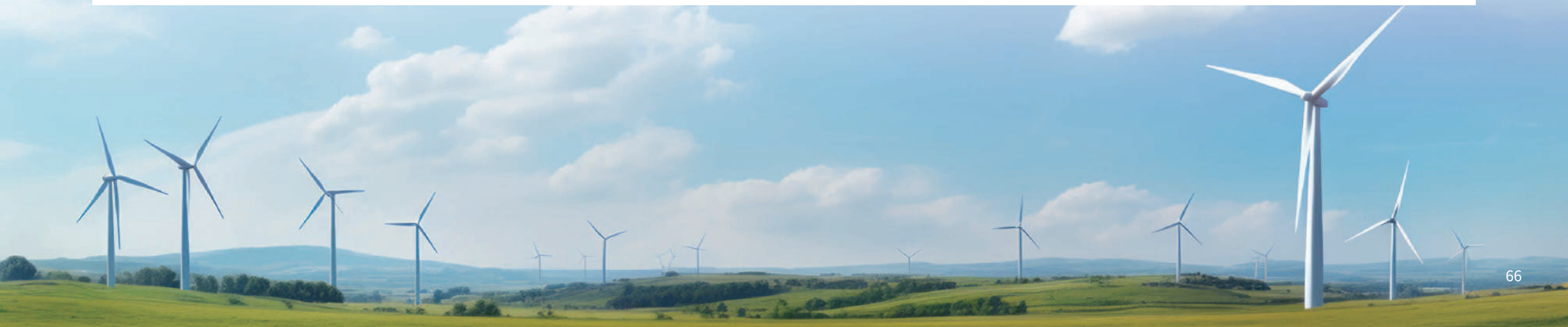
1. Seek new business opportunities
2. Energy-saving buildings
3. Low-carbon energy
4. Energy efficiency improvement

- **Climate Change Financial Impact Analysis (Risks)**

Climate Change Risks	Financial Impacts	Response Measures
The demand for renewable energy and the development of climate risk regulations.	Increased operating costs. (such as increased regulatory compliance costs, expenditures related to renewable energy, or management fees). Considering factors such as business expansion, assuming a 5% annual growth rate in the group's carbon emissions (Scope 1 and Scope 2) based on location-based emissions, and with no other means of carbon offset, the estimated annual carbon cost under this stringent scenario due to carbon fee regulations is as follows: 1.Appx. $36-45 million USD in 2030 (based on IEA 2° C scenario). 2.Appx. $40-55 million USD in 2030 (based on IEA below 2° C scenario). 3.Appx. $67-89 million USD in 2040 (based on IEA below 2° C scenario). 4.Appx. $190-240 million USD in 2050 (based on IEA NZE scenario).	We evaluated the global market and sourced renewable energy through diverse approaches to achieve energy transformation and green manufacturing. In 2023, over 190 million kWh of renewable energy certificates were purchased, and approximately 46.593 million kWh of green electricity was procured through Power Purchase Agreements (PPA) and other means. Additionally, solar panels installed at various sites generated approximately 15.505 million kWh for self-use. This achieved the annual target of 66.47% green electricity share for 2023. A long-term goal has been set to gradually increase the proportion of renewable energy used to 100%.
Growing demand for low-carbon products and services	Increased expenses for product development, certification, and procurement.	• Help customers obtain various environmental protection labels such as Energy Star, EPEAT, TCO, Taiwan Green Mark, and China Environmental Labelling. In 2023, we helped our clients secure Energy Star certification for major hardware products such as laptops, desktops, all-in-one computers, monitors, servers, and network phones; certified products accounted for 82.2% of hardware revenue. Major hardware products certified with EPEAT, TCO, Taiwan Eco-label, and China Environmental Label accounted for 86.4% of hardware revenue. All product lines meet 100% of customer requirements and comply with local environmental regulations, energy efficiency labels, and safety certification requirements. • Establish a sustainable supply chain management to ensure the transparency of the carbon footprint of products or services and implement reduction measures.
Mandatory carbon reporting	Increased operating costs	Establishing a comprehensive greenhouse gas emissions inventory and inventory system across global manufacturing sites, utilizing a methodology that allows annual greenhouse gas audits verified by independent third parties.
Demand for new low-carbon technologies	Increased operating costs (such as higher R&D expenses or patent fees)	• Foster an innovative culture within the organization and continuously optimize patent and technology portfolios to enhance competitiveness. Continuously improve the ratio of R&D personnel to total employees, reaching 13.9% in 2023. Obtained 383 certified patents and 43 green product patents in 2023. • Since 2022, Wistron has been recognized for three consecutive years as one of the Top 100 Global Innovators™ by Clarivate and is also listed as one of the top 20 sustainable innovation companies in Taiwan by LexisNexis.
Drought	Loss of operating revenue from impacts on manufacturing. Under the premise that Wistron does not transition production capacity, operating losses from interrupted production caused by severe droughts will be around NT$1.8-3billion (RCP 8.5)	We strengthened rainwater recycling system and water monitoring system for new plants and collaborate with local water suppliers for existing plants to leverage special water supply mechanisms during droughts and maintain plant operations. We continued to increase the water recycling rate and stipulate short-, mid-, and long-term targets for annual performance evaluation to improve our overall operating resilience.
Typhoons	Impact on production and loss of operating revenue	In the event of a typhoon, the Company monitors alerts and related information on whether we should continue or suspend work. If work is not suspended, the Company provides vehicles, transportation subsidies, or other necessary assistance to ensure the safety of employees.
Floods	Impact on production and loss of operating revenue	We elevated foundations and improved drainage facilities for existing plants during construction to prevent losses caused by disasters. We included "natural disaster assessment" items in the location selection process for new sites and plan flood prevention facilities to improve the disaster resilience of operating locations.
Uncertainty from climate-related physical risks	Increased operating costs and impact on operating revenue	• To support the Paris Agreement's call to address global warming challenges, for many years, Wistron has followed the SBT 1.5°C decarbonization methodology and set annual absolute greenhouse gas reduction targets since 2020 to move towards the long-term goal of carbon neutrality. • In 2023, total greenhouse gas (Scope 1+2) emissions decreased by 15% (Absolute reduction) compared to the previous year (market-based).
Rise in average temperature	Increased operating costs (e.g., increase in water and electricity fees)	Wistron's energy-saving project is divided into six categories, including air conditioning systems, compressed air systems, green lighting, management, production, and others. In 2023, a total electricity savings of approximately 17.92 million kWh resulted in a reduction of approximately 11,564 metric tons of carbon emissions. While actively reducing operational costs, resources are being allocated to lower the carbon footprint of operational activities.

- **Climate Change Financial Impact Analysis (Opportunities)**

Climate Change Opportunities	Financial Impacts	Response Measures
New business opportunities in the low-carbon economy	Increased revenue from green products	• Products are developed with green design thinking to avoid the use of harmful substances and reduce energy consumption during the manufacturing and use stages. In 2023, all product lines were 100% compliant with the Waste Electrical and Electronic Equipment Directive (WEEE). In 2023, Wistron's products that comply with the Energy Star standards accounted for 82.2% of the hardware revenue. This resulted in an annual energy savings of 566,650,989 kWh and a reduction of 280,492,240 kgCO_2e. Taking into account the product lifespan, the energy-saving benefits of the products amounted to 3,494,733,174 kWh, and a reduction of 1,729,892,921 kgCO_2e. • Wistron is developing the Recycling BG, focusing on electronic product recycling and the refining of recycled plastics. We are actively building a viable circular economy model. In 2023, Wistron shipped a total of 18,035t of post-consumer-recycled (PCR) eco-friendly materials. Utilizing electronic waste for raw material recovery amounted to 9,417t. The carbon reduction benefits were equal to a decrease in emissions of approximately 42,656 tCO_2e. Wistron's hardware products that incorporated PCR recycled plastics accounted for 84.51% of the hardware product revenue, which marks a growth of 4.2% compared to the previous year.
Energy conservation and carbon reduction plan	Reduced operating costs	• Global factories are implementing various types of energy-saving and carbon reduction projects according to local conditions to reduce operating costs. • From the base year (2019), the Hsinchu Plant has achieved a 26.8% reduction in carbon intensity of its revenues and a 36% reduction in carbon intensity of its production capacity. These significant carbon reduction achievements earned Wistron the factory the 2023 Science Park Carbon Reduction Excellence Award from the National Science and Technology Council.
Low-carbon manufacturing	Continuously increasing the proportion of renewable energy use to avoid carbon taxes and meet customer demand	In 2023, the purchase of renewable energy certificates exceeded 190 MkWh. In addition, we actively expanded our solar power generation capabilities in plants, resulting in a green energy penetration rate over 60%. The goal is to progressively increase the renewable energy use each year, with the ultimate aim of reaching 100%.
	Increased revenue	We continue to increase the proportion of renewable energy production lines to 100% in our global operating sites by purchasing green energy certificates, directly purchasing green energy, installing renewable energy equipment and other measures to meet the market's demand for low-carbon manufacturing
Energy efficiency improvement	Reduced energy costs	The Company has established an energy project team which regularly inspects energy management conditions in plants and the results of energy conservation projects and shares the experience. Wistron's energy conservation efforts encompass six major categories including the air conditioning system, air compressor system, green lighting, management, production, and others. In 2023, a total electricity savings of approximately 17.92 million kWh led to a reduction of about 11,564 metric tons of carbon emissions. The carbon intensity of revenue per unit in 2023 was 0.13 (thousand metric tons of CO_2e per billion New Taiwan Dollars), indicating a 13% decrease in energy carbon intensity performance compared to the previous year.



3.2.4 Climate Goals

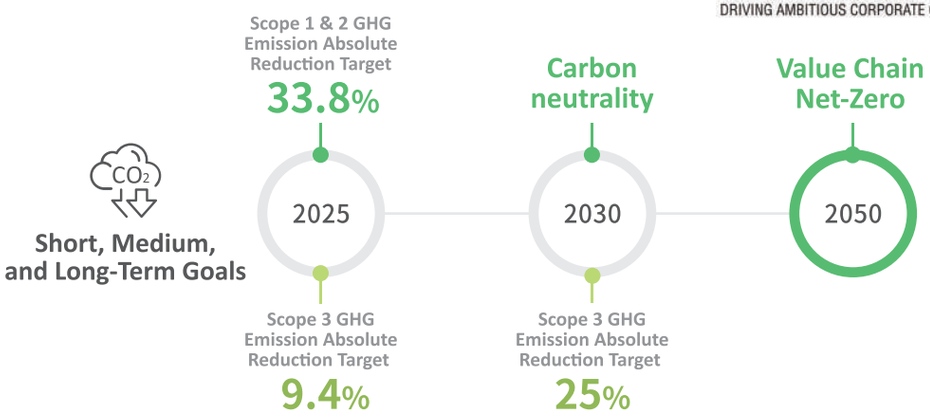
Science-based targets, SBT

Wistron voluntarily joined the Science-Based Targets initiative (SBTi) in 2020 and committed to a carbon reduction target of achieving a 37.8% absolute reduction in greenhouse gas emissions (based on 2016 levels) by 2025. However, by significantly increasing our utilization of renewable energy, we managed to achieve a carbon reduction rate of 66.7% in 2022, surpassing our original target. As a result, in 2022, we further aligned with SBTi's Net-Zero Standard and established goals that are in line with the 1.5°C reduction pathway set by the Paris Agreement. This pathway seeks to limit global warming to a maximum of 1.5°C above pre-industrial levels. These goals were subsequently validated by SBTi in April 2024.

We commit to achieving operational carbon neutrality for Wistron by 2030 and net-zero greenhouse gas emissions across our value chain by 2050.

- Short-term target: Wistron commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2030 from a 2022 base year. Wistron also commits to reduce absolute scope 3 GHG emissions from purchased goods and services and use of sold products 25% within the same timeframe.
- Long-term target: Wistron commits to maintain at least 90% absolute scope 1 and 2 GHG emission reductions from 2030 through 2050 from a 2022 base year. Wistron also commits to reduce absolute scope 3 GHG emissions 90% by 2050 from a 2022 base year.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Progress on Climate Action

Through the establishment of SBT, we demonstrate our concern and commitment to addressing global climate change issues and transitioning towards a low-carbon economy. Our approach to decarbonization management aligns with the 1.5 °C emission reduction pathway, which prioritizes reducing direct emissions and emissions from purchased energy. We achieve this by taking actions such as increasing the use of renewable energy, improving energy efficiency, developing low-carbon products, and implementing internal carbon pricing mechanisms. Additionally, any remaining emissions will be neutralized in accordance with SBTi criteria before reaching net-zero emissions.

In 2023, Wistron's global locations emitted a total of 87,862.74 metric tons of CO2e in direct and energy indirect (market-based) greenhouse gas emissions. This represents a decrease of 14.84% compared to the base year. The primary reasons for this reduction include the continuous implementation of self-initiated energy-saving projects and increasing the proportion of renewable energy across our global facilities. We have achieved this by installing solar power generation equipment within our factories, signing agreements for direct purchase of renewable energy, and procuring renewable energy certificates, among other measures, to actively utilize renewable energy. The total emissions in Scope 3, primarily driven by the emissions from purchased goods and services, decreased by approximately 29% compared to the base year. This reduction can be attributed to adjustments made in the product configurations for shipment to align with customer market demands, thereby impacting our procurement portfolio.

While driving the low-carbon transition, we collaborate with customers and suppliers in various aspects such as knowledge sharing, carbon footprint assessments, and carbon reduction projects to collectively promote the entire value chain towards achieving net-zero emissions. Additionally, we have started engaging in Beyond Value Chain Mitigation (BVCM) activities, such as developing forest management projects. Through direct investment or market purchases, we aim to acquire carbon credits recognized by SBTi. We will also evaluate the potential of investing in carbon removal technologies to offset any remaining emissions that cannot be reduced, ultimately supporting our net-zero vision.

3.3 Greenhouse Gas Emissions and Energy Management

3.3.1 Energy Usage

Electricity constitutes the majority of Wistron's energy consumption, with minimal fossil fuel use accounting for the remaining energy usage. Therefore, increasing energy efficiency and renewable energy ratio has become important energy management strategies at Wistron. As such, we introduced the ISO 50001 Energy Management System to ensure systematic management of energy. With our effective management system and real-time energy dashboard, Wistron works to identify and analyze energy-intensive hotspots, using results to develop energy projects. We regularly convene energy project meetings and follows up on related progress and results. We seek to continue to improve energy efficiency through the exchange of information between plants.

- **Energy Usage**

Energy		Unit	2020	2021	2022	2023
Electricity	Self-generation and self-consumption of renewable energy	(kWh)	2,393,900.79	6,889,549.45	9,283,177.44	15,505,112.16
		(GJ)	8,618.04	24,802.38	33,419.44	55,818.40
	Purchased renewable energy	(kWh)	188,690,000.00	202,817,000.00	251,871,000.00	236,868,574.36
		(GJ)	679,284.00	730,141.20	906,735.60	852,726.87
	Purchased non-renewable energy	(kWh)	284,263,177.75	187,514,768.52	139,036,892.46	127,282,175.10
		(GJ)	1,023,347.44	675,053.17	500,532.81	458,215.83
Heating		(kWh)	920,347.22	1,299,377.78	1,065,600.00	1,009,519.47
		(GJ)	3,313.25	4,677.76	3,836.16	3,634.27
Diesel		(kWh)	155,102.78	1,174,909.65	3,513,601.27	682,250.29
		(GJ)	558.37	4,229.67	12,648.96	2,456.10
Gasoline		(kWh)	3,826,211.35	3,315,532.56	2,857,433.43	2,150,481.66
		(GJ)	13,774.36	11,935.92	10,286.76	7,741.73
Natural gas		(kWh)	34,838,471.71	29,994,111.16	29,949,755.08	19,035,761.80
		(GJ)	125,418.50	107,978.80	107,819.12	68,528.74
Liquefied petroleum gas		(kWh)	502,668.73	529,856.82	-	-
		(GJ)	1,809.61	1,907.48	-	-
Cooling		(kWh)	-	-	3,436,463.37	1,613,091.74
		(GJ)	-	-	12,371.27	5,807.13
Total non-renewable energy consumption		(MWh)	324,505.98	223,828.56	179,859.75	151,773.28
Total renewable energy consumption		(MWh)	191,083.90	209,706.55	261,154.18	252,373.69
Percentage of renewable energy in total energy consumption		%	37.06	48.37	59.22	62.45

• **Energy Performance Indicators**

Performance Indicators	Unit	2020	2021	2022	2023
Electricity consumption per unit revenue	MWh/NT$1B	722.23	616.11	587.06	574.31
Percentage of renewable energy in electricity consumption	%	40.20	52.79	65.26	66.47

Note 1: Includes electricity consumption and revenue of major Wistron plants around the world
Note 2: Percentage of renewable energy in electricity consumption: (Self-generation and self-consumption of renewable energy + Purchased renewable energy) ／ total electricity consumption
Note 3: Energy consumption outside of the organization (S3): 158,262.66 (GJ)
Note 4: According to operational control approach, the data of subsidiary companies with an equity ownership of less than 50% is excluded.

Spotlight

Wistron was invited by World Business Council For Sustainable Development (WBCSD) to share its result in promoting smart manufacturing as well as energy conservation management in a case study to be included in The Climate Drive (Enterprise Climate Action Knowledge Platform) by WBCSD. This, as a milestone for the company's carbon reduction experience sharing, has cemented Wistron's status as a member of the global carbon reduction community!

Wistron's Zhongshan Plant was recognized as a Global Lighthouse and showcased its air compressor group control system on the Climate Drive platform at COP 28 as part of its sustainability efforts. Diagnostics and analyses have identified air conditioning and air compressors as major energy consumers. For instance, the Zhongshan Plant has implemented an AIOT-based predictive and group control system for air compressors, which automatically adjusts based on pressure. This smart management system optimizes air conditioning and compressor usage, reduces manual operation time, and enhances the efficiency of the equipment units. The case study of Zhongshan Plant, featured on the Climate Drive Enterprise Climate Action Knowledge Platform, used 2018 as the base year. The plant achieved a 41% reduction in power consumption per equipment unit and a 36% decrease in carbon emissions. In the future, Wistron will be committed to more decarbonization-targeted issues and showcase its ambition for decarbonization and sustainability with actual results.

3.3.2 Greenhouse Gas Emissions

With challenges posed by global climate change, enterprises must reduce greenhouse gas emissions from operations to mitigate their negative impacts on the climate. Suppose Scope 1, 2, and 3 emissions continue to increase annually, in that case, our company may face rising carbon fee (tax) costs or could potentially suffer from the inability to meet customer (market) demands, and failure to comply with our publicly committed carbon reduction targets, among other regulatory, reputational, and market risks. As a comprehensive technology service provider in the ICT industry, offering customized product development and services to global clients, our capability for low-carbon manufacturing and green product services will directly impact our market competitiveness. Therefore, we conduct annual carbon inventories and formulate short-, medium-, and long-term carbon reduction plans to meet the expectations of our broad range of stakeholders.

Since 2010, Wistron has gradually built up its greenhouse gas inventory capabilities and disclosed greenhouse gas emissions. The Taiwan parent company and global manufacturing sites complete ISO 14064-1 verification annually. We are also gradually expanding the verification scope to cover service locations and subsidiaries. We aim to achieve 100% verification of greenhouse gas emission data for individual companies within the group and subsidiaries included in the consolidated financial statements by 2024.

Scope 1 and Scope 2 Greenhouse Gas Emissions

- **Greenhouse Gas Emissions (tCO_2e)**

Scope Category		2020	2021	2022	2023
Scope 1	Stationary combustion	6,993.68	5,777.74	6,906.61	3,898.56
	Mobile combustion	1,075.48	861.94	711.85	554.70
	Processes emissions	4.75	57.80	21.00	0
	Fugitive emissions	15,375.89	13,375.41	10,768.52	10,924.75
Subtotal		23,449.79	20,072.89	18,407.97	15,378.01
Scope 2	Location-based	357,010.93	287,909.87	287,251.13	246,984.18
	Market-based	206,972.43	125,696.18	84,764.43	72,484.73
Scope 1 + 2	Location-based	380,460.73	307,982.76	305,659.10	262,362.19
	Market-based	230,422.23	145,769.07	103,172.40	87,862.74

Note 1: The electricity emission coefficients cited include the electricity emission coefficient of 0.495 $kgCO_2e$/kWh for Taiwan in 2022. The emission coefficients of Mainland China's regional power grid in 2021 were 0.7777 $kgCO_2e$/kWh in Eastern China, 0.7938 $kgCO_2e$ /kWh in Central China, and 0.7722 $kgCO_2e$/kWh in Southern China; The electricity emission coefficient of 0.413 $kgCO_2e$ /kWh for Czech in 2022; The electricity emission coefficient of 0.435 $kgCO_2e$ /kWh for Mexico in 2022; The electricity emission coefficient of 0.78 $kgCO_2e$/kWh for Malaysia in 2019; The electricity emission coefficient of 0.7221 $kgCO_2e$/kWh for Malaysia in 2021.
Note 2: According to operational control approach, the data of subsidiary companies with an equity ownership of less than 50% is excluded.
Note 3: Wistron has no direct emissions and removal-related emissions from Land Use, Land Use Change and Forestry, LULUCF.

- **Scope 1 + 2 Greenhouse Gases (tCO_2e)**

Type	2020	2021	2022	2023
CO_2	365,036.32	294,470.89	294,864.04	251,426.33
CH_4	13,088.97	9,023.87	7,726.00	5,266.48
N_2O	36.76	50.43	26.70	18.86
NF_3	0	0	0	0
HFC	2,298.68	4,437.57	3,042.36	5,650.52
PFC	0	0	0	0
SF_6	0	0	0	0
Total	380,460.73	307,982.76	305,659.10	262,362.19

- **Greenhouse Gas Emissions Performance Indicators (kilotons of CO_2e / NT$1B)**

Performance Indicators		2020	2021	2022	2023
Emissions per unit-revenue	Location-based	0.58	0.48	0.45	0.40
	Market-based	0.35	0.23	0.15	0.13

Note 1: Greenhouse gas emission intensity and target: Includes greenhouse gas emissions and revenue of major Wistron plants. around the world
Note 2: Includes only Scope 1 and Scope 2 greenhouse gas emissions

Scope 3 Greenhouse Gas Emissions

Wistron has initiated a comprehensive inventory and assessment of Scope 3 emissions to understand emission from our own operations and various activities between the upstream and downstream. This also provides opportunities for Wistron to engage with suppliers and customers for a full inventory and assessment for Scope 3 emissions. The results of the inventory indicate that hotspots in the upstream is centralized in purchasing products and services, while the downstream is investment behaviors.

Wistron has used the Scope 3 inventory to strengthen supply chain management for new opportunities to develop lower carbon electronic parts with our suppliers. As for the energy use of downstream customers' products, we will also strengthen the energy efficiency of products with customers. This means that Wistron can work with the upstream and downstream together to reduce greenhouse gas emissions and expand the influence of our climate strategies to ultimately achieve our vision of building a low-carbon supply chain.

- **Scope 3 Greenhouse Gas Emissions (tCO_2e)**

Scope 3 Emission Sources	2020	2021	2022	2023
Purchased products and services	-	14,049,499.30	8,481,121.25	6,159,131.36
Capital products	-	142,632.13	188,089.07	117,910.07
Fuel- and energy-related activities	-	76,107.22	110,060.82	23,725.74
Upstream transportation and distribution	8,544.14	21,134.68	4,483.60	5,318.92
Waste generated in operations	-	4,215.71	4,960.22	2,994.69
Business travel	1,000.76	1,027.22	3,696.16	5,773.32
Employee commuting	-	18,156.21	24,917.29	21,865.61
Upstream leased assets	-	5,666.65	11,695.49	7,687.32
Downstream transportation and distribution	111,455.11	278,700.73	97,348.43	100,163.21
Processing of sold products	-	-	-	-
Use of sold products	-	-	-	-
End-of-life treatment of sold products	-	-	-	-
Downstream leased assets	1.47	20,206.67	25,664.55	23,900.20
Franchises	-	-	-	-
Investment	572.64	1,524,232.97	2,155,739.95	1,432,619.42
Total	121,574.12	16,141,579.49	11,107,776.83	7,901,089.85

Note 1: Wistron has no control or rights over the categories of product processing, use, and disposal. Thus, this was not included in the scope of the investigation and disclosure.
Note 2: As B2B company with no franchise-related activities, we did not conduct any investigations or disclosures.

3.3.3 Reduction Actions and Results

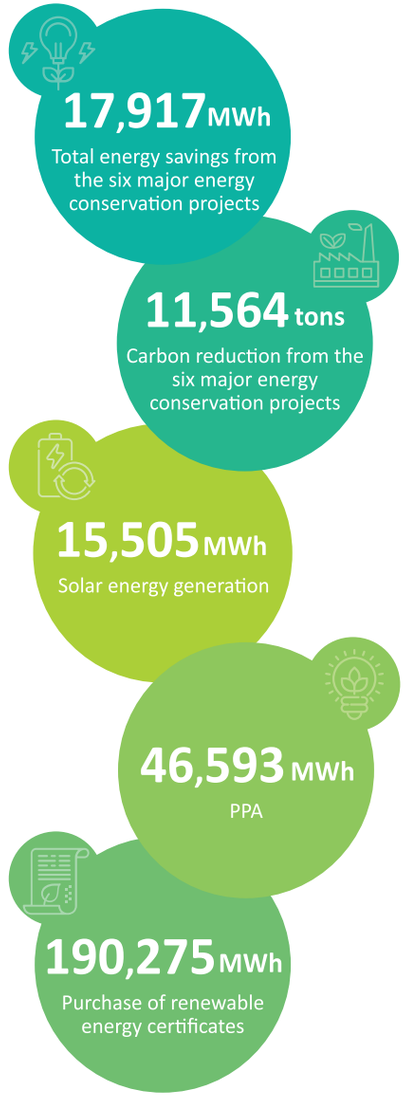
Wistron's two main reduction pathways are "increase energy efficiency" and "energy transition." For the roll out of energy management and energy conservation projects, Wistron assembled Energy Project Teams in all plants; the teams are composed of units responsible for plant engineering affairs or related matters. They convene regular energy management meetings and review the plant's energy and project progress. The plants also share information on the effectiveness and their experiences in each project with each other.

Increase Energy Efficiency

Wistron's energy conservation efforts target six major categories: air conditioning system, air compressor system, green lighting, management, production, and others. As of the end of 2023, the Company saved a total of 17,917.17 MWh of electricity, which reduced carbon emissions by 11,564.16 tCO_2e. Our carbon reduction was equivalent to the annual CO_2 absorption volume of 29 Daan Forest Parks, which can absorb 389 tons of carbon annually.

- **2023 Achievements in Energy Conservation**

Item	Target Area	Main Project(s)	Annual Energy Savings (MWh)	Annual Energy Savings (GJ)	Carbon reduction (tCO_2e)
1	Air conditioning (A.C.) system	A.C. system upgrades for energy efficiency Energy conservation management	6,051.26	21,784.54	4,162.78
2	Air compression system	Replacement of old equipment Air compression system upgrades for energy efficiency	5,050.39	18,181.41	3,035.25
3	Manufacturing	Optimal Nitrogen system	3,572.17	12,859.82	2,173.20
4	Management	Idle Optimization and Integration	1,766.39	6,359.00	1,365.93
5	Green lighting	Intelligent lighting system (more energy-saving LED lamps)	1,170.92	4,215.32	593.98
6	Others	Reduction of inefficient power consumption	306.03	1,101.71	233.02
		Subtotal	17,917.17	64,501.81	11,564.16



Energy Transition

Extreme weather has become the new norm. Major international companies have joined the 100% renewable energy, RE100, initiative to support the use of renewable energy to reduce carbon emissions and slow down global warming. In response to the global trend of renewable energy, Wistron is actively promoting energy transformation. The renewable energy strategy prioritizes the establishment of self-consumption solar power generation, actively expanding solar power generation capacity at global operational sites, and making diversified use of idle spaces. The company also maintains deep partnerships with local renewable energy providers and has signed renewable energy purchase agreements and procured renewable energy certificates. In 2023, Wistron actively deployed renewable energy, with an actual self-consumption power generation of 15,505 MWh. The company also had a total of 46,593 MWh of renewable energy purchased through agreements and procured 190,275MWh of renewable energy certificates. The renewable energy accounted for 66.47% of the total electricity in 2023, actively increasing the usage rate of renewable energy in global factories while reducing greenhouse gas emissions (market base). The company aims to integrate the concept of green manufacturing into its business operations.

Recognition in Decarbonization

Spotlight

Spotlight: Wistron's Hsinchu Plant Awarded with the Hsinchu Science Park's Award of Excellence in Carbon Reduction

The Hsinchu Plant won the 2023 Award of Excellence in Carbon Reduction at the Hsinchu Science Park, an event organized by the National Science and Technology Council.

Action: Hsinchu Plant actively promotes its ESG strategy and engages in low-carbon and smart manufacturing to achieve its carbon neutrality goals.

1.Promotes green manufacturing and circular economy.

2.Improves energy efficiency and increases renewable energy ratio.

3.Optimizes manufacturing by introducing AI technologies.

Results: Compared to the base year of 2019, the plant's carbon intensity per revenue dropped by 26.8%, and carbon intensity per capacity dropped by 36%.

Green Building

Spotlight

Spotlight: Vietnam Plant Awarded the LEED Building Silver Certification

Wistron, based on its vision of Sustainability through Innovation", expands its global business while fulfilling its environmental responsibilities by building green factories that are energy/water-saving and environmentally friendly. Our Vietnam plant was awarded the LEED v4 Building Design and Construction: New Construction and Major Renovation Silver certification by the US Green Building Council (USGBC) in June, 2022. With a total area of approximately 214,000 square meters, the Vietnam Plant was designed as a green building from the beginning with various environmentally friendly and energy-conserving designs. Regarding energy conservation, the plant has put in a place a comprehensive power consumption monitoring system and uses only environmentally friendly refrigerant. The workers have also established and followed their habits of energy conservation. Compared to LEED's ASHRAE 90.1 2010 baseline of annual energy consumption, the plant's total energy consumption reduced by 23.8%. Regarding renewable energy, the plant has installed approximately 24,000 m^2 of solar panels on the rooftop. In 2023, the solar panels generated a total of 3,608,511 kWh, accounting for 16.24% of the entire plant's total power consumption. Additionally, the plant also plans on installing EV charging infrastructure in response to the green transportation trend; regarding water conservation, the plant has also put in place a comprehensive water use monitoring system and adopts water-saving measures throughout the plant. It also recycles rainwater for irrigation, saving 100% of irrigation water. Compared to the baseline of LEED, the plant has reduced its water consumption by 53%. Wistron utilizes green building evaluation indicators when making decisions on new plants, which allows the company to protect the environment and ensure energy/resource efficiency to showcase the company's ambition for sustainability.

3.4 Mitigation of Environmental Impacts

3.4.1 Water Resource Management

Wistron's production processes mainly consist of product assembly which does not require a significant amount of water. Most of our water demand derives from domestic use and plant equipment such as kitchens and cooling towers. Our evaluations confirm that our source of water for plants and offices is tap water, which amounts to not obvious environmental impact on water resources and the ecological environment of water sources. Nevertheless, Wistron still actively collects water consumption data and regularly monitors water quality and consumption conditions. We organize water conservation campaigns from time to time for the purpose of protecting water resources.

Wistron's management of water resources can be divided into "water resource management and daily water conservation" and "water recycling and wastewater management." We took stock of high-risk areas for water resources based on an evaluation of the water stress indicators of our global operations. We then implement preventive measures based on the water resource management strategy. Dedicated units in different plants are responsible for water resource management, plan formulation and implementation, regular monitoring, resolution of irregularities, data analysis, and continuous improvements. Wistron is committed to rigorous compliance with national water regulations, reasonable water use, giving priority to water-efficient equipment, and using energy-efficient panels to monitor water consumption and improve water use efficiency. Wistron's water target in 2023 is to reduce water consumption intensity by 11% from 2016 and set more ambitious goals for 2030, and 2035 while continuing to track and disclose the water conservation outcomes each year.

million liters

Source	2020	2021	2022	2023
Tap Water	5,073.08	3,990.63	3,812.36	**2,629.45**
Surface Water	0.78	0.17	0.12	**0.18**
Groundwater	96.19	99.24	0	**0**
Total	5,170.06	4,090.04	3,812.48	2,629.63

Performance Indicators	Unit	2020	2021	2022	2023
Water usage per unit-revenue	kilotons of water/NT$1B	7.9	6.3	5.6	**4.0**
Water recycling rate	Percentage (%)	12.76	8.93	7.65	**6.27**

Note 1 : Water consumption intensity: Includes water consumption and revenue of major Wistron plants around the world

Note 2 : Water intensity in 2016 was 6.7 kilotons/ NT$1B

Water Stress Index

We use WRI Aqueduct tools to analyze water stress index of Wistron locations around the world, evaluating the risk ratings of water resources to set up management and recycling equipment in advance. In addition, we disclose water sources, water bodies receiving the effluent, wastewater treatment unit, and water quality data to ensure compliance with local effluent quality standards.

- **Water Stress Index**

Item		Neihu HQ & Xizhi Office	Hsinchu Plant	Kunshan Plant	Kunshan Opt Plant	Zhongshan Plant	Chengdu Plant	Chongqing Plant	Mexico Plant	Czechia Plant	Malaysia Plant	Vietnam Plant	Kaohsiung Opto-Electronics Inc.
Water stress index		Medium low	Medium low	High	High	Medium high	High	Medium low	Medium high	Medium low	Medium low	Medium low	Medium low
Water source		Feitsui Reservoir Xinshan Reservoir	Baoshan Reservoir	Water drawn from the Yangtze River	Water drawn from the Yangtze River	Xijiang River	Min River	Jialing River	Hueco Bolson Aquifer Mesilla/Conejos-Medanos Basin	Vir Reservoir	Sg. Selangor / Sg. Langat river basins	SONG HONG River	Donggang River
Water body receiving effluent		Keelung River Tamsui River	Keya Creek	Wusong River	Wusong River	Shiqi River Hengmen Waterway	Qinglan River	Houhe River	Use in agricultural irrigation	SVRATKA River	Klang River	CHAU GIANG River	Taiwan Strait
Wastewater treatment unit		Neihu Sewage Treatment Plant Dihua Sewage Treatment Plant	Hsinchu Science Park Sewage Treatment Plant	Kunshan Development Zone Kuncheng Precision Water Purification Co., Ltd.	Precision Machinery Industrial Park Sewage Treatment Plant	Zhenjiashan Sewage Treatment Plant Linhai Industrial Park Wastewater Treatment Plant	Southwest Airport Industrial Development Zone Phase 6 Sewage Treatment Plant	Yubei District Chengbei Wastewater Treatment Plant	Valle de Juarez water treatment plant	Brno water and sewerage plant	Indah Water Konsortium Sewage Treatment Plant	DUCAN Company	Zhongzhou Wastewater Treatment Plant
Effluent Standards	pH	6~9	5~9	6.5~9.5	6.5~9.5	6~9	6~9	6~9	6~9	6~9	5.5~9	5.5~ 9	5~9
	SS (mg/l)	30~50	300	400	400	400	400	400	180	550	100	100	450
	COD (mg/l)	100~150	500	500	500	500	500	500	220	1200	200	150	600

Note 1: The water stress indicator is calculated based on Aqueduct tools: https://www.wri.org/aqueduct
Note 2: Effluent quality is taken from the local regulations of each plant.

Wastewater Management

Product assembly accounts for the majority of Wistron's manufacturing activities, and most processes do not require water or produce wastewater. The following details wastewater treatment in relevant manufacturing plants:

- Kunshan Opt Plant consume water and have an in-house wastewater treatment station that is monitored online in real-time to enable immediate response to any anomalies.
- Industrial wastewater from the Zhongshan Opt Park is treated directly by a third-party wastewater treatment company.
- Kaohsiung Opto-Electronics Inc. separates process wastewater into non-chemical reusable wastewater and chemical-containing production wastewater. The non-chemical wastewater is discharged into the cooling water tower after passing through a sand tank and undergoing UV sterilization for reuse. The chemical wastewater and the wastewater discharged from the cooling water tower are discharged into the neutralization tank for pH adjustment before flowing into the wastewater treatment unit.
- Vietnam Plant collects and sends wastewater to a separation tank, where it is screened and filtered before being sent to a regulation tank to adjust the flow, quality, and concentration. Anaerobic microorganisms are used to decompose the organic matter in the wastewater. The biologically treated wastewater is converted into microbial sludge, which is then recycled back to the anaerobic tank. The treated wastewater is sent to a clarification tank to separate the activated sludge. Chemical disinfection using substances such as chlorine, ozone, or ultraviolet light is used to kill pathogenic microorganisms. The treated wastewater, which now meets regulatory standards, is directed into the discharge tank and then discharged to the discharge point according to the regulations of the industrial park.
- Wastewater from other plants mainly consist of domestic wastewater, which are collected through industrial park pipelines and delivered through the sewage system to the wastewater treatment plant for processing and discharge. It is not directly discharged to natural bodies of water. To monitor the effluent quality, Wistron regularly inspects the water quality to ensure that the effluent meets regulatory requirements and does not affect the ecological environment of natural water bodies and habitats. Wistron uses the ISO 14001 Environmental Management System to ensure that wastewater and sewage management meets effluent specifications in regulations. The Company systematically manages related environmental issues. By 2023, Wistron has attained zero effluent leaks and zero environmental complaints.

3.4.2 Air Pollution Control

Gas emissions from Wistron's production process consist mostly of hot air, tin fume, and volatile organic compounds (VOCs) from the isopropyl alcohol used for cleaning. According to internal SOPs, the gas should be collected in the ducts for adsorption from waste gas treatment equipment before being emitted. The Company passes regular waste gas sampling inspections to ensure compliance with regulatory requirements.

Isopropanol waste liquid is all stored in a specific area, and then handed over to an external qualified processor for disposal and transportation. Wistron performs inventory and management of VOC-containing substances to ensure that all related task operators are equipped with personal protection equipment (PPE) and related ventilation devices while handling and storing these substances. These measures ensure the health and safety of our employees while also reducing the potential negative impacts of VOCs on the environment. Nitrogen oxides (NOx) and sulfur oxides (SOx) are only emitted from Wistron plants when generators are used and fuel is incinerated in the process. The generators are only activated in the event of emergencies (e.g., power outages) and are not regular sources of emissions. Therefore, they are not listed as the main sources of emissions.

- **Emissions of Volatile Organic Gases (tons)**

Categories	2020	2021	2022	2023
Isopropyl alcohol	90.83	72.32	147.95	123.25
Ethanol	22.8	63.43	59.37	24.06
Ethylene glycol monobutyl ether	5.9	7.81	14.80	7.46
Ethanolamine	3.3	1.48	3.38	1.54
Others (those < 1% of total)	7.5	7.54	9.64	14.27
Total	130	152.59	235.15	170.57

3.4.3 Waste Management

Wistron is committed to avoid banned substances or materials and actively promotes waste reduction, recycling, and reuse. Any materials and suppliers we work with are rigorously and carefully screened, and we continue to pursue technical improvement or eco-friendly materials. We abide by environmental and customer regulations related to our activities, products, and services to attain, or even exceed set goals.

Waste management at Wistron consists of "consistent waste classification and reduction" and "recycling and reuse." We comprehensively evaluate and check the generation and flow of waste and toxic substances through sound waste and hazardous substance management, minimizing waste as much as possible through recycling. Strong management over waste and hazardous substances can help reduce the impact and burden on the environment, but also enable Wistron to create niches in business operations with improved material usage and lowered operating costs, helping us achieve sustainability.

- **Waste Management Performance Indicators**

Performance Indicators	Unit	2020	2021	2022	2023
Waste per unit-revenue	kilotons of waste output/ NT$1B	0.064	0.061	0.059	0.048
Non-hazardous waste output per unit-revenue	kilotons of waste output/ NT$1B	0.063	0.059	0.057	0.046
Hazardous waste output per unit-revenue	kilotons of waste output/ NT$1B	0.002	0.002	0.002	0.002

Note: Waste intensity in 2018 was 0.051 kilotons / NT$1B

Recycle / Reuse 28,978.85 tons

- **Waste Generation (tons)**

	Categories	2020	2021	2022	2023
Non-hazardous	a. Reuse	215.67	238.07	232.67	491.15
	b. Recycle	37,613.77	35,533.31	35,058.21	27,818.53
	c. Replaced with alternative raw materials	-	-	-	-
	d. Landfill	373.00	562.67	1,506.32	1,127.89
	e. Incinerate (with energy recovery)	272.76	1,670.37	2,300.53	1,154.75
	f. Incinerate (without energy recovery	2,666.89	255.31	-	32.00
	Subtotal	41,142.08	38,259.73	39,097.73	30,624.32
Hazardous	g. Temporary storage	-	-	-	-
	h. Transported to external treatment facilities_Recylce	-	-	-	669.17
	i. Transported to external treatment facilities	1,001.90	1,043.50	1,205.56	533.92
	Subtotal	1,001.90	1,043.50	1,205.56	1,203.09
Total	Total waste generated (d.+e.+f.+g.+i.)	4,314.55	3,531.85	5,012.41	2,848.56
	Total waste recycled/ reused (a.+b.+c.+h.)	37,829.43	35,771.38	35,290.88	28,978.85

Waste Reduction

Wistron's commitment to waste reduction involves implementing source reduction alongside resource classification and recycling plans. Recycling areas have been established in both plant facilities and offices to reduce waste. Recyclable waste including waste metal, packaging materials, plastic, paper, and batteries generated in plants is collected and transported external recycling companies in accordance with regulations.

Through waste classification and recycling, we have reduced operating costs associated with waste disposal while aligning with international waste reduction trends. Special waste such as chemical solvents (isopropyl alcohol, fluxes, thinners, etc.), lubricating oil, solder paste, and dross are temporarily stored in designated areas after classification and labeling before delivery to government-certified waste disposal companies for processing, with regular audits from Wistron to monitor the final destination of the waste.

To reduce waste more effectively, Wistron shifted the waste treatment target to "waste intensity reduction" starting from 2021. Using 2018 as the base year, we strive to reduce waste generation intensity (waste generation per unit revenue) by 2% each year – which means a 8% reduction by 2024, a 20% reduction by 2030, and a 30% reduction by 2035.

Moreover, Wistron has introduced the UL 2799 waste zero landfill certification mechanism in all major manufacturing plants since 2022. Our widespread adoption of UL 2799 aims to identify waste reduction plans and optimize resource utilization to achieve a sustainable resource cycle. At Wistron, we continue to expand our zero-waste mission, sharing our experiences in zero landfill waste certification with overseas plants to realize our commitment to sustainable management.

- **Waste Recycling Rate (%)**

Item		2020	2021	2022	2023
Non-hazardous	Reuse	0.5	0.6	0.6	1.5
	Recycle	89.3	90.4	87.0	87.4
	Replaced with alternative raw materials	0.0	0.0	0.0	0.0
	Incinerate (with energy recovery)	0.6	4.3	5.7	3.6
Hazardous	Recycle	-	-	-	2.1
Total		90.4	95.3	93.3	94.7

Waste Recycling Rate 94.7%

Spotlight

Spotlight: Promoting the UL 2799 Zero Waste to Landfill certification, our Chengdu plant has achieved Platinum level, which demonstrates our commitment to sustainable practices and marks a significant milestone towards a circular economy.

Since 2022, Wistron has implemented the UL 2799 Zero Waste to Landfill certification mechanism at its four major manufacturing plants in Hsinchu, Chongqing, Chengdu, and Zhongshan. This process encompasses waste flow inventory, data analysis, waste reduction initiatives, and all in collaboration with suppliers. Our plants have actively embraced the UL 2799 zero waste philosophy, achieving double Gold-level certifications at the Chongqing and Zhongshan plants.

In 2023, Chengdu plant advanced further, attaining the highest Platinum certification for zero waste to landfill, with a 100% diversion rate (including 7% energy recovery through incineration). The Zhongshan plant also improved its waste conversion rate by adjusting supplier selection strategies and negotiating with waste handlers, resulting in Platinum certification in 2023 with a 100% diversion rate (including 8% energy recovery through incineration).

Looking ahead, Wistron will continue to foster a positive circular economy, striving to achieve the sustainable goal of complete waste resource utilization.

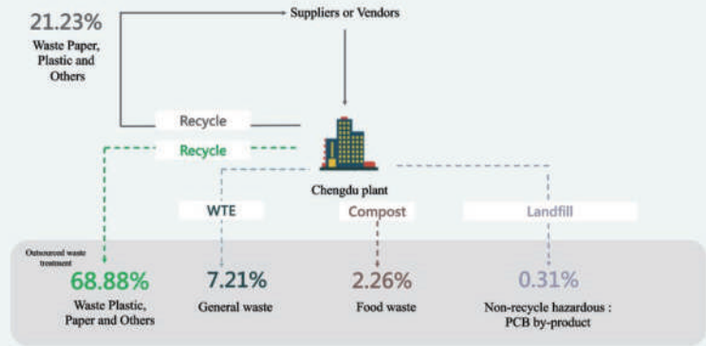
1.Waste Disposal Process: Establish standardized procedures for waste handling and disposal.

2.Implementation of Waste Classification: Ensure proper waste labeling and classification methods, and standardize waste container markings within the plant to facilitate accurate waste flow recording.

3.Recording of Waste Flow: Use reliable tools to measure waste weight and regularly track waste production, ensuring accurate documentation and adherence to waste quantification metrics.

4.Management of Waste Suppliers: Continuously monitor suppliers' waste disposal processes to ensure consistency with our waste management commitments.

5.Waste Management Education: Provide comprehensive employee training and actively promote correct waste management practices.



3.5 Nature and Biodiversity

"In recent years, stakeholders have predominantly focused on climate-related risks, while the issue of Biodiversity Loss has gradually emerged as one of the most impactful areas of concern."

Wistron's manufacturing sites and offices around the world are not situated in environmentally protected or biologically diverse regions, nor in habitats that have been restored. Our facilities do not house natural forests with rare flora or endangered species listed in the IUCN Red List of Threatened Species or the National Conservation List. We conduct environmental impact assessments in compliance with local regulations to prevent harm to biodiversity and actively use eco-friendly technologies. Compliance with environmental regulations is ensured through regular inspections on wastewater treatment, emissions, waste management, and noise. In Taiwan, we collaborate with organizations, local residents, and stakeholders through the Wistron Foundation on projects related to natural ecosystem conservation.

Wistron is committed to mitigating its overall ecological impact by promoting nature and biodiversity conservation, as well as no-deforestation initiatives. We advocate against deforestation throughout our value chain and manufacturing sites, implementing measures such as avoidance, minimalization, restoration, and biodiversity offsets. Additionally, we introduce Nature-based Solutions (NbS) to work towards the shared goals of No Net Loss and Net Positive Impact.

To better respond to the Global Goal for Nature and stay informed about the ecological environment, respect ecological balance, and protect endangered species, Wistron has gradually established assessment methods and indicators for the dependency and impact on nature and biodiversity conservation in 2023. Additionally, relevant work objectives have been set. To support the concept of ecological sustainability and forest cycles, we have completely phased out petrochemical cleaners at our business operations in Taiwan, replacing them with eco-friendly hand soap and dishwashing liquid made from wood vinegar extracted from campus tree pruning carbonization. We are committed to achieving a Nature Positive contribution by 2050. At the same time, we have set guidelines for our suppliers concerning biodiversity and no deforestation practices, which include protecting the ecological environment, prohibiting illegal logging, protecting natural habitats, and avoiding land pollution.

Nature and Biodiversity & No Deforestation Policy

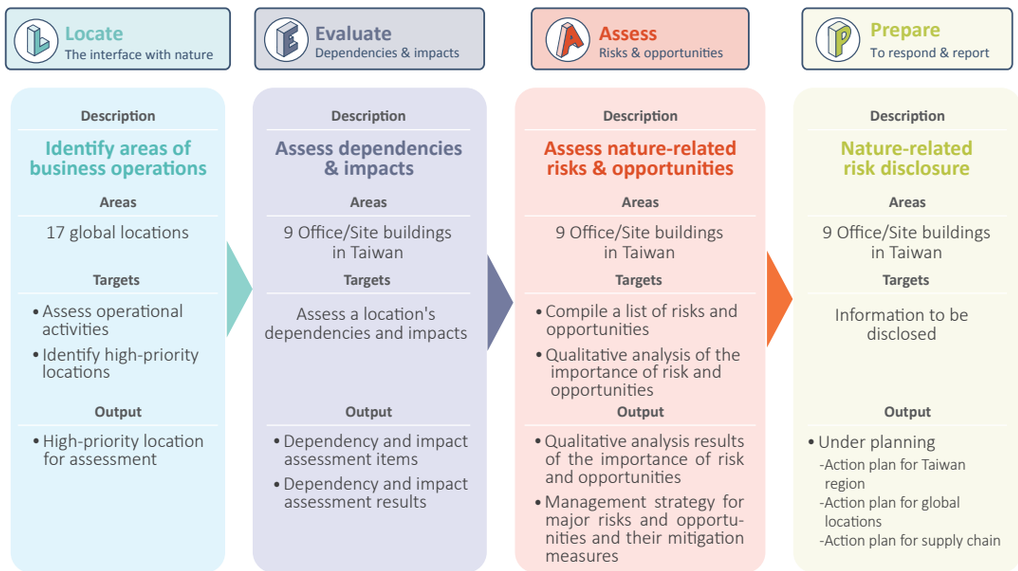
3.5.1 The Taskforce on Nature-related Financial Disclosures (TNFD)

Wistron has adhered to the final recommendations of the TNFD, officially announced in September 2023, by disclosing relevant information and progressively assessing and reporting our nature-related risks, impacts, and dependencies. This allows us to gain an in-depth understanding of the potential risks of our operation on biodiversity and take proper measures to mitigate such risks. Through TNFD's nature-related risk management and disclosure framework, Wistron continuously identifies, assesses, manages and discloses our nature-related dependencies, impacts, risks and opportunities while exploring assessment methods to comply with the global biodiversity targets. Wistron's Biodiversity Compliance and Assessment in 2023:

Adoption of the LEAP Approach at Wistron Offices/Locations

Impacts from natural capital (such as water) vary depending on the location or region. Therefore, targets and strategies should be formulated while considering such factors. Wistron adopts the LEAP approach in the TNFD framework in our integrated disclosures.

- **LEAP Approach Assessment Process**



Operational Sites Analysis

Source of Maps/Data for Assessment

- Maps/data from the Ministry of Interior's national land surveying
- Overlays between the Ministry of Interior, Ministry of Economic Affairs, Environmental Information Center, Ministry of Agriculture and designated conservation areas
- Ministry of Agriculture - Ecological Network
- Ministry of Agriculture - Slopeland disaster potential and sensitive area maps
- Ministry of Agriculture - Locations of other important natural resources

Maps/Data to be Collected

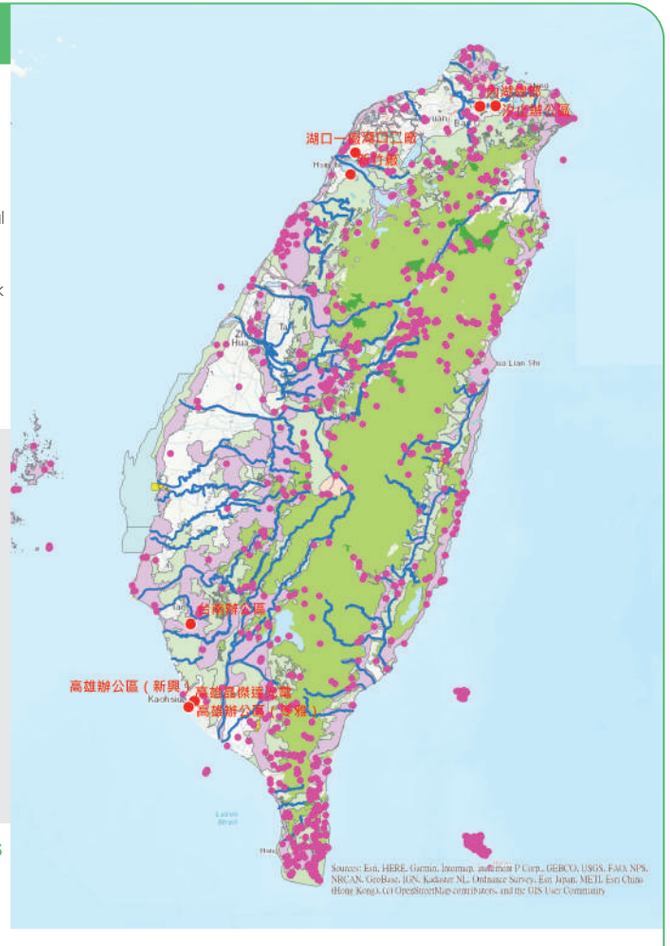
- Current land use and naturalness
- Wetlands of importance, national parks, coastal natural/regular conservation areas, wildlife conservation areas, key wildlife habitats, and so on...
- Ecological networks' regional conservation belts and rivers, regions, farm trenches, ponds, rivers, swamps and isolated creeks under watch Rivers with debris-flow potential and the area of impact
- Forest recreation areas, forest parks, habitats for rare plant species and so on...

Operational Site Location Analysis

- Site location
- Site coordinates
- 2km radius around 9 Wistron sites/offices to be assessed

Map/Data Overlay Analysis

- Location distribution and biodiversity map intersect



On the Ecological Network, pink areas are conservation areas with powder green areas being the conservation belt, blue areas as rivers and other colors representing conservation areas, national parks and national forests.

- **Disclosure Framework**

Dimension	TNFD Recommended Disclosures	Corresponding Chapters/Content
Governance	The board's oversight over nature-related dependencies, impacts, risks & opportunities.	As part of our formal adoption of Enterprise Risk Management (ERM), we integrate climate and natural resource risks, including emerging risks such as biodiversity, and report to the board biannually. (For details, please refer to the "Risk Management" chapter) Wistron's Environmental and Energy & Ecological Conservation Policy is enforced after the board's approval as the highest guiding principle for Wistron's promotion of sustainability.
	Management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	With the increase of nature-related management issues, we expect our internal employees and other departments to take on different roles in the future. The Sustainability Office analyzes and assesses nature-related frameworks (TNFD and SBTN) and applies corresponding methodologies. Gain an in-depth understanding of biodiversity issues' impacts on business promotion and determine the policy direction. Meanwhile, the Sustainable Supply Chain also includes biodiversity issues in the Supplier Code of Conduct to work with suppliers to reduce the dependencies and impacts of key nature capital. Wistron Foundation closely follows the latest international trends and cooperates with external partners to promote ecological restoration and environmental education based on the company's core values. (For details, please refer to the "Wistron Foundation" section)
	Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	
Strategy	Nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.	Based on the results from the Location Picking and Assessment stages, we have listed risks and opportunities and conducted a qualitative analysis of their importance. The relationship between a business and biodiversity varies depending on the region and external environment. Wistron assesses items such as IBAT and IUCN Red List of Threatened Spices, conservation areas and key biodiversity areas in a radius of 2 kilometers around our operational activities. The results vary as these items vary depending on the location of our operational activities. By tallying the scores of the aforementioned items, we assessed the natural resources and biodiversity surrounding 9 locations; our Xizhi office has the richest natural and biodiversity resources, followed by our Tainan office and Hsinchu Site; Keelung River flows by our Xizhi office and Neihu headquarters and contains important species such as Metzia formosae, rosy bitterling and small snakeheads. Through Wistron Foundation, we have conducted an investigation on rosy bitterling at Shuanglian Pond in Yilan, planned for restoration and continued watch over rosy bitterling at the Moon Pond in Guandu and continued monitoring groups of small snakeheads in the rivers near Shuanglian Pond.
	Effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	Focusing on our core values, only via innovation and embedding sustainability in every assessment, decision-making and action of Wistron can we achieve true sustainability. Along with reducing harm to the environment and society in our product design and operations, we aim to create positive impacts for sustainable development. Additionally, by collaborating with domestic industry, government, academia, and research institutions, we focus on protecting ecological balance and endangered species. In the future, we will plan courses related to nature and biodiversity and expand the biodiversity risk assessment to cover areas surrounding our global manufacturing facilities and offices and activities at the upstream and downstream of the value chain to further predict the impacts of nature-related risks and opportunities.
	Resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Formulate a comprehensive natural disaster response plan and risk management to respond to potential storms, floods, earthquakes, or other natural disasters and thus ensure business continuity and employee safety. To reduce risks from the supply chain, we have diversified our strategies and reduced our dependence on any single region or material to enhance our adaptability.
	Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chains that meet the criteria for priority locations.	The location of a business's operational site is closely related to the nature. Therefore, it is crucial to identify, assess, avoid, mitigate, and manage the risks when assessing sites for these business activities. During the Location Picking stage, we assess potential sites for our offices/factories based on the completeness of the ecosystem, biodiversity, water stress and other factors to determine favorable locations. Wistron utilizes Worldwide Fund For Nature's Biodiversity Risk Filter (BRF) when assessing biodiversity risks of the company's operational sites and activities, including physical and reputational risks. Wistron utilizes IBAT when conducting an inventory of the biodiversity at the company's offices/factories worldwide and has incorporated Taiwan's maps and data in the geographic information system for overlay analysis.

Dimension	TNFD Recommended Disclosures	Corresponding Chapters/Content
Risk and Impact Management	Processes used by the organization to identify and assess nature-related dependencies, impacts, risks and opportunities.	With ENCORE, we have conducted a preliminary assessment of our industry's dependence and impacts on the ecosystem services and nature, and have identified items with high and medium dependence. Wistron's manufacturing process operation does not rely heavily on water resources, and it is not prone to production line interruptions due to water scarcity. Therefore, based on actual assessment, the risk of water dependence and impact should be low.
	Organization's processes for identifying and assessing nature-related dependencies, impacts, risks and opportunities in its upstream operation and downstream financing activities.	<table><tr><th></th><th>High</th><th>Medium</th></tr><tr><td>Ecosystem service dependence</td><td>Climate regulations</td><td>Fresh groundwater Fresh surface water</td></tr></table><table><tr><th></th><th>High</th><th>Medium</th></tr><tr><td>Impacts of manufacturing processes on natural capital</td><td>Soil pollution Water pollution Greenhouse gas emissions</td><td>Solid waste Environmental disturbance (noises and lights) Utilization of the marine ecosystems Non-GHG air pollution</td></tr></table>
	How processes for identifying, assessing, and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	Wistron follows the Enterprise Risk Management (ERM) mechanism, which also covers nature-related risks. In compliance with the company's Risk Management Policy and Procedure, through risk identification, risk analysis, risk assessment, risk response and monitoring, risk reporting and disclosure and other management processes, units responsible for each risk must conduct risk assessment for any identified risk and formulate a risk response/mitigation plan based on the residual risk level after the assessment to mitigate the risks effectively.
	How organization's assessment and response to nature-related dependencies, impacts, risks, and opportunities affect stakeholders.	Wistron Foundation worked with the Tainan Community College R&D Association to continuously investigate and monitor the environmental pollution at multiple locations. Additionally, by working with the government and NGOs, Wistron Foundation continues to give back to the community with wildlife-friendly farming and environmental education promotion to improve the environment.
Indicators and Targets	Indicators for assessing and managing nature-related risks and opportunities in compliance with the organization's strategies and risk management process.	• Locations worldwide will list environmental assessment as a key factor that must be considered when making investment decisions • Suppliers are forbidden from expanding their operations to locations with key biodiversity worldwide or within the nation. • Packaging materials and the upstream suppliers in the value chain can only use FSC-certified pulp. Risks and opportunities indicators will be updated once the analysis and assessment are complete for Wistron's operational sites and supply chains worldwide.
	Indicators for assessing and managing nature-related dependencies and impacts.	Risks and opportunities indicators will be set once the analysis and assessment are complete for Wistron's operational sites and supply chains worldwide.
	Manage targets of nature-related dependencies, impacts, risks and opportunities as well as target performances.	Risks and opportunities indicators will be set once the analysis and assessment are complete for Wistron's operational sites and supply chains worldwide.

4 Social Inclusion

Management Approach

4.1 Talent Attraction and Retention

4.1.1 Global Talent Recruitment
4.1.2 Diversity and Inclusion
4.1.3 Talent Retention
4.1.4 HR Technologies

4.2 Human Capital Development

4.2.1 Global Talent Development Policy
4.2.2 Key Strategic Talent Development

4.3 Human Rights Management

4.3.1 Human Rights Due Diligence
4.3.2 Human Rights and Material Issues
4.3.3 Open Communication Channels

4.4 Workplace Health & Safety

4.4.1 Employee Care and Benefits
4.4.2 Occupational Health and Safety

4.5 Social and Culture Care

4.5.1 Social Investment
4.5.2 Social Influence

Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Business and Human Rights	Implement the company's human rights policy Satisfy legal compliance	No fines over NT$ 1 million at any global sites.	0 cases	●	0 cases	0 cases
Occupational Safety and Health	Value employees' health and safety and commit to providing a safe work environment	Incident rate per thousand persons< 1.15	0.88	●	Incident rate per thousand persons ≦1.14 1.Excluding off-site traffic accidents 2.Including 90% of sites	Incident rate per thousand persons ≦1.14 1.Excluding off-site traffic accidents 2.Including 90% of sites
Talent Attraction and Retention	Create a quality work environment and increase employee retention	Global IDL employee turnover rate< 15.5 %	9.91%	●	<15%	<12%
		IDL Engagement Survey> 68 %	77.3%	●	68%	70%
		DL employee satisfaction >3.7/5	3.6/5	●	3.7/5	4.0/5
Human Capital Development	Promote corporate digital transformation and create organizational competitive advantages	Cumulative cultivation of key digital talents> 1,300 person	1,316 person	●	–	–
		Average training hours for Taiwan headquarter management positions> 18 hours	25.2 hours	●	Greater than 18 hours	Greater than 20 hours
Social Engagement and Care	Environment and humanity /social care	Social engagement investments>= 2.2 hundred million	A total of NT$310 million in social engagement investments (including 49.08 million from foundation)	●	A total of NT$230 million in social engagement investments (including 50 million from foundation)	A total of NT$250 million in social engagement investments
	Foster diversified collaboration in the technology field	Industry government institute collaboration projects>= 22 cases	25 cases	●	22 cases	30 cases

● over 95% ● 90%-95% ● under 90%

Note 1: In response to the expansion of the scope, the target for the occupational safety and health incident rate per thousand persons for 2030 has been adjusted.
Note 2: Human capital development indicator " Cumulative cultivation of key digital talents " has achieved the goal and will be excluded from the annual management indicators starting next year, as it is an ongoing operational project for each department.

4.1 Talent Attraction and Retention

To support Wistron's expansion into different regions and businesses, we continue to recruit and cultivate multinational mobile talents, providing employees with broader opportunities and a suitable environment, allowing them to unleash their potential, find meaning in the workplace, and experience fulfilment.

Wistron continues its mission to create a better life and become a trusted sustainable technology partner, fully implementing actions for talent sustainability development. In 2023, Wistron Malaysia factory once again was awarded the "HR Asia Best Companies To Work For" and also received the "Digital Transformation Award" for the first time. Through digital transformation, we accelerate business development, establish a competency-based training system, value employee experience, and demonstrate employee value, promoting local sharing and prosperity.

We uphold humanistic values as we seek to create a humane working environment, following international labor rights standards and local legal regulations and avoiding judgments based on factors such as gender, age, nationality, race, religion, gender identity, politics, or marriage to provide diverse, dignified, and equal employment opportunities.

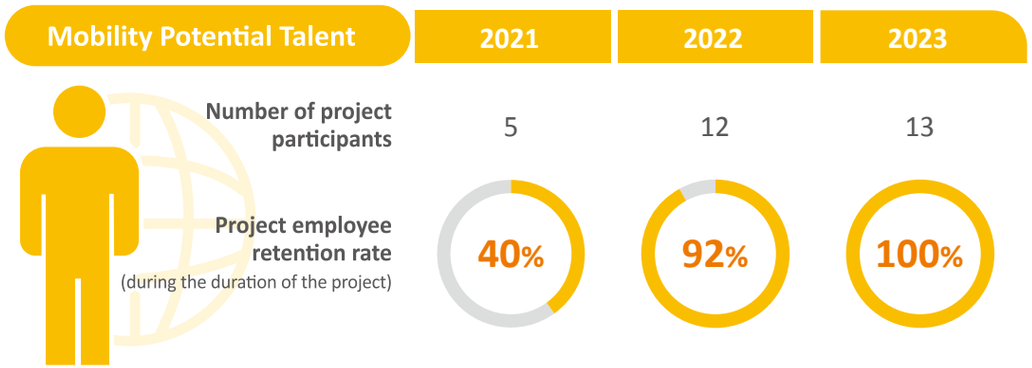
4.1.1 Global Talent Recruitment

Attract Global Talent

Wistron is dedicated to attracting outstanding professionals from all areas. We recruit potential talents and enhance industrial competitiveness through different platforms including job search platforms, social media, campus talent recruitment activities, industry-university cooperation and internships, and talent-hunting consultants. Wistron also encourages our employees to refer great talents to the company. In 2023, there was a total of 36,095 new employees. Due to the industry's nature, non-managerial employees under 30 are mostly male.

Wistron started a new talent recruitment plan in 2021 and has been holding the MPT(Mobility Potential Talent) global talent reserve plan for 3 consecutive years. In 2023, to further promote Wistron's global presence and features of our overseas operations (such as our smart factories), Wistron has organized forums with hundreds of participants from the perspective of an employer's brand. During these forums, participants could interact with company supervisors in person, discussing Wistron's expectations for global talents and providing them with career advice. Young participants, regardless of their nationality or current location, will have an opportunity to be transferred to another location worldwide.

MPT global talent reserve plan aims to cultivate all-around talents with global vision and interdisciplinary skills through the cross-site rotation and training mechanism, fast tracking career development, and regular one-on-one coaching. These will help those MPT talents accumulate real-world experience quickly. Since its implementation, the plan has been cultivating more and more interdisciplinary talents year after year. In 2023, it has cultivated a total of 13 mobility talents, making it a total of 30 since the plan began. After training, these talents have become key to Wistron Global operation and have been placed in our offices in Kunshan, China, Malaysia, and India to support our operations. In 2024, the MPT program expanded to include Vietnam, Mexico, and the US. Wistron aims to develop further interdisciplinary talents and enhance collaborations between headquarters and overseas offices, ensuring projects receive support from local supervisors. Consequently, such training and talent development program have significantly improved their retention rates of MPT talent.



Note: Project retention rate = Number of retained employees/New employees

New Employee Retention

Wistron has its long history of coaching culture to align with its vision of Sustainability through Innovation and the commitment to Talent Sustainability. It helps new employees quickly adapt to the company and understand their role and responsibilities, enabling them to efficiently complete tasks. Coaches are responsible for guiding new employees in completing tasks and to meet expectations as new employees as well as providing resources and support accordingly. Wistron provides them with a new employee onboarding welcome pack and a welcome letter on their day 1 working at Wistron. The new employee care program begins on the day new employees start working, with questionnaires for 1 week, 1 month and 3 months after day 1 to understand how well they are with their jobs and how they are adapting to the company. This serves as both a friendly communication channel and a measure too. In 2023, new employees report an average of 4.5 points of satisfaction towards the company (out of 5).

Item	2020	2021	2022	2023
Total number of new employees	198,087	155,226	84,044	36,095
Recruitment rate (%)	285%	247%	164%	85.75%
Average hiring costs per new hires	3,822	7,143	10,532	4,983

Note 1: Recruitment Rate = New employees in the current year/total number of employees in the current year.
Note 2: Average hiring costs per new hires =recruitment cost/total number of new hires. In light of production capacity adjustments across the globe, Wistron has seen a drop in the number of new employees worldwide, mainly due to the decrease of seasonal hiring. As the result, the average recruitment cost for 2023 has decreased.

Distribution of New Employees		2020	2021	2022	2023
Gender	Male	149,216	116,203	59,860	26,972
	Female	48,871	39,023	24,184	9,123
Age	<30	149,335	117,318	63,700	26,537
	30-50	48,608	37,756	20,023	9,415
	>50	144	152	321	143
Region	Taiwan	3,255	2,280	3,248	1,157
	China	191,665	150,584	72,974	27,353
	Asia	-	-	1,099	6,895
	Europe	397	201	297	178
	Americas	2,770	2,161	6,426	512

Note: in the table, "Asia" refers to Wistron plants in Malaysia and Vietnam in 2023, and Malaysia only in 2022.

To support the continuous growth of new employees, Wistron has developed a range of new employee training courses, both virtual and physical. These courses are designed to familiarize new employees with Wistron's core values, beliefs, and basic industry knowledge. Additionally, Wistron organizes Core Values Workshop both domestically and internationally, which allow employees from different departments across the globe to learn about and apply the company's core values in their respective roles. Furthermore, new employees have the opportunity to participate in the Wi-talk CEO seminar, where they can directly engage with the CEO. During these seminars, the CEO shares Wistron's vision and missions, fostering a stronger connection and communication between the CEO and the workforce. This continuous engagement ensures that Wistron's core values become an integral part of the company's DNA for all employees.

- **Internal Hire Rates (%)**

		2020	2021	2022	2023
Internal hire rates (%)		66.49	52.95	69.68	84.95
Gender	Male	46.09	34.86	41.40	55.75
	Female	20.40	18.09	28.28	29.21
Age	<30	29.10	20.98	29.51	37.82
	30-50	35.70	29.81	32.29	45.68
	>50	1.69	2.16	7.88	1.46
Managerial roles	Managerial roles	9.24	14.41	23.56	11.42
	Non-managerial roles	57.24	38.54	46.13	73.54

Note: Internal hire rates refer to the percentage of open positions filled by internal candidates, including the transfer and replacement of employees. In accordance with operational capacity changes, direct employee recruitment is conducted externally, and there is no internal job filling involved.

Campus Partnering and Talent Acquisition

To actively cultivate technology talent and facilitate early industry connections for students, Wistron is committed to diversifying its engagement with campus talent through various avenues. This includes campus recruiting activities, professional and career lectures sharing, internship programs, scholarships, and industry-academia collaborations.

Wistron prioritizes direct engagement with students on campus, hosting a total of 19 campus lectures in 2023 at universities across Taiwan. These lectures cover industry prospects and offer valuable career advice, providing students with the opportunity to interact face-to-face with company leaders. Over 1,400 students have participated in these sessions. Additionally, Wistron offers diverse internship programs like "Future Star" and "Dream with Wistron," creating over 100 internship opportunities annually. By participating in these internships, students gain practical insights into their career options and a deeper understanding of the technology industry. Nearly 300 students have taken advantage of these internship programs in the past three years, and outstanding interns are given priority consideration for future positions.

Furthermore, Wistron actively collaborates with leading domestic and international universities through industry-academia collaboration projects. In 2023, Wistron established industrial master programs with institutions such as National Sun Yat-sen University, National Yang Ming Chiao Tung University, and Southern Taiwan University of Science and Technology. Additionally, Wistron signed a forward-looking technology research program with Purdue University in the United States and launched industrial master programs in Vietnam in partnership with National Kaohsiung Normal University and Minghsin University of Science and Technology. These programs provide scholarships, internships, and job opportunities, aiming to cultivate talent with global mobility.

In line with its commitment to sustainability, Wistron unveiled the Joint Industrial Innovation Center for AI and Green Energy (JCAG) in collaboration with National Yang Ming Chiao Tung University. The center serves as a platform to incorporate AI and IoT technologies into the manufacturing process while promoting sustainability with smart and green manufacturing practices. It also plays a pivotal role in nurturing sustainable talent for the industry.

Through these comprehensive initiatives, Wistron actively fosters technology talent and provides valuable opportunities for students to connect with the industry at an early stage.

Local Recruitment

Wistron upholds the concept of hiring talents based on meritocracy and actively hires and trains elite talents from different countries. Wistron continues to set "hiring local talents in leadership role" as a key goal in the annual performance evaluation of its sites each year. In response to local manpower needs, each site launches different recruitment strategies to meet such local leadership hiring goal.

In addition to the continuous increase in local job opportunities, Wistron offers competitive salaries to employees and passes on operation and management knowledge through training This aims to develop the managerial capabilities of local talents and goes beyond basic job skills. The proportion of local talents holding managerial positions in China has been increasing year by year. However, in Vietnam site, where factory establishment and operation are being carried out, a higher proportion of management positions are currently filled by expatriates. Nevertheless, Wistron plans to gradually increase the recruitment of local management talents in the future.

- **Percentage of Local Management Hire (%)**

Item	Region	2020	2021	2022	2023
Percentage of managerial roles	Taiwan	100	99.8	99.6	99.6
	China	88.5	87.8	89.4	91.4
	Asia	-	-	57.8	24.4
	Europe	89.7	90.6	87.5	88.4
	Americas	93.0	67.3	84.5	77.3
Percentage of senior management ranked department manager	Taiwan	100	99.8	99.8	99.7
	China	67.3	66.9	71.4	76.5
	Asia	-	-	37.9	12.5
	Europe	83.3	83.3	84.2	85.0
	Americas	74.2	69.4	71.3	60.5

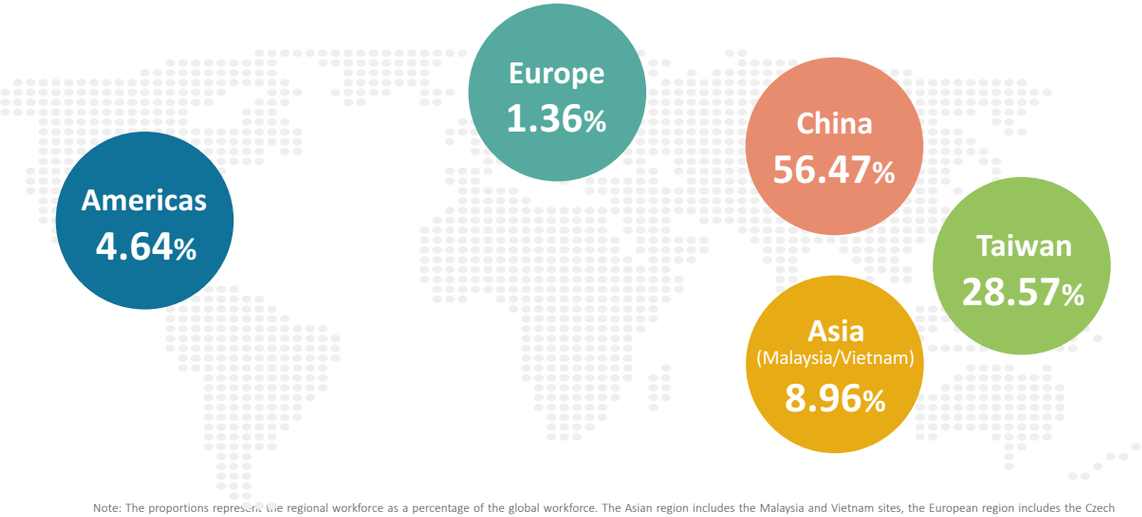
Note: in the table, "Asia" refers to Wistron plants in Malaysia and Vietnam in 2023, and Malaysia only in 2022.

4.1.2 Diversity and Inclusion

Talent is a crucial factor in sustainable development, and as a highly multinational corporation, we recognize the importance of human rights issues. We are committed to fully complying with laws and regulations while implementing various initiatives. Starting from 2023, we have launched a Diversity, Equity, and Inclusion (DEI) strategy plan to actively create a supportive workplace environment. Our aim is to foster a culture of diversity and collaboration, enabling our talented workforce to fully utilize their skills and expertise, thereby promoting talent retention.

Employee Demographic

Wistron continues to recruit diverse talents from around the world. The following chart shows our employee demographic as of the end of 2023. In recent years, we have been gradually adjusting our global production capacity layout and enhancing our workforce structure to adapt to changes in the global market, overall economic and trade conditions, and customer demands. These measures are aimed at promoting sustainable development at Wistron.



Note: The proportions represent the regional workforce as a percentage of the global workforce. The Asian region includes the Malaysia and Vietnam sites, the European region includes the Czech Republic site, and the Americas region refers to the Mexico site.

- **Employee Contracts by Region**

Employment	Contract	Taiwan	China	Asia	Europe	Americas	Total
Contract Type	Non-fixed-term contract	11,739	7,953	1,440	352	1,951	23,435
	Fixed-term contract	272	15,789	2,375	220	0	18,656
Full-Time/ Part-Time	Full-time	12,003	23,742	3,788	519	1,951	42,003
	Part-Time	8	0	27	53	0	88
Total		12,011	23,742	3,815	572	1,951	42,091

Note 1: Non-fixed-term and fixed-term contracts: Non-fixed-term contracts refer to employment contracts that do not specify a termination date. In mainland China and Vietnam, fixed-term contracts are more common due to local regulatory requirements.
Note 2: Full-time and part-time employees: Full-time employees refer to those who work hours as defined by local or statutory regulations, while part-time employees work fewer hours compared to full-time employees.
Note 3: In 2023, the Asia region includes the Malaysia and Vietnam sites. In 2022, the Asia region includes the Malaysia site.

• **Employee Demographic**

Characteristic		Male		Female	
		No. of people	Percentage	No. of people	Percentage
Age	<30	11,234	26.69%	6,208	14.75%
	30-50	14,341	34.07%	8,817	20.95%
	>50	991	2.35%	500	1.19%
Job type	Management	2,511	5.97%	824	1.96%
	Professional	9,278	22.04%	5,374	12.77%
	Technical/ assistant	14,777	35.11%	9,327	22.16%
Region	Taiwan	7,143	16.97%	4,868	11.57%
	China	15,887	37.74%	7,855	18.66%
	Asia	2,200	5.23%	1,615	3.84%
	Europe	263	0.62%	309	0.73%
	Americas	1,081	2.57%	870	2.07%
Total		26,574	63.13%	15,517	36.87%

Note 1: Management refer to individuals who hold managerial positions, including entry-level, middle-level, and senior-level managers. Professionals are non-managerial indirect employees, while technical personnel are non-managerial direct employees.
Note 2: In 2023, the Asia region included the Malaysia and Vietnam sites. In 2022, the Asia region included the Malaysia site.

• **Employee Demographic by Region (Nationality)**

Region (Nationality)	% of Total Employees	% of Management Positions
China	56.47	44.62
Taiwan	25.54	50.40
Vietnam	6.09	0.12
Mexico	4.25	1.74
Philippines	3.77	0.60
Malaysia	1.59	1.26
Czech Republic	1.08	1.14
Others	1.22	0.12

Note: Others include employees from Nepal, Myanmar and 23 other countries

Diversity and Inclusion Strategy and Action Plan

To create the best place to work, Wistron kicked off a DEI (Diversity, Equity, and Inclusion) journey in 2023. Through internal and external trend analysis and data analytics, we have set forth the Wistron DEI roadmap, encompassing awareness and perception at the individual level, organizational structure at the global level, and the strategy to become an industry leader.

As a first step, we have established a global "Diversity, Equity, and Inclusion Policy" (DEI policy). This policy outlines our clear vision and goals to create a welcoming workplace environment where all employees across the globe have equal opportunities and feel respected and supported. We encourage self-expression and foster a sense of mission among our employees, allowing them to unleash their potential and grow collectively.

Achievements in Diversity and Inclusion

Wistron implemented specific measures in talent recruitment, training, and retention to create an inclusive culture where employees feel valued and engaged. These measures focus on promoting interaction and communication among employees and driving innovative growth for Wistron.

Project	Measures
Implementation of Policy and Rules	• Implement Human Rights Policy, Compensation Policy, Anti-Discrimination and Anti-Harassment Policy
Training and Advocacy	• Senior Executive Training: Invited expert consultants to share insights and expertise on the topic of "Promoting Diversity and Inclusion to Drive Organizational Competitiveness" to offer senior executives with up-to-date DEI trends, perspectives, and knowledge. Feedback from previous participants indicates that the session has proven highly valuable in transforming their understanding of DEI and recognizing its significance in driving positive change within the organization. • DEI Training Workshop: HQ hosted "Understanding and Embracing DEI" training workshop, aimed at guiding employees to learn and become aware of diversity, equity, and inclusion. The goal was for participants to apply these principles in their daily work. We are proud to share that 90% attendees reported positive feedback, indicating an increased understanding of DEI issues from the training. • Company-wide Lecture and Advocacy: In Taiwan, we have actively implemented sexual harassment training and organized a seminar titled "Empowering Women in Technology." We invited influential female speakers to engage with Wistron executives, sharing their personal workplace experiences and empowering women in the organization. Additionally, in China, Vietnam, and the Czech Republic sites, we organized campaigns on Women's Day, offering a series of lectures on women's health to ensure the physical and mental well-being of women at Wistron.
Supportive Measures	• Multicultural Festival Activities: At our Malaysia site, where our employees come from diverse ethnic and cultural backgrounds, we organize activities to celebrate different cultural events such as celebrations for Chinese Lunar New Year, Hari Raya Aidilfitri, and Deepavalli. • Localized Flexibility Measures: To address the diverse nature of work and specific needs at each site, we offer flexible working hours and leaves around the world. For example, at our Czech site, we provide opportunities for partial flexible working hours to support employees in balancing their work and caregiving responsibilities. • Childcare Resources: We offer maternity benefits and childcare facilities such as on-site daycare centers in our Czech site; a maternity benefits program in Taiwan; and parent support groups in our Chengdu Plant to help mitigate the burden of childcare.

In terms of gender diversity, female representation on the board has reached 11.1%. Moreover, there has been a steady growth in the proportion of female employees and women in managerial positions within the organization.

To further accelerate the advancement of women in the technology industry and enhance our innovative growth potential, Wistron has conducted internal and external research analysis. Based on this analysis, we have set ambitious targets for 2030, aiming to achieve a 27% representation of women in managerial positions, 24% representation of women in STEM roles, and 40% representation of female employees.

- **Female Employees (%)**

Item	2020	2021	2022	2023
Percentage of female employees	32.45	31.78	36.67	36.87
Percentage of female in management positions	24.92	24.94	24.80	24.71
Percentage of female in junior management positions	30.99	30.98	32.04	30.76
Percentage of female in top management positions	11.42	13.72	13.71	15.18
Percentage of female managers in revenue generating functions	33.76	39.13	37.38	43.96
Percentage of females in STEM positions	23.95	25.45	24.47	21.82

Note: STEM refers to positions related to Science, Technology, Engineering, and Math

In terms of social inclusion, Wistron advocates for inclusive practices starting from within the organization. We ensure compliance with local laws and regulations regarding the protection of individuals with disabilities across all our global sites. We actively promote the employment of individuals with disabilities who possess the necessary abilities for the job and strive to create a work environment that accommodates their specific needs.

For instance, we design our office spaces to be accessible and provide dedicated parking spaces and facilities such as accessible transportation services to empower employees with disabilities in their work and participation in various activities for employees with disabilities. Additionally, Zhongshan site organize "Sunflower Tea Parties" and charity haircut events to enhance communication, interaction, and care for the needs of our colleagues. As of 2023, employees with disabilities accounted for approximately 0.98% of our global workforce.

	2020	2021	2022	2023
Percentage of Employees with Disabilities	0.61%	0.84%	1.00%	0.98%

Accessible facilities in Wistron's work environment

Employee Diversity and Inclusion Survey

To gain deeper insights into the effectiveness of our diversity and inclusion initiatives and to better understand employee expectations and needs in the workplace, we expanded the scope of our employee engagement survey in 2023 to include diversity and inclusion topics alongside job satisfaction. We focused on aspects such as workplace experiences, compensation, benefits, and career development to listen to the thoughts and suggestions of our global workforce. Overall employee engagement score increased from 80.3% in the previous survey to 86.3%. This indicates that approximately 86% of our employees recognize and endorse the company's efforts in planning and implementing diversity and inclusion policies.

Topic	Employee Suggestions	Wistron Response
Anti-harassment and anti-discrimination	Clear channels for complaints and transparent handling principles	• Updated " Regulations for Establishing Measures of Complaint and Punishment of Sexual Harassment in the Workplace " policy. • Established dedicated hotline and email for reporting harassment.

4.1.3 Talent Retention

Compensation Policy

Selected as a constituent of the Taiwan High Compensation 100 Index

In order to pursue and carry out Wistron's six ESG sustainability strategies, which include creating a “Labor Welfare” and achieving the Commitment to Living Wage (2023), Wistron provides compensation and benefits in accordance with local regulatory requirements and ensure we always exceed minimum wage. Wistron also actively participates in salary surveys on a regular basis, reviews and adjusts salary accordingly, ensuring that employee salaries not only comply with legal requirements but are also competitive in the industry.

Wistron is committed to pay equity across geographical location, race, ethnicity, socioeconomic background, social class, lineage, religion, physical disability, gender, sexual orientation, pregnancy, marital status, union membership, political affiliation, and age. Rewards and bonuses are comprehensively considered in the total package for employees, which includes salary, benefits, bonuses, and remunerations.

Wistron aims to enhance operational efficiency and increase employee income levels. For regions employing temporary or part-time staff, we have made it mandatory to provide insurance and benefits required by local laws from the first day of their employment. The salary conditions at major Wistron regions are detailed in the following table. The number, average salary, and median salary for non-executive full-time employees in Taiwan can be found on the Market Observation Post System .

In terms of general employee compensation, the fixed components (salary, annual bonuses, and benefits, etc.) are set in line with the competitive salary levels in regions with a major Wistron presence. The variable components (bonuses, remuneration, etc.) are determined based on a comprehensive assessment of both company and individual performance. The higher the company's operational achievements and individual performance evaluation results, the higher the proportion of variable compensation in the overall salary structure. The performance evaluation criteria are based on the attainment of comprehensive goals such as annual financial performance (revenue, profit, etc.), market/customer targets, and organizational and personnel growth/development. These criteria are reviewed and determined at the beginning of each year in consideration of both internal business conditions and external market landscapes.

- **Entry-Level Wage to Local Minimum Wage**

Region	Taiwan	Kunshan Plant	Vietnam Plant	Zhongshan Plant	Chongqing Plant	Chengdu Plan	Mexico Plant	Czechia Plant	Malaysia Plant
Ratio	1.15	1.52	1.62	1.66	1.70	1.64	1.05	1.43	1.23

Note 1: Local Minimum Wage taken from local minimum wage regulations on January 1, 2024
Note 2: Wistron adopts an equal pay policy, where salaries are not differentiated based on gender
Note 3: Salary of entry-level staff refers to the monthly fixed salary of employees at the lowest level in each region

- **Compensation by Gender**

Item	Level	2023 (Female : Male)
Fixed Salary	Executive Level	0.96 : 1
	Management Level	0.94 : 1
	Non-management Level	1.03 : 1
Annual Salary	Executive Level	0.95 : 1
	Management Level	0.94 : 1
	Non-management Level	1.04 : 1

- **Long-Term Incentives**

Measures	Eligibility
Wistron offers an " Employee Stock Ownership Trust” (ESOT) program. Under the provisions of the Shareholders' Meeting Charter, employees may join the program and contribute a fixed amount each month based on their job level. The Company will match the employee’s contribution every month, and the contributions will be used to purchase Wistron stocks that will be held and managed by a financial institution in the stock ownership trust account.	All full-time indirect employees in Taiwan who have completed one year of employment at Wistron are eligible to join the program.

Employee Evaluation

Each year, all Wistron employees undergo two performance evaluations, and the results are used as the basis for rewards, assignments, promotions, and various aspects of personnel management. In order to achieve fair, just, and reasonable performance management, Wistron implements a phased approach globally to promote diversified assessments. We also introduced a new performance management system. During performance evaluations, other individuals may be invited to provide feedback on the employee's work and competencies, offering the supervisor multi-dimensional reference for their assessment.

The new performance management system was launched in Taiwan, Malaysia, and India in 2022 and expanded to sites in China, Japan, the Philippines, Vietnam, Singapore, Turkey, the United States, Mexico, and Brazil in 2023, covering a total of 18,858 indirect employees worldwide. Starting from 2024, the sites in Czech Republic will also be included, and at that time, Wistron's global locations will be using a unified performance management system platform, ensuring a fairer and more consistent management system.

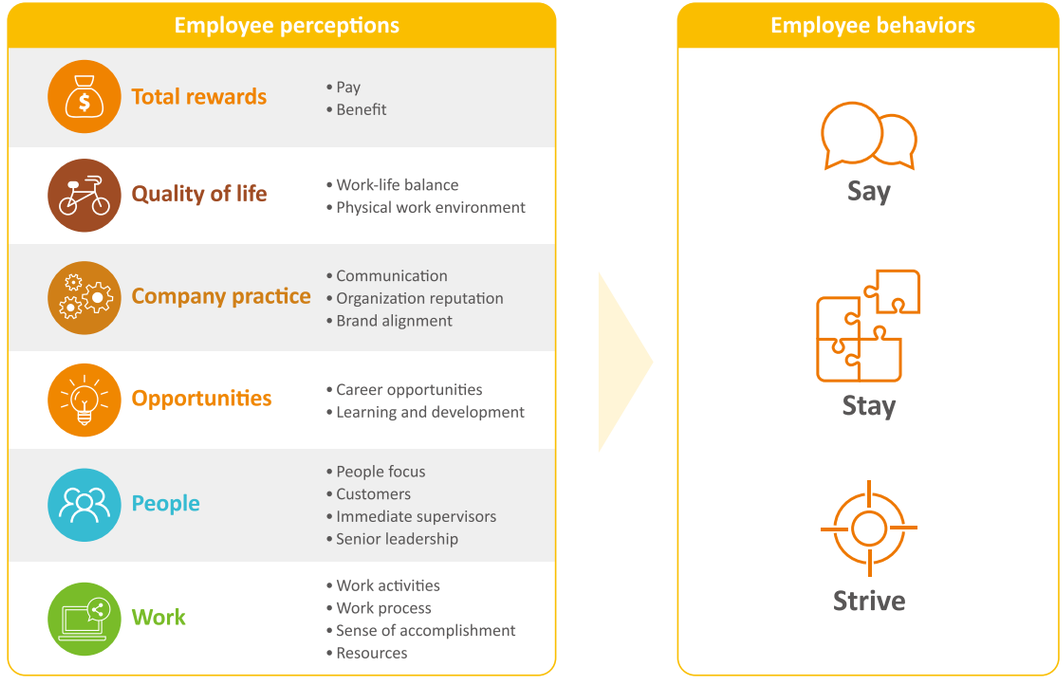
Measures	Frequency	Method
Management by objectives (MBO)	Twice a year	At the end of every year, Wistron organizes an annual kick off meeting to explain the operational goals of the company for the next year to all managers. Direct managers then communicate the goals to the employees to reach a consensus. The goal is therefore developed top-down to all units and individuals. While working toward goals, two-way performance communication and feedback are maintained regularly (mid-term/year-end) and when necessary. Performance evaluations are based on goal attainment and job performance during the mid-term and year-end formal appraisal.
Multi-dimensions	At least yearly	The following personnel are evaluated through multi-dimensional methods during performance evaluation in addition to the annual goal and competency performance indicators: 1. Global Section Managers & Above: “360-degree feedback” from subordinates, peers, and cross-department managers according to the 360-degree evaluation process. 2. Specific professionals: " 180-to-360 Degree Feedback" on Wistron’s key talents from project managers and peers.
Team-based performance appraisal	Twice a year	1. During the annual performance appraisal, the Company president will approve performance rating quotas for each business group based on its achievement rate. Groups with a high operational achievement rate will be awarded a higher ratio of Outstanding and Exceeds Expectations to incentivize team performance. 2. Supervisors evaluate the performance of their staffs based on their team’s performance, the performance as a team member in the project team, and the individual results of each employee.
Agility assessment	ongoing	In the agile development team, "OKRs" (Objective Key Result) are set toward goals. Depending on project needs, the team will conduct daily progress reports and frequent weekly project progress check-ups during the project period. Supervisors also maintain a continuous understanding of employees' work status through regular and sporadic communication and meetings. They engage in ongoing discussions with their staffs, enabling them to stay updated on their work performance. Additionally, supervisors conduct regular communication sessions with their team members during the annual goal-setting period and two performance appraisal periods. These interactions allow supervisors to stay informed about their staffs' work performance and achieve agile management.

Global Employee Engagement Survey

Adhering to the business philosophy of actively caring for employees, Wistron values the voices and opinions of employees. Starting from 2021, we've surveyed the opinions of all employees from all plants/departments around the world (with a coverage of 100%) through a census conducted every one or two years. The goals, results, and analyses are then publicly disclosed the goals. In order to make the survey and analysis results comparable both horizontally (between factories/departments) and vertically (between years), the framework, questions and analysis methods of the survey were based on globally consistent principles and a rigorous theoretical model (please refer to the chart). The differences between groups were analyzed and compared to further enhance the effectiveness of the survey. 17,590 employees were invited to participate in the 2023 employee engagement survey and 16,350 responded, delivering a response rate of 93.0% and engagement level of 77.3%. (For satisfaction survey results of direct employees, please see the table)

In order to ensure the reliability and referability of the statistical analysis results, the effective questionnaire response rate target for each survey is set at more than 80%. Through relevant survey plans, we can explore current employee engagement and gap from target value (the short- and medium-term target value is set at 70%). After the survey is completed, rigorous statistical analysis tools and methods are used to mark the groups and departments with significantly low engagement levels. The responsible departments are then required to continue collecting qualitative data (such as through focus groups, workshops, etc.) to learn more about their engagement gaps and pain points. After confirming the focus of the issue, the responsible departments will need to formulate improvement plans and performance indicators, regularly report on the implementation progress of relevant projects, and evaluate the overall effectiveness of these plans through the results of the next engagement survey.

Based on the 2023 engagement survey results, Wistron has established several improvement directions for the Company as a whole, including the expansion of transparent communication activities, the shaping of a diverse and inclusive culture, and the formulation of employer brand strategies, etc. Regular reviews and follow-ups are conducted in the form of cross-department/site project meetings to demonstrate the Company's emphasis on employees' opinions and our determination to create a high-quality working environment.



Employee type	Number of people participating in the surve	Responses	Response rate	Survey results	Remark
Indirect employee	17,590	16,350	93.0%	77.3%	Engagement
Direct employee	20,515	19,322	94.2%	52.4%	Satisfaction
Total of 2023	38,105	35,672	93.6%	63.8%	

Year	Number of people participating in the survey	Responses	Response rate	Survey results
2023	38,105	35,672	93.6%	63.8%
2022	45,048	41,053	91.1%	62.4%
2021	44,232	38,929	88.0%	63.1%

• **Examples from the Wistron Employee Engagement Survey (on Employee Well-Being)**

Factor	Wistron employee engagement survey questions			
	Main Dimension	Secondary Dimension	Example Questions	2023 Survey Results
Job satisfaction	Employee behaviors	Say	I will tell others that Wistron has a good working environment and working conditions.	74.6%
	Work	Work activities	I think the current job content is suitable for me.	80.3%
Purpose	Company practice	Brand alignment	I agree with and am willing to demonstrate behaviors in line with Wistron's core values (customer focus, integrity, innovation, and sustainability).	91.4%
	People	Senior leadership	Senior executives fully demonstrate their emphasis on Wistron's core values (customer focus, integrity, innovation, and sustainability).	87.2%
Happiness	People	Immediate supervisors	My direct supervisor gives me affirmation and appreciation in due course.	81.8%
	Work	Sense of accomplishment	I can feel a sense of achievement in my current job.	76.3%
Stress	Quality of life	Work-life balance	I can maintain a moderate balance between my current work and personal life.	77.8%
	Work	Work activities	I can accept the current work intensity and overtime requirements.	80.3%

Employee Turnover

In 2023, the turnover rate for Wistron's indirect employees was 9.91%, which translates to an average monthly turnover rate of 0.83%. Compared to our industry peers, this turnover rate indicates stability and a healthy work environment.

For direct employees, the nature of the industry, characterized by seasonal orders and fluctuating production capacity, has significant implications on workforce planning such as periodic large-scale recruitment and turnover of direct employees. Additionally, direct employees account for a significant portion of Wistron's workforce structure, comprising approximately 57% of the total employee count at the end of 2023. Consequently, the overall turnover rate for Wistron is significantly influenced by the turnover of direct employees. For more detailed statistics on employee turnover in 2023 and 2022, please refer to the attached appendix.

Number of new hires recruited globally
36,095 people

Indirect employees turnover rate
9.91%

Improvement of Employee Turnover Rate

In the current competitive talent landscape, retaining excellent employees and improving employee retention rates are crucial for the sustainable development of a company. To ensure talent retention, Wistron remains committed to increasing employee satisfaction, engagement, and fostering a sense of belonging. The company has designed a series of retention programs based on these principles.

For indirect employees, Wistron introduced the "Astronaut Program," aiming to create a culture of self-learning that enhances employee engagement and fulfilment. This program not only establishes effective channels for technical sharing and exchange but also encourages employees to propose optimizations, solutions, and new functions. Through this process, employees not only improve their teamwork skills but also enhance their professional abilities through knowledge sharing, helping them find fulfilment in their work.

Additionally, Wistron organizes "Employee Support Skills" courses, teaching supervisors how to communicate with employees. It also assists in monitoring communication between supervisors and colleagues. Through regular care and effective communication, Wistron aims to listen to employees' voices, understand their needs and challenges, help them develop personal development plans, and provide support and guidance. This proactive approach – transparent career development process and showing that employees' voices are valued – enhance their development goals and improve their job satisfaction.

For direct employees, Wistron focused on optimizing the employee onboarding experience in Chengdu and Chongqing. Activities such as factory visits, shared lunches, introduction of learning programs, comprehensive digital employee guides, and anniversary greetings are organized to ensure our new employees feel secure, facilitate their integration into the company's culture and work environment, and show appreciation and care for existing employees on their work anniversaries. These small activities aim to increase new employees' engagement, strengthen team cohesion, and foster a sense of belonging.

Wistron utilizes various activities and initiatives to enhance employee engagement and satisfaction. The company believes that these measures will help reduce employee turnover, maintain team stability, and lay a solid foundation for the company's long-term development. Moving forward, Wistron will continue to optimize these programs to ensure that employees have more opportunities for growth and development within the company.

Spotlight

Integrated career development paths for direct employees to enhance talent retention

In 2022, Wistron launched a project to integrate career paths for direct employees, ensuring smooth progression in operational, technical, and administrative positions. The goal is to provide equal opportunities for self-fulfillment and growth for all employees. As part of this initiative, the proportion of certified operational skill personnel increased by 3% compared to the previous year, and the number of employees certified with national vocational skill levels increased by 370.

In terms of systems, Wistron conducted surveys and assessments of promotion, compensation, and skill development systems for direct employees in China, Southeast Asia, Europe, and American sites. We completed an evaluation and consolidation of these systems across all sites and implemented the new system as a pilot program primarily in Chongqing. The plan is to eventually unify the systems globally in the future.

Employee Turnover		2020	2021	2022	2023
Total Turnover (%)		28.90	27.92	50.57	35.25
Voluntary Turnover (%)		15.72	19.09	38.87	27.27
Total Turnover (%)	Male	28.47	26.46	54.35	35.79
	Female	29.10	31.05	43.98	34.32
Voluntary Turnover (%)	Male	15.07	19.24	41.51	28.19
	Female	16.04	18.77	34.26	25.70
Total Turnover (%)	<30	36.35	31.96	69.02	51.38
	30-50	18.60	22.70	34.14	24.35
	>50	7.82	12.41	9.11	15.89
Voluntary Turnover (%)	<30	19.04	21.68	53.11	41.56
	30-50	11.28	15.94	26.24	17.94
	>50	2.89	4.91	5.98	5.17
Total Turnover (%)	Taiwan	15.76	18.40	15.49	14.98
	China	32.79	29.32	63.84	44.12
	Asia	-	-	-	41.00
	Europe	6.82	48.32	23.90	13.29
	Americas	0.46	29.80	57.49	47.21
Voluntary Turnover (%)	Taiwan	10.22	14.49	14.08	9.39
	China	17.62	19.57	48.77	36.11
	Asia	-	-	-	23.72
	Europe	0.00	32.65	3.41	3.15
	Americas	0.31	23.61	48.52	43.77
Total Turnover (%)	Direct employees	34.24	31.55	71.77	49.46
	Indirect employees	15.38	19.33	19.42	16.20
Voluntary Turnover (%)	Direct employees	17.66	19.76	55.61	40.23
	Indirect employees	10.83	17.50	14.26	9.91

Note 1: Excludes employees employed at Wistron for less than three months
Note 2: In 2023, Asia included Malaysia sites and Vietnam sites. There are no relevant data for 2020-2022

4.1.4 HR Technologies

Wistron began its digital transformation in 2014 and has been cultivating digital talents systematically and applying digital technologies in various business fields. HR technologies refer to the utilization of digital tools to better automate talent selection, hiring, cultivation, and retention. Data analysis and AI technology can help the HR department better understand the company's human capital, predict and analyze data, which can help the HR department better manage decision insights and trends and thus identify the company's risks and opportunities more effectively. In the future, Wistron will devote more resources to building a comprehensive talent development and skill management system. By tracking employee skills, planning employee individual development, integrating and recommending courses, the company can better identify employees with great potential, develop excellent leaders, and continue to drive employee growth with the help of data analysis and machine learning.

Digitalize Recruitment

In this competitive talent market, it is crucial to hire the right talent and do so fast. Wistron has utilized technologies to simplify and integrate the complicated recruitment process that spanned across multiple systems, and build a one-stop recruitment system. This recruitment system officially began operation at the end of 2022 in Taiwan. The platform not only includes internal/external talent pools, but it also helps HR supervisors stay on top of the entire recruitment process, reducing the talent selection time by approximately 41%. In the future, Wistron will continue to optimize the system based on the company's needs and gradually adopt it at our overseas locations to complete our digitalized recruitment plan worldwide.

Recruitment System2.0 (HR EcoSystem)

To solve problems with the original recruitment system, such as unorganized data, unintegrated information, and complex processes, Wistron has streamlined the process/field and designed functional fields. These improvements were based on feedback from supervisors and the HR department. The new one-stop, end-to-end recruitment information system allows supervisors to easily track application approval and talent recruitment progress. Wistron has launched a dedicated job opening website, guiding jobseekers through brand-aligned activities to the company's recruitment portal for resume registration and upload. This initiative enables Wistron to maintain a database of prospective candidates, thereby expanding its external talent pool and accelerating future recruitment planning.

- Since its release in November 2022, the recruitment system has had a total of 90,000 users and 11,790 registered applicants, and collected 8,711 complete resumes.
- It has 8.14 (out of 10) of satisfaction among company supervisors and 9.74 (out of 10) among users.

The recruitment system integrates 3 major AI models and generative AI applications to help supervisors find the best talent				
	WiCruiting resume matching	NLP behavioral competence assessment	HRDA digital competence assessment	Smart JD content generator
Targets	Expedite supervisor's resume processing speed and reduce the time and workload of manual resume filtering.	NLP (Natural Language Processing) language analysis technology can analyze an applicant's behavioral competence, providing supervisors with a reference that can aid in making hiring decisions, which helps them save time and reduce recruitment costs.	AI facial recognition and micro expression analysis, combined with machine learning, can analyze an applicant's six major digitalized development potential indicators for supervisor's reference before the interview.	By combining generative AI (Gen AI) with new hire applications, supervisors can speed up writing job descriptions (JD) with greater accuracy.
Method	Conduct a correlation analysis between the resumes of newly hired employees and the company's job openings and build an AI resume-matching model (WiCruiting). To allow supervisors to view all resumes on the same interface, Wistron has incorporated the resume recommendations from external job websites into our recruitment system this year and connected the system to WiCruiting to generate resume-matching scores. Resumes with high matching scores will be recommended to the supervisors of corresponding departments or the HR staff, enabling them to quickly identify the most suitable candidates.	NLP emotion analysis, coupled with voice recognition technology, can quantify more than 100 voice features (such as tone, volume, long/short sentence ratio) during actual interviews between applicants and supervisors. These voice features, along with the assessment results of behavioral competence, are then be used to develop an AI model.	The digital interview (HRDA) system had captured the facial expressions of Wistron workers as they responded to questions, employing AI facial recognition, micro-expression analysis, and machine learning to develop a dedicated digital competence evaluation model for Wistron. We've also integrated video interviews into our recruitment process, allowing us to capture micro-expressions from 86 points on job applicants' faces. These micro-expressions will be analyzed alongside competencies to predict candidates' suitability, providing supervisors with objective references for making hiring decisions	By leveraging agile development practices, we rapidly integrated generative AI (Gen AI) into our recruitment system. Utilizing ChatGPT, we gathered job description data from both internal and external sources within Wistron. This approach allowed us to generate clear and comprehensive job descriptions and requirements for positions proposed by supervisors.
Results	Compared to the resume matching function developed jointly by Wistron and external job banks, WiCruiting demonstrates a 4-fold increase in efficiency in identifying a suitable resume.	Wistron has utilized this technology in our selection of reserve associates as well as our recruitment interviews. Via NLP, we analyze the speech interaction between applicants and supervisors to effectively predict the 6 major behavioral competence indicators of each applicant and quantify 9 speech features that serve as references for supervisors during the hiring decision-making process. It has been implemented to each year's reserve associate selection starting in 2021 with a total of 305 applicants assessed so far.	Since its introduction in 2021, Wistron has utilized the HRDA system to analyze the digital competencies of about 8,900 applicants. With continuous iteration of the system and the incorporation of speech analysis, the model now has approximately 69% in its predictive ability with about 96% of our supervisors considering digital competence assessment valuable when making hiring decisions.	Improved supervisor's writing efficiency by 50% and reduced the back-and-forth between the HR and supervisors regarding a position's duties and requirements by 75%.

Connected and Automated Data (RPA)

Integrating the talent information both inside and outside the company and connecting with other platforms' data to ensure data completeness and consistency. Digital tools and systems make HR process automation a reality.

Targets	Method	Results
Enhancing HR's internal operations by automating and digitalizing repetitive HR tasks. This approach not only improves work efficiency but also ensures data accuracy across various HR processes.	Incorporate Robotic Process Automation (RPA) technologies and conduct a thorough review of the current HR processes to formulate and then implement a more comprehensive, simple and standardized operational process. We had developed multiple RPA tools specifically designed to automate regular and repetitive manual operations, significantly reducing time spent on such activities.	By standardizing the execution of similar HR processes, Wistron can reduce work hours on repetitive work and increase HR's production value.

Data Visualization

Wistron is committed to utilizing modern visualization tools, such as Power BI, to build an intuitive and user-friendly HR Dashboard. By using standardized data usage patterns and automatic connection, Wistron has developed a visualized dashboard that presents 6 major HR management indicators, including manpower, resignation, recruitment, attendance, organization, and other HR KPIs. This initiative significantly reduces the time spent on administrative work for our HR units. Moreover, it provides instant data insights and decision support for our supervisors and HR teams.

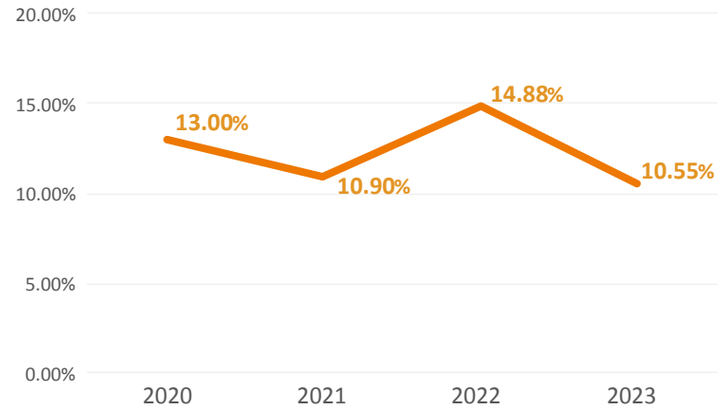
Data Modeling, Prediction & Analysis (AI)

In addition to the 3 major AI models - WiCruiting resume matching (our 2.0 recruitment system), NLP behavioral competence assessment and HRDA digital competence assessment, Wistron has developed a resignation risk prediction model to address employee retention issues. This model aims to identify early signs of an employee's inclination to resign, thereby enhancing the company's ability to retain talent and mitigate the risk of talent loss.

Prediction of Employee Resignation Risks

For indirect employees, Wistron has started actions to use data technology to improve the turnover rate. Relevant projects and results are summarized in the table below.

Featured Project	Risk Prediction of Employee Resignation
Purpose of the project	The employee's inclination to resign is predicted through the integration and analysis of the company's internal and external information; therefore, active retaining actions can be taken in advance.
Project benefits	The company predicts the likelihood of key talents resigning, enabling proactive measures to be taken for their retention. What were once passive responses are now transformed into active strategies, aimed at enhancing overall talent retention within the company.
Data collection	70 personnel-related data entries from within the company.
Project results	Since the introduction of the project in Taiwan in 2018 Q4, around 1,300 high-risk personnel have been reported, with an overall prediction rate of above 70%. As a result, the indirect employees' voluntary turnover rate in the Taiwan headquarters has been decreasing year over year, dropping from 13% in 2020 to 10.55% in 2023.



Note: The pandemic situation in Taiwan in 2022 was relatively severe. Therefore, some uncertain factors (not designed in the original model) were added to affect the prediction accuracy. In addition, the introduction of the remote working system prevented department heads from face-to-face meetings and communicating with high-risk employees frequently, resulting in a slight increase in the turnover rate compared to the previous year.

4.2 Human Capital Development

Wistron upholds an altruistic business philosophy, continuously pursuing innovation and transformation to overcome challenges of the future. Under the vision of "Sustainability through Innovation," we empower our global employees to understand and practice our four core values: "Customer Focus," "Integrity," "Innovation" and "Sustainability." In addition to emphasizing corporate social responsibility and the pursuit of sustainable business, we also use this framework to develop our talents.

4.2.1 Global Talent Development Policy

Based on the strategic focuses of global expansion, digital transformation, and sustainability, Wistron continued efforts in cultivating global talents in the following competencies: "Management Capability", "Digital Capability", and "Globally Adaptable Capability" along with an accelerated focus on cultivating "Sustainability Capability". Through a unified global talent development direction, we provided a variety of learning approaches to overcome language barriers and foster inclusivity of diverse cultures, thereby enabling global employees to grow with the company and cultivate sustainable competitiveness with their individual careers.

Under our unified global talent development strategy, we began implementing the global learning platform, Cornerstone, in 2021. By 2023, the platform has been successfully launched across 22 sites worldwide, achieving a coverage rate of 96% with over 25,000 users engaging in more than 5,200 training batches. Over the past three years, we have trained 510 learning platform administrators who plan and manage professional training courses in various businesses and domains of expertise (such as R&D, engineering, digital transformation, and so on). Through the implementation of a global learning platform, Wistron effectively embodies the "One Platform" approach, manifesting a strong commitment to the spirit of "One Team". This is evident as our employees actively engage in a continuous learning cycle of Plan-Do-Check-Act (PDCA). This fosters self-directed learning and resource sharing, rapidly establishing a common global language and facilitating knowledge transfer.

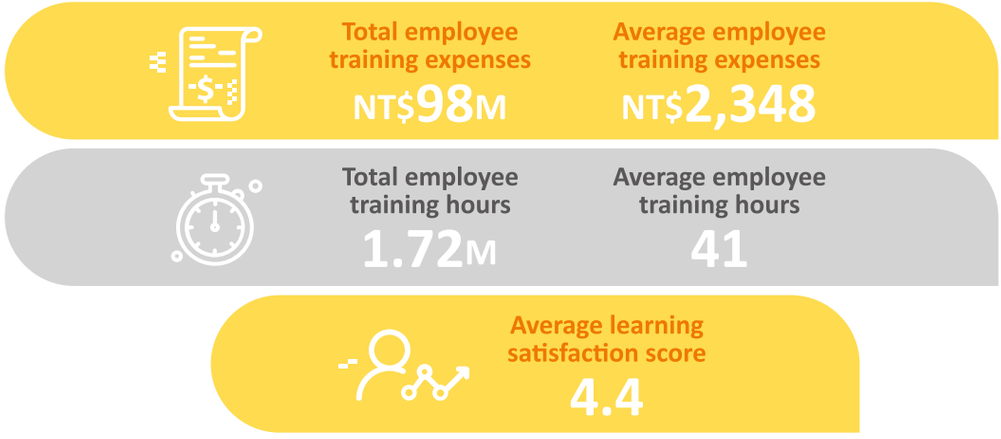
- **Training Expenses and Hours from 2021 to 2023**

ITEM		2021	2022	2023
Total employee training expenses		NT$174M	NT$135M	NT$98M
Average employee training expense		NT$2,769	NT$2,857	NT$2,348
Total employee training hours	Direct	4.07M	2.70M	1.31M
	Indirect	0.43M	0.40M	0.41M
	Total	4.50M	3.10M	1.72M
Average employee training hours	Direct	92	96	54
	Indirect	23	21	23
	Average	72	66	41

Note: Training expenses are in New Taiwan Dollar (NTD).

In 2022, Wistron invested a total of NT$98.83M in talent development worldwide, with an average training cost of NT$2,348 per employee; the total training hours for employees worldwide reached 1,717,602 with an average of 40.8 hours per employee. Among them, female employees received a total of 532,546 training hours with an average of 34.3 hours, and the male employees received a total of 1,185,056 training hours with an average of 44.6 hours; production employees received a total of 1,305,455 training hours with an average of 54.2 hours and other employees received a total of 412,147 training hours with an average of 22.9 hours; managerial employees received a total of 97,775 training hours with an average of 29.3 hours and non-managerial employees received a total of 1,619,827 training hours with an average of 41.8 hours.

To support our global talent development strategy, trends toward bite-size learning, and adjustments to global production capacity, we promoted wide-ranging online learning and resources sharing across Wistron locations in 2023. Compared to 2022, the average training hours for direct employees decreased by 42 hours, while the average training hours for indirect employees increased by 2 hours. The total training expenditure decreased by 27%, and the average training expense per employee was decreased by NT$509.



• **Training Hours by Job Type**

Type	Production		Non-Production	
Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan	27,158.8	8.6	136,245.1	15.4
China	1,125,600.0	68.7	209,658.1	28.5
Mexico	56,258.5	37.1	19,782.8	45.5
Czech Republic	7,958.5	20.9	2,750.1	14.4
Malaysia	3,709.8	5.0	16,333.0	50.9
Vietnam	84,770.0	45.1	27,378.0	33.7
Global data	1,305,455.2	54.2	412,147.0	22.9

Note 1: Average training hours per employee = total number of training hours provided to employees/total number of employees
Note 2: Covers the period of 2023/1/1 to 2023/12/31

• **Training Hours by Gender**

Gender	Female Employees		Male Employees	
Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan	61,107.7	11.9	102,296.2	14.3
China	389,449.2	49.6	945,808.9	59.5
Mexico	34,403.6	39.5	41,637.3	38.5
Czech Republic	6,036.8	19.5	4,671.8	17.8
Malaysia	6,765.1	12.7	13,277.7	24.9
Vietnam	34,784.0	32.4	77,364.0	47.4
Global data	532,546.3	34.3	1,185,055.9	44.6

• **Training Hours by Employee Type**

Employee Type	Managerial Position		Non-Managerial Position	
Area	Total training hours	Average training hours	Total training hours	Average training hours
Taiwan	37,551.4	25.2	125,852.5	12.0
China	42,781.2	28.1	1,292,476.9	58.2
Mexico	9,260.8	95.5	66,780.1	36.0
Czech Republic	357.0	8.3	10,351.6	19.6
Malaysia	6,871.5	104.1	13,171.3	13.2
Vietnam	953.0	8.0	111,195.0	43.2
Global data	97,774.9	29.3	1,619,827.3	41.8

4.2.2 Key Strategic Talent Development

To progress toward the corporate vision of "Sustainability through Innovation," Wistron formulated four core strategies for talent development: "Digital Capability" "Management Capability" "Globally Adaptable Capability" and "Sustainability Capability" We also leveraged mid- and long-term talent development initiatives to provide career platform for talents through continuous talent cultivation while realizing our corporate vision.

2023 Talent Development Strategies

Digital Capability

- Upgrading the Technological Capabilities of Key Digital Talents
- Cultivating and Certification of Digital Talents' Capabilities
- Promoting Data-Driven Culture

Management Capability

- Strengthening Strategic Leadership at the Executive level
- Developing Global Leadership at the Leader level
- Enhancing Coaching Skills at the Manager level

Sustainability Capability

- Consensus – Promoting Basic Sustainability Awareness Worldwide
- Knowledge – Developing Professional Sustainability Talents
- Co-learning – Providing Online Platform and Resources for Suppliers' Sustainability Learning

Globally Adaptable Capability

- Building Commitment: CEO Town Hall
- Building Culture: Advocate for Core Values
- Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents

2023 Talent Development Strategic Projects	Project & Details	Progress in 2023	Training Effectiveness & Value to Wistron	2023 Participants (ppl.) and percentage
Digital Capability: Digital Talent Cultivation to Accelerate Digital Transformation	**Upgrading the Technological Capabilities of Key Digital Talents** Systematically cultivated digital project development teams through training on methodology, use case demonstration, scenario simulation, and daily practices to help digital talents truly apply digital transformation methods and skills to reengineer business processes and create value.	**Upgrading the Technological Capabilities of Key Digital Talents** 352 digital talents trained in 2023 with a cumulative total of 633 translators, 163 product owners, 125 tech leads, 189 data engineers, 49 enterprise architects, and 158 cloud architects.	8,138 employees trained; 14.6% of global employees	**Level 4 Result** • Annualized rate of return: NT$599M • Cost savings by reduced manual work with digital transformation: NT$53.82M
	Cultivating and Certification of Digital Talents' Capabilities The digital talent development committee is responsible for defining the Technical Competency Model (TCM), assessing competency, and planning skills and career development programs, collaborating with the DnA Academy and internal/external learning resources to offer technical and soft skills training.	**Cultivating and Certification of Digital Talents' Capabilities** The number of talent participated in the TCM certification program increased drastically to 1,237 in 2023. Continuously implemented skill development plan for 12 key roles. 1,640 attendees completed hard skills and soft skills training, and proportion of L3H or higher talents increased to 28%.		**Level 3 Behavior** 774 digital technology and transformation projects.
	Promoting Data-Driven Culture Expanded data governance technologies to cover process automation, business intelligence, statistical analysis, and Auto ML with systematic online/offline trainings, workshops and case sharing sessions for global Wistron sites to promote the 5 major toolboxes of Power BI, Minitab, Rapidminer, Mobagel, and RPA.	**Promoting Data-Driven Culture** 18 training batches in 2023, with 2,748 attendees and a cumulative total of 6,223 attendees passing the evaluation. Overseas training offered as well, with 106 attendees passing and 42 digital projects going live.		**Level 2 Learning** • Certification rate: 81% • Training completion rate: 100%
				Level 1 Reaction average learning satisfaction score of 4.3 to 4.6 (out of 5)
Management Capability : Promotion of Managerial Competencies to Worldwide Sites to Shape Innovative Leadership	**Promotion of Managerial Competencies to Worldwide Sites** In 2023, continued to promote managerial competencies through the integration with the four major management aspects of recruitment, training, staffing and retention in order to help supervisors understand the connotation of managerial competencies and apply them to improve leadership at work.	**Promoting Managerial Competencies to Worldwide Sites** In 2023, 4 communication sessions were held, and 10 online courses on managerial competencies were developed and delivered to global managers from the headquarter to 28 worldwide sites with a cumulative total of 6,488 attendees.	2,075 employees trained; 4.9% of global employees	**Level 4 Result** • Employee satisfaction score for daily support from management: 4.2~4.4 (out of 5) • Average proficiency score of 360-degree evaluation for managerial competencies: 4.5~4.58 (out of 5)
	Developing Global Leadership at the Leader level In order to develop high-potential talents to prepare them to next level of positions, competency-based development program used various learning methods such as project assignment, self-directed learning resources, and group coaching to develop key behavior and skills, and gain practical experience.	**Developing Global Leadership at the Leader level** 79 high-potential talents were selected in 2023. 4 competency workshops and corresponding training resources were provided to help talents transfer learning and apply in work. A total of 76 talents completed final presentations and passed (pass rate of 96%).		**Level 3 Behavior** • Managerial competency evaluation score of 4.58 (out of 5) • Percentage of managers who increased their average managerial competency scores: 72% • Annual performance communication rate: 93.9%~97.1%
	Enhancing Coaching Skills at the Manager level To build management culture at all leader levels to enhance organizational performance and foster mutual communication, delivered performance management training series to worldwide sites to assist rollout of a unified performance management policy.	**Enhancing Coaching Skills at the Manager level** 945 attendees completed "Coaching" online training to enhance managerial competency "Aligning Performance to Success." Performance management training series were first delivered to Mexico and Vietnam sites with a total of 350 attendees.		**Level 2 Learning** • Training completion rate: 100% • Competency awareness: 99.4%
				Level 1 Reaction average learning satisfaction score of 4.5 to 4.7 (out of 5)

2023 Talent Development Strategic Projects	Project & Details	Progress in 2023	Training Effectiveness & Value to Wistron	2023 Participants (ppl.) and percentage
Sustainability Capability : Deepening of Knowledge to Align Talent Development with Organization and towards Sustainability	**Promoting Basic Sustainability Awareness Worldwide** Launched basic knowledge trainings and introduced online learning resources from CommonWealth Leader Campus and Net Zero School of Industrial Technology Research Institute to enhance employees' understanding of sustainability and industry trends. In addition to external resources, cooperate with internal experts to develop various ESG online learnings related to ESG to worldwide sites.	**Promoting Basic Knowledge of Sustainability** The multilingual "ESG Basic Training," "Wistron Six Pillars of Sustainability Strategies" and "Highlight of Wistron's Sustainability Report" were developed by internal experts to help employees understand Wistron's sustainability actions under common learning structure to build consensus to an accumulative total of 29,945 attendees annually.	39,362 employees trained; 93.5% of global employees	**Level 4 Result** • Percentage of recycling material used in product design increased from 30.2% in 2022 to 35.4% in 2023. • Electricity saving of plants of 17.869 MkWh annually; water saving of 50,994 m3; waste reduction of 617.4t. • Number of strategic suppliers who enhanced carbon reduction efforts: 27.
	Developing Professional Sustainability Talents Wistron's ESG Sphere professional development follows six pillars of sustainability strategies. In addition to the professional training series of Net Zero School of Industrial Technology Research Institute, in 2023, internal experts also served as facilitators through face-to-face or virtual sessions to spread sustainability knowledge and skills.	**Developing Professional Sustainability Talents** Through global learning platform, 38 ESG-related online training were developed with a cumulative total of 1,880 attendees. Global manufacturing plants also implemented energy conservation, waste reduction and water resources management trainings with a total of 67,116 training hours and 61,943 attendees.		**Level 3 Behavior** • Carbon footprint management system launched and workday for carbon footprint verification reduced from 30 days to 13 days. • Completion rate of suppliers' carbon footprint verification: 100%
	Providing Online Platform and Resources for Suppliers' Sustainability Learning Established the Supplier Online Platform to help suppliers improve their sustainable knowledge, collaborate with the global partners to jointly explore and realize Wistron's growth opportunities in sustainable operation, and establish a complete sustainable ecosystem on our journey to sustainability.	**Providing Online Platform and Resources for Suppliers' Sustainability Learning** More than 60 online training provided, with a total of 7,790 attendees. In line with Wistron's low-carbon manufacturing transformation strategy, we prioritized 27 strategic suppliers with low carbon reduction maturity (those who have not conducted internal carbon footprint verification) and provided practical training and coaching program to help suppliers conduct their own greenhouse gas verification.		**Level 2 Learning** • Training completion rate of employees: 98~98.7% • Training completion rate of strategic and key suppliers: 100%
				Level 1 Reaction average learning satisfaction score of 4.3 to 4.7 (out of 5)
Globally Adaptable Capability: Establishment of Global Consensus and Commitment for Strategy Execution	**Building Commitment: CEO Town Hall** Organized CEO Town Halls to share Wistron's strategy, operational status, and future prospects every year to ensure that Wistron employees have a clear understanding and commitment to the company's development direction.	**Building Commitment: CEO Town Hall** A total of 7 sessions of CEO Town Hall were held in 2023 with 505 participants and a total of 52 questions received on business strategy, talent strategy, organizational culture, management issues and other aspects. CEO was forthright in sharing his viewpoint and experience, answering questions, and providing clear directions.	1,991 employees trained; 4.7% of global employees	**Level 4 Result** • Core values awareness of global employees: 89.6% • Retention rate after Training Program of Foreign Manufacturing Engineering and Technical Talents: 93%
	Building Culture: Advocate for Core Values Core values advocacy campaigns are separated in three stages - knowing, realizing, and doing. Local facilitators are certified to deliver core values in onboarding training. These activities help employees understand and uphold our core values in their daily work, consequently to the "doing" stage.	**Building Culture: Advocate for Core Values** 1,767 participated in HQ's core values promotion activities and a total of 20 overseas sites held core values promotion activities with 12,245 attendees. Core values-related training include "Simon's Talk," "Core Values Workshop," and "CEO Wi Talk."		**Level 3 Behavior** • Internal facilitators certified for Core Values Workshop: 14 facilitators. • Pass rate of engineering and technical talent training program: 66%
	Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents Selected high-potential Wistron employees who meet the training plan's criteria and provided systematic training, including professional theoretical knowledge courses and practical skills, to retain talents.	**Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents** A total of 154 talents were trained in 2023 with Mandarin learning courses, machine operation training, and automation process projects. After the talents complete the training and pass the assessment, they will be transferred to related professional technician positions.		**Level 2 Learning** Core value awareness of attendees to promotion activities: 4.6 (out of 6)
				Level 1 Reaction average learning satisfaction score of 4.6 to 5.9 (out of 6)

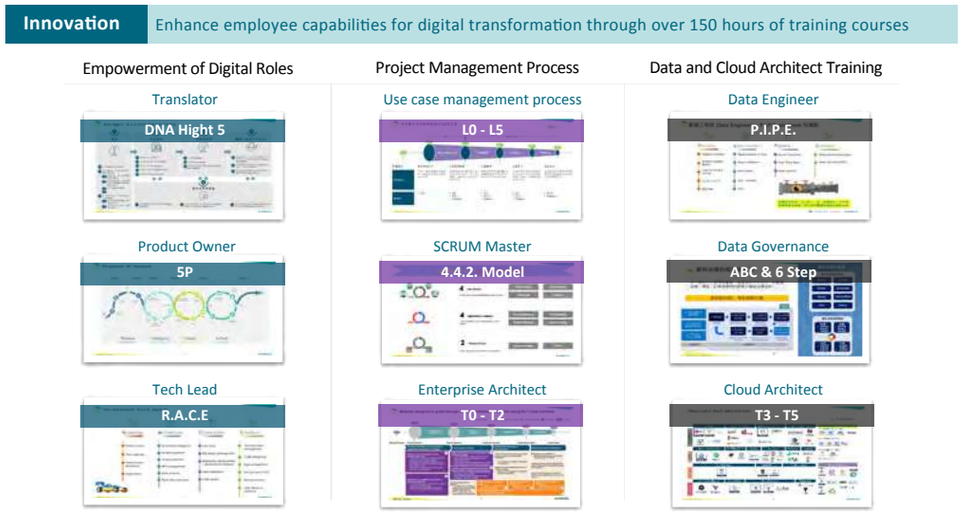
Strategy 1

Digital Talent Cultivation to Accelerate Digital Transformation

Wistron established the digital transformation blueprint in 2019 with three key strategies, namely "cultivation of digital talents", "digital culture formulation", and "empowerment of digital work for employees". In order to effectively implement these strategies, the company established the Digital and Analytics Academy (DnA Academy) dedicated to nurturing digital talents. The focus of digital transformation training is divided into three categories: "digital key talent cultivation", "digital talent certification", and "data-driven culture building". It uses systematic training methods (online & offline) to conduct digital transformation knowledge and tool training while shaping the organization's digital culture.

Milestones in Wistron's Digital Transformation

To accelerate Wistron's digital transformation, we formed the "Technical Governance Committee" in 2021 and its subordinate committee- digital talent development committee – to define the Technical Competency Model (TCM), assess competency levels, plan for skills and career development, and collaborate with DnA Academy and internal/external learning resources. Both technical and soft skills training were conducted in tandem with incentive programs for key digital talents. After training, the talents actively involved in the company's digital transformation, took 104 initiatives and digital projects in various business areas such as R&D, manufacturing, sales, supply chain, finance, and human resources. Through methodology training, use case demonstration, scenario simulation, and daily practices, the talent development process can help digital talents truly apply digital transformation methods and skills to reengineer business processes and create value.



1. Upgrading the Technological Capabilities of Key Digital Talents

Leveraging Key Digital Talents: Collaborative Value Creation in Diverse Projects

Wistron established the DnA Academy to systematically cultivate key digital talents. After training, the talents combined the digital theories with their expertise in various business domains to contribute to the development of over 400 projects.

List of 3rd Digital Transformation Excellence (Ding Ge) Award Winners held by Harvard Business Review in 2023 l First Prize of the Operational Excellence Award in the Large Enterprise sector

In addition, in order to help managers clearly identify the competencies and contributions of digital talents, motivate talents, and enhance the capabilities of digital talents, we developed a digital talent platform in 2023 to maintain talent records and provide a complete digital talent information system with accurate talent statistics, resumes, and databases. At the same time, the certification system for two key talents, “Translator” and “Product Owner,” was also optimized in 2023. A total of 41 people has been promoted this year with appropriate incentives to support our talent retention goals.

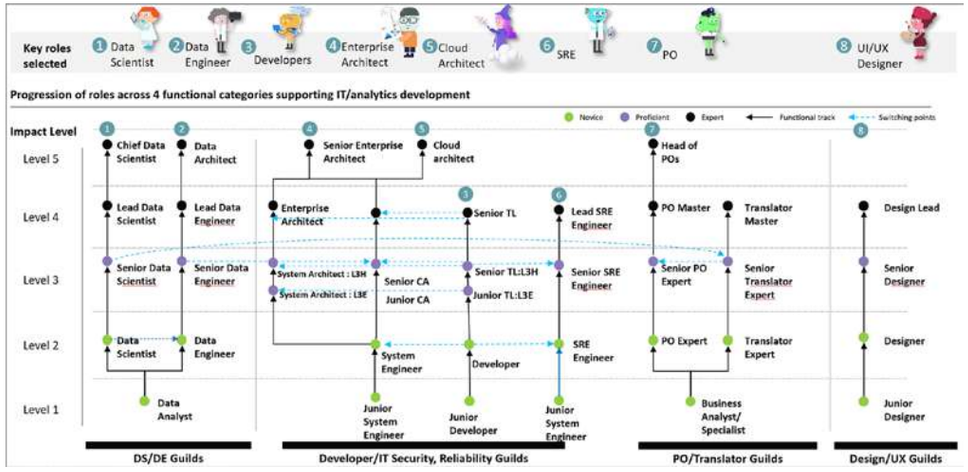
	Level 1 Engineer	Level 2 Sr Engineer	Level 3 Specialist	Level 4 Expert
Product Owner	**Complete Product Owner training** > face-to-face training > final presentation	**Participate in 1 use case** > Pass L3 (MVP) > Normal and above > Take on Product Owner role in team	**Participate in 2 use cases** > Pass L3 (MVP) > Normal and above > Take on Product Owner role in team	**Participate in 2 use cases** > Pass L3 (MVP) > 1 Normal and above > 1 Priority and above > Take on Product Owner role in team
	11 employee(s) promoted	3 employee(s) promoted	2 employee(s) promoted	
Translator	**Complete Translator training** > face-to-face training > final presentation > 12 online training	**Participate in 1 use case** > Pass L3 (MVP) > Normal and above > Take on key role in team: Product Owner, Tech Lead, Translator, SCRUM Master	**Participate in 2 use cases** > Pass L3 (MVP) > Normal and above > Take on key role in team: Product Owner, Tech Lead, Translator, SCRUM Master	**Participate in 2 use cases** > Pass L3 (MVP) > 1 Normal and above > 1 Priority and above > Take on key role in team: Product Owner, Tech Lead, Translator, SCRUM Master
	21 employee(s) promoted	3 employee(s) promoted	1 employee(s) promoted	

2. Cultivating and Certification of Digital Talents' Capabilities

In 2023, the key digital talent technical competency model (TCM) was expanded from 9 to 12 roles. The roles and responsibilities (R&R) were defined, and the certification methods were designed based on our TCM. TCM was refined to cover the diverse skills required for digital transformation.

In terms of recruiting professional talents, our talent pool increased significantly from 569 in 2021 to 1,237 in 2023. We continue to maintain a skills inventory of the 12 key roles for digital transformation.

By continuously optimizing the Career Map and improving the clarity of the Career Paths for the 12 key roles, digital talents can more clearly understand their career development directions. The proportion of talents of L3H (Level 3 High-Performing) and above increased to 28%. It shows that our cultivation mechanism can effectively develop high-level skills and leadership capabilities.



• **2023 Optimization of TCM Certification System**

1	Expand Competency Model	The Technical Competency Models (TCM) had 9 roles in 2021, which grew to 12 roles in 2023 to now include the key roles of Enterprise Architect, Cloud Architect, UI/UX Designer, Product Owner, Data Engineer, Data Scientist, Site Reliability Engineer, Developer, Security Governance Specialist, Security Engineer, Security Analyst, and ITPM.
2	Recruit Professional Talents	The number of talents who were recruited and then participated in the TCM certification program increased significantly from 569 in 2021 to 1,237 in 2023. We continue to maintain a skills inventory of the 12 key roles for digital transformation and implement skills development plans to support the digital transformation.
3	Promote Skill Advancement	Better defined Career Paths by optimizing our Career Map. This also helped increase employees' understanding of their future career developments. Through the hard skills and soft skills training programs, the proportion of talent of L3H and above has rapidly increased from 17% in 2022 to 28% in 2023, showing that our cultivation mechanism can effectively develop high-level skills and leadership capabilities.

Expand Competency Model
- > **12** technical competency models
- > **126** core skills
- > **380** assessment items

Recruit Professional Talents
- > **1,237** certified employees

Promote Skill Advancement
- > **37** talents underwent cross-domain transfers
- > Trained **1,640** attendees
- > Talents of L3H and higher increased to **28%**

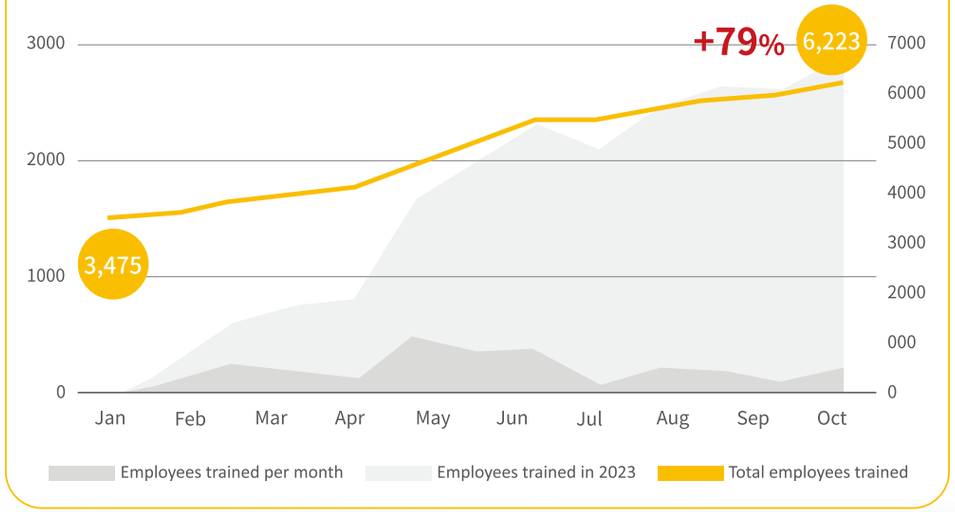
3. Promoting Data-Driven Culture

Cultivating Data Scientists and Comprehensive Data + AI Talents

Low-code tools can be leveraged to realize and generate benefits from ideas, with data being used to support decision-making and more persuasive communication. Integrating the five major toolboxes of data governance, process automation, business intelligence, statistical analysis, and Auto ML, we promote a data-driven culture through systematic online and offline trainings, workshops and case sharing sessions for digital tools such as Power BI, Minitab, Rapidminer, Mobagel, and RPA.

In order to encourage employees to develop diverse digital skills for work, Wistron will continue to provide data tools trainings in the future to achieve our goal of training 6,000 employees within three years. Wistron plans to promote knowledge sharing and exchange through hackathon competitions, technology forums, sharing sessions, etc., and establish a project management platform to translate training effectiveness into concrete results, and also build up a talent pool competent in digital tools to support related applications.

2023 Progress toward a Data-driven Culture



Strategy 2

Promotion of Managerial Competencies to Worldwide Sites to Shape Innovative Leadership

In 2023, we continued to promote managerial competencies through the integration with the four major management aspects of recruitment, training, staffing and retention in order to help supervisors understand the connotation of managerial competencies and apply them to improve leadership at work. The Talent Development Team designed and produced 10 online courses in the training series, which includes three courses addressing basic knowledge on managerial competencies, four courses on examples of Manager Competency and three courses on examples of Leader Competency to apply their learnings into practice. We held four communication sessions and offered 10 courses in three different language versions: Simplified Chinese, Traditional Chinese, and English. The competency training was launched in June 2023 for supervisors across Wistron locations spanning HQ and 28 sites around the world.

The training design aspects cover:

Practicality

Collected excellent cases through interviewing internal benchmark person to apply key behaviors of managerial competency into daily work.

Diversity

Combined multiple learning media including video, audio, text and images to satisfy diverse learning styles.

Assessment

Used interactive tests to check learner's understanding.

Global Learning Outcomes					
Course Title	Target audience (ppl)	Number of employees who completed training (ppl)	Training completion rate	Satisfaction score (L1)	Awareness (L2)
Managerial competencies – Basic Knowledge	3,525	3,521	99.9%	4.5	99.9%
Managerial competencies – Manager Competency	3,000	2,967	98.9%	4.4	98.9%

1. Strengthening Strategic Leadership at the Executive Level

In response to the ever-changing environment and to drive the company's future growth, executive leaders are dedicated to improving Wistron's competitive advantage and operational excellence. Against a dynamic business landscape, Wistron aims to equip senior executives with diverse knowledge to support them as they confront fierce competition and lead our organization to long-term success.

In 2023, we provided the executive leadership program to 18 BU heads and above, tallying a total of 1,459 training hours. The external training program focuses on three main subjects: Global and Multinational Operations, Strategic Thinking and Innovation, Business Management and Leadership Development. The program is designed based on real practices to help executives expand their horizons, strengthen strategic mindset, and improve corporate leadership. Wistron continues to enhance the capabilities of executive leaders to overcome challenges in our global and competitive landscape and lead Wistron to long-term success. We hope to ensure that they are capable of responding to changes more flexibly and innovatively while being fully prepared for the company's future.

In 2023, Wistron was selected as one of the Top 100 Global Innovative Institutions by Clarivate, which shows that Wistron's efforts in continuously investing in cutting-edge technology research and development over the years is being recognized by the community at large. Executive leaders bring innovation into corporate culture, put innovation into practice and pursue the vision of "Sustainability through Innovation". This achievement not only recognizes the company's patent portfolio, but also reflects Wistron's outstanding performance in the field of innovation.

2. Developing Global Leadership at the Leader Level

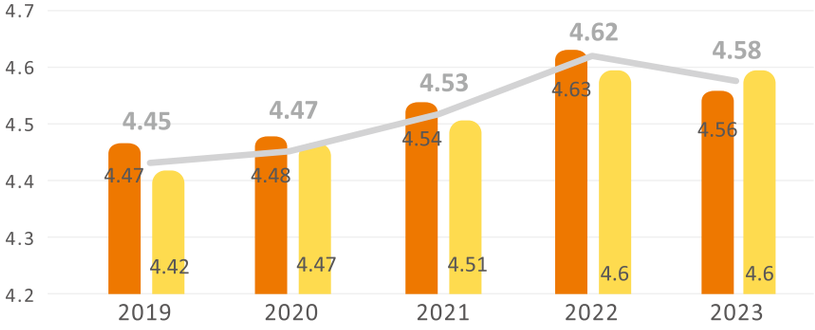
In 2022, Wistron defined 8 leader competencies. To gradually promote key managerial competencies to senior leadership (BU/Corp. Func.) and middle management (plant/division), three key leader competencies were identified as development goals for 2023-2026 in accordance to our key strategic focus. These competencies – Driving Execution, Data-Driven Decision Making, and Motivating the Team - were also included in the annual performance appraisal. After basic training on managerial competencies, division managers are offered skills trainings to further strengthen their leadership.

To develop high-potential talents to prepare them for their next levels and positions and build our talent pipeline, we launched our Global Leadership Development Program to spotlight competency development. It uses various learning methods such as project assignment, self-directed learning resources, and group coaching to develop and track the behavioral changes across the three key leader competencies of Driving Execution, Data-Driven Decision-Making, and Motivating the Team. The 360-degree competency assessment was introduced during the nascent stages of the program, while the assessment report is used to set up individual development goals. Each talent is assigned an internal coach, who is two levels higher to the talent and from a different field/unit. Monthly one-on-one coaching sessions offer these talents broad perspectives, leadership mindset, and resources.

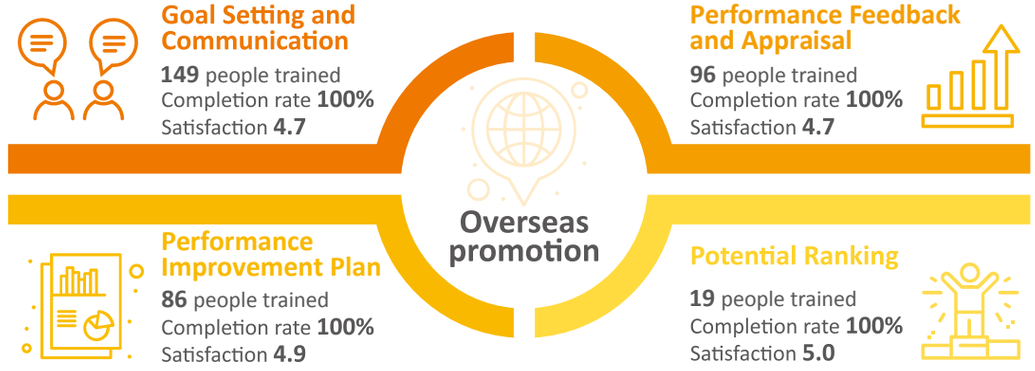
3. Enhancing Coaching Skills at the Manager Level

To build management culture at all leadership levels, improve organizational performance and promote two-way communication between management and their team members, the manager competency- Aligning Performance for Success was selected to enhance our manager's coaching behaviors. Coaching training was provided to help managers properly coach subordinates and provide motivation and support to enhance overall team performance. Sound and seamless communication between management and their team members help engage employees to unleash their potential.

In 2023, coaching training was delivered via hybrid models, combining online learning and face-to-face session. The online course is designed for managers to master knowledge and practice coaching skills through four phases: pre-testing, learning, scenario simulation, and post-testing. During face-to-face sessions, managers conduct role play and receive observations and feedback from senior leaders. Facilitators ensure they apply knowledge into practice by using very realistic scenarios and also creating opportunities for senior leaders to share their experience.



	2019	2020	2021	2022	2023
Core Values	4.47	4.48	4.54	4.63	4.56
Leadership Competency	4.42	4.47	4.51	4.6	4.6
Average	4.45	4.47	4.53	4.62	4.58



After the "Coaching" online training and face-to-face "Coaching for Empowerment" training, Wistron regularly conducts surveys to track management performances and gauge behavioral changes in trained managers. We believe stronger managerial competencies will drive organizational performance and inspire a positive cycle.

In 2023, we unified our performance management policy across Wistron locations worldwide and simultaneously delivered performance management training. The first wave of performance management training was held in Mexico and Vietnam sites and composed of three sessions: Goal Setting and Communication, Performance Feedback & Appraisal, and Performance Improvement Plan. The training sessions align with the performance management cycle, allowing managers to immediately apply the knowledge and tools in practice and daily management. The training was considered effective with an annual performance communication rate of 91.9% in Mexico and 95.9% in Vietnam; an employee satisfaction score for daily coaching of 4.1 in Mexico and 4.3 in Vietnam (out of 5); and an average proficiency score from the 360-degree managerial competency evaluation of 4.2 in Mexico and 4.7 in Vietnam (out of 5).

Strategy 3

Deepening of Knowledge to Align Talent Development with Organization and towards Sustainability

In response to changes in the internal and external environment, "sustainable development" has become an issue confronting global corporations. Wistron seeks to accelerate towards our vision of corporate sustainable development through building a learning culture oriented in ESG-related knowledge. Wistron's Corporate Sustainability Office, Talent Development Team, and the Core Teams of Wistron's six sustainability strategies developed the "ESG Sphere" training roadmap, offering global training resources to foster deeper understanding and commitment to sustainability among all employees. This initiative aims to introduce the significance of Wistron's sustainability initiatives and achievements, and to strengthen organizational partnerships in achieving sustainable goals. Furthermore, the knowledge and skills training in different professional fields are provided to align talent development with the organization and towards sustainability.

Training System	Learning Level	Training Subject	Career Level	Target Audience
Specialized Field	Leader	Sustainable Strategy Leadership Seminar Sustainable Trends Forum	Master	CXO Sponsor Pillar Owner Expert Leader
	Advanced	Green products / Decarbonization / People with Purpose Recycling / Sustainable Supply Base / Labor Welfare	Expert	Cross-Pillar Expert
			Advanced	Pillar Practitioner
			Career	
	Basic	Sustainable Development Issues / Corporate Information Disclosure Standards	Developing	Core Team
General	Beginner	Highlights of Wistron ESG Report / Trends in Sustainability Wistron Six Pillars - The Way to Sustainability Understanding ESG (Environmental, Social, and Governance)	—	All Employees (Optional) All Employees (Mandatory)

1. Consensus – Promoting Basic Knowledge of Sustainability Worldwide

"Sustainability" is one of Wistron's core values. To ensure global employees understand the significance of sustainability and the company's six strategic pillars of ESG, we launched basic knowledge training at the end of 2022 for HQ as a starting point. In addition to introducing online learning resources about ESG and industry trends from CommonWealth Leader Campus, we also developed the multilingual "Wistron Six Pillars of Sustainability Strategies" and "Highlight of Wistron's Sustainability Report" internally. We promoted this basic knowledge of sustainability to various sites starting in July 2023; a total of 29,945 attendees in 2023 and reported an average learning satisfaction of 4.4 (out of 5). The compulsory training completion rate of indirect employees is 98.7% worldwide. Wistron employees expressed a high degree of understanding and commitment of the vision of "Sustainability though Innovation".

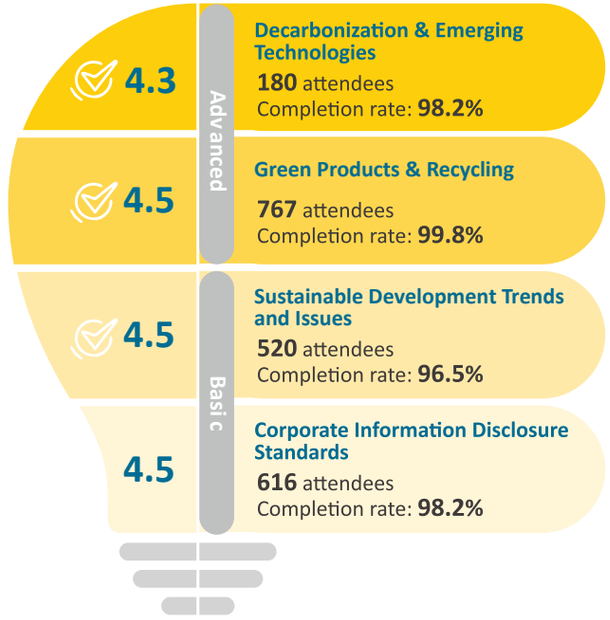
In addition, in order to have employees and external stakeholders learn more about Wistron's efforts and achievements in sustainability, we cooperated with the National Taiwan University of Science and Technology to develop an ESG board game, and held a trial run of the board game with our sustainability strategy committees to ensure that the content can fully convey the focus of Wistron's ESG and sustainability actions. Our ultimate goal for the future is to expand the influence of sustainable actions from the inside out through gamified learning.

2. Knowledge – Developing Professional Sustainability Talents

Wistron's ESG Sphere training follow six pillars of sustainability strategies: Sustainable Supply Base, Green Products, Recycling, Decarbonization, People with Purpose, and Labor Welfare. In the end of 2022, we kicked off professional development for ESG core teams and introduced the professional training series from the Net Zero School of ITRI (Industrial Technology Research Institute). In 2023, internal experts also served as facilitators in face-to-face or virtual sessions to share sustainability knowledge to various functions. By the end of 2023, 38 ESG-related online training programs were developed, with topics covering international standards of corporate information disclosure, global sustainability trends, human rights and DEI, low-carbon manufacturing and new energy technology development, green products and recycling, etc., with a total of 2,083 attendees, a training completion rate of 97.9%, and an average learning satisfaction of 4.4 (out of 5).

Wistron’s manufacturing plants around the world also showed their support to the company’s sustainability strategies and goals, organizing training on energy conservation (energy management), waste reduction (waste management), water resources management, etc., reaching a total of 67,116 training hours throughout the year, with 61,943 attendees completing the training.

In addition to cultivating professional talents, various professional training are also provided for employees to learn independently and share sustainability knowledge and organizational actions. Ultimately, we seek to increase employees' commitment to Wistron’s sustainability actions.



3. Co-learning – Providing Online Platform and Resources for Suppliers’ Sustainability Learning

Building a comprehensive sustainability ecosystem is integral for the journey toward sustainability. To help suppliers learn more about sustainability, collaborate with our global partners, and jointly explore and realize Wistron’s growth opportunities within sustainable operations, Wistron launched a Supplier Online Platform in 2022. As of 2023, 7,790 attendees have taken the 60+ lessons available on the platform. Up to 1,319 suppliers have registered for the platform, and 100% of strategy and key suppliers completed the mandatory lessons and reported an average satisfaction of 4.7 (out of 5).

Furthermore, in line with Wistron's low-carbon manufacturing transformation strategy to strengthen suppliers' ability in carbon footprint verification, this year we established a supplier classification mechanism for carbon emissions and carbon reduction maturity, and prioritized 27 strategic suppliers with low carbon reduction maturity (those who have not conducted internal carbon footprint verification). We launched practical training and coaching programs to help suppliers conduct their own greenhouse gas verification, with an achievement rate of 100%, and effectively improved the Wistron supplier greenhouse gas baseline database, propelling us one step further towards low-carbon manufacturing transformation.

Strategy 4

Establishment of Global Consensus and Commitment for Strategy Execution

In the face of unpredictable changes, globalization is our ambition but also a long-term strategy for talent development. To this end, Wistron launched global learning platform and offered multilingual learning resources. In 2023, we continued to invest in language learning, cross-cultural talent cultivation, and global consensus and commitment building, with the goal to foster collaboration and inclusivity among global employees.

1. Building Commitment: CEO Town Hall

To ensure the strategies and operations of Wistron's global entities are transparent, Wistron's CEO shares the company's strategies, current operations, and future prospects each year to strengthen organizational cohesion, enhance internal communication, and achieve honest communication. By collecting questions before the meeting and hosting Q&A sessions, Wistron's employees are able to communicate face-to-face with our CEO.

To demonstrate our commitment to transparency, we have expanded the CEO Town Hall to three locations in Taiwan and two regions overseas. A total of seven CEO Town Hall sessions were held in 2023, with 555 people invited and 505 attendees, which is an attendance rate of 91%.

One of the important indicators of transparent communication is an openness to questions from participants. In these seven sessions, we received a total of 52 questions, 36 of which were collected in advance. The questions focused on business strategy, talent strategy, organizational culture, management issues and other aspects. The CEO was forthright in sharing his viewpoint and experience, answering questions, and providing clear directions.

Transparent communication is not only reflected in his open-minded response to questions, but also in the participants' feedback to the responses. The overall response rate of satisfaction survey for the seven CEO Town Hall sessions was 93%, with 468 participants providing valuable feedback and reporting an average satisfaction score of 5.9 (out of 6).

2. Building Culture: Advocate for Core Values

In continuation of the 2022 core values campaign- based on the three stages of knowing, realizing, and doing- our 2023 core values campaign focused on “realizing.” The goal of our campaigns is to extend our core values from headquarter to overseas sites. We also certified local facilitators to share core values concepts in onboarding training. These activities help employees understand our core values and encourage them to apply them in their daily work, i.e., the “doing” stage. We also incorporated core values into the annual performance appraisal.

In the employee engagement survey, the core value awareness in the 2021 was 76.4%. Through consistent campaigns and training at HQ and overseas site between 2022 and 2023, the percentage has increased to 89.6% in 2023, with an overall increase of 13.2%.

3. Building Diversity: Training Program of Foreign Manufacturing Engineering and Technical Talents

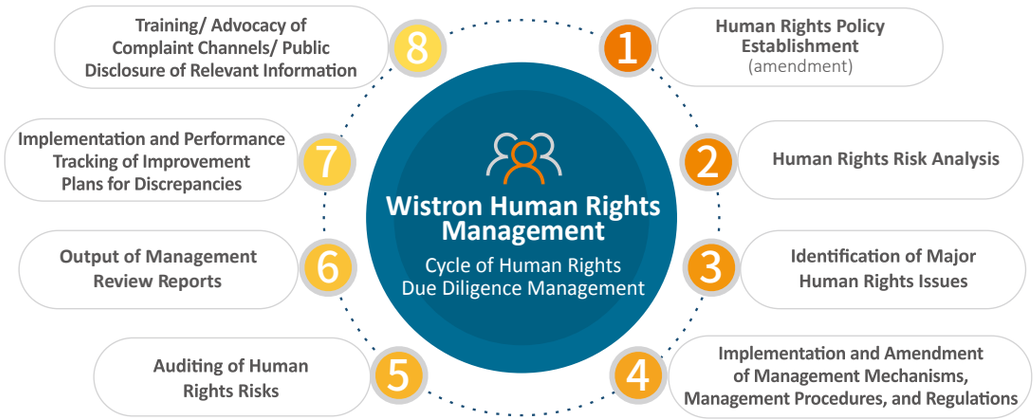
In order to develop foreign talents, starting from 2021, we selected high-potential foreign employees who meet our training plan criteria to offer them systematic training, which includes professional theoretical knowledge courses and practical skills. The program aims to retain foreign talents. In addition to Mandarin learning courses, machine operation training and automation process projects are also provided in the training program. After the talents complete the training and pass the assessment, they will be transferred to professional technician positions and receive further training. A total of 154 talents were trained in 2023 with a completion rate of 66% and retention rate of 93% (there are currently 10 automation process project trainees as of the date of data collection).

4.3 Human Rights Management

Wistron's Global Human Rights Policy

Wistron's human rights policy underscores its support and compliance with international labor and human rights standards, such as the United Nations Universal Declaration of Human Rights, United Nations Global Compact, United Nations Guiding Principles on Business and Human Rights, International Labor Organization Declaration on Fundamental Principles and Rights at Work, Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises, Responsible Business Alliance Code of Conduct, etc. The policy applies to all Wistron stakeholders, including the Company and our supply chain, partners, joint ventures, etc. and also clearly describes the content of human rights commitments and related management principles.

Wistron is gradually rolling out Responsible Business Alliance (RBA) audit certification in various operating locations around the world to ensure that the Company has a consistent work structure and adheres to global human rights standards (please refer to "Wistron Human Rights Due Diligence Management Report"). With consistent and sustained efforts from our colleagues, no major human rights violations occurred in any Wistron locations around the world in 2023.



4.3.1 Human Rights Due Diligence

Establish Human Rights Due Diligence Management Procedure

To ensure effective implementation of human rights policies in all Wistron locations around the world, we established a human rights due diligence management procedure in 2020. Starting from 2021, we have conducted annual due diligence for the Company's own operating scope (such as employees, direct activities, products and services). A complete management cycle is implemented in order to establish a consistent culture and behavioral standards for the entire group that effectively manage and reduce human rights risks and truly respond to company policies and the expectations of all stakeholders.

Based on the 2022 human rights risk assessment, Wistron targeted several major human rights issues in 2023 and required each site to formulate risk mitigation measures and regularly track progress toward relevant indicators. Focusing on human rights issues such as "at least 1 day off in 7 days," "<60 total working hours per week," "payroll accuracy," "protection of young workers" and other human rights issues, we proposed 85 optimization measures across 9 sites. Comparing the proportion of items rated as medium or high risk as a result of RBA audits, all indicators in 2023 were maintained under effective control, and there were no obvious abnormalities (82 audits in 2022 and 76 audits in 2023; major issues identified can be summarized in the table below).

- **Medium or High-Risk Major Human Rights Issues**

Year	Working hours - 1 day off in 7 days	Working hours - weekly working hours < 60	Wages & benefits - payroll accuracy	Labor – young workers
2022	0.12%	0.43%	0.22%	0.15%
2023	0.16%	0.40%	0.18%	0.17%

4.3.2 Human Rights Risks and Material Issues

As a member of the global electronics industry supply chain, Wistron has complied with various domestic laws and international standards since our inception. In various operating locations around the world, we have implemented varying degrees of management actions on human rights issues, including the identification and assessment of human rights risks, and are gradually rolling out Responsible Business Alliance (RBA) audit certification.

Eight plants completed VAP verification in 2023, including Hsinchu Plant, Kunshan Plant, Chongqing Plant, Zhongshan Plant, Vietnam Plant, Malaysia Plant, Czech Republic Plant, and Mexico Plant. All eight plants obtained silver level or above ratings. 13 plants or subsidiaries adopted SAQ evaluation, including Hsinchu Plant, Kaohsiung Opto-Electronics, Kunshan Plant, Kunshan Opt Plant, Weilong Automotive Electronics, Wistron Advanced Materials, Chengdu Plant, Chongqing Plant, Zhongshan Plant, Vietnam Plant, Malaysia Plant, Czechia Plant, and Mexico Plant. By regularly communicating our strategies and outcomes with our plants, we ensure that Wistron has a consistent work structure and adheres to human rights standards around the world.

Human Rights Risk Assessment

To address major human rights issues of stakeholder concern, Wistron initiates a thorough review of policies and internal regulations to ensure the comprehensiveness of management measures. Additionally, we set annual performance goals and regularly track progress of relevant work plans. Continuous adherence to the RBA framework guides daily operational audits, with responsible departments tasked to launch improvement plans for identified deficiencies to ensure that relevant human rights risks are effectively controlled and mitigated.

In 2023, Wistron continued its human rights risk assessments, analyzing RBA audit reports from 2021 to 2023. Among all identified deficiencies, approximately 2.02% were classified as medium or high risk, with labor-related issues comprising the majority at 80.96%. Key labor concerns, in order of importance, included "working hours," "protection of young workers," and "wages and benefits." A summary of related risk mitigation and remedial measures is shown in the table below. For details, please refer to Wistron Human Rights Due Diligence Management Report.

The mitigation and remedial measures listed in the table were collected and communicated through the global ESG action information platform. After reaching consensus and resolution, they were shared and rolled out across all Wistron sites. Progress is regularly reported to ensure relevant management principles and standards are implemented faithfully.

Material issues	Working hours	Wages and benefits	Young workers
Risk mitigation measures	To effectively manage employee work hours, Wistron has implemented proactive measures to ensure the physical and mental well-being of employees in daily operations. Examples include: • **Zhongshan Plant:** Used personnel system to set up a management and control mechanism of "at least 1 day off in 7 days" and "max. 60 hours per week" and develop a work hour verification platform based on RBA standards. Attendance data from the previous month is uploaded before the 10th of each month to confirm actual compliance. The actual compliance rate in 2023 was over 99%. • **Malaysia Plant:** Used a facial recognition access control system to regulate entry for employees who have worked continuously for more than the specified number of days; used robotic process automation to regularly report and track cases of abnormal working hours. The actual compliance rate in 2023 was over 98%. • **Chengdu Plant:** The production management department proactively schedules attendance plans based on orders to ensure compliance with "1 day off in 7 days" and "max. 60 hours per week" standards. The plan is combined with robotic process automation to regularly report and track abnormal working hours. The actual compliance rate in 2023 exceeded 99%. • **Kaohsiung Opto-Electronics:** The personnel system automatically issues warnings for abnormal cases such as consecutive workdays, overtime on rest days, etc., and automatically notifies employees of their remaining leave hours at the beginning of each month to encourage them to arrange timely breaks for their physical and mental well-being. The actual compliance rate in 2023 was 100 %. • **Kunshan Opt Plant:** Uploads weekly reports on compliance with "1 day off in 7 days" and "max. 60 hours per week" standards to the system platform jointly managed and controlled by customers. This facilitates confirmation of actual compliance, which exceeded 99% in 2023.	For payroll accuracy, Wistron has taken proactive measures to ensure the accuracy of employees' compensation and benefits in daily management. Examples include: • **Zhongshan Plant:** Ensure accuracy through multi-level inspections, such as work checklists, cross comparisons between system and manual calculations, and cross-comparisons with the previous month's data. Also, HQ will then use self-developed remote audit systems to check the accuracy of the previous month's data before the tenth of each month. The actual accuracy rate in 2023 was more than 99%. • **Malaysia Plant:** Uses automatic robots to report attendance records and requires all corrections to be completed within 3 days. They also increased the proportion of direct labor using their HR Applications to over 90%, enabling workers to immediately check the accuracy of their attendance data. The actual accuracy rate in 2023 was more than 99%.	Wistron's human rights policy expressly prohibits the use of child labor, and Wistron has taken proactive actions to uphold human rights policies and guidelines in daily management and ensure the protection of the rights and interests of young workers. Examples include: • **Chengdu Plant:** During the recruitment process, applicants' ages are verified using an identity verification system connected to government authorities to identify and reject candidates under 18. The actual compliance rate in 2023 was 100%. • **Czechia Plant:** Regularly informs all department heads that the minimum recruitment age for plants is 18 years old and emphasizes legal provisions prohibiting underage workers from working overtime and night shift. The actual compliance rate in 2023 was 100%. • **Zhongshan Plant:** Through the labor agency management system platform, labor agencies are required to confirm the identity and qualifications of applicants and provide relevant reports and supporting documents. Compliance and management over the ban is listed as a critical indicator for contract termination or renewal in service evaluations. The actual compliance rate in 2023 was 100%.

• **Young Workers at Wistron in 2023**

Unit: ppl

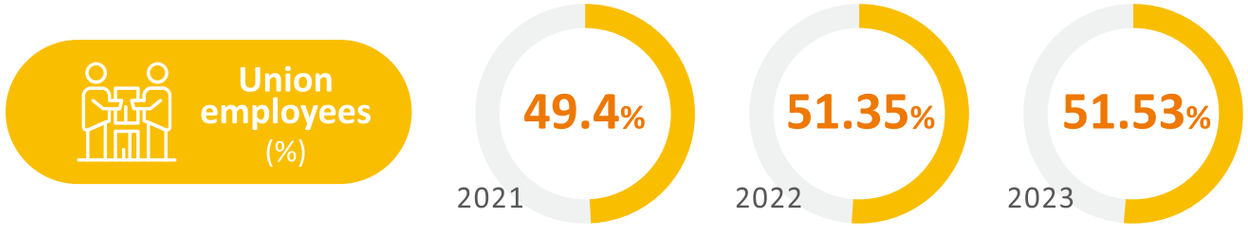
Employment type	Taiwan	China	Other regions in Asia	Europe	America
Young workers	56	1,069	0	0	0

Forced Labor

Wistron's human rights policy strictly prohibits any form of forced labor, including human trafficking, coercion, slavery and other forms of involuntary labor. Employee work contracts are formulated and signed in compliance with local laws and regulations. Employees have the right to terminate their labor contracts, and there are no restrictions beyond the terms of their contract that limit the relationship between employees and Wistron, such as withholding deposits or identity documents. Through the implementation of various human rights management measures, no instances forced labor occurred in any of Wistron locations in 2023.

Freedom of Association

Wistron's human rights policy respects employees' right to freedom of association and is committed to providing a channel and environment for free expression of opinions. In global operating locations, employees can leverage organizations such as labor unions and employee relationship promotion committees. Department representatives help colleagues express their opinions in meetings. For example, the union at Vietnam site signed a collective agreement in 2022, effective from January 1, 2023, covering 5.8% of our global workforce, to safeguard employee welfare and workplace safety. In 2023, Wistron did not receive any new proposals for collective agreements. For employees not covered by collective agreements, we negotiate working conditions and employment terms through labor-management meetings in accordance with local regulations. Furthermore, we maintain comprehensive and diverse communication channels to ensure that all employees are heard and action is taken. The proportion of union employees at all Wistron sites around the world is as follows:



Non-Discrimination

Wistron's human rights policy ensures equal opportunities in employment, salary, training, promotion, retirement, and resource allocation for all personnel and prohibits any form of discrimination based on region, race, ethnicity or background, social class, ancestry, religion, physical disability, gender, sexual orientation, gender identity and expression, pregnancy, marital status, union membership, political affiliation, appearance, age and other factors. Wistron is committed to evaluating employees based on competency and contributions to ensure equal rights and opportunities.

Wistron is committed to eliminating and avoiding any form of discrimination and extending these principles to external stakeholders, including customers, suppliers and the general public. To ensure Wistron's supervisors and employees are conscious of corporate sustainability issues, the Company requires new employees to complete training courses such as "Corporate sustainability and social responsibility policy (including human rights policy)" and "Corporate sustainability course (basic)" that cover issues such as equitable recruitment, sexual harassment, human rights violations, discrimination, etc. The total training hours at all Wistron locations in 2023 reached 18,304 hours, with 100% of new employees trained. Relevant systems and regulations are announced on the Company's internal website for employee access. Through consistent advocacy and efforts, no discrimination in violation of company policies occurred in any of Wistron locations in 2023.

Anti-Harassment

Wistron respects the freedom and rights of all employees and has established an open platform for expressing opinions and problem reporting channels at all locations around the world to fully understand employees' needs and expectations on issues such as working conditions and workplace environments. Employees can express their suggestions or ask questions in confidence and without fear of retaliation. To address sexual harassment concerns, the Company has formulated independent management measures and incident handling procedures, set up dedicated reporting hotlines, mailboxes and other reporting channels, and ensured the privacy and personal safety of reporters through clear accountability regulations.

In addition, the Company organizes lectures from time to time to invite experts to share, promote, and answer related issues such as self-protection and rights protection. We also set up medical centers or invite doctors to regularly offer counseling services to our employees. Through a variety of active and passive actions, we continue to work hard to create a workplace free from harassment.

Year	Number of discrimination / harassment cases reported	Number of discrimination / harassment cases filed
2020	0	0
2021	0	0
2022	7	3
2023	5(Note)	1

Note:
i. Complainant was a candidate reporting perceived discrimination against during the recruitment process at our India site. Investigation revealed that the complainant failed the technical test and violated the recruitment procedure, which was inconsistent with the complaint.
ii. An employee of our Malaysia site reported that he/she was scolded by other employees in a meeting. Investigations verified the complaint. The site's senior manager intervened, communicating with both parties and resolved the issue with support from the complainant.
iii. Complainant pretended to be an employee of the Taiwan office, but when confirming with the involved partied, it was revealed that the involved party had not intended to file a report and did not entrust complainant to file a report.
iv. The complainant reported harassment from employees at the Mexico site. Investigations revealed that the person being reported was not an employee at the Mexico site.
v. Complaint of bullying at the Hsinchu site that was not verified due to lack of evidence. Wistron's response:
1 Carry out relevant discipline measures against wrongdoers and complete the case closing process with support from the complainant.
2. Proactively provide whistleblowers with counseling resources to ensure colleagues receive adequate care and assistance.
3. To enhance employee awareness to our code of conduct and avoid similar violations, the Company has re-examined current training/advocacy measures and content and launched a new version of the training course in 2023. In the form of animation and short videos with examples, the code of conduct is introduced in a simple and easy-to-understand manner. All employees are required to complete relevant learning activities within a certain time limit.

Living Wage

In 2023, the Company issued "Wistron's Commitment to Living Wage", affirming that the compensation and benefits provided not only comply with local laws and regulations but also exceed the legal minimum wage. The Company conducts regular salary surveys activities (completed: 14 Wistron business operations, 390 critical tier-1 suppliers, and 14 contractors). The Company uses the Anker living wage methodology to establish Wistron's living wage calculation formula and data, mainly referring to Cost of Living and MIT-Living Wage Calculator and other methodologies. The calculation items include expenses such as food, clothing, housing, transportation and education, and the data are regularly re-confirmed and updated. All the actions aim to actively encourage the Company, suppliers, and contractors to meet living wage standards of various regions.

4.3.3 Open Communication Channels

Wistron respects employees' freedom of expression and rights, and proactively establishes open communication platforms at various sites around the world to fully understand our employees' needs and expectations in all aspects of the work environment. Employees can voice suggestions and requests or raise questions about the Company in confidence and without fear of retaliation.

Wistron Values Internal Communication Channels and Listens to Employees

Wistron has set up employee relationship promotion committees in all offices and sites around the world and holds regular labor-management communication meetings with members of the top managers of each office and site and employee representatives of each department. The committee conducts two-way communication on the Company's operating conditions, employee opinions and other issues, and has also set up an exclusive website. The topics and records of each meeting are then published within 7 days. The corresponding operating specifications and measures will be separately announced by the respective responsible departments.

In 2023, Wistron organized on-site activities for supervisory colleagues to communicate directly with the CEO and other senior managers. A total of seven sessions were held, with a total of 505 supervisors attending the meetings. The overall participation rate was 91%, and the participants were highly satisfied, reporting a satisfaction of 99%. Most colleagues expressed that such direct communication with senior management offers them a clearer understanding of the Company's operating strategies and directions and that they look forward to similar activities becoming a regular occurrence.

To ensure transparent communication, Wistron encourages all employees and external parties to file reports through complaint channels and accepts anonymous complaints. A total of 10 cases were reported in 2023, of which four were related to ethical management and six were related to human rights protection. After investigation by the responsible departments, we verified one ethical management case and two human rights cases. Disciplinary actions have been taken against the perpetrators.

Wistron firmly believes in respecting employees and valuing their opinions as it can encourage employees to put forward constructive opinions and continuously inject drivers for positive growth into the Company, helping us achieve common growth and share business results. Wistron will continue to strengthen the operational efficiency of various communication channels to ensure they are active, open, and effective.

Spotlight

Upholding the Spirit of RBA - 3 Plants Recognized with RBA FOC Certification

In 2023, Wistron InfoComm (Zhongshan) Corporation, Wistron InfoComm (ZhongShan) Corporation Linhai Branch, and Wistron Infocomm (ChongQing) Co.,Ltd all obtained RBA Factory of Choice (FOC) One Star certification. All eight plants that underwent RBA VAP audits received silver or above ratings, a testimony to Wistron's commitment to human rights and labor rights.

Wistron joined the Responsible Business Alliance (RBA) in 2010 and has since continued to improve operations and management around sustainable development. Through RBA standards and local regulations review, communication with customers, internal risk assessment and audit, etc., we ensure that all operations are in compliance with related specifications. At the same time, we engage in external audits such as RBA VAP / Non-VAP, identify core problems, actively invest in improvements, and continue to work hard to create a safe and equitable workplace environment.

Communication Channels for Offices and Sites Around the World

Communication channel	Neihu Headquarters/ Xizhi Office	Hsinchu Plant	Kaohsiung Opto-Electronics	Kunshan Plant	Kunshan Opt Plant	Weilong Auto-motive Electronics	Wistron Advanced Materials	Chengdu Plant	Chongqing Plant	Zhongshan Plant	Vietnam Plant	Malaysia Plant	Czechia Plant	Mexico Plant
Employee relationship promotion committee	●	●		●	●	●	●	●	●	●	●	●	●	●
President's mailbox	●			●	●	●	●	●	●	●	●	●	●	●
Employee opinion mailbox	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Employee complaint hotline	●	●	●	●	●	●	●	●	●	●	●	●		
Employee seminars	●	●	●	●	●	●	●	●	●	●	●	●	●	
Counselor on-site interview			●	●	●			●	●	●	●		●	
Social media platform			●	●	●	●	●	●	●	●	●	●		
Company publications			●	●						●		●	●	●
Strategy and operation communication meeting	●	●	●	●	●	●	●				●	●	●	●

Note: " ● " indicates that communication channels are established

4.4 Workplace Health & Safety

4.4.1 Employee Care and Benefits

Employees are the greatest asset of any company, and therefore, Wistron cares about creating a work environment filled with hope and life. In addition to work, we also aim for employees to have a balanced life, ensuring their physical and mental well-being. As such, the company promotes employee well-being, healthcare, and a variety of diverse company activities to empower employees to enjoy a happy work life and a healthy life outside of work.

Wistron adheres to the ISO 45001 Occupational Health and Safety Management System to gain full understanding of workplace hazards and risks. Through assessing the impact on all relevant personnel within the company (including employees, temporary staff, contractors, visitors, and others), we ensure that is made aware of related risks. This ensures that employees work in a healthy and safe environment.

Happy Work and Happy Life

Ensuring workplace health not only supports our employees' physical and mental well-being but also reduces many potential risks. Wistron has advocated for "Exercise Campaigns" and "Health Management" for many years. Starting from the onboarding process, routine health check-ups and care are provided to ensure the health of each colleague.

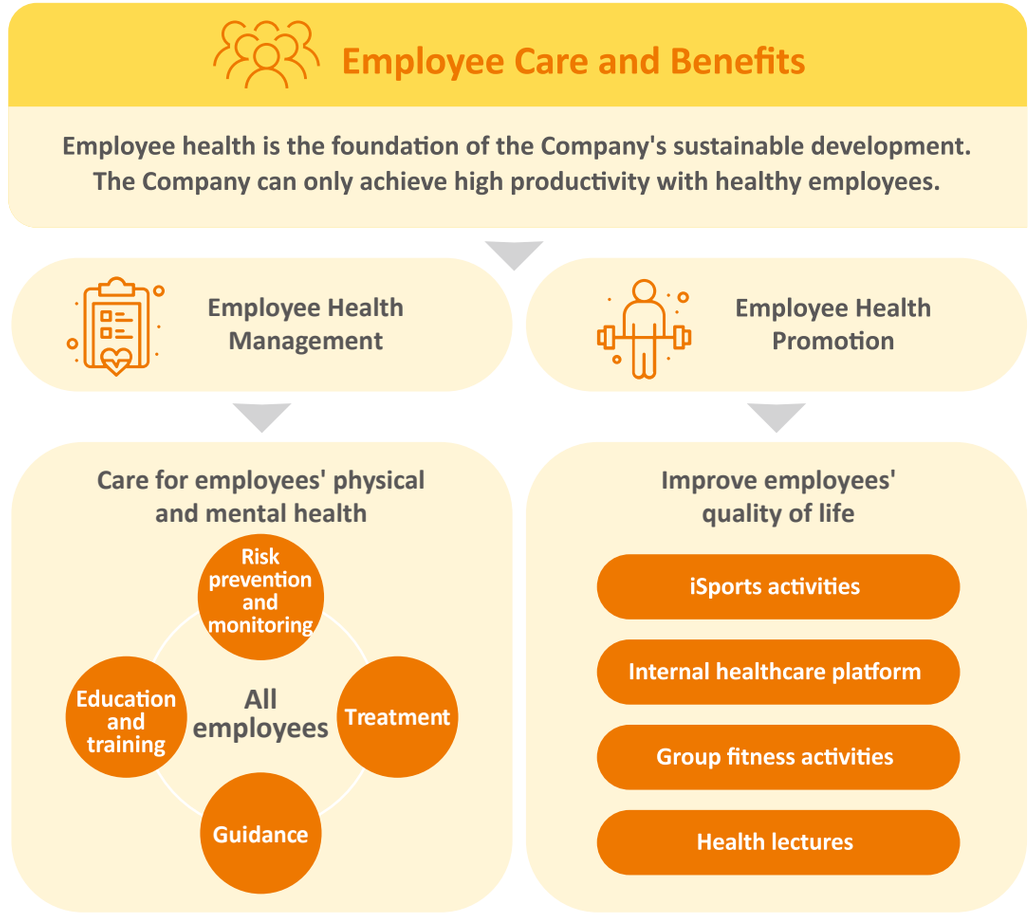
To help employees achieve a work-life balance, we organize various activities and benefits programs in our offices and plants, such as travel subsidies, sports competitions, cultural events, family days, lecture courses, and more. These programs enable colleagues and their families to participate in a wide range of diverse activities, allowing them to relax and develop hobbies outside of work.

Flexible Working

Wistron has established flexible working hour policies across regions and roles to allow employees to balance work and life. For indirect employees, flexible working hours are available in Taiwan, certain Chinese facilities, the Czech Republic, and Mexico. For example, in Taiwan, employees are given half an hour to one hour of flexible work hours at the start and end of the workday. For direct employees, different shifts are provided for different roles. For instance, shift A is from 7 AM to 4 PM, and shift B is from 8 AM to 5 PM. Employees have the flexibility to adjust their working hours based on the requirements of their tasks. In Czech Republic, Wistron provides part-time job opportunities for candidates or employees caring for young children or just returning from parental leave. This allows them to choose part-time positions and balance their responsibilities in their work and homes.

Employee Health and Safety

In 2023, pandemic restrictions were lifted. In response, Wistron established a health management team to monitor risks and implemented a healthcare mechanism for high-risk employees. An emergency hotline was set up in the office to mitigate fears and ensure that employees could report emergencies.



Employee Health Management

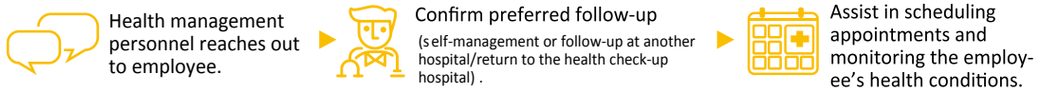
Wistron regularly organizes health campaigns and established a health center and medical room in the office area, serviced by the health management team. They provide emergency medical treatment and health consultation services. In 2023, they assisted with medical services 18 times and provided health consultations to 861 individuals. Additionally, we introduced specialized medical consultations, offering opportunities to consult with ophthalmologists, gynecologists, urologists, nutritionists, etc.

Health Examination

Wistron's health management team divides "Employee Health Management" into four management processes: risk prevention and monitoring, treatment, counseling, and education and training. Their goal is to establish a positive health management cycle. Every year, we offer comprehensive health check-ups to help our employees monitor their health. We invite medical professionals from medical centers to visit various offices and plants to deliver convenient health checks for employees. In 2023, a company-wide health check-up program was conducted jointly with affiliated enterprises and spanned nearly two months. Through internal promotion and personalized reminders, the participation rate in Taiwan remained consistently high at over 97.39%, while overseas participation reached 89.9%.

After the annual health checkups, counseling services are arranged in each office area, where professional physicians provide consultations based on results from the health check. As part of our care services, employee with significant abnormalities will receive assistance in seeking medical treatment and medical advice.

Process Flowchart for Reporting Major Abnormalities



Category	Assessment Criteria	Recommendations	Notification Timeframe
Ultrasound	Based on the assessment of specialist physicians.	Follow-up at the hospital outpatient clinic within one week.	Same day of examination
Physical Exam			Same day of examination
Chest X-ray			Within 7 days
Laboratory	According to the five-level standards of the Health Management Department		Within 2 days

In addition to providing employee health check-up benefits that exceed regulatory requirements, Wistron also offers follow-up management and improvement programs. As the number of annual health check-ups increases, the main challenge lies in finding more efficient ways to help employees detect potential illnesses early on. Therefore, Wistron launched a cloud-based E-healthcare platform to regularly import health check-up data and establish a comprehensive database of over hundreds health risk indicators. With automated analysis and matching processes, it can efficiently manage the health of our massive workforce of over 10,000.

Health check participants in Taiwan
10,691 people

Health check participation rate in Taiwan
97.39%

- **Employee Health Check & Conditions in Taiwan**

	2020	2021	2022	2023
Health Check Participants	8,085	8,863	9,859	10,691
Participation Rate	93.16%	89.85%	95.47%	97.39%
Number of Employees with High Blood Pressure, Blood Sugar & Cholesterol	1,859	2,270	2,142	3,099
Number of Employees with Obesity	1,969	2,181	2,449	2,689
Medical Assistance Recipients	25	23	33	18

Note: 2023 statistics included data from Kaohsiung Opto-Electronics Inc

Internal Healthcare Platform

Through the healthcare platform, individuals are categorized into four preventive levels. When they reach level 3 or higher, the system alerts employees of elevated risk factors. Health managers support through regular telephone interviews, reminder letters, doctor consultations, and other means. Employees suffering major illnesses are reminded of regular follow-up visits every three and six months and offered assistance with medical arrangements.

Employee Health Campaigns

iSports

In 2023, Wistron organized several "iSports" events, including baseball, volleyball, table tennis, basketball, badminton, and Kin-Ball competitions. These events not only aim to promote employee health but also strengthen teamwork. The first-ever Kin-Ball tournament emphasized teamwork, adding excitement and attracting many participants. In total, 3,450 participated in ball sports events in 2023.

Wistron was part of seven marathon events this year, where we provided exclusive rest areas and supplies for employees. In addition, we organized pre- and post-race health monitoring for people with three highs (hypertension, hyperglycemia, and hyperlipidemia) to ensure comprehensive health care for colleagues. In 2023, nearly 940 participated in long-distance running events of 10 km or more.

The Kin-Ball event attracted nearly 230 participants

We encourage our colleagues to challenge themselves in marathons

- **Running Event & Ball Game Participants**

Year / Project	2020	2021	2022	2023
Running Event Participants (≥ 10K)	500	420	900	940
Ball Game Participants	1,500	1,140	2,277	3,450

Team Fitness

Wistron encourages colleagues to participate in team sports events, not only to improve their health but also to enhance departmental camaraderie. In addition to providing an annual subsidy of NT$6,000 for club activities, we also offer an annual NT$25,000 subsidy for non-routine expenses incurred by participating in external events, encouraging employees to join sports clubs. In recent years, members of cycling clubs, basketball clubs, badminton clubs, hiking clubs, jogging clubs, table tennis clubs, and baseball clubs have formed strong bonds, represented Wistron, and inspired a culture of physical fitness within Wistron.

Employees enjoying ball games

Team Challenge

Trust among team members is one of the most indispensable elements of a successful team. When team members believe in each other's abilities, intentions, and commitments, they can build strong trust relationships, thereby enhancing the team's efficiency and cohesion. Our "Power Team Challenge" encourages supervisors to lead their team members in teamwork-oriented activities. In 2023, we held three Power Team Challenges, including team passing, team benchmarking, and team walking. The Challenges drew in 224 departments and around 3,000 participants.

Additionally, during the Wistron family day, team competitions were organized to encourage senior executives to participate alongside colleagues, showcasing the synergy among different business units. This provided opportunities for cross-departmental collaboration during practice sessions, significantly boosting team cohesion as they competed for honor.

Department managers lead employees through team challenges

Senior executives leading teams on and off the field

Corporate Events for Family Fun

In 2023, Wistron's Family Day made a grand return, featuring numerous activities for all employees and their families. The event also spotlighted environmental protection initiatives by encouraging attendees to bring their own water bottles and utensils to minimize the use of bottled drinks. We also selected eco-friendly picnic mats made from recycled plastic to further contribute to a circular economy. In addition to the annual Family Day, other events such as "Children's Park @ Night" and the "Wistron Cultural Month" were organized to provide enjoyable learning experiences for Wistron colleagues and their families of all ages, strengthening their cultural literacy.

Thousands enjoyed our Family Day

Childbirth Bonuses in Taiwan

First Birth NT$60,000

Second Birth NT$80,000

Childbirth Benefits and Childcare Resources

Wistron provides a gender-friendly workplace, focusing on offering maternity care and childcare resources. To care for our female employees, we hold regular health seminars exclusively for women and add tests for female employees in our Taiwan office and plant during annual health check-ups. Furthermore, female employees who are pregnant enjoy special care and counseling support. For example, our Taiwan office and plants have launched the " Support for Mother" website, which consolidates personal health care information for pregnancy, providing timely care and support. Breastfeeding rooms are available in all global office and plants to enable female employees to breastfeed.

Mobile screening service offered at our Taiwan office

Maternity Incentive

Wistron encourages employees to marry and have children by offering industry-leading childbirth incentives. Since 2015, we have rewarded a total of 2,375 employees and welcomed 2,442 babies, with a cumulative payout of NT$146M in childbirth bonuses. In 2024, we increased the childbirth bonus for the second child, aiming to further incentivize our employees to expand their families.

- **Historical Childbirth Bonus Applications in Taiwan**

	2020	2021	2022	2023
Applicants	268	265	261	268
Number of Births	272	272	266	273

Parental Leave Applications and Reinstatements

Wistron adheres to local regulations and designs corresponding paid maternity leave and paid parental leave policies. Eligible employees may apply for these leaves accordingly. In Taiwan, we provide eight weeks of paid maternity leave before or after childbirth. After childbirth, employees can apply for paid parental leave in compliance with the law. Employees on paid parental leave are eligible for six months (approximately 24 weeks) of allowances and subsidies, which can be claimed by either or both parents. Wistron will reach out to employees about their intention to return 45 days prior to the completion of the parental leave. In China, regulations may vary by region. From 2022, we have begun implementing parental leave, allowing parents to apply for 10 days of paid parental leave each year until their child reaches the age of three. In the Czech Republic, we provide a total of 28 weeks of maternity and parental leave in accordance with local regulations, along with an additional two weeks of father (paternity) leave. In Mexico, we offer approximately 12 weeks of maternity leave and five days of paternity leave.

All Wistron offices and plants across the world are equipped with breastfeeding rooms for Wistron mothers to continue to breastfeed their newborns after childbirth

Family Care Resource

Wistron provides various flexible caregiving leave options in accordance with local customs and regulations. When employees have family members or relatives who are sick or experiencing significant incidents, they can request leaves based on their needs to reduce the caregiving burdens on their families.

In Taiwan, full-time employees enjoy seven days of paid leave annually, which exceeds legal requirements. Employees can take leave to care for their families without having to provide supporting documents, offering them the convenience of being able to handle emergencies accordingly. In China, if an employee is the only child and their parents are hospitalized due to illness at the age of 60, they are eligible to apply for five days of paid nursing leave. In the Czech Republic, employees are entitled to nine days of family caregiving leave, while single parents are given 16 days. We also offer a long-term family caregiving leave of 90 days.

- **Parental Leave Applications in 2023**

Employees on Parental Leave	Taiwan		Czech Republic	
	Male	Female	Male	Female
Number of employees eligible for parental leave applications in 2023	586	297	0	33
Number of parental leave applications in 2023	18	69	0	33
Expected number of employees reinstated in 2023(a)	16	54	0	4
Actual number of employees reinstated in 2023(b)	14	52	0	2
Reinstatement rate in 2023: (b) / (a)	88%	96%	-	50%
Actual number of employees reinstated from parental leave in 2022 (c)	10	47	0	2
Actual number of employees reinstated from parental leave in 2022 and have stayed on for at least one full year (d)	7	37	0	2
Retention rate in 2023: (d) / (c)	70%	79%	-	100%

4.4.2 Occupational Health and Safety

Occupational Safety and Health Policy and Targets

As a world leading technology service provider in the ICT industry, Wistron strives to become world-class enterprise by ensuring a healthy, injury-free environment, reducing the impact and risk on stakeholders via the following commitments and actions. In addition to policy advocacy, we appoint dedicated units to supervise the occupational safety and health management of each site and carry out occupational safety and health management activities.

In accordance with the company's occupational safety and health policy, each plant sets its own performance targets. The overall goal of the company is to achieve zero significant occupational incidents (where a significant occupational incident is defined as a fatal accident). Wistron places great importance on maintaining a safe and healthy workplace environment for employees and continuously strives to identify and mitigate potential occupational safety and health risks.

Occupational Safety and Health Management System

Wistron's plants leverage ISO 45001 Occupational Safety and Health Management System to maintain effective operations. Through education, training, promotion, and drills, the company ensures that all stakeholders have a clear understanding of their safety and health obligations and rights. This proactive approach aims to reduce and eliminate risks and impacts related to occupational safety and health.

Site	Original Issue Date	Expiration Date
Neihu Headquaters / Hsichih Office Complex / Hsinchu Plant	2024/4/30	2027/5/11
Chongqing Plant	2021/8/30	2024/9/10
Chengdu Plant	2022/7/27	2025/8/10
Zhongshan Plant	2021/9/11	2024/10/8
Kunshan Plant	2023/8/4	2026/8/19
Kunshan Optical Plant	2023/9/26	2025/7/26
Mexico Plant	2022/8/29	2025/7/15
Czech Plant	2023/3/10	2026/3/13
KOE plant	2022/10/20	2025/10/19
Vietnam plant	2022/2/5	2025/2/4
Malaysia plant	2021/4/25	2024/4/24

Labor Safety Committee

All Wistron plants have established a Labor Safety Committee to facilitate communication, provide consultation, and respond to complaints. The members of the Committee include managers responsible for decision-making as well as labor representatives. They serve to provide communication channels for employee participation and consultation in occupational safety management systems. Employees can offer their thoughts or suggestions on occupational safety and health to department representatives who will share employee feedback during annual meetings, allowing our employees to communicate with senior executives through the Committee.

Occupational Safety and Health Measures

Hazard identification	• Regular environmental hazards risk assessments to assess whether the operating procedures comply with regulations • The company requires corrections for non-compliant procedures in accordance with legal requirements and tracks improvement through internal regulations
Communication and engagement	• Labor Safety Committee • Internal communication, consultation, and complaint procedures
Health protection	• Employee health check plan, including employees working at special positions (e.g., high-noise, dust, and X-ray, etc.) • Regular inspections of operational environments • On-site medical rooms, doctor visits, and counseling services
Training and education	• Safety and health education and training for new employees • Special hazard or first aid trainings for specific operators • Annual Occupational Safety and Health Management System officer training program • Health seminars and speeches from experts to answer employees' health questions
Emergency response	• In 2023, a total of 6 courses have been arranged for multi-scenario escape and evacuation simulation drills (daytime/nighttime and earthquakes) • In 2023, a total of 61 courses have been arranged for response drills for fire safety, confined spaces, and chemical leaks • In 2023, a total of 18 courses have been arranged for emergency first aid and respond-ers training
Protection measures	• Rigorous application and control regulations for specific operators (e.g., soldering, usage of chemicals, and loud environments) and formulation of corresponding control plans or measures according to risk assessment • Continuous improvement of occupational safety and health management systems -require the use of personal protection equipment
Supplier management	• When new suppliers are introduced, the Company verifies that they meet the basic requirements for occupational safety and health management system certification • Regular supplier audits include items on occupational safety and health management
Internal audit	• Regular internal audits at least once a year for timely improvement measures against non-conformities; audit reports provided to relevant management units

Education and Training on Occupational Safety and Health

To ensure employees fully understand Wistron's occupational safety and health regulations and management system, and are equipped to respond to hazards and accidents, we conduct annual audits involving on-site inspections and verification activities. Additionally, all new employees are required to undergo general introductory education courses, such as Responsible Business Alliance (RBA) training.

For employees in specific job positions where unique hazards may occur, tailored specialized training is provided. This includes hazard notification training at the Malaysia plant and emergency response drills at the Czech plant, which focus on strengthening employee safety awareness and validating the safety of the working environment.

In 2023, a total of 200,106 individuals completed training, accumulating 168,406 training hours. Each plant conducts regular emergency response training and establishes relevant reporting processes tailored to its specific characteristics. This ensures the effectiveness of organizational disaster recovery mechanisms and reduces false alarms. In 2023, there were 51 reported cases. For historical data, please refer to the section on internal near miss incidents.

Emergency first aid drill

Hazard awareness training

Confined space drill

Inspection of local exhaust ventilation system

Emergency evacuation drill

ISO 45001 audit

Hazardous Substance Management

Trained and qualified professionals are tasked with overseeing the management of hazardous chemicals used in manufacturing processes. Comprehensive controls are in place for the procurement, handling, storage and use of hazardous chemicals. In 2024, the Taiwan plant will carry out environmental protection actions to replace the main petrochemical detergents with environmentally friendly detergents, and continue to mitigate the environmental impact. Additionally, an annual safety and health training plans is regularly held to provide personnel with operational trainings, emergency response protocols and educational training. SDS (Safety Data Sheet) are also displayed in accessible areas for on-site operators to consult when needed for effective response in the event of emergencies.

Workplace Hazard Identification and Risk Assessment

Trained and qualified personnel with identifying hazards and using quantified risk factors as the basis for risk assessment. Following review by the occupational safety and health management unit, risk levels are established, and operational controls and improvement objectives for hazard risks are defined. These are tracked regularly within the occupational safety and health management system to ensure potential occupational hazards are being consistently eliminated from the workplace.

In the event of an immediate and dangerous emergency during any operation, employees are authorized to assess the situation based on the severity of the danger present and then determine whether to cease operations or take necessary protective measures before evacuating without adverse consequences. In 2023, we identified and monitored two occupational safety risk indicators- ≤1.15‰ incident rate per thousand employees within the plant and <4 significant violations. Risks are mitigated through regular training and monitoring mechanisms. Monthly controls and tracking of facility indicators are carried out to minimize the likelihood of risk occurrence. No related risks were identified in 2023.

Most medium-to-high-risk items pertain to mechanical injuries caused by improper handling of equipment. To mitigate this, employees are subject to additional training to ensure proper use of personal protective equipment and workflow inspections to reduce the likelihood of incidents.

Voluntary Reporting of Near Miss Incidents

Wistron has SOPs in place for near-miss incidents, such as fire, power outages or earthquakes. They are reported to the responsible units in accordance with the Incident Response and Investigation Management Procedures to verify whether an incident has occurred, conduct investigations, track events, and promote safety and health. Each incident is then documented in a near-miss incident record, submitted to superior officers and then retained for reference. The Company analyzes the causes, formulates corrective and preventive measures, evaluates the effectiveness of these measures, and continues to monitor improvement efforts.

Wistron has designed online platforms such as the Wistron WeChat services provided by the WeChat official account to facilitate prompt communication. It includes an intelligent customer service module to address inquiries from employees. Additionally, internal communication procedures are in place to facilitate quick reporting of any emergencies or near miss incidents.

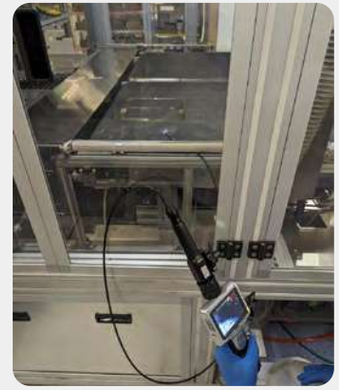
In 2023, there were a total of 51 near miss incidents. The majority of these incidents were caused by equipment malfunctions, such as false fire alarms. Prompt action and subsequent measures were taken to verify the functionality of related equipment and enhance inspection procedures, respectively. Specific maintenance precautions are also included to prevent similar incidents in the future.

Spotlight

Electronic Equipment Assistance for Level 2 Introduction – Effective Prevention of Work Injury Risks

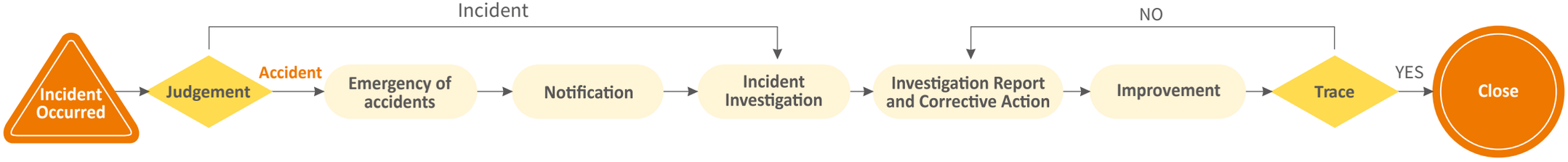
The KOE Plant has introduced electronic equipment, such as computer cameras, to assist machine maintenance personnel in their daily machine inspections and monitoring efforts. This effectively prohibits maintenance personnel from entering the operational area of the equipment, further preventing the risk of work-related injuries within the factory.

Moreover, this practice has been horizontally and vertically expanded to other engineering categories. Employees are educated on the importance of following SOPs and are strictly prohibited from making unauthorized changes to safety interlock devices without consent from their supervisors. Machines are checked every day, and equipment conditions are monitored continuously. Any abnormalities are promptly reported to the supervisors to ensure a safer work environment. This helps foster a more supportive workplace and offers employees security.



Near-miss incidents	2020	2021	2022	2023
Taiwan	8	1	6	20
Asia (excl. Taiwan)	72	144	109	22
Europe & Americas	82	300	183	9
Total	162	445	298	51

Note 1: Scope: employees
Note 2: From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam



Accident Investigation

When an employee or a contractor experiences a work safety incident, Wistron will investigate the incident and track progress in accordance with the Accident Response and Investigation Management Procedures. Then, we will determine damage conditions and occupational injuries based on the accident. After the accident investigations are completed, the Company is required to submit the results and carry out response measures for the designated supervisory unit to oversee and track to reduce losses and prevent similar situations in the future.

Data on Occupational Hazards & Injuries

Wistron identifies occupational safety and health issues with potential risks by analyzing data on occupational hazards and injuries, which guide the formulation of specific action plans improve workplace safety and reduce work-related injuries. Work-related injury statistics for Wistron employees and non-employee workers in 2023 are shown in the table below. Each plant reports detailed information on work injuries by month as well as monitoring and tracking by designated personnel to ensure they stay informed about work injury management. The tables below are compiled based on legal reporting requirements, with a focus on recording injuries. The definition of severe occupational injuries follows government regulations. We have not received any reports on occupational diseases. In terms of managing non-employee workers, all Wistron plants comply local regulations in managing on-site personnel and subcontractors. Through vendor selection and contractor management, Wistron assesses and standardized operational standards for suppliers to achieve our expected results from occupational safety and health management systems. In 2023, no significant violations (defined as violations with ≥NT$1M fines) occurred in the management of subcontractors.

In 2023, work-related injuries in Taiwan decreased from last year, with most accidents occurring during commutes, such as traffic accidents. The administrative department has enhanced communication on traffic safety and personal safety in the workplace through bulletin board announcements.

However, in the European and American regions, there has been an increase in the number of lost workdays compared to the previous year. This is mainly due to injuries caused by improper handling of machinery. To address this issue, we have strengthened employee education and training, and reviewed various standardized work processes to ensure that employees wear protective equipment to prevent injuries.

- **Occupational Injuries - Employees**

Statistics of Disabling Injuries	Taiwan				Asia (excl. Taiwan)				Europe & Americas			
Year	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Total Work Hours	17,184,756	17,929,115	22,693,604	23,387,274	145,400,960	112,417,169	102,076,209	65,965,432	7,250,580	9,826,451	17,697,391	5,195,678
Main Category of Occupational Injury	Traffic accident Laceration, cut	Traffic accident Crush injury due to mishandling of objects	Traffic accident fall over	Traffic accident	Traffic accident Machine-related injury	Traffic accident	Traffic accident	Machine-related injury	Machine-related injury	Machine-related injury	Machine-related injury	Machine related injury
Number of work-related injury cases	68	60	75	73	74	47	43	21	13	35	30	18
Occupational Injury Rate	0.79	0.67	0.66	0.62	0.1	0.08	0.08	0.06	0.36	0.71	0.34	0.69
Occupational Disease Rate	0	0	0	0	0	0	0	0	0	0	0	0
Lost Day Rate	4.15	3.49	4.73	6.85	4.81	0.95	3.53	4.97	12.58	12.35	0.69	12.59
Total Number of Work-Related Fatalities	0	0	0	0	0	0	0	0	0	0	0	0

Note 1: Occupational injury rate (IR): (Number of occupational injury incidents/total work hours) * 200,000 (Calculation for light injuries: Only Mexico/Malaysia Plants include light injuries in their IR, all other plants exclude light injuries).
Note 2: Occupational disease rate (ODR): (Total occupational disease cases/total work hours) * 200,000.
Note 3: Lost day rate (LDR): (Number of lost days due to work injuries/total work hours) * 200,000 (calculation of days: Only Kunshan/Kunshan Opt/Zhongshan/Mexico Plants calculate days based on calendar days; all other plants calculate days based on scheduled workdays
Note 4: In the Czech Republic, employees may visit doctors during work hours (unlimited visits covering journey time as well), and they may also stay at home to rest for a longer period of time when sick.
Note 5 From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam. Europe and Americas include the Czech Republic and Mexico.
Note 6: Scope: full-time employees.
Note 7: According to corporate ESG information disclosure regulations and the definition of relevant occupational accident data of Taiwan Stock Exchange Corporation (the "TWSE"), the percentage of occupational accidents is 0.088.

- **Employee Absence Rate**

	2020	2021	2022	2023
Absence Rate A (%) Absent days incl. occupational injury leave, sick leave & personal leave	2.40	2.55	2.82	2.14
Absence Rate B (%) Absent days incl. occupational injury leave & sick leave	0.38	0.58	0.81	0.72
Coverage Rate (%)	100	100	100	100

Note 1: Absence Rate: Number of absent days/Number of days to work*100; The number of days to work: refers to the number of working days. The number of working days is the sum of the total annual working days of each plant around the world.
Note 2: Sick leave excludes leave taken due to the pandemic.

- **Occupational Injuries – Non-employee Workers**

Statistics of Disabling Injuries	Taiwan				Asia (excl. Taiwan)				Europe & Americas			
Year	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Number of People	110	101	190	221	1,375	1716	2165	1718	1,208	1,544	648	234
Total Work Hours	227,854	220,562	394,284	421,882	2,742,815	3,934,312	6,750,594	3,709,626	661,822	247,239	205,123	606,000
Main Category of Occupational Injury	None	None	None	None	Cut	None	crash	Pinch	Machine-related injury, cut	None	fall over	Cut
Number of work-related injury cases	0	0	0	0	1	6	5	1	4	3	1	1
Occupational Injury Rate	0	0	0	0	0.07	0.31	0.15	0.05	1.21	2.43	0.98	0.33
Occupational Disease Rate	0	0	0	0	0	0	0	0	0	0	0	0
Lost Day Rate	0	0	0	0	0	0	0.83	0.02	8.46	11.33	68.75	0.17
Total Number of Work-Related Fatalities	0	0	0	0	0	0	0	0	0	0	0	0

Note 1: Scope of the number of people in the survey as of December 31: Work personnel of plants: security guards, cleaners, kitchen/cafeteria personnel, and others (long-term onsite operators and specialists).
Note 2: From 2020 to 2021, Asia includes China. In 2022, the Asia includes China and Malaysia. In 2023, the Asia includes China, Malaysia, and Vietnam. Europe and Americas include the Czech Republic and Mexico.

4.5 Social and Culture Care

Corporate sustainability has remained a business objective since our establishment in 2001. In addition to revenue and profits, we firmly believe that sustainable operations are the long-term path for business management. We seek to ensure all employees around the world understand the importance of sustainable development, integrate ESG into our daily work, create more added value, and become a trusted partner in sustainable technological innovation.

As an influential company, Wistron continues to strive on the path of "Sustainability through Innovation," pursuing ecological conservation (Environment), social good (Social), and sound governance practices (Governance), cooperating with partners from all walks of life to create a better future. Wistron officially established a dedicated Corporate Sustainability Development Office, under Board oversight, in 2022 to coordinate six major sustainable development goals. Each goal is overseen by a senior executive who reports to the Sustainability Development Committee every quarter. In recent years, we've established "Sustainability through Innovation" as our core corporate value and rooted this spirit into the daily work of every employee. In addition to leveraging our existing philanthropic impact, Wistron capitalizes on our immense technological research and development capabilities in various practical development projects to achieve sustainable development through technological innovation.

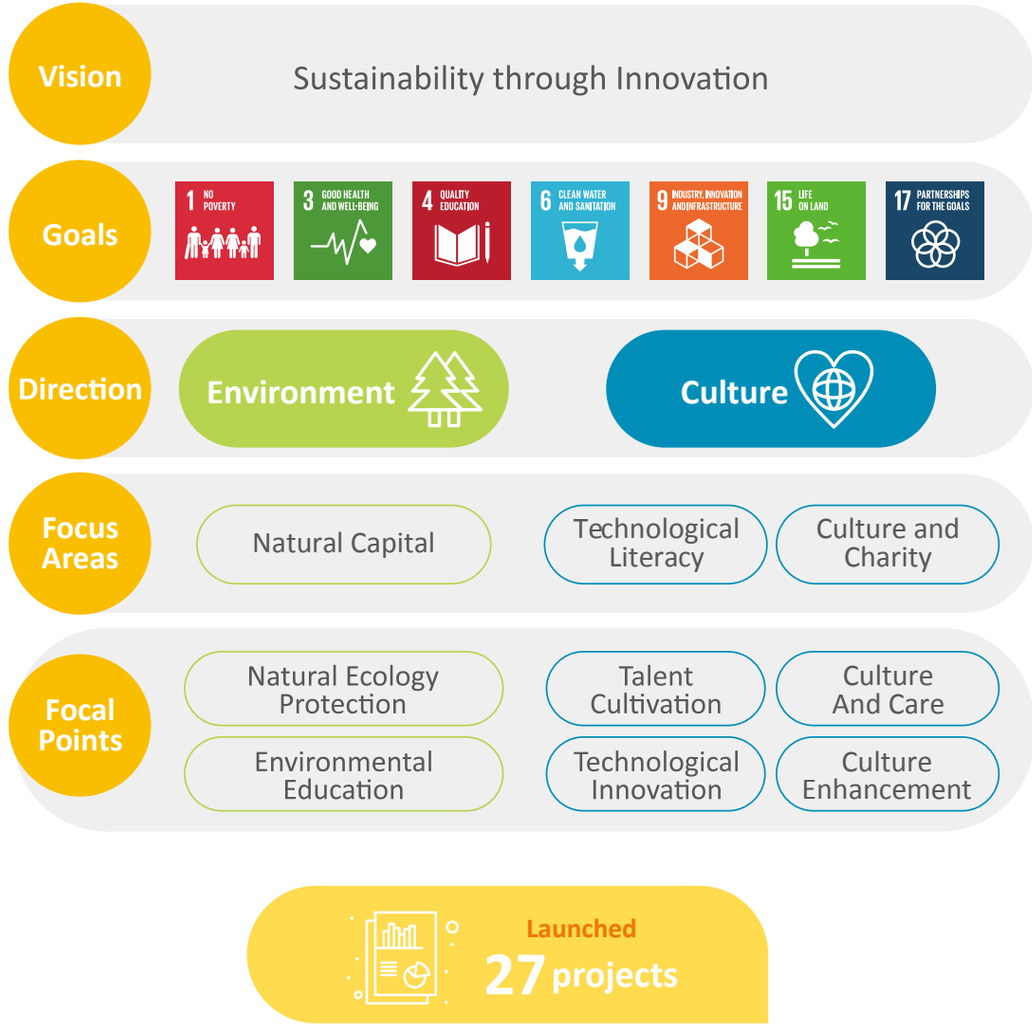
4.5.1 Social Investment

Aligning with the Sustainable Development Goals (SDGs)

Wistron, based on the "Business Reporting on the SDGs" report published by the United Nations and GRI, identifies seven sustainable development goals as relevant to Wistron's sustainability vision and philanthropic strategy through the SDGs' five-step process. In terms of philanthropic strategy, we prioritize focusing on several SDGs, including SDG 1: No Poverty, SDG 3: Good Health and Well-being, SDG 4: Quality Education, SDG 6: Clean Water and Sanitation, SDG 9: Industry, Innovation, and Infrastructure, SDG 15: Life on Land, and SDG 17: Partnerships for the Goals.

Wistron Foundation

Since its establishment in 2010, the Wistron Foundation has set "Environment" and "Humanity" as the two main pillars of its development and philanthropic strategies, practicing the concept of "altruism" and striving to promote balance and harmony between humanity and nature. To enhance environmental protection and promote human values, the foundation collaborates with like-minded philanthropic partners strategically, collaborating in diverse and long-term project collaborations to care for people and our environments across six main themes: environmental protection, habitat adoption, environmental education, cultural enhancement, educational focus, and services. The foundation submits its work plans to the Board of Directors annually, reporting on project progress and outcomes to ensure that philanthropic projects align with the foundation's mission and goals. In 2023, the foundation launched a total of 27 projects.



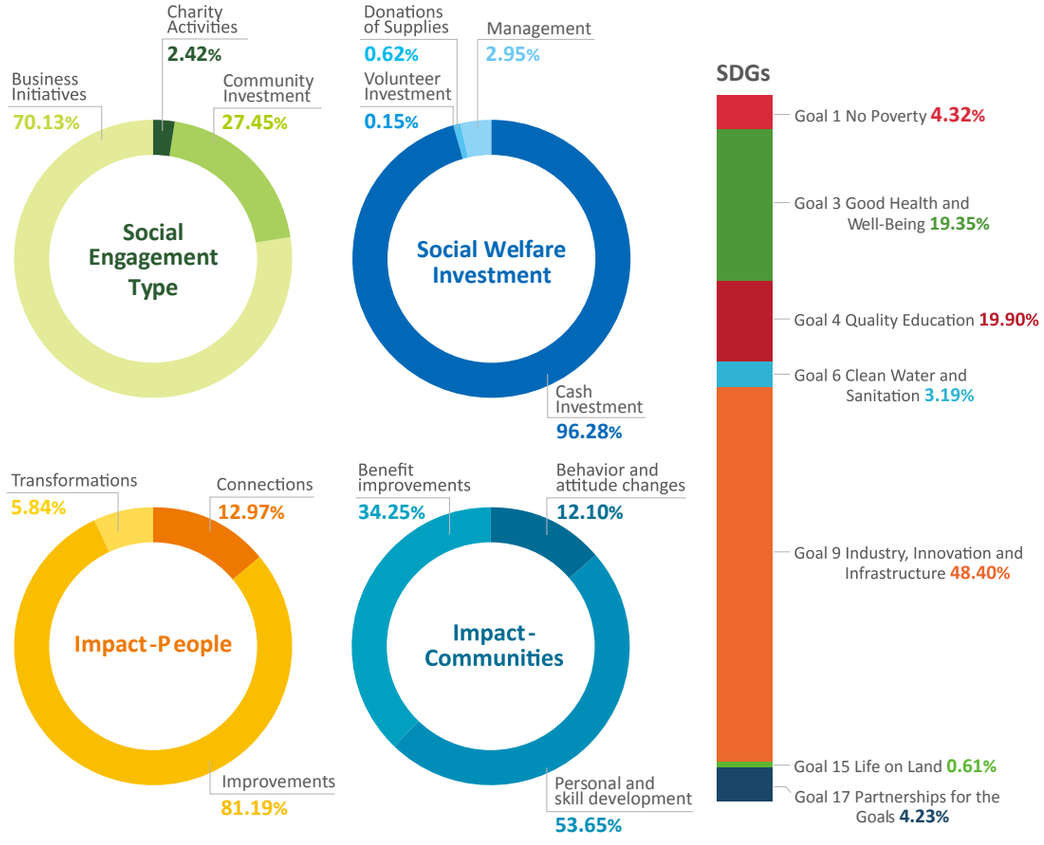
Social Influence

In 2023, Wistron invested a total of NT$316,027,752 in social initiatives, including projects in collaboration with the government, academia, and research institutions. We were able to leverage charitable donations, support for the Wistron Foundation, charitable activities from the welfare committee, and employee-initiated events.

Wistron hopes that, through long-term investment, our charitable partners and collaborators can also set mid-to-long term sustainable development goals, realizing the possibility of sustainable development. We also encourage employees to participate in charitable projects, ensuring effective use of donated resources in assisting groups in need with company-wide support and participation.

Category / Budget Ratio	Category	Amount	Ratio
Social Engagement Type	Charity Activities	7,646,699	2.42 %
	Community Investment	86,765,442	27.45 %
	Business Initiatives	221,615,611	70.13 %
Social Welfare Investment	Cash Investment	304,280,810	96.28%
	Volunteer Investment	476,239	0.15%
	Donations of Supplies	1,964,661	0.62 %
	Management	9,306,042	2.95 %
Impact – People	Connections	40,996,478	12.97%
	Improvements	256,593,604	81.19%
	Transformations	18,437,670	5.84%
Impact: Communities	Behavior and attitude changes	38,226,804	12.10%
	Personal and skill development	169,563,988	53.65%
	Benefit improvements	108,236,960	34.25%
SDGs	Goal 1 No Poverty	13,634,371	4.32%
	Goal 3 Good Health and Well-Being	61,149,836	19.35%
	Goal 4 Quality Education	62,890,743	19.90%
	Goal 6 Clean Water and Sanitation	10,083,348	3.19%
	Goal 9 Industry, Innovation and Infrastructure	152,954,763	48.40%
	Goal 15 Life on Land	1,936,689	0.61%
	Goal 17 Partnerships for the Goals	13,378,002	4.23%

Social Investments
NT$316,027,752



Employees' Impacts

Wistron's vision of "Sustainability through Innovation" symbolizes a step towards a new era. Concurrently, the company has shaped its mission as a "Trusted Innovation Partner in Technology, Sustainability & Better Lives," committed to upholding our four core values: customer focus, integrity, innovation, and sustainability, in response to the pressing sustainable challenges confronting society. In addition to existing philanthropic efforts, Wistron encourages employees to engage in social welfare activities. This has been met with enthusiastic responses in voluntary donation campaigns and charity sales. In terms of technological innovation, the company has set long-term development goals, collaborating with industry, academia, and research institutions to leverage technology for creating development opportunities and realizing the vision for smart living. Wistron has long partnered with philanthropic organizations, consistently contributing to environmental conservation, education, and protection as well as jointly establishing sustainable development goals and provide employees with opportunities to participate.

To aid in the restoration of natural landscapes, Wistron's corporate volunteers took one-day working holidays. In Yuanshan Township, Yilan County, they worked together to carve out conservation areas, optimize the slope of the northern dike, clear invasive species, and restore endangered aquatic plants in Shuanglianpi. In Taipei's Fuyang Eco Park, they cleaned mountains, removed invasive species, and restored plants and flora on barren land. In Taipei's Guandu Nature Park, they engaged in freshwater fish restoration and bird-friendly farming. In 2023, 231 employees volunteered across 12 working holiday activities.

- **Key Roles of Employees in the Three Major Focus Areas for Philanthropy**

Direction	Focus Areas	Employees' Role	Method
Culture	Digital Literacy	1. Cultivate talent with professional assistance 2. Promote technological innovation through new technologies 3. Collaborate on new technology development 4. Lead projects and business development	1. Senior employees mentor related talents and share their experiences. 2. Collaborate with international academic/research institutions to develop industry-critical technologies. 3. Utilize technological capabilities and industry experience to offer partners application opportunities and test sites. 4. Coordinate industry-academia projects, integrate resources, and test out applications.
Culture	Culture and Social Welfare	1. Plan company events 2. Participate in & support company events 3. Volunteer	1. Organize charity events to create opportunities to cooperate with and support civic groups. 2. Voluntarily participate in charity activities and support Wistron or welfare committee events. 3. Participate in volunteer activities.
Environment	Natural Capital	1. Provide manpower for volunteer services 2. Plan enriching ecological tours	1. Assist in local ecological conservation efforts, habitat maintenance, etc. 2. Employees and their families participate in ecological tours to recognize the importance of environmental protection.

• **Targets of the Six Major Charity Spotlights**

Direction	Focus Areas	Spotlights	Method	Goals/Vision	SDGs
Culture	Digital Literacy	Technological Innovation	• Mid-to-long-term industrial partnerships to strengthen technological application • Develop technology verification & improve patent quality/quantity • Leverage AI to improve technical quality & applications	• Improve Wistron's technical capabilities through innovative technologies • Improve social welfare through technology applications • Realize Smart life blueprint	1 NO POVERTY 3 GOOD HEALTH AND WELL-BEING
		Talent Cultivation	• Cultivate future industry talents through academia-industry cooperation • Provide diverse learning platform & resources • Deepen partnerships with schools & provide developmental resources	• Eliminate education-job gaps • Elevate young students' global perspectives & provide more exchange opportunities • Develop potential talents & technologies	
	Culture and Social Welfare	Culture Enhancement	• Promote cultural activities to enhance cultural literacy • Produce & promote quality documentaries/radio programs • Invest in after-school tutoring programs for children in remote areas & vulnerable communities • Support professional development & specialized training for teachers in diverse experimental education fields, and enhance educational equipment & facilities • Retain & cultivate NGO professionals	• Provide diverse humanities education to general public via visual & multimedia means • Enhance learning resources & opportunities for underprivileged families/communities in remote areas • Expand educators' perspectives & develop more diverse specialized curricula • Encourage employees to practice sustainability in their daily livesequip-ment & facilities	4 QUALITY EDUCATION 6 CLEAN WATER AND SANITATION
		Culture and Care	• Donate income from charity sales through bulk purchases in cooperation with charity organizations • Encourage employees to volunteer for Wistron charity projects • Care for communities	• Create a sustainable & beautiful life with green purchasing power • Minimize gap in social resources & implement social investments • Increase participation to become a seed for corporate sustainable management	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Environment	Natural Capital	Natural & Ecological Conservation	• Adopt & manage habitats for conservation & maintenance • Build environmental data via tracking, investigation & monitoring for conservation efforts • Prevent & remove invasive species • Advocate environmental stewardship via volunteer training • Conserve & restore wild/endangered flora & fauna	• Preserve & maintain habitat integrity & biodiversity • Reduce pollution from hazardous waste • Expand habitat protection effects with conservation efforts • Instill conservation values to cultivate sustainability awareness in next generation	15 LIFE ON LAND
		Environmental Education	• Organize environmental education campaigns, curricula & activities • Establish environmental learning communities to raise public awareness • Maintain & repair environmental education facilities • Poduce & promote quality ecological documentaries	• Enhance environmental literacy to fostering sense of environmental stewardship • Use visual media to raise public awareness & promote conservation consensus	17 PARTNERSHIPS FOR THE GOALS

• **Commercial & Social Benefits of the Six Major Charity Spotlights**

Focus Areas	Motivation	Spotlights	Project	Commercial Benefits	Goals/Vision
Digital Literacy	Utilizing the company's core innovative and R&D technologies, in conjunction with the longstanding collaboration mechanisms established with academia, industry, government, and research organizations, we collectively nurture technological talents and expedite the development timelines for emerging technologies. By focusing on issues related to smartification and healthcare, we effectively apply our technological innovations and bolster our R&D capabilities, thereby creating new opportunities for business growth	Technological Innovation	• NYCU Industry-Academia Collaboration Project • Tamkang University Industry-Academia Collaboration Project • Purdue University Industry-Academia Collaboration Project • NTU HE (Homomorphic Encryption) • MIT Industrial Liaison Program • Co-packaged Optics Research Project • 1.6 Tbps Photonic Opto Receiver development • Geothermal Development Site Cooperative Evaluation • 5G AI pathology service platform R&D plan • WiSleep non-contact physiological detection health monitoring system • MIT CSAIL & Wistron Research Collaboration • Wistron Lab @ Garage+ • Airborne Wind Energy Project	Collaborative patents: 24 Technological developments: 23 Published articles/papers: 16 • Assisted Wistron in mastering key technologies & optimizing processes. • Organized multiple seminars, matchmaking meetings & workshops.	**WiSleep Health Care System** • > 8,000 newborns served by WiSleep • > 60 long-term care services • Medical institutions with more than > 10,000 ppl under care • 11 AI talent development program courses **5G AI pathology service platform R&D plan** • Assisted 3 medical centers' pathology departments in completing digital transformation
		Talent Cultivation	• Golf Learning & Field • Epoch School: "Future Entrepreneur," "Future International Manager Internship," • Wistron Ladies Open 2023 • Wistron Hsinchu Dream Project (academia-industry collaborations and internships) • IT industry masters course • Soar and Grow Program • Industry Collaboration 2.0 Program • Vietnam Industry Master Program • Future Stars Summer Internship Program • Digital Innovation Youth Development Program • Industry Senior Talent Development Program • IAI Talent Development Program	• Retained interns : 21 • Utilized AI multi-model learning to enhance R&D competitiveness • Key recruitment information provided by Epoch School • Online courses & in-depth tour schedules provided by Epoch	**Education-Job Gap** • provided 29 on-line courses & trained 791 students **Wistron Hsinchu Dream Project** • 25 interns (15 being retained) **Cultivation Program** • subsidizes 40 disadvantaged students **Star of Wistron summer internship:** • 32 people

Focus Areas	Motivation	Focal Points	Project	Commercial Benefits	Social Benefits
Culture and social welfare	With "Sustainability through Innovation" as our guiding vision, Wistron recognizes the vital role of community and philanthropic partners as key stakeholders in our operations. We actively participate in community affairs, demonstrating our commitment to community care and humanitarian concerns. We establish long-term cooperative mechanisms with philanthropic organizations to support their causes.	Culture Enhancement	Our efforts in Culture Enhancement involve various initiatives. We produce and promote high-quality audiovisual content, provide specialized training for educators in diverse fields, offer tutoring and reading programs for children in remote areas and underprivileged communities, and focus retaining and developing professional NGO talents.	Locally initiated donation projects by Wistron : 64	• Culture and care events, 64 items • Approximately 6M voluntary donations
		Culture and Care	Charity cooperation/donation projects, charity sales, annual holiday donation project, and community care		
Natural capital	Through ongoing collaboration with our partners, we invest in environmental and ecological protection, fostering a balanced and harmonious relationship between humanity and nature. Our aim is to achieve mutual benefits for both people and the environment, promoting coexistence and prosperity.	Natural & Ecological Conservation	Efforts in nature conservation include habitat adoption and conservation, ecological surveys and environmental monitoring, conservation and restoration of endangered flora and fauna, as well as wildlife rescue and rehabilitation, including tracking the release of pangolins into the wild.	Employee Volunteers (incl. family members) : 142 colleagues & 89 relatives/friends	• 290 environmental education activities • 124,289 individuals participated in environmental education initiatives • 142 colleagues participated in environmental-related volunteer activities
		Environmental Education	In terms of environmental education, we promote awareness and design educational materials. We provide training for seed teachers and volunteers, as well as maintain and repair environmental education facilities.		

- **Investments in the Six Major Charity Spotlights**

Focus Areas	Strategies	Actions	Investments	Ratio
Culture	Technological Innovation	• NICE Alliance • Wistron Lab @ Garage+ • Developed 1.6 Tbps Photonic Opto Receiver • WiSleep non-contact physiological detection health monitoring system • NYCU Industry-Academia Collaboration Project & Tamkang University Industry-Academia Collaboration Project • NTU HE (Homomorphic Encryption) • High-Speed Silicon Photonics Engine R&D for Co-Packaged Optical Components • Geothermal Development Site Cooperative Evaluation • Use of mmWave radar with multiple regression models and artificial neural network in HR/RR tests & HRV early warning • MIT Industrial Liaison Program (ILP) • Airborne Wind Energy Project • 5G AI pathology service platform R&D plan	191,647,437	60.64%
	Talent Cultivation	• Wistron Ladies Open 2023 • Gap of Learning & Field (GOLF) • Epoch School: "Future Entrepreneur" & "Future International Manager Internship" • Epoch Foundation annual fee • MIT CSAIL and Wistron Research Collaboration • 2023 Star of Wistron summer internship & scholarship program • Wistron Hsinchu Dream Project (academia-industry collaborations & internships) • IT industry masters course, Industry Collaboration 2.0 Program, Vietnam Industry Master Program • Soar and Grow Program • AI Talent Development Program & Industry Senior Talent Development Program	59,968,608	18.97%
	Culture Enhancement	• Quality ecological radio program-The Voice and Harmony of Taiwan • 2023 National Geographic Taiwan Photo Contest • Satoyama action plan for intergenerational education • Talent Development Program for Aboriginal Music • Little Beaver Scholarship Program • Support for underprivileged children's tutoring services • Waldorf Teacher Training System • Diverse Specialized/Experimental Education x Hualien-Taitung Sustainable Co-Learning • Nature & Humanities Series Events for Technologists	26,669,690	8.44%
	Culture and Care	• Locally initiated donation projects by Wistron: 64 • Encourage employees' voluntary donations & contributions • Organize charity sales events • Donate festival-related gifts	15,548,875	4.92%
Environment	Natural & Ecological Conservation	• Ecological parks- Fuyang Eco Park • Tainan parks, trees & urban project • Guandu Nature Park- Moon Pond and Waterbird Breeding Habitat Conservation Project • Soil and water resource survey and supervision and the homeland protection plan • Long-term promotion plan for Shuanglianpi habitat restoration • Raptor Environmental Education & Conservation Rescue Project • Wildlife Rescue & Conservation Hospital Program, including Environmental Stray Dog Survey	15,282,530	4.84%
	Environmental Education	• Quality ecological & cultural documentary • Support for Chi Po-lin Foundation & the "Beyond Beauty-TAIWAN FROM ABOVE" 10th Anniversary Project • Children's Environmental Education Program	6,910,612	2.19%

4.5.2 Social Influence

Spotlight 1
Technological Innovation

Developing advanced AI technology and machine learning to accelerate innovation in smart healthcare services

Program Partner: MIT CSAIL

Our Actions

- Strengthening technology utilization through industry collaboration.
- Enhancing development momentum through academic cooperation.
- Enhancing patent quality through technology verification and development.

The Problems We Aim to Solve

In 2023, AI technology garnered considerable attention across various sectors. However, the high entry barriers made it challenging for organizations leveraging AI to allocate resources for early-stage development due to operational considerations. Drawing on our extensive background in smart healthcare, we aim to expedite the application of intelligent healthcare across diverse fields by integrating machine learning technology.

Our Role

Wistron strengthens industry collaboration through strategic alliances and industry-academia cooperation projects. In addition to integrating new technologies into various application fields, Wistron also iteratively refines product development based on user feedback to achieve optimal outcomes. Through technological innovation, we effectively address user pain points.

Advanced Technology: Develop advanced AI and machine learning technologies and tools for the development of intelligent healthcare products and services.

Collaborating with several professors from MIT CSAIL on project initiatives, we integrate their expertise to bolster Wistron's leadership in AI medical imaging and digital technology. Our focus includes the development of advanced AI FHE (Fully Homomorphic Encryption) technology for AI computation and data encryption, thereby enhancing the capabilities of AI building blocks.

Additionally, we leverage human-machine dynamic interactive AI physiological sensing technology across diverse fields such as healthcare, positioning ourselves at the forefront of human-technology interaction design. This approach not only solidifies our relationships with industry and medical academia but also enhances our reputation. In 2023, we organized physical exchange meetings, inviting CSAIL professors, company executives, and colleagues for discussions, with 35 attendees.

Medical Technology: The WiSleep non-contact physiological detection healthcare system utilizes advanced technology to address healthcare needs and create opportunities for holistic care.

Developed using remote wireless and artificial intelligence technology, the system offers non-contact, non-wearable continuous, and real-time monitoring of respiration, heart rate, and body temperature. This enables care recipients to receive uninterrupted automatic care without constraints or the need for attached equipment. In the event of abnormalities, caregivers receive immediate notifications for prompt intervention. Moreover, the integration of physiological big data with intelligent AI analysis facilitates trend recording and analysis of sleep and activity quality, providing caregivers and family members with valuable supplementary information.

As of 2023, the service has benefitted over 8,000 newborns and more than 10,000 care recipients across 60 facilities, including long-term care institutions, chest wards, rehabilitation wards, cardiac wards, and isolation wards in medical institutions.

Medical Technology: Integrating smart medical devices and technologies to enhance the domestic healthcare industry.

Wistron has participated in the development of the 5GAI pathology service platform, aiming to address the gap in digital pathology and smart healthcare development. In 2023, plans were made to develop a pathology service platform, which includes modules for digital panoramic image browsing, standard report generation, remote consensus meetings and collaborative annotation, and digital pathology DICOM image quality management. Additionally, research and development efforts were focused on deploying pathology recognition applications, conducting field verification, and promoting services. Collaborating with both internal and external professional partners, we aim to enhance the industry value chain to serve a broader population. As part of this initiative, assistance was provided to three medical center pathology departments to complete digital transformation. The service platform has been implemented for validation at Kaohsiung Veterans General Hospital, Kaohsiung Medical University, and E-Da Hospital. Trial services have demonstrated significant improvements in work efficiency and healthcare quality.

Spotlight 2
Talent Cultivation

Expanding international perspectives | Cultivating future industry talents
Program Partner: GOLF Gap of Learning & Field Alliance & Women's Golf Association

Our Actions

- Collaborating with industry to cultivate future industry talents.
- Providing diverse learning platforms and educational resources.
- Deepening cooperation with campuses to offer development resources.

The Problems We Aim to Solve

- Closing the education-job gap.
- Equipping talents with an international perspective and platform.

Our Role

Wistron is deeply committed to talent development, investing significantly in programs that integrate industry resources and offer internship opportunities to young students. Leveraging our abundant industry resources, we provide diverse talents with ample learning opportunities to broaden their horizons.

Industry-Academia Collaboration: Creating a Direct Pathway between Campus and Workplace

In the post-pandemic era, Taiwan is facing an increasingly severe shortage of technology talents, leading companies to compete for new talents. Recognizing this challenge, Wistron, alongside other industry leaders, established the GOLF School-to-Work Alliance (Gap of Learning & Field). This alliance, in collaboration with 55 colleges and universities, offers students access to over a hundred online courses and thousands of internship opportunities. Through this initiative, we aim to seamlessly bridge the gap between campus and workplace, facilitating industry-academia collaboration. By providing advanced opportunities, we enable companies to identify and nurture potential talents early on. To date, Wistron has provided 29 online courses, benefiting nearly 800 students. This initiative fosters a mutually beneficial relationship among schools, students, and businesses, effectively translating learning into practical application.

International Integration: Creating a World-Class Stage for Professional Players

Since 2006, Wistron has sponsored TLPGA tournaments, and in recent years, through hosting the Wistron Ladies Golf Open, we've provided a world-class stage for Taiwanese players. In 2023, the prize money reached US$ 800,000, making it the flagship event with the highest prize pool in the Taiwan LPGA Tour. To encourage Taiwanese players, an additional incentive of US$ 160,000 is offered if the champion cup is taken by a Taiwanese player. Through event planning, player intensity, and broadcast arrangements, we aim to enhance the level of sports competition domestically, to create a more influential and inspiring tournament.

Future Talent: Deepening Campus Cooperation to Discover Potential Talents

Wistron prioritizes talent development and collaborates with higher education institutions through projects such as the "Wistron Star Summer Internship Program," "Zhu Dream Wistron Program (Industry-Academia Internship)," "IT Industry Master's Program," and "GOLF Gap of Learning & Field Alliance." These initiatives provide young students with opportunities to integrate with the industry. In recent years, we've also launched the "Vietnam Industry Master's Program" to attract more international talents. Additionally, scholarships are provided to ease students' financial burden. With a total investment of approximately NT$ 27M annually, participants can focus on learning professional skills and gaining practical experience without financial concerns.

Spotlight 3
Culture Enhancement

179 Professional Teachers Cultivated | 2,413 Students for Basic Education

Program Partner: Boyo Social Welfare Foundation, Taipei Glory Church & Anthroposophy Education Foundation

Our Actions

- Collaborating with charity organizations and educational institutions to conduct diverse specialized teacher training programs, experimental education, and curriculum-related projects.
- Providing tutoring and support for children in remote areas and underprivileged communities.
- Supporting and promoting quality humanistic audiovisual projects.

The Problems We Aim to Solve

Without stable, diverse, and adaptive educational resources, it is difficult to achieve equal access to education, particularly in rural and economically disadvantaged areas, or in situations of intergenerational caregiving. It is therefore essential to reconsider the goals of education to ensure learning is not confined or rigid.

Our Role

The Wistron Foundation has long been dedicated to promoting specialized education and humanistic literacy, contributing NT$20,965,084 in 2023. Collaborating with professional charitable organizations, we provide educational equipment and specialized teacher training in diverse experimental education fields to broaden educators' perspectives. We actively engage in educational initiatives for children in remote and underprivileged communities, offering tutoring, care, and support to provide them with more learning opportunities. Additionally, we strive to create a more diverse range of humanistic educational materials to offer alternative educational possibilities.

Education Rooted: Supporting Underprivileged Children with Tutoring to Achieve Poverty Alleviation Goals

To address the inherent inequality in learning and provide sufficient learning resources and opportunities for children in rural areas and underprivileged backgrounds, the Wistron Foundation has been a steadfast supporter of the Boyo Social Welfare Foundation's "After-school Tutoring Program for Children in Remote Areas" since 2012. Boyo Social Welfare Foundation is committed to the core value of enabling children from resource-limited families to achieve self-reliance and break the cycle of poverty. Through a combination of social work and educational services, they nurture community educators, develop learning materials, and operate a network of 17 tutoring centers across 38 townships, serving 212 primary and secondary schools and providing tutoring services to 2,413 students in 2023. The program aims to enhance the children's daily lives and academic abilities. Encouragingly, a survey on employment wages reveals that the average monthly salary for Boyo children above the age of 25 has reached NT$34,154.

The Boyo Social Welfare Foundation tracks program graduates above the age of 25 and identified that their monthly salary exceeds the average monthly income of families participating in the tutoring program, indicating that they have broken free of poverty through education.

The Wistron Foundation, based in Xizhi District, New Taipei City, demonstrates its commitment to community care through long-standing support for the Taipei Glory Church's "After-school Companion Reading Program" for underprivileged children in the Xizhi area. This initiative provides tutoring, life education, and academic guidance to underprivileged children, offering long-term companionship and guidance. In 2023, a total of 44 children benefited from this program.

Statistics show that the majority of junior high school graduates who participate in the companion reading program have the opportunity to choose schools based on their interests.

Education Quality: Waldorf Education Teacher Training System and Professional Teacher Development Project

Since 2010, the Wistron Foundation has supported the Ci-Xin Waldorf School, operated by the Anthroposophy Education Foundation. This support includes funding for the expansion of classrooms in the new building and the cultivation of Mandarin-speaking Waldorf teachers. Additionally, the foundation organizes teacher workshops and study groups to aid in the professional development of on-site teachers. In Yilan County, the education team implements the Waldorf education system through a model of government-contracted private schools. With the support of international Waldorf education organizations, they continue to explore educational approaches that nurture the life essence development of children in Taiwan. In 2023, 179 individuals participated in teacher training courses, and a total of 309 individuals took part in workshops and reading groups.

Spotlight 3
Culture Enhancement

42 Intergenerational Education Activities | 1,066 Participants
Program Partner: The Alliance Cultural Foundation & Ci-Xin Children Education Foundation

Education Development: Huatung (Hualien/Taitung) Project to Promote Comprehensive Education and Diverse Experimental

"We believe that Huatung represents Taiwan's values of a beautiful lifestyle, and the region's natural landscapes and rich indigenous cultures are important assets of Taiwan." Since 2011, the Wistron Foundation has supported the Alliance Cultural Foundation in executing long-term projects such as "Sustainable Huatung," "Education Rooted," and "Promotion of Arts and Culture." These initiatives aim to reform rural education, establish cross-school alliances, create platforms for inter-ethnic exchanges among indigenous communities through the "Sustainable Huatung" project, and promote a lifestyle rooted in humanistic literacy through the "Promotion of Arts and Culture." Furthermore, talent development is fostered through theme camps, providing diverse learning opportunities.

Through integration efforts, a resource consolidation platform is established to cultivate future talents in Huatung. Looking ahead, the Alliance Cultural Foundation will continue to advance towards the vision of "creating an internationally oriented and sustainable Huatung civilization" through two main axes: promoting an experimental education model rooted in Huatung's cultural heritage and constructing the Huatung International Art Platform centered around the Paul Chiang Art Center.

Intergenerational Education: Satoyama Action Plan

Since 2022, the promotion of intergenerational education has focused on cultural inheritance through practical knowledge and wisdom, highlighting the value of both family education and family culture. This year, the Wistron Foundation supported the Ci-Xin Children Education Foundation in advancing the concept of "intergenerational education," emphasizing "learning across generations" and "generational integration." By creating environments conducive to intergenerational learning through the preparation of natural spaces, the initiative aims to underscore the significance of early childhood education and child development. Recognizing that the benefits of early childhood education extend beyond individual children to impact family life and subsequent generations, the foundation prioritizes support for preschool education to rekindle family education and culture, ultimately fostering holistic school development.

Throughout the year, the foundation organized two "Tulip Delivery Workshops in the Garden," engaging 82 participants. Additionally, diverse themed courses covering woodworking, art, firewood cooking, eco-enzyme production, and ecological environments attracted a total of 984 participants. Furthermore, interactive reading sessions focusing on parenting books facilitated discussions among 100 participants.

Huatung (Hualien/Taitung) Projects: Outcomes in 2023

Items	Outcomes
Basic Education	Through projects rooted in education, we are driving reforms in rural education and fostering cross-school alliances. Initiatives such as the "Junyi International Education Experimental School," "Junyi International Campus," "Rural Education Seed Cultivation Program," and "Innovative Study Abroad Program" offer experimental and diverse educational curricula to broaden students' international perspectives. By supporting economically disadvantaged children in the Hualien-Taitung region, we aim to cultivate more international talents in Huatung. Over a span of seven years, a total of 29 students studied abroad.
Sustainability in Hualien - Taitung	We are also building a platform for inter-ethnic exchanges among indigenous communities, aiming to create a sustainable future for the land. In 2023, projects like the "New Friends Store Visitation Program" and the "BINBIN Ecotourism Alliance" connected local businesses, fostering a slow tourism industry that shares the joy of life. Initiatives such as the "Hawaiian Cultural Sustainability Study Program" and the "Huatung Sustainable Learning Group Program" aim to cultivate talents in the region and derive concrete visions for Huatung's sustainable development
Theme Camps	Moreover, through theme camps, we provide diverse learning opportunities to unearth children's talents and nurture their self-confidence, teamwork, and spirit of volunteerism. Programs like the "2023 Huatung Youth Choral Music Camp" and the "Fruit Art Creation Camp" engaged a total of 306 participants.
Arts Support Programs	Our promotion of arts and culture aims to support a lifestyle rooted in humanistic literacy. With the highly-anticipated "Paul Chiang Art Center," slated to be completed in 2024, we launched the "Paul Chiang Series of activities" in December 2023, including the "Re: Paul Chiang, Meditating Algorithm: Immersive in the life and the works of Paul Chiang" at the Taipei Ambi Space One (from December 22, 2023 to March 4, 2024) and the "2023 Paul Chiang Solo Exhibition" at the Kaohsiung Museum of Fine Arts (from December 2, 2023, to March 10, 2024). to establish it as a renowned international art hub. Additionally, the "Taiwan Connection (TC)" brings classical music to campuses and enterprises through chamber music performances, sharing the vibrant sounds of orchestral music. Throughout the year, a total of 37 TC concerts were held.

Spotlight 4
Culture and Care

NT$6M in voluntary employee donations

Our Actions

- Strengthening collaboration with non-profit organizations and groups.
- Encouraging employees to participate in voluntary charity projects.
- Organizing events related to charity and philanthropy.
- Implementing community outreach initiatives.

The Problems We Aim to Solve

Many domestic non-profit organizations and charitable groups struggle with uneven resource allocation. In response to these disparities, many organizations require additional resources and support.

Our Role

We leverage our corporate influence to sustain ongoing collaborations with charitable organizations and offer support. By harnessing the power of bulk purchasing, the company encourages voluntary donations and contributions from employees through corporate culture promotion and themed campaigns. Furthermore, through the organization of charitable projects, Wistron creates opportunities for resources to be shared with more deserving recipients.

Engagement of All: Promotion of Diverse Theme-Based Charity Projects

Acknowledging the limited exposure of many philanthropic organizations, which indirectly contributes to fundraising challenges and resource scarcity, Wistron takes steps beyond corporate donations. We delve into understanding the project details of philanthropic organizations through themed publicity efforts. Monthly, we share donation messages with company employees focusing on themes such as "Elderly Living Alone," "People with Disabilities," "Rare Diseases," "Rural Healthcare," "Underprivileged Families," and "Accompanying Reading Programs." By streamlining the donation process through internal platforms, we significantly boost donation willingness. In 2023, employees voluntarily donated approximately NT$6M.

Charity Donations

Philanthropic Collaboration: Bringing Philanthropy into Daily Life through Diverse Activities

We offer diverse activities to enhance employee well-being and foster engagement in philanthropy in their daily lives. Annual events like the "Philanthropy Lucky Bags" and "Charity Lunar New Year Couplets" attract thousands of colleagues, providing tangible benefits to partnering organizations. In the realm of rural arts education, collaboration with the Scholar Culture and Creativity Foundation on the "Zodiac Painting" project allows colleagues to support aesthetic education in rural areas by subscribing to painted gift boxes. Colleagues also showcase their creativity, producing numerous impressive works. Over the past seven years, nearly a thousand colleague artworks have been accumulated and showcased annually in various office areas, allowing more people to understand the significance behind them.

Thousands have participated in our Chairty Zodiac Painting event over the past seven years

Charity Sale Event

Wistron prioritizes charity products from philanthropic organizations for giveaways at major events, leveraging the purchasing power and benefits of bulk procurement. During the pre-Lunar New Year event alone, we spent NT$4.9M on philanthropic purchases. During the Mid-Autumn Festival and Dragon Boat Festival, colleagues are also encouraged to participate in charity donations by sharing gift boxes with disadvantaged groups, spreading the festive atmosphere together.

Spotlight 4
Culture and Care

Implementing Sustainability in Activities | Nearly 20,000 Participants

Program Partner: Guandu Nature Park

Our Actions

- Planning internal activities with charity partners.
- Inviting employees and their families to personally participate in Wistron's long-term charity projects.
- Incorporating education into leisure activities to integratesustainability concepts into daily life.

The Problems We Aim to Solve

Encourage employees to embody sustainability in their daily lives, actively responding, and integrating it into their everyday routines.

Our Role

Wistron collaborates with longstanding philanthropic partners to co-design a range of diverse cultural activities. These activities aim to involve employees in experiences related to art education, environmental conservation, ecological harmony, and other relevant topics, encouraging both employees and their families to actively participate.

Promoting Sustainability: Fostering a sustainable mindset in employees

In 2023, as the pandemic eased, Wistron resumed the Family Day event, attracting nearly 13,000 participants. To reduce environmental impact, eco-friendly initiatives were implemented at the event venue, encouraging employees to bring their own tableware and eco-friendly bags, significantly reducing the distribution of bottled drinks. Additionally, recycled fabric-made eco-friendly picnic mats were specially gifted to promote sustainability awareness among employees.

During the Children’s Park @ Night campaign, we incorporated online quizzes and interactive challenges to share insights about Wistron's collaborations with our philanthropic partners and sustainability initiatives. These activities garnered nearly 6,000 participants, aiming to enhance our colleagues' understanding of these longstanding environmental conservation efforts and the narratives of our charity partners.

Building on the success of last year's well-received Humanistic Campaign, this year, we partnered with Guandu Nature Park to host a park celebration event centered around the Art Campaign theme. In addition to providing our colleagues with the opportunity to admire works by internationally renowned artists, the event integrated on-site wetland tours, conservation fundraising, a local farmer's market, and other activities. These initiatives aimed to promote the ethos of harmonious coexistence with the environment and advocate for a sustainable lifestyle. Furthermore, they served to educate a broader audience about the significance of wetland conservation.

Nature and Art: Experience the Friendly Integration of Environment and Art

This year, Wistron organized a woodworking workshop, inviting 40 colleagues to participate in driftwood creation. Engaging in ecological tours, they gained insights into waterfowl imagery in the natural environment, leading to the creation of 43 splendid pieces. These artworks were displayed at Bird-watching Cabin No. 2 in Guandu Nature Park, sponsored by the Wistron Humanity Foundation, becoming a highlight of the Art Season. It is hoped that through more diversified modes of philanthropic collaboration, partnering organizations can explore possibilities for sustained collaboration and expand their influence.

The woodworking creations participated in by Wistron personnel.

Spotlight 5
Natural & Ecological Conservation

Our Actions

- Working with philanthropic organizations, we are committed to ecological conservation, habitat protection, adoption, and ecological restoration through continuous research, tracking, and monitoring.

The Problems We Aim to Solve

- Habitat degradation and the invasion of alien species are posing a threat to biodiversity.
- Improper disposal of hazardous waste has resulted in food security crises and significant environmental pollution.

Our Role

Habitat preservation has consistently been a key focus for the Wistron Foundation. Through sustained partnerships with various professional philanthropic organizations, we support a range of environmental conservation projects. In 2023, we allocated NT$15,023,348 for this purpose. Beyond financial contributions, we invest in training skilled personnel to conduct ongoing environmental monitoring and research. Additionally, we undertake habitat adoption initiatives to facilitate ecological restoration and conservation efforts. Our goal is to mitigate the impacts of environmental hazards on ecosystems and collectively enhance our commitment to environmental stewardship.

Environmental Protection: Soil and water resource survey and supervision and the homeland protection plan

ince 2010, the Wistron Foundation has partnered with the Tainan Community University Research and Development Association to establish an investigation team and collaborate with NGOs and public agencies. In 2023, investigations were conducted in 31 locations, including Taoyuan, Changhua, Tainan, Kaohsiung, and Pingtung. We also tracked environmental pollution incidents. Through close cooperation with relevant entities, we are committed to advocating for legislative improvements to address the sources and reduce water and soil pollution. Long-term data on waste found on Tainan beaches has been actively collected to provide a comprehensive understanding of the marine environment. Additionally, ongoing ecological surveys are conducted in the Longci Niu Pu Nature Reserve, geological parks, and the Beimen intertidal zone. Research findings are transformed into educational materials, and we invite public participation in environmental education promotion. The ultimate goal is to facilitate legislative amendments that restore contaminated land to its original state.

Investigation and Tracking of Hazardous Industrial Waste	• Surveying and documenting new and old pollution sites; 31 sites monitored. • Since 2013, we have tracked the cleanup of hazardous industrial waste in Qishan farmlands, with a total removal of 554,694.79 tons.
Long-term Monitoring of Coastal Waste	• Through investigation and monitoring, we analyzed the sources and causes of major waste and actively promoted actions to improve marine waste pollution. A total of 13 coastal waste monitoring and research activities were conducted, with the participation of 871 volunteers.
Protection of the Longci Landscape in Tainan	• Conducted a total of 43 ecological surveys, gathering extensive ecological information to serve as valuable resources for future geological park planning and environmental education. • Utilizing Longci as an ecological education hub, we organized activities like "Wilderness Longci Knight" and "Longci Geological Park - Ecological Investigation Volunteer Training," fostering local guides' participation in ecological surveys. The long-term objective is to establish an ecological patrol team and volunteer tour guide team, with a total of 75 participants involved.
Beimen Eco-Education Base	• With the "Horseshoe Crab" as the central theme, we partnered with Sanci Elementary School in Tainan to actively engage in environmental education within campuses and communities. • We organized the "Beimen Fishing Village Tour," training local fishermen to become tour guides and actively advocating for the importance of food autonomy.
Promotion of Environmental Education	• We conducted on-site environmental investigations, photography, and documentation, transforming the data into environmental education materials and promoting them through online teaching. • In 2023, we organized 55 events, including workshops and courses, reaching 1,384 people. Additionally, we hosted 8 environmental education exhibitions, with a total attendance of 1,040 individuals. • Two volunteer training programs were conducted, with a total of 20 participants.

Longci boasts a rich ecosystem, including protected animals such as the crab-eating mongoose.

Using instruments to detect and present land pollution issues.

Foamed plastic pollution is a common source of pollution along the coast.

Spotlight 5
Natural & Ecological Conservation

Habitat Restoration: Long-term promotion plan for Shuanglianpi habitat restoration

Shuanglianpi is a rare low-altitude inland wetland in Taiwan, boasting a unique natural floating island ecosystem. Designated as a wildlife Refuge by the Ministry of Agriculture, it has faced years of human interference, leading to a decline in its former splendor. Since 2010, the Wistron Foundation, in collaboration with the Society of Wilderness, has been committed to restoring Shuanglianpi to its original state through habitat restoration, species conservation, and environmental education efforts. Additionally, they promote environmentally friendly land cultivation practices in surrounding agricultural fields to mitigate environmental pollution. The ultimate goal of this collaboration is to transform Shuanglianpi into a thriving, sustainable natural habitat, while also raising public awareness about the importance of wetland conservation.

Habitat Preservation	• To preserve native species and maintain biodiversity in Shuanglianpi, various tasks are carried out, including habitat maintenance, protection of aquatic plants, rehabilitation of the northern embankment gradient, species restoration, ecological surveys, and removal of invasive species. • 34 habitat working holiday were organized with the participation of 561 individuals. • Protection of 21 rare and endangered plant species found in Shuanglianpi • Significant results were achieved in removing the invasive plant, Kariba Weed (*Salvinia molesta*), with the participation of 142 volunteers
Annual Ecological Surveys	• Periodic surveys were conducted on amphibians, aquatic insects, fish, birds, aquatic plants, hydrology, and more, amounting to a total of 42 surveys. These surveys were conducted in collaboration with professional institutions such as Academia Sinica, National Ilan University, National Taiwan University, and the Forestry Bureau's Experimental Forest Research Institute
Environmental Education Activities and Advocacy	• Environmental education efforts have been extended to Shuanglianpi and its surrounding areas to maximize their functionality and benefits, deepening understanding and awareness of environmental issues. • A total of 36 environmental education activities were organized, encompassing field trips, camps, and volunteer training, with the participation of 690 individuals.
Eco-Friendly Farming Advocacy	• Actively advocating for eco-friendly farming practices to reduce the impact of pesticides and fertilizers on soil and water quality, thus contributing to the protection of Shuanglianpi's ecological environment. • Assisted in establishing 12 eco-friendly farmland plots and organized agricultural experience and food education activities, totaling 20 events with the participation of 350 individuals. • The foundation donates all crops grown through its partnerships to local vulnerable care institutions, including the "Shuanghu Community Development Association - Changqing Kitchen," "DER AN Family Care Association," and "AGAPE Food Bank," among others, demonstrating tangible support for the community through practical actions.

The seed restoration of aquatic plants is also one of the key focuses in protecting Shuanglianpi.

The volunteers of Wistron are the long-term guardians of the Shuanglianpi habitat.

Spotlight 5
Natural & Ecological Conservation

Habitat Conservation: Guandu Nature Park - Moon Pond and Waterbird Breeding Habitat Conservation Project

Located in Beitou District, Taipei City, Guandu Nature Park features a diverse landscape comprising freshwater and brackish ponds, mudflats, marshes, rice fields, and forests. It holds national significance as a vital wetland and has garnered international recognition as a crucial habitat for birds, accredited by the BirdLife International. It is also the only wetland site in Taiwan that has won the Star Wetland Center Award from Wetland Link International (WLI). Guandu Nature Park is committed to conserving this wetland ecosystem while offering a range of environmental education programs. Since 2022, the Wistron Foundation and Guandu Nature Park have collaborated on the "Moon Pond Adoption Project." This initiative aims to safeguard the habitats within freshwater ponds, undertake wetland conservation efforts, and engage in educational activities. Through this partnership, the project seeks to raise public awareness about the importance of wetlands and encourage collective participation in preserving the ecological integrity of freshwater ponds, thereby safeguarding the original landscape of this wetland.

Assisting in the creation of breeding habitats for the black-winged stilt.

Non-remote schools in need of educational resources are invited to Guandu Nature Park to participate in environmental education experiences.

Guandu Moon Pond is an important habitat for the restoration of freshwater fish in northern Taiwan.

Professional Research	• Conducting detailed surveys of aquatic species in Moon Pond. • Creating field guides for aquatic flora and fauna to convert basic survey data into engaging environmental education resources.
Habitat Conservation	• Ongoing removal of invasive fauna and flora species in the 0.36-hectare Moon Pond, along with regular landscape maintenance management, as well as dedication to the conservation of freshwater fish species to protect the rich ecology of Moon Pond.
Enhanced Facilities	• Enhancement of the self-guided bird-watching facility, "Birdwatching Cabin No. 2," through explanatory design and improved ventilation, ensuring an optimal bird-watching experience for visitors. • Maintenance of the underwater habitat tank to showcase a natural stream environment.
Environmental Education	• Hosting environmental education events focused on wetland exploration, bridging classroom learning with real-world wetland experiences. Inviting students in non-remote schools in need of educational resources to participate, a total of 13 wetland field trips were organized, engaging 505 participants.

Spotlight 5
Natural & Ecological Conservation

Ecological Conservation: Ecological parks - Fuyang Eco Park

Fuyang Eco Park situated in Daan District, Taipei City, spans approximately 3.8ha. Formerly a military ammunition depot restricted by military control, it preserved a rare complete shallow mountain forest ecosystem within an urban setting. Since 2006, the Wistron Foundation and The Society of Wilderness have collaborated to adopt and safeguard the park. Initially, the conservation efforts focused on improving the habitat for the Taipei tree frog. In recent years, activities such as ecological surveys, invasive species removal, and guided ecological tours have been conducted to preserve natural ecology of Fuyang Eco Park. Through diverse methods including environmental education, ecological surveys, and expert meetings, Fuyang Eco Park has evolved into a nationally recognized demonstration site for ecological parks. The success of Fuyang Eco Park has influenced the policies of the Taipei City Parks and Street Lights Office, leading to the establishment of 12 subsequent ecological parks. These parks employ a zoning management approach focused on ecological needs, expanding their ecological impact not only to other cities and counties such as Tainan, Chiayi, and Hsinchu but also catalyzing the proliferation of ecological parks throughout urban areas.

Influence on Policies	• We share our habitat conservation experience at Fuyang Eco Park with relevant governmental agencies, providing them with pertinent achievements and data, as part of efforts towards the ecologicalization of parks. • A draft of the "Fuyang Park Maintenance and Management Manual" has been compiled for reference by governmental departments. • The ecological transformation experience of Fuyang Nature Ecological Park has been extended to other parks, including Tainan Barclay Memorial Park, Chiayi Beixianghu Park, and Hsinchu ShulintouPark.
Ecological Surveys and Monitoring	• Fuyang Eco Park's environmental improvement plans have been continuously adjusted based on survey data and environmental changes. • A variety of ecological surveys have been conducted, comprising 16 insect surveys, 12 amphibian surveys, 12 bird surveys, 4 aquatic invertebrate surveys, and 2 surveys on herbaceous and woody plants. In total, 46 ecological surveys were completed in 2023.
Habitat Restoration	• Regular park patrols, habitat improvements, soil protection, removal of invasive species, and mountain cleaning tasks are conducted. • In 2023, a total of 11 work vacations were organized for habitat restoration, with 204 individuals participating.
Environmental Education and Promotion	• Engaging with the local community, training volunteers, and organizing ecological guided tour activities to enable the public to connect with the natural ecological environment of Fuyang Eco Park. • From December 25 to 31, the "Become the Light of Ecology - Fuyang Ecological Week: Welcome the Crab-eating Mongoose" event was launched in Fuyang Eco Park, aiming to raise awareness among local residents and the public about the unique features of Fuyang and the importance of ecological conservation. • In 2023, a total of 14 ecological guided tour activities were conducted in Fuyang Eco Park, with 500 individuals participating.

Spotlight 5
Natural & Ecological Conservation

Wildlife Rescue and Rehabilitation: Wildlife Rescue and Conservation Hospital Program & Environmental Stray Dog Surveys

Established in August 2020, the WildOne Wildlife Conservation Association opened the first wildlife hospital in Eastern Taiwan, named "WildOne." The hospital has been responsible for wildlife rescue, rehabilitation, release training, and educational outreach in the Hualien-Taitung region. By the end of 2023, it had rescued a total of 1,501 animals.

Since 2021, the Wistron Foundation has been supporting WildOne's rescue efforts, working together to provide injured wildlife with medical resources and treatment opportunities to restore their health and return them to the wild. In 2022, a pangolin tracking project was initiated, marking Taiwan's first tracking project focusing on released pangolins. The aim is to gather data on the survival rates and causes of unexpected deaths among released pangolins, contributing valuable insights to pangolin conservation and academic research. One notable pangolin, named "Wi Bao Mei," was rescued with a missing left hind limb. After her release in 2022, she was found to be pregnant, and in 2023, researchers discovered her to be pregnant for the second time. The establishment of the WildOne Wildlife Hospital not only saves individual animals but also contributes to the potential reproduction of future generations.

Besides its rescue operations, WildOne also actively promotes environmental education. For instance, they organized a two-week photography education exhibition at the Torik Visitor Center, showcasing photos and stories of injured animals to raise awareness about wildlife conservation among visitors. In 2023 alone, they conducted 84 educational lectures and activities, engaging over 19,653 participants, including students, tribal residents, and the general public.

Wildlife Rescue and Rehabilitation	• In 2023, WildOne rescued a total of 512 animals, including 15 individuals of Level I conservation concern, 105 individuals of Level II conservation concern, 13 individuals of Level III conservation concern, 372 individuals of general species, and 7 individuals of invasive species. Since its establishment, WildOne has rescued a total of 1,501 wildlife animals.
Wildlife Release	• In 2023, a total of 163 animals were released. • Since its establishment, WildOne has released a total of 430 animals.
Environmental Education and Outreach	• Produced an eight-episode podcast series distributed across one month, with a total of over 12,000 downloads. • Additionally, organized 84 educational lectures and guided tour activities, with a total of 19,653 participants.

Conservation personnel in camouflage attire feed the formosan serow (photo provided by Modern Planet Productions).

Wildlife Rescue: A total of 512 injured wild animals were rescued throughout the year.

Spotlight 5
Natural & Ecological Conservation

Conservation and Rehabilitation: Raptor Environmental Education and Conservation Rescue Project

Since 2022, the Wistron Foundation has partnered with the Raptor Research Group of Taiwan to support the Grass Mountain Raptor Center in their conservation efforts for raptors. The center integrates raptor research, rehabilitation, and educational outreach, with the goal of establishing a raptor conservation hub in Taipei City and introducing the public to these majestic birds of prey that grace the skies and can be observed in suburban forests. In 2023, initiatives were undertaken to conduct raptor toxin testing and enhance rehabilitation facilities. While previous incidents of raptor poisoning primarily focused on agricultural activities, such as rodent control or bird poisoning, it is now recognized that pesticides, rodenticides, and pollutants used in urban environments, including communities and campuses, also pose threats to raptor survival. Through the examination of toxins in injured or deceased raptors and educational efforts on raptor poisoning, the project aims to deepen public understanding of the interconnectedness between humans, raptors, and the environment, advocating for a holistic approach to health.

The Grass Mountain Raptor Center holds special exhibitions twice a year to promote environmental education.

The Grass Mountain Raptor Center houses a raptor rescue station that provides immediate medical care to injured raptors.

Toxin Testing	• In 2023, a total of 41 deceased raptor individuals were submitted for testing. This included 20 pathology autopsies and 21 blood tests. Among them, 33.3% of crested serpent eagles and 50% of black kites exhibited blood lead concentrations exceeding human standards. Additionally, 90% of the studied raptors showed blood mercury concentrations higher than human standards.
Environmental Education Advocacy	• Guided Tours by Appointment: The center offers free guided tours for groups from Tuesday to Saturday, with a total of 659 visitors participating in these tours. • Combining physical and online modes, the project organized courses on raptor awareness, environmental toxins, and wildlife conservation. A total of eight sessions were held, with 762 participants registered. • Through diverse educational programs, the project aimed to inspire students and teachers to develop an understanding of raptor biology, conservation challenges, and improvement strategies. Four remote mountain schools participated, involving a total of 84 students. • Two special exhibitions were held. The first exhibition, "Bird Window Strikes Special Exhibition- Invisible Traps," took place from March 9 to July 31. By raising awareness through the exhibition, the public gained an understanding of the significant risk to birds caused by large areas of glass in buildings. The second exhibition, "Embracing Nature: Love Owls," took place from August 10th to December 25th. Through the exhibition, visitors learned about the current situation and urgent need for owl conservation in Taiwan, as well as the importance of biodiversity for the sustainable development of the ecosystem. A total of 1,388 visitors attended these exhibitions.

Spotlight 6
Environmental Education

Our Actions

- Collaborating with charitable organizations to invest in long-term environmental education and curriculum-related projects for people of all ages.
- Supporting and promoting quality ecological audiovisual projects.

The Problems We Aim to Solve

To enhance the environmental literacy and knowledge of the public, and to establish a sense of environmental stewardship and awareness of environmental sustainability.

Our Role

The Wistron Foundation has a longstanding commitment to environmental education, partnering with charitable organizations to promote environmental education initiatives for individuals of all ages. In 2023, it allocated NT$6,270,000 towards this cause. In addition to financial support, the foundation invested in training professional managers responsible for environmental advocacy, curriculum development, and activity design. These efforts are geared towards enhancing environmental consciousness and fostering environmentally responsible citizens. Moreover, the foundation aims to diversify its range of ecological educational materials to further advance environmental education initiatives.

Event Series: Natural Humanities Event Series for Technologist

Since 2011, the Wistron Foundation has been organizing the " Natural Humanities Event Series for Technologists," which integrates philanthropic projects supported by the foundation. Through a variety of formats such as lectures, workshops, the promotion of ecological documentaries, and volunteer working holiday, the series aims to involve Wistron employees and their families in the foundation's philanthropic projects and related topics. In addition to raising awareness about ecological environments and enhancing humanistic literacy, the series also encourages employees to take concrete actions in supporting philanthropic partners, thereby amplifying the collective effort to safeguard the environment.

Field Trips, Lectures, and Humanities Activities

In conjunction with the National Geographic Taiwan Photo Contest 2023, environmental documentary directors Chin-Yuan Ke and Chao-Liang Shen were invited to share their social concerns and the power of environmental images with Wistron employees and the public at various venues in Taipei and Tainan. This initiative also incorporated the 10th anniversary of the film " Beyond Beauty - TAIWAN FROM ABOVE " and the nationwide tour of the Taiwan Photography Exhibition. Internal lectures were held at the company to further the original intentions of director Po-lin Chi in advocating for the impact of images. In 2023, a total of eight lectures were conducted, with approximately 299 participants in attendance.

Promotion of Ecological Documentaries

Special screenings were arranged for this year's ecological documentaries "Caring for Black-faced Spoonbill" and " Good Morni MIT," inviting all philanthropic partners and Wistron employees. A total of six screenings were held to 1,222 viewers. Furthermore, ecological documentary films were distributed at this year's Wistron Partners Conference, expanding the reach of ecological documentaries to the masses and advocating for the protection of endangered species by disseminating ecological knowledge.

A total of 14 Nature and Humanities Series Events for Technologists were held throughout the year, with over 1,700 participants.

Director Chin-Yuan Ke was invited to Tainan to share his insights on capturing the pulse of the environment through video, demonstrating the power of visual media.

Ting-Huan Chi, a board member of the Chi Po-Lin Foundation, shared aerial views of our beloved homeland with Wistron employees.

Wistron special screening of the ecological documentary "Caring for the Black-faced Spoonbill".

Wistron special screening of the ecological documentary "Good Morni MIT".

Spotlight 6 Environmental Education

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Shuanglianpi Working Holiday Volunteering Activities

Since 2017, Wistron has partnered with the Society of Wilderness to mobilize employees and their families to participate in the restoration of Shuanglianpi. Each year, work vacations are organized to establish aquatic plant sanctuaries and promote restoration efforts, thereby enhancing conservation efforts. In 2023, three working holidays were conducted, with a total of 62 participants actively engaging in this initiative. These endeavors go beyond volunteerism, fostering deep involvement in the ecological conservation of Shuanglianpi. They enable participants to experience firsthand the importance of ecological preservation, thereby fostering environmental awareness.

Fuyang Working Holiday Volunteering Activities

To address the maintenance needs of Fuyang Eco Park, Wistron organized working holiday vacations, inviting employees and their families to participate in park conservation efforts. Tasks involved removing invasive plant species, controlling spot-legged tree frog and red swamp crayfish, and implementing native plant initiatives. To deepen volunteers' affection for the forest, post-workshop sessions focused on habitat-inspired crafts, such as repurposing coffee burlap bags and creating artwork from invasive plant species. These initiatives aimed to promote concepts of natural resource utilization and waste reduction, making the habitat conservation work more meaningful. In 2023, four working holidays were held, with a total of 79 participants from Wistron taking part.

Guandu Working Holiday Volunteering Activities

Since 2022, the Wistron Foundation has been revitalizing Guandu Nature Park through a partnership with the Wild Bird Society of Taipei. Together, we initiated the Moon Pond and Waterbird Breeding Habitat Conservation Project, aiming to safeguard the wetland ecosystem of Guandu. Additionally, Wistron employees volunteered to remove invasive fish species, maintain waterbird habitats, and participate in Heart Field eco-friendly farming initiatives. These efforts aimed to deepen volunteers' understanding of the sustainability and importance of protecting Moon Pond and the waterbird habitat. Following the volunteer activities, nature-related courses were offered, including guided tours of Guandu Wetland, water resource experiential courses, lotus leaf dyeing workshops, and courses on endemic bird species of Taiwan. Throughout the year, five events were organized, with a total of 90 Wistron volunteers participating.

Working Holiday in Fuyang

Working Holiday in Shuanglianpi

Working Holiday in Guandu

Spotlight 6
Environmental Education

Nature Camp: Nature Experience Camp for Children

Since 2004, the Wistron Foundation has partnered with the Society of Wilderness to host the "Nature Experience Camp for Underprivileged Children," fully sponsoring underprivileged families from children's welfare organizations and schools. In 2023, the camp is themed around "Understanding Water Resources," "Living with the Seasons," "Environmental Activism," and "Citizen Science." The aim is to guide children in experiencing environmental issues and encourage them to think critically and creatively solve problems, integrating environmental actions into their daily lives.

Taipei Flying Squirrels Group	With the Tamsui River Basin as its central theme, the camp partners with Wulai Elementary School to delve into the inseparable relationship between life and the environment, connecting indigenous cultural roots with urban activities. A total of 94 children and 45 volunteers participated in the program.
Taipei Children's Camp	The Taipei Children's Education Group of Society of Wildersness hosts an outdoor camp with an energy theme specifically for children from social welfare organizations. Through immersive experiences and learning in nature, underprivileged children have the opportunity to learn firsthand. Collaborating partners include Taipei Glory Church, International Cultural Educational Foundation, Xian Ming Elementary School, and San Xing Elementary School, with a total of 30 students and 39 volunteers participating, all enjoying enriching experiences in the natural environment.
Chiayi Butterfly Group	Centered around the theme of environmental activism, the camp encourages children to record their eco-friendly habits through an Earth Diary, fostering their ability to plan independent trips and engage in real environmental conservation efforts. Collaborating with Giao Ping Elementary School, a total of 119 children and 48 volunteers participated in the program.
Chiayi Science Camp	Utilizing a self-directed learning approach guided by scientific methods and critical thinking, the camp encourages children to contemplate and explore the mysteries of nature, as well as to delve into the significance of life. Collaborating with Minsheng Junior High School, Chiayi Junior High School, and Daye Experimental Junior High School, the program involved the participation of 44 children and 40 volunteers.

Spotlight 6
Environmental Education

Quality Audiovisual Content: Documenting Taiwan's Ecology and Culture through Images and Sounds

Since its establishment, the Wistron Foundation has been dedicated to supporting the production and dissemination of quality documentaries. In 2023, the foundation sponsored the theatrical release of ecological documentaries "Good Morning MIT" and "Caring for Black-faced Spoonbill" across Taiwan in the first quarter. Additionally, three other ecological and cultural documentaries are currently in production. Among the documentaries supported and produced are " "A Year in the Clouds," " A Town called Success," "Ebb and Flow," "Beyond Beauty - TAIWAN FROM ABOVE," "Terraced Fields," "Fly, Kite Fly," "Secrets of The Pangolin: The Crisis," and "Night Hunters - Taiwan Grass Owls." Through these real and impactful audiovisual records, the foundation aims to raise public awareness about environmental issues and the importance of habitat conservation. Additionally, since 2020, the foundation has been a proud supporter of the quality radio program " The Voice and Harmony of Taiwan," hosted by Chang-Jie Yuan. The program features recordings of environmental sounds captured during visits to various locations across Taiwan. From its inception, the program has been thoughtfully designed to align with seasonal themes and relevant topics, leveraging the power of radio broadcasting to raise awareness and give voice to the land.

Quality Aerial Footage: 10th Anniversary of “Beyond Beauty - TAIWAN FROM ABOVE” Project

2023 marks the 10th anniversary of the release of " Beyond Beauty - TAIWAN FROM ABOVE." The Chi Po-lin Foundation, through the aerial photography records spanning over 20 years by renowned aerial photographer Po-Lin Chi, presents the "Power of Change - See Taiwan 10th Anniversary Photography Exhibition" in the northern, central, and southern regions. The exhibitions share Po-Lin Chi's profound love for Taiwan and his continued efforts to raise environmental awareness across different generations. Furthermore, influential figures from various fields will be invited to participate in the "See Taiwan. Change 10x10 Environment Sustainability Forum" to examine the evolution of environmental issues over the past decade from diverse perspectives. The project includes three special exhibitions across different counties and cities, along with ten photography lectures. In total, the exhibitions have attracted an audience of 80,571.

In Tamsui, the "Chi Po-lin Space" has been established as a hub for holistic environmental education. It serves as a platform to integrate various educational materials and thematic exhibitions, continuing to advocate for environmental education in Taiwan. In 2023, the exhibition " The City, The Flâneur " invited visitors to change their perspectives and delve into the stories of cities captured in each photograph, providing a glimpse into the urban life that defines us. In 2023, the exhibition attracted a total of 17,780 visitors.

Quality Radio Program: IC Broadcasting "The Voice and Harmony of Taiwan"

Since 2020, the Wistron Foundation has collaborated with IC Broadcasting to produce the radio program – "The Voice and Harmony of Taiwan." The program spotlights environmental sustainability, advocate for local voices, connect and foster citizen influence, ultimately striving for symbiotic relationships between nature and humanity. Hosted by Chang-Jie Yuan, the program features on-site interviews and visits to mountains, rivers, and coastal areas, providing a rich immersive experience. This year, the program received the Excellence Award in the Professional Category/ Audio Category at the 7th Global Chinese Language Sustainable Journalism Awards for its special feature titled "The Promised Land of northern lapwings." The award comment praised the program for focusing on the bird "northern lapwing," which visits Taiwan annually from Siberia for the winter, exploring ways to attract more of these birds each year. It also examines the environmental concerns associated with peanut fields in Yunlin, a habitat for many northern lapwings, and discusses issues related to organic agriculture. With its compelling storytelling, clear context, and excellent audio production, "The Voice and Harmony of Taiwan" provides listeners with immersive experiences and fosters a deeper connection to Taiwan's environmental landscape.The program "The Voice and Harmony of Taiwan" airs on IC Broadcasting FM97.5 every Wednesday from 07:30 to 08:00. Since its launch in 2020, a total of 180 episodes have been produced. The episodes are available for free on-demand playback the day after the broadcast.

"National Geographic Taiwan Photo Contest 2023" Leading the Public to Focus on Environmental Issues Through Photography

Since 2022, the Wistron Foundation has teamed up with National Geographic magazine to revive the National Geographic Taiwan Photo Contest, even introducing a new category titled "Ecological Sustainability" to highlight concerns for the environment and encourage citizen photojournalism. The results have been impressive. In 2023, the foundation continued its support and became the exclusive sponsor of the "Ecological Sustainability" category. This category, which debuted the previous year, saw significant participation. In addition to the existing categories of "People," "Places," and "Nature," the contest introduced a Youth category, allowing young photographers to participate across all categories. A total of 1,640 participants submitted 5,242 entries. The "Ecological Sustainability" category, which requires photographers to tell ecological stories through 5-10 photos, saw 1,085 entries. The championship was awarded to 14-year-old Ting-Chung Kuo for his macro photography series showcasing the various aspects of spiders. To maximize impacts from "Ecological Sustainability," the Wistron Foundation organized a photography exhibition at Taikang Cultural Center in Tainan. The exhibition aimed to engage students and the public from Tainan Community University to contemplate Taiwan's ecological environment through the power of imagery.

5 Corporate Governance

Management Approach

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5.1.2 Products and Services

5.2 Corporate Governance

5.2.1 Functions of Board of Directors
5.2.2 Ethical Management
5.2.3 Legal Compliance

5.3 Risk Management

5.3.1 Information Security
5.3.2 Intellectual Property

5.4 Moving Towards Sustainable Supply Chains

5.4.1 Supply Chain Management Framework and Overview
5.4.2 Supply Chain Management
5.4.3 Conflict Materials

5.5 Operating Capability

5.5.1 Financial Performance
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Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Corporate Governance	Improve performance in global sustainability assessment	1.Remain on top ranking in the Corporate Governance Evaluation - top 5% in listed companies 2.Maintain or improve the ESG ratings and performance 3.Link Executive Compensation to ESG Indicators 4.Increase the attendance rate of individual directors at each session to75%	1.Obtained the top 5% in listed companies for the corporate governance evaluation 2.Link Executive Compensation to ESG Indicators 3.Remain the ESG ratings and performance 4.In 2023, the cumulative attendance rate of one independent director was **73%** due to health reasons, and the remaining 8 seats had reached the standard	●	1.Remain on top ranking in the Corporate Governance Evaluation - top **5%** in listed companies 2.Maintain or improve the ESG ratings and performance 3.The proportion of female directors on the Board of Directors reaches **20%** 4.Link Executive Compensation to ESG Indicators 5.Increase the attendance rate of individual directors at each session to **80%**	1.Remain on top ranking in the Corporate Governance Evaluation - top **5%** in listed companies 2.Maintain or improve the ESG ratings and performance 3.The proportion of female directors on the Board of Directors reaches **20%** 4.Link Executive Compensation to ESG Indicators 5.Increase the attendance rate of individual directors to **80%** each year
Ethical Management	Implement employee education and training, and strengthen the Code of Conduct and the corporate culture of ethical management	100% of signing rate for the "Code of Conduct" Statement	100%	●	**100%** of signing rate for the "Code of Conduct" Statement	**100%** of signing rate for the "Code of Conduct" Statement
Risk Management/ Internal Control	Regularly identify the risk appetite for all levels of the Company	1.Comprehensive enterprise risk management systems have been established, and the risk reports are submitted to the Board of Directors every year. 2.No material (amount exceeding NT$100 million) risk events occurred in the enterprise risk management.	1.Establish KRI (Key Risk Indicator) dashboard. 2.Complete the comprehensive risk sensitivity analysis and stress test. 3.Manage and mitigate the probability of significant risks occurring to the company. (The significant risks are defined by property loss exceeding NT$100 million)	●	1.Create a platform for the risk database and risk assessment form 2.Strengthen the business contingency plan of the company in response to geopolitical risk threaten. 3.Complete the comprehensive risk sensitivity analysis and stress test. 4.Continuing manage and mitigate the probability of significant risks occurring to the company. (The significant risks are defined by property loss exceeding NT$100 million)	Continuing manage and mitigate the probability of significant risks occurring to the company. (The significant risks are defined by property loss exceeding NT$100 million)
		Regularly perform self-assessment of internal control and reach a reliability coefficient ≥ 95%	ICS (Internal Controls Self-assessment): 99.94% (1H); 99.95% (2H) ICE (Internal Controls Evaluation) : 99.98%	●	Regularly perform self-assessment of internal control and reach a reliability coefficient **≥ 95%**	Regularly perform self-assessment of internal control and reach a reliability coefficient **≥ 95%**
Legal Compliance/ Privacy	Legal compliance mechanism is established to review changes in local and international regulations related to operations to ensure compliance with laws and regulations	Employees No material violations of laws (fines exceeding NT$1,000,000).	0 cases	●	0 cases	0 cases
		Shareholder / Securities Related 1.Compliance and no penalty 2.Changes in the policies or laws of the competent authorities are always concerned and the Company's relevant management measures areadjusted to respond. 3.Compliance Training for Internal Managers	1.Compliance and no penalty 2.Changes in the policies or laws of the competent authorities are always concerned and the Company's relevant management measures are adjusted to respond 3.Complete the Training for Internal Managers	●	1.Compliance and no penalty 2.Changes in the policies or laws of the competent authorities are always concerned and the Company's relevant management measures are adjusted to respond	1.Compliance and no penalty 2.Changes in the policies or laws of the competent authorities are always concerned and the Company's relevant management measures are adjusted to respond
		Environmental Health and Safety 1.To move with the times and to comply without material penalty (fines exceeding NT$1 million) 2.The identification of environmental health and safety regulations is regularly implemented, and the Company's relevant measures are adjusted in a timely manner to respond. cases	Environmental Health and Safety 1. There is no material penalty (fines exceeding NT$1 million). 2. Compliance and goals achieved	●	Environmental Health and Safety 1.No occupational safety and health related violations of laws with a penalty exceeding NTD$1 million 2.Safety and health regulations identification regularly and adjust the company's relevant measures timely	Environmental Health and Safety 1.No occupational safety and health related violations of laws with a penalty exceeding NTD$1 million 2.Safety and health regulations identification regularly and adjust the company's relevant measures timely
		Customers / Suppliers / Litigation / Patent / Trademark The digitalization of contract and intellectual property asset management has reached 85%. Trends in the international laws and regulations and the customer needs are always concerned to be responded or adjusted accordingly.	89.70%	●	Customers / Suppliers / Litigation / Patent / Trademark The digitalization of contract and intellectual property asset management has reached 95%. Trends in the international laws and regulations and the customer needs are always concerned to be responded or adjusted accordingly.	Customers / Suppliers / Litigation /Patent / Trademark In addition to the digitalization of contract and intellectual property asset management and the trends in the international laws and regulations and the customer needs always concerned to be responded or adjusted accordingly, the above-mentioned database is supplemented with big data analysis to serve as a strategic reference for future layout.

● Over 95% ● 90%-95% ● Under 90%

Management Approach

Topic	Strategies	2023 Targets	2023 Results	Status	2024 Targets	2030 Targets
Information Security	Establish an updated information security system and mechanism to ensure information security for the company and customers	The site has passed the audit of customers' information security regulations 100%	100% 7 sites has passed the audit of customers' information security regulations 16 times	●	**100%**	**100%**
		ISO 27001 certification Coverage rate of manufacturing sites 100%	15 office achieved ISO 27001 certification, with 100% coverage of manufacturing sites		The headquarters office and all manufacturing plants have **100%** obtained ISO27001:2022 transition certification and are continuously updated and valid.	The headquarters office and all manufacturing plants have **100%** obtained ISO27001 certification and are continuously updated and valid.
Supplier Sustainability Management	Supplier Risk Management	Risk identification 1. Tier 1 suppliers' compliance rate 100% 2. Critical non-tier 1 suppliers' compliance rate > 100%	1.100% 2.100%	●	**1. 100%** **2. 100%**	**1. 100%** **2. 100%**
		Ratio of sustainability audit on high-risk suppliers=100%	100%	●	**100%**	**100%**
		Improvement and guidance of audit deficiency NCR completion rate: 100%	100%	●	**100%**	**100%**
	Optimize regional supply chain[Note 1]	Machinery and materials in the Chinese Site> 98 %	97.85%	●	**> 98%**	**> 98%**
		Machinery and materials in the Vietnam site> 25 %	37.96%	●	**> 50%**	**> 85%**
	Signature of major statements	100% Signing rate of the code of conduct for tier 1 suppliers	100%	●	**100%**	**100%**
		100% Signing rate of the "Declaration of Non-use of Conflict Minerals"	100%	●	**100%**	**100%**
	Supplier Capacity Building	Greenhouse gas reduction and water source inventory	376 suppliers	●	Coverage > **67%**	Coverage > **67%**
		Suppliers with high energy consuming material obtaining GHG external verification (ISO 14064-1)	65.38%	●	**≧ 70%**	**≧85 %**
		Suppliers with high energy consuming material obtaining energy management system external verification (ISO 50001)	55.77%	●	**≧ 60%**	**≧ 70%**

● Over 95% ● 90%-95% ● Under 90%

Note 1: Optimize regional supply chain, the proportion of local procurement is based on the major manufacturing sites of Wistron's key operational locations, which include five major sites in China and one major site in Vietnam, using suppliers from the local regions.

5.1 About Wistron

5.1.1 Company Profile

Global Leader in the ICT Industry

Wistron Corporation is a global leading technology service provider supplying innovative ICT (information and communications technology) products, service solutions, and systems to top branded companies worldwide. In recent years, Wistron has leveraged our strong R&D and technical innovation capabilities and diverse product development to drive growth. Apart from PCs, server and networking systems, enterprise storage solutions, professional display products, communication devices, after-sales services, and electronics scrap recycling, Wistron combines hardware devices and cloud data systems through software services with the development of cloud computing to provide technical service platforms and solutions to our customers. In addition, Wistron has been dedicated to building value chains in the ICT industry and innovation platforms in the new era of education and enterprise services, IoT, and medical services. Wistron is dedicated to realizing the vision of “Sustainability through Innovation.”

Global Operations

Wistron has more than 65,000 employees across 12 manufacturing sites, 10 R&D centers, and 14 after-sales service centers worldwide. The main manufacturing facility covers an area of approximately 2,269,000 m2. Located strategically across Asia, Europe, and North America, our worldwide facilities are arranged to provide comprehensive product development and customer services to global customers. Stable growth and sustainable operations are achieved through collaborative effort between Taiwan headquarters and overseas sites. For more information on Wistron’s global operations, please visit Wistron’s official website.

2001
Year of establishment

NT$ 867 B
Operating revenue of 2023

65,000+
Employees across the globe

25
Global manufacturing, technology, and service centers

5.1.2 Products and Services

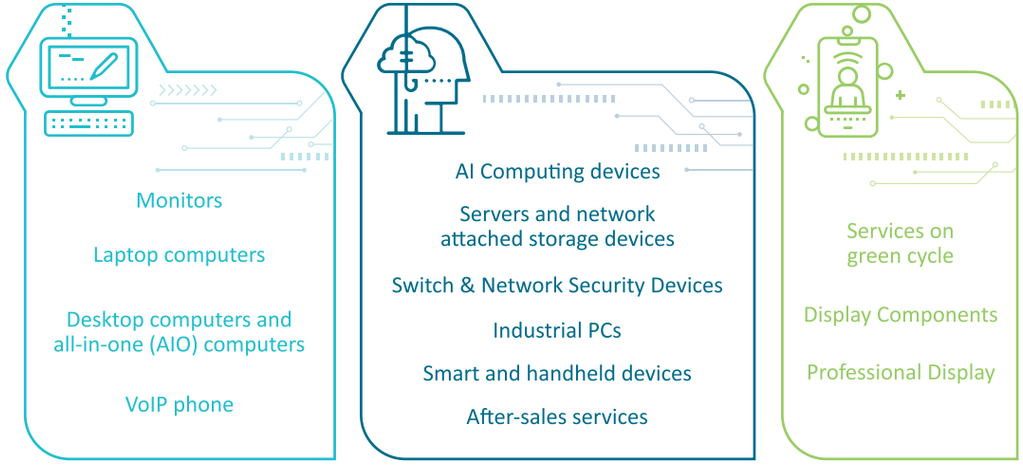
As the growth trajectory driven by diversified information and communication product development continues to expand, Wistron has not only been proactive in delivering environmentally friendly, high-value-added products but has also committed itself to transitioning into a comprehensive Technology Service Provider (TSP). This transition involves offering innovative design, manufacturing, services, and systems tailored specifically to information and communication products. Embracing the trend of cloud development, Wistron seamlessly integrates hardware devices such as computers and smart devices with cloud data systems through software services. This approach enables us to provide technical service platforms and solutions precisely customized to meet the needs of both customers and consumers.

Main Products and Technology Services

Wistron's revenue is primarily derived from the manufacturing of computer, communications, and consumer electronic products. In addition to actively pursuing orders from international giants, we recognize that controlling costs and maintaining a stable gross profit margin are key factors in remaining competitive amid increasingly intense price wars. In 2023, Wistron saw particularly notable growth in AI computing equipment, while the performance of other product lines remained stable or experienced slight declines.

Wistron Introduction Video

Video URL

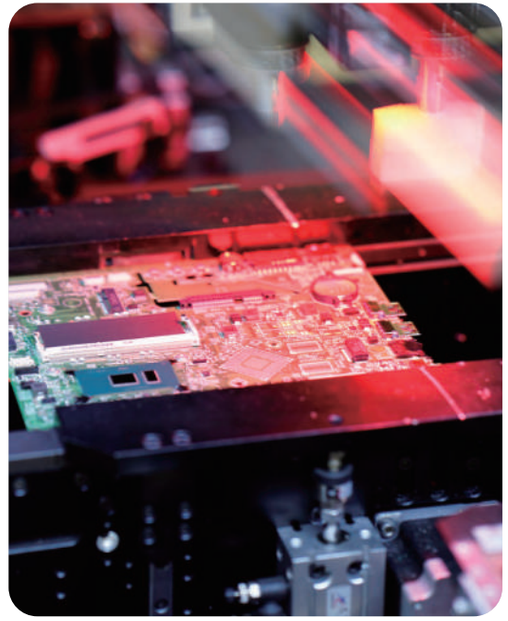


• **Product Sales**

Unit: Thousand
Amount: NTD$1M

Year	2022				2023			
Sales Volume and Value of Main Products	Domestic Sales		Export Sales		Domestic Sales		Export Sales	
	Sales Volume	Sales Value	Sales Volume	Sales Value	Sales Volume	Sales Value	Sales Volume	Sales Value
3C* products	1,546	20,507	84,022	904,941	1,689	33,770,074	59,508	779,755,857
Other products	809	1,138	27,483	58,033	677	1,510,860	11,432	52,020,217
Total	2,355	21,645	111,505	962,974	2,366	35,280,934	70,941	831,776,073

*Computers, Communications and Consumer electronics



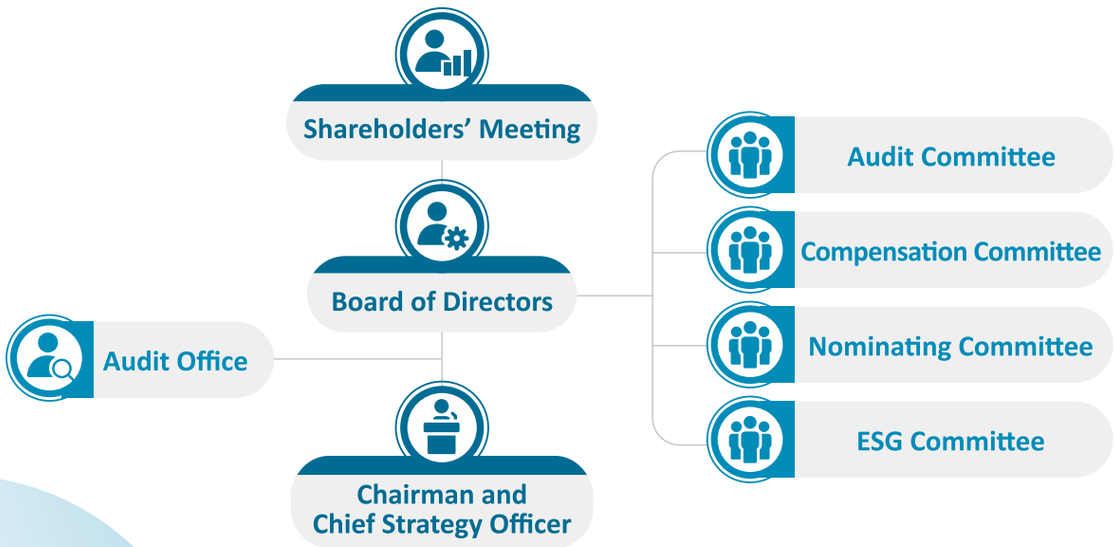
5.2 Corporate Governance

in Corporate Governance Evaluation Top 5%

Taiwan Corporate Governance 100 Index constituent stock

Wistron believes that good corporate governance is fundamental to the sustainable development of the company. Thus, for a long time, we have been committed to establishing an effective corporate governance framework that safeguards shareholder rights, enhances the functions of the Board of Directors, respects the interests of stakeholders, and increases transparency. We progressively implement various systems and measures to continually enhance the quality and effectiveness of corporate governance, aiming to maximize shareholder value and ensure the long-term sustainability of the company.

5.2.1 Functions of Board of Directors



The Board of Directors serves as the highest governing body of Wistron, tasked with overseeing the management team to ensure compliance with laws and regulations while enhancing transparency. Leveraging their expertise, board members provide guidance to the management team in significant decision-making processes to prevent any policies that may jeopardize the company's value. They also prioritize establishing a culture of integrity and ethical conduct, fulfilling corporate responsibilities to achieve sustainable operations and safeguard shareholder interests. The management team regularly reports to the Board on the company's operational status, development strategies, and sustainability-related issues such as SBTi goals, net-zero planning, ethical management execution, information security practices, material topics, and stakeholder communication. This ensures smooth and effective communication channels between the Board and management. In 2023, the Board convened eight times, meeting the once per quarter requirement, with an average attendance rate of 94% among board members, exceeding the company's stipulated requirement of an 80% attendance rate per year for Board members.

Board of Directors and Functional Committees

To enhance the oversight function of the Board and strengthen management capabilities, Wistron has established functional committees under the Board of Directors, including the Audit Committee, Compensation Committee, Nominating Committee, and ESG Committee. The operational status of these committees is detailed in the table below. For further information, please refer to Wistron's Annual Report.

Committee	Responsibilities	Members	Attendance rate	Key resolutions
Audit Committee	Oversee the Company's financial reports for accurate representation, appointment (dismissal) of CPAs and assessment of their independence and performance, the effective implementation of the Company's internal controls, the Company's compliance with related laws and regulations, and management of existing and potential risks for the Company.	Mr. Jack Chen, Independent Director Mr. S. J. Paul Chien, Independent Director Mr. Christopher Chang, Independent Director Mr. Sam Lee, Independent Director Ms. PeiPei Yu, Independent Director	93%	• Annual and quarterly financial reports • Important investments of the Company • Loaning of material funds and endorsements/guarantees • Report the risk management operation status.
Compensation Committee	• Establish and regularly review the remuneration policies, systems, standards and structures, and performance of directors and managers • Regularly evaluate and establish the remuneration of directors and managers	Mr. S. J. Paul Chien, Independent Director Mr. Sam Lee, Independent Director Ms. PeiPei Yu, Independent Director	92%	• Proposal for the directors' remuneration • Manager performance bonus distribution and adjustment suggestions • Suggestions for managers receiving employee remuneration
Nominating Committee	• Select and review suitable candidates for directors, managers, and members of the committees under the Board of Directors • Formulate and review the establishment and operations of the functional committees of the Board of Directors	Mr. Christopher Chang, Independent Director Mr. Simon Lin, Chairman Mr. S. J. Paul Chien, Independent Director Ms. PeiPei Yu, Independent Director	100%	• Suggestions for managers promotion
ESG Committee	• Stipulate Wistron's corporate social responsibilities and sustainable development directions and goals • Formulate related management approaches and specific action plans • Monitor and review progress and outcomes • Promote and implement corporate ethical management and risk management	Robert Hwang, Vice Chairman, and Chairman & President of Wistron Digital Technology Holding Company Mr. Sam Lee, Independent Director Mr. Jeff Lin, President & CEO Mr. David Shen, Executive Vice President & Chief Infrastructure Officer Mr. Frank F.C. Lin, Chief of Staff Mr. Donald Hwang, President of Advanced Technology Lab Mr. Kenny Wang, Chief Digital Officer and Chief Information Security Officer	93%	• Review and set of the implementation of sustainability goals • Establishment of Wistron's "Environmental & Energy and Ecological Conservation Policy" & "Occupational Health and Safety Policy" • Amendments to the Company's "Code of Conduct" & "ESG Committee Charter" • Report material topics & stakeholder engagement • Report SBTi and net-zero goals & carry out ethical Management and information security • Report subsidiaries' GHG inventory and verification schedule plan

Composition and Diversity of the Board of Directors

According to the Articles of Incorporation, the Board of Directors comprises seven to nine members, each serving a term of three years. Directors are nominated and elected by the Shareholders' Meeting based on a nominee list, with consecutive re-elections permitted. Wistron adheres to a diversity policy for the composition of the board of directors, as outlined in Article 20 of the Corporate Governance Best Practice Principles. This policy emphasizes considerations such as gender, nationality, culture, professional background, and industry experience. For specific management objectives and progress regarding board member diversity, please visit our website.

The current Board of Directors of comprises nine members, each bringing rich industry experience and reputation. On average, directors have served for 9.33 years. Among them, two are executive directors, representing 22% of the Board, while five are independent directors, constituting approximately 56% of the Board. The independence of these directors complies with the relevant regulations outlined in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies." Additionally, one female director holds approximately 11% of the seats. For information on the procedures related to the election of Board members, please visit the company's website . Detailed academic and professional backgrounds, concurrent positions in other companies, attendance records, and background information of Board members are disclosed in the company's annual report and website.

The Chairman of the company is elected by the Board of Directors and serves as the Chairman internally while representing the company externally. In line with the will of the Board of Directors and to enhance decision-making efficiency, the Chairman also holds the position of Chief Strategy Officer (CSO). In this capacity, the Chairman is responsible for the strategic planning, formulation, promotion, and long-term development of the company. In cases involving conflicts of interest, the Chairman adheres to principles of conflict avoidance.

Avoiding Directors' Conflict of Interest

Regarding agenda items that may present conflicts of interest to Directors or the legal entities they represent, adherence to Article 15 of the "Rules and Procedures of Board of Directors Meetings" is required. In such cases, Directors are obligated to disclose the pertinent details of the conflict of interest during the meeting. If participation in the discussion or voting could potentially harm the interests of the company, Directors must abstain from such activities and recuse themselves. Furthermore, they are prohibited from delegating their voting rights to other Directors. If a Director's spouse, relatives within the second degree of kinship, or a company under the Director's control has a vested interest in the meeting agendas, the Director is considered to have a personal interest in the matter. For details on the execution of recusals related to conflicts of interest in 2023, please refer to the company's annual report.

Professional Development and Performance Evaluation of the Board of Directors

To enhance directors' knowledge and capabilities in legal, economic, environmental, social, and risk management issues, Wistron organizes annual continuing education courses for its directors. In 2023, the course topics included "Winning the Future: Global Key Trends and Practical Case Studies in ESG" (which discussed the board of directors' responsibilities regarding ESG issues based on international sustainable trends and risk management) and "Key Factors for Enhancing Board Effectiveness" (which explored the responsibilities and arrangements of the board of directors and functional committees based on international cases and domestic regulations and trends). In 2023, the average number of continuing education hours per director was 9.8 hours. Besides, we also arranged online training regarding the laws and regulations on preventing insider trading for all directors and managers.

To ensure effective corporate governance and enhance the performance of the board of directors, Wistron conducts annual performance evaluations for both the board and its functional committees in accordance with the "Rules for Board of Directors and Function Committee Performance Assessments." These evaluations encompass various aspects such as legal compliance, corporate governance, risk management, and sustainable development goals. The aim is to ensure that both the board and its committees fulfill their duties across all ESG dimensions. The results of these evaluations serve as a basis for compensation decisions and for continuous improvement of the board's operations and functions. In 2023, performance evaluations were conducted for the Board of Directors, Audit Committee, Compensation Committee, Nominating Committee, and ESG Committee. Following the completion of scoring and statistical analysis, the performance evaluation scores for these entities were as follows: 99.78 for the Board of Directors, 99.60 for the Audit Committee, 99.33 for the Compensation Committee, 100 for the Nominating Committee, and 98.86 for the ESG Committee. All evaluation results exceeded the established standards. These results were duly reported to the respective entities. Additionally, Wistron commissions external professional organizations or experts to conduct a comprehensive performance evaluation of the board of directors at least once every three years. In 2022, the Corporate Governance Association was tasked with conducting an external performance evaluation of the Board of Directors. The evaluation results positively affirmed the board's structural composition, deliberative atmosphere, training arrangements, and advancements in ESG practices.

For detailed information regarding Wistron's director continuing education and board performance evaluation report, please refer to the Annual Report and the company's website.

Remuneration Policy for the Board of Directors & Senior Executives

In accordance with the provisions of Articles 11 and 16 of the Articles of Incorporation, Wistron's directors' compensation includes salary, retirement pensions, (annual) bonuses, and employee remuneration (cash/stock), among other elements. Bonuses, remuneration (cash/stock), and stock options are variable components and constitute the main components of compensation for senior executives. Additionally, senior executives are entitled to insurance and retirement plans as required by law. The compensation of senior executives/managers should be based on individual performance, reviewed and evaluated by the Compensation Committee, and recommended for approval by the Board of Directors.

Linking Incentive Systems and Sustainable Performance

Wistron recognizes the importance of long-term sustainable performance for incentivizing high-level executives, key professionals, and all employees. Since 2022, we have linked the goals of our Six Sustainability Strategies and key performance indicators for material topics to the short-term and long-term incentive compensation of our President & CEO, Executive Officers, and Business Unit Managers. This ensures that sustainability is integrated into our company's performance evaluation. For the President & CEO and executive officers, sustainable development-related performance indicators include developing green products and utilizing recycled or renewable materials, expanding into the waste battery recycling industry, increasing the proportion of renewable energy use and improving energy efficiency at operational sites to reduce carbon emissions in alignment with science-based targets and achieving the 1.5°C reduction goal, focusing on enhancing suppliers' carbon reduction capabilities, and reducing occupational accidents and enhancing employee dedication on the social front. These sustainable development performance indicators are assigned to the responsible managers of the six sustainable strategies (Executive Officers) and their corresponding business unit managers for implementation and formulation. This approach ensures that sustainability goals are ingrained in our company's operations and performance evaluation processes.

Key Performance Indicators			President & CEO	Business Unit Managers (Including main BG head)	Executive Officers (Including 6 Pillar Owners)
Governance	Sustainable Supply Chain	Enhancing suppliers' carbon reduction capabilities on GHG inventory	3%	10%	6%
Environment	Green Products/ Product Development and Innovation	Revenue contribution from product innovation, Increase the proportion of product recycling or use of renewable materials	4%	5~40%	10%
	Circular Economy	Increase the use of recycled plastics and the volume of waste battery recycling	1%	10%	10%
	Climate Strategy and Energy	Increase in the use of renewable energy and energy efficiency	4% *	15%	15%
		Efficiency in electricity	–		
	Water Resource Management	Water usage intensity			
	Waste	Waste generation intensity			
Social	Social Talent Attraction and Retention	Enhance employee engagement	1%	5%	10%
	Occupational Health and Safety	Reduce occupational accidents, increase employee satisfaction	2%	–	10%
	Customer Relations	customer satisfaction	–	10-15%	–

* Including Water usage intensity

5.2.2 Ethical Management

To uphold ethical business practices, Wistron has established various standards including the "Codes of Ethical Conduct", "Ethical Corporate Management Best Practice Principles", and "Corporate Governance Best Practice Principles". These standards ensure that all employees are required to understand and adhere to ethical norms, respect and strictly adhere to confidentiality agreements with clients, and refrain from accepting gifts or special favors indiscriminately. Furthermore, we foster connections with customers, suppliers, business partners, and other stakeholders with whom we engage in business activities. Together, we promote and support Wistron's core value of integrity, ensuring a culture of trust and ethical behavior throughout our operations.

To ensure consistent values and culture across all levels of Wistron, we have established the "Code of Conduct" approved by the board of directors as the highest standard of behavior for all personnel, including subsidiaries and joint ventures where Wistron has significant influence. This code serves as a guiding principle for all employees when conducting business activities. The Sustainability Office holds the primary authority and responsibility for implementing this code, along with establishing necessary procedures to ensure compliance. Additionally, the Global Human Resources and Administration department reports on the implementation status of annual ethical management to the board of directors at the end of each year.

Ethical Management and Anti-Corruption Management

Wistron places significant emphasis on anti-corruption measures by establishing internal control systems, including accounting procedures, in compliance with relevant laws and regulations. We conduct annual assessments and self-checks to evaluate the effectiveness of these systems, which are further reviewed by our audit department. Furthermore, before engaging in commercial relationships with external parties such as agents, suppliers, customers, or other business partners, we conduct thorough evaluations. These assessments focus on the legality of their business practices, adherence to integrity-related policies, and any records indicating unethical behavior.

When engaging in business activities, we adhere to internal operating standards by explaining Wistron's ethical management policy and related regulations to the other party. We also incorporate compliance with Wistron's anti-corruption policy into the terms of our business contracts. This includes outlining clear and reasonable payment terms and specifying procedures for handling matters related to dishonest behavior or violations of contract clauses prohibiting commissions, rebates, or other benefits. We unequivocally reject the provision, promise, request, or acceptance of any improper benefits, whether directly or indirectly. Upon discovering any misconduct, we promptly cease dealings with and blacklist the involved party.

Code of Conduct (incl. Anti-corruption) Training and Awareness

Wistron's dedication to ensuring that colleagues fully comprehend relevant norms is evident through its comprehensive education, training, and advocacy efforts. These initiatives include requiring all colleagues at overseas sites to undergo training on the code of conduct (incl. anti-corruption training), mandating all new colleagues to sign an acknowledgment form for the "Code of Conduct" with a signing rate of 100% in 2023, requiring all new indirect employees in Taiwan offices to complete online ethics training courses, organizing annual training courses for current colleagues to reinforce the culture of integrity, identifying Treasury Management & Corporate Communications, Global Supply Chain Management, and Administration Services as potential risk departments, ensuring that supervisors of relevant departments participate in training courses conducted by external professional institutes to enhance regulatory compliance awareness in addition to internal audits or regular work rotations, and arranging training courses related to insider trading for board members with a signing rate of 100% for the acknowledgement form regarding the “Code of Conduct” to fulfill corporate governance responsibilities for ethical management. These efforts underscore Wistron's commitment to fostering a culture of integrity and compliance throughout the organization, ultimately contributing to ethical business practices and effective corporate governance.

• **Code of Conduct Signing and Training (%)**

Item	2020	2021	2022	2023
Code of Conduct coverage	100	100	100	100
Code of Conduct signing	99.7	99.9	100	100
Coverage of orientation training for new employees	100	100	100	100
Coverage of periodic training for all employees	100	100	100	100
Training completion rate	99.7	99.9	100	100

Anti-Competitive Practices

Ethical conduct represents the foundational social responsibility of any enterprise. Wistron has established the "Ethical Corporate Management Best Practice Principles" to ensure that all employees conduct business activities in compliance with relevant fair competition laws and regulations. This code prohibits practices such as price-fixing, bid manipulation, output and quota restrictions, as well as market allocation through the assignment of customers, suppliers, operational territories, or business categories. Wistron rigorously adheres to applicable laws and regulations across all aspects of its business operations. Notably, from 2020 to 2023, the company has not faced disciplinary action from regulatory authorities for violations of competitive behavior or monopoly measures.

Whistleblower Protection

For any inquiries regarding the code of conduct, both internal and external stakeholders can reach out to the Sustainability Office. Subsidiaries and joint ventures where Wistron holds significant influence have established their own consultation channels to engage with stakeholders. Wistron encourages all internal colleagues and external stakeholders to report any instances of improper conduct that violate business ethics through designated reporting channels. The Company accepts anonymous reports and is committed to protecting whistleblowers from retaliation for reporting such matters. Wistron provides an email address for reports and complaints (ethic@wistron.com). Reports of code of conduct violations are primarily handled by the Global Human Resources and Administration departments, with the handling status reported to the board of directors annually. In 2023, no major violations of business ethics resulting in fines exceeding NT$1 million were identified. For suppliers, there is a dedicated reporting and complaint email address (GSCM_Office@wistron.com). Reporting cases of code of conduct violations are primarily handled by the Global Supply Chain Management department. In 2023, there were no reported cases of unethical behavior, and consequently, no instances of contract termination as a result.

Political Contributions

The Company upholds the principle of political neutrality and refrains from actively engaging in political parties or activities, as well as abstaining from any lobbying efforts. Throughout the period from 2020 to 2023, the Company did not engage in any political contributions. However, our employees are entitled to express their political preferences freely. We also encourage our employees to fulfill their civic duties, such as voting for candidates or referendum issues they believe in.

Number of Reported / Filed Cases of Code of Conduct		2020	2021	2022	2023	
					Number of Cases Reported	Number of Cases Filed
Business Ethics and Operations	Corruption and bribery	0	0	0	1(Note 1)	0
	Conflicts of interest	0	0	0	0	0
	Fair competition	0	0	0	1(Note 2)	0
	Insider trading	0	0	0	0	0
	Trade secrets	0	0	0	2(Note 3)	1
	Privacy/personal data protection	0	0	0	0	0
	Others (Political Contributions, charitable contributions, and social participation)	0	0	0	0	0
	Total number of cases related to business ethics and operations	0	0	0	4	1
Protection of Human Rights	Discrimination	0	0	0	1(Note 4)	0
	Harassment	0	0	3	4(Note 5)	1
	Occupational Safety and Health	0	0	0	1(Note 6)	1
	Total number of cases related to protection of human rights	0	0	3	6	2
Environmental Protection	Total number of cases related to environmental protection	0	0	0	0	0
Total		0	0	3	10	3

Note 1: Corruption and bribery: There were reports of waste disposal personnel at the Hsinchu site soliciting bribes, but after investigation, no concrete evidence was found
Note 2: Fair competition: There were reports that the sale of equipment from the India site violated fair competition principles, but it was determined to comply with the Company's relevant operational procedures
Note 3: Trade secrets: i. Reports of unauthorized software usage at the Kunshan site were investigated and found to be within the Company's legal usage scope. ii. A Hsinchu site employee was reported for circulating photos of the production line on social media. Subsequent investigation confirmed the allegation, and the employee received a disciplinary warning
Note 4: Discrimination: Allegations of discrimination during the recruitment process at the India site were investigated. It was discovered that the whistleblower had failed a technical test and breached recruitment procedures, contradicting the reported claims
Note 5: i. An employee at the Malaysia site reported being yelled at during a meeting by colleagues, which was verified upon investigation. Senior management intervened, providing counseling and resolving the matter and obtained the understanding of the reporter. ii. An incident where someone impersonated a Taiwan office employee to make a report was investigated. The whistleblower denied involvement, and no intention to report the incident was found. iii. Reports of harassment by employees at the Mexico site were investigated and found that the person being reported was not an employee at our Mexico site. iv. A bullying report at the Hsinchu site was investigated, but no concrete evidence was found
Note 6: Occupational Safety and Health: Reports of unsafe driving by the shuttle bus driver at the Hsinchu site were confirmed. The contractor was instructed to promptly address the issue and provide driver safety training as per the contract

Internal Control and Internal Audit

Wistron's internal control system is designed by management in accordance with the "Regulations Governing the Establishment of Internal Control Systems by Public Companies" and tailored to the Company's overall business operations. It is then approved by the Board of Directors. The internal control system encompasses constituent elements and key control points aimed at ensuring the achievement of the following objectives:

1. Operational effectiveness and efficiency
2. Reliable, timely, and transparent reporting that complies with relevant regulations
3. Compliance with applicable laws and regulations

The internal control system conducts self-assessments through an e-platform operation. The President & CEO encourages all internal units and subsidiaries of the organization to conduct annual self-assessments, ensuring they are conducted at least once a year, on their internal controls. The audit unit then reviews the self-assessment reports of each unit and subsidiary, along with any identified deficiencies and improvements made in response to past internal control issues and anomalies detected by the audit unit. This comprehensive review serves as the primary basis for the Chairman and President & CEO to evaluate the effectiveness of the overall internal control system and issue the internal control system statement.

The internal audit unit conducts reviews based on the "Internal Auditing Enforcement Rules" to assess the adequacy of the internal control system and the implementation of general operational practices. It conducts both continuous and project-based audits, covering all internal operations and subsidiaries of the company. Following the results of risk assessments, the internal audit unit develops an annual audit plan, which is approved by the Board of Directors and executed accordingly. Monthly audit reports undergo review by the Audit Committee, with identified deficiencies being tracked until resolution is achieved. Quarterly, the head of the internal audit unit attends meetings of the Audit Committee and Board of Directors to report audit findings. With the effective implementation of the internal control system, Wistron did not identify any significant internal control deficiencies in 2023.

Supplier Anti-Corruption Policy

Wistron communicates our Anti-Corruption Policy to all suppliers through the Wistron Global Learning Platform and provides a reporting hotline for them. We reiterate our commitment to Ethical Corporate Management Policy and principles during annual supplier conferences and in the company profile distributed to suppliers. Additionally, we also conduct annual reviews of supplier compliance. Through these promotional efforts and management mechanisms, there were no reported cases of corruption or unethical behavior among suppliers in 2023.

5.2.3 Legal Compliance

Wistron has established internal operation regulations according to related regulations for publicly traded companies since 2001. After Wistron became a publicly-traded company, Wistron adjusted the internal operation regulations according to amendments of laws by the relevant authorities. Wistron also require all subsidiaries of the Group to comply with changes in regulations. Wistron seeks to fulfill its core value, uphold high levels of professional ethics, and ensure that employees rigorously abide by Wistron's ethical standards in daily work and businesses to protect Wistron’s reputation, and earn the respect and trust of our customers, suppliers, and society.

Wistron has established the "Code of Conduct" to provide guidance to employees and supervisors of all levels. Wistron's management has paid close attention to any domestic or foreign policy or regulation that may affect Wistron's finance and business operations. Wistron has also established related risk management procedures and continuous employee education and training to improve employees' legal expertise.

Wistron has complied with the laws and regulations between 2020 and 2023. During this period, Wistron has not incurred any penalties, whether monetary fines exceeding NT$1M or other non-monetary sanctions, for violations of regulations, including but not limited to those related to marketing communications.

5.3 Risk Management

Wistron adheres to a philosophy of sustainable operations. Through the establishment, implementation, and maintenance of proactive risk management mechanisms, the company continuously monitors internal and external issues and environmental changes. It conducts operational impact analyses and develops effective and flexible responses to address challenges. Regular self-assessment and ongoing improvements enhance the company's resilience, fulfilling its commitment to uninterrupted operations and safeguarding the best interests of customers and stakeholders. Additionally, Wistron effectively manages operational risks and fosters a risk-aware culture through continuous optimization of education and training, performance management, risk assessment, early warning notifications, and public disclosures. Please refer to the Company's Risk Management Policy and Procedure for further details.

Risk Management

To advance corporate sustainability, Wistron adheres to established organizational and internal control systems for managing operational risks across all levels. We are committed to evaluating the potential impact of these risks on the company's operations through board-level participation and systematic management practices aligned with ISO 31000 principles. This approach ensures robust corporate governance, attainment of sustainable business goals, and protection of stakeholder rights. In 2022, Wistron formulated systematic "Risk Management Policy and Procedures" in accordance with guidelines such as the "Regulations Governing the Establishment of Internal Control Systems by Public Companies" issued by the Financial Supervisory Commission and the "Best Practice Principles on Risk Management for TWSE/ TPEx Listed Companies" provided by the Stock Exchange. Leveraging a three-line defense risk management framework, we proactively and effectively assess risks across four key dimensions: corporate governance, environmental protection (including climate and natural resources), social inclusion, and innovation value. This comprehensive approach enables us to address potential threats to the company's sustainable development effectively.

The Board of Directors serves as the highest responsible unit for risk management within the Company, with all board members possessing capabilities in enterprise risk management. The Board authorizes the Audit Committee to assist in reviewing and supervising the operation and implementation of the risk management mechanism. The Audit Committee provides regular reports on the execution and outcomes of risk management to the Board of Directors, typically on a semi-annual basis.

Under the Audit Committee, there is a Risk Management Team led by the CFO, comprising senior executives from each business unit. The team convenes monthly meetings to assess changes in risks, providing semi-annual reports on risk management execution to both the Audit Committee and the Board of Directors. Additionally, an annual risk management report is compiled and presented to the Audit Committee and the Board of Directors. The convener also appoints personnel to the Risk Management Office, assisting in executing practical risk management tasks and operational mechanisms, and aiding in coordinating and supporting units in implementing risk management activities.

The Company conducts frontline risk management through existing departments or operational units within the organization. Personnel designated as accountable by members of the risk management team serve as risk management executives. Collaborating with relevant personnel from each operational unit, the Company conducts comprehensive enterprise and operational-level risk identification, analysis, and assessment at least annually. This process involves analyzing various operational risks and emerging risk scenarios to devise risk response strategies. These executives are responsible for implementing daily risk management procedures.

Furthermore, the Internal Audit Department, reporting to the Board of Directors, independently audits compliance with the company's risk management policies and the effectiveness of risk management activities. It offers improvement recommendations and regularly reports audit results to the Board of Directors to ensure we meet our risk strategy goals and exercise effective control over various risks.

Three Lines of Defense in Risk Management and Risk Appetite

To effectively implement risk management and internal control, Wistron adheres to a three lines of defense system in risk management and enhances its mechanism effectiveness through the PDCA management cycle. The first line of defense is business operations, with business units and production units playing key roles. This line focuses on operational control, risk identification, and the implementation of risk management measures. The second line of defense involves corporate risk management and regulatory compliance, overseen by the risk management team. It collaborates with finance, accounting, legal, and other units to monitor and ensure compliance with relevant regulations for transactions and operations. Additionally, the risk management team is committed to creating a conducive risk management environment, establishing risk management goals, and supervising to promote effective business execution. The third line of defense is internal control and auditing, overseen by the independent audit department and audit committee. This line examines and supervises company operations and provides systematic methods to strengthen the implementation of risk management and internal control systems.

Risk appetite refers to the extent to which an organization is willing to bear possible losses or impacts. The risk management team formulates the annual risk appetite for the company based on our business strategies and objectives, taking into consideration factors such as business growth, risk, and returns.

This risk appetite is then reported to the Audit Committee and Board of Directors for approval, and implemented in various units to control the risks associated with their operations. Wistron has defined five different levels of risk appetite based on the potential financial losses that could be incurred by the company. Additionally, the company established preventive/reduction measures, execution mechanisms, and responsible organizations to ensure effective control and appropriate response to relevant key risks.

LevelF	inancial Loss (NT$)
1 Extremely Minor	<= 1 million
2 Minor	1 - 10 million
3 Medium	10 - 100 million
4 Severe	100 million - 1billion
5 Extremely Severe	> = 1 billion

Risk Management Procedures

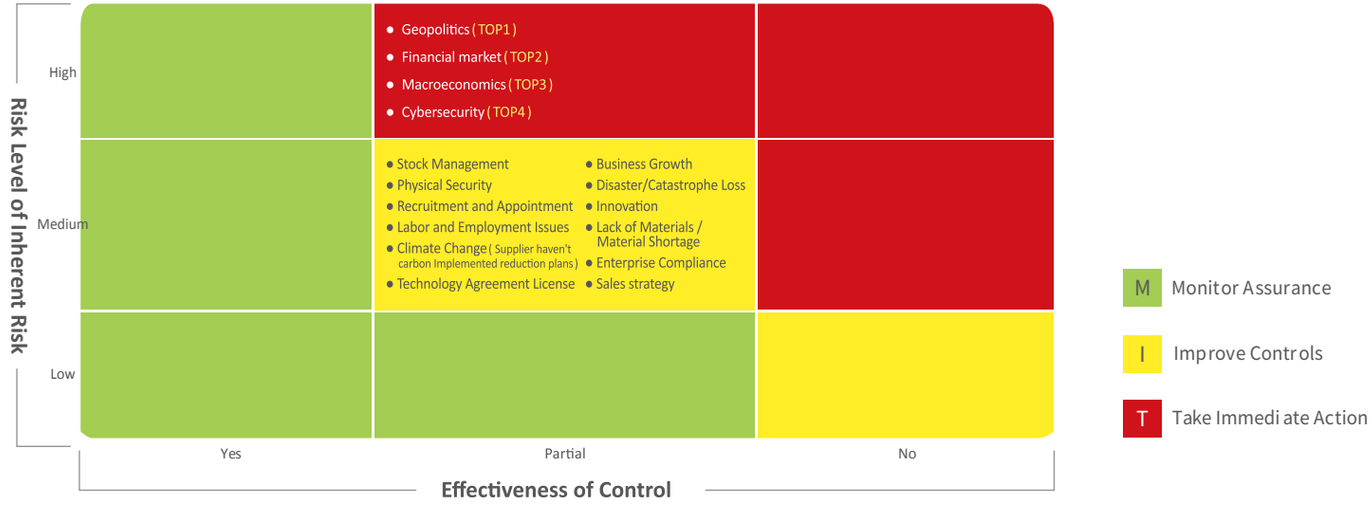
Risk Management Procedures	Risk Identification and Operations

The Company's risk management procedures include risk identification, analysis, evaluation, response and monitoring, as well as reporting and disclosure. Each year, the risk management team engages various working groups responsible for different risk dimensions: corporate governance, environmental protection (including climate and natural resources), social inclusivity, and innovative value. Together, they assess and discuss potential and emerging risks, considering factors such as frequency, impact, and control level. Regular reports on these assessments are presented to the Audit Committee and the Board of Directors.

- The Company's risk management team includes members from various units such as client relations, product design and development, global manufacturing, corporate governance and sustainability management, supply chain management, finance, global human resources and administration, technology, public relations, M.I.S, legal, Wistron Digital Technology Holding Company, and Wistron Medical Tech Holding Company.. They collect data on risk events, sources, and consequences across four key dimensions: corporate governance, environmental protection (including climate and natural resources), social inclusivity, and innovative value. This information is used to establish the Wistron risk database, which is then discussed and revised by the risk management team.
- In 2023, the Risk Management Team identified a total of 16 major medium to high-risk items with 4 of them assessed as severe residual risk levels (T- Take Immediate Action, in need of immediate improvement) and 12 as moderate risk levels (I- Improve Controls, in need of control improvement or response measures) based on likelihood and magnitude considerations from the risk assessment form.
- Units responsible for risks have formulated corresponding risk response action plans and implemented risk mitigation plans for the residual risk levels assessed as T- Take Immediate Action and I- Improve Controls. Risk management executives collaborate with operational units to create key risk indicators (KRI) and report them to the risk management team monthly, maintaining relevant records.
- Senior executives regularly hold risk calibration meetings with the risk management team to review the results of risk management implementation. After completing the risk assessment and calibration process, the top four risks for the Company in 2023 were identified as geopolitical risk, financial market risk, macroeconomic risk, and cybersecurity risk. The responsible units propose corresponding risk response action plans, which are reviewed and confirmed by unit supervisors before being included in the periodic definitions and reviews by the Audit Committee and the Board of Directors.
- The risk management team reports its risk management execution results to the Audit Committee and the Board of Directors semi-annually.

To ensure corporate growth and efficient resource allocation, the company conducted risk prioritization and identified the most significant risks that may impact Wistron in 2023. These risks include: Geopolitical risk, financial market risk - interest rate risk, macroeconomics risk - market demand risk, and cybersecurity risk.

• **Annual Risk Map**



Types of risk	Mitigation measures
Geopolitical risk	1.. Regularly review geopolitical issues relevant to the company's operations or those of its business partners' locations 2. Develop a comprehensive command structure and operational headquarters relocation plan, covering order fulfillment, material procurement, manufacturing, IT systems, cash flow, logistics, and personnel transition & reach consensus with key clients regarding relocation
Financial market risk – Interest rate risk	1. Opt for borrowing in a currency with a lower interest rate 2. Decrease inventory levels to minimize interest expenses
Macroeconomics risk – Market Demand	1. Maintain regular communication with customers for insight to projected sales 2. Assess the reasonableness of capital expenditures 3. Manage manufacturing costs effectively
Cybersecurity risk	1. Enhance employee awareness of information security through regular social engineering drills and comprehensive cybersecurity education and training 2. Utilize a variety of tools and technologies to achieve real-time and effective identification, prevention, detection, response, and recovery capabilities 3. Conduct annual regular exercises for critical application system disaster recovery to ensure its effectiveness 4. Transfer a portion of cybersecurity risk through an insurance policy

Risk Sensitivity Analysis and Stress Testing

To enhance risk awareness within our company, regular risk sensitivity analysis and stress testing are conducted on key risks that could potentially impact our operations. Risk sensitivity analysis helps quantify the financial impact of different risks. In addition, stress testing enables us to simulate extreme risk scenarios and understand our resilience under such conditions. Through these analyses and tests, we can better assess, manage, and respond to risks, ensuring the stable operating of our company and achieving sustainable development.

Currency risk:

The company's exchange rate risk mainly arises from cash, accounts receivable, borrowings, accounts payable, and other items denominated in foreign currencies, resulting in foreign exchange gains or losses upon conversion. The primary foreign currency positions are in USD and CNY. Based on the position calculation as of December 31, 2023, a 5% appreciation or depreciation of the TWD against the USD and CNY would result in a potential impact of approximately NT$1.1 billion on the company's 2023 post-tax profit, reaching the level of extremely severe impact as determined by the company.

Interest rate risk:

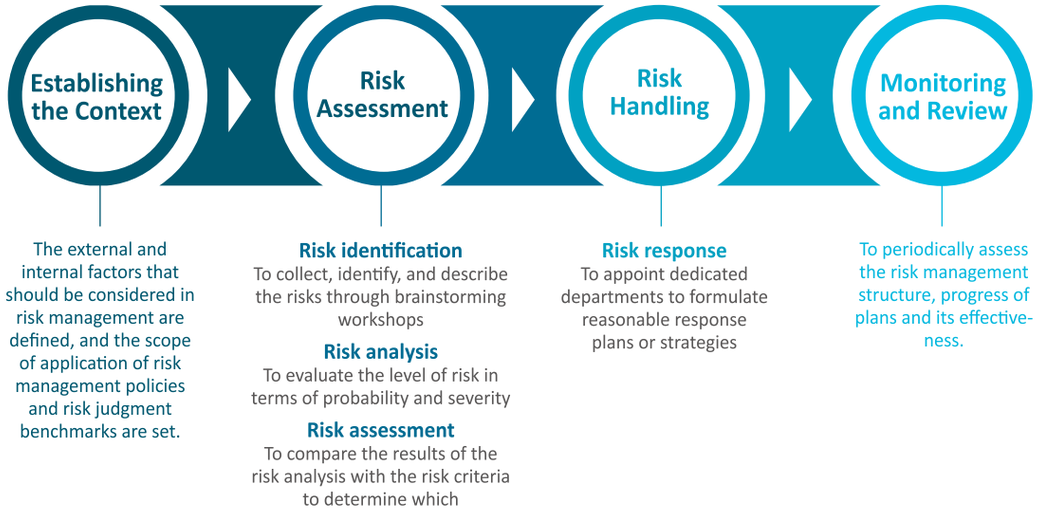
Evaluation of the company's total outstanding liabilities and the duration. Based on the calculation of total liabilities as of December 31, 2023, a 500 basis point increase or decrease in interest rates would result in a potential impact of approximately NT$1 billion on the company's 2023 post-tax profit, reaching the level of extremely severe impact as determined by the company.

Geopolitical risk:

In the event of escalating geopolitical conflicts that may impact company’s production facilities in Taiwan and China, we can estimate the potential impact on operational disruptions by simulating the number of days of factory shutdown. Based on our analysis, if the factory shutdown exceeds 25 days, it would lead to operational disruption losses exceeding NT$1 billion, reaching a level of extremely severe impact as determined by the company.

Emerging Risk Management

Since 2020, Wistron has annually consulted emerging risk reports published by external organizations, such as the World Economic Forum's Global Risks Report. The identification of emerging risks follows four main processes: confirming the industry's environmental context, risk assessment (including risk identification, analysis, and assessment), risk response, and monitoring and review. These processes involve gathering opinions from management, identifying emerging risks, and devising risk mitigation measures. The results are then reported to the Audit Committee and the Board of Directors for proactive planning and response. Based on the emerging risk identification results from the Risk Management Subcommittee at the end of 2023 and the beginning of 2024, the primary emerging risk areas include generative AI risks, policy risks, economic recession risks, and risks related to new technologies.



Shaping A Risk Management Culture

Wistron attaches great importance to cultivating and shaping the risk awareness of all employees. In addition to organizing risk-related training for board members, we also established performance evaluation indicators and assessment standards for employees at different levels to truly integrate risk culture into daily operating activities.

Senior Managers	• Beyond general operational and financial categories, Wistron also pays special attention to the management results of specific risk items such as "human capital." • To ensure the stability and engagement of human capital, Wistron includes management indicators such as "employee engagement/satisfaction," "turnover rate," and "work injury rate" in the annual work goals of senior executives. • Beyond regular evaluation of relevant management results, the achievement rate of relevant performance indicators will also be used as the basis for rewards and bonuses.
Middle and Junior Managers	• Beyond general work target and performance, Wistron also pays special attention to the management outcomes of specific risk items such as "human capital" and "information security." • In terms of "human capital," in the face of current trends, whether employees agree with the company's philosophy and are willing to devote themselves to their work has a critical impact on whether a company can capitalize on and generate value from their human capital. Management indicators for mid-level and junior managers are trickled down from senior executives and based on their department responsibilities. They may include "employee engagement/satisfaction," "turnover rate," "work injury rate," etc. Wistron then regularly evaluates relevant performances.
General Employees	• In terms of "information security," Wistron s actively instilling a culture of information security among all employees to mitigate the operational impacts of security risks. To achieve this, proactive measures such as educational training sessions and simulated social engineering drills are implemented. These initiatives aim to elevate employees' awareness and alertness regarding information security. Furthermore, instances of information security breaches by departmental employees are incorporated as performance management indicators for department supervisors. Additionally, any related infractions are directly reflected into employees' performance appraisal evaluations.

Risk Management Training

We have incorporated risk management into training, specifically targeting human capital risks faced by high-level and mid-level managers. A total of 22,805 Wistron employees from around the world have completed the training, logging in a total of 31,325 hours of training. Regarding intellectual property rights and legal litigation risks with a higher degree of risk, all employees are required to participate in intellectual property rights and legal litigation courses, such as “AI-generated content and trademark/copyright,” “Patent classroom,” “Introduction of TIPS intellectual property management system for responsible personnel,” and “Intellectual property litigation cases,” etc. A total of 60,359 people worldwide have completed basic training, with a total of 40,113 hours of training. In response to occupational safety and health risks common in the workplace, especially in manufacturing, Wistron organized for employees and supervisors of related departments to participate in education and training courses on related topics in accordance with relevant regulations and operating standards. A total of 200,106 employees received training and logged a total of 168,406 hours of training.

To instill a culture of information security among all employees, the Company provides e-learning courses and conducts social engineering drills every six months. These initiatives aim to enhance employees' awareness and vigilance regarding information security. Employees found in violation of information security policies are disciplined according to the "Implementation Guidelines for Employee Rewards and Penalties," and these infractions are recorded as part of the performance appraisal process. This approach serves to mitigate information security risks and their impact on the Company's operations. In 2023, a total of 40,296 employees completed information security training courses, totaling 22,783 hours. These courses included "Information Security Classroom," "Social Engineering Drills," "Information Management Standards," and other programs tailored for new employees.

Risk Reporting Mechanism

In addition to actively cultivating and promoting risk awareness, Wistron also clearly defines the organizational structure; standardizes corresponding roles, rights and responsibilities; and integrates all employees into our risk management mechanism. Employees can use the "President's mailbox," "Employee opinion box," "Employee complaint hotline," " Counselor on-site interview" and other channels to report potential risk items and help manage the impact of various internal and external risks. In addition, Wistron has also revised internal management regulations such as "Implementation Guidelines for Employee Rewards and Penalties" to encourage employees to make suggestions for risk mitigation, work environment safety and health, and environmental improvement, and those who have achieved significant results may receive verbal commendations, certificates of appreciation, commendations, or project bonuses.

5.3.1 Information Security

Wistron's information security management mission is to "build a resilient, secure and trustworthy enterprise." As such, we are committed to promoting digital transformation and to introduce comprehensive information security management mechanisms in order to ensure the accuracy and availability of information processing and the security of related IT systems, equipment, and networks. We also regularly hold internal drills and trainings on information security to increase our employees' information security awareness and vigilance.

ISO 20000
Information Technology Service Management System

In February 2018, Wistron achieved ISO/IEC 20000-1:2011 certification for information service management system. This certification demonstrates the company's commitment to delivering top-tier IT services and adhering to globally recognized IT management standards, ensuring that our operations align with the standards set by the Information Technology Infrastructure Library (ITIL). In January 2021, Wistron successfully completed the transition to the updated ISO 20000-1:2018 standard, further enhancing our information service management system and related processes to continuously strengthen data governance. The current certification is valid until February 22, 2027.

ISO/IEC 20000 changes the approach to implementing internal or outsourced IT services, yielding several benefits:

- Adherence to international best practices in IT management.
- IT services align with the fulfillment of company objectives.
- Integration of personnel, processes, and technologies to support company objectives.
- Utilization of control measures for evaluation and maintenance of consistent service quality.
- Compatibility between ISO/IEC 20000 and the Information Technology Infrastructure Library (ITIL) facilitates continuous improvement efforts.

ISO 27001
Information Security Management System

In August 2017, Wistron achieved ISO/IEC 27001:2013 certification for information security management system. We adhere to the "Plan-Do-Check-Act" (PDCA) cycle outlined in this standard, conducting at least one internal self-audit and one external audit by an impartial third party annually. These measures ensure our adherence to ISO 27001 management mechanisms. Additionally, Wistron undergoes recertification every three years to maintain the validity of the ISO 27001 certification. The current certificate is valid until 31, Oct,2025.

- Wistron's headquarters (located in the Neihu and Xizhi office areas), the Hsinchu plant, and all overseas manufacturing plants have obtained ISO/IEC 27001:2013 verification for critical infrastructure and essential information systems necessary for continuous operations. In 2022, all manufacturing plants achieved ISO/IEC 27001:2013 certification, covering 100% of the facilities. (Note: A few plants that shared computer room infrastructure did not obtain separate certification.)
- In 2023, there were no significant cybersecurity incidents reported, and no complaints were received regarding breaches of customer privacy or loss of customer data.

Note: Sites sharing a data center do not have independent certification.

Information Security Policy and Organization

Wistron seeks to comply with the ISO 27001 Information Security Management System and focuses on the process and system, legal compliance, employee training, and use of technologies to strengthen the security and protection of data, information systems, equipment, and network communication. These measures effectively reduce the risks of theft, inappropriate use, leak, alteration, or damage of IT assets as a result of human error, sabotage, or natural disasters. They also assist our efforts to uphold our commitment to shareholders and customers and ensure continuous operations.

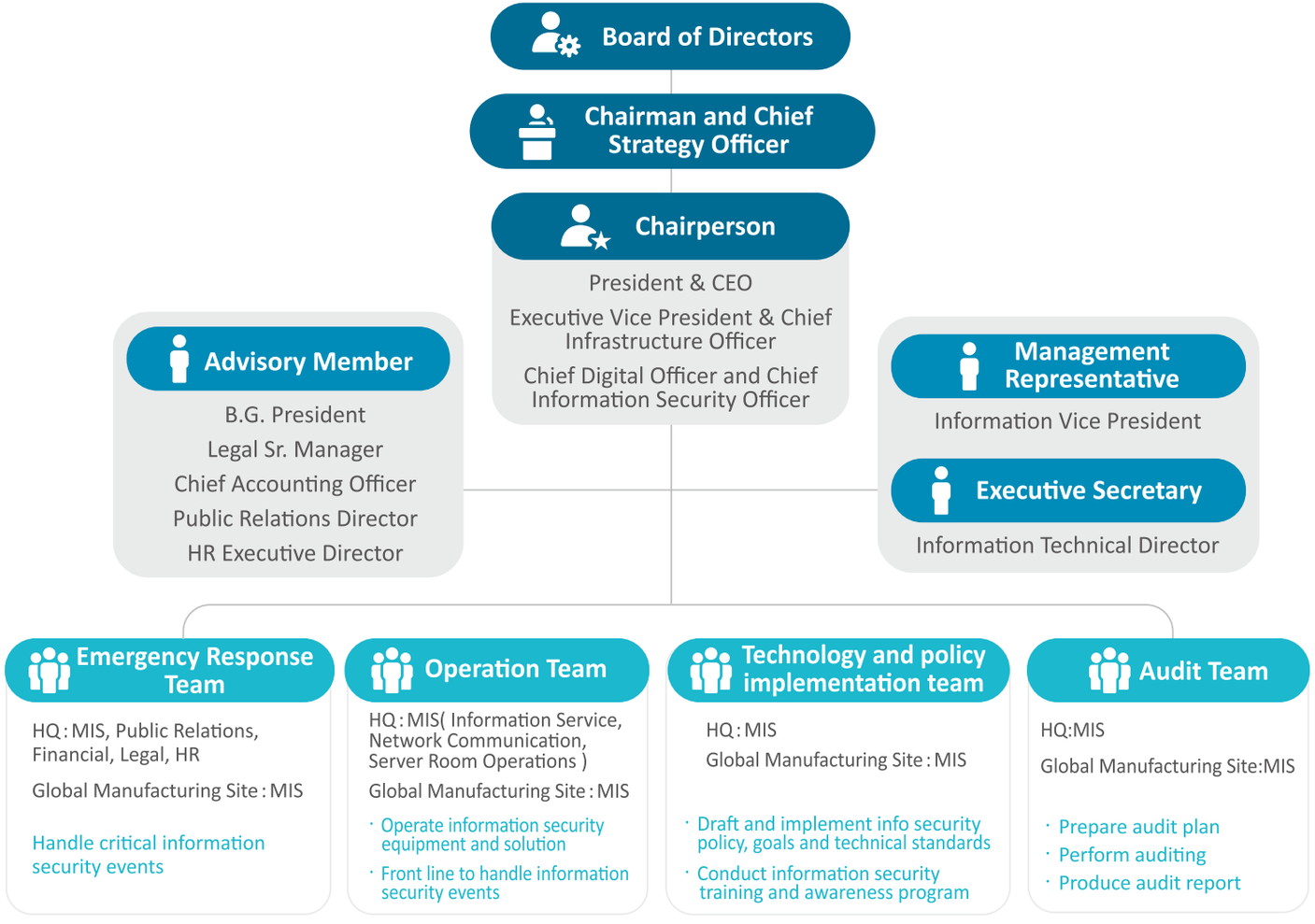
Wistron established the Information Security Committee to oversee the Company's information security management system, technical standards, operations and maintenance. The President & CEO, Executive Vice President & Chief Infrastructure Officer, Chief Digital Officer and Chief Information Security Officer act as Co-chairpersons and they are responsible for fulfilling the Company's commitment to information security. The Vice President of IT acts as the management representative. The Information Security Governance Office was established, and a supervisor is appointed as the executive secretary to coordinate information security affairs. The Company established the "Information Security Policy" to protect the IT asset security of employees, customers, suppliers, and operations, ensuring corporate sustainable management.

Information Security Policy

To protect Wistron's information, products and services, avoid unauthorized access, modification, use and disclosure, as well as losses caused by natural disasters, and provide complete and available information in a timely manner, Wistron is committed to information security management to ensure the confidentiality, integrity, and availability of important information property and comply with the requirements of relevant laws and regulations, thereby gaining customer trust, meeting commitments to shareholders, and ensuring uninterrupted business operations.

Information Security Committee Structure

The Information Security Committee convenes quarterly. Ad hoc meetings may be convened when necessary, and members of the teams are required to attend. Their meeting agenda includes information security incident reports, the report of each team on the implementation of the team's affairs, issues that require the cooperation of different units, other related suggestions, or extemporary motions. A total of four meetings were held in 2023 and management representatives reported the information security implementation status to the Board in December.

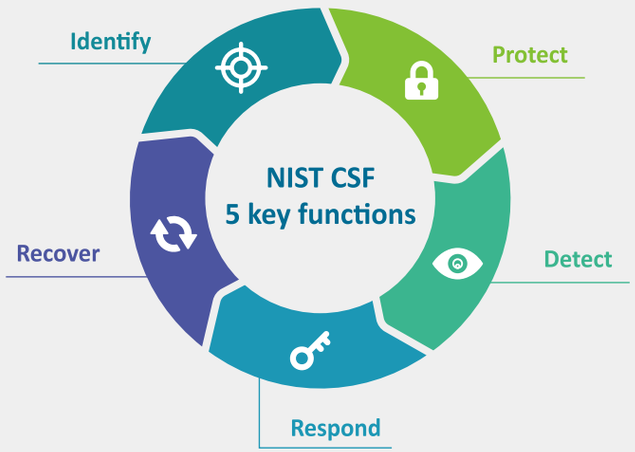


Information Security Management Strategies

For information security management, Wistron has gradually established a comprehensive network and defense in depth computer cybersecurity measures across personnel, process, and technology in response to changing environments, internally and externally. A dedicated cybersecurity organization was established to coordinate the formulation and the implementation of cybersecurity policies and related risk management. The internal cybersecurity measures have been continuously strengthened, and we have also joined cybersecurity information sharing organizations to obtain information on cybersecurity early warning and cybersecurity threats and weaknesses in addition to IT cybersecurity, operational technology cybersecurity, and cloud cybersecurity. Such organizations include High-Tech Cybersecurity Alliance, Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC). Meanwhile, we leverage external information security vendors and expert resources to ensure we are consistently updated on the latest cybersecurity information, technologies and trends. Our cybersecurity defense and management keep pace with changing times to improve our rapid response capabilities accordingly and ensure we can effectively block new types of cybersecurity threats. This can thus ensure resilient information services and reduced influence or impact on operations.

Wistron utilizes the Cybersecurity Framework (CSF) stipulated by the National Institute of Standards and Technology (NIST). We evaluate the overall information security maturity and plan development blueprints for information security. We decide the priority of each matter and allocate resources accordingly while making rolling adjustment to continuously strengthen and improve our systems. The framework provides the 5 key functions of identification, protection, detection, adaptation, and recovery. The functions include management measures for every stage of an attack against the Company, that is, pre-incident (identification and protection), during the incident (detection and adaptation), and post-incident (recovery).

In the future, information security is based on the Zero Trust Architecture (ZTA), which requires that every user, device, and application must undergo identity authentication and obtain authorization before accessing network systems or assets. The scope of cybersecurity protection will be further extended to cloud cybersecurity (including public cloud and private cloud) and operational technology (OT) cybersecurity. We will also introduce related cybersecurity standards and assessment models, such as Cybersecurity Capability Maturity Model (C2M2), CSA Consensus Assessments Initiative Questionnaire (CSA CAIQ), and ISO/IEC 62443. As such, we assure that our overall cloud cybersecurity and operational technology cybersecurity defense capabilities will be further strengthened in the future.



Information Security Operation Measures

- Identify stakeholder groups associated with the information security management system and regularly verify the needs of stakeholder groups for the information security management system (incl. customer demands for information security).
- Carry out social engineering drills and information security training for our employees to fully increase the employees' information security awareness.
- Establish comprehensive and clear operating procedures to institutionalize the operations of the information security management system.
- Perform regular risk assessments to identify high risk items and invest appropriate resources to reduce or transfer risks.
- Use tools and technologies to achieve timely and effective identification, defense, detection, adaptability, and recovery.
- Establish operating procedures for response and recovery in the event of information security anomalies with the aim of rapid isolation of information security incidents, elimination of threats, and reduction of the scope and extent of impact.
- Perform regular disaster recovery exercises for key applications to ensure their effectiveness.
- Perform regular annual internal and external audits each year to review the entire management system and ensure normal operation and continuous improvement.
- Pay attention to new information security development and technologies and update defense or management practices to effectively block new forms of information security threats and reduce risks to operations.

Information Security Initiatives and Outcomes

Information Security Management and Audit Mechanisms

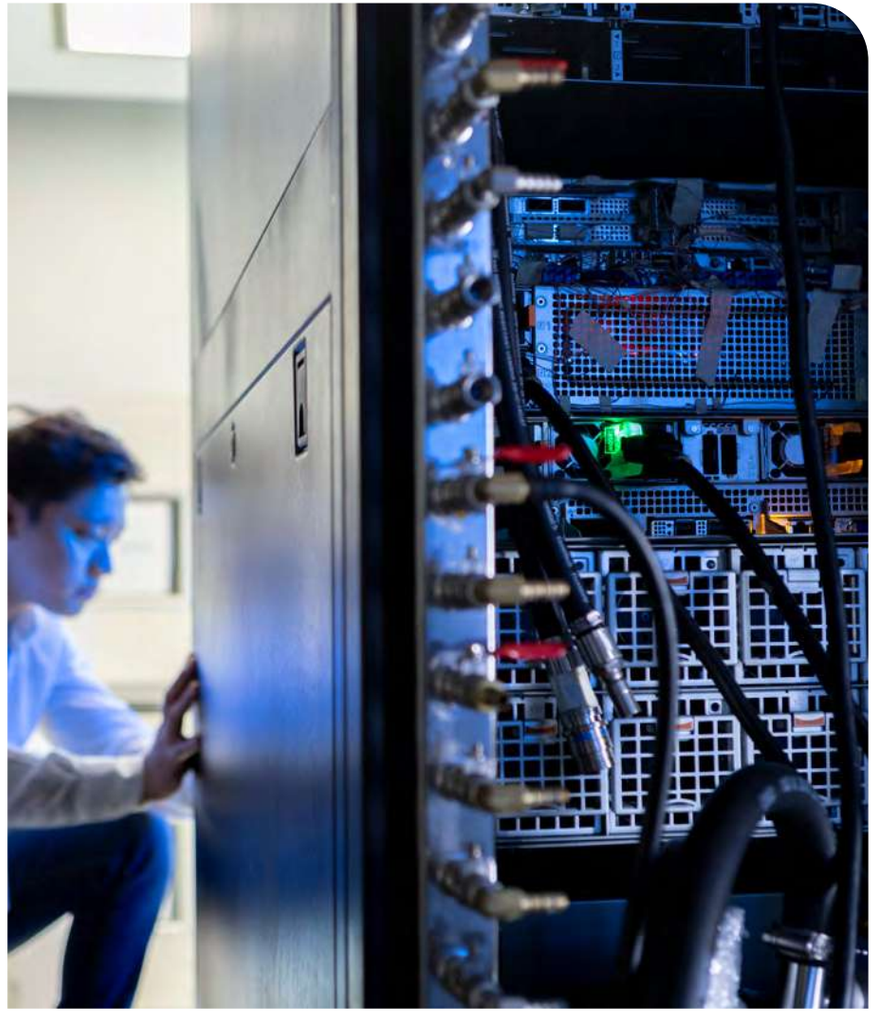
In order to protect the Company's intellectual property (including confidential information) and confidential customer information, Wistron started to conduct multiple self-evaluations and external third-party audits every year since 2017. For self-evaluations, we comply with NIST CSF and ISO/IEC 27001: 2013 standards. For external third-party audits, we comply with ISO/IEC 27001: 2013 standards and the information security regulations of our customers. These information security audits ensure enforcement of information security regulations and maintain the validity of ISO/IEC 27001 verification.

Wistron continuously strengthens internal control mechanisms, including self-assessment by operational units, as well as the three lines of defense provided by the Information Security Governance Office and the Audit Office, ensuring all plants enforce and consistently seek to improve information security measures. In 2023, Wistron took home the Taiwan Corporate Sustainability Award (TCSA) Information Security Leadership Award, demonstrating Wistron's exemplary role and leadership position in information security management across the industry.

In 2023, Wistron launched the Vendor Risk Management (VRM) Program. Under the program, we classify suppliers and assess our vendor management life cycle from the perspectives of security, risk and privacy. The life cycle covers the procurement phase (tier assessment, risk score assessment, contract), ongoing third-party risk management (risk score assessment and remediation), and the eventual offboarding. A total of 183 vendors were assessed, and vendors were classified – into three tiers – based on the importance of the services they provide, their relevance to customers and revenue, and their ability to directly access Wistron's network environment and confidential information. Tier 1 and Tier 2 vendors with higher risk levels are required to comply with Wistron's information security assessment standards based on individual information security guidelines. Our risk score assessment identified six vendors that comply with Wistron's information security standards.

Strengthen Information Security Awareness among Employees

To educate employees on information security, the Company provides e-Learning resources and holds social engineering exercises every six months on phishing email simulations, reviews of employee information security awareness, and information security education and training. In addition, the Company publishes cybersecurity e-newsletter every month to enhance our employees' awareness and vigilance of cybersecurity. The e-newsletter covers latest cybersecurity trends and recent major cybersecurity events at home and abroad. To mitigate information security risks and minimize its potential impacts, employee violations against our Information Security Policy will result in penalties according to the "Implementation Guidelines for Employee Rewards and Penalties" and be factored into their performance evaluations.



- **2020-2023 Phishing Click Rates from Social Engineering Drills at Wistron**

Initiatives	Goals	2020 Results	2021 Results	2022 Results	2023 Results
Social engineering drills every six months	<15% phishing click rate from social engineering drills	H1 : 10.6% H2 : 10.5%	H1 : 10.8% H2 : 10.7%	H1 : 9.3% H2 : 10.2%	H1 : 7.4% H2 : 8.2%

Since 2021, Wistron has implemented a Cybersecurity Professional Talent Cultivation Program (Technical Competency Model, TCM). This program involves human resource inventory to differentiate roles into cybersecurity governance, cybersecurity engineering, cybersecurity analysis, and software development security. Five levels of competency standards have been established, and annual capacity assessments are conducted, facilitating talent development and advancement plans. In 2023, a total of 95 individuals (including 28 dedicated information security personnel) participated in the Cybersecurity Talent Cultivation Program, ensuring that the skills of cybersecurity professionals remain up-to-date.

- To enhance the cybersecurity awareness of general employees, both online and in-person training sessions were conducted in 2023. These sessions primarily covered topics such as information security awareness training, information security lessons, and recognizing and preventing phishing emails. Throughout the year, a total of 40,296 employees completed 22,784 hours of information security training. Additionally, there were 46 recorded instances of disciplinary action for violations of information security regulations.
- In 2023, a total of 1,632 information security personnel participated in seminars and training sessions, accumulating 6,776 hours of training. The main training categories included six core professional courses for the information security team and five software development security courses for the software development team. The training curriculum covered various topics, including the annual Wistron information security seminar, ISO 27001 information security management system lead auditor training, EC-Council CEH (Certified Ethical Hacker) certification course, Trend Micro TCSE (Trend Certified Security Expert) certification course, as well as certifications such as CISA (Certified Information Systems Auditor), CISSP (Certified Information Systems Security Professional), CISM (Certified Information Security Manager), and CCSP (Certified Cloud Security Professional). Additionally, information security-related technology seminars organized by Gartner, Microsoft, and other information security suppliers were also included in the training program.

Vulnerability Detection for Networks and Systems

Apart from monthly internal vulnerability scans, Wistron entrusts a third-party professional organization to conduct network and system penetration tests each year to protect Wistron's corporate and personal information and prevent losses caused by leaks, theft, destruction, other human factors, or natural disasters. These tests reduce the impact of human factors or natural factors on the Company's operations. The purpose of the tests is to understand and evaluate the status of the organization network environment and system security and verify the current information security protection safety rating and effectiveness to resolve vulnerabilities, improve operations, and strengthen system security.

In 2023, we introduced red team drills, where external information security teams simulated attacks on the Company and attempted to achieve specified goals without affecting the Company's operations. The red team drills allow us to comprehensively review our services and networks for any vulnerabilities and human errors in deployment. Moreover, we checked the integrity of identification, protection, detection, and response mechanisms from our information security maintenance and response team.

Software Development Security

In order to control the security of the software development lifecycle (SDLC) and achieve "shift left" security to thereby reduce the operational costs associated with application security and maintenance, Wistron has adopted the DevSecOps (Development, Security, and Operations) mechanism. This approach enhances collaboration among the development, operations, and information security teams. Additionally, Wistron has adopted the DevSecOps Maturity Model (DOSMM) from the non-profit organization OWASP (Open Web Application Security Project) to assess the overall maturity of software development practices. This ensures that the software released meets predefined information security maturity standards. Furthermore, the incorporation of Software Composition Analysis (SCA) technology into the development workflow enhances the security quality of the software.

Information Security Alerts and Incident Management

According to the information security incident management regulations, when an information security incident occurs, it is imperative to promptly report, respond, and restore operations within the shortest possible timeframe. To achieve this, Wistron has implemented an Advanced Persistent Threat (APT) monitoring system and operates a Security Operations Center (SOC). Leveraging external information security experts' resources, our information security operations and response teams swiftly receive and address information security alerts and incidents, enhancing and expediting our detection and response mechanisms.

Business Continuity Management and Disaster Recovery Drills

In order to ensure the sustainable execution of operations and important matters, Wistron conducts at least one test or written drill every six months on information business operation continuity plan or cybersecurity incident emergency response plan to prevent the loss of service of important information systems during major disasters. We aim to utilize our disaster response capabilities and disaster recovery mechanisms to quickly restore our operations to normal or acceptable levels during critical moments, ensuring we maintain key applications and systems and prevent interruptions to Wistron's operations. Furthermore, our IT center's backup management personnel perform recovery testing for selected backup storage mediums or recovery equipment at least once a year to confirm the readability of backup data, the usability of storage medium, and the feasibility of important asset recovery. We aim to create effective backups and recovery procedures that can be completed within a specified timeframe.

The global IT center also chose 30 backup storage mediums for seven key functions' systems and database in 2023. Recovery testing was successfully completed for our backup data. The annual global computer center disaster recovery drills revealed that the maximum tolerable data loss time during disasters (Recovery Point Objective, RPO) is 1.0 hours. After a disaster occurs, the maximum tolerable information service recovery time (Recovery Time Objective, RTO) is 22.11 hours. The results of the drills in the last four years have met the Company's targets, and details can be found in the table below.

Initiatives	Goals	2020 Results	2021 Results	2022 Results	2023 Results
Annual disaster recovery simulations for key applications and systems to ensure continued operations and the uninterrupted provision of Company services.	≤4 hours RPO of SC2 Services ≤ 24 hours RTO of SC2 Services	RPO: 0.5 hour RTO: 21.0 hours	RPO: 0.8 hour RTO: 22.0 hours	RPO: 0.9 hour RTO: 18.83 hours	RPO: 1.0 hour RTO: 22.11 hours

*RPO: Recovery Point Objective (maximum tolerable data loss time during disasters)
*RTO: Recovery Time Objective (maximum tolerable information service recovery time after a disaster occurs)

Information Security Insurance Mitigates Information Security Risks

In 2021, Wistron purchased global information security insurance policies as a group. Apart from mitigating risks, we also hope to further receive the help and resources of external information security experts through the international insurance market, leveraging their preventative solutions to strengthen existing information security measures so that we may respond to growing information security threats and achieve corporate sustainable management.

Information Security Incidents in Past Four Years

No major information security incidents occurred between 2020 to 2023. No confidential information leaks affecting personal information of customers and employees, and no fines were issued.

Number of information security violations and fines/year	2020	2021	2022	2023
Number of information security or network security violations	0	0	0	0
Data leak incidents (no. of cases)	0	0	0	0
Number of information security violations that involve customer information	0	0	0	0
Number of customers and employees affected by the data leak	0	0	0	0
Amount of fines for information security or network security related incidents (NTD)	0	0	0	0

5.3.2 Intellectual Property Rights Management Policy

Wistron places great importance on the management of intellectual capital. We have strengthened our R&D capabilities, introduced high value-added products and technical services for innovative functions, and improved manufacturing efficiency and quality through the intellectual property rights management policy. Wistron establishes, accumulates, maintains, and manages a comprehensive IP portfolio for the future. Furthermore, Wistron uses risk management to enhance our competitiveness and increase profitability. In the future, Wistron will continue to leverage our intellectual capital management plan by integrating Wistron's strategic considerations and operating goals to ensure the production, management, and monetization of intellectual property rights.

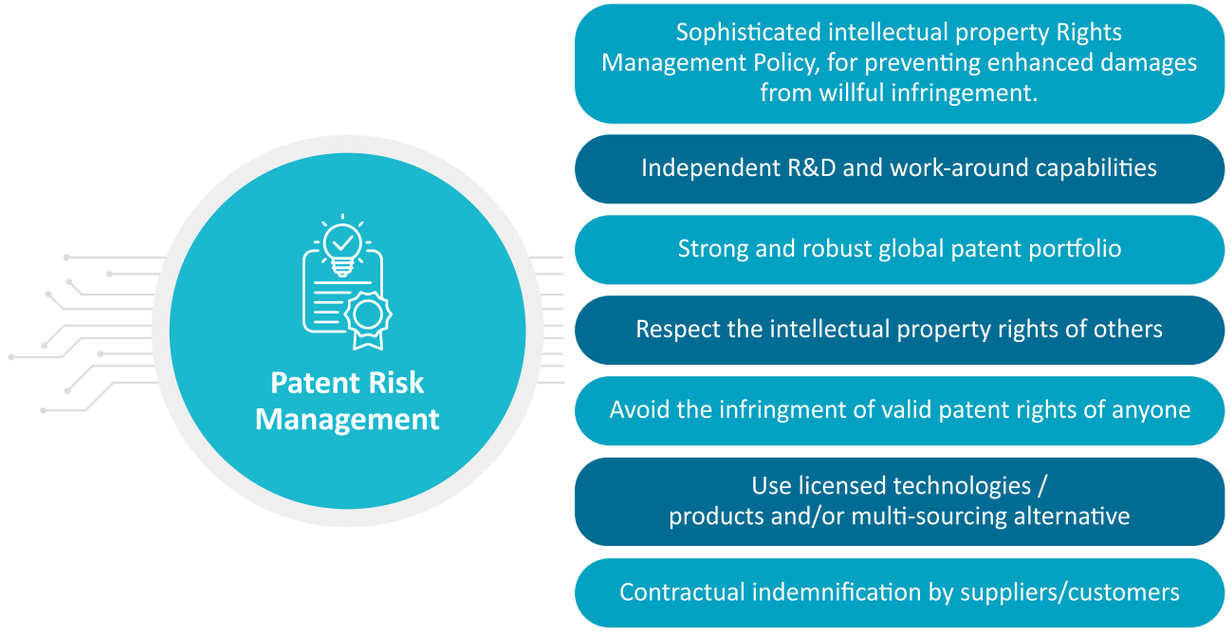
Wistron's principles regarding intellectual property rights management are as follows:

Patent Portfolio Management

Wistron's patent strategy is based on developing a healthy, sustainable and high performing global patent portfolio. As of today, we have an extensive patent portfolio of over 6,000 granted patents worldwide. We protect all technologies, designs, and inventions developed by the Company through our comprehensive patent portfolio in order to maintain customer interests.

The patent team works closely with R&D units, leveraging brainstorming sessions, patent big data analysis, invention disclosure review meetings and other related mechanisms to uncover high-quality ideas and generate goal-oriented invention proposals. We have established more than two hundred review items to strengthen the review of the patent specification and implement strict management and control of patent quality. The items cover the entire patent prosecutions process to maintain the level of quality of each granted patent. We continue to improve the expertise of patent personnel and the patent knowledge of all employees internally, and evaluate patent firms externally. In order to encourage employees to invent and create, we have stipulated the Invention Reward Regulation to improve the quality and functions of our services and product, strengthen our competitiveness, and explore future development opportunities. We provide incentives for inventors and publicly recognize their efforts during our Annual Patent Award Ceremony.

For the quantity and quality control of patents, in addition to home-grown production, co-development, acquisition, investment for accumulating high value patents, we also drop unused patents. We use consistent standards to quantify patent evaluations, in order to precisely control the scope and value of patents and improve the deployment of our patent portfolio through various indicators. While maintaining a sizable patent portfolio, expanding the scope of technologies, improving patent quality, and increasing the overall value and benefits of patents, we will continue to improve the transparency and integrity of our patent portfolio. Wistron encourages patents within the Company to achieve the optimization and value maximization of our patent portfolio.



Protection of Trade Secrets and Confidential Information

Trade secrets and confidential information are important intellectual assets for Wistron. We use various control mechanisms to ensure the protection of trade secrets and confidential information. Apart from maintaining our competitive advantage, these protected assets can drive innovation and ensure our customers' rights. No substantiated complaints concerning breaches of customer privacy and losses of customer data were received by the Company in 2023.

To protect Wistron and our customer's confidential information, we obtained the information security management system international standard ISO/IEC 27001 certification and carried out management measures accordingly. We conduct social engineering drills once every six months to improve employee awareness of phishing emails. The click rate in the 2023 drill has dropped to 7.1%. Meanwhile, we require confidential information and trade secret protection training for all new employees to ensure that employees fulfill our confidentiality commitments to our customers.

We have signed confidentiality agreements with our customers and related suppliers. Both parties are required to protect confidential information. In the past five years, we have signed an average of 400 to 700 confidentiality agreements every year. Customer information is handled by designated units to reduce the possibility of improper disclosure and leaks. We have also joined the Taiwan Association for Trade Secrets Protection to continue tracking changes to related laws and the industry.

5.4 Moving Towards A Sustainable Supply Chain

Suppliers are extremely important strategic partners to Wistron. We look forward to working with the supply chain towards a more sustainable future. Therefore, we have listed sustainable responsible procurement as one of the six sustainable development strategies. Through institutionalized management and deepening cooperative relationships with suppliers, we are committed to building a highly resilient supply chain system to respond to changes in the external environment while reducing risks posed by the supply chain.

Wistron is committed to integrating sustainability into the procurement management process by referring to the seven core subjects of the Sustainable Procurement Guide (ISO 20400) organizational governance, human rights, labor practices, and the environment, fair operating practices, consumer issues, community involvement and development, etc.; risk management, competitive advantage and cost optimization are the three major types of sustainable procurement driving forces and compliance with the RBA Code of Conduct have been approved by the board of directors to formulate sustainable procurement policies to reduce procurement risks and create opportunities to achieve the purpose of sustainable supply chain management.

5.4.1 Supply Chain Management Framework and Overview

Sustainable Supply Chain Strategy

Wistron values cooperating and growing with our suppliers on the grounds of sustainable purchasing policy and supporting customer demands. As such, we have established a Sustainable Supply Chain Strategy, which involves optimizing our supplier's core competitiveness, deepening regional and strategic cooperations, and strengthening our supply chain's sustainable resilience. We hope to strengthen our partnerships to create new opportunities together.

- **Optimize Core Competitiveness of Suppliers:** Wistron has established a global procurement unit and supplier quality management unit for supplier management. The units control and manage standards and procedures for supplier selection while focusing on partnerships and growth together. They conduct risk evaluations, performance evaluations, audit guidance, education and training, and organize supplier conferences to ensure sustainability is rooted in the daily management of our supply chain.
- **Deepen Regional & Strategic Cooperation:** In addition to continuously enhancing suppliers' core competitiveness, Wistron focuses on developing local supply chains and green, low-carbon supply chains, which include: (1) Continuously reducing external environmental impacts and costs while prioritizing local supply chains and deepening regional strategic cooperation; (2) Implementing green, low-carbon supply chain programs and guiding carbon-intensive suppliers towards carbon reduction and net-zero targets, striving to minimize resource and energy consumption.
- **Strengthen Supply Chain Sustainable Resilience:** In the face of supply chain management risks, we have established a supplier data management platform and a supplier digital learning platform through digital transformation to enhance the effectiveness of management. For our supplier data management platform, we regularly conduct supplier surveys to accelerate data collection and data analysis to identify our risks. For our supplier digital learning platform, we strengthen connections and engagement with suppliers through ad hoc training as well as immediate and consistent communication of our goals and sustainability-related information. We seek to ensure our suppliers fulfill their commitments, comply with the RBA code of conduct, and continue to improve.

Governance Structure

To deepen corporate sustainability and fulfill our corporate social responsibility, Sustainable & Responsible Procurement is led by the Board of Directors as the highest decision-making body for promoting sustainability. In 2019, the Corporate Sustainability Development Committee was established under the Board of Directors. It reports the results of sustainability efforts and future work plans to the board at least twice a year. The board supervises the rollout and outcomes of various sustainability projects. Material issues require prior approval from the board before execution.

- **Sustainable Supply Chain Management Organization**

Wistron Value Chain

Wistron is a leading company in the global ICT (Information and Communications Technology) industry and responsible for the design, manufacturing and assembly of electronic products and other services.

The upstream and midstream of the industry chain consists of component suppliers, while the downstream consists of various customers groups. We vertically integrate the industry chain through customer needs and are dedicated to providing competitive products.

Upstream	Component Suppliers	CPUs, displays, solid/liquid state drives, memory, chipsets, batteries, passive components, power supplies, keyboards, chassis, and circuit boards
Supplier Subcontractor	Wistron	Design, manufacture, and assembly of electronic products
Downstream	Customer Base	Brands, consumer electronics retailers, wholesalers, end customers

Supply Chain Overview

Taiwan is a major supplier of information products worldwide. As a pioneering global OEM, Wistron is based in Taiwan but extends our reach globally, providing customers comprehensive and convenient software, hardware and one-stop comprehensive system services. We have established a robust global production base and service network, with coverage spanning across the globe. Wistron's main suppliers separated into four major categories: electronic parts, mechanical parts, maintenance repair operation, and logistics suppliers. In 2023, Wistron traded with 2,152 suppliers. To maximize management efficiency, suppliers are classified into tiers. Tier 1 suppliers are those who have reached six transactions per month and have reached over NT$1M in the current year. In 2023, there were 1,250 tier 1 suppliers. Based on the transaction amounts and significance, we further defined 431 tier 1 suppliers as significant (Note 1). To mitigate risks in the supply chain, we expanded our management scope to include 281 non-tier1 suppliers. Among them, 162 significant non-tier 1 suppliers (Note 2) were identified and included in our management efforts to help mitigate risks within the supply chain.

Note 1: Significant tier 1 suppliers: Including critical suppliers - high proportion of turnover (top 80% of annual transaction amount); ability of technology pioneering; the only source of supply is irreplaceable; high-risk suppliers - SAQ score below 80.
Note 2: Significant non-tier 1 suppliers: 1. Agency transaction with SAQ score below 80 (Potentially high-risk suppliers); 2. The upstream supplier of the customer's designated trading supplier.

• 2023 Supplier Distribution by County/Region

	Total Number of Suppliers	Proportion of Purchase Amount (%)
Taiwan	718	54.21
China	1,110	37.67
Asia Pacific	184	4.32
Americas	82	1.71
Europe	36	0.33
Others	22	1.76
Total	2,152	100

• 2023 Tier 1 Suppliers by Category

	Total Number of Suppliers	Proportion of Purchase Amount (%)
Electronic parts	350	58.43
Mechanical parts	553	36.60
Maintenance repair operation	323	2.25
Logistics	24	2.72
Total	1,250	100

• 2023 Suppliers by Classification, Significance and Risks

	Total Number of Suppliers	Proportion of Purchase Amount (%)
Tier 1 suppliers	1,250	99.53
Significant tier 1 suppliers	431	93.21
High risk suppliers	67	-
Significant non-tier 1 suppliers	162	-

5.4.2 Supply Chain Sustainability Management

Wistron has established a comprehensive supply chain sustainability management process, which consists of five major steps: adherence to sustainability norms, sustainability risk assessment, sustainability assessment, support for improvement and capacity building, and preference and exclusion mechanism. These steps ensure that suppliers comply with our supplier code of conduct and avoid potential conflicts with ESG requirements. We verify the implementation with suppliers, item by item, through risk assessments and sustainability assessments, and help suppliers establish improvement plans for items that need to be improved. Additionally, we proactively initiate supplier sustainability resilience capacity building plans. Through long-term and in-depth cooperation, we continue to improve the sustainability performance of suppliers, thereby exerting Wistron's influence in the industry chain.

- **Supplier sustainability management structure**

1 - Adherence to Sustainability Norms

Supplier Code of Conduct and related declarations

Suppliers are required to sign and comply with the Wistron Supplier Code of Conduct and letter of agreement, the declaration of controlled hazardous substances confirmation and compliance, the declaration of non-use of conflict minerals, etc.

2 - Sustainability Risk Assessment

Active Assessment

A preliminary risk identification is conducted based on impacts on environment, society, governance; business relevance; geographic location; sector; commodity, etc.

Risk Assessment Questionnaire

Through the sustainability risk survey self-assessment questionnaire, suppliers are required to conduct self-risk assessments. Wistron will review the assessment and identify High-risk Suppliers.

3 - Sustainability Assessment

Desk Assessment

Confirm compliance based on supplier sustainability risk survey self-assessment questionnaire results and supporting documents, and require suppliers to provide supplementary information when necessary.

On-site Assessments (2nd/3rd party/Industry Standard)

Wistron and third-party will conduct on-site sustainability assessments to confirm the supplier's implementation status.

4 - Support for Improvement & Capacity Building

Performance Improvement

Based on the assessment results, Wistron assist the supplier to propose an improvement plan (CAP) and complete the improvement results within two months.

Capacity Building

Capacity building plans are carried out according to the sustainable supply chain development strategy with a focus on net zero carbon reduction and circular economy. Priority is given to significant suppliers.

5 - Preference and Exclusion

Preference mechanism

Wistron conducts supplier sustainability performance evaluations every quarter. Suppliers with outstanding performance will receive more orders and given the opportunity to participate in new projects.

Exclusion mechanism

Suppliers with poor sustainability performance evaluations will be temporarily disqualified for new projects and receive fewer procurement orders. If suppliers are still unable to improve within two years, Wistron will halt procurement and disqualify the involved supplier’s qualifications.

Sustainability norms are followed

Supplier Code of Conduct

Wistron understands the importance of balancing the impacts and effects on society and the environment while pursuing continued growth. Therefore, Wistron has established the supplier code of conduct as a basis for supplier compliance. The code covers five major aspects: labor, health and safety, the environment, code of ethics, and management systems. It also includes commitments to biodiversity, preventing deforestation, and land conservation. Suppliers' compliance with the code is a critical evaluation criterion for our procurement decisions. In 2023, all suppliers signed the supplier code of conduct, representing their commitment to Wistron's sustainability standards. In addition, we also require different categories of suppliers to sign a letter of agreement, the declaration of controlled hazardous substances confirmation and compliance, the declaration of non-use of conflict minerals, etc. The signing rates of these documents are 100%, 100%, and 100% respectively. We remain steadfast in enforcing Wistron's sustainability expectations and requirements.

- **Signing of the Supplier Code of Conduct**

Year		2023 Performance	2023 Targets
Existing suppliers	Number of suppliers required to sign	1,250	-
	Percentage of signed suppliers (%)	100	100
New suppliers	Number of suppliers required to sign	52	-
	Percentage of signed suppliers (%)	100	100

Sustainability Risk Assessment

In order to assess the sustainability risks within our supply chain, Wistron conducts a two-phase risk investigation on suppliers. We aim to evaluate the level of supplier compliance with required standards at different stages. This allows us to identify any potential risks and pinpoint high-risk suppliers. Following this, assessments, coaching, and assistance in improvement measures are undertaken to effectively control and mitigate the identified supply chain risks.

Active Assessment

Target: All suppliers

To assess potential risks in our supply chain, Wistron conducts preliminary investigations and supplier screening based on the following factors: environmental, social, governance, business relevance, country/region of location, sector, and commodity. This allows us to preliminarily identify suppliers with potential risks and manage them to mitigate the impact brought by potential risks.

Factor	Evaluation Items
Environmental	• Review major negative events or illegal records related to environmental issues, including but not limited to excessive hazardous substances, air pollution emissions, water pollution emissions, improper disposal of waste and toxic substances, etc. • Evaluate potential negative impact factors related to environmental issues, such as high carbon emissions, non-local procurement leading to increased energy consumption and resource waste, etc.
Social	• Review major negative events or illegal records related to social issues, such as violations of labor rights or occupational safety, forced labor, etc. • Evaluate potential negative impact factors related to social issues, such as the disclosure of negative reports involving the living wage or impact on local communities.
Governance	• Review major negative events or illegal records related to governance issues, including corporate fraud, bribery or false financial reports, etc. • Evaluate potential negative impacts factors related to governance issues, such as insufficient operational soundness or anti-competitive behavior.
Business relevance	For critical business categories, we conduct a preliminary assessment based on procurement amount and in consideration of the irreplaceability of products and the pioneering nature of industry technology.
Country / Region	Based on the location of the supplier, we include regional and high-risk country controls and consider geopolitics, conflicts, and risk identification of high-risk countries.
Sector	Based on industry and business attributes, we evaluate resource intensity or labor involved for service processes or processes of specific concerns.
Commodity	Based on product attributes and raw material composition, we seek to have comprehensive understanding of any potentially hazardous substances or high-energy-consuming materials.

Risk Assessment

Target: Tier 1 and Non-tier 1 Suppliers

In order to understand the sustainability risks of existing suppliers, Wistron issued a self-assessment questionnaire for tier 1 and non-tier 1 suppliers, which was based on five sustainability aspects: sustainability and operational risk management, supply chain and business continuity, environmental protection, human rights and labor security, and occupational safety and health, etc., and required suppliers to provide supporting information to gain further insight into our suppliers' sustainability risks.

Suppliers with a score of less than 80 on our sustainability risk assessment questionnaire are defined as high-risk suppliers. We identified a total of 67 high-risk suppliers in 2023. Based on the results, in 2023, the main sustainability risk factors are concentrated in environmental protection and sustainable operation & risk management. In order to effectively mitigate the impact of these risk factors, Wistron will prioritize greenhouse gas inventory and certifications (ISO 50001 and ISO 14064-1) for critical and high energy consuming material suppliers in addition to encouraging suppliers to purchase renewable energy certificates. Other identified risk factors will be listed as items requiring guidance for remediation.

- **2023 the main sustainability risk factors for supplier and countermeasures**

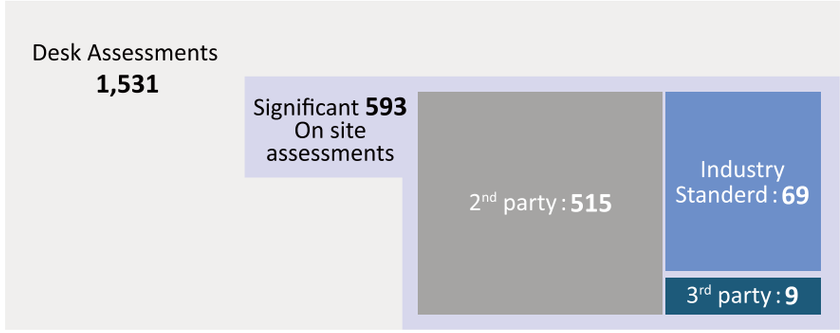
Aspects	Risk	Countermeasures
Environmental protection	Energy conservation and carbon reduction mechanisms for energy management have not been implemented (ISO50001)	Engage certificate with high energy consuming material suppliers
	Uncertified greenhouse gas inventory certification management (ISO14064-1)	Engage certificate with high energy consuming material suppliers
	No statistics on scope 3 greenhouse gas emissions generated by products or services	Engage certificate with high energy consuming material suppliers
	Lack of green electricity or renewable energy usage	Encourage suppliers to purchase renewable energy certificates or use solar panels
Sustainability and operational risk management	Response plan management for business continuity has not been implemented	List as items requiring guidance for remediation

Sustainability Assessment

In order to understand our suppliers' sustainability efforts, Wistron requires suppliers to undergo different types of assessments, including desk assessments and on-site assessments (including 2nd party, 3rd party and industry standard assessments). Results from sustainability assessment in 2023 as below tables and set long-term goals for the current year and 2030 to establish a clear direction for the short-term and long-term goals and lead the supply chain towards sustainability.

Type	Format	Approach	Scope	No. of Assessments in 2023	2023 Target	2030 Target
Desk	Desk assessments	Distribute self-assessment questionnaire on sustainability risks and request supporting materials	1,531 tier 1 and non-tier 1 suppliers	1,531	Conduct desk assessments for all significant suppliers	Conduct desk assessments for all suppliers (incl. tier 1 & non-tier 1)

Type	Format	Approach	Scope	No. of Assessments in 2023	2023 Target	2030 Target
On site assessments	2nd party assessments	On-site or remote assessments and review operations are performed by Wistron for significant tier 1 suppliers, and by tier 1 suppliers or consultants for non-tier 1 suppliers	593 significant tier 1 suppliers and significant non-tier 1 suppliers	515	Conduct on site assessment for all significant suppliers	Conduct on site assessment for all significant suppliers
	3rd party assessments	Third-party verification		9		
	Industry Standard	Assessments based on RBA standards		69		
Total number of on-site assessments				593	100%	100%



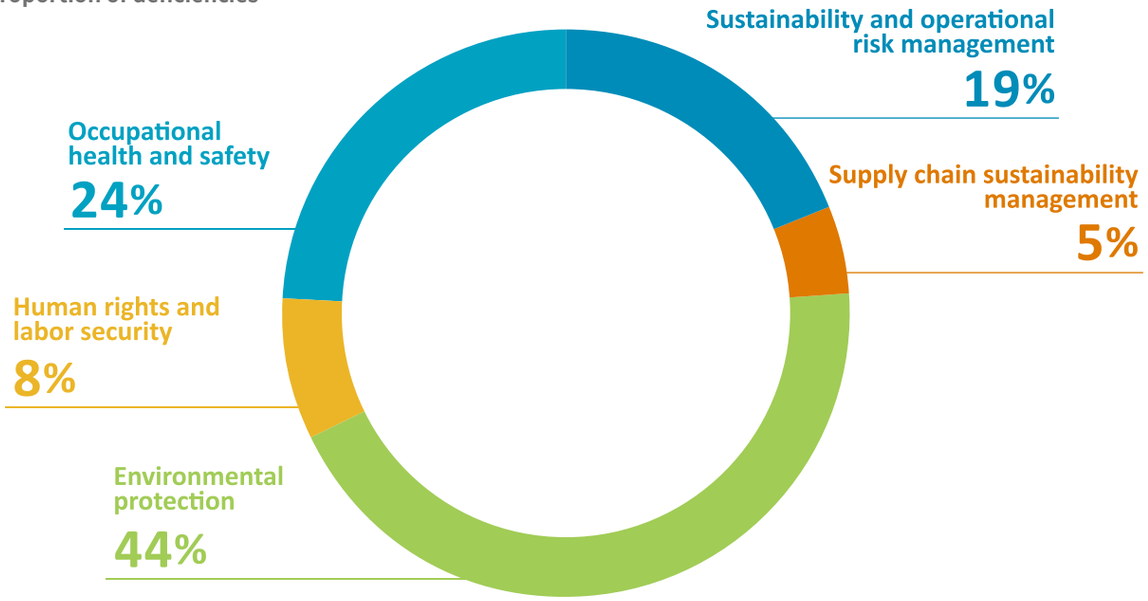
Corrective Action/Improvement Plans

To enhance the sustainability performance of suppliers, Wistron helps suppliers develop improvement plans through on-site or remote counseling for deficiencies identified in assessments. If the deficiencies cannot be addressed within two months, the supplier may submit another assessment application for a second assessment to confirm the implementation of the improvement plan. If the second assessment also fails, the supplier cannot reapply for six months and may be replaced by alternative materials or other suppliers. If immediate termination of the supplier is not possible due to shipment commitments, alternative solutions may be implemented first before execution. Suppliers still unable to comply with improvement measures within two years may face reduced purchase orders, suspension of procurement, or cancellation of supplier qualification. In 2023, all supplier assessments completed deficiency improvements within the specified timeframe, and no supplier were terminated due to non-compliance.

Supplier corrective action/improvement objects	Corrective action/ improvement plans of suppliers in 2023	2023 Goals
Significant tier-1 suppliers and significant non-tier-1 suppliers	593*	Complete coaching and improvement for all significant suppliers (100%)

*Includes 67 High-risk suppliers

- **Proportion of deficiencies**



- **Supplier assessment corrective/improvement actions**

Aspects	Topics	Improvement Actions
Sustainability and operational risk management	Business continuity management / anti-corruption policy	• Continuously promote corporate social responsibility, employee welfare, corporate governance, environmental protection, and social welfare • Emphasize compliance with government regulations, safeguarding the right to work, and enhancing workplace health and safety • Regularly conduct anti-corruption/code of conduct training and awareness sessions for employees, and understand the potential consequences and risks of violations • Prevent disruptions to operational activities by integrating preventive and recovery control measures and procedures to minimize operational disruptions caused by disasters and management failures
Supply chain sustainability management	Supplier selection / management	• Establish a comprehensive supply chain risk management plan • Identify risks across all parts of the supply chain • Develop a tiered approach to gradually introduce suppliers to sustainable development
Environmental protection	Energy management / environmental management	• Develop energy policies and establish energy conservation and emission reduction management systems to control and incorporate relevant emission reduction measures. Formulate emission reduction plans and targets, and promote concrete actions to adapt to impacts • Implement energy monitoring and establish regulations with clear quantitative indicators. Formulate energy resource control procedures and execute carbon reduction measures according to these procedures
Human rights and labor protection	Communication channel / non-discrimination	• Establish a suggestion box or a direct QR code complaint channel, and position the employee suggestion box at the employee's clock-in and clock-out locations • Regularly organize anti-discrimination education and training programs to address discrimination issues. Include these programs in the annual training plan, conduct employee training, and maintain records for management
Occupational safety and health	Emergency preparedness/ chemicals management	• Communicate the importance of protective awareness and the necessity and regulations for wearing personal protective equipment to employees • Ensure that escape routes are clearly marked and conduct regular safety escape education and training sessions • Display warning signs and control measures on relevant facilities and areas • Conduct inspections using chemical safety data sheets to appropriately enhance safety protection and improvement facilities

Preference and Exclusion Mechanism

To encourage suppliers to implement sustainable practices and enhance their sustainability performance, Wistron conducts sustainability performance evaluations of suppliers and implements a reward and exclusion mechanism in accordance with relevant management procedures.

- Preference: Suppliers with outstanding sustainability performance ratings are prioritized as primary suppliers, receive higher order allocations, and are granted opportunities to participate in new projects. They are also recognized and honored as Outstanding Suppliers during the annual Partner Conference. In 2023, a total of 5 suppliers received increased orders due to the reward mechanism.
- Exclusion: Suppliers with poor sustainability performance ratings have their eligibility for new project introductions suspended and their procurement amounts reduced. If a supplier fails to improve their performance within a two-year period, their procurement is halted, and their supplier status is revoked. In 2023, no suppliers met the criteria for exclusion.

Capacity Building

Buyer Education Training

To ensure that procurement colleagues worldwide (including buyers, logistics personnel, quality assurance teams, and other supply chain-related departments) understand supplier sustainability management processes and their roles, Wistron conducts training through an online platform. Senior executives share insights into the implications of sustainable supply chain development strategies, followed by training sessions focusing on the specific sustainability professional capabilities required for key business functions. This equips procurement colleagues with the ability to promote and implement supply chain sustainability strategies in their daily operations and interactions with suppliers. In 2023, a total of 1,776 individuals completed 636 hours of training.

Supplier Education Training

To strengthen the sustainability of our supply chain and enhance the sustainability capabilities of our suppliers, Wistron has allocated resources to develop a supplier education and training platform. This platform provides free courses and shares information related to sustainability, empowering suppliers to access and learn about sustainability independently online. By integrating ESG concepts and perspectives, we aim to foster a resilient and sustainable mindset throughout the supply chain. Currently, the platform offers courses covering various topics including general subjects, policy and regulations, supply chain management, quality management, and environmental occupational health.

Complete coaching and improvement for all significant suppliers

100%

Required courses- Supplier Code of Conduct / Number of participating suppliers : 1,250

Scope	Course content
Tier 1 Suppliers	1. Labor rights 2. Health and Safety 3. Environmental standards 4. Business ethics standards 5. Management system requirements

Partner Conference and Sustainability Sharing Forum

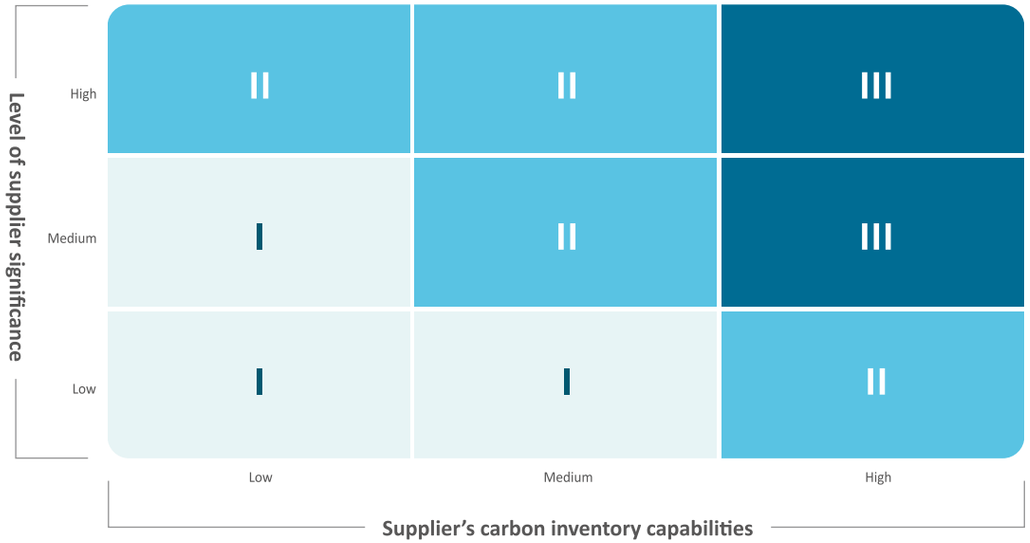
In 2023, we centered our efforts around Resilience - Challenges & Opportunities. At the Wistron Group Partner Conference, the company shared its accomplishments in sustainable resilience and its goals for achieving net-zero carbon emissions. Leveraging the "big leads small" effect, Wistron led its supplier partners towards the net-zero target. Furthermore, Wistron recognized and commended suppliers who demonstrated outstanding commitment to sustainability and integrity. Through these initiatives, Wistron aims to foster a culture of friendly cooperation, mutual benefit, and sustainable growth in its business operations.

In 2023, Wistron organized two Supplier Sustainability Sharing Forums to facilitate supplier communication and education. The first forum featured presentations by consulting firms on corporate carbon management, greenhouse gas inventory, energy management systems, and international trends in circular economy and recycled materials. Wistron also briefed suppliers on their sustainable management policies and requirements regarding anti-corruption, greenhouse gas inventory, and water resources risk management. A total of 663 participants from 413 suppliers attended, with post-event surveys indicating a positive reception, scoring an average of 4.6 out of 5 in terms of helpfulness. The second forum focused on inviting suppliers with exemplary ESG performance to share their ESG policy implementations and measures for energy conservation and carbon reduction. A total of 140 suppliers participated, gaining insights into the industry's current sustainability landscape and fostering a greater commitment to sustainable development.

Capacity Building Project: Promoting Net Zero Carbon in the Sustainable Supply Chain

- Establishing a segmented supplier carbon management promotion strategy

Based on the standards and methods of the "Science-Based Carbon Reduction Target Initiative," Wistron has established Scope 3 carbon reduction targets aiming for an absolute reduction of 25% by 2030. Starting from 2021, annual greenhouse gas inventory results from suppliers are collected. Upon analysis, it was found that suppliers exhibit varying degrees of capability in carbon inventory and reduction. Consequently, a classification management system has been implemented, categorizing suppliers based on their level of significance (determined by factors such as revenue and material substitutability) and carbon inventory capabilities. Tailored project plans are provided to suppliers in different categories, along with necessary assistance resources, experience-sharing courses, and consulting resources, to ensure their progressive advancement towards carbon neutrality.



Category	Carbon management strategies for suppliers	
I	• Conduct greenhouse gas inventory and factory-side self-inventory	
II	• Third-party verification for scope 1 and scope 2 GHG inventory • Scope 3 GHG inventory	• ISO 50001 energy management system certification for high energy consuming material suppliers • Establish a carbon reduction project with an annual reduction of 4.2%
III	• Third-party verification for scope 1 and scope 2 GHG inventory • ISO 50001 energy management system certification for high energy consuming material suppliers	• Join the SBTi commitment or set up a 4.2% annual carbon reduction project

- Building supplier carbon management sustainability capabilities

Wistron conducted a comprehensive inventory of Scope 3 greenhouse gas emissions (15 categories). The inventory results revealed that the highest proportion of carbon emissions stems from upstream raw material procurement. Consequently, tailored capability-building plans are being initiated for suppliers across different categories. Through initiatives such as carbon inventory capacity building, verification plan promotion, and deep collaboration with SBTi and carbon reduction projects, Wistron launched four carbon management projects in 2023. These projects involve ongoing cooperation with 99 suppliers for more than 6 months, aiming to continually enhance supplier capabilities.

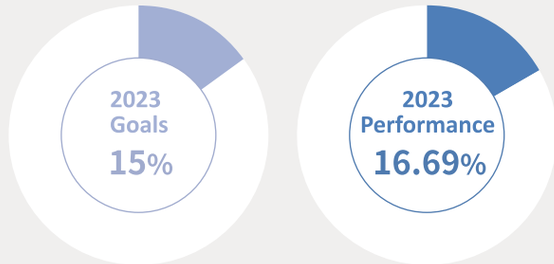
Categories	Project	Cooperative partner- Significant Suppliers	Details	Benefits & Impacts
I	Carbon Inventory Capacity Building Plan	Significant suppliers (No carbon emissions inspection has been carried out)	• Courses and coaching are conducted by colleagues with ISO 14064-1 assessment certification qualifications • Online training courses on greenhouse gas inventory for suppliers are conducted • Conducting 1-on-1 inventory source and data analysis sessions	• 27 suppliers participated in the carbon inventory course, achieving a 100% greenhouse gas data feedback rate • Enhanced the Wistron supplier greenhouse gas baseline database, increasing accuracy by 6.62%
II	High energy consuming material suppliers verification program	High energy consuming material suppliers	• Since 2022, we have been consistently expanding our categories, selecting high energy consuming material critical suppliers to promote ISO 14064-1 and ISO 50001 certification	• Out of the 52 suppliers selected for promotion, 34 (65.38%) attained ISO 14064-1 certification, while 29 (55.77%) achieved ISO 50001 certification.
	Low carbon transformation promotion plan	High energy consuming material suppliers	• Wistron has partnered with seven suppliers to support the government's low-carbon transformation initiative. Through our "big helps small" approach, we share energy-saving technology improvement strategies and engage research institutions to conduct energy consumption assessments for our suppliers. We also provide assistance in implementing industrial energy-saving technology upgrades and carbon management.	• Since the start of the project in May 2023, we have collaborated with seven suppliers to collectively propose energy-saving improvement projects. As a result, the suppliers have saved approximately 2.48M kWh of electricity, leading to a cumulative reduction of 1,232tCO_2e
III	SBTi initiative commits to promote	Suppliers with high carbon inventory maturity	• Collaborate with customers to target and encourage suppliers in high energy consuming industries to participate in SBTi and respond to CDP questionnaires	• Selected 13 suppliers for engagement, with seven (54%) signing the SBTi commitment and 12 (92%) responding to the CDP questionnaire

- **Supplier capability building KPI**

Number of companies building carbon management capabilities

2023 Goals	89 suppliers
2023 Performance	99 suppliers

Proportion of Significant Suppliers (%)



Supplier Circular Economy Project Cooperation

Amidst the global push for a circular economy, Wistron remains committed to safeguarding natural life and forests by fostering communication and collaboration with suppliers. This focus enables the fulfillment of biodiversity and non-deforestation pledges, while simultaneously reducing the Earth's environmental burden. Furthermore, it enhances suppliers' sustainability awareness and capabilities to adapt to evolving sustainability trends.

Supplier Partnership Projects	Details	Qualitative Benefits	Quantitative Benefits
Packaging suppliers & upstream suppliers use pulp certified by the Forest Stewardship Council	Wistron encourages critical packing suppliers and non-tier 1 suppliers to utilize pulp and recycled paper sourced from responsibly managed forests. All key packing critical packing suppliers and non-tier 1 suppliers have obtained FSC™ CoC (Forest Stewardship Council Chain of Custody) certification.	Generates incredible benefits for the equilibrium between human and ecosystems; protects natural life and forests. By managing forests correctly and reducing deforestation, we ensure that tree-based production causes minimal harm, thereby fulfilling commitments to biodiversity and preventing deforestation.	• 100% of Wistron's critical packing suppliers and non-tier 1 suppliers use responsibly managed wood and pulp raw materials sourced from sustainable forest management practices with FSC™ CoC forest management system certification • Wistron will continue to advocate for the objective of sourcing 100% of wood and pulp materials from responsibly managed forests as part of ongoing efforts
Supplier Drop Shipment packaging material reduction initiative	For Drop Shipment, suppliers provide packaging for casings and other materials shipped to Wistron, using disposable packaging materials. However, excessive packaging is utilized during the process, leading to unnecessary waste and an increase in garbage volume. Wistron and the supplier are collaborating to reduce the generation of unnecessary waste and collectively work on reducing packaging weight to minimize garbage. The plans for reducing packaging weight and waste include replacing moisture-proof bags with anti-rust paper and ensuring that the bursting strength of cartons meets the load-bearing requirements.	• "Replacing moisture-proof bags with anti-rust paper" The packaging's anti-rust design, previously in the form of moisture-proof bags, has been replaced with an anti-rust paper design. Following a salt spray test, this change not only enhanced the anti-rust effectiveness but also directly reduced the packaging weight • "The bursting strength of the carton meets the load-bearing requirements" The cartons meet the load-bearing requirements and have undergone drop tests, burst tests, and passed simulated transportation tests, ensuring they meet transportation needs • Following the project, both suppliers and Wistron have simultaneously improved quality and efficiency while reducing costs	• "Replacing moisture-proof bags with anti-rust paper" The total weight difference between desiccant and anti-rust paper is 1.158kg, resulting in a weight saving of 4,360 kg • "The bursting strength of the carton is consistent with the load-bearing strength" By reducing strength and over-design, the carton weight is decreased by 8%, resulting in a weight saving of 7,230 kg • Through these two measures, packaging waste is projected to decrease by 11,590 kg in 2023

5.4.3 Conflict Minerals

To achieve responsible and sustainable procurement practices, Wistron has established a conflict minerals policy and a responsible mineral sourcing management process. We are committed to sourcing minerals that adhere to the due diligence framework recognized by the Organization for Economic Cooperation and Development (OECD) in their "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas." We conduct thorough due diligence on our suppliers to ascertain which smelters and refiners possess systems that comply with prevailing global standards for responsible mineral sourcing. Furthermore, we prohibit the use of conflict minerals originating from high-risk regions.

Wistron adheres to the investigation findings of the Responsible Minerals Initiative (RMI) and has developed a "Conflict Minerals Management Procedure" to prevent the inadvertent acquisition of metals sourced from conflict minerals (Note 3). We explicitly mandate our suppliers to formulate policies ensuring the reasonable traceability of Gold (Au), Tantalum (Ta), Tungsten (W), Tin (Sn), Cobalt (Co), and Mica contained in our products, along with conducting due diligence to ensure their sources align with OECD requirements or have been excluded by organizations recognized for defining conflict-affected and high-risk areas for minerals.

Wistron conducts an annual reassessment of the smelters/refiners used in our products based on the Conformant Smelters List published on the RBA official website. We employ the Wistron SQP (Supplier Questionnaire Platform) questionnaire system and assessment to investigate conflict minerals systematically. Additionally, we utilize RMI's Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) for investigations, requiring suppliers to disclose mineral sources and sign conflict mineral-free declarations. This ensures that their procurement sources are not from conflict and high-risk areas and comply with customer and regulatory requirements. In 2023, a total of 1,226 suppliers signed the declaration, achieving a 100% compliance rate.

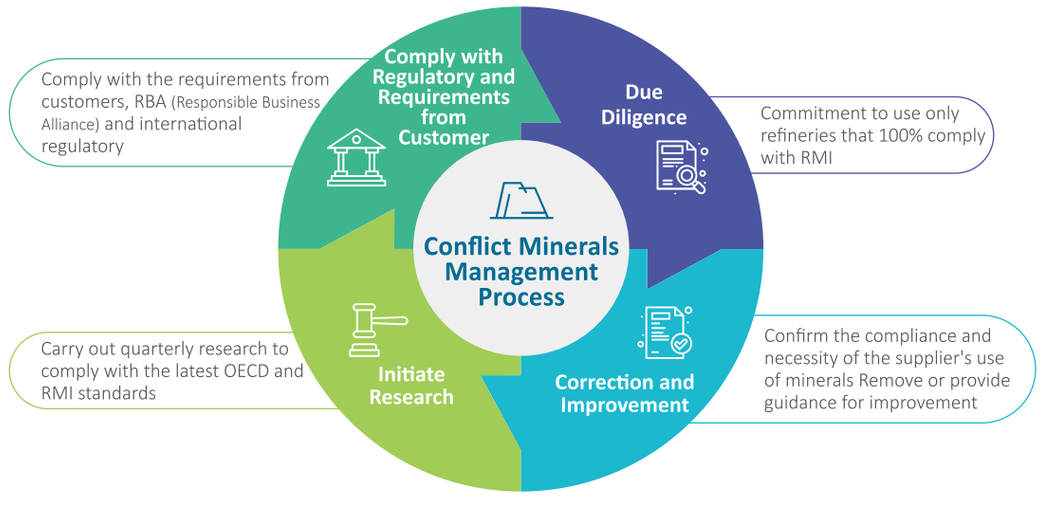
In our conflict minerals management process, we engage with suppliers to ascertain the reasons and necessity for using conflict minerals. If their usage is deemed non-essential, we request suppliers to discontinue the procurement and use of conflict minerals and to select new mineral sources. They must provide valid evidence that the new minerals comply with RBA requirements as conflict-free. If the usage of conflict minerals is deemed necessary, suppliers are requested to provide removal plans or improvement measures.

Since 2023, Wistron has begun affixing the declaration "CMRT-free" (Conflict Mineral-Free) on the outer packaging of our products, affirming that our company does not utilize conflict minerals. (The labeling may be adjusted according to different business units.)

Note 3: Conflict Minerals are minerals extracted in conditions of armed conflict and human rights abuses. The main minerals subject to regulation include Gold (Au), Tantalum (Ta), Tungsten (W), Tin (Sn), Cobalt (Co), and Mica. These minerals are not only limited to the eastern provinces of the Democratic Republic of the Congo, which are controlled by the Congolese government forces and various armed rebel groups, but also extend to nine surrounding countries, including Angola, Burundi, the Central African Republic, the Republic of Congo, Uganda, Sudan, Tanzania, Rwanda, and Zambia, where the resources from these mines are extracted. Additionally, minerals from conflict-affected and high-risk areas, as defined by the OECD or an equivalent recognized organization, are also considered conflict minerals.

Since 2023, Wistron has begun affixing the declaration "CMRT-free" (Conflict Mineral-Free) on the outer packaging of our products, affirming that our company does not utilize conflict minerals. (The labeling may be adjusted according to different business units.)

CMRT-free



- **Signing of the "Declaration of Non-use of Conflict Minerals"**

Suppliers signing the "Declaration of Non-use of Conflict Minerals"

100% | **1,226 Suppliers**

Note :24 logistics suppliers were not applicable

5.5 Operating Capability

5.5.1 Financial Performance

Wistron's consolidated revenue in 2023 was NT$867B. The net operating profit was NT$27.4B. The net profit after tax was NT$11.4B. The revenue and profit increased from 2022 and the net profit after tax reached a 10-year high. In response to intense competition in the industry, we continue to improve our operational efficiency, material cost management, and manufacturing productivity in our operational management. In addition, we engaged in product innovation and business transformation.

- **Financial Performance Indicators for Past 4 Years**

Unit: NT$1M

Year / Item	2020	2021	2022	2023
Net revenues	845,012	862,083	984,619	867,057
Operating income	14,471	16,375	27,472	27,390
Net profit after tax	8,682	10,468	11,162	11,472

Note: Refer to the appendix for the complete financial performance list

5.5.2 Tax Policy

Wistron's Board of Directors is the highest decision-making and supervisory unit of the Company's taxation. It formulates Tax Policy and Management Guidelines as the basis for the Company's tax governance and adopts a reasonable tax management structure to ensure a reasonable tax burden in all countries with a major Wistron presence, so as to maintain social and economic stability and promote the sustainable development of company operations.

1. The Company makes all major business decisions in accordance with related laws and regulations and evaluates the impact of such decisions on taxation risks.
2. The Related Party Transfer Pricing Policy is established in accordance with the Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations established by the Organisation for Economic Co-operation and Development (OECD). The Policy defines related party transaction principles and requires compliance with common trading practices.
3. The company complies with the "Base Erosion and Profit Shifting" (BEPS) of the OECD and generates profits via companies with economic substance. The Company also obtains tax resident status and is governed by the taxation regulations of the country of operations.
4. The Company does not plan or engage in transactions in countries with low tax rates for the purpose of tax avoidance.
5. We fully disclose financial reports in accordance with relevant regulations and disclose taxation information in accordance with relevant laws and regulations.
6. We have established mutual respect and good communication with the taxation authorities of the countries in which we operate on the basis of good faith.

• Tax Information in the Past Two Years

Unit: NT$1,000

Item	FY2022	FY2023	Average
Net profit before tax	24,710,914	24,320,694	24,515,804
Income tax expenses	5,693,367	6,055,409	5,874,388
Income tax rate (%)	23.04	24.90	23.96
Income tax paid	5,641,991	11,011,697	8,326,844
Cash tax rate (%)	22.83	45.28	33.97

Note: Please refer to Wistron's 2023 Consolidated Financial Report for related information

• Income Tax Paid in Various Regions Between 2022 and 2023

Unit: NT$1,000

Year	FY2022		FY2023	
Region	Amount	Percentage (%)	Amount	Percentage (%)
Asia	4,891,737	87	10,231,667	93
Americas	632,923	11	711,331	6
Europe	117,331	2	68,699	1
Total payment	5,641,991	100%	11,011,697	100%

5.5.3 Policy Influence

Participation in External Organizations and Trade Associations

Wistron has joined established good cooperative relations with cross-industry and interdisciplinary organizations to expand communication and keep abreast international trends to ensure continued progress.

The organizations or trade associations that Wistron participated in during 2023 include:

Category	Organization or Trade association
Technology	• Taiwan Electrical and Electronic Manufacturers' Association • Taipei Computer Association • The Allied Association for Science Park Industries (ASIP) • Information Service Industry Association of R.O.C. (CISA) • Nanotechnology and Micro System Association • Network of Intelligent Camera Ecosystem (NICE) • Taiwan Industry-Academia Research for Collaboration-Integration-Development Association
Medical	• Taiwan Elderly Care Industry Association • Taiwan Assistive Technology Industry Association • Taiwan Medical and Biotech Industry Association
Others	• Regular member of the Responsible Business Alliance (RBA) • Gap of Learning & Field • Member of the CommonWealth Sustainability League • Member of the Business Council for Sustainable Development of the Republic of China (BCSD Taiwan)

6 Appendix

6.1 Statistics of Employees
6.2 Human Capital Return on Investment
6.3 Summary Table of Financial Perform
6.4 Greenhouse Gas Emissions
6.5 GRI Content Index
6.6 SASB Index
6.7 TCFD Index
6.8 Sustainability Reporting Indicators
6.9 Climate-related information
6.10 Assurance Statement

6.1 Statistics of Employees

Employee Turnover Statistics		2020		2021		2022		2023	
Total number of employees who left company		199,046		143,623		105,324		49,266	
Gender	Male	150,117	75.42%	107,469	74.83%	76,037	72.19%	35,701	72.47%
	Female	48,929	24.58%	36,154	25.17%	29,287	27.81%	13,565	27.53%
Age	<30	150,160	75.44%	107,042	74.53%	77,643	73.72%	35,300	71.65%
	30-50	48,758	24.50%	36,411	25.35%	27,317	25.94%	13,699	27.81%
	>50	128	0.06%	170	0.12%	364	0.35%	267	0.54%
Region	Taiwan	6,638	3.34%	1,670	1.16%	2,766	2.63%	2,345	4.76%
	China	191,724	96.32%	140,027	97.50%	92,769	88.08%	39,506	80.19%
	Europe	620	0.31%	240	0.17%	211	0.20%	115	0.23%
	Americas	64	0.03%	1,686	1.17%	6,397	6.07%	1,173	2.38%
	Asia	-	-	-	-	3,181	3.02%	6,127	12.44%
employee type	Direct employees	188,034	94.47%	139,576	97.18%	100,849	95.75%	46,033	93.44%
	Indirect employees	11,012	5.53%	4,047	2.82%	4,475	4.25%	3,233	6.56%

Note: In 2023, Asia included Malaysia sites and Vietnam sites.

6.2 Human Capital Return on Investment

	FY 2020	FY 2021	FY 2022	FY2023
a) Total Revenue Currency: New Taiwan Dollar	845,011,844,000	862,082,848,000	984,619,156,000	867,057,007,000
b) Total Operating Expenses Currency: New Taiwan Dollar	830,540,782,000	845,708,210,000	957,147,012,000	839,666,750,000
c) Total employee related expenses (salaries + benefits) Currency: New Taiwan Dollar	43,007,441,000	43,610,286,000	49,992,182,000	47,580,019,000
Resulting HC ROI (a- (b-c)) / c	1.3365	1.3755	1.5495	1.5757
Total Employees	69,546	62,831	51,117	42,091

Note: The sources of total revenue, total operating expenses, and total employee related expenses are from the Company's annual report in scope of Wistron Corporation and its affiliated companies and subsidiaries.

6.3 Summary Table of Financial Perform

Items	2022	%	2023	%
Net Revenues	984,619	100	867,057	100
Gross profit	69,729	7	68,983	8
Operating expenses	42,257	4	41,593	5
Operating income	27,472	3	27,390	3
Net profit before tax	24,711	2	24,321	3
Income tax expenses	5,693	-	6,055	-
Net profit after tax	11,162	1	11,472	1
Basic earnings per share	4.01	-	4.08	-
Retained earnings	36,358	-	40,681	-
Personnel expenses	49,992	-	47,580	-
Employee bonus	2,010	-	2,170	-
Cash dividends	6,258	-	7,401	-
Stock dividends	-	-	-	-

Note: Unit is NTD$1M

- **Ratio of Debt and Shareholders' Equity to Total Capital**

Items	2022	%	2023	%
Assets	432,908	100	452,391	100
Shareholders' equity	118,653	27	128,763	28
Short-term loans [Note 1]	119,807	28	97,938	22
Long-term loans	10,949	3	19,582	4

Note 1: Including long-term loans due within one year.
Note 2: Unit is NTD$1M.

- **Profitability Analysis Table**

Items		Unit	2022	2023
Profitability	Return on assets	%	5.05	5.61
	Return on shareholders' equity	%	12.81	11.44
	Ratio of net profit before tax to paid-in capital	%	85.16	83.87
	Profit margin	%	1.93	2.11
	Earnings per share	NTD$	4.01	4.08

Note: The financial information in each table is provided in accordance with the 2021 and 2022 Consolidated Financial Report audited by CPAs. Please refer to Homepage/Investors on the Company's official website

6.4 Greenhouse Gas Emissions

- **Global Scope 1 and Scope 2 Greenhouse Gas Emissions in 2023 (tCO_2e)**

Business operations	Scope 1	Scope 2	
		Location-based	Market-based
Wistron Corporation (Neihu Headquarters)	27.066	3,954.110	1,830.355
Wistron Corporation (Hsichih, Kaohsiung, Tainan Office Complex)	200.953	8,928.983	6,891.725
Wistron Corporation (Hsinchu Plant, Hukou Plant II)	599.621	19,712.198	14,621.965
Kaohsiung Opto-Electronics Inc.	187.221	16,131.852	9,981.142
Wistron InfoComm (Chengdu) Co.	2,368.371	20,575.663	148.013
Wistron InfoComm (Chongqing) Co.	898.586	21,069.717	2,586.084
Wistron InfoComm (Zhongshan) Co.	4,839.643	80,609.769	3,562.810
Wistron InfoComm (Kunshan) Co.	692.601	8,385.808	35.823
Wistron Optronics （Kunshan） Co., LTD	2,118.497	30,756.575	550.707
XTRONICS (Kunshan) Electronics Technology Co., Ltd	177.393	3,564.451	3,274.061
Wistron Advanced Materials (Kunshan) Co., Ltd.	20.070	2,454.004	184.676
Wistron InfoComm (Czech Republic) s.r.o.	6.622	2,708.292	2,976.798
Wistron InfoComm Mexico S.A. de C.V.	1,377.719	8,828.996	8,828.996
Wistron Technology (Malaysia) Sdn. Bhd.	219.902	5,865.375	5,049.160
Wistron InfoComm (Vietnam) Co., Ltd	1,643.743	13,438.388	11,962.415

6.5 GRI Content Index

Statement of use	Wistron has reported the 2023 Sustainability Report in accordance with the GRI Standards for the period from January 1 to December 31, 2023.
GRI 1 used	GRI 1：Foundation 2021
Applicable GRI Sector Standard(s)	None

- **Universal Standard**

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
GRI 2：General Disclosures 2021	2-1 Organizational details	About this Report 5.1.1 Company Profile	3-4, 159	
	2-2 Entities included in the organization's sustainability reporting	About this Report	3	
	2-3 Reporting period, frequency and contact point	About this Report	4	
	2-4 Restatements of information	About this Report	4	
	2-5 External assurance	About this Report 6.10 Assurance Statement	4, 218-219	
	2-6 Activities, value chain and other business relationships	5.1 About Wistron 5.4.1 Supply Chain Management Framework and Overview	159-160, 179	
	2-7 Employees	4.1.2 Diversity and Inclusion	89-90	
	2-8 Workers who are not employees	4.4.2 Occupational Health and Safety	132	
	2-9 Governance structure and composition	1.4 Governance for Sustainable Development 5.2.1 Functions of Board of Director	22, 161-162	
	2-10 Nomination and selection of the highest governance body	5.2.1 Functions of Board of Directors	162	
	2-11 Chair of the highest governance body	5.2.1 Functions of Board of Directors	162	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
GRI 2：General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	1.4 Governance for Sustainable Development 1.5.2 Process of Materiality Analysis	22, 28	
	2-13 Delegation of responsibility for managing impacts	1.4 Governance for Sustainable Development 5.3 Risk Management	22, 166	
	2-14 Role of the highest governance body in sustainability reporting	1.5.2 Process of Materiality Analysis	28	
	2-15 Conflicts of interest	5.2.1 Functions of Board of Directors	163	
	2-16 Communication of critical concerns	5.2.1 Functions of Board of Directors	162	
	2-17 Collective knowledge of the highest governance body	5.2.1 Functions of Board of Directors	163	
	2-18 Evaluation of the performance of the highest governance body	5.2.1 Functions of Board of Directors	163	
	2-19 Remuneration policies	5.2.1 Functions of Board of Directors	163	
	2-20 Process to determine remuneration	5.2.1 Functions of Board of Directors	162	
	2-21 Annual total compensation ratio	-	-	Confidentiality constraints
	2-22 Statement on sustainable development strategy	Sustainability Highlights — Six Sustainability Strategies (ESG 6-Pillar) 1.2 Sustainability Strategies and Pillars	16-20	
	2-23 Policy commitments	4.3 Human Rights Management	118	
	2-24 Embedding policy commitments	4.3 Human Rights Management 4.4.2 Occupational Health and Safety 5.2.2 Ethical Management 5.4 Moving Towards A Sustainable Supply Chain 5.4.3 Conflict Minerals	118-120, 129, 164, 178, 189	
	2-25 Processes to remediate negative impacts	2.3.3 Privacy Protection 4.3.2 Human Rights Risks and Material Issues 4.4.2 Occupational Health and Safety	52, 119, 128	
	2-26 Mechanisms for seeking advice and raising concerns	4.3.3 Open Communication Channels 5.2.2 Ethical Management	121, 164	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
GRI 2：General Disclosures 2021	2-27 Compliance with laws and regulations	3.1.1 Environmental Protection Policies 5.2.3 Legal Compliance	55, 165	
	2-28 Membership associations	5.5.3 Policy Influence	192	
	2-29 Approach to stakeholder engagement	1.5.1 Stakeholder Engagement	23	
	2-30 Collective bargaining agreements	4.3.2 Human Rights Risks and Material Issues	120	
GRI 3：Material Topics 2021	3-1 Process to determine material topics	1.5.2 Process of Materiality Analysis	28-34	
	3-2 List of material topics	1.5.2 Process of Materiality Analysis	28-34	
	3-3 Management of material topics	1.5.2 Process of Materiality Analysis	28-34	

- **Topic Standards**

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
Material Topic				
Climate Strategy and Energy				
GRI 3：Material Topics 2021	3-3 Management of material topics	3. Management Approach	54	
GRI 201：Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	3.2.3 Identification of Climate Risks and Opportunities	64-66	
GRI 302：Energy 2016	302-1 Energy consumption within the organization	3.3.1 Energy Usage	68-69	
	302-2 Energy consumption outside of the organization	3.3.1 Energy Usage	68-69	
	302-3 Energy intensity	3.3.1 Energy Usage	68-69	
	302-4 Reduction of energy consumption	3.3.3 Reduction Actions and Results	72	
	302-5 Reductions in energy requirements of products and services	2.2.1 Green Products	45-46	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
GRI 305：Emissions 2016	305-1 Direct (Scope 1) GHG emissions	3.3.2 Greenhouse Gas Emissions	70	
	305-2 Energy indirect (Scope 2) GHG emissions	3.3.2 Greenhouse Gas Emissions	70	
	305-3 Other indirect (Scope 3) GHG emissions	3.3.2 Greenhouse Gas Emissions	71	
	305-4 GHG emissions intensity	3.3.2 Greenhouse Gas Emissions	70	
	305-5 Reduction of GHG emissions	3.3.3 Reduction Actions and Results	72	
	305-6 Emissions of ozone-depleting substances (ODS)	3.4.2 Air Pollution Control	77	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	3.4.2 Air Pollution Control	77	
Customer Relations				
GRI 3：Material Topics 2021	3-3 Management of material topics	2. Management Approach	38	
GRI 416：Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	2.2.2 Product Life Cycle Assessment	48-49	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	2.2.1 Green Products	45	
GRI 417：Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	2.2.1 Green Products	45-46	
	417-2 Incidents of non-compliance concerning product and service information and labeling	2.2.1 Green Products	45-46	
	417-3 Incidents of non-compliance concerning marketing communications	5.2.3 Legal Compliance	165	
GRI 418：Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.3.3 Privacy Protection	52	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
		Company Governance		
GRI 3：Material Topics 2021	3-3 Management of material topics	1.2 Sustainability Strategies and Pillars	16-20	
GRI 201：Economic Performance 2016	201-1 Direct economic value generated and distributed	4.5.1 Social Investment 5.5.1 Financial Performance	134, 190	
	201-2 Financial implications and other risks and opportunities due to climate change	3.2.3 Identification of Climate Risks and Opportunities	65-66	
	201-3 Defined benefit plan obligations and other retirement plans	5.2.1 Functions of Board of Directors	163	
		Please refer to the Company's Annual Report	-	
	201-4 Financial assistance received from government	Please refer to the Company's Annual Report	-	
GRI 205：Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	5.2.2 Ethical Management	164	
	205-2 Communication and training about anti-corruption policies and procedures	5.2.2 Ethical Management	164	
	205-3 Confirmed incidents of corruption and actions taken	5.2.2 Ethical Management	165	
GRI 206：Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	5.2.2 Ethical Management	164	
		Sustainable Supply Chain		
GRI 3：Material Topics 2021	3-3 Management of material topics	5. Management Approach	158	
GRI 204：Procurement Practices 2016	204-1 Proportion of spending on local suppliers	5. Management Approach	158	Chinese plants procure 83.68% of their materials locally. Vietnamese plants procure 11.42% of their materials locally.
GRI 308： Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	5.4.2 Supply Chain Sustainability Management	181	52 new suppliers fully signed the code of conduct.
	308-2 Negative environmental impacts in the supply chain and actions	5.4.2 Supply Chain Sustainability Management	184	The expectations include adherence to sustainability norms, sustainability risk assessment, and sustainability audits.
GRI 414： Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	5.4.2 Supply Chain Sustainability Management	181	52 new suppliers fully signed the code of conduct.
	414-2 Negative social impacts in the supply chain and actions taken	5.4.2 Supply Chain Sustainability Management	184	The expectations include adherence to sustainability norms, sustainability risk assessment, and sustainability audits.

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
Occupational Health and Safety				
GRI 3：Material Topics 2021	3-3 Management of material topics	4. Management Approach	85	
GRI 403：Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4.4.2 Occupational Health and Safety	128	
	403-2 Hazard identification, risk assessment, and incident investigation	4.4.2 Occupational Health and Safety	130-131	
	403-3 Occupational health services	4.4.1 Employee Care and Benefits	123-124	
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.4.2 Occupational Health and Safety	128-129	
	403-5 Worker training on occupational health and safety	4.4.2 Occupational Health and Safety	129	
	403-6 Promotion of worker health	4.4.1 Employee Care and Benefits	125-126	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.4.2 Occupational Health and Safety	129-131	
	403-8 Workers covered by an occupational health and safety management system	4.4.2 Occupational Health and Safety	128	
	403-9 Work-related injuries	4.4.2 Occupational Health and Safety	131-132	
	403-10 Work-related ill health	4.4.2 Occupational Health and Safety	131-132	
Information Security				
GRI 3：Material Topics 2021	3-3 Management of material topics	5.3.1 Information Security	157	
Product Development and Innovation				
GRI 3：Material Topics 2021	3-3 Management of material topics	2. Management Approach	38	
Risk and Crisis Management				
GRI 3：Material Topics 2021	3-3 Management of material topics	5.3 Risk Management	157	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
	Air Pollution and Waste			
GRI 3：Material Topics 2021	3-3 Management of material topics	3. Management Approach	54	
GRI 305：Emissions 2016	305-1 Direct (Scope 1) GHG emissions	3.3.2 Greenhouse Gas Emissions	70	
	305-2 Energy indirect (Scope 2) GHG emissions	3.3.2 Greenhouse Gas Emissions	70	
	305-3 Other indirect (Scope 3) GHG emissions	3.3.2 Greenhouse Gas Emissions	71	
	305-4 GHG emissions intensity	3.3.2 Greenhouse Gas Emissions	70	
	305-5 Reduction of GHG emissions	3.3.3 Reduction Actions and Results	72	
	305-6 Emissions of ozone-depleting substances (ODS)	3.4.2 Air Pollution Control	77	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	3.4.2 Air Pollution Control	77	
GRI 306：Waste 2020	306-1 Water discharge by quality and destination	1.5.2 Process of Materiality Analysis	30-31	
	306-2 Waste by type and disposal method	3.4.3 Waste Management	78	
	306-3 Significant spills	3.4.3 Waste Management	78	
	306-4 Transport of hazardous waste	3.4.3 Waste Management	79	
	306-5 Water bodies affected by water discharges and/or runoff	3.4.3 Waste Management	78	
	Talent Attraction and Retention			
GRI 3：Material Topics 2021	3-3 Management of material topics	4. Management Approach	85	
GRI 202：Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	4.1.3 Talent Retention	93	
	202-2 Proportion of senior management hired from the local community	4.1.1 Global Talent Recruitment	88	
GRI 401：Employment 2016	401-1 New employee hires and employee turnover	4.1.1 Global Talent Recruitment 4.1.3 Talent Retention	87, 97	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.4.1 Employee Care and Benefits	123-127	
	401-3 Parental leave	4.4.1 Employee Care and Benefits	127	

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
Circular Economy				
Green Products				
GRI 3：Material Topics 2021	3-3 Management of material topics	2. Management Approach	38	
GRI 301：Materials 2016	301-1 Materials used by weight or volume	2.1.1 Circular Economy 2.2.1 Green Products	40, 47	
	301-2 Recycled input materials used	2.1.1 Circular Economy	39-40	
	301-3 Reclaimed products and their packaging materials	2.1.1 Circular Economy	41	
GRI 306：Effluents and Waste 2020	306-1 Water discharge by quality and destination	1.5.2 Process of Materiality Assessment 3.4.3 Waste Management	31-34, 78-79	
	306-2 Waste by type and disposal method	3.4.3 Waste Management	78	
	306-3 Significant spills	3.4.3 Waste Management	78	
	306-4 Transport of hazardous waste	3.4.3 Waste Management	79	
	306-5 Water bodies affected by water discharges and/or runoff	3.4.3 Waste Management	78	
Public Welfare and Charity				
GRI 3：Material Topics 2021	3-3 Management of material topics	4. Management Approach	85	
GRI 203：Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	4.5.1 Social Investment	134	
	203-2 Significant indirect economic impacts	4.5.1 Social Investment	134	
GRI 413：Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	4.5.2 Social Influence	140-154	
	413-2 Operations with significant actual and potential negative impacts on local communities	4.5.2 Social Influence	140-154	
Diversity, Equity, and Inclusion				

GRI Standard	Disclosure	Corresponding Section	Page Number	Omission
Business and Human Rights				
GRI 3：Material Topics 2021	3-3 Management of material topics	4. Management Approach	85	
GRI 405：Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	4.1.2 Diversity and Inclusion 5.2.1 Functions of Board of Directors	92, 162	
	405-2 Ratio of basic salary and remuneration of women to men	4.1.3 Talent Retention	93	
GRI 406：Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	4.3.2 Human Rights Risks and Material Issues	120	
GRI 408：Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	4.3.2 Human Rights Risks and Material Issues	119	There is no significant risk of employing child laborers.
GRI 409：Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	4.3.2 Human Rights Risks and Material Issues	120	There is no risk of forced or compulsory labor incidents.
Talent Cultivation and Development				
GRI 3：Material Topics 2021	3-3 Management of material topics	4. Management Approach	85	
GRI 404：Training and Education 2016	404-1 Average hours of training per year per employee	4.2.1 Global Talent Development Policy	101	
	404-2 Programs for upgrading employee skills and transition assistance programs	4.2.2 Key Strategic Talent Development	103	
	404-3 Percentage of employees receiving regular performance and career development reviews	4.1.3 Talent Retention 4.2.2 Key Strategic Talent Development	94, 112	
Water Resource Management				
GRI 3：Material Topics 2021	3-3 Management of material topics	3. Management Approach	54	
GRI 303：Water and Effluents 2018	303-1 Interactions with water as a shared resource	3.2.2 Mitigation and Adaptation Strategies	60-61	
	303-2 Management of water discharge-related impacts	3.4.1 Water Resource Management	75	
	303-3 Water withdrawal	3.4.1 Water Resource Management	74	
	303-4 Water discharge	Please refer to the Company's ESG website	Water Resources	
	303-5 Water consumption	Please refer to the Company's ESG website		

6.6 SASB Index

- **Sustainability Disclosure Topics & Accounting Metrics**

Dimension	Topic	Code	Accounting Metric	Response	Page Number	Note
Environmental	Water Management	TC-ES-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	3.4.1 Water resource Management	74-75	No omission
	Waste Management	TC-ES-150a.1	Amount of hazardous waste from manufacturing, percentage recycled	3.4.3 Waste Management	78-79	No omission
Social	Labor Conditions	TC-ES-310a.1	Number of work stoppages and (2) total days idle	No related incidents in 2023		
	Product Lifecycle Management	TC-ES-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	4.4.2 Occupational Health and Safety	131-132	No omission
		TC-ES-320a.2	Percentage of (1) entity's facilities and (2) Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	5.4.2 Supply Chain Sustainability Management	182	No omission
		TC-ES-320a.3	(1) Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances, broken down for 1) (i) the entity's facilities and (ii) the entity's Tier 1 supplier facilities	5.4.2 Supply Chain Sustainability Management	183	No omission
Economic	Product Lifecycle Management	TC-ES-410a.1	Weight of end-of-life products and e-waste recovered, percentage recycled	2.1.1 Circular Economy	39	No omission
	Materials Sourcing	TC-ES-440a.1	Description of the management of risks associated with the use of critical materials	2.1.1 Circular Economy 2.2.1 Green Products 5.4.3 Conflict Minerals	40, 47, 189	No omission

- **Activity Metrics**

Activity Metrics	Code	Response	Page Number	Note
Number of manufacturing facilities	TC-ES-000.A	5.1.1 Company Profile	159	No omission
Area of manufacturing facilities	TC-ES-000.B	5.1.1 Company Profile	159	No omission
Number of employees	TC-ES-000.C	4.1.2 Diversity and Inclusion	89	No omission

6.7 TCFD Index

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Core Elements	Disclosure	Corresponding Section
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	3.2.1
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	3.2.1
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	3.2.2 3.2.3
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	3.2.2 3.2.3
	c) Describe the potential impact of different scenarios, including a 2° C scenario, on the businesses, strategy and financial planning.	3.2.2 3.2.3
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks	3.2.3
	b) Describe the organization's processes for managing climate- related risks.	3.2.1 3.2.3
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	3.2.1 3.2.3
Metrics and Targets	a) Disclose the metrics used by to assess climate-related risks and opportunities in line with its strategy and risk management process.	1.2 3.2.2 3.2.3
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	3.2.3 3.3.2
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	1.2 3.2.4 3.3.3

6.8 Sustainability Reporting Indicators

No.	Indicator	Category of Indicator	Annual Disclosure Status	Unit	Note
1	Total energy consumption, percentage of purchased electricity, and usage rate of renewable energy	Quantification	3.3.1 Energy Usage	Gigajoule (GJ), Percentage (%)	
2	Total water withdrawal, Total water consumption	Quantification	3.4.1 Water Resource Management	Million liters	
3	The weight of hazardous waste generated, and percentage of recovery	Quantification	3.4.3 Waste Management	Ton (t), Percentage (%)	
4	Description of Occupational Accident Types, Number of People and Rates	Quantification	4.4.2 Occupational Health and Safety	Ratio (%), Quantity	
5	Disclosures of Product Lifecycle Management (PLM): Weight including end-of-life products and electronic waste, and the percentage of recycling (Note 1)	Quantification	2.1.1 Circular Economy 2.2.2 Product Life Cycle Assessment	Ton (t), Percentage (%)	
6	Description of the risk management related to the use of critical raw materials	Qualitative	5.4.3 Conflict Minerals	Not applicable	
7	Total pecuniary losses resulting from legal actions relating to anti-competitive behavior regulations	Quantification	5.2.2 Ethical Management	Presentation currency	From 2020 to 2023, the Company was never penalized by the competent authority for matters related to anti-competitive behavior and monopolistic measures.
8	Output of major products by product category	Quantification	Wistron's Annual Report, p.169	Sales volume unit: thousand units/thousand pieces/ thousand products Sales value unit: NT$ thousands	

6.9 Climate-related information

Item	Status on Execution
1. The Board of Directors and the management's supervisory and governance of climate-related risks and opportunities are clearly described.	As a formal supporter of the Task Force on Climate-Related Financial Disclosures (TCFD), Wistron employs its framework and guidelines to address climate governance, identify climate risks and opportunities, establish measurement indicators and goal management, and publicly disclose information on a regular basis each year. In accordance with the company's Risk Management Policy and Procedures, Wistron identifies and manages climate-related risks and opportunities, and incorporates them into the overall Enterprise Risk Management (ERM) mechanism to conduct systematic management. To deepen climate governance, the board of directors serves as the highest supervisory unit for climate issues, oversees the overall climate strategy, and supervises senior management's execution of climate-related risk management and key performance indicators. The Audit Committee, as a functional committee directly under the Board of Directors, is composed entirely of independent directors. It includes a Risk Management Team, with the Chief Financial Officer serving as the convener and representatives from various departments and business units as members. The Risk Management Team conducts comprehensive assessments and analyses of various risks, including climate-related risks, on an annual basis. It formulates response and adaptation strategies and produces corporate risk management reports for submission to the Audit Committee. This ensures prudent management and oversight of climate-related issues. On the front of promoting sustainability strategies, the Sustainability Office, affiliated to the ESG Committee, provides regular monthly reports to the President and CEO on the progress of sustainability strategies and initiatives, including climate actions. At least quarterly, it also reports to the ESG Committee and the Board of Directors on the implementation outcomes and future plans regarding sustainability, which includes climate-related issues.
2. The way that business, strategy and finance (short, medium and long term) of enterprises impacted by the identified climate risks and opportunities are clearly described.	Wistron references ISO 31000 and follows an Enterprise Risk Management (ERM) framework to conduct the risk management process. We utilize a risk map, which includes the analysis of various potential and emerging risks, to assess the likelihood of their occurrence and the magnitude of potential losses once they occur. In the time horizon from 2022 to the end of the century, we evaluate the short, medium, and long-term risks (short-term: 1-3 years, medium-term: 3-5 years, long-term: 5-10 years) and opportunities based on factors such as the asset's useful life, potential climate risks, and the industry sectors and regions where we operate. We assess the potential impact these risks and opportunities may have on our future operations and assign risk and opportunity levels, defining their priorities. The risk and opportunity matrix, derived from this evaluation, is disclosed publicly in our sustainability report. The results of the risk and opportunity analysis are evaluated and classified based on the matrix graph, with consideration to the multiplication of "likelihood of occurrence" and "impact severity." The outcomes are categorized into three risk levels: low, medium, and high. The impact severity is assessed by dividing the financial value of property damage into five levels: extremely minor, minor, moderate, major, and extremely major. For risks classified as high or medium, they are considered as major risks, requiring the formulation of preventive measures and improvement plans. These measures aim to mitigate the identified risks and improve the overall resilience of the organization.

Climate Change Financial Impact Analysis (Risks)

Climate Change Risks	Financial Impacts	Response Measures
The development of regulations on climate risks and the demand for renewable energy.	Increased operating costs. (such as higher regulatory compliance costs, expenditures related to renewable energy, or increased management fees) Considering factors such as business expansion, assuming a 5% annual growth rate in the group's carbon emissions (Scope 1 and Scope 2) based on Location-based emissions, and with no other means of carbon offset, the estimated annual carbon cost under this stringent scenario due to carbon fee regulations is as follows: 1.Approximately 0.36-0.45 billion USD in 2030 (based on IEA 2° C scenario). 2.Approximately 0.4-0.55 billion USD in 2030 (based on IEA below 2° C scenario). 3.Approximately 0.67-0.89 billion USD in 2040 (based on IEA below 2° C scenario). 4.Approximately 1.9-2.4 billion USD in 2050 (based on IEA NZE scenario).	To evaluate in the global market, and obtain renewable energy through diversified approaches to achieve the vision of energy transformation and green manufacturing. In 2023, over 190 million kWh of RECs were purchased, and we procure green electricity over 40 million kilowatt-hours. This achievement met the annual target of 65% renewable energy penetration in 2023. Furthermore, a long-term goal was established to gradually increase the proportion of renewable energy to reach 100%.

Item	Status on Execution		
	Climate Change Risks	Financial Impacts	Response Measures
2. The way that business, strategy and finance (short, medium and long term) of enterprises impacted by the identified climate risks and opportunities are clearly described.	Demand for low-carbon products and services is growing	Increased product R&D expenses and procurement costs	1. Help customers obtain various environmental protection labels such as Energy Star, EPEAT, TCO, Taiwan Green Mark, and China Environmental Labelling. In 2023, we help our clients to obtain the Energy Star certification for major hardware products such as laptops, desktops, all-in-one computers, monitors, servers, and network phones, with a revenue percentage of 82.2%. Moreover, the major hardware products that obtained certifications such as EPEAT, TCO, Taiwan Eco-label, and China Environmental Label accounted for 86.4% of the hardware revenue. All product lines meet 100% of customer requirements and comply with local environmental regulations, energy efficiency labels, and safety certification requirements. 2. Establish a sustainable supply chain management to ensure the transparency of the carbon footprint of products or services and implement reduction measures.
	Mandatory carbon reporting	Increased operating costs	The Company established a comprehensive greenhouse gas inventory for all manufacturing sites across the world. We implement greenhouse gas inventory every year and obtain third-party verification from an impartial third party.
	Demand for low-carbon new technologies	Increased operating costs (such as higher R&D expenses or increased patent fees)	1. Foster an innovative culture within the organization and continuously optimize patent and technology layout to enhance competitiveness. Continuously improve the ratio of R&D personnel to total employees, reaching 13.9% in 2023. Obtained 383 certified patents and 43 green product patents in 2023. 2. Since 2022, Wistron has been recognized for three consecutive years as one of the Top 100 Global Innovators™ by Clarivate, and is also listed as one of the top 20 sustainable innovation companies in Taiwan by LexisNexis.
	Drought	Manufacturing is impacted, causing operating revenue loss. For the production capacity that has not been transferred, the operating losses due production stoppages caused by severe droughts were 180 million to 3 billion NTD (RCP 8.5)	The rainwater recycling system and water monitoring system are improved for new plants. The existing plants work with local water suppliers to implement special water supply mechanisms during droughts, in order to maintain plant operations. Continue to increase the water recycling rate and stipulate short-, mid-, and long-term targets for the annual performance evaluations, in order to improve overall operating resilience.
	Typhoons	Impact on production and loss of operating revenue	In the event of a typhoon, the Company monitors alerts and related information on whether employees should work or suspend work. If work is not suspended, the Company provides vehicles, transportation subsidies, or other necessary assistance will be provided to ensure the safety of employees.
	Floods	Impact on production and loss of operating revenue	The foundation heights have been increased and drainage facilities have been improved for existing plants during construction, in order to prevent losses caused by disasters. Include "natural disaster assessment" items in the location selection process for new sites. Plan related flood prevention facilities to improve the disaster resilience of operating locations.

Item	Status on Execution

2. The way that business, strategy and finance (short, medium and long term) of enterprises impacted by the identified climate risks and opportunities are clearly described.

Climate Change Risks	Financial Impacts	Response Measures
Uncertainty of climate-related physical risks	Increase operating costs and impact operating revenue	1. In response to the Paris Agreement to address global warming challenges, for many years, Wistron has followed the SBT 1.5°C decarbonization methodology and has set annual absolute greenhouse gas reduction targets since 2020 to move towards the long-term goal of carbon neutrality. 2. In 2023, total greenhouse gas (Scope 1+2) emissions decreased by 23% (absolute reduction) compared to the previous year (market-based).
Rise in average temperature	Increase operating costs (e.g., increase in water and electricity charges)	Wistron's energy-saving project is divided into six categories, including air conditioning systems, compressed air systems, green lighting, management, production, and others. In 2023, the total energy-saving amount was approximately 17,917,169 kWh, which can reduce about 11,328.85 metric tons of carbon emissions. While reducing operating costs, Wistron actively invests resources in reducing the carbon footprint of its operations.

Climate Change Financial Impact Analysis (Opportunities)

Climate Change Risks	Financial Impacts	Response Measures
New business opportunities in the low-carbon economy	Expand the revenue of green products	1. Products are developed with green design thinking to avoid the use of harmful substances and reduce energy consumption during the manufacturing and usage stages. In 2023, all product lines were 100% compliant with the Waste Electrical and Electronic Equipment Directive (WEEE). In 2023, Wistron's products that comply with the Energy Star standards accounted for 82.2% of the hardware revenue. This resulted in an annual energy savings of 566,650,989 kilowatt-hours (kWh) and a reduction of 280,492,240 kilograms of CO2 equivalent (kgCO2e). Taking into account the product lifespan, the energy-saving benefits of the products amounted to 3,494,733,174 kWh, and a reduction of 1,729,892,921 kgCO2e. 2. Wistron are developing green resource businesses, focusing on electronic product recycling and the refining of recycled plastics. We are actively building a viable circular economy model. In 2023, Wistron shipped a total of 18,035 metric tons of post-consumer-recycled (PCR) eco-friendly materials. Utilizing electronic waste for raw material recovery amounted to 9,471 metric tons. The carbon reduction benefits were equal to a decrease in emissions of approximately 42,656 metric tons of CO2 equivalent. Wistron's hardware products that incorporated PCR recycled plastics accounted for 84.51% of the hardware product revenue, which marks a growth of 4.2% compared to the previous year.
Energy conservation and carbon reduction plan	Reduce operating costs	1. Global factories are implementing various types of energy-saving and carbon reduction projects according to local conditions to reduce operating costs. 2. As compared to the baseline year of 2019, the Hsinchu Plant achieved a 26.8% reduction in carbon intensity of its revenues and a 36% reduction in carbon intensity of its production capacity. These significant carbon reduction achievements earned the factory the 2023 Science Park Carbon Reduction Excellence Award presented by the National Science and Technology Council.
Low-carbon manufacturing	Continuously increasing the proportion of renewable energy use to avoid carbon taxes and meet customer demand	In 2023, the purchase of renewable energy certificates exceeded 190 million kilowatt-hours. In addition, the company actively expanded its solar power generation capabilities in the factory, resulting in a green electricity penetration rate over 60%. The goal is to progressively increase the utilization rate of renewable electricity each year, with the ultimate aim of reaching 100%.
	Increase revenue	We continue to increase the proportion of renewable energy production lines to 100% in our global operating sites by purchasing green energy certificates, directly purchasing green energy, and other measures to meet the market's demand for low-carbon manufacturing.
Energy efficiency improvement	Reduce energy costs	The Company has established an energy project team which regularly inspects energy management conditions in plants and the results of energy conservation projects and shares the experience Wistron's energy conservation efforts encompass six major categories including the air conditioning system, air compressor system, green lighting, management, production, and others. In 2023, the total electricity savings amounted to approximately 17.91 million kilowatt-hours, resulting in a reduction of approximately 11,328.85 metric tons of carbon emissions. In 2023, the carbon emissions per billion New Taiwan Dollars (NTD) of unit revenue from electricity consumption were 0.13 thousand metric tons of CO2e. The carbon intensity performance indicator remained at the same level as the previous year.

Item	Status on Execution
3. The impact on finance from extreme climate events and transformational actions is clearly described.	Regarding the potential financial impacts of extreme weather and transformational actions on our company, we conduct assessments through multiple scenario analyses. For droughts, typhoons, and floods, we simulate possible financial impacts based on existing information, and ask each responsible unit to propose response strategies and action plans under the ERM management framework. As for transformational actions, Wistron actively implements energy-saving and carbon-reducing projects and adopts green electricity to achieve its low-carbon transformation goals globally. The financial impacts mainly reflect expenditures such as green energy procurement, equipment replacement or operating expenses, but at the same time, there are positive effects such as cost savings and market expansion due to improved operational efficiency and customer satisfaction. Please refer to the climate change financial impact analysis (risk) and climate change financial impact analysis (opportunity) tables in the previous section for the potential financial impacts of extreme weather and transformational actions on our company.
4. The way to integrate the identification, assessment and management process of climate risk into the overall risk management system is clearly described.	In accordance with our company's 《Risk Management Policy and Procedures》, Wistron incorporates the identification and management of climate-related risks and opportunities into the overall Enterprise Risk Management (ERM) mechanism. The highest responsible entity for risk management is the Board of Directors. The Audit Committee regularly reports the implementation and results of risk management to the Board of Directors, overseeing the functioning and overall implementation of the risk management framework. The Audit Committee, as one of the functional committees under the Board of Directors, consists entirely of independent directors. It assists the Board of Directors in reviewing the execution of risk management. Under the Audit Committee, there is a Risk Management Team, with the Chief Financial Officer serving as the convener, and members representing various departments and business units. The Risk Management Team conducts comprehensive assessments and analyses of various risk scenarios, including climate risks, and develops response and adaptation strategies. It produces corporate risk management reports to be briefed to the Audit Committee, ensuring that climate-related issues and decisions are included in the highest-level management's agenda for discussion.
5. The scenarios, parameters, assumptions, analysis factors and main financial impacts used shall be described if scenario analysis is used to assess resilience to the risks of climate change.	Our company uses multiple scenario analysis, and the scenarios, parameters, assumptions, and analysis factors used are explained below. For information on the main financial impacts, please refer to the table explanation in the second point of the previous section.

Climate Scenario Type	Scenario Name	Timeline	Assumed Parameters
Transition	SBTi 1.5℃	2021-2030	Annual carbon reductions reached 4.2% (Scopes 1+2). Wistron will achieve 100% green energy by 2030.
	IEA 2°C	2021-2030	Carbon price: 80-100 USD ／ ton CO_2e
	IEA below 2°C	2021-2030	Carbon price: 90-120 USD ／ ton CO_2e
	IEA Net Zero Emissions by 2050	2040-2050	Carbon price: 160-200 USD ／ ton CO_2e
Physical	RCP 6.0	2075~2099	Average annual temperature change is +0.95 ~ +3.45℃
	RCP 2.6/ RCP 8.5	Middle of the century (2046 to 2065) and end of the century (2081 to 2100)	Longest consecutive rainless days in a year: The base period of Taipei City is (1986 to 2005) 28 days. The base period of Hsinchu County is (1986-2005) 39.5 days
	RCP 8.5	Middle of the century (2039 to 2065)	For the 95th percentile of highest accumulated rainfall during extreme rains (region average), the level during the regional base period (1979 to 2008) in the Hsinchu Plant is 385mm. It is expected to rise to 444mm by the middle of the century

Item	Status on Execution
6. The content of the plan, and the indicators and objectives used to identify and manage physical risks and transition risks shall be described if there is a transition plan to manage the risks of climate-related.	Our company follows the TCFD framework and has established climate targets and performance indicators that are publicly disclosed annually. In response to the IPCC Special Report on Global Warming of 1.5°C, since 2020, we have adopted the Science-Based Targets initiative (SBTi) and set a long-term goal to achieve carbon neutrality by 2030, using 2016 as the base year. This commitment reflects our determination to mitigate and adapt to climate change. In response to the low-carbon manufacturing trend, we actively guide our supply chain partners in setting science-based targets to drive the entire value chain towards net-zero emissions. Following the guidance of science-based targets, we have defined our short-term goals of reducing absolute emissions by 90% for Scope 1 and 2 and 25% for Scope 3 by 2030, using 2022 as the base year. Additionally, we have established a long-term net-zero emissions target where our global value chain's absolute emissions will decrease by 90% by 2050, using 2022 as the base year. This target was submitted for review in August 2023 and is expected to be certified by 2024. Our progress in meeting these targets has been on track and steadily growing. Each year, we publicly disclose the achievement of our climate performance indicators for external review. Moreover, we have initiated the ESG 6 Pillar transformation program, which includes Decarbonization, Green Products, Recycling, and Sustainable Supply Base. These pillars directly address our transition towards a low-carbon economy and a vision of green manufacturing. The performance indicators and short, medium, and long-term goals for each pillar are publicly disclosed in our sustainability report and on our ESG website.
7. The bases used for setting prices shall be described if internal carbon pricing is used as a planning tool.	The impact assessment of carbon emission-related regulations has been completed in 2023. The assessment results show that the EU's CBAM and the US's CCA carbon tariffs will have a greater financial impact, and the possible impact will be after 2029 and 2027. In 2024, Wistron selected the Hsinchu site and the Zhongshan site as pilot projects to promote internal carbon pricing. Through consulting and guidance, the calculation rules and operation mechanism of internal carbon pricing will be established and will be gradually promoted to other sites in the future.
8. Information on the activities covered, the scope and planned schedule of greenhouse gas emissions, and annual progress achieved shall be described if climate-related targets are set. The source and quantity of carbon reduction credits or the quantity of renewable energy certificates (RECs) to be offset shall be described if carbon offsets or renewable energy certificates (RECs) are used to achieve the relevant goals.	Climate-related targets:

Item \ Caption	Absolute reduction of greenhouse gas	Renewable energy consumption ratio
Target:Climate Change and Energy Management	Absolute reduction of greenhouse gas compared to 2022:-13%	Renewable energy consumption ratio: 65%
Activity covered	Same as the current year's sustainability report, and it is evaluated and verified by an independent and impartial third party.	
The scope of GHG Emissions	Scope 1+2	
Short, medium, and long-term Goals	Y24:-22.5% Y30: carbon neutral Y35: carbon neutral	Y24: 72.5% Y30: 100% Y35: 100%
Y23 achievement progress	-14.84%	66.47%
Self-generation and self-consumption of renewable energy (kWh)	NA	15,505,112
Power Purchase Agreement, PPA (kWh)	NA	46,593,574
I-RECs (kWh)	NA	190,275,000

9.Inventory and assurance of greenhouse gases, along with reduction goals, strategies, and specific action plans

1-1 Greenhouse gas inventory and assurance for the past two fiscal years

1-1-1 Information of Greenhouse Gas Inventory

Providing the emission (tCO_2e), intensity (tCO_2e/ NT$ million), and data coverage of greenhouse gases for the past two fiscal years.

Basic information of the Company
- ■ Companies with capital of more than $10 billion, the steel industry, and the cement industry
- ☐ Companies with capital of more than $5 billion but less than $10 billion
- ☐ Companies with capital of less than $5 billion

In accordance with the provisions of the Sustainable Development Roadmap of listed companies should at least be disclosed
- ■ Inventory of parent company only
- ☐ Inventory of subsidiaries included in consolidated financial statements
- ■ Assurance on parent company only
- ☐ Assurance on subsidiaries included in consolidated financial statements

Scope 1	2022		2023	
	Total emissions(tCO_2e)	Intensity(tCO_2e/ NT$ million)	Total emissions(tCO_2e)	Intensity(tCO_2e/ NT$ million)
Wistron Corporation (parent company)	852.718	0.020	827.640	0.018
Total	852.718	0.020	827.640	0.018

Scope 2	2022		2023	
	Total emissions(tCO_2e)	Intensity(tCO_2e/ NT$ million)	Total emissions(tCO_2e)	Intensity(tCO_2e/ NT$ million)
Wistron Corporation (parent company)	34,070.349	0.809	32,595.292	0.727
Total	34,070.349	0.809	32,595.292	0.727

Scope 3	2,865,344.568 (CO_2e)	2,616,545.379 (CO_2e)

1-1-2 Information of Greenhouse Gas Assurance

Providing the assurance status for the past two fiscal years as of the printing date of the annual report, including the scope of assurance, the institution of assurance, assurance criteria, and assurance opinion.

Scope 1	2022 Assurance Scope	2022 Assurance Institution	2022 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	852.718 tCO_2e (0.029%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.
	2023 Assurance Scope	2023 Assurance Institution	2023 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	827.640 tCO_2e (0.031%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.
Scope 2	2022 Assurance Scope	2022 Assurance Institution	2022 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	34,070.349 tCO_2e (1.175%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.
	2023 Assurance Scope	2023 Assurance Institution	2023 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	32,595.292 tCO_2e (1.230%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.
Scope 3	2022 Assurance Scope	2022 Assurance Institution	2022 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	2,865,344.568 tCO_2e (98.796%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.
	2023 Assurance Scope	2023 Assurance Institution	2023 Description of assurance status
	WISTRON CORPORATION	Bureau Veritas Certification (Taiwan) Co., Ltd	2,616,545.379 tCO_2e (98.739%) of the GHG emissions disclosed has gone through assurance engagement by assurance agency under assurance standards of ISO 14064-3:2019.

1-2 Greenhouse Gas Reduction Goals, Strategies, and Specific Action Plans

Explanation of the baseline year and its data for greenhouse gas reduction, reduction goals, strategies, and specific action plans, as well as the status of achieving the reduction goals.

1.The base year of absolute reduction of greenhouse gas emissions: 2022
2.Climate Change and Energy Management Target: Absolute greenhouse gas reduction of 13% compared to 2022
3.GHG reduction Strategies: 1. Improve energy efficiency; 2. Improve renewable energy consumption
4.Reduction Actions:
(1)Improvement of Energy Efficiency: Wistron is proactively driving actual carbon reduction in addition to increasing renewable energy use. We use low-carbon manufacturing processes, smart energy conservation technologies, and improvement of energy efficiency to achieve the goal of energy saving. The project is divided into six dimensions: air conditioning, air compressor, production, management, green lighting and others.
(2)Energy transformations: By continuously improving the utilization ratio of renewable energy, and also in line with the principle of "installing as much as possible", we aim to maximize the deployment of solar photovoltaic power, promote the procurement of renewable power purchase agreement (PPA), and further increase the proportion of renewable energy use through the purchase of green certificates (I-REC).
5.Climate-related targets:

Item \ Caption	Absolute reduction of greenhouse gas	Renewable energy consumption ratio
Target:Climate Change and Energy Management	Absolute reduction of greenhouse gas compared to 2022:-13%	Renewable energy consumption ratio: 65%
Activity covered	Same as the current year's sustainability report, and it is evaluated and verified by an independent and impartial third party.	
The scope of GHG Emissions	Scope 1+2	
Y23 achievement progress	-14.84%	66.47%

6.10 Assurance Statement

INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of WISTRON CORPORATION

Introduction and objectives of work

Bureau Veritas Certification Taiwan has been engaged by **WISTRON CORPORATION** to conduct an independent assurance of its **2023 Sustainability Report**. This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation in the **2023 Sustainability Report** are the sole responsibility of the management of **WISTRON CORPORATION**. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

Scope of work

The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard v3, Type 2 - AccountAbility Principles and Performance Information engaged. The scope of work included:

- Data and information included in **2023 Sustainability Report** for the **1st January, 2023 to 31st December, 2023**;
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported;
- Evaluation of the Report against the main principles of the AA1000 Accountability Principle (2018)[1]
  - Inclusivity
  - Materiality
  - Responsiveness
  - Impact
- Evaluation of the Report against the principles of Stakeholder Inclusiveness, Sustainability Context, Materiality, Completeness, Balance, Comparability, Accuracy, Timeliness, Clarity, and Reliability, as defined in the GRI Sustainability Reporting Standards.

The levels of assurance have been applied as High Level Assurance.

[1] Published by AccountAbility: The Institute of Social and Ethical Accountability
http://www.accountability.org

Methodology

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Interviews with relevant personnel of **WISTRON CORPORATION**;
2. Review of documentary evidence produced by **WISTRON CORPORATION**;
3. Review performance data listed in report with sampling basis;
4. Visits to 13 sites located in Taiwan (Taipei City, New Taipei City, Hsinchu City, Tainan City, Kaohsiung City), China (Chongqing City, Sichuan-Chengdu City, Jiangsu-Kunshan City, Guangdong-Zhongshan City), Maxico (Chihuahua-Juarez City), Malaysia (Pelabuhan Klang, Petaling Jaya) and Vietnam (Ha Nam-Duy Tien Town);
5. Review of **WISTRON CORPORATION** data and information systems for collection, aggregation, analysis and review.

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

The work was planned and carried out to provide reasonable, rather than absolute assurance and we believe it provides a reasonable basis for our conclusions.

Our findings

On the basis of our methodology and the activities described above, it is our opinion that:

- The information and data included in **2023 Sustainability Report** are accurate, reliable and free from material mistake or misstatement;
- The Report provides a fair representation of **WISTRON CORPORATION**'s activities over the reporting period;
- The information is presented in a clear, understandable and accessible manner, and allows readers to form a balanced opinion over **WISTRON CORPORATION**'s performance and status during the **1st January, 2023 to 31st December, 2023**;
- The Report properly reflects the organisation's alignment to and implementation of the AA1000 Assurance Standard v3 principles of Inclusivity, Materiality, Responsiveness and Impact in its operations. Further detail is provided below;
- **WISTRON CORPORATION** has established appropriate systems for the collection, aggregation and analysis of relevant information;

Alignment with the principles of AA1000 Accountability Principle (2018)

Inclusivity

WISTRON CORPORATION has processes in place for engaging with key stakeholders including socially responsible investors, clients, employees, supply chain and local community; and has undertaken a number of formal stakeholder engagement activities in 2023 covering a range of material topics such as Economic, Social and Environment.

Materiality

The Report addresses the range of environmental, social and economic issues of concern that **WISTRON CORPORATION** has identified as being of highest material importance. The identification of material topics has considered both internal assessments of risks and opportunities to the business, as well as stakeholders' views and concerns.

Responsiveness

WISTRON CORPORATION is responding to those issues it has identified as material and demonstrates this in its policies, objectives, indicators and performance targets. The reported information can be used by the organisation and its stakeholders as a reasonable basis for their opinions and decision-making.

Impact

WISTRON CORPORATION's management system can monitor, measure and be accountable for how their actions affect their broader ecosystems.

Report Structure

WISTRON CORPORATION does fully provide the information to achieve the GRI Standards and SASB in accordance, and the performance indices do correspond and can be cross referenced to the content of relevant GRI Standards and SASB.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements (expressions of opinion, belief, aim or future intention by **WISTRON CORPORATION**) and statements of future commitment.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with more than 195 years history in providing independent assurance services. Bureau Veritas 2023 full year revenues reached 5.9 billion euros. The Group's adjusted net profit for 2023 reached 930.2 million euros.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with **WISTRON CORPORATION**, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over years combined experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Bureau Veritas Certification Taiwan

3F-B, No. 16, Nanjing E. Rd., Sec. 4, Songshan District, Taipei 10553, Taiwan R.O.C.

23 May 2024

AA1000 Licensed Report 000-76/V3-R3QSB

Technical Reviewer: Lily Chuang Date: 23/May/2024

Lead Verifier: Date: 23/May/2024

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