

# **NEXTLINK TECHNOLOGY CO., LTD.**

## **2024 Annual Report**

Disclosed information can be found at:

<https://mops.twse.com.tw>

Corporate Website:

<https://www.nextlink.cloud>

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## **Chapter I. Letter to Shareholders**

Dear Shareholders:

### **I. Introduction**

Marking a new chapter in the company's development and after years of dedication and perseverance, on December 16, 2024, Nextlink was successfully listed on the Taipei Exchange. This listing represents a major milestone in the company's growth while serving as a starting point for its future journey. The Company has become an AWS Advanced Tier Services Partner and successfully developed the AICOM Cloud Intelligent Management Platform through years of experience and expertise in cloud technology. Enterprises can tackle complex cloud management challenges, including asset utilization, billing, and user access management, enabling them to achieve operational excellence through this platform. Further synergy was achieved by successfully launching the AICOM platform on the AWS Marketplace, opening the door to more collaborative opportunities.

Additionally, leveraging successes of its one-stop cloud solutions in Taiwan, Nextlink has extended this model to Hong Kong and more recently into overseas markets including Singapore and Malaysia. According to a Gartner report, generative AI is driving a surge in demand for public cloud services. With the global cloud industry continuing expanding—particularly in the fast-growing Southeast Asian market—Nextlink is confident for future business momentum.

### **II. Operating Results for 2024**

Nextlink recorded consolidated 2024 net revenue of NT\$4,002.787 million. Although customer composition has adjusted in light of operational optimization strategies, resulting in a 15.70% decline from the year prior, operating income reached NT\$155.267 million, reflecting a 35.92% year-on-year increase thanks to effective business adjustments and improvements. Net income after tax totaled NT\$123.037 million, demonstrating strong profitability and a 36.21% increase compared to the year before.

As for the company's industry certifications, following the end of 2023 award of Google Cloud Security Specialization, we were also awarded the AWS Managed Security Service Provider (MSSP) designation in 2024. These professional credentials enable Nextlink to deliver comprehensive cybersecurity services, assuring businesses erect a strong security infrastructure, support digital transformation, and operate securely in the cloud.

### **III. Future Corporate Development Strategy**

Looking ahead, the global economy continues to face multiple uncertainties, including U.S. government policies, worldwide central bank monetary strategies, and China's economic stimulus measures. Asian currencies are also under depreciation pressure due to a strong U.S. dollar, potentially presenting further challenges. With AI and emerging applications continuing to gain traction, as well as major investments including AWS's planned data center launch in Taiwan in 2025, Nextlink continues offering customized cloud solutions based on multi-cloud integration supporting digital transformation across diverse industries.

We will continue investing in forward-looking technologies and enhancing the AICOM intelligent cloud management platform and generative AI services to strengthen cloud adoption and user engagement across varied industries. Nextlink believes that through these efforts, we will create greater development opportunities and deliver increased value for our employees, shareholders, and society.

Lastly, on behalf of the company, we sincerely thank each and every shareholder for your continuing support and trust. We pledge to continue driving the company's market growth, actively embracing the digital era challenges, and moving steadily forward on the path toward sustainable development.

Wishing you good health and replete prosperity!

Chairman: Ching, Chee

General Manager: Kuan Sheng Ho

## Chapter II. Corporate Governance Report

### I. Information on Directors, General Manager, Deputy General Managers, Associate Managers, and Heads of Departments and Branches

#### (I) Directors and Supervisors

#### Information on Directors and Supervisors (I)

Unit: Shares; April 30, 2025

Title	Nationality/place of registration	Name	Gender Age	Date of election (appointment)	Term	Date first elected	Shares held when elected		Current shares held		Current shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Concurrent Positions Held in the Company and Other Companies	Other Executives, Directors, or Supervisors Who Are Spouse or Relatives within the Second Degree of Kinship			Remarks
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Chairman	R.O.C.	New Century InfoComm Tech Co., Ltd.	—	November 7, 2023	3 years	May 21, 2019	13,465,900	67.29%	12,737,907	57.64%	—	—	—	—	—	—	—	—	—	—
	R.O.C.	Representative: Chi Ching (Note 3)	Female 61-70	April 30, 2024	3 years	April 30, 2024	—	—	2,000	0.01%	—	—	—	—	Ph.D. in Management Information Systems, Purdue University, USA M.S. in Management Information Systems, University of South Carolina, USA B.A. in Business Administration (International Trade), National Taiwan University Vice President, Technology Development Division, AT&T	General Manager, Far EasTone Telecommunications Co., Ltd. Chairman and General Manager, Far Eastern Info Service (Holding) Ltd. Chairman, Arcoa Communication Co., Ltd. Chairman, Prime EcoPower Co., Ltd. Chairman, Yuanshi Digital Technology Co., Ltd. Chairman, IDEAWORKS Entertainment Co., Ltd. Chairman, Field Delivery Service Co., Ltd. Director and General Manager, New Century InfoComm Tech Co., Ltd. Director, Far Eastern Department Stores, Ltd. Director, Pacific SOGO Department Stores Co., Ltd. Director, Ding Ding Integrated Marketing Service Co., Ltd. Director, Far Eastern Electronic Toll Collection Co., Ltd. Director, FETC International Co, Ltd.				
Chairman	R.O.C.	New Century InfoComm Tech Co., Ltd.	—	November 7, 2023	3 years	May 21, 2019	13,465,900	67.29%	12,737,907	57.64%	—	—	—	—	—	—	—	—	—	—

Title	Nationality/place of registration	Name	Gender Age	Date of election (appointment)	Term	Date first elected	Shares held when elected		Current shares held		Current shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Concurrent Positions Held in the Company and Other Companies	Other Executives, Directors, or Supervisors Who Are Spouse or Relatives within the Second Degree of Kinship			Remarks
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Chairman	R.O.C.	Representative: Shih Yuan Tseng (Note 3)	Male 51-60	November 7, 2023	3 years	May 21, 2019	—	—	5,000	0.02%	—	—	—	—	M.S. in Industrial Engineering, Lehigh University, USA Executive Vice President, Ericsson Northeast Asia & General Manager, China Mobile National Business Unit General Manager, Ericsson Taiwan	Executive Deputy General Manager, Far EasTone Telecommunications Co., Ltd. Chairman and General Manager, Kgex.com Co., Ltd. Chairman, Information Security Service Digital United Inc. Chairman, Lentech Holdings Co., Limited (Cayman) Chairman, Digital United Information Technologies (Shanghai) Co., Ltd. Director, New Century InfoComm Tech Co., Ltd. Director, Sino Lead Enterprise Limited Director, Prime EcoPower Co., Ltd. Director, Field Delivery Service Co., Ltd. Manager, System Integration Branch, Far EasTone Telecommunications Co., Ltd. Manager, Kaohsiung Branch, Kgex.com Co., Ltd. Director, Microfusion (HK) Technology Co., Limited Director, Microfusion Technology (MY) Sdn. Bhd. Director, Nextlink (SG) Technology Pte. Ltd. Director, Far Eastern Electronic Toll Collection Co., Ltd. Director, FETC International Co, Ltd.				
Director	R.O.C.	New Century InfoComm Tech Co., Ltd.	—	November 7, 2023	3 years	May 21, 2019	13,465,900	67.29%	12,737,907	57.64%	—	—	—	—	—	—	—	—	—	—
	R.O.C.	Representative: Ho Yin Li	Female 51-60	November 7, 2023	3 years	May 21, 2019	—	—	2,000	0.01%	—	—	—	—	M.S. in Intellectual Property, John Marshall Law School, USA Vice President of Global Business, Telefonaktiebolaget LM Ericsson	Senior Deputy General Manager, Far EasTone Telecommunications Co., Ltd. Director, Kgex.com Co., Ltd. Director, Yuan Cing Co., Ltd. Director, Far EasTone Insurance Agency Co., Ltd. Director, IDEAWORKS Entertainment Co., Ltd. Director, Mission International Co., Ltd. Director, Microfusion Technology Co., Ltd. Director, Far Reach Entertainment Co., Ltd. Supervisor, New Diligent Limited	—	—	—	—
Director	R.O.C.	New Century InfoComm Tech Co., Ltd.	—	November 7, 2023	3 years	May 21, 2019	13,465,900	67.29%	12,737,907	57.64%	—	—	—	—	—	—	—	—	—	—

Title	Nationality/pl ace of registration	Name	Gender Age	Date of election (appointment)	Term	Date first elected	Shares held when elected		Current shares held		Current shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Concurrent Positions Held in the Company and Other Companies	Other Executives, Directors, or Supervisors Who Are Spouse or Relatives within the Second Degree of Kinship			Remarks
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
	R.O.C.	Representative: Hsiu Ying Lin	Female 61-70	November 7, 2023	3 years	May 21, 2019	—	—	2,000	0.01%	—	—	—	—	M.S. in Finance, University of Wisconsin, USA Manager, Vishay General Semiconductor Taiwan Ltd.	Chief Financial Officer & Executive Deputy General Manager, Far EasTone Telecommunications Co., Ltd. Chairman, Microfusion Technology Co., Ltd. Chairman, New Diligent Limited Director, Data Express Infotech Co., Ltd. Director, Far Eastern Info Service (Holding) Ltd. Director, Lemtech Holdings Co., Limited TAIWAN BRANCH (Cayman) Director, Far Reach Entertainment Co., Ltd. Supervisor, Yuanshi Digital Technology Co., Ltd. Supervisor, Arcoa Communication Co., Ltd. Supervisor, New Century InfoComm Tech Co., Ltd. Supervisor, Kgex.com Co., Ltd. Supervisor, Yuan Cing Co., Ltd. Supervisor, Information Security Service Digital United Inc. Supervisor, Prime EcoPower Co., Ltd. Supervisor, Digital United Information Technologies (Shanghai) Co., Ltd. Supervisor, Far EasTone Insurance Agency Co., Ltd. Supervisor, IDEAWORKS Entertainment Co., Ltd. Supervisor, Mission International Co., Ltd. Supervisor, Field Delivery Service Co., Ltd. Supervisor, Ding Ding Integrated Marketing Service Co., Ltd. Supervisor, Far Eastern Electronic Toll Collection Co., Ltd. Supervisor, FETC International Co, Ltd.	—	—	—	—
Director	British Virgin Islands	Avalion Enterprises Limited (British Virein Islands)	—	November 7, 2023	3 years	May 21, 2019	4,771,100	23.84%	4,443,093	20.10%	—	—	—	—	—		—	—	—	—



Title	Nationality/place of registration	Name	Gender Age	Date of election (appointment)	Term	Date first elected	Shares held when elected		Current shares held		Current shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Concurrent Positions Held in the Company and Other Companies	Other Executives, Directors, or Supervisors Who Are Spouse or Relatives within the Second Degree of Kinship			Remarks
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Director	R.O.C.	Representative: Kuan Sheng Ho	Male 51-60	November 7, 2023	3 years	November 7, 2023	—	—	1,500	0.01%	—	—	—	—	M.S. in IMBA, San Diego State University, USA Asia-Pacific Regional Manager, TILGIN AB (Sweden) Director of Sales Division, Anamo Microelectronics Inc.	General Manager, the Company Responsible Person, Avalon Enterprises Limited (British Virgin Islands) General Manager/Director, Microfusion Technology Co., Ltd. General Manager/Director, Nextlink (HK) Technology Co., Limited General Manager, Microfusion (HK) Technology Co., Limited Supervisor, Shanghai Naislink Information Technology Co., Ltd. General Manager/Director, Microfusion Technology (MY) Sdn. Bhd. General Manager/Director, Nextlink (SG) Technology Pte. Ltd. Director, Golden Peacock Industrial Co., Ltd. Chairman, Chinafortis Investment Co., Ltd.	—	—	—	—
Independent Director	R.O.C.	Yi Peng Shu	Male 61-70	November 7, 2023	3 years	November 7, 2023	—	—	—	—	—	—	—	—	M.S., Institute of Information Engineering, National Taiwan University B.S. in Electronic Engineering, St. John's University Executive Deputy General Manager, Information Technology Group, Far EasTone Telecommunications Co., Ltd. Deputy General Manager, KG Telecommunications Co., Ltd. Vice President, Network Communications Division, Citibank IT Manager, HP Taiwan Information Technology Co., Ltd. Information Engineer, Nan Shan Life Insurance Co., Ltd.	Honorary IT Consultant, Kindred Plus Philanthropic Foundation of Taipei	—	—	—	—
Independent Director	R.O.C.	Chih Hung Lu	Male 51-60	November 7, 2023	3 years	November 7, 2023	—	—	—	—	—	—	—	—	M.S. in Electronics, National Yang Ming Chiao Tung University B.S. in Electrical Engineering, Tatung University Corporate Consultant, CID Technology Co., Ltd. Executive Deputy General Manager, PixArt Imaging Inc. Director, King Yuan Electronics Co., Ltd. Director, Feature Integration Technology Inc. Independent Director, Hycon Technology Corporation Senior Consultant, IDC International Data Corporation		—	—	—	—

Title	Nationality/place of registration	Name	Gender Age	Date of election (appointment)	Term	Date first elected	Shares held when elected		Current shares held		Current shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Concurrent Positions Held in the Company and Other Companies	Other Executives, Directors, or Supervisors Who Are Spouse or Relatives within the Second Degree of Kinship			Remarks
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Independent Director	R.O.C.	Hui Ling Tsao	Female 61-70	November 2023	7, 3 years	November 7, 2023	—	—	—	—	—	—	—	—	Certified Public Accountant (CPA) of the Republic of China M.S., Institute of Accounting, National Chengchi University B.S. in Accounting, National Taiwan University Chief Consultant, Seeding Consulting Co., Ltd. Deputy General Manager & Chief Financial Officer, Arcoa Communication Co., Ltd. Finance Associate Manager, Far EasTone Telecommunications Co., Ltd. Division Director, Walsin Lihwa Corporation Manager, Deloitte Touche Tohmatsu Limited	Responsible Person, An Hui Management Consulting Co., Ltd.	—	—	—	—
Independent Director	R.O.C.	Shih Tz'u Pao (Note 4)	Male 61-70	June 17, 2024	2 years (Note 8)	June 17, 2024	—	—	—	—	—	—	—	—	M.S., New Jersey Institute of Technology, USA M.S., Institute of Health Policy and Management, National Taiwan University B.S. in Computer Science, Tamkang University Vice President/Chief Information Officer, Hon Hai Precision Industry Co., Ltd. Global Chief Information Officer, ASUSTeK Computer Inc. IT Division Director, Synnex Technology International Corporation (USA) IT Division Director, FIC America Corporation IT Manager, MiTAC-Synnex Group	Director, U-an Co., Ltd.	—	—	—	—

Note 1: If the Chairman of the Board and the General Manager (or equivalent highest-ranking executive) are the same individual, spouses, or first-degree relatives, the rationale, necessity, and mitigating measures (e.g., increasing the number of independent directors and ensuring a majority of directors do not concurrently serve as employees or managers) shall be explained. Current Status: No such circumstances exist.

Note 2: Share quantities are based on the shareholder register.

Note 3: Mr. Shih Yuan Tseng resigned as Chairman and Director of the Company on April 22, 2024, effective April 29, 2024.

At the Board of Directors meeting on April 30, 2024, Director Chi Ching was unanimously elected as Chairman of the Fourth Board of Directors, with her term commencing on April 30, 2024, and ending on November 6, 2026.

Note 4: Independent Director Shih Tz'u Pao was elected at the Annual Shareholders' Meeting on June 17, 2024, with his term commencing on June 17, 2024, and ending on November 6, 2026.

1. Major shareholders of the corporate shareholder

April 18, 2025

Name of corporate shareholder	Major shareholders of the corporate shareholder
New Century InfoComm Tech Co., Ltd.	Far EasTone Telecommunications Co., Ltd. (100%)
Avalion Enterprises Limited (British Virgin Islands)	Kuan Sheng Ho (80.0%), Kuan Ying Ho (10.0%), Chiang Pai Chuan (10.0%)

2. Major shareholders of corporate shareholders that are major shareholders of corporate shareholders

March 18, 2025

Name of corporation	Major shareholders of the corporation	Shareholding ratio
Far EasTone Telecommunications Co., Ltd.	Yuan Ding Investment Corporation	29.58%
	Cathay Life Insurance Co., Ltd.	4.63%
	Taishin International Commercial Bank Co., Ltd., as Custodian for the Cathay Taiwan High Dividend Umbrella Securities Investment Trust Fund - Taiwan ESG Sustainable High Dividend ETF Securities Investment Trust Fund Special Account	3.78%
	Taipei Fubon Commercial Bank Co., Ltd., in its capacity as the custodian of the segregated account for the Fuh Hwa Taiwan Technology Dividend ETF Securities Investment Trust Fund.	3.72%
	Bank of Taiwan, as Custodian for the Yuanta Taiwan High Dividend Low Volatility ETF Securities Investment Trust Fund Special Account	3.59%
	Shin Kong Life Insurance Co., Ltd.	3.37%
	Hon Hai Precision Industry Co., Ltd.	3.25%
	Chunghwa Post Co., Ltd.	2.47%
	Asia Cement Corporation	2.25%
	China Life Insurance Company Limited	1.53%

## Information on Directors and Supervisors (II)

### 1. Professional Qualifications of Directors and Supervisors, and Disclosure of Independence of Independent Directors:

Name	Criteria	Professional qualification and experience (Note 1)	Independence status (Note 2)	Number of independent director roles in other public companies
New Century InfoComm Tech Co., Ltd. Representative: Chi Ching (Note 3)		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Not applicable	0
New Century InfoComm Tech Co., Ltd. Representative: Shih Yuan Tseng (Note 3)		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Not applicable	0
New Century InfoComm Tech Co., Ltd. Representative: Ho Yin Li		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Not applicable	0
New Century InfoComm Tech Co., Ltd. Representative: Hsiu Ying Lin		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive financial accounting experience and corporate management expertise. No circumstances under Article 30 of the Company Act apply.	Not applicable	0
Avalon Enterprises Limited (British Virgin Islands) Representative: Kuan Sheng Ho		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Not applicable	0
Yi Peng Shu		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Independent Directors comply with the following criteria: ✓ Meet the requirements of Article 14-2 of the Securities and Exchange Act and the "Regulations Governing the Appointment and Compliance Matters of Independent Directors of Public Companies" issued by the Financial Supervisory Commission ✓ The individual, their spouse, and relatives within the second degree of kinship do not hold positions as directors, supervisors, or employees of the Company or its affiliates ✓ The individual (or through others), their spouse, and minor children do not hold shares in the Company ✓ No remuneration was received from the company or its affiliates for providing commercial, legal, financial, or accounting services in the past two years	0
Chih Hung Lu		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.		1 (Note 4)
Hui Ling Tsao		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive financial accounting and corporate management experience. No circumstances under Article 30 of the Company Act apply.		0
Shih Tz'u Pao (Note 5)		For academic and professional background, refer to Director Details on Pages 3-7. Possesses extensive financial accounting and corporate management experience. No circumstances under Article 30 of the Company Act apply.		0

Note 1: Professional qualification and experience: The professional qualifications and experience of each Director and Supervisor shall be specified. For members of the Audit Committee who possess accounting or financial expertise, their accounting/financial background and professional experience shall be explicitly detailed. It is also stated whether there are no cases under Article 30 of the Company Act.

Note 2: Independent Directors shall explicitly state their compliance with independence requirements, including but not limited to whether they, their spouses, or relatives within the second degree of kinship serve as directors, supervisors, or employees of the company or its affiliates; the number and proportion of shares held by themselves, their spouses, or relatives within the second degree of kinship (or through others' names); whether they serve as directors, supervisors, or employees of companies with specific relationships to the company (refer to Subparagraphs 5 to 8 of Paragraph 1, Article 3 of the Regulations Governing the Appointment and Compliance Matters of Independent Directors of Public Companies); and the amount of remuneration received from the company or its affiliates for commercial, legal, financial, or accounting services provided in the past two years.

Note 3: Mr. Shih Yuan Tseng resigned as Chairman and Director of the Company on April 22, 2024, effective April 29, 2024. At the Board of Directors meeting on April 30, 2024, Director Chi Ching was unanimously elected as Chairman of the Fourth Board of Directors, with her term commencing on April 30, 2024, and ending on November 6, 2026.

Note 4: Independent Director Chih Hung Lu resigned from his position as Independent Director of Hycon Technology Corporation on December 31, 2024.

Note 5: Independent Director Shih Tz'u Pao was elected at the Annual Shareholders' Meeting on June 17, 2024, with his term commencing on June 17, 2024, and ending on November 6, 2026.

## 2. Board Diversity and Independence

### (1) Board Diversity:

To strengthen the structure of the Board of Directors, the Company selects Board members by considering each individual Director's professional competencies and gender equality elements, ensuring diversity.

Item	Diversity policy objective	Achievement status
Professional competence	Possession of professional and industry-specific expertise in law, accounting, industry, finance, marketing, technology, or corporate operations, with at least one seat allocated to each domain to ensure complementary oversight and maximize shareholder value.	All eight Directors possess operational judgment, management, and crisis resolution capabilities, along with a strong global market perspective and leadership decision-making expertise. Two Directors specialize in accounting and financial analysis; six Directors possess in-depth industry-specific knowledge.
Gender equality	Female Directors shall account for no less than one-third of Board seats.	Four out of eight Directors (50%) are female.

The diversity of the Board members is detailed as follows:

Diversity criteria  Name	Basic composition								Professional competence and industry experience							
	Nationality	Gender	Employee status	Age			Tenure as independent director		Operational judgment	Accounting and financial analysis	Management expertise	Crisis management	Industry knowledge	Global market perspective	Leadership	Decision-making skills
				41-50	51-60	Over 60	Under 3 years	Over 3 years								
New Century InfoComm Tech Co., Ltd. Representative: Chi Ching	R.O.C.	Female	—	—	—	✓	—	—	✓	—	✓	✓	✓	✓	✓	✓
New Century InfoComm Tech Co., Ltd. Representative: Shih Yuan Tseng	R.O.C.	Male	—	—	✓	—	—	—	✓	—	✓	✓	✓	✓	✓	✓
New Century InfoComm Tech Co., Ltd. Representative: Ho Yin Li	R.O.C.	Female	—	—	✓	—	—	—	✓	—	✓	✓	✓	✓	✓	✓
New Century InfoComm Tech Co., Ltd. Representative: Hsiu Ying Lin	R.O.C.	Female	—	—	—	✓	—	—	✓	✓	✓	✓	✓	✓	✓	✓
Avalon Enterprises Limited (British Virgin Islands) Representative: Kuan Sheng Ho	R.O.C.	Male	✓	—	✓	—	—	—	✓	—	✓	✓	✓	✓	✓	✓
Yi Peng Shu	R.O.C.	Male	—	—	—	✓	✓	—	✓	—	✓	✓	✓	✓	✓	✓
Chih Hung Lu	R.O.C.	Male	—	—	✓	—	✓	—	✓	—	✓	✓	✓	✓	✓	✓
Hui Ling Tsao	R.O.C.	Female	—	—	—	✓	✓	—	✓	✓	✓	—	✓	✓	✓	✓
Shih Tz'u Pao	R.O.C.	Male	—	—	—	✓	✓	—	✓	—	✓	✓	✓	✓	✓	✓

(2) Independence of the Board:

A. Board structure:

The election and appointment procedures for the company's Directors are transparent and impartial, in compliance with the company's Articles of Incorporation, Director Election Regulations, Corporate Governance Best-Practice Principles, Regulations Governing the Appointment and Compliance Matters of Independent Directors of Public Companies, and Article 14-2 of the Securities and Exchange Act regarding the qualifications of Independent Directors. The current composition of the Board of Directors is structured as follows: four Independent Directors (50.0%); four Non-Independent Directors (50.0%), of which two are Directors holding managerial roles (25.0%) (one Chairman and one General Manager). Among the eight Directors of the current Board, four are female (50.0%), and one of the four Independent Directors is female.

B. Board independence:

To protect shareholder rights and uphold the principle of equitable treatment of shareholders, the company has established a fair, impartial, and transparent Director election process that encourages shareholder participation. A cumulative voting system is implemented in accordance with the Company Act to fully reflect shareholder opinions.

The eight Directors comply with Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act, ensuring that a majority of Directors are not spouses or second-degree relatives. No Director has been dismissed, and the Board maintains a minimum of five members. Pursuant to regulatory requirements, the company's Articles of Incorporation stipulate that Directors shall be elected through a nomination system. Candidates' qualifications, academic backgrounds, and professional experience are rigorously evaluated to confirm no circumstances under Article 30 of the Company Act apply, in accordance with Article 192-1 of the Company Act.

## (II) General Manager, Deputy General Managers, Associate Managers, and Heads of Departments/Branches

Unit: Shares; April 18, 2025

Title	Nationality	Name	Gender	Date of election (appointment)	Number of shares held		Shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Positions concurrently held in other companies	Managers who are spouses or within two degrees of kinship			Remarks
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
General Manager	R.O.C.	Kuan Sheng Ho	Male	October 16, 2006	92,500	0.42%	—	—	—	—	M.S. in International Business Administration, San Diego State University, USA Asia-Pacific Regional Manager, TILGIN AB (Sweden) Director of Sales Division, Analog Micro Electronics Inc.	Responsible Person, Avalon Enterprises Limited (British Virgin Islands) General Manager/Director, Microfusion Technology Co., Ltd. General Manager/Director, Nextlink (HK) Technology Co., Limited General Manager, Microfusion (HK) Technology Co., Limited Supervisor, Shanghai Naislink Information Technology Co., Ltd. General Manager/Director, Microfusion Technology (MY) Sdn. Bhd. General Manager/Director, Nextlink (SG) Technology Pte. Ltd. Director, Golden Peacock Industrial Co., Ltd. Chairman, Chinafortis Investment Co., Ltd.	—	—	—	—
Deputy General Manager of Technical Operations Center (Head of R&D and Chief Information Security Officer)	R.O.C.	Ching Yun Sung	Male	November 1, 2022	78,500	0.36%	—	—	—	—	Engineer at the Institute for Information Industry, Department of Mechanical Engineering, National Taipei University of Technology Associate Manager, Yi Syuan Internation Co., Ltd. Manager, Taiwan On Line Co., Ltd.	None	—	—	—	—
Deputy General Manager, Microfusion Taiwan Business Center (Note 5)	R.O.C.	Shih Pei Huang	Male	July 1, 2023	35,500	0.16%	—	—	—	—	Master of Business Administration, International University of Monaco International Trade Section, College of Business and Management, Tamkang University SalesForce Enterprise Account Director Deputy General Manager of Sales, SAP Sales Manager, HP	None	—	—	—	—
Deputy General Manager of Data Applications (Note 5)	R.O.C.	Kai Chuan Pan	Male	January 3, 2022	33,000	0.15%	—	—	—	—	MBA, University of San Francisco Chief Operating Officer, Common Health Magazine Amnet TW Head of Data Solutions Xaxis TW General Manager	None	—	—	—	—
Deputy General Manager of Forward-looking Office, General Manager's Office	R.O.C.	Lu Cheng Hsi Jui	Male	October 11, 2023	10,000	0.05%	—	—	—	—	Asset Management Institute, Chang Gung University Representative & Sr. Director of Engineering, Taiwan Kai Yi Technology Co., Ltd. Deputy General Manager of Product and Technology Development, Ray-Jay Big Data Technology Co., Ltd. Chief Technology Officer, Taroko Software Co., Ltd.	None	—	—	—	—
Deputy General Manager, Nextlink Taiwan and Southeast Asia Business Centers (Note 5)	Malaysia	Hao Wen Chen	Female	July 1, 2023	—	—	—	—	—	—	B.A. in Foreign Languages, National Taiwan University Deputy General Manager, 91APP (Taiwan) Business Director, Starpulse Corp Business Manager, SAP Senior Business Manager, IBM Business Manager, Microsoft	None	—	—	—	—

Title	Nationality	Name	Gender	Date of election (appointment)	Number of shares held		Shares held by spouse and minor children		Shares held under others' names		Major experience (education)	Positions concurrently held in other companies	Managers who are spouses or within two degrees of kinship			Remarks
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relation	
Deputy General Manager, Hong Kong Business Center	Hong Kong	Ying Tzu Yen	Female	July 6, 2020	—	—	—	—	—	—	University of Toronto, Bachelor of Science Cative, General Manager(Asia) Blue Umbrella Limited, General Manager Wisers Information Limited, Sales Manager	None	—	—	—	—
Chief Financial Officer & Accounting Supervisor, Finance Center	R.O.C.	Chia Ting Chang	Female	December 1, 2023	32,500	0.15%	—	—	—	—	Bachelor of Accounting, Department of Accounting, Soochow University Manager, Herong Intellectual Property Co., Ltd. Deputy Manager, CoreSolid Storage Corporation Deputy Manager, KPMG Certified Public Accountants	Chief Financial Officer, Hongting Technology Co., Ltd. Chief Financial Officer, Microfusion Technology Co., Ltd. Chief Financial Officer, Microfusion (HK) Technology Co., Limited Chief Financial Officer / Director / Legal Representative, Shanghai Naislink Information Technology Co., Ltd. Chief Financial Officer, Microfusion Technology (MY) Sdn. Bhd. Chief Financial Officer, Nextlink (SG) Technology Pte. Ltd.	—	—	—	—
Director of Management Center & Chief Sustainability Officer	R.O.C.	Shu Hui Ho	Female	November 4, 2024	96,900	0.44%	—	—	—	—	M.S. in Human Resource Management, National Sun Yat-sen University dentsu international HRBP Deputy Manager, Human Resources Division, Far EasTone Telecommunications Co., Ltd. HR Specialist, Yulon Motor Co., Ltd.	None	—	—	—	—
Senior Director, Marketing Center	R.O.C.	Wei Ta Cheng	Male	January 1, 2024	6,000	0.03%	—	—	—	—	Department of Electrical Engineering, China University of Science and Technology Data.AI, Territory Director GCR (Greater China Region) Critero, Managing Director GCR (Greater China Region) Adobe, Managing Director of Ad cloud GCR (Greater China Region)	None	—	—	—	—
Audit Officer	R.O.C.	Yi Lin Liang	Female	June 19, 2024	5,000	0.02%	—	—	—	—	B.S. in Accounting, National Taipei University Audit Manager, Comet Group Deputy Manager, PwC Taiwan	None	—	—	—	—
Corporate Governance Officer	R.O.C.	Ching Yi Hsieh	Female	June 19, 2024	1,000	—	100	0.00%	—	—	B.S. in Business Administration, Shih Hsin University Audit Supervisor, Planet Technology Corporation	None	—	—	—	—

Note 1: Share quantities are based on the shareholder register.

Note 2: Information regarding General Manager, Deputy General Manager, Assistant Vice Presidents and managers of departments and branches, or equivalent positions shall be disclosed regardless of the job titles.

Note 3: Professional experience relevant to the current role shall be disclosed. If an individual previously held a position at an auditing CPA firm or a related enterprise during the aforementioned period, the title and responsibilities of such position shall be specified.

Note 4: If the General Manager (or equivalent highest-ranking executive) and the Chairman are the same individual, spouses, or first-degree relatives, the reasons for such circumstances, their rationale, necessity, and corresponding mitigating measures (e.g., increasing the number of Independent Directors and ensuring that a majority of Directors do not concurrently serve as employees or managers) shall be disclosed in detail.

Note 5: To align with organizational restructuring and optimize talent allocation, the Company terminated the managerial appointments of Hao Wen Chen, Shih Pei Huang, and Kai Chuan Pan effective January 1, 2025.



## II. Remuneration for Directors, General Manager, and Deputy General Managers in the Most Recent Year

### Remuneration for Directors, General Manager, and Deputy General Managers

#### (I) Remuneration paid to Directors (including Independent Directors)

December 31, 2024; Unit: NT\$ thousand

Title	Name	Remuneration for directors								Ratio of total remuneration (A+B+C+D) and as a % of Net Income		Relevant remuneration received by directors who are also employees								Ratio of total remuneration (A+B+C+D+E+F+G) and as a % of net income		Compensation paid to directors from non-consolidated entities (H)
		Base remuneration (A)		Severance pay (B)		Directors remuneration(C)		Business execution expenses (D)				Salary, bonuses, and allowances (E)		Severance pay (F)		Employee remuneration (G)						
		The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company consolidated entities		Cash	Stock	The Company	From all consolidated entities	
Corporate Chairman	Representative of New Century InfoComm Tech Co., Ltd.: Chi Ching (Note 1)	—	—	—	—	516	516	—	—	516 0.42%	516 0.42%	5,293	5,293	108	108	5	—	5	—	5,922 4.81%	5,922 4.81%	—
Corporate Chairman	Representative of New Century InfoComm Tech Co., Ltd.: Shih Yuan Tseng (Note 1)																					
Corporate Director	Representative of New Century InfoComm Tech Co., Ltd.: Hsiu Ying Lin																					
Corporate Director	Representative of New Century InfoComm Tech Co., Ltd.: Ho Yin Li																					
Corporate Director	Representative of Avalion Enterprises Limited (British Virgin Islands): Kuan Sheng Ho																					
Independent Director	Hui Ling Tsao	2,149	2,149	—	—	—	—	45	45	2,194 1.78%	2,194 1.78%	—	—	—	—	—	—	—	—	2,194 1.78%	2,194 1.78%	—
	Yi Peng Shu																					
	Chih Hung Lu																					
	Shih Tz'u Pao (Note 2)																					
Please specify the compensation policy, system, standards and structure for independent directors, and explain the correlation between their compensation amounts and factors including their responsibilities, risks assumed, and time commitment. The determination of such compensation considers not only the company's overall operational performance, future operational risks and development trends of the industry, but also individual performance and contribution to the company's performance. The performance evaluation and reasonableness of compensation are reviewed and approved by the Compensation Committee and Board of Directors. The compensation system is continuously reviewed and adjusted according to actual operating conditions and relevant regulations to achieve a balance between the company's sustainable operations and risk management. Except as disclosed in the above table, remuneration received by the Company's Directors during the most recent fiscal year for services provided to all companies within the financial reports (e.g., serving as a non-employee consultant for parent companies, entities within the financial reports, or investees): None.																						

Note 1: Mr. Shih Yuan Tseng resigned as Chairman and Director of the Company on April 22, 2024, effective April 29, 2024. At the Board of Directors meeting on April 30, 2024, Director Chi Ching was unanimously elected as Chairman of the Fourth Board of Directors, with her term commencing on April 30, 2024, and ending on November 6, 2026.

Note 2: Independent Director Shih Tz'u Pao was elected at the Annual Shareholders' Meeting on June 17, 2024, with his term commencing on June 17, 2024, and ending on November 6, 2026.

Table of Remuneration Ranges

Remuneration ranges for the directors of the Company	Director's name			
	Total amount of the first four remunerations (A+B+C+D)		Total amount of the first seven remunerations (A+B+C+D+E+F+G)	
	The Company	From all consolidated entities	The Company	From all consolidated entities
Less than NT\$1,000,000	Chi Ching, Shih Yuan Tseng, Ho Yin Li, Hsiu Ying Lin, Kuan Sheng Ho, Hui Ling Tsao, Yi Peng Shu, Chih Hung Lu, Shih Tz'u Pao	Chi Ching, Shih Yuan Tseng, Ho Yin Li, Hsiu Ying Lin, Kuan Sheng Ho, Hui Ling Tsao, Yi Peng Shu, Chih Hung Lu, Shih Tz'u Pao	Chi Ching, Shih Yuan Tseng, Ho Yin Li, Hsiu Ying Lin, Hui Ling Tsao, Yi Peng Shu, Chih Hung Lu, Shih Tz'u Pao	Chi Ching, Shih Yuan Tseng, Ho Yin Li, Hsiu Ying Lin, Hui Ling Tsao, Yi Peng Shu, Chih Hung Lu, Shih Tz'u Pao
NT\$1,000,000 (inclusive) to 2,000,000 (exclusive)	—	—	—	—
NT\$2,000,000 (inclusive) to 3,500,000 (exclusive)	—	—	—	—
NT\$3,500,000 (inclusive) to 5,000,000 (exclusive)	—	—	—	—
NT\$5,000,000 (inclusive) to NT\$10,000,000 (exclusive)	—	—	Kuan Sheng Ho	Kuan Sheng Ho
NT\$10,000,000 (inclusive) to NT\$15,000,000 (exclusive)	—	—	—	—
NT\$15,000,000 (inclusive) to NT\$30,000,000 (exclusive)	—	—	—	—
NT\$30,000,000 (inclusive) to NT\$50,000,000 (exclusive)	—	—	—	—
NT\$50,000,000 (inclusive) to NT\$100,000,000 (exclusive)	—	—	—	—
NT\$100,000,000 and above	—	—	—	—
Total	9 persons	9 persons	9 persons	9 persons

(II) Remuneration for General Manager and Deputy General Managers

Unit: NT\$ thousand

Title	Name	Salary (A)		Severance pay (B)		Bonus and allowance (C)		Employee remuneration (D)				Ratio of total remuneration (A+B+C+D) and as a % of net income (%)		Compensati on paid to directors from non-consolidated entities
		The Company	From all consolidated entities	The Company	From all consolidated entities	The Company	From all consolidated entities	The Company		From all consolidated entities		The Company	From all consolidated entities	
								Cash	Stock	Cash	Stock			
General Manager	Kuan Sheng Ho	18,334	23,607	648	725	4,742	6,405	136	—	136	—	23,860 19.39%	30,873 25.09%	—
Deputy General Manager	Ching Yun Sung													
Deputy General Manager	Shih Pei Huang													
Deputy General Manager	Kai Chuan Pan													
Deputy General Manager	Hao Wen Chen													
Deputy General Manager	Lu Cheng Hsi Jui													
Deputy General Manager	Ying Tzu Yen													

Table of Remuneration Ranges

Range of remuneration paid to the general manager and deputy general managers of the Company	Names of general manager and deputy general managers	
	The Company	From all consolidated entities
Less than NT\$1,000,000	—	—
NT\$1,000,000 (inclusive) to 2,000,000 (exclusive)	—	—
NT\$2,000,000 (inclusive) to 3,500,000 (exclusive)	Ching Yun Sung, Kai Chuan Pan	Ching Yun Sung, Kai Chuan Pan
NT\$3,500,000 (inclusive) - NT\$5,000,000 (exclusive)	Shih Pei Huang, Hao Wen Chen, Lu Cheng Hsi Jui	Shih Pei Huang, Hao Wen Chen, Lu Cheng Hsi Jui
NT\$5,000,000 (inclusive) to NT\$10,000,000 (exclusive)	Kuan Sheng Ho	Kuan Sheng Ho, Ying Tzu Yen
NT\$10,000,000 (inclusive) to NT\$15,000,000 (exclusive)	—	—
NT\$15,000,000 (inclusive) to NT\$30,000,000 (exclusive)	—	—
NT\$30,000,000 (inclusive) to NT\$50,000,000 (exclusive)	—	—
NT\$50,000,000 (inclusive) to NT\$100,000,000 (exclusive)	—	—
NT\$100,000,000 and above	—	—
Total	6 people	7 people

(III) Employees remuneration paid to executive officers

Unit: NT\$ thousand  
December 31, 2024

	Title	Name	Stock	Cash	Total	Ratio of the sum to the net profit after tax (%)
Manager	General Manager	Kuan Sheng Ho	—	147	147	0.12%
	Deputy General Manager	Ching Yun Sung				
	Deputy General Manager	Shih Pei Huang				
	Deputy General Manager	Kai Chuan Pan				
	Deputy General Manager	Hao Wen Chen				
	Deputy General Manager	Lu Cheng Hsi Jui				
	Deputy General Manager	Ying Tzu Yen				
	Chief Financial Officer & Accounting Supervisor	Chia Ting Chang				
	Chief Sustainability Officer	Shu Hui Ho				
	Corporate Governance Officer	Ching Yi Hsieh				

(IV) Compare and explain the analysis of the ratio of total compensation paid by the Company and all consolidated entities to the Company's directors, supervisors, general manager, and deputy general managers over the past two fiscal years relative to individual post-tax net profit; and clarify the compensation payment policies, criteria and structure, remuneration determination procedures, and their correlation with operational performance and future risks:

1. Analysis of the ratio of remuneration paid to directors, supervisors, general managers and deputy general managers of the Company relative to individual net profit (loss) after tax in the last two years

Item \ Year	Ratio of total compensation to net profit after tax (loss)			
	2023		2024	
	The Company	From All Consolidated Entities	The Company	From All Consolidated Entities
Director	8.22%	8.22%	6.60%	6.60%
Supervisor	—	—	—	—
General Manager and Deputy General Managers	25.79%	31.45%	19.39%	25.09%

2. Policies, standards, structure, and procedures for determining compensation, as well as the correlation between compensation, operational performance, and future risks

- (1) The review of the Company's compensation standards and system is primarily based on the Company's overall operational conditions, with compensation standards determined by performance achievement rates and contributions to enhance organizational efficiency.
- (2) The Company integrates managerial performance objectives with risk management to ensure risks within the scope of responsibilities are managed and mitigated. Performance evaluations are linked to human resource policies and compensation frameworks based on actual results. Key decisions by the Company's management are made after balancing various risk factors, with the outcomes of such decisions reflected in the Company's profitability.

### III. Corporate Governance Implementation

#### (I)

#### 1. Board of Directors' meetings

The Board of Directors held 8 meetings (A) in the most recent year (2024) with the attendance of directors and supervisors as follows:

Title	Name	Attendance in person (B)	Attendance by proxy	Actual attendance rate (%) [B/A]	Remarks
Chairman	Legal representative of New Century InfoComm Tech Co., Ltd.: Chi Ching (Note)	6	0	100%	The 4th Term of Directors
Director	Legal representative of New Century InfoComm Tech Co., Ltd.: Shih Yuan Tseng (Note)	2	0	100%	The 3rd Term of Directors
Director	Legal representative of New Century InfoComm Tech Co., Ltd.: Ho Yin Li	8	0	100%	The 3rd & 4th Term of Directors
Director & General Manager	Representative of Avalion Enterprises Limited (British Virgin Islands): Kuan Sheng Ho	8	0	100%	The 3rd & 4th Term of Directors
Director	Legal representative of New Century InfoComm Tech Co., Ltd.: Hsiu Ying Lin	8	0	100%	The 4th Term of Directors
Independent Director	Yi Peng Shu	8	0	100%	The 4th Term of Independent Director
Independent Director	Chih Hung Lu	7	1	87.5%	The 4th Term of Independent Director
Independent Director	Hui Ling Tsao	8	0	100%	The 4th Term of Independent Director
Independent Director	Shih Tz'u Pao (Note)	5	0	100%	The 4th Term of Independent Director

Notes: 3rd Term Tenure: June 23, 2022 to June 22, 2025 (elected at the Shareholders' Meeting on June 23, 2022).

4th Term Tenure: November 7, 2023 to November 6, 2026 (elected at the Extraordinary Shareholders' Meeting on November 7, 2023).

Mr. Shih Yuan Tseng resigned as Chairman and Director of the Company on April 22, 2024, effective April 29, 2024.

At the Board of Directors meeting on April 30, 2024, Director Chi Ching was unanimously elected as Chairman of the Fourth Board of Directors, with her term commencing on April 30, 2024, and ending on November 6, 2026.

Independent Director Shih Tz'u Pao was elected at the Annual Shareholders' Meeting on June 17, 2024, with his term commencing on June 17, 2024, and ending on November 6, 2026.

Other mentionable items:

- I. If any of the following circumstances apply to the Board's operations, the date and session of the Board meeting, proposal content, opinions of all independent directors, and the Company's handling of such opinions shall be disclosed:
  - (I) Matters specified in Article 14-3 of the Securities and Exchange Act: None.
  - (II) Other Board resolutions opposed or reserved by independent directors with recorded or written statements (excluding the aforementioned matters): The Company has no such instances.
- II. In the implementation of a director's recusal for being an interested party in a proposal, the director's name, the proposal content, the recusal reasons and his or her participation in voting should be stated:
  - (I) During the 3rd Meeting of the 4th Term Board of Directors, the proposal to revise the Company's Director Remuneration Management Policy involved conflicts of interest for Independent Directors Ms. Hui Ling Tsao, Mr. Yi Peng Shu, and Mr. Chih Hung Lu, who recused themselves from discussion and voting. The proposal was unanimously approved by the remaining attending directors.

For the Company's Manager Remuneration Management Policy and the Proposal on Granting Fixed Remuneration to Current Managers, Director Mr. Kuan Sheng Ho (concurrently serving as General Manager) had a conflict of interest and recused himself from discussion and voting. The proposal was unanimously approved by all attending directors.
  - (II) During the 4th Meeting of the 4th Term Board of Directors, the proposal to lift non-compete restrictions for managers and the manager bonus proposal involved a conflict of interest for Director Mr. Kuan Sheng Ho (concurrently serving as General Manager), who recused himself from discussion and voting. The proposals were unanimously approved by all other attending directors.
  - (III) During the 5th Meeting of the 4th Term Board of Directors, the proposal to lift non-compete restrictions for directors involved a conflict of interest for Chairman Ms. Chi Ching, who recused herself from voting. The proposal was unanimously approved by all attending directors.
  - (IV) During the 6th Meeting of the 4th Term Board of Directors, the Company's proposal on performance bonus for managers involved a conflict of interest for Director Mr. Kuan Sheng Ho (concurrently serving as General Manager), who recused himself. The proposal was unanimously approved by the remaining attending directors.
  - (V) During the 9th Meeting of the 4th Term Board of Directors, the proposal to appoint Sustainability Committee members and Chief Sustainability Officer involved Director Mr. Kuan Sheng Ho recommending Independent Directors Mr. Shih Tzu Pao, Mr. Chih Hung Lu, and Ms. Shu Hui Ho as Sustainability Committee members, with Ms. Shu Hui Ho nominated as Chief Sustainability Officer. Director Ms. Ho Yin Li seconded the motion. Independent Directors Mr. Shih Tzu Pao and Mr. Chih Hung Lu (via proxy authorization to Director Ms. Hui Ling Tsao) and Ms. Shu Hui Ho recused themselves due to conflicts of interest. The proposal was unanimously approved by the remaining attending directors to appoint Independent Directors Mr. Shih Tzu Pao, Mr. Chih Hung Lu, and Ms. Shu Hui Ho as Sustainability Committee members, with Ms. Shu Hui Ho as Chief Sustainability Officer.
- III. Listed companies shall disclose information such as the evaluation cycle and period, assessment scope, methodology, and content of the Board of Directors' self-/peer evaluations: For details, refer to the implementation status of evaluations for the Board of Directors and functional committees.

IV. Evaluation of the objective for enhancing the functions of the Board of Directors (establishing an Audit Committee, enhancing information transparency, etc.) and its implementation in the current year and the most recent year.

- (I) The Company's Board of Directors fully adheres to a diversity policy, with a specific emphasis on gender equality. The target ratio for female directors is no less than one-third of the total board seats. In terms of professional expertise, members possess complementary qualifications in business, legal affairs, finance, accounting, or other fields critical to the Company's operations. For details on the Board's diversity outcomes, refer to Page X.
- (II) The Company maintains annual liability insurance for directors, supervisors, and key personnel. On October 3, 2024, the Board of Directors reviewed the insurance coverage status, ensuring that directors and supervisors can fulfill their oversight and governance responsibilities without concerns.
- (III) To enhance information transparency, the Company established an Audit Committee in 2023 and replaced the Board of Supervisors with the Audit Committee following the reelection of directors and supervisors on November 17, 2023.
- (IV) In 2023, the Company established a Compensation Committee in accordance with Paragraph 1, Article 7 of the "Compensation Committee Procedures": "The Committee shall exercise fiduciary duty to faithfully perform the following responsibilities and submit recommendations to the Board of Directors for discussion:
  - (1) Formulate and periodically review policies, systems, standards, and structures for performance evaluations and remunerations for directors and managers.
  - (2) Periodically assess and determine the remunerations for directors and managers." After thorough discussions on performance evaluations of individual directors and managers, the proposals are submitted to the Board of Directors for approval.
- (V) The Company established a Sustainability Committee in 2024. Pursuant to Article 4 of the "Sustainability Committee Procedures", the Committee shall consist of no fewer than three members appointed by the Board of Directors through resolution. Members must possess professional knowledge and expertise in corporate sustainability, and at least one director shall oversee its operations. The Committee may establish dedicated or part-time units for sustainability management based on the Company's scale, industry characteristics, or other considerations for sound sustainability management practices. Additionally, a senior manager may be designated as Chief Sustainability Officer to ensure the effective implementation of the Company's sustainability initiatives. Per Article 5, the term of Committee members shall align with the tenure of the Board of Directors and may be reappointed. As the tenure of the 4th Term Board of Directors expires on November 6, 2026, the term of the inaugural Sustainability Committee members will concurrently conclude on the same date.



## 2. Board of Directors and Evaluation of the Implementation by Each Functional Committee

Evaluation scope	Evaluation method	Evaluation period	Evaluation content	Evaluation results
Full Board	Self-assessment by the Board	January 1, 2024 to December 31, 2024	Performance evaluation metrics for the Board of Directors: <ol style="list-style-type: none"> <li>Degree of participation in company operations.</li> <li>Enhancement of the Board's decision-making quality.</li> <li>Composition and structure of the Board.</li> <li>Election and continuing education of directors.</li> <li>Internal control.</li> </ol>	Implementation status: Results reported to the 11th meeting of the 9th Board of Directors on February 26, 2025. Implementation results: <ol style="list-style-type: none"> <li>Total questions 41 / Average score 4.9 / Overall rating: "Excellent (Agree)".</li> <li>The evaluation rating principles are defined as follows:                5: Outstanding (Strongly Agree)                4: Excellent (Agree)                3: Moderate (Neutral)                2: Poor (Disagree)                1: Very Poor (Strongly Disagree)</li> </ol>
Individual Board Members	Self-assessment by the Directors	January 1, 2024 to December 31, 2024	Performance evaluation metrics for Board Members: <ol style="list-style-type: none"> <li>Understanding of the Company's goals and tasks.</li> <li>Directors' awareness of duties.</li> <li>Degree of participation in company operations.</li> <li>Management of internal relationships and communication.</li> <li>Professionalism and continuing education of directors.</li> <li>Internal control.</li> </ol>	Implementation status: Results reported to the 11th meeting of the 9th Board of Directors on February 26, 2025. Implementation results: <ol style="list-style-type: none"> <li>Total questions 23 / Average score 4.98 / Overall rating: "Excellent (Agree)".</li> <li>The evaluation rating principles are defined as follows:                5: Outstanding (Strongly Agree)                4: Excellent (Agree)                3: Moderate (Neutral)                2: Poor (Disagree)                1: Very Poor (Strongly Disagree)</li> </ol>
Audit Committee	Self-assessment by the Board	January 1, 2024 to December 31, 2024	Performance evaluation metrics for the Audit Committee: <ol style="list-style-type: none"> <li>Degree of participation in company operations.</li> <li>Awareness of functional committee responsibilities.</li> <li>Enhancement of functional committee decision-making quality.</li> <li>Composition and member selection of functional committees.</li> <li>Internal control.</li> </ol>	Implementation status: Results reported to the 11th meeting of the 9th Board of Directors on February 26, 2025. Implementation results: <ol style="list-style-type: none"> <li>Total questions 22 / Average score 5 / Overall rating: "Outstanding (Strongly Agree)".</li> <li>The evaluation rating principles are defined as follows:                5: Outstanding (Strongly Agree)                4: Excellent (Agree)                3: Moderate (Neutral)                2: Poor (Disagree)                1: Very Poor (Strongly Disagree)</li> </ol>
Compensation Committee	Self-assessment by the Board	January 1, 2024 to December 31, 2024	Performance evaluation metrics for the Compensation Committee: <ol style="list-style-type: none"> <li>Degree of participation in company operations.</li> <li>Awareness of functional committee responsibilities.</li> </ol>	Implementation status: Results reported to the 11th meeting of the 9th Board of Directors on February 26, 2025. Implementation results: <ol style="list-style-type: none"> <li>Total questions 22 / Average score 5 / Overall rating:</li> </ol>

Evaluation scope	Evaluation method	Evaluation period	Evaluation content	Evaluation results
			3. Enhancement of functional committee decision-making quality. 4. Composition and member selection of functional committees. 5. Internal control.	"Outstanding (Strongly Agree)". (2) The evaluation rating principles are defined as follows: 5: Outstanding (Strongly Agree) 4: Excellent (Agree) 3: Moderate (Neutral) 2: Poor (Disagree) 1: Very Poor (Strongly Disagree)

(II) The operation of the Audit Committee or the participation of supervisors in the operation of the board of directors

The Company underwent a board and supervisor reshuffle on November 7, 2023, establishing an Audit Committee to replace the supervisors. The Company's Audit Committee is composed of four independent directors. It conducts quarterly reviews of the implementation of internal control systems, internal audits, and significant financial/business activities, and engages with certified public accountants (CPAs) to oversee corporate operations and risk management.

The Audit Committee held 7 meetings (A) in the most recent year (2024) with the attendance of independent directors as follows:

Title	Name	Attendance in person (B)	Attendance by proxy	Actual attendance rate (%) (B/A)	Remarks
Independent Director	Hui Ling Tsao	7	0	100%	None
Independent Director	Yi Peng Shu	7	0	100%	
Independent Director	Chih Hung Lu	6	1	85.71%	
Independent Director	Shih Tz'u Pao	4	0	100%	

Explanation: Independent Director Shih Tz'u Pao was elected at the Annual Shareholders' Meeting on June 17, 2024, with his term commencing on June 17, 2024, and ending on November 6, 2026.

Other mentionable items:

I. If the operation of the Audit Committee is under any of the following circumstances, the date, term, proposal content, all independent directors' dissented opinions, qualified opinion, or material suggestion content, the resolution of the Audit Committee, and the Company's handling of their opinions should be described.

(I) Matters specified in Article 14-5 of the Securities and Exchange Act.

The Company held a total of 7 Audit Committee meetings in 2024:

Audit Committee meeting dates (Session)	Motion content	Dissenting opinions, reservations, or major recommendations from independent directors	Audit Committee resolutions	The Company's handling of Audit Committee member opinions
The 2nd meeting of the 1st Term March 13, 2024	<p>Discussion:</p> <ol style="list-style-type: none"> <li>1. Review of the Company's 2023 Q4 internal audit report</li> <li>2. Review of the Company's 2023 annual business report</li> <li>3. Review of the Company's 2023 consolidated financial statements and individual financial statements</li> <li>4. Proposal for the Company's 2023 profit distribution</li> <li>5. Proposal to establish the Company's "pre-approval review procedures for non-assurance services provided by auditing CPAs"</li> <li>6. Evaluation of the Company's 2024 audit engagement, remuneration, professional competence, independence, and performance assessment of auditing CPAs</li> <li>7. Review of the Company's 2024 annual budget proposal</li> <li>8. Assessment of the effectiveness of the Company's 2023 internal control system and the "internal control system statement"</li> </ol>	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 3rd Meeting of the 1st Term April 30, 2024	<p>Discussion:</p> <ol style="list-style-type: none"> <li>1. Proposal to amend the Company's "Internal Control System"</li> <li>2. Proposal to establish the Company's "Board Performance Evaluation Procedures"</li> <li>3. Proposal to establish the Company's "Standard Operating Procedures for Handling Director Requests"</li> <li>4. Proposal to establish the Company's "Operating Guidelines for Financial and Business Interactions Between Related Parties"</li> <li>5. Proposal to establish the Company's "Corporate Governance Practice Code"</li> <li>6. Proposal to establish the Company's "Sustainable Development Practice Code"</li> </ol>	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 4th Meeting of the 1st Term May 28, 2024	<p>Discussion:</p> <p>Proposal to lift restrictions on directors' non-compete obligations</p>	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 5th Meeting of the 1st Term June 19, 2024	<p>Discussion:</p> <ol style="list-style-type: none"> <li>1. Appointment of the Company's internal audit supervisor</li> <li>2. Review of the Company's 2024 Q1 consolidated financial statements</li> <li>3. Approval of the 2024 Q3 and Q4 consolidated financial forecasts for the Company's application for OTC listing</li> <li>4. Proposal to amend the Company's "Internal Control System"</li> <li>5. Proposal to issue the "Internal Control System Statement" for the period from April 1, 2023, to March 31, 2024</li> </ol>	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 6th Meeting of the 1st Term August 5, 2024	<p>Discussion:</p> <p>Review of the Company's 2024 Q2 consolidated financial statements</p>	No dissenting opinions	Unanimously approved by all attending members	No such circumstances

The 7th Meeting of the 1st Term October 3, 2024	Discussion: Proposal for the Company's initial public offering (IPO) and cash capital increase through new share issuance with public underwriting	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 8th Meeting of the 1st Term November 4, 2024	Discussion: 1. Review of the Company's 2024 Q3 consolidated financial statements 2. Proposal to amend and establish the Company's "Internal Control System" 3. Proposal for the Company's 2025 internal audit plan 4. Proposal to amend the Company's "Audit Committee Organization Regulations"	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
All the aforementioned proposals were thoroughly discussed by the Committee members and unanimously approved by all members for submission to the Board of Directors. The proposals were passed as proposed in accordance with the opinions of the independent directors. Furthermore, there were no matters listed under Article 14-5 of the Securities and Exchange Act or any other resolutions that were approved by a two-thirds majority of all directors without prior approval from the Audit Committee.				
<p>(II) In addition to the foregoing matters, other resolutions that have not been approved by the Audit Committee but have been consented to by more than two-thirds of all directors: There is no such situation in the Company.</p> <p>II. For the implementation of independent directors' recusal from interested party motions, the following shall be stated: the names of independent directors, the content of the motions, the reasons for recusal, and the voting participation: The Company held a total of 7 Audit Committee meetings in 2024: None of the motions involved the interests of independent directors, so no recusal was required, and all motions were approved without objection by all independent directors.</p> <p>III. Communication between independent directors and the internal audit supervisor and auditors (should include major matters, methods, and results of communications regarding the Company's financial and business conditions):</p>				

### Communication between independent directors and CPAs

Date	Communication methods	Communication matters	Communication results
March 13, 2024	CPAs and Audit Committee	Annual audit report and legal updates	Independent directors have no objections to the CPAs' explanations
November 4, 2024	CPAs and Audit Committee	Review risk assessment and key audit matters	Independent directors have no objections to the CPAs' explanations

### Communication between independent directors and internal audit supervisors

Date	Communication methods	Communication matters	Communication results
March 13, 2024	Audit Committee	Report on the Implementation Status of the Audit Plan for Q4 of Fiscal Year 2023	The independent directors raised no objections to the report on the implementation status of the audit
June 19, 2024	Audit Committee	Report on the Implementation Status of the Audit Plan for Q1 of Fiscal Year 2024	The independent directors raised no objections to the report on the implementation status of the audit
August 5, 2024	Audit Committee	Report on the Implementation Status of the Audit Plan for Q2 of Fiscal Year 2024	The independent directors raised no objections to the report on the implementation status of the audit
November 4, 2024	Audit Committee	Report on the Implementation Status of the Audit Plan for Q3 of Fiscal Year 2024	The independent directors raised no objections to the annual audit plan
November 4, 2024	Audit Committee	2025 Annual Audit Plan	The independent directors raised no objections to the annual audit plan

(III) The Company's implementation of corporate governance and the differences from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reason

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
I. Has the Company established and disclosed the Corporate Governance Best-Practice Principles based on "Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies"?	√		The Company has adopted the "Corporate Governance Best-Practice Code" through a resolution by the Board of Directors. This code is publicly disclosed on the Company's website ( <a href="https://www.nextlink.cloud/investor-center/company-management/">https://www.nextlink.cloud/investor-center/company-management/</a> ) under "Corporate Governance Key Regulations" and on the Market Observation Post System (MOPS).	None
II. Shareholding structure & shareholders' rights				
(I) Has the Company established an internal operating procedure to deal with shareholders' suggestions, doubts, disputes and litigations, and implement based on the procedure?	√		The Company has established the "Corporate Governance Best-Practice Code" and the "Procedures for Handling Material Inside Information and Preventing Insider Trading." Additionally, it has appointed spokespersons, deputy spokespersons, and dedicated personnel in the shareholder services department to handle shareholder proposals, inquiries, and disputes, ensuring the protection of shareholder rights. For legal matters, the Company engages in-house legal staff or external legal counsel as necessary.	None
(II) Does the Company possess the list of its major shareholders as well as the ultimate owners of those shareholders?	√		The Company has entrusted its share transfer agent with handling shareholder-related matters. Changes in shareholdings by insiders are reported to the competent authority on a monthly basis in compliance with regulations. The Company maintains close communication with major shareholders and can promptly identify the list of major shareholders who exercise actual control.	None
(III) Does the Company establish and execute the risk management and firewall system within its conglomerate structure?	√		The Company has formulated the "Procedures for Supervising and Managing Subsidiaries" and the "Procedures for Related-Party Transactions" to regulate interactions with affiliated entities. For transactions involving intercompany loans, guarantees, and asset acquisitions/disposals, internal control measures such as the "Procedures for Loans to Others," "Procedures for Guarantees," and "Procedures for Acquisition and Disposal of Assets" have been implemented to establish appropriate risk management and firewall mechanisms. Internal auditors regularly monitor compliance, ensuring adherence to relevant regulations.	None
(IV) Does the Company establish internal rules against insiders trading with undisclosed information?	√		The Company has implemented the "Procedures for Handling Material Inside Information and Preventing Insider Trading" and the "Code of Ethical Conduct and Operating Procedures," which prohibit directors, managers, employees, and other individuals with access to material non-public information from engaging in any activities that may constitute insider trading. The Company periodically reviews these policies to align with current laws and practical management needs. Additionally, it conducts regular awareness campaigns for employees and insiders to prevent insider trading.	None
III. Composition and responsibilities				

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and Reasons																									
	Yes	No	Summary																										
of the Board of Directors																													
(I) Does the board of directors formulate diversified policies, and specific management objectives and implementation?	√		<p>The Company has formulated a diversity policy for the composition of the Board of Directors in its "Corporate Governance Best-Practice Code." In line with its operational model and development needs, the Company has established appropriate diversity guidelines, including but not limited to the following two key dimensions:</p> <ol style="list-style-type: none"> <li>1. Fundamental Qualifications and Values: Gender, age, nationality, and cultural background.</li> <li>2. Professional Knowledge and Skills: Expertise (e.g., legal, accounting, industry-specific, financial, marketing, or technology), professional competencies, and industry experience. Each member of the Board of Directors is selected not only for their reputation in ethical conduct and leadership but also for their diverse backgrounds, professional capabilities, and experience. Currently, all directors possess the necessary knowledge, skills, and qualifications to perform their duties effectively, providing management with informed decision-making guidance. For details on the Board's diversity policy, specific management objectives, and implementation status, please refer to Page 10.</li> </ol>	None																									
(II) Other than Remuneration and Audit Committees which are required by laws, does the Company plan to set up other functional committees?	√		<p>The Company established an Audit Committee and a Compensation Committee on December 1, 2023. Furthermore, on November 4, 2024, the Board of Directors passed a resolution to form a Sustainability Committee to enhance board functionality and advance corporate sustainable value. The members of the various functional committees under the Company's Board of Directors are as follows:</p> <table border="1"> <thead> <tr> <th>Title</th><th>Name</th><th>Audit Committee</th><th>Compensation Committee</th><th>Sustainability Committee</th></tr> </thead> <tbody> <tr> <td>Independent Director</td><td>Hui Ling Tsao</td><td>√ (Convener)</td><td>√</td><td></td></tr> <tr> <td>Independent Director</td><td>Yi Peng Shu</td><td>√</td><td>√ (Convener)</td><td></td></tr> <tr> <td>Independent Director</td><td>Chih Hung Lu</td><td>√</td><td>√</td><td>√</td></tr> <tr> <td>Independent Director</td><td>Shih Tz'u Pao</td><td>√</td><td></td><td>√ (Convener)</td></tr> </tbody> </table>	Title	Name	Audit Committee	Compensation Committee	Sustainability Committee	Independent Director	Hui Ling Tsao	√ (Convener)	√		Independent Director	Yi Peng Shu	√	√ (Convener)		Independent Director	Chih Hung Lu	√	√	√	Independent Director	Shih Tz'u Pao	√		√ (Convener)	None
Title	Name	Audit Committee	Compensation Committee	Sustainability Committee																									
Independent Director	Hui Ling Tsao	√ (Convener)	√																										
Independent Director	Yi Peng Shu	√	√ (Convener)																										
Independent Director	Chih Hung Lu	√	√	√																									
Independent Director	Shih Tz'u Pao	√		√ (Convener)																									
(III) Does the company set board performance evaluation methods and evaluation methods, and conduct annual performance evaluation regularly, report the results of performance evaluation to the Board, and use it for reference for individual directors' salary remuneration and nomination renewal?	√		<p>The Company adopted the "Board of Directors Performance Evaluation Policy" through a Board resolution on April 30, 2024. The performance evaluation results for the 2024 fiscal year were rated as "Excellent" overall and reported to the Board by the Board Secretariat on February 26, 2025.</p>	None																									
(IV) Does the Company regularly evaluate the independence of	√		<p>The Company's attesting certified public accountants are from Deloitte &amp; Touche. Annually, the Company conducts</p>	None																									

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
the attesting CPAs?			independence evaluations of the attesting CPAs in accordance with Article 47 of the Certified Public Accountant Act and the Code of Professional Ethics Bulletin No. 10 titled "Integrity, Fairness, Objectivity and Independence." The Company has established independence evaluation criteria and performs internal assessments of the CPAs' independence, with no circumstances identified that might affect independence. The attesting CPAs have provided an "Independence Declaration Letter," confirming that beyond fees for attestation and tax-related services, no other financial interests or business relationships exist between the accounting firm and the Company. These findings comply with the Company's independence evaluation standards. The relevant evaluation results were submitted to the Audit Committee and approved by the Board of Directors on February 26, 2025, serving as reference for the appointment of attesting CPAs. In summary, the attesting CPAs have not violated independence requirements.	
IV. Does the Company have an adequate number of qualified corporate governance personnel and appoint a chief corporate governance officer to handle matters pertaining to corporate governance (including but not limited to provide information required for business execution by Directors and Supervisors, assist Directors and Supervisors with regulatory compliance, handle matters pertaining to board meetings and shareholders' meetings according to laws and regulations, produce minutes of Board meetings and shareholders meetings, etc.)?	√		<p>The Company has established the "Corporate Governance Best Practice Guidelines" and designated its Finance Center as the coordinating unit for corporate governance initiatives. Pursuant to a resolution by the Board of Directors, Ms. Ching Yi Hsieh of the Finance Center was appointed as the Corporate Governance Officer to enhance the Board's functionality. Her responsibilities include: providing necessary materials to directors and independent directors for business execution; handling matters related to board and shareholders' meetings in accordance with laws; managing company registration and amendment procedures; preparing minutes of board and shareholders' meetings; and disclosing real-time information to shareholders through the Market Observation Post System or the Company's website. The implementation status of these operations in 2024 is as follows:</p> <p>(I) The Company has developed appropriate corporate systems and organizational frameworks to enhance Board independence, improve corporate transparency, ensure regulatory compliance, and strengthen the implementation of internal audit and control mechanisms.</p> <p>(II) Prior to Board meetings, the Company solicits input from all directors to formulate and prepare meeting agendas. All directors shall receive meeting notifications and be provided with complete meeting materials at least seven (7) days in advance to ensure adequate understanding of agenda items. Where any agenda item involves related-party matters requiring recusal, the relevant directors shall receive prior notification regarding their recusal obligations.</p> <p>(III) The Company shall comply with statutory deadlines to register the shareholders' meeting date, prepare and file the meeting notice, meeting handbook (HB) and minutes</p>	None



Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
			<p>before the prescribed deadlines, and complete amendment registration for any revisions to the Articles of Incorporation or elections of directors and supervisors.</p> <p>(IV) The Company is committed to transparent information disclosure and ethical business practices. In compliance with legal requirements and on a voluntary basis, the Company discloses information pertaining to financial performance, business operations, corporate governance, and integrity management. Regular reports are presented to the Board of Directors, Audit Committee, and Compensation Committee regarding the implementation of previous meeting resolutions, internal audit activities, business performance, capital allocation, integrity management, and other material matters. This enables directors and committee members to maintain timely and comprehensive understanding of the Company's corporate objectives, financial status, and operational performance, thereby facilitating effective oversight and advancement of corporate governance and business goals.</p>	
V. Has the Company established a communication channel with its stakeholders (including but not limited to shareholders, employees, customers and suppliers) and created a stakeholder relations section on the corporate website to appropriately respond to corporate social responsibilities issues that are essential to stakeholders?	√		<p>The Company places high importance on stakeholder rights and interests. Through appropriate communication channels and stakeholder engagement, the Company understands their legitimate expectations and demands, and properly responds to key CSR issues raised by stakeholders.</p> <p>(I) The Company has designated specific communication channels for each stakeholder group, appointing official spokespersons and deputy spokespersons. Relevant contact information is disclosed in compliance with regulations on the Market Observation Post System (MOPS). Financial and shareholder-related information is published on both MOPS and the Company's website to maintain effective investor communication channels.</p> <p>(II) The Company has established an employee feedback mailbox and dedicated complaint channels via email on our website to ensure smooth internal communication.</p> <p>(III) The Company has created a dedicated stakeholder section on its website to properly address key corporate social responsibility issues of concern to various stakeholders. It maintains unobstructed communication channels with investors/shareholders, business partners, suppliers, and regulatory authorities, while respecting their legitimate rights and interests. In addition to conducting all operations in compliance with applicable laws and regulations, the Company adheres to the principle of integrity in its business philosophy when engaging with all stakeholders, fulfilling its social responsibilities to the fullest extent.</p>	None
VI. Has the Company appointed a professional shareholder service agency to organize the shareholders' meetings?	√		The Company has engaged Asia Eastern Securities Co., Ltd. Share Transfer Agency Department to process all share-related matters, operating in strict compliance with the Share Transfer Handling Guidelines and relevant regulations.	None

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
VII. Information disclosure				
(I) Has the Company established a corporate website to disclose information regarding the Company's financials, business and corporate governance status?	√		The Company operates an official corporate website ( <a href="https://www.nextlink.cloud/">https://www.nextlink.cloud/</a> ) that publishes financial statements, business operations data and corporate governance disclosures, with direct hyperlinks to the Market Observation Post System (MOPS) to facilitate investor access to required operational information.	None
(II) Does the Company have other information disclosure channels (e.g., maintaining an English-language website, designating personnel to handle information collection and disclosure, implementing spokesperson system, uploading investor conference recordings to the corporate website)?	√		1. The Company maintains an English-language website and has appointed dedicated personnel to oversee the collection and disclosure of corporate information. We have fully implemented the spokesperson system and regularly post investor conference materials on our corporate website. Additionally, the Company discloses relevant financial and operational information through the Market Observation Post System (MOPS). The Company has established both primary and deputy spokesperson positions, with their contact details published on the corporate website. These spokespersons serve as the designated points of contact for investors and shareholders, responding to inquiries and promptly disclosing material information that may impact share prices or stakeholder interests. 2. The Company conducts investor conferences in accordance with applicable regulations. All related information is filed through the Online Reporting System for Public Information and simultaneously disclosed on the Company's official website.	None
(III) Does the Company publicly announce and file its annual financial report within two months after the end of financial year, and its financial reports of the first three quarters as well as operational status of each month prior to the prescribed deadlines?	√		The Company strictly complies with regulations in announcing and filing annual financial reports, as well as quarterly financial reports and monthly operational updates within the stipulated timeframes.	None
VIII. Whether the Company has any other important information to understand the operation of corporate governance (including but not limited to employee rights, employee care, investor relations, supplier relations, stakeholder rights, director and supervisors training, risk management policy and risk measurement criteria); (Implementation of the account policy, the company purchasing liability insurance for directors and supervisors, etc.)?	√		1. Employee rights: Guided by the principles of sustainable and prudent operations, the Company regards employees as our most valuable asset. All governance-related regulations and operational practices are published on our official website to ensure transparency and employee awareness, while ensuring full compliance with legal requirements. 2. Employee care: The Company prioritizes employee welfare through the establishment of an Employee Welfare Committee, with legally mandated fund allocations to enhance welfare benefits. Various welfare subsidies are provided, with particular emphasis on employee safety and health protection. Competitive compensation packages encompassing salaries, bonuses, and comprehensive benefits are offered, fostering mutually trusted labor-management relations.	None

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			<p>3. Investor relations: The Company maintains a dedicated Investor Relations section on its corporate website, serving as the primary interface with shareholders. To enhance information transparency, the Company has established an "Investor Relations" section on its official website and simultaneously discloses all required reports and materials in real-time through the "Market Observation Post System" (MOPS), ensuring investors have access to relevant corporate information. To maintain effective communication with investors, the Company has implemented a Spokesperson System serving as the designated contact channel for both individual shareholders and institutional investors.</p> <p>4. Supplier relations: The Company values long-term partnerships with suppliers, adhering to principles of ethical transactions and mutual benefit. Through consistent interaction and communication, the Company maintains productive supplier relationships to establish stable cooperative foundations.</p> <p>5. Rights of stakeholders: Material corporate information is processed in accordance with the "Procedures for Handling Material Inside Information and Preventing Insider Trading" to safeguard the rights and interests of shareholders, stakeholders, and investors. The Company mandates appropriate departments - including Investor Relations, Public Relations, Shareholder Services, and Legal Affairs - to engage with stakeholders according to specific circumstances, with all relevant departmental contact information published on the corporate website.</p> <p>6. Directors' continuing education: To implement corporate governance enhancement initiatives, all directors of the Company completed mandatory continuing education programs in 2024. For director training records, please visit the Market Observation Post System (MOPS), navigate to the section "Attendance and Training Records of Directors and Supervisors, Including Current Positions, Professional Backgrounds and Concurrent Positions of Independent Directors (Individual)", enter the Company's code 6997 or its abbreviation, and execute the search function to display the Company's director training records.</p>	
VIII. Whether the Company has any other important information to understand the operation of corporate governance (including but not limited to employee rights, employee	√		<p>7. Execution of policies on risk management and the risk measuring standards: The Company's risk management policy is designed to effectively identify, measure, evaluate, monitor, and control all categories of risks. This framework enhances risk awareness among all employees and maintains</p>	None

Evaluation item	Status of operation			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
care, investor relations, supplier relations, stakeholder rights, director and supervisors training, risk management policy and risk measurement criteria); (Implementation of the account policy, the company purchasing liability insurance for directors and supervisors, etc.)?			<p>potential risks within acceptable thresholds, achieving an optimal balance between risk and return while maximizing operational efficiency. The Company's Audit Department implements comprehensive examinations in strict accordance with the annual audit plan, ensuring robust oversight mechanisms and effective control of all risk management processes.</p> <p>8. Execution of customer policies: The Company places paramount importance on establishing long-term cooperative relationships and trust with clients, delivering high-quality and timely services in strict compliance with internal management protocols and standard operating procedures to safeguard client interests. A dedicated business department has been established to handle client requirements and commercial interactions, maintaining stable and productive partnerships through ongoing communication. The Company rigorously adheres to all contractual obligations and relevant regulations while continuously enhancing client satisfaction via regular satisfaction surveys, complaint handling mechanisms, and feedback systems to optimize service delivery and operational processes. Concurrently, the Company maintains stringent protection of client data, implementing comprehensive security controls in accordance with the Personal Data Protection Act and corporate policies to ensure the confidentiality and security of client information.</p> <p>9. Purchase of responsibility insurance for directors: The Company has procured directors' liability insurance, with the insurance status reported to the Board of Directors on October 3, 2024.</p>	
<p>IX. Please describe the improvements that have been made in response to the corporate governance evaluation results issued by the Corporate Governance Center of the Taiwan Stock Exchange in the most recent year, and propose priorities and measures for those not yet improved: The Company completed its listing on the Taipei Exchange (TPEx) on December 16, 2024, and will commence participation in the Corporate Governance Evaluation starting from 2025.</p>				

(IV) For companies having a Compensation Committee, the committee's composition and operations shall be disclosed:

The Company's Compensation Committee is composed entirely of three Independent Directors.

#### 1. Members of Compensation Committee

Identity	Criteria Name	Professional qualification and experience (Note 1)	Independence status (Note 2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Compensation Committee Member
Independent Director (Convener)	Yi Peng Shu	For academic and professional background, refer to Director Details on Pages 6-11. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.	Independent Directors comply with the following criteria: ✓ Meet the requirements of Article 14-2 of the Securities and Exchange Act and the "Regulations Governing the Appointment and Compliance Matters of Independent Directors of Public Companies" issued by the Financial Supervisory Commission ✓ The individual, their spouse, and relatives within the second degree of kinship do not hold positions as directors, supervisors, or employees of the Company or its affiliates ✓ The individual (or through others), their spouse, and minor children do not hold shares in the Company ✓ No remuneration has been received within the past two years for providing commercial, legal, financial, or accounting services to the Company or its affiliates.	0
Independent Director	Chih Hung Lu	For academic and professional background, refer to Director Details on Pages 6-11. Possesses extensive industry and corporate management experience. No circumstances under Article 30 of the Company Act apply.		1 (Note)
Independent Director	Hui Ling Tsao	For academic and professional background, refer to Director Details on Pages 6-11. Possesses extensive financial accounting and corporate management experience. No circumstances under Article 30 of the Company Act apply.		0

Note 1: Independent Director Chih Hung Lu resigned from his position as Independent Director of Hycon Technology Corporation on December 31, 2024.

#### 2. Operation of Compensation Committee

- (1) The Company's Compensation Committee consists of three members, all of whom are Independent Directors.
- (2) Current term of office: From December 1, 2023 to November 6, 2026. There were five Compensation Committee meetings (A) held in the most recent for the (2024). The qualifications and attendance of the Compensation Committee members are as follows:

Title	Name	Attendance in person (B)	Attendance by proxy	Actual attendance rate (%) (B/A)	Remarks
Convener	Yi Peng Shu	5	0	100%	None
Member	Chih Hung Lu	4	1	80%	
Member	Hui Ling Tsao	5	0	100%	

The Company held 5 Compensation Committee meetings during the 2024 fiscal year. Below are the proposals reviewed and their implementation outcomes:

Compensation Committee Date of meeting (Session)	Motion content	Dissenting opinions, reservations, or major recommendations from independent directors	Resolutions of the Compensation Committee	The Company's handling of Compensation Committee member opinions
The 2nd Meeting of the 1st Term January 24, 2024	Discussion: 1.Compensation for current managers of the Company 2.Annual bonus for the Company's managers in 2023 3.Authorization proposal for the appointment, dismissal, resignation, retirement, promotion, transfer, and salary adjustment of the Company's managers in 2023	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 3rd Meeting of the 1st Term March 13, 2024	Discussion: 1.Proposal on bonuses for current managers of the Company 2.Proposal on employee and director compensation for the year 2023	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 4th Meeting of the 1st Term June 19, 2024	Discussion: Proposal on manager compensation	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 5th Meeting of the 1st Term October 3, 2024	Discussion: Establishment of the "Employee Stock Subscription Rules for the Cash Capital Increase"	No dissenting opinions	Unanimously approved by all attending members	No such circumstances
The 6th Meeting of the 1st Term November 4, 2024	Discussion: 1.Proposal on the 2023 performance evaluation system and bonuses of the Company 2.Proposal on the allocation of employee and manager stock subscription for the pre-IPO cash capital increase via ordinary shares	No dissenting opinions	Unanimously approved by all attending members	No such circumstances

All the above proposals were approved by the Compensation Committee before being submitted to the Board of Directors. After thorough discussion by the board, all proposals were passed with unanimous approval by the attending directors in accordance with the recommendations of the Compensation Committee.

Other mentionable items:

- I. If the board of directors does not adopt or modifies the recommendations of the compensation committee, the following must be specified: the date and term of the board meeting, the content of the proposal, the resolution of the board, and the company's handling of the compensation committee's opinion (if the compensation approved by the board is more favorable than the compensation committee's recommendation, the differences and reasons must be stated): None.
- II. For matters resolved by the Compensation Committee, where any member expressed opposing or qualified opinions with records or written declarations, the Company shall set out the date of the Compensation Committee meeting, the session, the content of the resolution, opinions of all members, and measures adopted by the Company for the opinions of the members: None.

Note:

- (1) If any member resigned before the end of the year, the resignation date shall be noted in the Remark column. The Attendance Rate (%) shall be calculated based on the number of Compensation Committee's meeting held and the actual attendance during the term of office.
- (2) If any member was re-elected before the end of the year, incoming and outgoing members shall be listed accordingly, and the status of member, i.e. whether he/she is "Outgoing", "Incoming" or "Re-elected", and the date of re-election shall be indicated in the Remark column. The actual attendance (%) shall be calculated based on the number of meetings of the Compensation Committee held during the term of office and the actual attendance.

3. Information on operations of the Nomination Committee

The Company has not yet established a nomination committee; therefore, no operational information is available.

(V) Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons:

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
I. Has the Company established a governance structure to promote sustainable development, and designated a full-time (part-time) unit to promote sustainable development, which is to be handled by the senior management with the authorization of the Board of Directors, and the actual supervision of the Board of Directors?	√		The Company's Board of Directors passed a resolution on November 4, 2024 to establish a Sustainability Committee, composed of two independent directors with professional expertise in corporate sustainability and a Chief Sustainability Officer (three members in total). The committee is responsible for formulating, promoting and strengthening the Company's key sustainable development policies, action plans and capital expenditures, as well as reviewing, tracking and revising the implementation progress and effectiveness of sustainability initiatives. The Sustainability Committee has established a Sustainability Office, which includes specialized working groups for sustainability governance, environmental sustainability, human capital sustainability, and social inclusion based on key sustainability topics. This structure identifies material sustainability issues impacting business operations and stakeholder concerns. It develops corresponding strategies and action plans, allocates departmental sustainability budgets, implements annual initiatives, and monitors performance to ensure full integration of sustainability strategies into daily operations. Pursuant to the "Sustainable Development Committee Charter," the Committee shall convene at least once annually and may hold additional meetings as deemed necessary. The Company's Sustainable Development Committee was established on November 4, 2024, and consequently did not convene any meetings during the 2024 fiscal year.	None

Implementation of sustainable development and differences from the “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and the reasons:Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor						
	Yes	No	Summary							
II. Has the Company conducted risk assessments on environmental, social and corporate governance issues related to the Company's operations in accordance with the materiality principle, and formulated relevant risk management policies or strategies?	√		<p>The functional teams under the Company's Sustainable Development Office have conducted materiality-based risk assessments, with the evaluation scope covering both the Company and its subsidiary, Hontec Technology. Furthermore, in accordance with the management processes of risk identification, analysis and evaluation, risk response, supervision and control, as well as risk reporting and disclosure, the Company implements measures to mitigate the impact of relevant risks.</p> <p>The Company conducts risk assessments on environmental, social, and governance (ESG) issues material to its operations in accordance with the materiality principle and has established corresponding risk management policies and strategies.</p> <table><tr><th>Issues of materiality</th><th>Risk assessment items</th><th>Risk management policy</th></tr><tr><td>Environment aspect</td><td>Climate change and environmental protection</td><td>As a cloud service provider (non-manufacturing), the Company implements environmental protection measures to reduce overall carbon emissions. These include promoting cloud-based software usage, energy conservation, waste sorting and recycling programs, while ensuring full compliance with environmental regulations to achieve energy-saving and carbon reduction objectives.</td></tr></table>	Issues of materiality	Risk assessment items	Risk management policy	Environment aspect	Climate change and environmental protection	As a cloud service provider (non-manufacturing), the Company implements environmental protection measures to reduce overall carbon emissions. These include promoting cloud-based software usage, energy conservation, waste sorting and recycling programs, while ensuring full compliance with environmental regulations to achieve energy-saving and carbon reduction objectives.	None
Issues of materiality	Risk assessment items	Risk management policy								
Environment aspect	Climate change and environmental protection	As a cloud service provider (non-manufacturing), the Company implements environmental protection measures to reduce overall carbon emissions. These include promoting cloud-based software usage, energy conservation, waste sorting and recycling programs, while ensuring full compliance with environmental regulations to achieve energy-saving and carbon reduction objectives.								



Implementation of sustainable development and differences from the “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies” and the reasons:Items promoted	Implementation status				Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and the reasons therefor	
	Yes	No	Summary			
	√		Issues of materiality	Risk assessment items	Risk management policy	None
			Social aspect	Talent cultivation and growth	The Company recruits outstanding industry professionals and values the career development of every employee. In accordance with strategic objectives and departmental needs, we organize both internal training programs and ad hoc external training courses:  1. For both managers and employees, relevant training courses are planned, including: professional technical training by job category, management training, and original equipment manufacturer training courses. Certification examination fees are subsidized, and employees are encouraged to actively participate in international technical seminars, balancing personal growth with company development.  2. New hires are immediately arranged to receive relevant onboarding training upon employment, including department introduction orientation, occupational safety and health training, and department-specific internal training, enabling them to quickly integrate into team operations.  3. Internship opportunities are provided to encourage students to integrate learning with practice. Through internships, practical experience is accumulated, career exploration is facilitated early, and outstanding talents are reserved for the organization.	
	√		Issues of materiality	Risk assessment items	Risk management policy	None

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
			<div>Corporate governance aspect</div> <div>Information security and privacy protection</div> <div>1. The Company has obtained ISO 27001 and ISO 27017 certifications. 2. Regular information security education and training, including social engineering phishing email drills, are conducted for employees.</div>	
			<div>Corporate governance aspect</div> <div>Operational performance</div> <div>1. Risk assessments are performed to address potential impacts on the Company's profits and losses. 2. The Company does not engage in high-risk, high-leverage investments.</div>	
			<div>Corporate governance aspect</div> <div>Corporate governance and ethical business practices</div> <div>1. The Company arranges annual training courses for directors to keep them updated on the latest regulations and policies. 2. Directors' liability insurance is provided to protect them against litigation or claims. 3. Annual internal control self-assessments are conducted by each department to review the implementation of internal controls and regulatory compliance from the previous year. 4. Communication channels are established to facilitate active communication, reduce conflicts and misunderstandings. An investor mailbox is maintained, with responses handled by the Company's spokesperson.</div>	

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
III. Environmental issues				
(I) Does the Company establish environmental management system designed to fit industry characteristics?	√		The Company primarily engages in cloud services, which is an industry with relatively low hardware infrastructure requirements. Although the direct environmental impact is limited, the Company adheres to the principles of environmental sustainability by striving to reduce the environmental impact of its operations. This includes avoiding the use of prohibited substances and continuously implementing energy-saving measures and pollution prevention practices to fulfill corporate social responsibilities.	None
(II) Has the Company committed itself to improving energy efficiency and using recycled materials with low environmental impact?	√		The Company actively promotes environmental protection concepts by encouraging employees to implement resource classification, enhance recycling efforts, and reduce resource usage. Through regular environmental awareness campaigns and education during monthly meetings, the Company aims to raise employees' environmental awareness, reduce environmental burdens, and improve energy efficiency.	None
(III) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	√		On April 30, 2024, the Company's Board of Directors approved the "Sustainable Development Practices Code." Subsequently, on November 4, 2024, the Board resolved to establish a "Sustainable Development Committee." This committee will annually review the Company's climate change strategies and goals, manage actions to address climate change risks and opportunities, evaluate implementation progress, discuss future plans, and report to the Board of Directors.	None
(IV) Does the Company make statistics on greenhouse gas emissions, water consumption and the total weight of waste for the past two years and formulate policies for greenhouse gas reduction, water consumption reduction or other waste management?	√		In 2023, the Company was included in the ESG audit scope of its parent company, Far EasTone Telecommunications, aligning with the consolidated financial reporting boundaries. The Company continues to collect environmental data on electricity, water, and waste through online systems. The Company and its subsidiary, Hontec Technology, completed Scopes 1 and 2 emissions inventories for 2024: 1. Greenhouse gas emissions: 2023 (Taiwan operations): Total Scopes 1 and 2 emissions: 71.057 tons CO <sub>2</sub> e. 2024 (Taiwan operations): Total Scopes 1 and 2 emissions: 103.618 tons CO <sub>2</sub> e, primarily from Scope 2 electricity emissions (86.91% of total emissions). 2. Water usage: As a cloud service provider, the Company's water usage is primarily for domestic purposes. 2023: 42 cubic meters; 2024: 25 cubic meters.	None

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
			<p>3. Waste:</p> <p>Given its cloud service nature (non-manufacturing), the Company generates only general office waste, which is handled by the office building's recycling and disposal systems. Thus, no specific waste data is available for 2023 and 2024.</p> <p>The Company primarily engages in cloud services, which is an industry with relatively low hardware infrastructure requirements. Although the direct environmental impact is limited, the Company remains committed to environmental sustainability by reducing operational impacts and continuously implementing energy-saving and pollution prevention measures to fulfill corporate social responsibilities.</p>	
IV. Social issues				None
(I) Does the Company draw up management policies and procedures in compliance with relevant laws and regulations and the International Bill of Human Rights?	√		The Company recognizes its corporate social responsibility to protect the fundamental human rights of all employees, customers, and stakeholders. We endorse and support the United Nations' Universal Declaration of Human Rights, Global Compact, and Guiding Principles on Business and Human Rights, as well as the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. We respect internationally recognized human rights standards, ensure no infringement of basic human rights, and treat all employees with dignity and respect.	
(II) Does the Company formulate and execute reasonable employee welfare measures (including compensation, leaves and other benefits), and have the operating performance or results properly reflected in employee compensation?	√		<p>The Company's human rights policies are as follows:</p> <ol style="list-style-type: none"> <li>1. Eliminate gender discrimination in the workplace.</li> <li>2. Protect employees' rights and dignity.</li> <li>3. Provide a safe, hygienic, and healthy work environment.</li> </ol> <p>The Company values employee rights and fulfills corporate social responsibility to ensure the recruitment, retention, and motivation of human resources, achieving sustainable business goals. The Company has established salary regulations that determine compensation based on employees' job functions, working conditions, work environment, and required skills, with reference to prevailing market salary levels and organizational hierarchy.</p> <p>The Company's employee benefit system is as follows:</p> <ol style="list-style-type: none"> <li>1. Leave: Employees are entitled to annual leave in accordance with the Labor Standards Act, government-mandated holidays, as well as additional benefits including Family Day and Meaningful Day, ensuring adequate rest periods.</li> </ol>	None

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
(III) Has the Company provided employees with a safe and healthy working environment, and regularly offer safety and health education to employees?	√		<p>2. Insurance: Coverage includes labor insurance, national health insurance, employment insurance, labor pension contributions, and group insurance.</p> <p>3. Employee Welfare Committee: The committee designs and provides premium welfare benefits for staff members, including but not limited to: travel subsidies, birthday monetary gifts, wedding gifts, childbirth gifts, and bereavement allowances. The Company regularly organizes internal events and, as part of its social responsibility initiatives, conducts annual charitable activities such as the "Old Shoes, New Lives" donation drive.</p> <p>4. Additional Benefits: Comprehensive welfare provisions including health check-ups, company trips, staff dinners, various monetary gifts, snack bars, coffee stations, complimentary massage services, education subsidies, sports allowances, childbirth subsidies, and diverse employee club activities.</p> <p>Pursuant to Article 24 of the Company's Articles of Incorporation:          "In any fiscal year with profitable results, the Company shall first allocate 1% to 2% of profits as employee bonuses and no more than 2% as director bonuses. However, if accumulated deficits exist, the Company shall prioritize setting aside reserves to cover such deficits." Eligible recipients include employees of controlling or subsidiary companies meeting specific criteria, with such criteria to be determined by the Board of Directors.</p> <p>The Company provides employees with a safe, hygienic and healthy work environment in full compliance with occupational safety and health regulations, having established comprehensive occupational safety and health management plans, administrative regulations, and workplace safety protocols. In addition to providing health check-ups, group employee insurance, lactation rooms, on-site occupational medical services through third-party providers, and Employee Assistance Programs (EAP), the Company conducts regular safety inspections of equipment and facilities to ensure personnel safety, including routine safety patrols by occupational safety personnel and self-inspections of fire protection equipment. The Company continuously enhances the professional competencies of occupational safety and health personnel while ensuring full regulatory compliance in the execution of their designated responsibilities. In 2024, the Company recorded no incidents of workplace fires or occupational accidents.</p>	None
(IV) Has the Company established effective career development and training plans for its	√		The Company recruits outstanding industry talents and values the career development of every employee. In accordance with strategic development and departmental	None

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
employees?			needs, internal training and ad hoc external training courses are arranged, as briefly described below: 1. For both managers and employees, relevant training courses are planned, including: professional technical training by job category, management training, and original equipment manufacturer training courses. Certification examination fees are subsidized, and employees are encouraged to actively participate in international technical seminars, balancing personal growth with company development. 2. New hires are immediately arranged to receive relevant onboarding training upon employment, including department introduction orientation, occupational safety and health training, and department-specific internal training, enabling them to quickly integrate into team operations. 3. Internship opportunities are provided to encourage students to integrate learning with practice. Through internships, practical experience is accumulated, career exploration is facilitated early, and outstanding talents are reserved for the organization. The Company provides products and services in full compliance with applicable regulations, adhering to our "Service First, Continuous Customer Satisfaction Improvement" philosophy to deliver premium quality services. Customer complaints and feedback are exclusively handled by dedicated customer service and business units. Customers are regularly invited to complete satisfaction surveys, thereby providing channels for expressing opinions and complaint needs, which serve as the basis for continuous improvement.	
(V) Does the Company comply with relevant laws and regulations and international standards on issues such as customer health and safety, customer privacy, marketing and labeling of products and services, and formulate relevant policies and complaint procedures to protect the rights and interests of consumers or customers				None
(VI) Has the Company established the supplier management policies requesting suppliers to comply with laws and regulations related to environmental protection, occupational safety and health or labor rights and supervised their compliance?	√		Suppliers are important partners for the Company's sustainable growth. To strengthen the supply chain management mechanism, the Company has established the "Procurement Operations Management Procedures" and the "Supplier Evaluation Procedures" as the basis for supplier management and cooperation assessment, conducting regular evaluations and assessments of cooperating suppliers. Should any supplier be involved in violations of corporate social responsibility policies, cause significant environmental or social impacts, or engage in other misconduct that damages reputation, the Company may revoke their supplier qualification in accordance with regulations to ensure the soundness and sustainable development of the supply chain.	None

Implementation of sustainable development and differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons: Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons therefor
	Yes	No	Summary	
V. Does the Company refer to the internationally accepted standards or guidelines for the preparation of reports to prepare CSRs and other reports that disclose the Company's non-financial information? Has the aforesaid reports received assurance or certification from a third-party accreditation institution?	√		<p>The Company will prepare its inaugural sustainability report starting in 2024 in accordance with the Global Reporting Initiative (GRI) Universal Standards, Sector Standards, and Topic Standards, disclosing material topics and their economic, environmental, and social impacts. Concurrently, the report will reference Sustainability Accounting Standards Board (SASB) standards to disclose industry-specific sustainability metrics, including a SASB index for enhanced transparency.</p> <p>Pursuant to regulatory requirements, the Company will commence third-party assurance for these reports no later than 2028 to strengthen the reliability and credibility of disclosed information.</p>	None
<p>VI. Where the Company has established its Sustainable Development Best Principles according to the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies," please describe its operations and the deviation from the Principles established:</p> <p>The Company's "Sustainable Development Best Practice Code" was established through a Board of Directors resolution passed on April 30, 2024, and on November 4 of the same year, the Board appointed two Independent Directors and a Chief Sustainability Officer to jointly form the Sustainable Development Committee, totaling three members.</p> <p>The Company's sustainable practices are implemented in accordance with the principles of this Code, covering aspects including corporate governance, sustainable environment, social welfare, and corporate sustainability information disclosure. Under the Sustainable Development Committee, various functional teams have been established to divide responsibilities for promoting and executing relevant sustainability initiatives. All sustainability measures are implemented in strict compliance with the Code's provisions, with actual operations fully consistent with the Code's content and no discrepancies.</p>				
<p>VII. Other important information contributing to the understanding of sustainable development implementation progress:</p> <p>(I) The Company has been incorporated into the ESG audit scope of its parent company Far EasTone Telecommunications, aligning with the Group's consolidated financial reporting boundaries. We continuously collect environmental data including electricity consumption, water usage and waste generation through online systems, and engage third-party verification institutions to validate the data to ensure accuracy and transparency.</p> <p>(II) From 2021 to 2023, the Company has been consecutively awarded the "HR Asia Best Companies to Work for in Asia" for three years, demonstrating our commitment to employee care and corporate culture.</p> <p>(III) We provide diverse online courses for employees to freely enroll in, while actively organizing trend seminars, OEM technical training, various professional development programs and overseas conferences. We encourage employees to obtain professional certifications and are dedicated to cultivating talent for the cloud computing industry.</p> <p>(IV) In 2023, the Company was awarded the "Sports-Friendly Enterprise Certification" by the Sports Administration of the Ministry of Education, highlighting our emphasis on employee health and promoting sports culture.</p> <p>(V) We were invited to participate in the filming of the Contact TAIWAN recruitment promotional video by the Ministry of Economic Affairs, enhancing our international visibility and corporate image.</p> <p>(VI) The Company successfully listed on the Taipei Exchange (TPEX) on December 16, 2024, marking a significant milestone in our corporate development.</p>				

Implementation of sustainable development and differences from the “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies” and the reasons:Items promoted	Implementation status			Differences from the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and the reasons therefor
	Yes	No	Summary	
Amid rapid global market changes and various challenges, the Company has consistently adhered to transparent and ethical business principles since establishment, placing high value on every employee and striving to build meaningful partnerships. We prioritize employee physical and mental health, workplace diversity and equality, while actively promoting ESG (Environmental, Social and Governance) initiatives. We firmly believe that corporate success stems not only from financial performance but also from comprehensive commitments and care for the environment, employees, society and supply chain partners. Looking ahead, we will leverage capital market resources to accelerate expansion of our cloud services, enhance core technological capabilities and integrated service benefits. Concurrently, we will strengthen corporate governance and sustainable operations, implement ESG goals, and collaborate with employees, customers and suppliers to jointly create value and advance toward a more resilient and competitive corporate future.				



## Climate-related information of TWSE/TPEX listed companies

### 1. Implementation status of climate-related information:

Risks and opportunities posed by climate change to the Company and corresponding response measures

Item	Implementation status						
<p>1. Clarify the supervision and governance of the Board of Directors and the management level on climate-related risks and opportunities.</p>	<p>To address the significant uncertainties related to climate change and the rapid shifts in policy and market dynamics, the Company regularly convenes senior executives from various departments to identify material climate-related risks and opportunities. Further assessments are conducted to evaluate the potential risks posed by floods, droughts, typhoons, and extreme temperatures on various operational sites. This proactive approach aims to comprehensively understand climate change and market dynamics, enabling more holistic consideration within overall operational strategy planning.</p> <p>A "Sustainability Development Committee," established under the Board of Directors, is comprised of two independent directors appointed by the Board and possessing expertise in corporate sustainability, as well as the Chief Sustainability Officer. This committee holds regular meetings to formulate, implement, and strengthen action plans and capital expenditure for the Company and its subsidiaries' sustainable development, including climate-related issues. The Committee reviews, monitors, and revises the implementation and effectiveness of sustainable development initiatives, regularly reporting its findings to the Board of Directors.</p> <p>Under the Sustainability Development Committee, a Sustainability Development Office operates. This office comprises a working group of senior managers, divided into four teams: Sustainability Governance, Sustainability Environment, Sustainability Human Resources, and Social Inclusion. These teams focus on environmental management systems, compliance with environmental regulations and international standards, assessment of sustainable transformation, improvement of resource utilization, and climate change response mechanisms.</p>						
<p>2. Clarity how the identified climate-related risks and opportunities affect the business, policies and finance (short, medium and long-term) of the corporate.</p>	<p>The Company is actively developing solutions to mitigate the operational and financial impacts of climate change and enhance organizational climate resilience. Assessments of climate-related risks and opportunities are conducted to determine their potential operational and financial implications, informing the development of action plans to address them.</p> <p>Physical risks:</p> <p>1. Impacts of climate change-related risks:</p> <table border="0"> <tr> <td style="vertical-align: top;">Short-Term:</td> <td>Changes in regulations and policies leading to increased electricity costs and higher electricity prices will directly increase operating costs and negatively impact financial performance.</td> </tr> <tr> <td style="vertical-align: top;">Medium-Term:</td> <td>Intensified government emission reduction policies and strengthened emission reporting obligations, along with the ongoing impact of policy and regulatory risks, will increase operating costs, requiring strategic adjustments to ensure regulatory compliance.</td> </tr> <tr> <td style="vertical-align: top;">Long-Term:</td> <td>Climate change may lead to more frequent extreme weather events, increased instability in data centers, and shifts in consumer preferences, potentially resulting in a long-term decline in the demand for products and services.</td> </tr> </table> <p>2. Climate change-related strategic plans:</p>	Short-Term:	Changes in regulations and policies leading to increased electricity costs and higher electricity prices will directly increase operating costs and negatively impact financial performance.	Medium-Term:	Intensified government emission reduction policies and strengthened emission reporting obligations, along with the ongoing impact of policy and regulatory risks, will increase operating costs, requiring strategic adjustments to ensure regulatory compliance.	Long-Term:	Climate change may lead to more frequent extreme weather events, increased instability in data centers, and shifts in consumer preferences, potentially resulting in a long-term decline in the demand for products and services.
Short-Term:	Changes in regulations and policies leading to increased electricity costs and higher electricity prices will directly increase operating costs and negatively impact financial performance.						
Medium-Term:	Intensified government emission reduction policies and strengthened emission reporting obligations, along with the ongoing impact of policy and regulatory risks, will increase operating costs, requiring strategic adjustments to ensure regulatory compliance.						
Long-Term:	Climate change may lead to more frequent extreme weather events, increased instability in data centers, and shifts in consumer preferences, potentially resulting in a long-term decline in the demand for products and services.						

Item	Implementation status
	<p>Short-Term: Energy conservation, improved energy efficiency, and supplementary green energy.</p> <p>Medium-Term: Increased utilization of green energy.</p> <p>Long-Term: Adoption of renewable energy sources and establishment of long-term partnerships with carbon-neutral cloud service providers.</p> <p>3. Climate change-related operational and business opportunities: The mitigation strategies outlined above are expected to increase the demand for "low-carbon products and services." Short, medium, and long-term business plans will focus on providing low-carbon information services. Efforts will concentrate on digital transformation, integrating cloud technology and AI to enhance clients' environmental prediction capabilities through intelligent solutions, thereby expanding service opportunities.</p>
<p>3. Specify the financial influence of extreme climatic events and transformation actions.</p>	<p>The Company, through internal discussions, assessments, and evaluations, has identified potential risks to product operations and service delivery stemming from floods, droughts, changes in precipitation patterns, and extreme variations in climate patterns. Heavy rainfall and resulting floods can cause disruptions or damage to network communication equipment, impacting cloud service availability. It may also affect employee commutes to the office and the safety of their homes.</p> <p>In response to the transition to a low-carbon economy, the Company anticipates facing significant policy and regulatory, technological, and market changes. Based on the nature, speed, and focus of these changes, carbon taxes, greenhouse gas emission caps, renewable energy regulations, and shifts in consumer preferences could increase operating costs or reduce sales volume within the analyzed timeframe. However, given the Company's existing sales of low-carbon products, ongoing R&amp;D efforts, and diversification of related products, market sales are not expected to be significantly impacted under various scenarios. Therefore, the Company focuses its analysis on operating costs. Under a low-carbon transition scenario, carbon pricing will increase both the Company's operational and supply chain costs.</p> <p>The Company is mitigating this through energy-saving and carbon reduction projects, improving energy efficiency, and investing in green energy equipment. These projects will lead to increased capital expenditure and operating costs.</p>
<p>4. Specify how the identification, assessment and management procedures of climate-related risks are integrated with the overall risk management systems.</p>	<p>The Board of Directors is the highest decision-making body for risk management within the group, directly overseeing the risk governance framework of each company within the group. To improve risk assessment and strengthen management functions, the Sustainability Development Committee will update the main risk identification matrix annually. Based on the risk identification results, each department will develop corresponding strategies, integrating and managing risks that may affect operations and profits. At least once a year, a management execution status and risk management report will be submitted to the Board of Directors to supervise, track, and review the management team's risk management execution, aiming to strengthen the corporate structure.</p>
<p>5. Where the situational analysis is applied to assess the resilience against climate change risks, the</p>	<p>The Company will build a climate change scenario model in the future. It is expected that climate risk forecasts, relevant policies and regulations, market dynamics, infrastructure resilience, the evolution of innovative</p>

Item	Implementation status
used situations, parameters, assumptions, factors for analysis, and major financial impacts shall be specified.	technologies, changes in customer demand, and the availability of human resources in the operating regions will be incorporated as key factors for systematic analysis. Operational strategies will be adjusted accordingly to strengthen the company's resilience and competitiveness in the face of long-term climate change risks. As of the date of publication of this annual report, the company has not yet used scenario analysis to assess its resilience to climate change risks. If such analysis is used in the future, it will be disclosed in the annual report.
6. Where there are transformation plans in terms of management of climate-related risks, the plan content, indicators used for identifying and managing entity risks and transformation risks, and targets shall be specified.	To achieve net-zero emissions, the Company will develop a low-carbon transformation plan. This plan will address reductions in direct emissions from operational activities (Scope 1), indirect emissions from energy use (Scope 2), and indirect emissions from the value chain (Scope 3). Implementation will include: <ul style="list-style-type: none"> <li>● Reducing greenhouse gas emission intensity.</li> <li>● Adopting renewable energy, increasing the proportion of renewable energy used, and promoting it throughout the value chain to practically support the low-carbon energy transition.</li> </ul>
7. Where the Internal Carbon Pricing (ICP) is employed as the planning tool, the pricing basis shall be specified.	The Company's carbon emissions are low, and it does not yet have an internal carbon pricing system. It will continue to update and optimize this system in accordance with relevant guidelines from regulatory authorities.
8. Where climate-related goals are set, the covered activities, GHG emission scope, planned term durations, and yearly emission goal progress shall be specified; where carbon offsets or Renewable Energy Certificates (RECs) are used to achieve the related goals, source and volume of the offset carbon credit or the amount of RECs shall be specified.	The Company has a long-term commitment to environmental protection. It aims to create a harmonious win-win situation for the economy and the environment through a green operating model that improves energy efficiency and reduces environmental impact. The source and quantity of carbon offset credits or RECs will be planned according to the requirements disclosed by the regulatory authorities.
9. Greenhouse gas (GHG) inventories and assurance, GHG emission reduction goals, strategies and specific plans of action (1-1 and 1-2 shall be filled separately).	Please refer to sections 1-1 and 1-2 below.

## 1-1 C Sun GHG Inventory and Assurance in the Recent Two Years

### 1-1-1 GHG Inventory Information

Clarify the emissions (metric tons CO <sub>2</sub> e) of GHG in the recent two years, emission intensity (metric tons CO <sub>2</sub> e/million NT\$), and information coverage scope.					
<p>1. The parent company, Nextlink Technology, and its subsidiary, Microfusion, began greenhouse gas inventories in 2024.</p> <p>2. Other subsidiaries included in the consolidated financial statements are required to begin inventories in 2027. The Company established a greenhouse gas inventory mechanism based on the Greenhouse Gas Protocol standards published by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).</p> <p>Since 2024, greenhouse gas emissions from the parent company, Nextlink Technology, and its subsidiary, Microfusion, have been regularly inventoried annually to fully understand greenhouse gas usage and emissions, and to verify the effectiveness of emission reduction actions.</p> <p>3. Furthermore, the 2024 greenhouse gas inventory data was aggregated according to operational control laws and includes the greenhouse gas emissions of the parent company, Nextlink Technology, and its subsidiary, Microfusion, as detailed below:</p>					
Inventory scope	Inventory indicator	2023		2024	
		Emission (Ton of CO <sub>2</sub> e)	Intensity (Ton of CO <sub>2</sub> e/million NT\$ of revenue)	Emission (Ton of CO <sub>2</sub> e)	Intensity (Ton of CO <sub>2</sub> e/million NT\$ of revenue)
Parent company: Nextlink Technology Subsidiary: Microfusion	Scope 1 (Direct greenhouse gas emissions)	10.665	0.0322	13.559	0.0398
	Scope 2 (Indirect greenhouse gas emissions)	60.392		90.059	
	Subtotal	71.057		103.618	
<p>Remarks:</p> <p>1. In 2023, the Company was included in the ESG audit scope of its parent company, Far EasTone Telecommunications, aligning with the consolidated financial reporting boundaries. The Company continues to collect environmental data on electricity, water, and waste through online systems. The Company and its subsidiary: Hontec Technology, completed Scopes 1 and 2 emissions inventories for 2024.</p> <p>2. Overseas subsidiaries primarily utilize shared office spaces. Their Scopes 1 and Scope 2 greenhouse gas emissions are outside the Company's control and are therefore not included in the 2024 inventory and disclosure.</p>					

### 1-1-2 GHG Assurance Information

Clarify the assurance information, including assurance scope, assurance institutions, assurance standards and assurance opinions of the recent two years till the printing day of the annual report.
According to the roadmap for sustainable development of listed companies, the minimum assurance scope includes: 1. The parent company should begin performing attestation starting from 2028 (the same below), 2. and the consolidated financial statements of subsidiaries, with assurance required starting from 2029. The Company will conduct assurance procedures before the aforementioned deadlines, in accordance with the requirements of the competent authority.

### 1-2 GHG emission reduction goals, strategies and specific plans of action

Clarify the baseline year and relevant data of GHG emission reduction, reduction goals, strategies, specific plans of action, and reduction goal achievement results.
According to the roadmap for sustainable development of listed companies, the minimum assurance scope includes: 1. The parent company's individual financial statements, assurance of which is required starting from 2028; 2. and the consolidated financial statements of subsidiaries, with assurance required starting from 2029. The Company will conduct assurance procedures before the aforementioned deadlines, in accordance with the requirements of the competent authority, and will set greenhouse gas emission reduction targets, strategies, action plans, and overall reduction targets during this period.

(VI) Ethical management implementation status and deviations from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons:

Evaluation item	Status of operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and Reasons
	Yes	No	Summary	
I. Establishment of ethical management policies and schemes				
(I) Has the Company established the ethical corporate management policies approved by the Board of Directors and specified in its rules and external documents the ethical corporate management policies and practices and the commitment of the Board of Directors and senior management to rigorous and thorough implementation of such policies?	√		The Company prioritizes its reputation and operates on the principles of integrity and honesty for sustainable development. The "Integrity Management Procedures and Code of Conduct" and the "Code of Ethics" serve as the ethical standards and integrity guidelines for the Company's directors, managers, employees, and those with substantial control, preventing conflicts of interest and dishonest behavior. These standards enhance transparency for all stakeholders. The Company's Board of Directors operates under procedures designed to establish sound governance, robust oversight, and efficient management. Unless otherwise stipulated by law or the articles of incorporation, Board meetings are conducted according to the Company's "Board Meeting Procedures." During Board meetings, relevant materials are made available to directors for review, and personnel from relevant departments are notified to attend based on the agenda items. When necessary, accountants, lawyers, or other professionals may also be invited.	None
(II) Has the company established a risk assessment mechanism against unethical conduct, analyze and assess on a regular basis business activities within its business scope which are at a higher risk of being involved in unethical conduct, and establish prevention programs accordingly, which shall at least include the preventive measures specified in Paragraph 2, Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies"?	√		The Company's "Integrity Management Procedures and Code of Conduct" and "Code of Ethics" include measures to prevent the direct or indirect offering, promising, requesting, or acceptance of any form of improper benefit, including rebates, commissions, facilitation payments, or any other means of providing or receiving improper benefits from clients, agents, contractors, suppliers, public officials, or other stakeholders.	None
(III) Does the company specify the operating procedures, behavioral guidelines, violation of disciplinary and grievance system in the prevention plan of dishonesty, and implement it, and regularly review the correction plan?	√		Beyond explicitly prohibiting dishonest conduct in the "Integrity Management Procedures and Code of Conduct" and "Code of Ethics," the Company also outlines procedures, guidelines, disciplinary actions for violations, and grievance procedures. These guidelines are regularly reviewed and revised, and their implementation is regularly communicated to employees to ensure compliance.	None
II. Implementation of ethical				

Evaluation item	Status of operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and Reasons
	Yes	No	Summary	
(I) management Does the Company evaluate business partners' ethical records and include ethics-related clauses in business contracts?	√		The Company's financial department conducts due diligence reviews of all business partners, comprehensively assessing their credit history and financial information, including business scale. In accordance with the "Integrity Management Procedures and Code of Conduct," and in consultation with the legal department, the Company reviews and provides input on contractual terms with business partners to ensure the implementation of its integrity management policy.	None
(II) Does the company set up a dedicated unit to promote corporate integrity management under the board of directors, and regularly (at least once a year) to report its integrity management policy and anti-integrity behavior plan to the Board and supervise the implementation?	√		The Company was listed on the OTC market on December 16, 2024. A dedicated unit has been established, and future plans include at least one annual report to the Board of Directors on the Company's integrity management policies, measures to prevent dishonest behavior, and the oversight of their implementation. Furthermore, employee training on the Code of Conduct for integrity management will be conducted at least annually.	None
(III) Has the Company established policies to prevent conflicts of interest, provide appropriate communication channels and thoroughly implement the policies?	√		<ol style="list-style-type: none"> <li>1. The Company's "Board Meeting Procedures" stipulate that directors with a conflict of interest regarding any agenda item, either personally or on behalf of a legal entity they represent, must disclose the significant details of that conflict. If such a conflict could potentially harm the Company's interests, the director must abstain from discussion and voting and may not act as a proxy for another director.</li> <li>2. The Company has established a feedback mechanism; reports of any personnel violating conflict-of-interest regulations may be submitted through appropriate channels.</li> </ol>	None
(IV) Has the Company established effective accounting systems and internal control systems to implement ethical corporate management and had its internal audit unit, based on the results of assessment of the risk of involvement in unethical conduct, devise relevant audit plans and audit the compliance with the prevention programs accordingly or entrusted a CPA to conduct the audit?	√		<p>The Company has implemented effective accounting and internal control systems to ensure the effective implementation of its integrity management policies.</p> <ol style="list-style-type: none"> <li>I. Accounting System: Financial statements are audited (or reviewed) by certified public accountants in accordance with regulations and are publicly announced and uploaded to ensure the accuracy and transparency of financial information.</li> </ol>	None

Evaluation item	Status of operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and Reasons
	Yes	No	Summary	
(V) Has the Company regularly held internal and external training sessions on ethical management?	√		<p>Internal Control System: The Company regularly revises its internal control system to adapt to changing circumstances, adjusting the system's design and execution to improve the quality and efficiency of internal audit inspections. The results of these revisions are reported to the Audit Committee and the Board of Directors for approval. Internal audit annually assesses company risks, develops an annual audit plan, conducts audits according to the plan, issues audit reports, continuously monitors the improvement of reported issues, and conducts an annual self-assessment of internal controls. The head of internal audit regularly communicates audit report results and follow-up reports to the Audit Committee members and presents audit reports and discussions to independent directors at Audit Committee and Board meetings, ensuring full communication regarding the execution and effectiveness of audit operations.</p> <p>The Company promotes relevant integrity management regulations through regular company-wide monthly meetings.</p>	None
III. Implementation of whistleblowing system				
(I) Has the Company established a concrete whistleblowing and reward system, established convenient whistleblowing channels, and designated appropriate personnel to handle the case being exposed by the whistle-blower?	√		The Company maintains an investor relations section on its website, providing a channel for shareholders, clients, suppliers, and employees to report any infringement of their rights.	None
(II) Does the company set standard operating procedures for the investigation, follow-up measures to be taken after the completion of the investigation and the relevant confidentiality mechanism?	√		Dedicated personnel handle complaints and reports, ensuring the protection of whistleblowers throughout the process and preventing any retaliatory actions.	None
(III) Has the Company established measures to protect whistleblowers from retaliation?	√		The Company's "Integrity Management Procedures and Code of Conduct" and related regulations mandate the confidentiality of whistleblowers' identities and protect them from undue treatment resulting from reporting.	None
IV. Enhancement on information	√		The Company's website discloses its "Integrity	None



Evaluation item	Status of operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and Reasons
	Yes	No	Summary	
disclosure Does the Company disclose the content and effectiveness of its Ethical Corporate Management Principles on its website and the Market Observation Post System?			Management Procedures and Code of Conduct," along with the implementation status and effectiveness of its integrity management initiatives. Information is disclosed on the TPEX in a timely, public, and transparent manner. The Company adheres to its information disclosure responsibilities, strictly following relevant regulations, and strives to enhance information transparency.	
V. Where the Company has established its Ethical Management Principles according to the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies," please describe its operations and the deviation from the Principles: The Company's "Integrity Management Procedures and Code of Conduct," disclosed on the company website, operates in accordance with its provisions.				
VI. Other important information to facilitate a better understanding of the Company's ethical management operations (such as reviews on and amendments to the Ethical Management Principles):				
(I) The Company adheres to the Company Act, the Securities and Exchange Act, and relevant regulations and laws for listed companies as the foundation of its integrity management. It has established an "Integrity Management Code of Conduct" and "Integrity Management Procedures and Code of Conduct."				
(II) The Company's website features an "Investor Relations" section and a "Corporate Social Responsibility" section, providing comprehensive information on corporate governance operations.				
(III) Regular promotion of integrity principles ensures employees are familiar with the company's internal integrity culture, ensuring that all employees embody integrity in their work.				
(IV) Article 16 of the Company's "Board of Directors Meeting Procedures" stipulates that directors with a conflict of interest regarding a matter under consideration, either personally or on behalf of a legal entity they represent, must disclose the essential details of the conflict of interest at the meeting. If the conflict poses a risk to the company's interests, the director must abstain from discussion and voting and may not act as a proxy for other directors in exercising their voting rights.				
(V) The Company has established its "Operations for the Management of Preventing Insider Transactions," which stated that directors, managers, and employees may not leak the Company's undisclosed significant internal information acknowledged by them, and may not leak the Company's undisclosed significant internal information acknowledged by them due to the execution of businesses to others.				

(VII) Other important information to enhance understanding of the Company's corporate governance operations:

The Company continuously strengthens its corporate governance operations. Corporate governance information is available to investors in the Investor Relations section of the company website and is promptly disclosed and announced on the TPEX. All material information is announced on the TPEX in accordance with regulatory requirements. Please refer to the TPEX (URL: <http://mops.twse.com.tw>) and the Company's website (URL: <https://www.nextlink.cloud>).

(VIII) Internal control system

1. Statement on Internal Control System

**Nextlink Technology Co., Ltd.**  
**Internal Control Statement**

Date: February 26, 2025

The Company states the following with regard to its internal control system during 2024, based on the findings of a self-evaluation:

- I. The Company is fully aware that establishing, operating, and maintaining an internal control system are the responsibility of its Board of Directors and management. The Company has established such a system aimed at providing reasonable assurance of the achievement of objectives in the effectiveness and efficiency of operations (including profits, performance, and safeguard of asset security), reliability, timeliness, transparency of our reporting, and compliance with applicable rulings, laws, and regulations.
- II. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing the three goals mentioned above. Furthermore, the effectiveness of an internal control system may change along with changes in environment or circumstances. The internal control system of the Company contains self-monitoring mechanisms, however, and the Company takes corrective actions as soon as a deficiency is identified.
- III. The Company judges the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies promulgated by the Securities and Futures Commission, Ministry of Finance (hereinbelow, the “Regulations”). The internal control system judgment criteria adopted by the Regulations divide internal control into five elements based on the process of management control: 1. control environment 2. risk assessment 3. control activities 4. information and communications 5. monitoring. Each element further contains several items. Please refer to the Regulations for details.
- IV. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid criteria.
- V. Based on the findings of the evaluation mentioned in the preceding paragraph, the Company believes that as at December 31, 2024 its internal control system (including its supervision of subsidiaries), encompassing internal controls for knowledge of the degree of achievement of operational effectiveness and efficiency objectives, reliability, timeliness, transparency of reporting, and compliance with applicable rulings, laws, and regulations, was effectively designed and operating, and reasonably assured the achievement of the above-stated objectives.
- VI. This Statement will become a major part of the content of the Company’s Annual Report and Prospectus, and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Law.
- VII. This statement has been resolved by the Board of Directors Meeting of the Company held on February 26, 2025, where none of the eight attending directors expressed dissenting opinions, and the remainder all affirmed the content of this Statement.

**Nextlink Technology Co., Ltd.**

**Chairman :**

**President :**

2. Where CPAs are retained to audit the internal control system, please disclose the CPAs' audit report: None.

### **Review of Internal Control System Reasonable Assurance Report by CPAs**

Nextlink Technology Co., Ltd.      Public Audit:

Nextlink Technology Co., Ltd. has established an internal control system pertaining to external financial reporting and asset safeguarding, which was effectively designed and implemented as of March 31, 2024. Our accounting firm has completed all necessary audit procedures and issued an assurance report on June 19, 2024, confirming that the company's internal controls related to external financial reporting and asset protection were properly designed and operating effectively as of the aforementioned date.

#### **Subject of Assurance, Subject Information, and Applicable Criteria**

The subject of this assurance engagement and the related subject information are, respectively, the design and operating effectiveness of Nextlink Technology Co., Ltd.'s internal control system pertaining to external financial reporting and asset safeguarding as of March 31, 2024, and the statement issued by Nextlink Technology Co., Ltd. on June 19, 2024, asserting that after evaluation, the aforementioned internal control system was effectively designed and operating as of March 31, 2024, as detailed in the attachment.

The applicable criteria used to measure or evaluate the above-mentioned assurance subject and subject information are the "Criteria for Assessing the Effectiveness of Internal Control Systems" stipulated in the Regulations Governing the Establishment of Internal Control Systems by Public Companies.

#### **Inherent Limitations**

Due to the inherent limitations of any internal control system, the aforementioned internal control system of Nextlink Technology Co., Ltd. may still fail to prevent or detect errors or fraud that have already occurred. Furthermore, as future circumstances may change and the degree of compliance with internal control systems may decline, the fact that the internal control system was effective during this period does not guarantee its continued effectiveness in the future.

#### **Management's Responsibility**

Management is responsible for establishing the internal control system in accordance with the "Regulations Governing the Establishment of Internal Control Systems by Public Companies" and relevant laws and regulations, and for continuously reviewing it to ensure the ongoing effectiveness of its design and operation. After evaluating its effectiveness, management is further responsible for issuing the Internal Control System Statement.

#### **CPA's Responsibilities**

The responsibility of our accounting firm is to perform necessary procedures in accordance with the "Regulations Governing the Establishment of Internal Control Systems by Public Companies" and Assurance Standard 3000, "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information," to obtain reasonable assurance and to conclude whether the subject of assurance and the subject information comply in all material respects with the applicable criteria and are fairly presented.

### **Independence and Quality Management Standards**

Our accounting firm and the affiliated accounting firm to which we belong have complied with the provisions of the Code of Professional Ethics for Accountants regarding independence and other ethical requirements, the fundamental principles of which are integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. In addition, the accounting firm to which we belong adheres to Quality Management Standard 1, "Quality Management for Accounting Firms," which requires accounting firms to design, implement, and operate a system of quality management, including policies or procedures related to compliance with the Code of Professional Ethics, professional standards, and applicable laws and regulations.

### **Summary of Procedures Performed**

The accounting firm planned and performed necessary procedures based on professional judgment to obtain evidence regarding the subject matter and subject information. The procedures executed included understanding the company's internal control system, evaluating management's process for assessing the overall effectiveness of the internal control system, testing and evaluating the effectiveness of the design and operation of internal controls related to external financial reporting and asset safeguarding, as well as other assurance procedures deemed necessary by the accounting firm.

### **Assurance Conclusion**

In the accounting firm's opinion, the design and operation of Nextlink Technology Co., Ltd.'s internal control system pertaining to external financial reporting and asset safeguarding as of March 31, 2024, complied in all material respects with the "Criteria for Assessing the Effectiveness of Internal Control Systems" stipulated in the Regulations Governing the Establishment of Internal Control Systems by Public Companies to maintain effectiveness. Furthermore, the statement issued by Nextlink Technology Co., Ltd. on June 19, 2024, asserting that the aforementioned internal control system was effectively designed and operating, was fairly presented in all material respects.

Deloitte Touche Tohmatsu Limited  
CPA: Yen Chun Chen

CPA: Yung Hsiang Chao  
July 26, 2024

**Nextlink Technology Co., Ltd.**  
**Internal Control Statement**

Date: June 19, 2024

The Company hereby declares the following regarding its internal control system for the period from April 1, 2023 to March 31, 2024, based on the results of its self-assessment:

- I. The Company is fully aware that establishing, operating, and maintaining an internal control system are the responsibility of its Board of Directors and management. The Company has established such a system aimed at providing reasonable assurance of the achievement of objectives in the effectiveness and efficiency of operations (including profits, performance, and safeguard of asset security), reliability, timeliness, transparency of our reporting, and compliance with applicable rulings, laws, and regulations.
- II. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing the three goals mentioned above. Furthermore, the effectiveness of an internal control system may change along with changes in environment or circumstances. The internal control system of the Company contains self-monitoring mechanisms, however, and the Company takes corrective actions as soon as a deficiency is identified.
- III. The Company judges the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies promulgated by the Securities and Futures Commission, Ministry of Finance (hereinbelow, the "Regulations"). The internal control system judgment criteria adopted by the Regulations divide internal control into five elements based on the process of management control: 1. control environment 2. risk assessment 3. control activities 4. information and communications 5. monitoring. Each element further contains several items. Please refer to the Regulations for details.
- IV. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid criteria.
- V. Based on the findings of the evaluation mentioned in the preceding paragraph, the Company believes that as at December 31, 2024 its internal control system (including its supervision of subsidiaries), encompassing internal controls for knowledge of the degree of achievement of operational effectiveness and efficiency objectives, reliability, timeliness, transparency of reporting, and compliance with applicable rulings, laws, and regulations, was effectively designed and operating, and reasonably assured the achievement of the above-stated objectives.
- VI. For the purpose of applying for stock listing on the over-the-counter market, the Company has engaged certified public accountants to conduct a special audit of the internal control system pertaining to the reliability of external financial reporting and asset safeguarding (ensuring assets are not acquired, used, or disposed of without proper authorization) during the aforementioned period, in accordance with Article 25 of the "Regulations" and Article 6 of the "Review Procedures for Securities Listing Applications by the GreTai Securities Market." As stated in the preceding paragraph, the design and operation of said internal control system were effective, with no material weaknesses that would affect the reliability of financial information in recording, processing, summarizing and reporting, nor any material weaknesses in asset safeguarding that would permit unauthorized acquisition, use or disposal of assets.
- VII. This Statement will become a major part of the content of the Company's Annual Report and Prospectus, and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Law.
- VIII. This statement has been resolved by the Board of Directors Meeting of the Company held on June 19, 2024, where none of the eight attending directors expressed dissenting opinions, and the remainder all affirmed the content of this Statement.

**Nextlink Technology Co., Ltd.**

**Chairman :**

**President :**

(IX) Major resolutions of the Shareholders' Meetings and Board of Directors' meetings in the most recent fiscal year and as of the date of this annual report:

1. Shareholders' Meeting

Meeting date	Meeting type	Significant resolutions	Resolution results	Implementation status								
June 17, 2024	Shareholders' Meeting	1. Proposal to apply for Taipei Exchange (TPEX) listing	The voting rights represented at the shareholders' meeting (including electronic voting rights) totaled 19,865,397 shares. The proposal received 19,862,379 affirmative votes, representing 99.98% of total voting rights, with 18 opposing votes and 3,000 abstentions. The proposal was approved as presented.	The listing was successfully completed on December 16, 2024.								
		2. Proposal for capital increase prior to initial TPEX listing application and shareholders' resolution to waive preemptive rights in full	The voting rights represented at the shareholders' meeting (including electronic voting rights) totaled 19,865,397 shares. The proposal received 19,862,279 affirmative votes, representing 99.98% of total voting rights, with 118 opposing votes and 3,000 abstentions. The proposal was approved as presented.									
		3. Proposal to amend the Company's Articles of Incorporation	The voting rights represented at the shareholders' meeting (including electronic voting rights) totaled 19,865,397 shares. The proposal received 19,862,379 affirmative votes, representing 99.98% of total voting rights, with 18 opposing votes and 3,000 abstentions. The proposal was approved as presented.	The Company has been operating in accordance with the amended Articles of Incorporation.								
		4. Proposal to elect one additional independent director	<table><tr><td>Identity</td><td>Name</td><td>Votes obtained</td><td>Represented legal entity</td></tr><tr><td>Independent Director</td><td>Shih Tz'u Pao</td><td>18,861,866</td><td></td></tr></table>	Identity	Name	Votes obtained	Represented legal entity	Independent Director	Shih Tz'u Pao	18,861,866		The Company change registration has been completed.
		Identity	Name	Votes obtained	Represented legal entity							
Independent Director	Shih Tz'u Pao	18,861,866										
5. Proposal to lift restrictions on directors' non-compete obligations	The voting rights represented at the shareholders' meeting (including electronic voting rights) totaled 19,865,397 shares. The proposal received 19,861,879 affirmative votes, representing 99.98% of total voting rights, with 18 opposing votes and 3,500 abstentions. The proposal was approved as presented.											

## 2. Board of Directors

Board meeting date (session)	Motion content	Dissenting opinions, reservations, or major recommendations from supervisors/indep endent directors	Board resolution status	The Company's handling of independent directors' opinions
The 3rd Meeting of the 4th Term January 24, 2024	<ol style="list-style-type: none"> <li>1. Directors remuneration management policy of the Company.</li> <li>2. Managers salary and bonus administration policy of the Company.</li> <li>3. Proposal on fixed compensation for the Company's current managers.</li> <li>4. Proposal on year-end bonuses for the Company's managers for 2023.</li> <li>5. Proposal authorizing appointment, dismissal, retirement, promotion, transfer and salary adjustment of the Company's managers.</li> </ol>	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 4th Meeting of the 4th Term March 30, 2024	<ol style="list-style-type: none"> <li>1. Proposal to lift restrictions on managers' non-compete obligations.</li> <li>2. Proposal on bonuses for managers of the Company.</li> <li>3. Review of the Company's 2023 annual business report.</li> <li>4. Proposal on employee and director compensation for the year 2023.</li> <li>5. Review of the Company's 2023 consolidated financial statements and individual financial statements.</li> <li>6. Proposal for the Company's 2023 profit distribution</li> <li>7. The Company's proposal to apply for Taipei Exchange (TPEX) listing</li> <li>8. Proposal for capital increase prior to initial TPEX listing application and shareholders' resolution to waive preemptive rights in full</li> <li>9. Proposal to elect one additional independent director and related nomination matters</li> <li>10. Proposal to set the date and agenda for the 2024 annual shareholders' meeting</li> <li>11. Proposal to establish the Company's "pre-approval review procedures for non-assurance services provided by auditing CPAs"</li> <li>12. Evaluation of the Company's 2024 audit engagement, remuneration, professional competence, independence, and performance assessment of auditing CPAs</li> <li>13. Review of the Company's 2024 annual budget proposal</li> <li>14. Assessment of the effectiveness of the Company's 2023 internal control system and the "internal control system statement"</li> <li>15. Proposal to amend the Company's "Authorization Limits Table"</li> </ol>	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 5th Meeting of the 4th Term April 30, 2024	<ol style="list-style-type: none"> <li>1. Proposal to re-elect the Company's Chairman</li> <li>2. Proposal to amend the Company's Articles of Incorporation</li> <li>3. Proposal to amend the "Board of Directors Meeting Procedures"</li> <li>4. Review of independent director candidates' qualifications</li> <li>5. Proposal to lift restrictions on directors' non-compete obligations</li> </ol>	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances

Board meeting date (session)	Motion content	Dissenting opinions, reservations, or major recommendations from supervisors/indep endent directors	Board resolution status	The Company's handling of independent directors' opinions
	6. Proposal to add items to the 2024 annual shareholders' meeting agenda 7. Proposal to amend the Company's "Internal Control System" 8. Proposal to establish the Company's "Board Performance Evaluation Procedures" 9. Proposal to establish the Company's "Standard Operating Procedures for Handling Director Requests" 10. Proposal to establish the Company's "Operating Guidelines for Financial and Business Interactions Between Related Parties" 11. Proposal to establish the Company's "Corporate Governance Practice Code" 12. Proposal to establish the Company's "Sustainable Development Practice Code"			
The 6th Meeting of the 4th Term June 19, 2024	Discussion 1. Proposal on the appointment of the Company's Chief Audit Executive. 2. Proposal on the appointment of the Company's "Corporate Governance Officer". 3. Proposal on the appointment of the Company's acting spokesman 4. Proposal on bonuses for managers of the Company. 5. Review of the Company's 2024 Q1 consolidated financial statements. 6. Authorization for the Chairman to determine the record date and distribution date for the conversion of employee stock options into common shares. 7. Proposal to execute the "Over-Allotment and Specific Shareholders' Custody Agreement" with the lead underwriter. 8. Approval of the financial forecasts for 2024 Q3 and Q4, required for the Company's TPEx listing application. 9. Proposal to amend the Company's "Internal Control System". 10. Proposal to issue the "Statement of Internal Control System" for the period from April 1, 2023, to March 31, 2024. 11. Proposal to amend the Company's "Operating Guidelines for Financial and Business Interactions Between Related Parties".	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 7th Meeting of the 4th Term August 5, 2024	Discussion 1. Review of the Company's 2024 Q2 consolidated financial statements.	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 8th Meeting of the 4th Term October 3, 2024	Discussion 1. Proposal to establish the Company's "Employee Stock Subscription Rules for the	No dissenting opinions	Unanimously approved by all attending	No such circumstances



Board meeting date (session)	Motion content	Dissenting opinions, reservations, or major recommendations from supervisors/indep endent directors	Board resolution status	The Company's handling of independent directors' opinions
	Cash Capital Increase". 2. Proposal for the Company's initial public offering (IPO) and cash capital increase through new share issuance with public underwriting, submitted for review.		directors	
The 9th Meeting of the 4th Term November 4, 2024	Discussion 1. Review of the Company's 2024 Q3 consolidated financial statements. 2. Proposal to amend the Company's "Internal Control System". 3. Proposal for the Company's 2025 internal audit plan. 4. Proposal to establish the Company's "Sustainable Development Committee Organization Regulations". 5. Proposal on the appointment of Sustainable Development Committee members and Chief Sustainability Officer. 6. Proposal to amend the Company's "Corporate Governance Best Practice Principles". 7. Proposal to amend the Company's "Audit Committee Organization Regulations". 8. Proposal on the 2024 performance evaluation system and bonuses of the Company. 9. Proposal on the allocation of employee and manager stock subscription for the pre-IPO cash capital increase via ordinary shares.	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 10th Meeting of the 4th Term December 13, 2024	Discussion 1. Proposal on the capital increase record date and distribution date for the conversion of the Company's employee stock option certificates into ordinary shares.	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 11th Meeting of the 4th Term February 26, 2025	Discussion 1. Proposal on the Company's 2024 annual business report. 2. Proposal on employee and director compensation for the year 2024. 3. Proposal of the consolidated and individual financial statements of the Company for the year 2024. 4. Proposal for the Company's 2024 profit distribution. 5. Proposal to amend the Company's "Articles of Association". 6. Proposal to set the date and agenda of the annual shareholders' meeting of the Company for the year 2025. 7. Proposal of the appointment, remuneration, professionalism, independence, and performance evaluation of the Company's attesting CPAs for the year 2025, and the list of non-assurance services provided by CPAs for the year 2024. 8. Proposal of the Company's 2025 annual budget. 9. Proposal of the assessment of effectiveness of the Company's internal control system	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances

Board meeting date (session)	Motion content	Dissenting opinions, reservations, or major recommendations from supervisors/indep endent directors	Board resolution status	The Company's handling of independent directors' opinions
	and the internal control system statement for the year 2024. 10. Proposal to amend the Company's "Authorization Limits Table". 11. Proposal to amend the Company's "Management Regulations on Salary and Remuneration of Managers". 12. Proposal for the appointment of the Company's General Manager.			
The 12th Meeting of the 4th Term March 25, 2025	Discussion 1. Proposal to change the date of the Company's 2025 annual general meeting of shareholders	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances
The 13th Meeting of the 4th Term May 11, 2025	Discussion 1. Review of the Company's 2025 Q1 consolidated financial statements. 2. Proposal for the Company to Apply for a Credit Line from the Bank 3. Proposal for the Appointment of Personnel at Vice President Level and Above 4. Proposal for the Appointment of Members to the Company's Sustainability Committee	No dissenting opinions	Unanimously approved by all attending directors	No such circumstances

(X) Primary content of directors or supervisors' opposing opinions with records or written declarations on significant resolutions passed by the Board of Directors for the latest year and as of the date of publishing the annual report: None

IV. Information of audit fees paid to the CPAs:

- (I) Disclosure of audit fees and non-audit fees paid to the attesting CPAs, their firm, and related entities, including a description of the non-audit services provided.

Audit Fees for Independent Auditors

Amount unit: NT\$ thousand

Name of CPA firm	CPA name	Audit Period	Audit fees	Non-Audit fees (Note 2)	Total	Remarks
Deloitte Touche Tohmatsu Limited	Yen Chun Chen Yung Hsiang Chao	2024	3,700	2,300	6,000	None

Note 1: The CPAs' examination period covered the entire fiscal year 2024.

Note 2: Non-audit fees primarily relate to services for tax certification and review opinions.

1. Where the CPA firm was replaced and the audit fees in the fiscal year of replacement were less than that in the previous fiscal year, the amount of audit fees paid before/after replacement and reasons thereof shall be disclosed: No such circumstances.
2. If the audit service fee is reduced by more than 10% from the year before, please disclose the amount, proportion, and reason for the reduction of the audit service: No such circumstances.

- (II) The audit fees referred to herein represent payments made by the Company to CPAs for the audit, review, re-examination of financial reports, and review of financial forecasts.

V. Information on the replacement of CPAs: No such circumstances.

VI. Information on whether the Company's chairman, general manager, and manager responsible for financial or accounting matters have worked for a certified public accounting firm or its affiliates within the past year: No such circumstances.

VII. Changes in shareholdings and share pledges of directors, supervisors, managers, and shareholders holding more than 10% of the shares during the most recent fiscal year and up to the date of publication of the annual report.

(I) Changes in shareholdings:

Please refer to Market Observation Post System at

<https://mops.twse.com.tw/mops/#!/web/home> and follow the below path to search for company code: 6997 for related information.

Home>Aggregate Returns>Changes in Shareholdings/Securities Issued>Directors, Supervisors and Substantial Shareholders' Shareholdings/Pledges/Transfers>Directors, Supervisors, Managers and Substantial Shareholders' Balance of Shareholdings>Aggregate Summary of Directors, Supervisors, Managers and Substantial Shareholders' Balance of Shareholdings

(II) The counterparty in any share transfer is a related party: None.

(III) The counterparty in any pledge transaction is a related party: None.

VIII. Information on relationships among top 10 shareholders by shareholding percentage, including related-party status, spousal relationships, or kinship within second-degree relatives

#### Information on Relationships Among Top 10 Shareholders

April 18, 2025

Name	Shares held personally		Shares held by spouse and minor children		Shareholding by nominee arrangement		Title, name, or relationship of shareholders with top ten shareholdings who are related parties or spouses or family members within the second degree of kinship		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Name	Relation	
New Century InfoComm Tech Co., Ltd.	12,737,907	57.64%	—	—	—	—	—	—	—
Avalion Enterprises Limited (British Virgin Islands)	4,443,093	20.10%	—	—	—	—	—	—	—
Zero One Technology Co., Ltd.	1,000,000	4.52%	—	—	—	—	—	—	—
Phoenix Land Ventures Ltd.	295,000	1.33%	—	—	—	—	—	—	—
Swift Investment Limited	195,000	0.88%	—	—	—	—	—	—	—
Hsiu Chen Chen	190,000	0.86%	—	—	—	—	—	—	—
En Tsung Shen	132,000	0.60%	—	—	—	—	—	—	—
East Asia Securities Company Limited	111,000	0.50%	—	—	—	—	—	—	—
Chia Ying Hsieh	101,000	0.46%	—	—	—	—	—	—	—
Shu Hui Ho	96,900	0.44%	—	—	—	—	—	—	—

IX. Total shares held by the Company, its directors, supervisors, managers, and directly/indirectly controlled entities in the same investee, with consolidated shareholding ratios

December 31, 2024; Unit: Shares; %

Investee companies	Investment by the Company		Investment by directors, supervisors, managerial officers and directly or indirectly controlled entities		Investments in aggregation	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
Microfusion Technology Co., Ltd.	5,933,400	100.00%	—	—	5,933,400	100.00%
Nextlink (HK) Technology Co., Limited	—	100.00%	—	—	—	100.00%
Microfusion (HK) Technology Co., Limited	—	100.00%	—	—	—	100.00%
Shanghai Naislink Information Technology Co., Ltd.	—	—	—	100.00%	—	100.00%
Microfusion Technology (MY) SDN. BHD.	1,000,000	100.00%	—	—	1,000,000	100.00%
Nextlink (SG) Technology PTE. LTD.	100,000	100.00%	—	—	100,000	100.00%

Note: It represents the Company's long-term equity investments.

## Chapter III. Capital Overview

### I. Capital and Shares

#### (I) Sources of capital

1. Types of shares issued by the Company for the most recent fiscal year and up to the date of annual report publication

Unit: Thousand shares; NT\$ thousand

Month/Year	Issue price	Authorized capital		Paid-in capital		Remarks		
		Number of shares	Amount	Number of shares	Amount	Sources of capital	Paid-in capital from non-cash assets	Others
July 2022	10	30,000	300,000	15,949	159,490	Capital reserve and retained earnings capitalization of NT\$110,490 thousand	None	Note 1
June 2023	10	30,000	300,000	19,237	192,370	Capital increase from earnings of NT\$32,880 thousand	None	Note 2
July 2023	10	30,000	300,000	20,011	200,115	New shares issued from employee stock option conversions of NT\$7,745 thousand	None	Note 3
October 2024	10	30,000	300,000	20,056	200,555	New shares issued from employee stock option conversions of NT\$440 thousand	None	Note 4
January 2025	10	30,000	300,000	22,060	220,595	New shares issued through cash capital increase of NT\$20,040 thousand	None	Note 5
February 2025	10	30,000	300,000	22,101	221,005	New shares issued from employee stock option conversions of NT\$410 thousand	None	Note 6

Note 1: Approved by official document Fu Chan Ye Shang Zi No. 11151761710 dated August 10, 2022.

Note 2: Approved by official document Fu Chan Ye Shang Zi No. 11250930200 dated July 18, 2023.

Note 3: Approved by official document Fu Chan Ye Shang Zi No. 11251222520 dated August 10, 2023.

Note 4: Approved by official document Fu Chan Ye Shang Zi No. 11353135620 dated October 11, 2024.

Note 5: Approved by official document Fu Chan Ye Shang Zi No. 11356692430 dated January 24, 2025.

Note 6: Approved by official document Fu Chan Ye Shang Zi No. 11445564700 dated February 5, 2025.

April 18, 2025; Unit: shares

Types of shares	Authorized capital			Remarks
	Outstanding shares	Unissued shares	Total	
Common stock	22,100,500	7,899,500	30,000,000	

2. If approved for the issuance of securities under a blanket reporting system, information about the approved amount, the planned issue and securities issued should be disclosed:  
No such situation.

- (II) List of major shareholders: Disclosure of shareholders holding 5% or more of shares; if fewer than ten such shareholders exist, disclose the top ten shareholders by shareholding percentage

April 18, 2025; Unit: Shares; %

Names of major shareholders	Number of shares held	Shareholding ratio
New Century InfoComm Tech Co., Ltd.	12,737,907	57.64%
Avalion Enterprises Limited (British Virgin Islands)	4,443,093	20.10%
Zero One Technology Co., Ltd.	1,000,000	4.52%
Phoenix Land Ventures Ltd.	295,000	1.33%
Swift Investment Limited	195,000	0.88%
Hsiu Chen Chen	190,000	0.86%
En Tsung Shen	132,000	0.60%
East Asia Securities Company Limited	111,000	0.50%
Chia Ying Hsieh	101,000	0.46%
Shu Hui Ho	96,900	0.44%

- (III) Dividend policy and implementations:

1. Dividend policy stipulated in the company's articles of incorporation

If the Company generates profits in a fiscal year, it shall first allocate 1% to 2% as employee bonuses and no more than 2% as director and supervisor remuneration. However, if accumulated deficits exist, the Company shall prioritize setting aside reserves to cover such deficits. Director and supervisor remuneration shall be distributed in cash, while employee bonuses may be distributed in cash or stock. The recipients of employee bonuses include qualified employees of controlling or subsidiary companies, with the specific qualifications to be determined by the board of directors.

If the Company's annual final accounts show a surplus, it shall first pay taxes, offset accumulated losses, then allocate 10% as legal reserve, and appropriate or reverse special reserve as required by law. Any remaining surplus, together with accumulated undistributed earnings from previous years, shall be proposed by the board of directors as a profit distribution plan for approval by the shareholders' meeting. When the legal reserve has reached the amount of paid-in capital, further allocation may cease.

The Company's dividend policy may consider various financial, operational and management factors while balancing investor interests. From the distributable earnings of the current year, no less than 10% shall be allocated as shareholder dividends. Dividends may be distributed in cash or stock, with cash dividends accounting for no less than 10% of the total dividend amount. However, if the Board of Directors resolves to adjust the distributable dividend ratio and cash dividend ratio after comprehensive consideration of factors such as the company's financial structure and investment plans for the year, and such resolution is approved by the shareholders' meeting, this restriction shall not apply.

2. Proposed (or approved) dividend distribution for the current year

The profit distribution plan for fiscal year 2023 was approved by the Board of Directors on March 13, 2024 and ratified by the annual shareholders' meeting on June 17, 2024 as

follows:

Unit: NT\$ thousand

Item	Amount
Cash dividend (NT\$4.06 per share)	81,246,690

The profit distribution plan for fiscal year 2024 was approved by the Board of Directors on February 26, 2025 and is proposed for ratification at the annual shareholders' meeting on June 16, 2025. The distribution plan is as follows:

Nextlink Technology Co., Ltd.  
Profit Distribution Statement for Fiscal Year 2024

Unit: NT\$

Item	Amount
Beginning accumulated earnings	151,817
Plus: Current year profit/loss for 2024	123,037,375
Less: Actuarial gains/(losses) on pension plans included in retained earnings	(14,136)
Ending accumulated earnings	123,175,056
Less: Legal reserve appropriated as required by law	(12,302,324)
Distributable earnings for the current period	110,872,732
Less: Distribution items	
Cash dividend (NT\$5.0 per share)	110,502,500
Ending undistributed earnings	370,232

Chairman:  
Chi Ching

General Manager:  
Kuan Sheng Ho

Accounting Supervisor:  
Chia Ting Chang

3. Expected significant changes to dividend policy requiring explanation: No such situation.

(IV) Impact of proposed stock dividends on business performance and EPS: No such situation.



(V) Remuneration for employees, directors and supervisors:

1. Percentage or range of remuneration to employees, directors and supervisors in the Articles of Incorporation

If the Company generates profits in a fiscal year, it shall first allocate 1% to 2% as employee bonuses and no more than 2% as director and supervisor remuneration. However, if accumulated deficits exist, the Company shall prioritize setting aside reserves to cover such deficits.

Director and supervisor remuneration shall be distributed in cash, while employee bonuses may be distributed in cash or stock. The recipients of employee bonuses include qualified employees of controlling or subsidiary companies, with the specific qualifications to be determined by the board of directors.

2. Estimation basis of remuneration to employees, directors and supervisors, calculation basis for number of shares distributed as employee remuneration, and accounting treatment for variances between estimated and actual amounts

The Company's employee and director/supervisor remuneration is estimated annually based on the percentages stipulated in the Articles of Incorporation. These estimates are approved by the Board of Directors and submitted to the Shareholders' Meeting for ratification. Should there be any variance between the final approved distribution amount and the initial estimate, such variance shall be accounted for as a change in accounting estimate.

3. Proposed remuneration approved by the Board of Directors

- (1) The amount of employees' remuneration and directors' and supervisors' remuneration distributed in cash or stock. If the amount is different from the estimates in the year expenses are recognized, the difference, cause and ways of reconciliation shall be disclosed:

The Company, pursuant to the Board of Directors' resolution passed on February 26, 2025, approved the distribution of employee bonuses and director remuneration for the fiscal year 2024, with amounts of NT\$1,394 thousand and NT\$516 thousand, respectively. The aforementioned amounts were fully distributed in cash, with no discrepancies in expense recognition.

- (2) Amount of employee bonuses distributed in stock and its ratio to the total of net profit after tax and total employee bonuses for the current period: The Company did not distribute employee bonuses in stock for the fiscal year 2024; therefore, this is not applicable.

4. Actual distribution of prior-year earnings as employee, director, and supervisor remuneration (including number of shares distributed, amount, and share price), along with any discrepancies between recognized and distributed amounts, reasons for such discrepancies, and handling measures:

The Company, pursuant to the Board of Directors' resolution passed on March 13, 2024, approved the distribution of employee bonuses and director remuneration for the fiscal year 2023, with amounts of NT\$1,082 thousand and NT\$400 thousand, respectively. The aforementioned amounts were fully distributed in cash, with no discrepancies in expense recognition.

- (VI) Share repurchase activities during the most recent fiscal year and up to the date of printing this annual report: None.

II. Status of corporate bond issuance: None.

III. Status of preferred stock issuance: None.

IV. Status of overseas depositary receipts issuance: None.

V. Status of employee stock option certificates issuance:

(I) Status of unexpired employee stock option certificates and their impact on shareholders' equity: None.

(II) Names of managers and the top ten employees who hold employee stock option certificates, as well as their acquisition and subscription status as of the annual report printing date: None.

VI. Status of restricted stock units for employees issuance: None.

VII. Status of new share issuance for mergers or acquisitions of other companies' shares: None.

VIII. Implementation of Capital Utilization Plan

(I) Plan details:

Any previous public or private securities offerings that remain incomplete or were completed within the last three years but have not yet demonstrated their intended benefits: None.

(II) Execution status: Not applicable.

## Chapter IV. Operational Highlights

### I. Business Activities

#### (I) Business scope

##### 1. Primary business activities

The Company and its subsidiaries provide customers with various cloud technology services and commercial software services required for digital transformation, including technical consulting, infrastructure design, cloud deployment, application software implementation, and cloud technical support, offering customers integrated one-stop services. At the same time, based on enterprise needs, we provide data platform solutions and artificial intelligence/machine learning (AI/ML) implementation services, covering data collection, storage, transformation, processing, data analysis, data-driven decision-making, and business applications to build data-driven enterprises. In addition, the Company and its subsidiaries serve as the most reliable partners for customers' daily operations, offering comprehensive cloud information security, monitoring, and 24/7 operational support services.

##### 2. 2024 Annual Revenue Breakdown

Unit: NT\$ thousand

Product \ Year	2023		2024	
	Operating revenue	Operating proportion	Operating revenue	Operating proportion
Cloud services	4,747,029	99.97%	4,002,281	99.99%
Revenue from sales of goods	1,513	0.03%	506	0.01%
Total	4,748,542	100.00%	4,002,787	100.00%

Source: Financial reports audited and certified by CPAs

##### 3. Current product offerings

#### ➤ Existing services and products:

##### A. Multi-cloud professional services and security services

No.	Item	Description	Details
1	Consulting	Based on customer needs and industry characteristics, assist customers in formulating cloud adoption strategies, including multi-cloud and hybrid cloud applications.	Traditional enterprise application systems often adopt monolithic architectures, where all software components are interdependent, making modifications difficult and lacking scalability and flexibility. The Company provides modernization consulting services for application systems, leveraging microservices (Note 1) and serverless (Note 2) technologies to help customers containerize (Note 3) their applications, automate processes, and implement continuous integration and continuous delivery (CI/CD) (Note 4). Combined with customized training, customers can fully leverage the advantages of cloud services and maximize the benefits of migrating applications to the cloud.
2	Cloud migration	Based on the inventory and assessment results of customers' information systems, the Company assists in formulating cloud migration strategies.	Enterprise internal application systems often share resources, such as core databases and application servers, and are interconnected, making it impossible to independently segment and migrate to the cloud. As a result, the migration of core enterprise application systems to the cloud is often highly complex. Leveraging the Company's internally developed comprehensive methodology, the Company helps customers develop a 6R (Note 5) migration strategy and a phased cloud adoption plan based on their system inventory and assessment results. The Company assists customers in designing a complete cloud architecture and ensures cloud reliability, performance, and information security through

No.	Item	Description	Details
			iterative validation.
3	Project implementation	Based on cloud service best practices, the Company employs systematic methods to assist customers in planning and implementing various types of cloud service architectures and application systems.	The Company has accumulated numerous solution modules, enabling rapid development and deployment tailored to customer needs, thereby leveraging the high flexibility and scalability of the cloud. For example, the Company was the first provider in Taiwan to successfully integrate Palo Alto firewalls with AWS Gateway Load Balancer. Additionally, the Company utilizes the latest Infrastructure as Code (IaC) (Note 5) technology, employing Terraform (an infrastructure design and coding tool) to develop automated deployment programs for customers, meeting their requirements for cloud service performance, resource monitoring, disaster recovery, backup, and information security.
4	Optimization and adjustment	The Company provides customers with continuous optimization recommendations for their cloud architectures.	Cloud adoption is often not a one-time effort; post-migration modernization of application systems, performance enhancement, information security protection, disaster recovery reinforcement, and cost management are part of an ongoing optimization process. For customers' post-migration systems and applications, the Company offers continuous optimization suggestions, including improvements in performance, cost, security, and operational maintenance. The Company also assists customers in planning cloud architecture adjustments for various events and marketing campaigns. For instance, during department store anniversary sales, when computational and storage demands surge tenfold compared to normal times, the Company helps customers plan a series of cloud architecture adjustments and stress tests, as well as necessary system refactoring and modernization to meet their business needs.
5	Information security	The Company provides customers with cloud security solutions.	Given the rising importance of information security in cloud services and the continuous evolution of related technologies and measures, the Company holds AWS and GCP professional security service certifications and has achieved AWS MSSP (Managed Security Service Provider) qualification. The Company integrates major public clouds and third-party security products and services to deliver comprehensive cloud security solutions to customers.
6	Consulting	Based on customer needs and industry characteristics, assist customers in formulating cloud adoption strategies, including multi-cloud and hybrid cloud applications.	Traditional enterprise application systems often adopt monolithic architectures, where all software components are interdependent, making modifications difficult and lacking scalability and flexibility. The Company provides modernization consulting services for application systems, leveraging microservices (Note 1) and serverless (Note 2) technologies to help customers containerize (Note 3) their applications, automate processes, and implement continuous integration and continuous delivery (CI/CD) (Note 4). Combined with customized training, customers can fully leverage the advantages of cloud services and maximize the benefits of migrating applications to the cloud.
7	Cloud migration	Based on the inventory and assessment results of customers' information systems, the Company assists in formulating cloud migration strategies.	Enterprise internal application systems often share resources, such as core databases and application servers, and are interconnected, making it impossible to independently segment and migrate to the cloud. As a result, the migration of core enterprise application systems to the cloud is often highly complex. The Company has developed a comprehensive internal methodology to formulate a 6R (Note 5) migration strategy based on customers' information system inventory and assessment results. Through a phased cloud adoption plan, the Company assists customers in designing complete cloud architectures and ensures cloud reliability, performance, and information security through iterative verification processes.

- Note 1: In monolithic architectures, all processes are tightly coupled and run as a single service. If demand surges for one process within an application, the entire architecture must be scaled. In contrast, microservice architectures build applications as independent components, with each application process running as a separate service. Each service performs a single function. Since each service operates independently, they can be individually updated, deployed, and scaled to meet specific application requirements.
- Note 2: Serverless computing builds upon Platform-as-a-Service (PaaS) to provide a micro-architecture where end customers no longer need to deploy, configure, or manage server services. All required server services for program execution are provided by the cloud platform.
- Note 3: Containerization utilizes operating system-level virtualization technology, where a container (Container) refers to the instance created by this technology. This approach places applications within "virtual operating systems" created through containerization technology.
- Note 4: Continuous Integration (CI) and Continuous Delivery (CD) represent software development practices where developers regularly merge code changes into a central repository. These changes are automatically built, tested, and prepared for production release.
- Note 5: The 6R refers to Rehosting, Replatform, Repurchasing, Re-architect, Retire, and Retain.

#### B. MSP multi-cloud managed services

No.	Item	Description	Details
1	Information security	Assist customers in establishing a complete cloud security policy	The Company assists customers in establishing comprehensive cloud security policies by implementing multi-layered cloud security protection, threat detection and alerts, data encryption, identity and access management, and compliance with regulatory standards to ensure the confidentiality, integrity, and availability of cloud environments.
2	DevOps	Development and operations	The Company helps customers improve operational efficiency through automated deployment processes, continuous integration and continuous delivery (CI/CD), infrastructure as code (IaC), monitoring, and performance optimization using cloud technologies and support.
3	Incident and issue management	Event management and disaster recovery	The Company assists customers in quickly identifying, analyzing, and responding to security incidents and system failures through relevant cloud tools, while conducting effective incident management and disaster recovery to ensure service continuity and minimal disruption to business operations.
4	Cloud monitoring	Proactive monitoring and alerts	The Company assists customers in real-time monitoring of cloud infrastructure and application performance, issuing immediate alerts when issues arise to enable quick response and resolution of potential problems, ensuring system stability and high availability. Additionally, the Company plans to introduce artificial intelligence and machine learning technologies for predictive analysis, enhancing the observability of customers' cloud systems, automating anomaly detection and recovery capabilities, thereby proactively maintaining system health and optimizing performance.
5	Change management	Cloud architecture changes and configuration	For cloud architecture-related configurations, the Company assists customers in planning, evaluating, approving, implementing, and monitoring changes to ensure all modifications are carried out systematically, efficiently, and without compromising system stability or business operations.
6	Technical support and professional operations	7*24 round-the-clock technical consultation and response.	The Company provides customers with an 7 immediate ticketing system (HelpDesk) and 24/ round-the-clock technical consultation and response services. Through the Company's frontline customer service engineers (CS), site reliability engineers (SRE), and architect teams, customers receive various technical advice and services. For medium and large enterprise customers, the Company assigns dedicated technical account managers (TAM) to provide tailored services, further familiarizing themselves with the customer's environment and architecture, quickly understanding customer needs, promptly addressing issues encountered in cloud environments, troubleshooting system obstacles, and offering professional recommendations and adjustment plans.

C. Enterprise operational technical support (Technical Services)

Primarily focused on helping customers resolve various cloud usage issues to obtain technical assistance. Additionally, the Company is a Google Workspace partner with an independent and professional Google Workspace technical team and holds the original manufacturer certification for Google Work Transformation - SMB Specialization. The Company can assist customers in implementation, enabling enterprise customers to focus more on creating business value, and is capable of executing large-scale Google Workspace implementation projects. Specifically, the Company provides Google Workspace implementation, planning, and consulting services, offering customized product support projects based on individual enterprise customer needs, business objectives, organizational workforce, and digital maturity levels, including:

No.	Item	Description
1	Pre-sales consulting	The Company provides Google Workspace implementation process consulting, mailbox migration advisory, and other Google Workspace service planning recommendations.
2	Project import service	The services include testing, setup, system integration, trial runs, go-live, and training programs.
3	Professional technical support	Professional technical support is provided through a 24/7 HelpDesk to promptly address various customer usage issues.
4	Professional managed services	The Company also offers professional Google Workspace managed services, assisting enterprises in efficiently managing Google Workspace collaboration software. Through a fully managed admin console service model, customer operations and maintenance burdens are reduced.

D. Data applications and artificial intelligence

The Company has established a data applications team comprising data engineers, analysts, data specialists, BI application experts, project managers, and professional consultants. With this complete data team, the Company provides professional consulting, modeling guidance, and solutions tailored to clients across different sectors - from data collection and platform setup to analytics services. It has successfully executed large-scale data platform cloud migration projects. Under the AI trend, while enterprises are seeking to adopt AI and large language models (LLMs), the prerequisite is to first establish a robust data analysis system. The Company's data applications team primarily executes big data-related projects, including data cleansing, data warehousing, data consistency, and implementing smart business processes (smart BI), thereby providing real-time data for enterprise decision-making. Furthermore, only after achieving data consistency and structured data status can AI/ML mechanisms be effectively implemented for machine learning applications.

E. Independent software vendor (ISV) software and solutions

To provide customers with more diversified products and services, the Company and its subsidiaries actively introduce outstanding products across various fields including security, backup and disaster recovery, data databases, agile development applications, and other solutions, combining them with existing cloud services to establish a comprehensive cloud business application ecosystem.



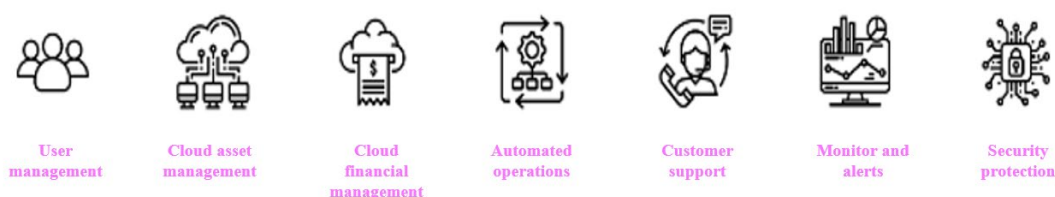
In summary, the Company's customized proprietary services include cloud migration, cloud environment setup, cloud environment optimization, application development, data applications, and customized training programs. Currently, over 600 customers simultaneously use both customized proprietary services and managed services, with the proportion of proprietary services increasing year by year in recent years. This clearly demonstrates that the Company has gradually moved beyond the traditional distributor business model focused primarily on cloud distribution and is transforming into a professional provider specializing in cloud value-added services. The Company has formulated key future research and development projects, focusing on generative AI as the foundation to progressively develop related products and gradually promote them to existing customers.

4. New products under development

A. AICOM multi-cloud management platform (CMP)

With the continuous development of cloud services, multi-cloud applications have become a trend and strategy for enterprises to address competitive challenges. As enterprise cloud applications gradually increase in number and complexity, how to effectively track and manage related resources and costs, thereby optimizing expenses and improving operational efficiency, has become a challenge for enterprises. The Company and its subsidiaries plan to integrate existing systems and services to independently develop a unified multi-cloud application management service platform based on cloud technology, which will meet customers' needs for multi-cloud management and enhance customer service quality.

This plan encompasses the following areas:



- User management: provides a user system architecture based on a multi-level permission and composite role-based access control model
- Cloud asset management: enables management of different cloud resources according to the cloud services supported by the system
- Cloud financial management: provides cloud billing inquiries, budget management, financial analysis and forecasting
- Automated operations: offers automated operations and DevOps process management
- Customer support: integrates current technical operation support to provide customers with relevant online services
- Monitoring and alerts: provides cloud resource, performance, and cost monitoring operations, and issues alerts based on verification conditions
- Security protection: offers discovery, assessment, recommendations and predictions to achieve the goal of building more secure systems and safer environments

#### B. Lemma - LLM-Enhanced Multi-Modal Assistant

The self-developed SaaS service product with a proprietary reasoning engine and intelligent agent at its core enables customers to subscribe and select different cloud platforms, models, and training strategies to independently train and build multi-turn dialog bot services and user interfaces. This solution finds applications across e-commerce, healthcare, education, finance and other sectors, significantly enhancing user experience and operational efficiency.

The multifaceted technological innovations and applications of the LLM-based multi-turn dialog agent will be protected and strengthened through patents to maintain technical competitiveness.

#### C. MarTech solutions

Integrating data infrastructure, data insights, machine learning and generative AI to assist new retail businesses in building intelligent marketing tools. Through applications such as data integration, precision analysis, recommendation systems, and automated marketing content and process optimization, sales efficiency is enhanced, customer service is optimized, and business growth and decision-making optimization are accelerated. MarTech includes the following application scenarios:

Data cloud integration and analysis

Product AI intelligent knowledge expert

E-commerce platform out-of-stock recommendations

Automated product listing management

Accounts processing platform optimization



Public cloud accounts processing involves massive data computation and analysis, making cost control increasingly important for enterprise customers after cloud migration. To meet enterprise customer needs for more efficient cloud cost management and diversified accounting functions, the accounts processing platform requires continuous optimization in both functionality and performance. For the Company, the long-term accumulation of cloud accounting technical knowledge and usage billing data has enabled the construction of a cloud data warehouse, which facilitates data analysis and the development of various business reports to drive data-driven enterprise decision-making and uncover more business opportunities.

(II) Industry overview

1. Industry Trends and Developments

In recent years, driven by factors including the COVID-19 pandemic, geopolitical tensions, inflationary pressures, and emerging technologies such as artificial intelligence, edge computing, and big data, enterprises have increasingly recognized the value and operational flexibility offered by cloud computing solutions. This has fueled sustained growth in the cloud market. According to Mordor Intelligence's projections, the global public cloud market size will reach US\$518.69 billion in 2024 and is expected to grow to US\$1,103.6 billion by 2029, representing a compound annual growth rate (CAGR) of 16.3%. This growth is primarily attributed to how public cloud services have transformed corporate IT budgeting approaches. The pay-as-you-go model eliminates upfront software and hardware costs, enables rapid resource scaling, and allows enterprises to test new ideas without significant capital commitments. By 2022, over 60% of business data was already stored in public clouds, with this proportion continuing to rise.



Study Period	2019 - 2029
Base Year For Estimation	2023
CAGR	16.30 %
Fastest Growing Market	Asia Pacific
Largest Market	North America
Market Concentration	Medium
Major Players	<div> </div> <div> </div>
*Disclaimer: Major Players sorted in no particular order	

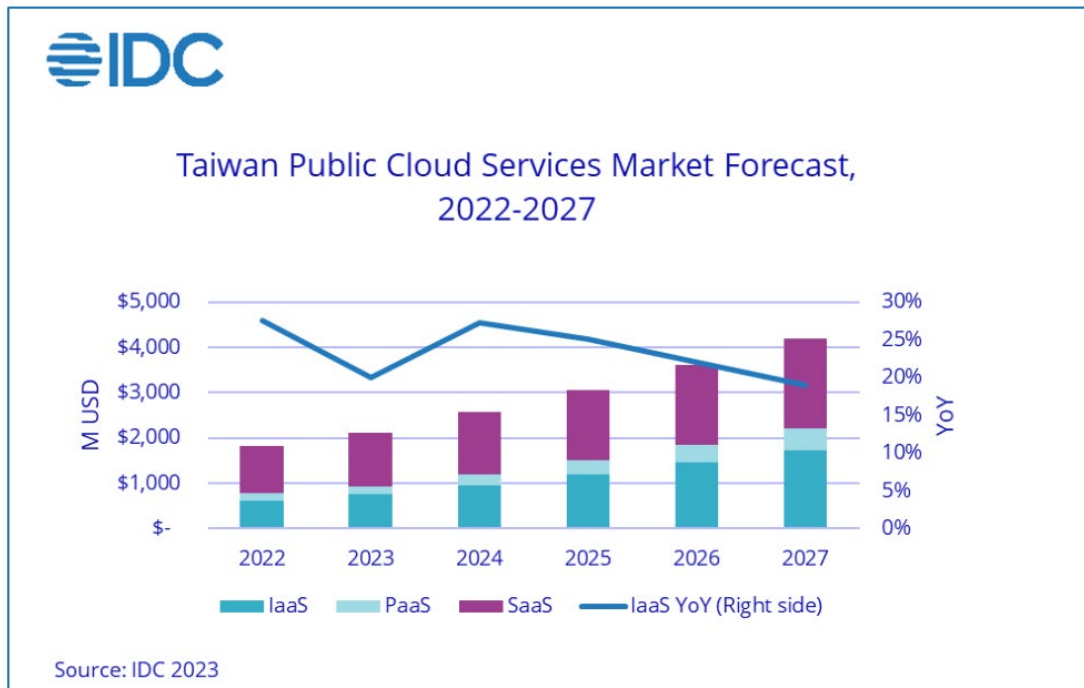
Source: Mordor Intelligence (2024)

Deloitte's "2024 Global TMT Industry Predictions" report highlights cloud sovereignty as a key future focus. The principle of cloud sovereignty mandates that data stored in clouds should be subject to the laws of the country where it resides. With increasing data volumes, heightened value and sensitivity of stored information, growing awareness of personal data privacy, geopolitical tensions, and evolving cybersecurity threats, localized cloud solutions have become a priority for policymakers. Deloitte predicts that government cloud spending will exceed \$41 billion in 2024, with a growth rate of 16%. This represents merely one variant of existing sovereign cloud solutions specifically tailored to address government agencies' compliance requirements, while distributed cloud serves as an alternative approach adhering to data residency regulations, with its market projected to reach US\$7 billion in 2024, having attained US\$4 billion in 2022.

The Asia-Pacific cloud market, according to Statista statistics, shows that public cloud service revenue is expected to triple by 2026, exceeding US\$150 billion, with IaaS generating nearly 66 billion in revenue, making it the largest cloud sector in the Asia-Pacific region, where AWS is the leading provider in Asia-Pacific (excluding China), and Alibaba Cloud accounts for over 30% of the IaaS market.

The Taiwan cloud market, as revealed by IDC's latest "Worldwide Semiannual Public Cloud Service Tracker" report, achieved a US\$624 million IaaS market size in 2022 with 27.6% year-on-year growth. Impacted by the global economic downturn trend, the IaaS annual growth rate is projected to decline to 20% in 2023, however persistent demand from enterprise users regarding data residency, sustainability, and generative AI continues to develop, leading IDC to forecast Taiwan's IaaS market size will grow to US\$1.731 billion by 2027, representing a 22.6% compound annual growth rate from 2022 to 2027.

## 2022-2027 Taiwan Public Cloud Services Market Forecast

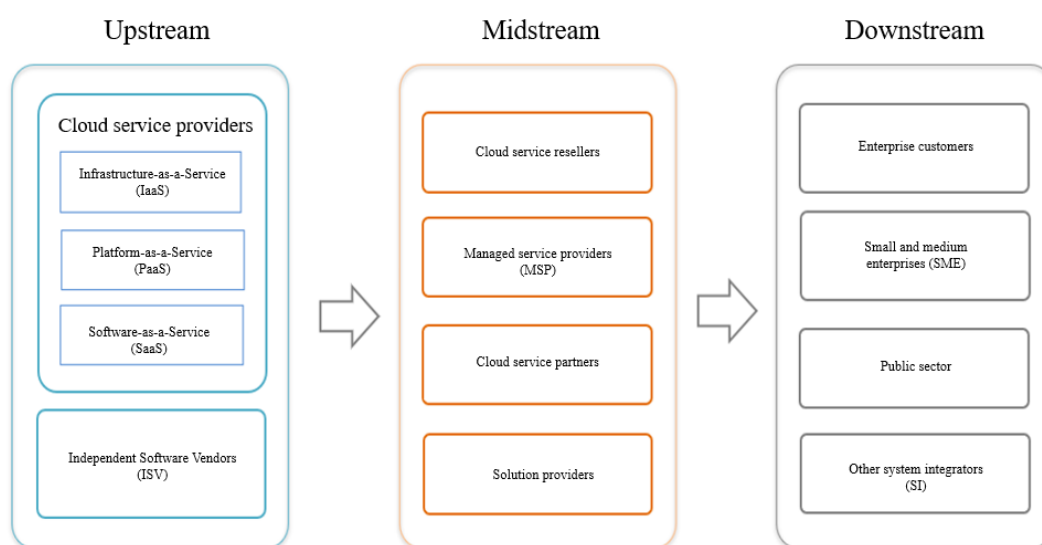


Data source: Research firm IDC

Looking ahead, data residency requirements, net-zero carbon emissions initiatives, and generative AI will remain key focus areas. Additionally, labor shortages and declining birthrates are accelerating enterprises' digital transformation efforts. The adoption of AI and machine learning (ML) technologies is enabling the automation of various business services with low barriers to entry, delivering positive impacts on cost control and operational efficiency. These three factors will be critical drivers sustaining double-digit growth in Taiwan's IaaS market over the coming years.

Regarding the Southeast Asian cloud market, according to India's Adroit Market Research data, the cloud computing market in Southeast Asia is projected to reach US\$40.32 billion by 2025. This growth is primarily driven by the increasing adoption of Fintech and e-commerce services in the region, coupled with a young, digitally-savvy population. Global cloud providers are accelerating investments across Southeast Asia - while initial deployments were concentrated in Singapore, providers are now making substantial investments in Malaysia, Thailand, and Indonesia. Beyond capital investment, cloud providers are also committing to long-term training programs for local technical professionals, signaling that Southeast Asia is emerging as a new battleground for cloud service providers.

## 2. Correlation between upstream, midstream, and downstream of the industrial chain



### A. Upstream supply chain risks

The Company and its subsidiaries primarily procure cloud application services from upstream cloud service providers such as AWS, GCP, and Azure. According to research data from Canalys, these three major cloud providers collectively account for 66% of the global market share, with AWS being the market leader, making the overall IaaS industry an oligopolistic market. The Company and its subsidiaries serve as professional cloud managed service providers for global cloud vendors in the Asia-Pacific region, with the Company being one of the few partners in Asia-Pacific to obtain AWS Premier Tier Services Partner certification and AWS Managed Service Provider (MSP) certification, while its subsidiary MacroCloud is a Google Cloud Premier Partner and Microsoft Azure Infrastructure Solution Partner. Additionally, the Company and its subsidiaries have obtained multiple professional technical certifications and credentials from cloud providers including AWS, GCP, Azure, and AliCloud. In summary, the Company and its subsidiaries maintain long-term stable cooperation with various international cloud vendors, continuously deepen the application of vendor cloud technologies, and retain technical talent capabilities, which should mitigate procurement risks.

B. Potential threats in the midstream competition

With the vigorous development of digital transformation, small and medium-sized enterprises typically lack sufficient budgets to invest in IT departments, giving rise to the new cloud operations managed services (MSP) model. In addition to being proficient in vendor technologies, MSP providers develop value-added service business models to enhance customer dependency, primarily focusing on cloud services not offered by vendors but demanded by customers to increase competitiveness. The Company and its subsidiaries are among the few MSP service providers with professional Site Reliability Engineering (SRE) teams, possessing the capability to assist customers in integrating automated operations and CI/CD processes. Beyond obtaining multiple vendor professional certifications, they have also acquired international standard certifications including quality management (ISO 9001), information security (ISO 27001), and cloud security (ISO 27017), improving the quality and efficiency of data management while maintaining system information security. Additionally, they have developed the proprietary AI-powered "AICOM" platform to help customers address complex cloud management tasks. Furthermore, the Company and its subsidiaries serve over 2,000 clients globally, understanding the requirements for cloud service scale, security, privacy protection, and data storage across different countries and regions, with a proven track record of successful implementations. In summary, given their technical capabilities and the depth and breadth of their services, the Company and its subsidiaries should be well-equipped to mitigate risks posed by competitors.

C. Control of downstream sales markets

The Company and its subsidiaries have established a strong presence in the cloud market over the years, delivering customized solutions to downstream customers while maintaining stringent service quality and security standards. Serving as a pivotal bridge in the industry, we facilitate downstream manufacturers' adoption of upstream vendor services. Our customer-centric approach enables us to accurately identify and respond to emerging market trends with exceptional market sensitivity. Through continuous enhancement of technical capabilities, security environments, and the acquisition of vendor certifications, they deliver comprehensive one-stop value-added services to downstream customers, including cloud services and operations, various independent software solutions, and AI big data application solutions. Their consistent service quality has resulted in high customer retention rates. In addition to maintaining existing clients, they actively develop new customers and expand operations in Southeast Asia to increase market share and mitigate risks associated with downstream market fluctuations.

### 3. Development trends of major products

The cloud industry operates in a rapidly growing yet highly competitive market, where global enterprises and organizations are increasingly migrating workloads to cloud platforms - accelerated by worldwide environmental factors and COVID-19 impacts - to achieve superior flexibility, scalability, and performance. Concurrently, the proliferation of emerging technologies including IoT, big data, and artificial intelligence is further propelling the advancement of cloud industry solutions. Overall, the development trends of cloud products are as follows:

- **Adoption of multi-cloud and hybrid cloud strategies:** Enterprises are increasingly adopting multi-cloud and hybrid cloud strategies to distribute workloads across different cloud platforms. This approach enables organizations to select the most suitable cloud service providers based on specific operational requirements, while simultaneously enhancing system availability, operational flexibility, and data governance capabilities across heterogeneous cloud environments.
- **Enhanced Flexibility and Scalability:** Enterprise demand for elastic and scalable solutions continues to grow. Cloud products provide flexible resource allocation and on-demand scaling capabilities, enabling enterprises to adjust computing resources according to actual needs, improve performance, and reduce costs.
- **Integration of AI and Machine Learning:** Artificial intelligence and machine learning are playing an increasingly important role in cloud products. Cloud platforms provide abundant data and computing power, enabling developers and enterprises to more easily develop and deploy AI and ML applications. This includes providing AI and ML services, automated tools, and pre-trained models, allowing enterprises to more readily apply and integrate AI and machine learning technologies to achieve intelligent analysis, prediction, and automation capabilities.
- **Expansion of Edge Computing:** With the development of IoT and 5G technologies, edge computing is becoming increasingly important in cloud products. Edge computing pushes computation and data processing to edge devices closer to data sources, reducing latency and providing real-time response capabilities, such as for IoT and real-time data analytics.
- **Popularization of Containerization and Microservices Architecture:** Containerization and microservices architecture help improve application portability, scalability, and performance. Containerization technologies (e.g., Docker and Kubernetes) enable rapid application deployment and management, supporting agile development and continuous deployment. Microservices architecture breaks applications into small, independent services, making development and maintenance more flexible and efficient.

- **Security and Compliance:** As the importance of data privacy and compliance grows, cloud products are increasingly focusing on security and compliance. Cloud providers are strengthening security features such as data encryption, authentication, and access control, while offering solutions that meet regulatory requirements.

Overall, the cloud industry is developing rapidly, with intense market competition. Large cloud service providers dominate the market, while emerging competitors continue to rise. Industry-specific solutions, data security and privacy protection, and compliance with national and regional requirements are all key considerations in the cloud market.

#### 4. Competitive landscape

In the cloud market competition, the Company and its subsidiaries face three main types of competitors: First, large cloud service providers such as Amazon, Google, and Microsoft, which possess massive infrastructure, globally distributed data centers, and strong technical capabilities, creating both competitive and cooperative relationships with cloud managed service providers, particularly in attracting large enterprise clients. Second, other public cloud managed service providers in the same market, which are the Company's most direct competitors, requiring highly differentiated services to secure market share. Lastly, more indirect competition comes from system integrators (SI) and storage vendors that target customers still evaluating digital transformation and cloud migration.

To compete effectively, the Company and its subsidiaries leverage deep expertise in multi-cloud, cross-border, and multi-technology solutions. The Company is an AWS Premier Tier Services Partner, one of the few in Asia-Pacific to hold AWS Managed Service Provider (MSP) certification, and an AWS Select Tier Training Partner. Additionally, the Company is a Google Cloud Premier Partner and Microsoft Azure Silver Partner, with multiple vendor certifications including: AWS Data & Analytics Competency, AWS Digital Customer Experience Competency, AWS Migration Competency, AWS Security Competency, AWS Well-Architected Partner Program, AWS Public Sector Solutions Provider, Google Work Transformation, Google Cloud Migration, and Google Infrastructure. The Company provides professional, secure cloud services and 24/7 managed cloud operations, partnering with leading global ISVs to deliver comprehensive solutions, including: cloud services and operations, cloud security services, CRM cloud service systems, AI and big data application solutions. Serving over 2,000 clients worldwide, the Company understands diverse regional requirements for cloud service scale, security, privacy protection, and data storage. With this technical depth, vendor certifications, and global experience, the Company and its subsidiaries stand out among competitors, making them the preferred partner for digital transformation and cloud migration.

### (III) Technology and R&D overview

#### 1. R&D expenses invested in the latest year and as of the publication of the annual report:

Unit: NT\$ thousand

Item \ Year	2023	2024
Research and development expenses	17,531	24,996
Net operating revenue	4,748,542	4,002,787
Ratio of R&D expenses to operating revenue	0.37	0.62

#### 2. Technologies or products successfully developed in the most recent year up to the date of publication of this annual report

Year	Product/case name	Description of scenario/case challenge
2020	AWS Reseller Platform	To address the operational management needs of AWS reseller business partners, the Company developed an AWS reseller management platform. This solution was created to handle the challenges of processing extensive cloud usage data from numerous clients and complex billing management, providing a multi-account processing and management interface to enable resellers to conduct effective operational management.
2021	GWS Small Payments	The Company offers Google Workspace (GWS) product subscriptions and related technical support services. The sales process previously required manual handling of quotations, and even after order confirmation, substantial human intervention was needed to manage payment statuses, resulting in high labor costs. To streamline this, the Company developed an integrated online solution for small-value orders that handles quotations and instant payments in one seamless process, reducing communication costs between sales teams while accelerating the quotation process and enabling immediate payment collection.
2022	GWS Subscription Management System	For the Company's Google Workspace (GWS) products, all subscription management and detailed configuration tasks require internal administrators to individually access Google's official GWS Partner management platform to perform various service subscription operations. Moreover, this management platform only provides real-time operation functions without any scheduled batch processing mechanism, often necessitating internal administrators to be on standby for processing, resulting in a relatively passive workflow that leads to poor overall operational efficiency and fails to demonstrate its benefits. Consequently, the Company developed the GWS subscription management system to reduce manpower dependency and automate system operations, thereby improving efficiency and reducing the error rate in manual processing.
2023	MFpay Prepayment Inquiry Platform	The Company has responded to market conditions where numerous public institutions, legal entities, and academic research units have gradually emerged as strong potential clients in the cloud market in recent years. These



Year	Product/case name	Description of scenario/case challenge
		clients mostly operate on fixed budget systems and find it difficult to reconcile accounts based on the cloud's monthly fluctuating usage fees, instead opting to cooperate with cloud agents through prepayment systems. Furthermore, these types of clients typically consist of a single institutional entity divided into multiple departments and subsidiary units, each requiring separate budgets to contact and collaborate with agents.
2023	AWS Billing Service Data System	<p>The AWS billing system has been operating for many years with a certain degree of stability. However, as the Company's AWS business volume has grown significantly year by year, and customer usage cost data on AWS cloud continues to increase.</p> <p>Both the Company and customers have timeliness requirements for cloud billing processing, mandating completion within specified timeframes. While the originally operating system has achieved relative stability, it has simultaneously reached a bottleneck in execution efficiency.</p> <p>To accommodate continuously growing business volumes in the future, the Company plans to establish computing cluster and database cluster architectures, while optimizing data flows and refactoring applications. These measures aim to achieve: high-efficiency computing mechanisms, robust distributed processing, enhanced system stability, reduced data generation time, and improved data accuracy.</p>
2023-2024	AICOM Cloud Resource Management Platform	<p>In recent years, as many enterprises accelerate digital transformation and emerging technologies continue to develop, businesses have begun adopting cloud-first strategies, migrating their operations and applications to the cloud. Based on the characteristics of various cloud services, they choose to deploy application services across multiple different cloud environments to reduce risks associated with relying on a single vendor, achieving a multi-cloud environment that enhances business flexibility and availability. However, while enterprises integrate different cloud services to enable rapid innovative applications, they also face challenges in effectively tracking and controlling costs.</p> <p>This product provides comprehensive service and performance monitoring for enterprises through its one-stop monitoring, review, and prediction of usage features, helping enterprise customers optimize cloud costs, address multi-cloud governance challenges, and achieve cloud-based digital transformation and innovative application development.</p>
2024	Cloud Cost Allocation Management Platform	Large corporate clients often have numerous internal units that need to share cloud usage fees. Therefore, a system is required to provide calculation and management of cloud cost allocation, helping large corporations simplify their cloud billing management processes while improving efficiency and accuracy.
2024	LLM-Based Multi-Turn Conversational Agent	<p>Multi-turn dialogue agents powered by large language models (LLM) can be applied across multiple domains to enhance user experience and operational efficiency. Below are specific application scenarios:</p> <ol style="list-style-type: none"> <li>1. Customer Support Handling customer inquiries, complaints, and troubleshooting requests through multi-turn conversations to provide assistance.</li> </ol>

Year	Product/case name	Description of scenario/case challenge
		<p>Scenario: A telecommunications company uses this agent to help customers with billing issues, service outages, and plan upgrades. It can follow up on unresolved issues and provide detailed step-by-step solutions.</p> <p>2. Medical Assistant Providing medical advice, appointment scheduling, and follow-up services.</p> <p>Scenario: Healthcare institutions use this agent to help patients book doctor appointments, answer health-related questions, remind them of medication schedules, and provide emergency guidance when needed.</p> <p>3. Education and Learning Serving as a learning assistant to help students answer questions, provide study suggestions, and create personalized learning plans.</p> <p>Scenario: Online education platforms use this agent to help students resolve difficulties in coursework, recommend learning resources, and regularly assess learning progress.</p> <p>4. E-commerce Assisting customers with product selection, return/exchange processing, and after-sales service on e-commerce platforms.</p> <p>Scenario: E-commerce websites use this agent to help customers choose suitable products, answer product-related questions, handle return/exchange requests, and track logistics information.</p> <p>5. Human Resources Management Assisting with recruitment, employee training, and internal communication.</p> <p>Scenario: Companies use this agent for preliminary recruitment screening, answering common employee questions, arranging training sessions, and collecting employee feedback.</p> <p>6. Financial Services Providing financial consultation, investment advice, and customer service.</p> <p>Scenario: Banks and investment firms use this agent to answer clients' financial questions, offer investment recommendations, handle transaction inquiries, and conduct risk assessments.</p>

#### (IV) Short-term and Long-term Business Development Plans

##### 1. Short-term Business Development Plan:

- (1) **Maintaining Technological Leadership:** As public cloud applications and industry demands evolve, new cloud models and application scenarios require robust technical capabilities and agile project management. The Company and its subsidiaries continue to deliver exceptional expertise and service quality to ensure customer satisfaction. Additionally, the Company's and its subsidiaries' technical and service capabilities have been consistently recognized in domestic and international markets, having been selected for the ChannelE2E Top 250 Public Cloud MSP for two consecutive years.
- (2) **Expanding Market Share:** With a strong technical team, the Company and its subsidiaries actively penetrate domestic and overseas markets. Having established successful operations in Taiwan and Hong Kong as market leaders - particularly with Hong Kong's success serving as a model for overseas expansion - the Company began planning entry into Southeast Asian markets in 2021 and has since established subsidiaries in Malaysia and Singapore in 2023. Leveraging the expertise of its Taiwan and Hong Kong teams combined with localized professional services, the Company is now developing these regional markets.

##### 2. Medium-term Business Development Plan:

- (1) **Delivering Higher-Value Technical Services:** Through customized solutions, the Company deepens partnerships with clients to enhance loyalty and retention, such as with cloud architecture design, optimization, data platforms, and data analytics.
- (2) **Providing Comprehensive Professional Services:** Beyond tailored solutions, the Company offers clients extensive day-to-day professional services, including 24/7 technical support and specialized managed services, improving their operational efficiency and competitiveness.
- (3) **Strengthening Product Depth and Breadth:** In addition to public cloud reselling, the Company delivers end-to-end integrated IT services centered on client needs.

##### 3. Long-term Business Development Plan:

- (1) **Technological Innovation:** The Company continuously monitors emerging tech trends, integrating advanced solutions like AI applications (e.g., AI retail, AI retail manufacturing), cloud security technologies, and proprietary cloud management tools to address real client scenarios and create value.
- (2) **Digital Transformation:** The Company remains committed to ongoing digital transformation and optimization, enhancing operational effectiveness and market competitiveness.

## II. Market and Sales Overview

### (I) Market analysis

#### 1. Regions where main products (services) are sold (provided)

Unit: NT\$ thousand; %

Item \ Year	2023		2024	
	Sales revenue	%	Sales revenue	%
Taiwan	2,104,427	44.32	2,496,475	62.37
Asia - Others	2,644,115	55.68	1,506,312	37.63
Total	4,748,542	100.00	4,002,787	100.00

Data source: Financial reports audited by CPAs and Company compilation

#### 2. Market Share of Primary Products

Due to the extensive scope of the cloud services industry and varying business focuses among providers, there are no effective statistical data available for market share calculations. The Company was recognized by Deloitte in 2019 as one of the Technology Fast 500 companies. Additionally, it was listed in the "MSP 250: Public Cloud Edition for 2022" by the internationally renowned research firm ChannelE2E, ranking 22nd globally among cloud managed service providers. The Company and its subsidiaries have been consistently ranked in the "Top 25" for three consecutive years, demonstrating strong recognition of their service competitiveness. ChannelE2E's annual global ranking of public cloud service providers comprehensively evaluates managed service providers (MSPs) offering the three major public clouds (AWS, GCP, and Azure). The assessment incorporates perspectives from existing MSP clients, feedback from ChannelE2E's global readership on cloud managed services, and third-party media coverage, ultimately identifying the top 250 leading global cloud managed service providers.

#### 3. Future supply and demand in the market, and growth

Gartner's latest forecast predicts that global end-user spending on public cloud services will grow from US\$595.7 billion in 2024 to US\$723.4 billion by 2025. Additionally, it is projected that by 2027, 90% of enterprises will adopt a hybrid cloud approach.

By 2025, Taiwan will enter a new phase of multi-cloud competition. With the three major international public clouds fully established in Taiwan, enterprises will face significant impacts on their future IT strategies, cost efficiency, and operational management technologies. Companies will be able to select the most suitable cloud services based on their needs, considering factors such as service diversity and latency, and may even adopt multi-cloud architectures to leverage the strengths of various public cloud platforms.

As global enterprises accelerate digital transformation and generative AI applications rapidly expand, cloud computing has become central to business operations and innovation. According to market research firm MarketsandMarkets, the global cloud services market is expected to exceed \$1 trillion by 2028, with a projected compound annual growth rate (CAGR) of over 15%, demonstrating high growth potential.

On the demand side, enterprises increasingly require highly flexible, scalable, and secure cloud architectures that comply with regulations, especially as scenarios like generative AI, big data analytics, and remote collaboration become widespread. This drives deeper adoption of service models such as IaaS, PaaS, and SaaS. Multi-cloud and hybrid cloud strategies are

also gaining prominence to address challenges like cross-regional deployment and data sovereignty.

On the supply side, major cloud service providers are actively expanding their global data center footprints and investing in R&D to enhance computational efficiency and sustainable energy usage to meet the high-performance computing (HPC) demands of AI workloads. Additionally, emerging technologies such as edge computing, containerization, and serverless architectures are further transforming the market landscape.

As a cloud service provider, the Company continuously monitors industry trends and evolving customer needs, driving technological innovation and service upgrades to help enterprise users deploy quickly, operate securely, and scale stably. We anticipate that cloud services will remain a key driver of business innovation and operational resilience in the coming years, presenting long-term growth opportunities for the Company.

With the cloud industry's vigorous development and boundless market potential, customer demands are becoming more sophisticated and diverse. The Company and its subsidiaries adopt a customer-centric approach, with integrated cloud services at their core, offering one-stop cloud application solutions. In the post-pandemic era, accelerated digital transformation has also spurred rapid growth in demand for digital workplace solutions. Beyond providing comprehensive cloud applications and services, the Company and its subsidiaries combine business applications with tailored solutions for different industries and clients, delivering end-to-end services - from consulting and architecture planning to implementation, cybersecurity, data applications, technical support, managed operations, and continuous optimization of operational efficiency - to empower customers' digital transformation and enhance their overall competitiveness.

#### 4. Competitive niches

##### (1) Cross-cloud professional core technical capabilities

The Company is an AWS Premier Tier Services Partner, one of the few in the Asia-Pacific region to hold AWS Managed Service Provider (MSP) certification, as well as a Google Cloud Premier Partner and Microsoft Azure Silver Partner. It has obtained multiple vendor technical certifications, including: AWS Data & Analytics Competency, AWS Digital Customer Experience Competency, AWS Migration Competency, AWS Security Competency, AWS Well-Architected Partner Program, AWS Public Sector Solutions Provider, Google Work Transformation, Google Cloud Migration, and Google Infrastructure. Additionally, the Company has achieved ISO 27001, ISO 27017, and ISO 9001 certifications and is honored to have been ranked among the global top 25 public cloud managed service providers for three consecutive years by the internationally renowned research firm ChannelE2E. With its technical expertise and customer service capabilities, the Company stays ahead of key market trends and core customer needs, delivering the most professional one-stop cloud services to its clients and subsidiaries.

Unlike other cloud service agents, the Company and its subsidiaries prioritize talent development and technical capabilities, committed to providing customers with comprehensive one-stop cloud services covering the latest trends such as system architecture, data analytics, cybersecurity, machine learning, DevOps, microservices architecture (container services), serverless services, and big data. The Company has established dedicated technical and architect teams and developed complete

solutions to offer end-to-end services, enabling enterprise clients to confidently entrust their cloud-related setups and operations to the Company and its subsidiaries while focusing their investments on core products, thereby helping customers create greater value.

Beyond offering precise and professional cloud technologies and services, the Company became an AWS Authorized Training Partner in 2023, assisting AWS in fostering talent development for the cloud industry. Leveraging years of cloud expertise, the Company also helps enterprise clients design internal talent development programs to utilize AWS more effectively and accelerate digital transformation.

(2) Cross-country, cross-industry cloud service experience

The Company and its subsidiaries serve clients ranging from multinational corporations and government agencies to schools and enterprises, accumulating over 2,000 clients domestically and internationally. Their client base spans highly regulated industries such as finance, government, and telecommunications, as well as high-tech manufacturing, traditional industries, F&B, media, gaming, and retail e-commerce. With extensive hands-on experience in cloud migration and digital transformation across different national conditions, regulations, and technical requirements, the Company can handle complex and highly specialized architecture migrations and modernize clients' IT environments. It also provides 24/7 uninterrupted operational management, ensuring clients have no concerns. This demonstrates the Company and its subsidiaries' deep technical and service capabilities globally, establishing them as trusted long-term strategic partners for clients and solidifying their position as leading cloud service providers committed to staying at the forefront of the industry and creating value for customers.

(3) Deepening Taiwan roots while expanding global services

Since its establishment, the Company and its subsidiaries have actively cultivated expertise across Taiwan's industries while strengthening core technical capabilities. While providing one-stop cloud solutions to clients, they have replicated successful cloud implementation experiences in overseas markets including Hong Kong, China, Singapore, and Malaysia. Concurrently, these international successes have been applied back to the Taiwan market. These multi-national, multi-industry achievements demonstrate recognized soft power, laying a solid foundation for the Company and its subsidiaries to further advance into global markets.

5. Favorable and unfavorable factors for future developments and response measures

The Company and its subsidiaries are committed to delivering stable, cutting-edge cloud technologies and premium service quality. They continuously refine core technical expertise and product knowledge while prioritizing customer satisfaction and feedback, striving to build meaningful partnerships that deliver high-value services. From project evaluation, planning, and implementation to technical consulting and managed operations, they comprehensively assist clients in full cloud solution adoption. A customer satisfaction feedback system ensures service quality while capturing client

needs and input, fostering mutually beneficial outcomes through trusted communication. To address evolving cloud and market demands, the Company and its subsidiaries will actively pursue external growth strategies including strategic investments, acquisitions, and mergers to strengthen technical, service, and operational capabilities through group-oriented expansion.

(1) Favorable factors

A. Sustained cloud market growth

Gartner's latest forecast predicts that global end-user spending on public cloud services will grow from US\$595.7 billion in 2024 to US\$723.4 billion by 2025. Two key drivers are the accelerating adoption of AI technologies in IT and business operations is amplifying cloud computing's role in supporting business outcomes. As enterprises accelerate digitalization to enhance productivity and systematize workflows, balancing system flexibility with resilience becomes critical. The Company and its subsidiaries provide comprehensive cloud solutions for digital transformation, with proven success across domestic and international industries, positioning them to scale operations alongside market growth.

B. New service demand from cloud migration and multi-cloud trends

In the post-pandemic era, enterprises increasingly pursue digital transformation through cloud adoption to reinvent operations and unlock new value. Industries require hybrid multi-cloud environments to rapidly enhance big data analytics, AI applications, disaster recovery, and ESG initiatives - enabling FinTech, smart manufacturing, telemedicine, etc. The Company's proprietary cloud services and ISV partnerships provide rich resources and tools to help clients execute advanced data analytics and AI projects, extracting greater business value while growing together.

C. Professional technical team

Cloud service providers such as AWS, GCP, and Azure offer numerous services with ever-evolving technologies. Various cloud services function like versatile Lego blocks that can be used independently or combined to implement diverse solutions. Consequently, cloud service agents must possess corresponding professional capabilities to optimize cloud service configurations according to client needs. Enterprise clients typically identify an agent's expertise through professional certifications.

The Company and its subsidiaries have been deeply rooted in the cloud industry for years. In 2016, the Company became Taiwan's first AWS cloud service agent to obtain AWS Managed Service Partner (MSP) certification. It is also an AWS Premier Partner (Core Tier Services Partner), one of only two in Taiwan and among the top 2.22% of AWS Partners globally to hold this qualification, passing annual vendor audits. Subsidiary MacroCloud has achieved Google Cloud Premier Partner and Microsoft Azure Infrastructure Solution Partner status, also maintaining annual vendor audit compliance. In cybersecurity, the Company holds 14 AWS Certified Security certifications and earned AWS Level 1 MSSP Security Certification in 2024, becoming one of only two AWS partners in Taiwan with this recognition. Additional credentials include 4 Google Cloud Certifications, ISO 27001 (Information Security), and ISO 27017 (Cloud Security). Regarding technical talent capacity, the Company and its subsidiaries hold numerous AWS, GCP, and Azure certifications. With extensive experience in cloud value-added services and digital transformation solutions, they collaborate with global leaders like Salesforce, GitHub, Oracle, Splunk, and Tableau, continuously expanding and deepening their cloud market presence.

D. Cloud and AI wave sweeping Southeast Asia

With Southeast Asia's rapid digital economy growth, global cloud providers (AWS, GCP, Azure, Alibaba Cloud) are increasing regional investments. Google's latest report projects the region's digital economy revenue may reach US\$100 billion, while India's Adroit Market Research estimates Southeast Asia's cloud computing market will hit US\$40.32 billion by 2025, making it one of the world's fastest-growing regions. The Company and its subsidiaries are market pioneers that have actively cultivated expertise across Taiwan's industries and strengthened core technical capabilities since establishment. They are committed to providing customers with comprehensive one-stop cloud services covering the latest trend applications including system architecture, data analytics, cybersecurity, machine learning, DevOps, microservices architecture (container services), serverless services, and big data.



The Company has established dedicated technical and architect teams to develop complete solutions while staying attuned to industry trends through engagements with clients across various sectors. Building on the successful implementation of Taiwan's one-stop cloud solutions, the Company has replicated its cloud deployment experience in Hong Kong and in recent years expanded into overseas markets including China, Singapore, and Malaysia. Simultaneously, the successful experiences gained in these international markets are being applied back to Taiwan operations. These multinational, multi-industry successes, combined with the rapid expansion of Southeast Asia's cloud industry itself, will continue to drive operational momentum for the Company and its subsidiaries.

(2) Unfavorable factors

A. Intense competition among cloud agents

The COVID-19 pandemic has increased demand for cloud migration technical services, with digital transformation investments creating significant business opportunities. According to Gartner's forecast, by 2026, over 45% of global enterprise IT spending will be allocated to public cloud services, making the shift from traditional on-premises data centers to cloud IT models a mainstream trend. This surge in demand has led to a proliferation of agents, intensifying competition and squeezing profit margins for pure cloud reselling businesses. In response to this increasingly competitive market, cloud service agents are enhancing their managed service capabilities and horizontally expanding value-added application services such as cybersecurity environments, data backup and recovery, ESG solutions, multi-cloud services, and emerging environment services. Continuous improvement in technical expertise and meeting diverse customer needs will be key to maintaining client dependency and sustaining a competitive edge over peers.

Countermeasures

(a) Deepening technology and services to maintain market leadership

- i. The Company aligns with vendor policies, stays updated on the latest technological developments, and participates in vendor incentive programs to secure rebates and rewards.
- ii. Within the vendors' partner development paths, the Company has achieved the highest-tier Premier Partner status in the Service Path for both AWS and GCP; in the Training Path, it can provide customers with vendor-authorized professional cloud training courses; and in the Software Path, it has also obtained AWS Qualified Software certification.

- (b) Enhancing proprietary service capabilities through technology focus
  - i. The Company has developed value-added services around its cloud reselling business, including multi-cloud professional services, MSP multi-cloud managed services, enterprise collaboration platforms, and data applications with artificial intelligence. It also provides specialized cloud services such as cloud migration, along with 24/7 technical consulting support.
  - ii. These initiatives have effectively increased customer retention, with over 600 clients currently utilizing both proprietary and reselling services simultaneously, achieving an overall customer satisfaction rate exceeding 90%.
- (c) R&D of differentiated high-value SaaS products
  - i. Having successfully developed the AICOM Cloud Intelligent Management Platform and LEMMA Enterprise Generative AI Intelligent Agent Platform, the Company is further planning an AI SIEM platform.
  - ii. The AICOM product has obtained AWS FTR (Foundational Technical Review) certification and is listed on the AWS Marketplace.
  - iii. The LEMMA Enterprise Generative AI Intelligent Agent product has been preliminarily implemented in AI project services for corporate clients.

In summary, through exceptional technical capabilities and high-quality services, the Company and its subsidiaries continue to develop proprietary offerings. By collaborating with original equipment manufacturers, the Company enhances operational capacity and client retention, establishing sustainable competitive advantages by delivering more added value than industry competitors.

**B. Cloud cybersecurity concerns**

While cloud advancements have significantly improved lifestyles by eliminating limitations of on-premises infrastructure, rapid enterprise digital transformation brings not only commercial benefits but also risks from inadequate system architectures. New forms of cybercrime exploit these vulnerabilities, with frequent cases of corporate ransomware attacks and resource hijacking that could jeopardize organizational viability. Concurrently, rising geopolitical risks have elevated cloud security as one of the most critical priorities in recent years.

## Countermeasures

### Provision of value-added services to strengthen cloud cybersecurity

- (a) The Company has obtained international standard certifications including Information Security (ISO 27001) and Cloud Security (ISO 27017).
- (b) The Company has achieved AWS Tier 1 MSSP (Managed Security Service Provider) certification, demonstrating capabilities to assist clients in implementing foundational services such as vulnerability management, monitoring, Managed Detection and Response (MDR), Web Application Firewall (WAF), modern computing infrastructure, identity behavior monitoring, managed application security testing, data privacy incident management, digital forensics & incident response, business continuity, and ransomware countermeasures.
- (c) The Company has obtained Google Cloud Security Partner certification, possessing capabilities to assist clients in deploying cloud security solutions including Cloud Armor, Security Command Center, reCAPTCHA Enterprise, BeyondCorp Enterprise, Chronicle, and Cloud IDS.
- (d) The Company integrates major public clouds and third-party security products/services, including security health checks, cloud security posture management, vulnerability scanning, and cybersecurity training programs.

### C. Intense talent competition

As digital transformation permeates all industries, the demand for cloud technology professionals has surged significantly. Cloud agents play a pivotal role in the cloud industry value chain by assisting vendors in product promotion and helping clients develop customized cloud solutions. Consequently, cloud architects, AI/ML engineers, cybersecurity engineers, and data analysts have become prime recruitment targets for cloud agents. The severe shortage of specialized technical personnel has intensified competition for top-tier talent.

## Countermeasures

### (a) Internal talent retention

- i. Training & Learning: The Company provides diverse internal and external professional training courses, such as Google Cloud onBoard AI&ML online training courses, AWS AI&ML online training courses, etc.; sponsors employees to attend technical conferences including the MongoDB Annual Conference, PyCon Conference (Python), AWS Cloud Summit, Google AI OnAir online series, etc.; and offers self-learning resources like Udemy.
- ii. The Company fosters an autonomous, open, and inclusive work environment and team atmosphere, encouraging employees to freely propose ideas. It cultivates a failure-tolerant culture to support experimentation with new initiatives, regularly hosts technical sharing sessions, builds internal knowledge platforms, and employs project management tools such as Google Site, Confluence KM, and Clickup, with authorized access for employees.
- iii. In addition to legally compliant leave categories (e.g., special paid leave), the Company offers benefits exceeding statutory requirements, including Family Day and Meaningful Day.
- iv. Incentive System: The Company provides non-periodic performance bonuses and issued employee stock options in 2022.
- v. Employee compensation status: The Company's average salary and the average salary of non-managerial employees both exceed industry averages.

### (b) External talent recruitment

- i. The Company enhances brand visibility through its OTC listing application to attract top-tier professionals.
- ii. It employs diversified recruitment channels, including professional HR platforms (e.g., 104 Job Bank, LinkedIn), government collaborations (e.g., MOEA's 2024 Overseas Students Employment Matching Fair), and partnerships with training institutions (e.g., Wei Yu Training Center), to broaden talent acquisition reach.
- iii. The Company leverages social media and corporate websites to communicate its culture and innovative values, building an employer brand to attract elite technical talent.

#### D. Supply chain concentration

The global public cloud market operates under an oligopolistic structure dominated by major suppliers such as AWS, Azure, and GCP, with AWS holding the leading position. Due to the complexity of certifications, diverse service portfolios, and significant architectural differences among cloud vendors, cloud agents prioritize streamlining distribution product line management and cost control to enhance operational efficiency. Consequently, constrained by limited resources, agents typically focus investments on a single vendor ecosystem. This industry-specific practice results in supply chain concentration among cloud agents.

#### Countermeasures

- (a) Continue to maintain good cooperative relationships with cloud service providers and jointly develop large clients
  - i. Collaborate with cloud service providers to strengthen sales initiatives and jointly develop large clients. Additionally, a significant portion of the Company's client base is referred by cloud service providers.
  - ii. Over the long term, both parties have demonstrated strong collaborative, with product and service quality remaining stable. There have been no incidents of supply shortages or severe customer complaints.
- (b) Understand product development trends of cloud service providers to seize business opportunities
  - i. Hold biweekly meetings with cloud service providers to review sales performance through regular communication, and closely monitor the application status of their existing products and services.
  - ii. Continuously organize technical training courses on cloud services to enhance the professional capabilities of the Company's technical personnel.
- (c) Increase procurement shares from other suppliers and expand distribution products
  - i. Sign long-term distribution contracts with cloud platform providers such as Google Cloud Platform, Microsoft Azure, and Alibaba Cloud (Aliyun) to develop a multi-cloud service system.
  - ii. Actively expand the distribution of cloud software, such as Github Enterprise and Github Starups, to provide comprehensive cloud solutions and reduce risks associated with concentrated procurement.

- (d) Develop customized value-added services and proprietary brand products
- i. The Company is committed to developing technology-driven proprietary services, including multi-cloud professional services, MSP multi-cloud managed services, enterprise operation collaboration platforms, and data applications with artificial intelligence, assisting clients in cloud adoption and utilization. The Company provides 24/7 technical consultation and support.
  - ii. Building on the stable operations of its distribution and proprietary services, as well as a niche client base of over 2,400 clients, the Company has actively developed proprietary SaaS service products in recent years. Current R&D achievements are AICOM Cloud Intelligent Management Platform (through a one-stop integrated management core philosophy, achieving intelligent cloud management analysis, proactive monitoring, and real-time alerts); and LEMMA Enterprise Generative AI Intelligent Agent Platform (clients can select different cloud platforms via subscription-based services, establish models and training strategies, and independently train and build multi-turn dialogue chatbot services and user interfaces).
  - iii. Based on the foundation of MSP managed services, the Company plans to develop into an MSSP security management service provider (Managed Security Service Provider).

(II) Major uses and production processes of key products

1. Major uses of primary products

Key products	Major uses
Key products	Major uses
Cloud services	The Company and its subsidiaries primarily sell public cloud services, including cloud platform usage, various information application software, IT infrastructure, operation and maintenance services, and related application software, providing clients with comprehensive cloud service solutions.

2. Production processes of key products

The Company and its subsidiaries are primarily engaged in the sales of public cloud services, technical consulting, cloud infrastructure setup, integration of software application services, and cloud technical support and operation and maintenance services, offering clients one-stop cloud service solutions. The main products sold - public cloud services and various information application software products - are provided as cloud service offerings and thus do not involve production processes.

### (III) Supply status of key raw materials

The Company and its subsidiaries operate in the cloud services industry; therefore, this section is not applicable.

### (IV) Names of customers/suppliers accounting for over 10% of total purchases/sales in any of the past two fiscal years, along with transaction amounts, proportions, and reasons for increases or decreases in such changes:

#### 1. Supplier information accounting for over 10% of total purchases in any of the past two fiscal years

Unit: NT\$ thousand

Item	2023				2024			
	Name	Amount	Ratio to annual net sales (%)	Relationship with the issuer	Name	Amount	Ratio to annual net sales (%)	Relationship with the issuer
1	P01 company	3,183,304	73.99	None	P01 company	1,991,649	57.23	None
2	P02 company	851,668	19.80	None	P02 company	1,159,545	33.32	None
3	Others	267,281	6.21	—	Others	328,825	9.45	—
	Net purchase amount	4,302,253	100.00	—	Net purchase amount	3,480,019	100.00	—

#### 2. Customer information accounting for over 10% of total sales in any of the past two fiscal years

Unit: NT\$ thousand

Item	2023				2024			
	Name	Amount	Ratio to annual net sales (%)	Relationship with the issuer	Name	Amount	Ratio to annual net sales (%)	Relationship with the issuer
1	S01 company	1,368,506	28.82	None	S01 company	—	—	None
2	Others	3,380,036	71.18	—	Others	4,002,787	100.00	—
	Net sales amount	4,748,542	100.00	—	Net sales amount	4,002,787	100.00	—

### III. Employees Employed for the 2 Most Recent Fiscal Years, and During The Current Fiscal Year up to the Date of Publication of the Annual Report

April 15, 2025; Unit: Persons

Year		2023	2024	Cumulative period up to April 15, 2025
Number of employees	Sales	59	69	68
	Technology	86	101	97
	Management	25	34	37
	Total	170	204	202
Average age (Unit: Year-old)		35	34	35
Average tenure (Unit: Years)		2.29	2.30	2.34
Education distribution percentage	PhD	-	-	-
	Master	21.77	21.57	20.79
	University or college	75.29	74.02	74.75
	Senior high school	2.94	4.41	4.46
	Below senior high school	-	-	-
	Total	100.00	100.00	100.00

#### IV. Environmental Protection Expenditure

During the most recent fiscal year and up to the date of annual report publication, losses incurred due to environmental pollution (including compensation and violations identified through environmental protection inspections, with details such as penalty dates, penalty case numbers, violated legal provisions, violation descriptions, and penalty contents) shall be disclosed. Additionally, estimated amounts for current and potential future occurrences, along with corresponding mitigation measures, must be disclosed:

The Company and its subsidiaries primarily operate in cloud service sales, which constitutes a non-manufacturing business model. We do not maintain factories or engage in manufacturing operations, nor do our activities involve substantive emissions. Consequently, our business operations do not directly generate air pollution, water pollution, soil contamination, or hazardous waste. Although not classified as a high environmental-risk industry, the Company maintains an environmentally responsible approach by continuously monitoring indirect environmental impacts from operations, implementing energy conservation and carbon reduction measures, advancing digital transformation initiatives, and improving resource utilization efficiency to fulfill our commitment to sustainable development.

#### V. Labor Relations

1. The Company's employee welfare measures, continuing education, training, retirement systems and the implementation status, agreements between employees and employer, and protections over employees' rights and interests:

- (1) Employee welfare measures

In addition to statutory benefits required by law, the Company implements the following measures to support employees' physical/mental health and work-life balance: comprehensive health checkups, group insurance plans, flexible working hours, certification exam subsidies, stress-relief massage services, departmental team meals, online and physical library access, holiday bonuses, year-end banquet activities, Family Day allowances and paid leave (including "Meaningful Day" paid leave), on-site gym facilities, shower rooms, and swimming pools. The Company has also established an Employee Welfare Committee to provide grants for weddings, funerals, celebrations, and childbirth, emergency financial assistance, and subsidies for club activities and employee travel.



(2) Continuing education and educational training

The Company and its subsidiaries prioritize employee career development by offering internal training programs complemented by soft skill development courses to maintain work-life balance.

- Internal training includes onboarding for new hires, department orientation, occupational safety and health training, departmental education, role-specific professional training, vendor-certified programs, and subsidies for certification exams. Employees are actively encouraged to participate in international technical seminars. Through diversified training initiatives, the Company fosters a self-driven learning culture to enhance professional competencies.
- Externally, the Company commits to cultivating cloud industry talent by providing workplace internship opportunities, enabling students to integrate academic knowledge with practical experience. Internships allow participants to accumulate hands-on experience and explore career paths early while building a talent pipeline for the organization.
- The "Friday Sharing" initiative encourages employees to voluntarily serve as internal instructors, sharing expertise across diverse topics such as workplace skills, life experiences, health (e.g., wellness seminars), professional etiquette, beauty/haircare, fashion styling, and calligraphy. This platform promotes cross-departmental collaboration and exposes employees to new perspectives, enriching both professional growth and personal life.

(3) Retirement system and its implementation

The retirement systems for employees of the Company and its subsidiaries are administered in accordance with the government-mandated *Labor Standards Act* and the *Labor Pension Act*.

- A. Under the retirement pension system of the *Labor Standards Act*: The Company contributes 2% of the monthly salaries of employees under the old pension scheme to a retirement reserve account at Bank of Taiwan. The account balance is reviewed annually, and if insufficient to cover potential retirements in the following year, additional contributions are made by March 31 to ensure adequate funding for old scheme retirees.
- B. Under the retirement pension system of the *Labor Pension Act*: The Company contributes 6% of each employee's insured monthly salary to individual pension accounts managed by the Bureau of Labor Insurance.

For employees of subsidiaries in Hong Kong and other regions, they are members of government-operated retirement benefit plans in their respective locations. The subsidiaries are required to contribute a specified percentage of salary costs to these retirement benefit plans to provide funding for the plans. The subsidiaries' obligation regarding these government-operated retirement benefit plans is limited to making these specified contributions.

(4) Labor-management agreements and employee rights protection measures

All regulations and measures related to labor relations at the Company and its subsidiaries strictly comply with relevant laws and regulations. Quarterly labor-management meetings are implemented to actively respond to issues raised by employees, safeguard workers' rights and interests, and strive to maintain harmonious labor relations. Additionally, the Company and its subsidiaries place great emphasis on employee feedback, implementing multiple concrete two-way communication channels:

- Monthly all-hands meetings are held to communicate corporate strategies and operational updates, helping employees understand short, medium, and long-term objectives while recognizing their organizational importance as they grow with the Company.
- A dedicated suggestion platform provides employees with formal channels to submit proposals.
- The joint employee welfare committee convenes quarterly or as needed to plan and organize welfare activities that enhance employee benefits.
- Internal employee Net Promoter Score (eNPS) surveys ensure continuous improvement through regular feedback collection.
- Departmental meetings - held regularly or ad hoc - facilitate direct idea exchange and strengthen collaborative relationships among colleagues.

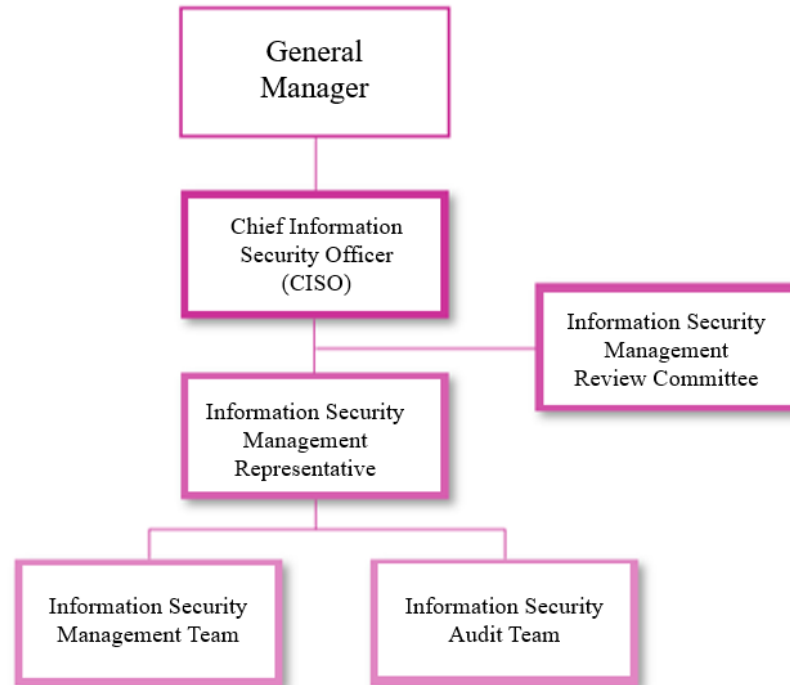
2. For the most recent fiscal year up to the date of printing this annual report, losses incurred due to labor disputes (including violations of the Labor Standards Act identified through labor inspections, which should specify the penalty date, case number, violated regulations, content of violations, and penalty details), and disclosure of estimated amounts for current and potential future occurrences along with corresponding measures:

The Company has always prioritized the management of labor relations, adhering to principles of transparent communication and mutual respect, and is committed to fostering a positive and cooperative work environment. Labor-management relations remain harmonious, and there have been no significant labor disputes in recent years. Consequently, the Company has not incurred any operational losses related to such matters.

## VI. Cyber Security Management

1. Please describe the Company's information security risk management framework, security policies, specific management protocols, and resources allocated to cybersecurity.

(1) Information security organizational structure



The Company and its subsidiaries, in compliance with ISO 27001 standards and the Information Security Control Guidelines for listed companies, have established a Chief Information Security Officer (CISO) under the General Manager. The CISO is responsible for convening the Information Security Management Review Committee to manage, coordinate, supervise, and improve the operation of the information security management system across the Company and its subsidiaries.

Under the CISO, an Information Security Management Representative is appointed to organize various Information Security Management Teams. These teams plan and execute information security management activities, ensuring the effective implementation of the information security management system. The Information Security Management Team operates under a task-based structure, assigning responsibilities for core ISMS functions. Adopting the PDCA (Plan-Do-Check-Act) methodology and operating in compliance with the ISO 27001:2013 international standard and relevant legal regulations, the team manages all information security activities. These include executing security protocols, administering information security training programs, establishing guidelines for handling security incidents, and implementing audit-driven improvements. The Information Security Audit Team is additionally supervised by the audit department, with responsibilities including evaluating the implementation and compliance status of the information security management system, conducting audit operations, and submitting audit reports along with relevant recommendations.

(2) Information security policy and management operations

The information security policy objectives of the Company and its subsidiaries include:

- A. Ensuring business continuity by mitigating the impact of major disruptions or disasters on critical operational processes.
  - B. Protecting data integrity and confidentiality against internal/external threats, cyberattacks, and accidental incidents.
  - C. Securing access controls to prevent unauthorized access and misuse of information.
- (3) The information security management operations of the Company and its subsidiaries are as follows:
- A. Conducting regular information security education training and audit operations to ensure the implementation of information security.
  - B. Establishing information security and emergency incident handling procedures and reporting mechanisms to promptly report according to procedures and take necessary response measures, as well as establishing incident learning mechanisms to reduce the damage caused by incidents.

2. For the most recent fiscal year up to the date of printing this annual report, disclose the losses incurred due to significant information security incidents, potential impacts, and corresponding measures. If reasonable estimation is not possible, state the fact that reasonable estimation cannot be made: The Company has not suffered any losses due to information security incidents.

## VII. Important Contracts

Nature of contract	Counterparty	Contract period	Main content	Restrictive provisions
Authorized AWS Value-Added Reseller Agreement	Amazon Web Services, Inc.	September 1, 2014 - Indefinite term	Authorizes the Company to resell AWS services	Confidentiality obligations
Google Cloud Platform Reseller Agreement	Google Asia Pacific Pte. Ltd	Signed and effective in 2018 via the official vendor website. 1 year from effective date, automatically renewed thereafter	Authorizes the Company to resell GCP services	Confidentiality obligations
Google Cloud Platform Product Schedule	Google Asia Pacific Pte Ltd	Effective Date: April 23, 2025 - Terminates concurrently with the master agreement	The vendor supplements the existing agreement with the Company via an appendix to regulate sales and supply terms.	Compliance with laws and contractual terms; prohibited actions: Unauthorized modification, reverse engineering, fee avoidance, high-risk use cases, or using services for non-value-added purposes (e.g., telecommunications, hosting, cryptocurrency mining).
Google for Work & Google for Education Commercial Partner Agreement	Google Asia Pacific Pte. Ltd.	January 12, 2016 - Indefinite term	Authorizes the Company to resell Google Workspace (formerly Google for Work & Google for Education)	Confidentiality obligations
Alibaba Cloud Reseller Service Agreement	Alibaba Cloud (Singapore) Private Limited	March 31, 2025	Authorizes the Company's subsidiary to	Confidentiality obligations

<b>Nature of contract</b>	<b>Counterparty</b>	<b>Contract period</b>	<b>Main content</b>	<b>Restrictive provisions</b>
			resell Alibaba Cloud International	
Microsoft Partner Agreement	Microsoft Taiwan Corporation	July 11, 2025, renewable annually upon application	Authorizes the Company's subsidiary to resell Microsoft products	Confidentiality obligations
GitLab Reseller Agreement	GitLab B.V.	Signed and effective on February 13, 2025, via the official vendor website. 1 year from effective date, automatically renewed thereafter	Authorizes the Company's subsidiary to resell GitLab services	Confidentiality obligations
GitLab Master Partner Agreement	GitLab Inc.	Signed and effective on April 15, 2025, via the official vendor website. 1 year from effective date, automatically renewed thereafter	Authorizes the Company to resell GitLab services	Confidentiality obligations
Credit Agreement	DBS Bank Ltd. (Singapore Branch)	Effectuated on August 23, 2019.	Loan agreement	None

## Chapter V. Review and Analysis of Financial Conditions, Financial Performance, and Risk Management

### I. Financial Status

Item \ Year	2023	2024	Difference	
			Amount	%
Current assets	1,479,113	1,582,321	103,208	6.98
Property, plant, and equipment	4,548	1,069	( 3,479)	( 76.50)
Right-of-use asset	16,061	2,325	( 13,736)	( 85.52)
Intangible assets	486	6	( 480)	( 98.77)
Other assets	31,220	21,429	( 9,791)	( 31.36)
Total assets	1,531,428	1,607,150	75,722	4.94
Current liabilities	1,122,423	902,230	( 220,193)	( 19.62)
Non-current liabilities	72,516	76,632	4,116	5.68
Total liabilities	1,194,939	978,862	( 216,077)	( 18.08)
Share Capital	200,115	221,005	20,890	10.44
Capital surplus	32,399	255,519	223,120	688.66
Retained earnings	102,030	143,807	41,777	40.95
Other equity interest	1,945	7,957	6,012	309.10
Non-controlling interests	—	—	—	—
Total equity	336,489	628,288	291,799	86.72
<p>1. Explanation of significant changes in assets, liabilities, and shareholders' equity over the past two fiscal years (where the year-over-year variance exceeds 20% and the absolute amount reaches NT\$10 million or more), including primary causes, impacts, and future response plans if material impacts exist:</p> <p>(1) Decrease in Right-of-Use Assets: Primarily due to annual depreciation charges.</p> <p>(2) Increase in Capital Reserve: Mainly attributable to premiums from share issuance and employee stock option exercises.</p> <p>(3) Increase in Retained Earnings: Resulted from improved profitability.</p> <p>2. Future Mitigation Plan: These fluctuations have no material impact on the Company and its subsidiaries.</p>				

## II. Financial Performance

### (I) Main causes of major changes in operating revenue, operating income, and income before income tax in the most recent two years

Unit: NT\$ thousand

Item \ Year	2023	2024	Difference	
			Amount	%
Operating revenue	4,748,542	4,002,787	( 745,755)	( 15.70)
Operating costs	4,327,051	3,509,063	( 817,988)	( 18.90)
Gross profit (loss)	421,491	493,724	72,233	17.14
Operating income (loss)	114,234	155,267	41,033	35.92
Non-operating income and expenses	6,792	5,841	( 951)	( 14.00)
Net income (loss) before income tax	121,026	161,108	40,082	33.12
Net income (loss) of the period	90,328	123,037	32,709	36.21
Other comprehensive income, net of tax	(604)	5,998	6,602	1,093.05
Total comprehensive income	89,724	129,035	39,311	43.81
1. Main reasons for changes exceeding 20%: (1) Increase in operating profit: Primarily due to improved gross margins resulting from sales structure adjustments. (2) Increase in other comprehensive income: Mainly attributable to improved foreign exchange translation differences in 2024 financial statements caused by currency fluctuations. 2. Potential impact on future operations: None. 3. Mitigation plan: Not applicable.				

### (II) Expected sales volume and basis, potential impact on future operations, and mitigation plan:

The Company does not provide financial forecasts; therefore, this section is not applicable.

## III. Cash Flow

### (I) Analysis of cash flow changes in the most recent fiscal year

Unit: NT\$ thousand

Item \ Year	2023	2024	Difference	
			Amount	%
Net cash inflow (outflow) from operating activities	296,717	( 69,142)	( 365,859)	(123.30)
Net cash inflow (outflow) from investing activities	(8,878)	( 1,853)	7,025	79.13
Net cash inflow (outflow) from financing activities	(10,111)	143,169	153,280	1,515.97
Analysis of changes in cash flow: (1) Operating activities: Increased net cash outflow compared to 2023, mainly due to decreased accounts payable and contract liabilities in 2024. (2) Investing activities: Reduced net cash outflow compared to 2023, primarily because of lower capital expenditures in 2024. (3) Financing activities: Increased net cash inflow compared to 2023, mainly resulting from a capital increase executed in 2024.				

### (II) Liquidity analysis for the next year: The Company maintains strong profitability from core operations, ensuring sufficient cash reserves with no liquidity concerns.

IV. Impact of significant capital expenditures in the most recent year on the Company's finance and operations: None.

V. Reinvestment policies of the most recent year, main reasons for investment gains or losses, improvement plans, and investment plans for the next year:

Reinvestment policies: The Company conducts reinvestments based on operational requirements or considerations for future growth, strictly adhering to internal control regulations including the "Investment Cycle," "Asset Acquisition and Disposal Procedures," and "Subsidiary Supervision and Management Policy" to oversee and manage its investment activities.

Main reasons for reinvestment gains or losses for the most recent year and improvement plans:

Unit: NT\$ thousand

Reinvestment company	Investment profit or loss recognized in 2024	Main business items	Primary reasons for profit or loss	Improvement plan
Nextlink (HK) Technology Co., Limited	48,190	Provision of electronic information	Continuous revenue growth	—
Microfusion Technology Co., Ltd.	65,457	Provision of electronic information	Continuous revenue growth	—
Microfusion (HK) Technology Co., Limited	9,355	Provision of electronic information	Related cost controls	—
MICROFUSION TECHNOLOGY (MY) SDN. BHD.	(3,331)	Provision of electronic information	Operating scale not yet profitable	Continuous market expansion and cost control
NEXTLINK (SG) TECHNOLOGY PTE. LTD.	(485)	Provision of electronic information	Operating scale not yet profitable	Continuous market expansion and cost control
Shanghai Naislink Information Technology Co., Ltd.	230	Provision of electronic information	Related cost controls	—

Investment plan for the next year:

- (1) According to Gartner research reports, the annual growth rate of the public cloud market in Southeast Asian countries far exceeds the global average, with Malaysia's five-year compound annual growth rate reaching 36.0% (compared to the global average of 21.9%), indicating this region as a crucial growth market for public cloud services. Simultaneously, the Malaysian government launched its ten-year digital economy plan (MyDIGITAL) in 2020, where cloud adoption serves as a key initiative, presenting substantial business opportunities worthy of investment and development. Furthermore, Malaysia possesses relative advantages over neighboring Southeast Asian countries in both geographical conditions and technical human resources, making it an ideal first stop for expanding into the Southeast Asian market.



- (2) Singapore has long held a pivotal position as the regional headquarters hub and financial center of Southeast Asia. Singapore-incorporated companies enjoy comparative advantages when pursuing large-scale projects across Southeast Asian nations. Given Singapore's geographical connection and inseparable economic development with Malaysia, establishing a presence in Singapore proves indispensable for expanding into both the Malaysian and broader Southeast Asian markets.
- (3) Considering these factors, the Company plans to advance into Southeast Asia leveraging both AWS and GCP public cloud services, with Singapore and Malaysia as primary bases, establishing Nextlink (SG) Technology Pte. Ltd. and Microfusion Technology (MY) Sdn. Bhd. to develop Southeast Asian market operations.

VI. Risk Analysis and Assessment in the Most Recent Year up to the Date of Publication of this Annual Report:

- (I) Impact of interest rate, exchange rate fluctuations, and inflation on the company's profits and losses, along with future response measures:

1. Interest rate:

Unit: NT\$ thousand

Year \ Item	2023		2024	
	Amount	Ratio to net revenue	Amount	Ratio to net revenue
Interest income	6,879	0.14%	9,598	0.24%
Interest expense	656	0.01%	182	0.00%

Source: Financial reports audited and certified by CPAs

The Company and its subsidiaries reported interest income representing 0.14% and 0.24% of net operating revenue in 2023 and 2024 respectively. Adhering to conservative financial management principles, this income primarily derives from bank deposits. Given its minimal proportion to total revenue, the impact remains immaterial to overall operations.

The interest expenses of the Company and its subsidiaries accounted for 0.01% and 0.00% of net operating revenue in 2023 and 2024 respectively. The working capital of the Company and its subsidiaries is primarily funded through internal resources. Although market interest rates have fluctuated, these fluctuations have not had any material adverse impact on the revenue or profitability of the Company and its subsidiaries. The Company and its subsidiaries continuously monitor and analyze interest rate movements in financial markets, and regularly assess potential interest rate risks associated with all interest-bearing liabilities to mitigate the impact of interest rate changes on their financial performance.

## 2. Exchange rate:

Unit: NT\$ thousand

Year \ Item	2023		2024	
	Amount	Ratio to net revenue	Amount	Ratio to net revenue
Operating revenue	4,748,542	100.00%	4,002,787	100.00%
Exchange (loss) gain	153	0.00%	(3,712)	(0.09%)

Source: Financial reports audited and certified by CPAs

- (1) In the fiscal years 2023 and 2024, the foreign exchange gains (losses) of the Company and its subsidiaries accounted for 0.00% and (0.09%) of net operating revenue respectively. The foreign exchange gains (losses) were primarily caused by fluctuations in the USD exchange rate. Given the minimal proportion of foreign exchange gains (losses) to net revenue, exchange rate movements have not had any material impact on the Company and its subsidiaries.
- (2) To mitigate foreign exchange risk, the Company and its subsidiaries continuously monitor international exchange rate movements, maintain close communication with banks, and stay fully informed about global exchange rate trends. They actively manage the net positions of foreign currency assets and liabilities, and timely convert foreign currency positions into New Taiwan Dollars to reduce potential exchange rate risks.

## 3. Inflation:

For the most recent fiscal year and up to the date of printing this annual report, the Company and its subsidiaries have not experienced any material impact from inflation. Going forward, they will continue to closely monitor market price fluctuations and changes in price indices, while maintaining close and positive relationships with suppliers and customers to minimize the effects of inflation.

## (II) Policies on high-risk, high-leverage investments, lending funds to others, endorsement and guarantee, and derivatives transactions, main reasons for gain or loss, and future countermeasures:

1. The Company and its subsidiaries manage financial risks and do not engage in high-risk, highly leveraged investments. In accordance with relevant laws and regulations, the Company has established internal policies and operating procedures based on sound financial and operational principles, including the "Fund Lending Procedures," "Asset Acquisition and Disposal Procedures," and "Guarantee Management Policy," to effectively manage and control related transaction risks.
2. The financial operations of the Company and its subsidiaries adhere to conservative and prudent principles. For the most recent fiscal year up to the printing date of the 2024 annual report, the Company and its subsidiaries have not engaged in any other high-risk or highly leveraged investments, fund lending to third parties, guarantees, or derivative financial instrument transactions.

(III) Future R&D plans and expected R&D expenditures:

1. Future R&D plans

(1) Multi-cloud resource management

With the widespread adoption of cloud applications, diversified technical solutions, variable workloads, and the prevalent use of hybrid and multi-cloud environments, today's enterprise IT environments have become increasingly complex and challenging to manage. To help enterprise clients maximize cloud value and benefits while optimizing cloud service costs, the Company and its subsidiaries will continue to invest in the development of a multi-cloud resource management system. In addition to expanding the existing billing management platform to support integration with more public cloud platforms, the Company plans to develop new services such as visual asset management, intelligent monitoring, cost optimization, security monitoring, and customized reporting. These new services will be integrated with third-party products and services via an API platform and offered to enterprise clients on a subscription basis, providing flexible and convenient platform tools.

(2) Data analysis solutions

By leveraging marketing technology (MarTech) expertise and industry knowledge accumulated through projects, the Company has developed a cloud-native service-based customer data platform (CDP, Customer Data Platform) to help clients achieve critical business objectives such as precision marketing, personalized customer communication (including recommendation systems), robust data governance, and a unified single source of truth. Additionally, to address the growing demand for data migration (Data Migration), we are developing serverless tools for automated migration and extract, transform, and load (ETL, Extract, Transform and Load) processes.

(3) Value-added applications on enterprise collaboration platform

In addition to providing public cloud platform services, the Company and its subsidiaries offer enterprise collaboration platform solutions (e.g., Google Workspace, Microsoft 365). To meet diverse corporate needs, the Company integrates clients' existing information systems and continuously enhances the added value of these collaboration platforms. Resources will also be allocated to develop value-added applications such as enterprise-integrated contact directories, aiming to strengthen platform integration, improve user-friendliness, enhance security to reduce administrative burdens, and enable additional feature purchases through online subscription models.

## 2. Planned R&D expenditures

The Company and its subsidiaries are committed to leveraging cloud services and technologies to boost clients' competitiveness. Continuous investments have been made in cloud technology and product R&D, with planned R&D expenses for the 2023 fiscal year accounting for approximately 0.3% of total revenue. To maintain leadership in the cloud market, the Company will persistently allocate R&D resources and expenditures, ensuring growth aligned with business expansion and operational performance. Efforts include actively recruiting R&D talent, enhancing R&D capabilities, launching technologically advanced cloud services and products, and strengthening core competitiveness to secure the Company's and its subsidiaries' competitive advantages.

### (IV) Impact of domestic and international policy/legal changes on financial operations and countermeasures:

The Company and its subsidiaries strictly comply with local regulations in all domestic and international operations, while closely monitoring global policy trends and legal developments to implement adaptive measures in response to market environmental changes. As of the fiscal year-end and up to the date of this annual report publication, no significant financial or operational impacts from domestic or international policy/legal changes have been recorded by the Company and its subsidiaries.

### (V) Impact of technological changes (including cyber security risks) and industry changes on the Company's financial operations and countermeasures

The COVID-19 pandemic has disrupted multiple industries in Taiwan while accelerating workplace transformation and catalyzing new business models. The Company and its subsidiaries actively track industry trends and technological advancements, leveraging the flexibility and accessibility of cloud services to assist clients in cloud migration planning and deliver tailored solutions (e.g., remote work software/services). Emerging technologies such as artificial intelligence, machine learning, big data, and containerized applications (transforming traditional system architectures) have driven new industry growth cycles. By capitalizing on cloud service advantages, the Company creates innovative service opportunities and delivers cutting-edge solutions to clients. Rapid and effective response measures represent the approach adopted by the Company and its subsidiaries to address emerging technologies, serving as a critical driver for sustained growth.

Information security has consistently been a paramount concern in the cloud industry. With evolving global dynamics and frequent cyber attacks often causing significant corporate losses, both government entities and enterprises have heightened vigilance and strengthened information security protections. The Company and its subsidiaries have established comprehensive information security policies in compliance with standards including ISO/IEC 27001:2013, continuously enhancing internal security protocols, elevating employee security awareness, and effectively managing cybersecurity risks. Furthermore, we actively assist enterprise clients in implementing cloud security services by integrating public cloud platforms with third-party security products, enabling proactive threat detection and prevention to address limitations of traditional passive defense solutions. These measures effectively reduce the incidence of client security incidents and mitigate potential financial losses caused by security breaches.

As of the annual report printing date, the Company and its subsidiaries have not experienced any material impacts on financial or operational performance due to technological changes (including information security risks) or industry transformations.

(VI) Impact of corporate image changes on the Company's crisis management and countermeasures:

As an Amazon Web Services (AWS) Asia-Pacific Managed Service Provider (MSP) Partner, the Company is committed to delivering customer-centric, integrated cloud solutions, providing comprehensive one-stop cloud services across industries. Its subsidiary, MacroMicro Technology, is also a key strategic partner for Google Cloud Platform (GCP), Alibaba Cloud (Aliyun), and Microsoft Azure (Azure), solidifying the Company's and its subsidiary's core technical and service capabilities across multiple cloud platforms. Additionally, the Company offers digital transformation services, including Google Workspace (GWS) enterprise collaboration and email solutions. The Company and its subsidiary focus on enhancing customer value by leveraging public cloud services such as AWS, GCP, and Azure, integrating business applications tailored to diverse industries and client needs. Services span end-to-end solutions, including consulting, architecture planning, deployment, usage analytics, data application, technical support, monitoring, operations, and continuous optimization of operational efficiency. By acting as a public cloud reseller and integrating proprietary solutions and products, the Company consistently delivers greater value to clients. As of the most recent fiscal year and up to the date of this annual report's publication, neither the Company nor its subsidiary has encountered any corporate crises arising from changes in corporate image.

(VII) Expected benefits, potential risks, and countermeasures for mergers and acquisitions:

The Company and its subsidiary have no ongoing plans for mergers or acquisitions.

(VIII) Expected benefits and possible risks associated with plant expansions and countermeasures:

The Company and its subsidiaries have no plans to expand their plants.

(IX) Risks arising from concentrate sales or purchases and countermeasures:

Procurement of goods:

The Company and its subsidiaries primarily operate under an agency business model, maintaining long-term cooperative relationships with leading manufacturers, with no risk of supply shortages or disruptions.

Sales of goods:

The Company serves a diverse client base across industries including finance, manufacturing, media, online gaming, and high-tech sectors. Sales are evenly distributed among customers with no concentration risk.

(X) Impact of significant transfers of or changes in equity by directors or top ten major shareholders with over 10% shareholding on the Company, risks, and countermeasures:

During the most recent fiscal year and up to the annual report printing date, Avalion Enterprises Limited (British Virgin Islands) was a major shareholder holding over 10% of the Company's shares. In August 2023, it transferred 5% of its shares to Zero One Technology Co., Ltd. as part of a strategic partnership to enhance operational efficiency and strengthen market position.

Following this transfer, Avalion Enterprises Limited remains the Company's second-largest shareholder. As the Company is professionally managed, this transfer has not adversely affected normal operations or risk exposure.

(XI) Impact of changes in the Company's ownership, risks, and countermeasures: The Company has experienced no changes in control.

(XII) For litigations or non-litigations which involve the Company, Directors, Supervisors, General Manager, de facto person in charge, major shareholders holding more than 10% of the Company's shares and affiliates, the litigation, non-litigious proceeding, or administrative dispute shall be disclosed. If the outcome might have significant impacts on the interests of shareholders or share prices, the facts in dispute, amount in dispute, commencement date, main parties involved, and current status of the case up to the date of publication of this annual report shall be disclosed: As of the printing date, there exist no such material litigation, non-litigation, or administrative disputes involving the Company's directors, general manager, de facto controller, major shareholders holding over 10%, or subsidiaries that would materially affect shareholder equity or securities prices.

(XIII) Other significant risks and countermeasures: None.

VII. Other important matters: None.

## **Chapter VI. Special Disclosure**

### **I. Information on Affiliates:**

For details, please visit: [https://mopsov.twse.com.tw/mops/web/t57sb01\\_q10](https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

Follow the path below to search for the company code: 6997

- II. Home > Single Company > Electronic Document Download > Affiliated Companies Private placements of securities during the most recent fiscal year and up to the annual report printing date (required disclosures include: approval dates and amounts by shareholders' meeting or board of directors, basis and rationality of price determination, selection methods for specific investors, necessity for private placement, private placement targets, qualification requirements, subscription quantities, relationship with the company, participation in corporate management, actual subscription (or conversion) prices, differences between actual and reference prices, impact of private placement on shareholder equity, fund utilization status from full capital receipt until completion of capital utilization plan, plan implementation progress and manifestation of plan benefits): No such situation.
- III. Other necessary supplementary disclosures: The Company does not apply hedge accounting and therefore this is not applicable.
- IV. Matters specified in Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act that have material impact on shareholder equity or securities prices during the most recent fiscal year and up to the annual report printing date: No such situation.

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Deputy Spokesperson : Chia Ting , Chang Chief Financial Officer & Accounting

Supervisor, Finance Center

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Website : [www.osc.com.tw](http://www.osc.com.tw)

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IndependentAuditors : Yung-Hsiang Chao,CPA and Chih-Ming Shao,CPA

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TEL : +886-2-2725-9988

Website : [www.deloitte.com.tw](http://www.deloitte.com.tw)

Listing of Foreign Securities / Website : None



**NEXTLINK  
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**Chairman   Chi Ching**