

Human Rights and Social Inclusion

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SDG 3.4: Reduce premature mortality from non-communicable diseases and promote mental health

SDG 3.7: Ensure universal access to sexual and reproductive healthcare services

SDG 3.8: Achieve universal health coverage (UHC)

SDG 4.3: Ensure equal access to affordable and quality technical, vocational, and tertiary education

SDG 4.4: Increase the number of people with relevant skills for employment

SDG 8.5: Achieve full and productive employment and equal pay for work of equal value

SDG 8.8: Protect labor rights and promote safe and secure working environments

2025 Performance Highlights



• **NT\$1.91 Million** Average annual compensation for non managerial full time employees in Taiwan, representing a year on year increase of 10.89%



• **NT\$430+ Million** Cumulative childcare subsidies provided by the Group, benefiting more than 2,298 employees’ children



• **71 Hours** Average training hours per employee in Taiwan, with Group wide average training hours increasing by 13%



• **NT\$62.38 Million** Total Group training investment, marking a significant 45.5% year on year increase



• **100%** Completion rate for human rights and labor ethics training across the Group, achieved for three consecutive years; Winbond (Taiwan) sustained full coverage for nine consecutive years



• **NT\$10+ Million** Investment in semiconductor academic programs to support long term talent cultivation



Targets and Progress of Material Topics

	2025 Target	2025 Progress	2026 Target	2030 Target
 Talent Management	• Winbond’s HRDD coverage: 100%	✔ 100%	• 100% coverage of global high- and medium-risk issues through HRDD action plans.	• 100% coverage across the Winbond Group
	• Global Human Rights and Labor Ethics training completion rate: 100%	✔ 100%	• 100%	• 100%
	• Diverse recruitment	✔ Employees recruited from 17 countries (cumulative)	• Recruit employees from 25 countries	• Recruit employees from 40 countries
	• Average annual learning hours per employee: 50 hours	✖ 49 hours per person	• 52 hours per person	• 65 hours per person
	• Engagement survey: employees willing to contribute their strengths over the next five years ≥ 95%	✖ ≥ 85%	• ≥ 95%	• ≥ 95%
	• Overall compensation ranking in Taiwan: top 25%	✖ Winbond (Taiwan): top 20%; Nuvoton (Taiwan): top 32%	• Maintain top 25% in Taiwan	• Maintain top 25% in Taiwan
	• Continue social inclusion donations	✔ NT\$29.02 million	• Ongoing	• Ongoing

Note 1: ✔ indicates the target was achieved; ✖ indicates the target was not achieved.
Note 2: the scope of the targets covers the Winbond Group (except for HRDD coverage).
Note 3: In 2025, average training hours were 66 hours per person at Winbond and 28 hours per person at Nuvoton; the Winbond Group average did not meet the annual target due to lower learning hours at Nuvoton.
Note 4: In the engagement survey, willingness to contribute over the next five years was 54% at Nuvoton (Japan), resulting in the Winbond Group average not meeting the target.

Note 5: According to the Taiwan Stock Exchange’s (TWSE) 2025 publication of 2024 average salary data for full-time non-management employees, the salary ranking is based on the average salaries of full-time non-management employees. Total compensation for full-time non-management employees includes both recurring and non-recurring compensation. Non-recurring compensation, including bonuses and employee profit-sharing, is determined based on the Company’s overall operating performance and profitability. In the 2025 TWSE publication, Nuvoton (Taiwan)’s 2024 average salary ranked in the top 32% among listed/OTC semiconductor companies, demonstrating that its overall compensation level remained above the industry average.

The Winbond Group adheres to internationally recognized human rights standards and applicable labor regulations as its highest guiding principles. The Winbond Group safeguards employees’ rights to freedom of association and freedom of expression

and prohibits discrimination based on race, age, gender, sexual orientation, disability, pregnancy, political affiliation, religion, or other status. Guided by a people-oriented approach, Winbond aligns with international human rights conventions and labor standards through comprehensive HR systems. Following the first HRDD at Winbond (Taiwan) in 2022, governance was enhanced in 2023 to extend human rights management to suppliers and subsidiaries, the workplace experience in Taiwan was strengthened in 2024, and HRDD was expanded in 2025 to global subsidiaries to deepen governance across international sites and align practices with international standards. Winbond (Taiwan) received recognition for human rights training and friendly workplace initiatives, and continued to embed public welfare actions as a driver of sustainable development.

Our efforts to protect human rights and promote social inclusion can always be expanded, and outcomes can always be improved. This is Winbond’s unwavering commitment to employees and society, and a long-term objective of the management team.

Convener
Executive Vice President,
Headquarters Functions

Hsiang-Yun Fan



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5.1 Human Rights Management . . .

Human rights remained a core pillar of the Winbond Group’s sustainability management. In 2025, Winbond conducted Human Rights Due Diligence (HRDD) in accordance with its triennial mechanism and expanded the scope to global overseas operating sites. HRDD systematically identified and assessed key human rights risks—such as forced labor, discrimination, and workplace safety—to ensure alignment with the Responsible Business Alliance (RBA) Code of Conduct and relevant international standards.

From the initial HRDD completed in 2022, to risk mitigation measures launched in 2023, workplace experience enhancements in 2024, and expanded Group-level governance in 2025, Winbond established a comprehensive human rights management framework covering policy, systems, implementation, and audits.

Human rights assessment

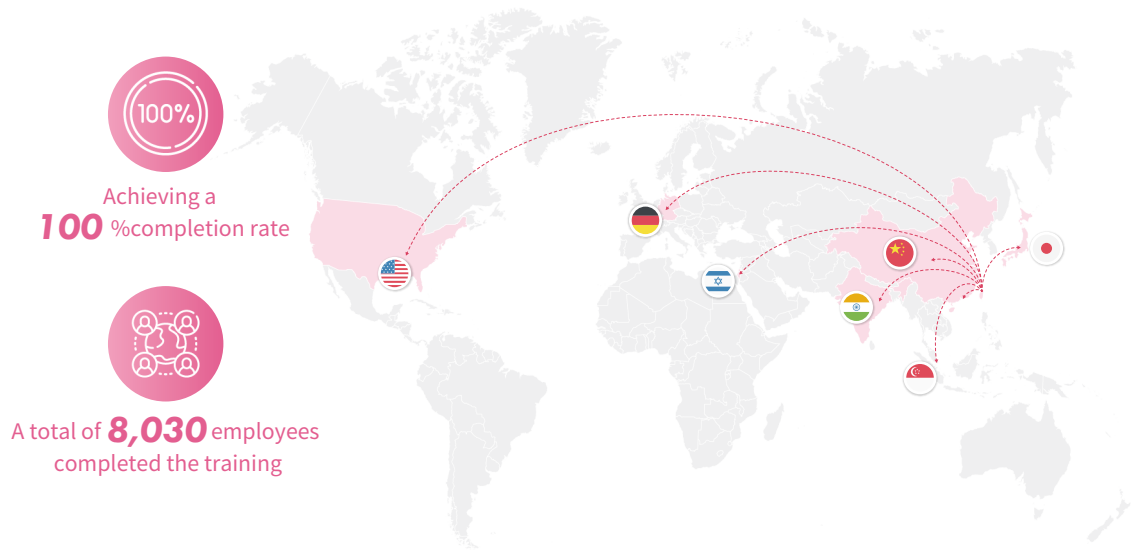
Category	A. Total percentage assessed (2023–2025)	B. Total percentage with risks identified	C. Percentage of risks with mitigation measures implemented
Own operations	100%	100%	100%
Suppliers	100% ^{Note}	8%	100%

Note: All Tier-1 suppliers and key non-Tier-1 suppliers were included in sustainability due diligence via questionnaires covering human rights, labor protection, and human rights risk management, supporting supplier risk identification and follow-up management.

5.1.1 Human Rights Training

In 2025, Winbond Group expanded human rights education and training to strengthen Group-level human rights governance. The Human Rights and Labor Ethics training covered employees across the United States, Japan, Germany, Israel, China, Hong Kong, and India. A total of 8,030 employees completed the training, achieving a 100% completion rate (excluding consultants and employees unable to attend for special reasons such as unpaid leave or planned resignation).

Training topics included working hours management, prevention of forced or compulsory labor, anti-discrimination, anti-bullying, and workplace harassment prevention, strengthening human rights awareness and fostering a culture that respects human rights.



To fulfill its friendly workplace commitments, Winbond (Taiwan) promoted a series of DEI courses built on three core pillars: awareness activation, cultural inclusion, and intergenerational dialogue, helping employees overcome unconscious bias. Through cross-cultural communication lectures, diversity thematic sharing, and internal e-newsletters, these initiatives foster mutual understanding across cultures and generations, thereby strengthening global collaboration capabilities.

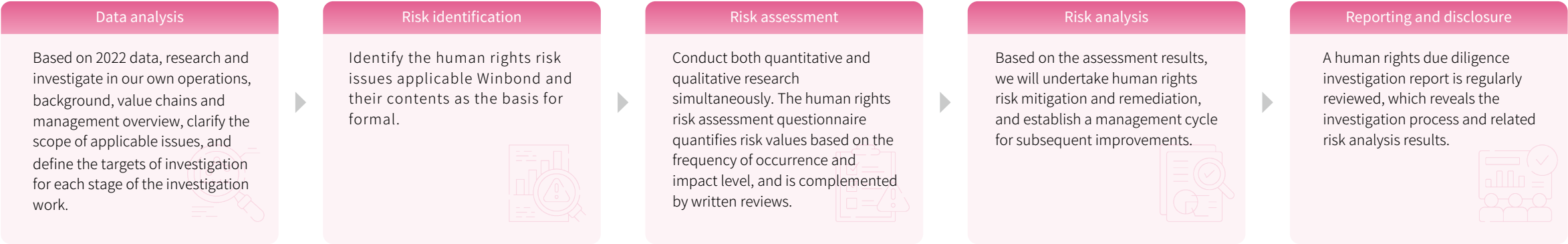
Combined with the 2025 Global HRDD, these training programs strengthened employees’ ability to identify potential human rights risks and embedded human rights principles as shared organizational values, supporting a safe, equitable, and dignified global workplace environment.



5.1.2 Implementation of Human Rights Management

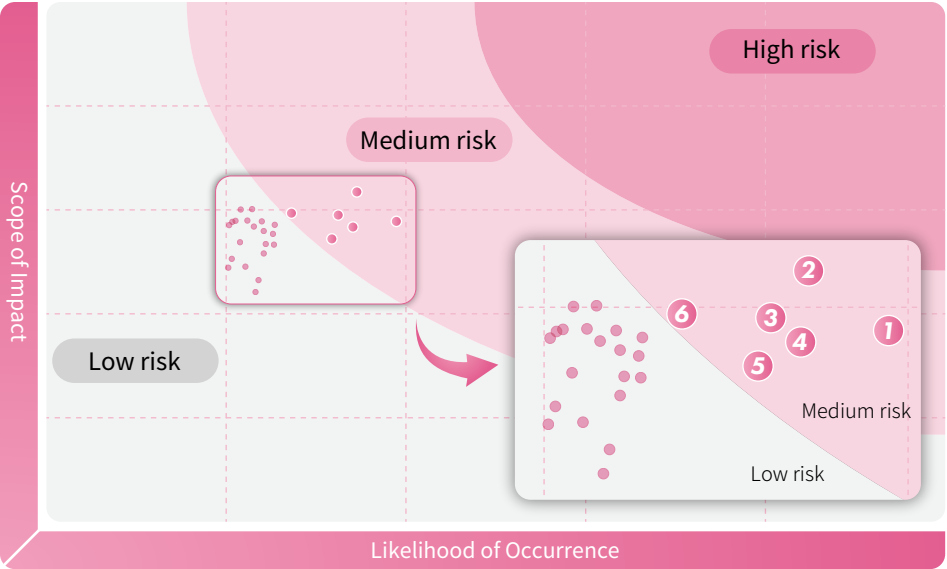
In 2025, Winbond initiated its second HRDD across the Winbond Group, achieving 100% coverage for potential adverse human rights impact assessments. The HRDD followed internationally recognized standards, including the UN Global Compact, the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Declaration of Fundamental Principles and Rights at Work, the ILO Tripartite Declaration of Principles, and the OECD Due Diligence Guidance for Responsible Business Conduct.

| Human rights due diligence (HRDD) process |



Human rights risk assessment

- Summary of the potential adverse human rights impact assessment:
The risk identification process identified 37 potential adverse human rights impact topics.
Evidence-based verification confirmed 9 topics had no likelihood of non-compliance.
An assessment questionnaire was developed for 28 human rights topics under four categories—labor rights, health and safety, environment and community, and governance and ethics—covering (but not limited to) forced labor, human trafficking, child labor, freedom of association, collective bargaining, equal pay for equal work, and discrimination.
Risk levels were determined by multiplying frequency by severity to produce a risk score, which was then mapped into a human rights risk matrix.
Based on the risk scores, the topics were stratified into high, medium, and low risk categories. Crucially, no high-risk items requiring immediate remediation were identified. Six topics were classified as medium risk, necessitating continuous monitoring, while the remaining 22 were assessed as low risk.



Medium-risk topics (ranked)

1. Working hours
2. Forced or Involuntary labor
3. Work-life Balance
4. Talent training and Development
5. Bullying and Harassment
6. Physical and Mental health

Improvement measures and follow-up

Issue	Preventive measures for potential adverse impacts	Remedial measures for actual adverse impacts
 Working hours	- Real-time online working-hours dashboards for supervisors to strengthen monitoring and accountability. - Continued working-hours management training for managers on risk awareness and compliance responsibilities.	Internal investigations and disciplinary actions for suspected cases; restoration of employees' rightful entitlements.
 Forced or Involuntary labor	Regular awareness campaigns and training on forced labor to reinforce management vigilance. Please refer to Chapter 5.4 Occupational Safety and Health.	Internal investigations and disciplinary actions for suspected cases; restoration of employees' rightful entitlements.
 Work-life balance	- Recreation centers established at sites to encourage regular exercise and stress relief. - Health promotion and life-support seminars to strengthen self-care capabilities. Please refer to Chapter 5.4 Occupational Safety and Health.	Employee Assistance Program (EAP) providing professional counseling on interpersonal relations, physical and mental health, financial, legal, and management topics.
 Talent training and Development	- Systematic training and development planning aligned with strategy and core culture. - Continued succession planning through job rotation and project-based development to strengthen organizational resilience. - Periodic internal rotation opportunities to encourage cross-functional experience and career flexibility. - Please refer to Chapter 5.2.4 Talent Development and Learning Outcomes	Optimized internal transfer policies with communications and training to strengthen understanding and utilization.
 Bullying and Harassment	- Strict implementation of workplace violence prevention and sexual harassment prevention policies. - Continued management training on anti-bullying and workplace harassment prevention, with regulatory updates. - Clear zero-tolerance communications via email, bulletin boards, and posters. - Confidential, diversified grievance mechanisms with defined intake, investigation, and follow-up procedures. Please refer to Chapter 5.3.1 Employment Engagement.	- Accessible grievance channels and follow-up procedures. - Protection and support for victims. - Internal investigations and disciplinary actions for suspected cases.
 Physical and Mental health	- Nurse staffing exceeding legal requirements to provide 24-hour health care services. - Regular health promotion activities to strengthen health literacy and self-management. Please refer to Chapter 5.4 Occupational Safety and Health. - Periodic reviews of health examination data and identification of workload risks, with reminders and follow-up support.	Internal investigations and disciplinary actions for suspected cases; restoration of employees' rightful entitlements.

5.2 Talent Management . . .

Winbond Group continued to enhance its human resource management systems and optimize integrated HR platforms for recruitment, compensation and benefits, and talent development. These efforts reinforced a people-oriented culture and strengthened employee identification with Winbond, supporting both talent attraction and talent retention amid rapid global change.

5.2.1 Workforce Structure

Global talent deployment

As of the end of 2025, the Winbond Group employed 8,131 employees and engaged 7,520 non-employees. The global workforce was distributed across Taiwan, Asia, North America, Europe, and the Middle East. Through this global presence, the Winbond Group attracted diverse talent, fostered cultural exchange, and strengthened international competitiveness—enhancing organizational agility and innovation in global markets. Most employees were from Taiwan (5,013) and Japan (2,275), with an additional 843 employees from Asia, North America, the Middle East, Europe, Oceania, and Africa—representing a total of 17 countries. The Winbond Group remained committed to hiring employees of diverse nationalities, embodying diversity and inclusion, and developing outstanding global talent. The proportion of employees requiring a work visa was 2.94%.

| Global workforce statistics |

Unit: People					
Category	Winbond	Winbond (Subsidiaries)	Nuvoton (Taiwan)	Nuvoton (Subsidiaries)	Nuvoton (Japan)
Employees	3,560	848	1,606	470	1,647
Non-employees	7,028	156	53	2	281
Total	10,588	1,004	1,659	472	1,928

Note 1: The number of non-employees may fluctuate significantly during and between reporting periods due to operational and engineering project needs, adjustments to capacity and operating load, as well as changes in outsourcing service models and contractual arrangements.

Note 2: Non-employee workers include dispatched workers, contractors, and workers with no guaranteed working hours.

| Global workforce by work location |

Company	Winbond (Taiwan)		Winbond (Subsidiaries)		Winbond Group
	Permanent employees	Temporary employees	Permanent employees	Temporary employees	
Taiwan	3,516	41	0	0	5,052 (62.13%)
Asia (excluding Taiwan)	3	0	715	10	2,747 (33.79%)
North America	0	0	75	1	119 (1.46%)
Europe	0	0	3	0	7 (0.09%)
Middle East	0	0	44	0	205 (2.52%)
Africa	0	0	0	0	1 (0.01%)
Subtotal	3,519	41	837	11	8,131 (100%)
Total	3,560		848		

Note: Employee classification according to GRI definitions: Fixed-term contract employees are considered temporary employees; non-fixed-term contract employees are considered permanent employees. The above data exclude part-time employees and employees with no guaranteed working hours.

| Global workforce structure by nationality |

Unit: People					
Countries	Numbers	Total of All	Share in total workforce	Management positions	Share in all management positions
Taiwan	5,013	8,131	61.65%	750	66.3%
Japan	2,275		27.99%	259	22.9%
Other Asian Countries	511		6.28%	64	5.7%
North America	119		1.46%	24	2.1%
Middle East	205		2.52%	34	3.0%
Europe	5		0.06%	0	0.0%
Other Countries (Including Oceania and Africa)	3		0.04%	0	0.0%

| Global workforce distribution trend |

Unit: People		
Year	Non-fixed-term Contract	Fixed-term Contract
2022	7,833	263
2023	7,925	97
2024	7,995	102
2025	8,061	70

Note: Employee headcount may fluctuate significantly during and between reporting periods due to operational and engineering project needs, adjustments to capacity and operating load, and changes to contractual arrangements.

2025 Employee composition

Winbond Group regularly reviewed its workforce composition and formulated high-quality recruitment strategies to attract suitable professionals and maintain industry competitiveness. In 2025, the proportion of employees with master’s and doctoral degrees at Winbond (Taiwan) reached 55%, while those with bachelor’s degrees accounted for 33%. At Winbond (Subsidiaries), the proportion of employees with master’s and doctoral degrees reached 42%, while those with bachelor’s degrees accounted for 51%. Overall, the proportion of employees with master’s and doctoral degrees in Winbond Group reached 46%, while those with bachelor’s degrees accounted for 40%, reflecting the knowledge-intensive nature of the semiconductor industry.

In terms of age distribution, Winbond Group strictly complied with domestic and international labor laws and the Responsible Business Alliance (RBA) Code of Conduct, ensuring no employment of child labor or individuals who had not completed compulsory education. All employees were above 18 years old. At Winbond (Taiwan), approximately 75% of general staff were aged between 31 and 50. At Winbond (Subsidiaries), approximately 61% of general staff were aged between 31 and 50. Overall, approximately 61% of general staff in Winbond Group were aged between 31 and 50.

By job category, Winbond Group employed a total of 1,131 managerial staff and 7,000 non-managerial staff. The age structure of employees was primarily between 31 and 50 years old. The majority of Winbond Group’s employees were employed under non-fixed-term contracts, totaling 8,061 people, and the majority of employment types were full-time, totaling 8,128 people.

| Global workforce by education |

Company	Ph.D.	Master	Bachelor	Associate degree	High school and below
Winbond (Taiwan)	1.60%	53.15%	32.92%	5.70%	6.63%
Winbond (Subsidiaries)	1.06%	40.45%	51.41%	3.54%	3.54%
Winbond group	1.41%	44.72%	39.97%	5.66%	8.24%

| Global workforce by age |

Company	18–30 years old	31–50 years old	51 years of age or older
Winbond (Taiwan)	12.44%	74.69%	12.87%
Winbond (Subsidiaries)	14.27%	61.44%	24.29%
Winbond Group	12.72%	61.42%	25.86%

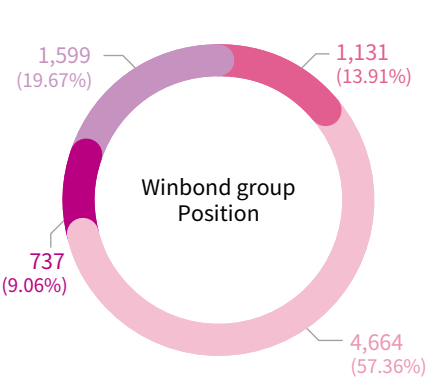
| Global workforce structure by categories |

Unit: People

Category	Sub-category	Winbond (Taiwan)		Winbond (Subsidiaries)		Winbond group
		Male	Female	Male	Female	
Position	Managers	489	71	98	11	1,131 (13.91%)
	R&D/ Operation	1,318	668	217	22	4,664 (57.36%)
	Admin/ Sales	86	215	46	40	737 (9.06%)
	Production support	504	209	371	43	1,599 (19.67%)
Employee Contract	Fixed-term contract	25	16	7	4	70 (0.86%)
	Non-fixed-term contract	2,372	1,147	725	112	8,061 (99.14%)
Employment Types	Full-time	2,397	1,163	729	116	8,128 (99.96%)
	Part-time	0	0	3	0	3 (0.04%)

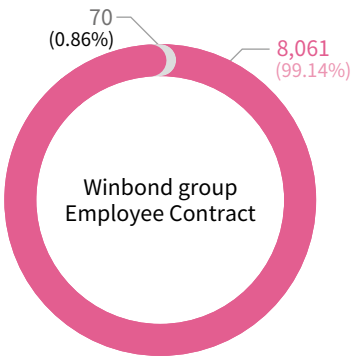
Note: A supervisor is defined as an employee at the section manager level or above, responsible for guiding department staff.

| Winbond group - Position |



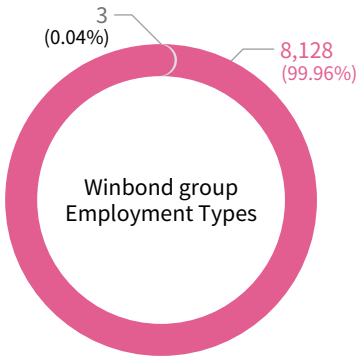
Managers R&D/ Operation
Admin/ Sales Production support

| Winbond group - Employee Contract |



Non-fixed term contract
Fixed-term contract

| Winbond group - Employment Types |



Full-time Part-time

Gender distribution of employees

Due to the characteristics of the semiconductor industry and the male-dominated labor market structure in Japan, the majority of employees in the Winbond Group were male in 2025. The total number of male and female employees was 5,867 and 2,264, respectively, with a male-to-female ratio of approximately 2.6:1.

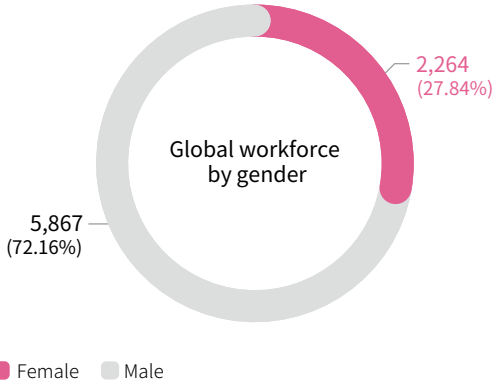
Despite external challenges, Winbond remained committed to workplace gender equality, ensuring that recruitment and selection, compensation and benefits, and career advancement were free from gender-based differences. The Company continued to maintain a stable proportion of female employees to build a diverse and inclusive workplace and safeguard equal career development opportunities for all employees. To break industry barriers, Winbond actively cultivated female managers and R&D talents, valued their unique strengths in management and technical fields, and encouraged women to engage in core R&D through policy measures—steadily advancing toward the target of 15% female managers and realizing a sustainable vision for talent diversity.

| Global workforce by gender |

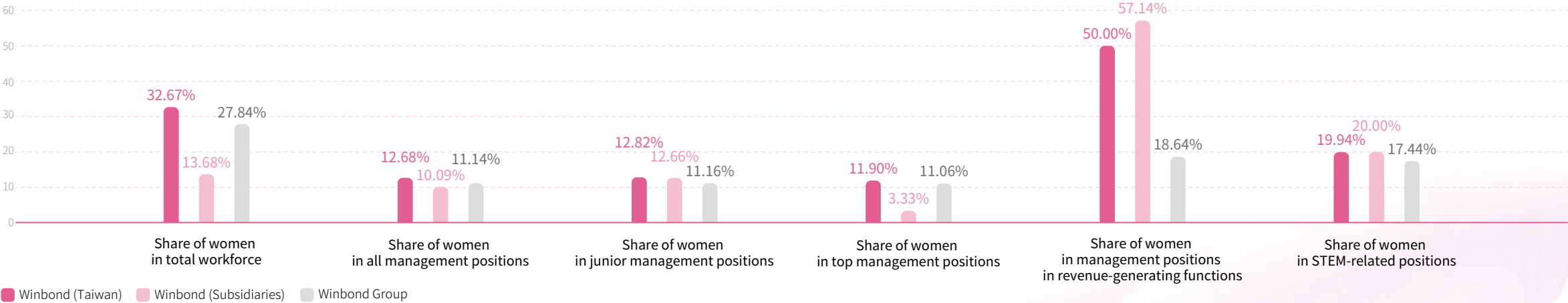
Unit: people

Company	Winbond (Taiwan)		Winbond (Subsidiaries)		Winbond Group
	Permanent employees	Temporary employees	Permanent employees	Temporary employees	
Female	1,147	16	112	4	2,264 (27.84%)
Male	2,372	25	725	7	5,867 (72.16%)
Subtotal	3,519	41	837	11	8,131 (100%)
Total	3,560		848		

Note: Employee classification according to GRI definitions: Fixed-term contract employees are considered temporary employees; non-fixed-term contract employees are considered permanent employees. The above data exclude part-time employees and employees with no guaranteed working hours.



| Percentage of global female workforce |



5.2.2 Talent Recruitment and Performance Evaluation

Winbond provided a compensation and benefits system exceeding legal requirements to attract and retain talent, and maintained equal treatment principles. In addition to quarterly reviews of salary and benefits and monitoring of gender-related labor regulations, Winbond regularly assessed market benchmarks to refine compensation standards. A comprehensive appraisal mechanism supported performance-based rewards, while workforce renewal aligned with corporate development goals helped introduce new perspectives.

Diverse recruitment channels

Winbond valued workplace diversity and utilized diverse recruitment channels, including job platforms, campus recruitment, social media, industry-academia collaboration, and internal referrals. An internal transfer system encouraged job rotation and role fit to enable talent to maximize strengths. Since 2022, internship programs were offered to university and graduate students to support workplace exposure. In 2025, the Kaohsiung Fab semester-long internship program recruited 11 students through university partnerships for a one-year placement across equipment, process, and integration roles, supporting early engagement with emerging talent and long-term talent development.

2025 recruitment and retention status

Winbond continued to build a diverse and inclusive workplace and believed that diverse management and employee composition strengthened market responsiveness, customer understanding, innovation outcomes, and competitiveness. In 2025, Winbond (Taiwan) recruited 353 new employees, representing an annual hiring rate of approximately 10%. New hires aged 30 and below accounted for 49%, and those aged 31–50 accounted for 48%. Across the Winbond Group, 762 new employees were recruited in 2025, representing a hiring rate of 9%, with 93% of new hires aged 50 and below. At Winbond (Taiwan), the 2025 hiring rate for female employees was 10% and for male employees was 10%. Group-wide, female and male hiring rates were 10% and 9%, respectively, reflecting continued female representation in recruitment.

| Recruitment cost |

Winbond Group (total)	2022	2023	2024	2025
Total new hires	1,200	532	821	762
Share of internal transfers or promotions	25%	26%	30%	37%
Average recruitment cost per new employee (NT\$)	82,179	188,563	121,034	94,997

| New hire statistics |

Group	Winbond (Taiwan) – Headcount	Winbond (Taiwan) – Share of category	Winbond Subsidiaries – Headcount	Winbond Subsidiaries – Share of category	Winbond Group – Headcount	Winbond Group – Share of category
Gender – Female	111	31%	18	19%	216	28%
Gender – Male	242	69%	76	81%	546	72%
Age – 51 and above	9	3%	19	20%	53	7%
Age – 31–50	171	48%	46	49%	355	47%
Age – 30 and below	173	49%	29	31%	354	46%

| Annual new hires and hiring rate |

Scope	Year	Male – Headcount	Male – Hiring rate	Female – Headcount	Female – Hiring rate	Total – Headcount	Total – Hiring rate
Winbond (Taiwan)	• 2022	426	18%	294	24%	720	20%
	• 2023	95	4%	69	6%	164	5%
	• 2024	233	10%	148	13%	381	11%
	• 2025	242	10%	111	10%	353	10%
Winbond Subsidiaries	• 2022	51	10%	10	12%	61	10%
	• 2023	83	12%	13	14%	96	12%
	• 2024	63	9%	14	14%	77	10%
	• 2025	76	10%	18	16%	94	11%
Winbond Group	• 2022	763	13%	437	19%	1,200	15%
	• 2023	382	7%	150	7%	532	7%
	• 2024	548	9%	273	12%	821	10%
	• 2025	546	9%	216	10%	762	9%

Note: Hiring rate = new hires of the gender in the year ÷ headcount of the gender as of December 31 of the year.

In 2025, talent mobility in the semiconductor industry remained within a normal range and the Winbond Group’s workforce structure was stable. Winbond Group recorded 729 departures in 2025, with an overall turnover rate of 9%, reflecting Winbond’s continued efforts to maintain a healthy and stable employee turnover rate. Winbond (Taiwan) recorded 367 departures and a turnover rate of 10%, indicating a controllable level of talent mobility. The Winbond Group strengthened onboarding development and care mechanisms to support integration and long-term stability.

| Turnover rate |

Group	Winbond (Taiwan) – Headcount	Winbond (Taiwan) – Share of departures	Winbond Subsidiaries – Headcount	Winbond Subsidiaries – Share of departures	Winbond Group – Headcount	Winbond Group – Share of departures
Gender – Female	115	31%	6	11%	193	26%
Gender – Male	252	69%	47	89%	536	74%
Age – 51 and above	40	11%	7	13%	161	22%
Age – 31–50	228	62%	41	77%	412	57%
Age – 30 and below	99	27%	5	10%	156	21%

Notes: 1. Departures include retirements.
2. Share = category departures ÷ total departures.

| Annual employee turnover and turnover rate |

Scope	Year	Male – Headcount	Male – Turnover rate	Female – Headcount	Female – Turnover rate	Total – Headcount	Total – Turnover rate
Winbond (Taiwan)	• 2022	245	11%	150	14%	395	12%
	• 2023	118	5%	85	7%	203	6%
	• 2024	204	9%	148	13%	352	10%
	• 2025	252	10%	115	10%	367	10%
Winbond Subsidiaries	• 2022	19	3%	8	9%	27	4%
	• 2023	21	3%	9	10%	30	4%
	• 2024	43	6%	8	8%	51	7%
	• 2025	47	6%	6	5%	53	6%
Winbond Group	• 2022	486	9%	248	12%	734	9%
	• 2023	295	5%	153	7%	448	6%
	• 2024	502	9%	251	11%	753	9%
	• 2025	536	9%	193	8%	729	9%

Note: Turnover rate = departures of the gender in the year ÷ average headcount of the gender in the year ((Beginning headcount + Ending headcount) ÷ 2).



Company core values and employee engagement survey

97% of Winbond (Taiwan) employees committed to contributing their strengths at Winbond over the next five years.

Since 2021, Winbond (Taiwan) has conducted the survey every two years. From 2025, the scope expanded to include Winbond Subsidiaries and Nuvoton (Taiwan). Survey topics were anchored in the Company’s five core values and included questions on leadership, career development, compensation, well-being, and stress. Insights supported strategic adjustments and strengthened mutual commitments between the Company and employees. The response rate for Winbond (Taiwan) increased to 83% in 2025 from 78% in 2023. Job satisfaction reached 4.72 out of 5, and more than 97% of respondents expressed willingness to contribute fully and continue working at Winbond over the next five years. Nuvoton (Japan) conducted annual engagement surveys with response rates exceeding 90% for four consecutive years. The overall response rate for the 2025 engagement survey was 85%, and results indicated more than 85% of employees demonstrated strong identification with and confidence in the Company.

| Key concepts covered in the survey |

Job satisfaction

Our company provides stable and reasonable compensation and benefits relative to employees' contributions.

Work meaning and purpose

Our company provides diverse opportunities for career development, which helps me achieve my career goals and continue to grow.

Work well-being

I feel happy and supported while working at our company.

Work stress

I am able to handle the challenges and stress of my work.

| Post-survey improvements and actions

After collecting responses, results were analyzed by tenure, job category, and work location to inform policy design. Employees could also submit anonymous suggestions to support improvements in workplace culture, retention, and performance across employee categories. Based on these insights, the Winbond Group set an ongoing target of “≥ 95% of employees willing to contribute their strengths at Winbond Group over the next five years,” supported by continuous optimization of communication mechanisms, organizational culture, and management measures.

| Employee engagement survey results |

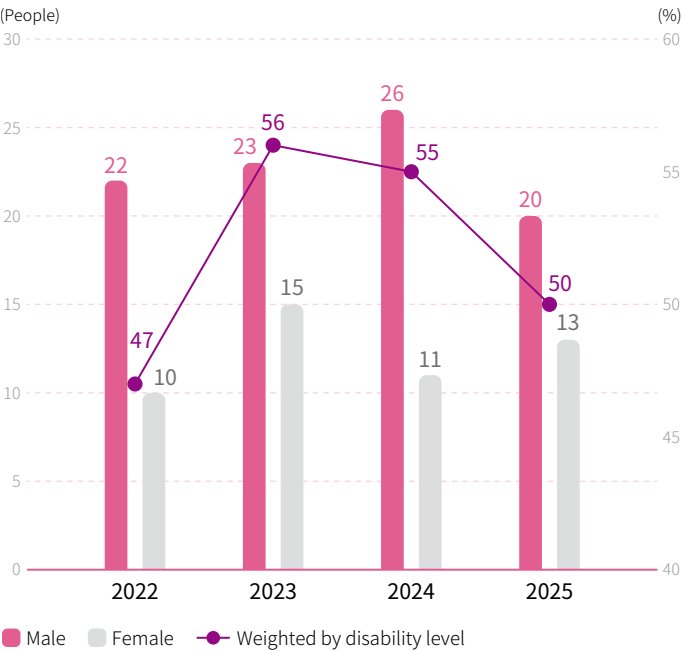
Year	2022	2023	2024	2025
Scope	Winbond (Taiwan) + Nuvoton (Japan)			Winbond + Nuvoton (Taiwan) + Nuvoton (Japan)
Winbond	97%	97%	97%	95%
Nuvoton	56%	53%	54%	72%
Overall engagement	84%	83%	83%	85%
Response rate	81%	83%	82%	85%

Note: The statistical scope for 2022–2024 covered Winbond (Taiwan) and Nuvoton (Japan); from 2025 it expanded to include Winbond Subsidiaries and Nuvoton (Taiwan).

Hiring employees with disabilities

Winbond continued to safeguard the right to work for individuals with disabilities and maintained a stable hiring ratio. As of the end of 2025, Winbond (Taiwan) employed 32 employees with disabilities; after applying Taiwan’s legally required weighting by disability level, the weighted headcount was 50, representing a hiring ratio of 1.4%, exceeding the legal requirement of 1.0%. Winbond Group’s hiring ratio for employees with disabilities reached 1.3% as of the end of 2025. Prior to onboarding, individualized support was provided to help new hires understand commuting routes and work processes, and appropriate assistance, equipment, and workplace environments were provided after onboarding to enable employees to work safely and effectively. Since 2022, Winbond also created massage therapist roles for visually impaired individuals, supporting employee wellness while expanding employment opportunities.

| Employees with disabilities |

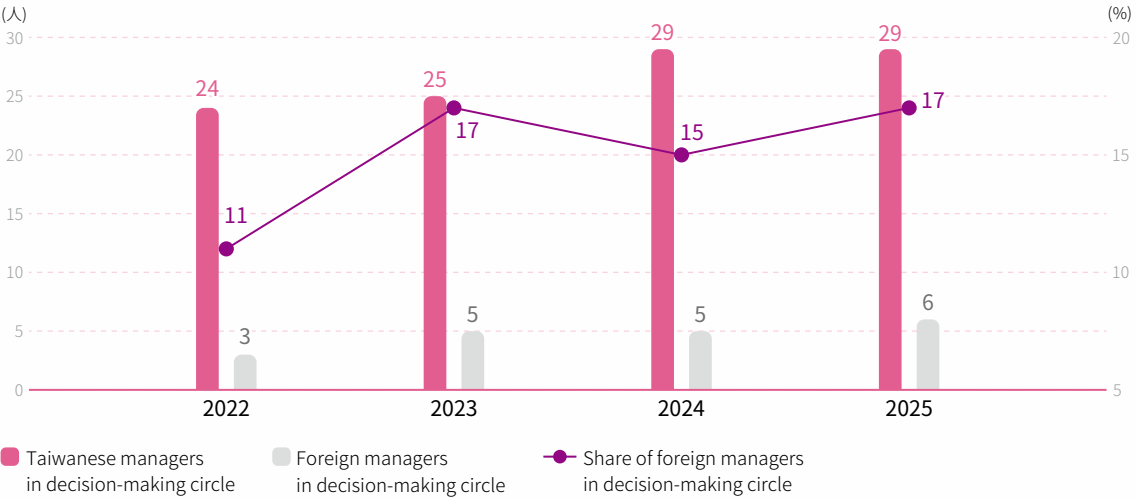


Recruitment of foreign experts

The Winbond Group actively recruited foreign talent to build a fair, competitive, and inclusive career platform. Winbond integrated international recruitment platforms such as LinkedIn with the Company website to showcase diverse workplace experiences and strengthened presence in key markets including Japan, the United States, Israel, Germany, and India. For overseas talent relocating to Taiwan, Winbond (Taiwan) provided comprehensive relocation support for employees and families, reducing barriers to performance.

In 2025, Winbond (Taiwan) extended talent pipeline efforts to international campuses by inviting teachers and students from Sasebo Jitsugyo High School (Japan) to visit the CTSP fab, strengthening brand influence. The Company continued to recruit international graduates in Taiwan who intended to build long-term careers in the local semiconductor sector, bringing diverse perspectives and innovation. As of the end of 2025, foreign employees at Winbond (Taiwan) represented 9 nationalities, with Japanese and Korean professionals forming a core cohort. Talent development outcomes were strong: 38% of foreign employees held management roles, and 31.5% of foreign managers were at deputy director level or above. Foreign managers within the decision-making circle accounted for 17.1% in 2025, marking progress in internationalizing leadership and strengthening global strategic perspectives.

| Percentage of foreign nationals in senior management |



Note: Decision-making circle managers include managers at center level (and above) with management responsibilities, and non-management employees holding job titles at deputy director level (and above).

Recruitment of indigenous people

In 2025, Winbond (Taiwan) employed 15 Indigenous employees; Nuvoton (Taiwan) employed four. To safeguard Indigenous employees’ rights to practice their traditional cultures, Winbond (Taiwan) actively implements Indigenous Traditional Festival Leave, supporting the preservation and continuation of Indigenous cultural heritage and contributing to the creation of a diverse, inclusive, and equitable workplace.

| Indigenous employees and tribal festival leave - Winbond (Taiwan) |

Year	Numbers of Indigenous employees	Employees applying for Indigenous ceremonial leave	
		numbers	Share
2022	16	2	13%
2023	15	6	40%
2024	19	8	42%
2025	15	6	40%



Performance management system

Winbond Group is committed to establishing a comprehensive performance management system to ensure strong alignment among corporate strategic goals, team objectives, and employees’ individual development. Through a systematic management mechanism, the Company implements both top-down goal deployment and bottom-up consensus building to enhance organizational competitiveness.

Each year, Winbond Group formulates shared annual objectives based on overall corporate strategies. Managers further break down team goals and assign them to individual employees, ensuring that employees clearly understand the connection between their work responsibilities and the organization’s vision. Following the SMART principles, performance indicators and achievement milestones are jointly established to build mutual agreement on performance goals between the Company and employees.

Managers were encouraged to conduct timely performance communication through day-to-day observations. Through the performance management system, managers and employees could provide ongoing comments on goal progress, record key achievements, and maintain complete communication records at any time. This mechanism not only enabled real-time tracking of improvement actions, but also strengthened coaching functions to support employees’ capability development and foster a culture of two-way feedback.

To ensure employees are placed in suitable roles and able to fully realize their potential, Winbond (Taiwan) and Nuvoton (Taiwan) conducted performance appraisals twice per year:

New hire tracking

a rigorous evaluation mechanism to confirm job fit early through employee feedback and manager evaluations.

Multi-dimensional evaluation

review of milestone and key result achievement through employee self-assessment and manager assessment, including professional competencies and behavioral performance.

Competencies and ethical standards

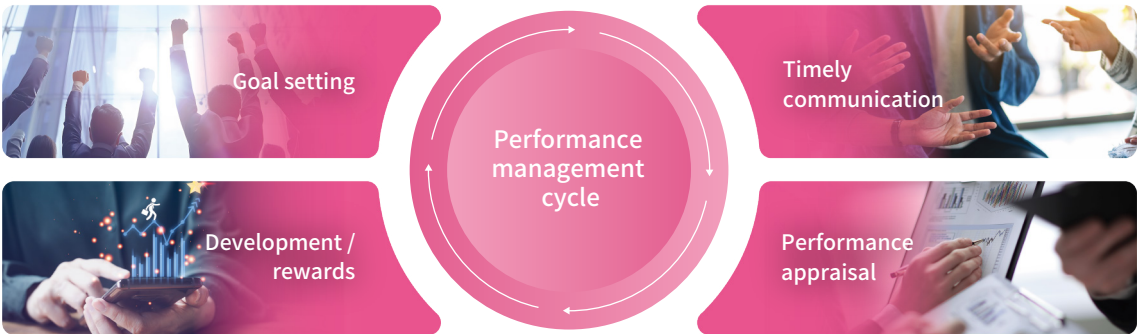
beyond professional and managerial competencies, the evaluation also incorporated demonstrations of core competencies to promote employees’ commitment to ethical conduct, accountability, and social responsibility.

Objectivity of feedback

managers may incorporate diverse feedback (360-degree perspectives) from direct reports and collaboration partners to strengthen objectivity and reference value.

Upholding the principles of fairness and impartiality, Winbond Group utilized its appraisal system to accurately identify talent gaps and employees’ development potential. Appraisal results informed remuneration, promotion, Individual Development Plans (IDPs), and performance coaching, with the aim of supporting employees’ long-term career development. In 2025, both direct and indirect employees completed performance appraisals at a 100% rate.

Performance management cycle



ESG practices integrated into performance appraisal

To strengthen ESG awareness and advance sustainable development goals, Winbond (Taiwan) incorporated ESG practices into performance evaluation starting in 2024. Employees were encouraged to participate in ESG public welfare activities and training as part of annual performance objectives. In January 2025, the Sustainability Performance Platform (Credits Tracker) was launched to record employee ESG performance. The platform served as a digital management tool and participation catalyst, creating a positive cycle through tracking and analytics.

Key platform-enabled initiatives in 2025 included:

Diverse training and activities:

55 themed events covering environmental education (stream cleanup, wetland restoration), low-carbon management, life education, and digital security.

Cross-sector partnerships:

collaboration with organizations such as the Society of Wilderness, Children Are Us Foundation, Eden Social Welfare Foundation, and Kaohsiung Ciyou Home to expand impact.

Social public welfare actions:

community and environmental engagement through rice field volunteering, life education lectures, and volunteer services.

Cross-company collaboration:

joint lectures and volunteer activities with Nuvoton to maximize Group resource synergies.

5.2.3 Compensation and Benefits

Senior executive compensation

Policies, systems, standards, structures, and individual compensation for directors and executives were determined and reviewed by the Compensation Committee and submitted to the Board of Directors for deliberation. Compensation levels for executives at Winbond (Taiwan) and Nuvoton (Taiwan) were designed to remain competitive within the sector to attract and retain talent. Individual executive compensation was differentiated based on responsibilities and performance, while incentive design balanced short- and long-term operating performance.

Starting in 2026, Winbond (Taiwan) increased the weighting of ESG practice indicators for executives at the Vice President level and above to 10% and incorporated all material ESG topic targets into these indicators, including business integrity and corporate governance, regulatory compliance, risk management (climate change response and preventive measures), R&D and innovation, energy and greenhouse gas management, supply chain management, Green Products, and Talent Management. Results were incorporated into employees’ compensation allocations for these executives.

Fixed
compensation

determined based on executive responsibilities and differentiated performance.

Variable
compensation

measured by financial metrics (e.g., gross profit and gross margin, operating profit and operating margin, profit before tax, return on equity) and ESG-related metrics (e.g., cumulative carbon reductions, electricity savings), and determined based on strategy execution and sustainability outcomes.

Clawback policy for executives

To strengthen long-term integrity and protect shareholder and employee interests, a remuneration clawback mechanism was implemented: (1) executives departing before the payout date were not eligible for variable compensation. (2) Violations of work rules resulting in losses triggered disciplinary measures, including performance appraisal impacts, bonus deductions, and suspension of salary increases. (3) Failure to meet employee stock trust conditions required return of trust assets under applicable procedures.

Executive Stock Ownership Guidelines

To strengthen corporate governance and promote sustainability, the Company has established executive stock ownership guidelines. The CEO is required to hold shares equivalent to at least 10 times their base annual salary, and executives at or above the General Manager level are required to hold shares equivalent to at least 5 times their base annual salary. Eligible shareholdings may include shares held by the individual, their spouse, and their minor children. These shareholding requirements must be met within five years from the date of appointment.

Employee remuneration

Recognizing talent as critical capital, the Winbond Group provided a competitive salary system and comprehensive benefits, including base salary, allowances, employee bonuses, and employee remuneration. Employee compensation was determined by job responsibilities and professional skills, while bonuses and employee remuneration rewarded individual performance and contributions. In 2025, entry-level basic monthly salaries for inexperienced employees exceeded statutory minimum wages across the Winbond Group. Market benchmarking supported annual salary reviews and merit increases to retain talent. According to the Taiwan Stock Exchange's (TWSE) 2025 publication of Winbond (Taiwan) maintained the average salary of non-management full-time employees within the top 20% of the sector in Taiwan. Salary, benefits, appraisal, and promotion practices were based on objective human rights principles, ensuring equal pay for equal work and minimal gender differences in starting salaries across locations.

According to the Taiwan Stock Exchange's (TWSE) 2025 publication of Winbond (Taiwan) maintained the average salary of non-management full-time employees within the top **20**% of the sector in Taiwan.

Note: The Taiwan Stock Exchange publishes prior-year results each July.

| Standard entry-level wage compared to local minimum wage |

Location	Item	2024	2025
Winbond (Taiwan)	• Direct employees	1.3 times	1.2 times
	• Indirect employees	1.6 times	1.6 times
Nuvoton (Taiwan)	• Direct employees	1.1 times	1.1 times
	• Indirect employees	1.6 times	1.5 times
Other subsidiaries – Hong Kong	• Indirect employees	1.2 times	1.1 times
Other subsidiaries – Mainland China	• Indirect employees	4.1 times	3.8 times
Other subsidiaries – Japan	• Indirect employees	1.5 times–1.6 times	1.4 times–1.5 times

Notes: Direct employees are calculated using entry-level basic monthly salary for inexperienced employees; indirect employees are calculated using entry-level basic monthly salary for inexperienced university graduates. The boundary covers entry-level employees at major operating sites.

| Ratios of standard entry level wage by gender compared to local minimum wage (2025) |

Location	Male	Female	Local minimum wage
Winbond (Taiwan)	1.6	1.6	1
Nuvoton (Taiwan)	1.5	1.5	1
Other subsidiaries – Hong Kong	1.1	1.1	1
Other subsidiaries – Mainland China	3.8	3.8	1
Other subsidiaries – Japan	1.4–1.5	1.4–1.5	1

Notes: Standard entry-level wages did not differ by gender. The boundary covers major operating sites.

| Salary statistics for non-management full-time employees at Winbond (Taiwan) |

Item	2024	2025	YoY change
Headcount	3,422	3,414	-0.23%
Total salary (NT\$ thousand)	5,907,684	6,534,965	10.62%
Average salary (NT\$ thousand)	1,726	1,914	10.89%
Median salary (NT\$ thousand)	1,513	1,617	6.87%

Notes: The above statistics are calculated according to the regulations of the Taiwan Stock Exchange.



| Annual total compensation ratio |

Entity	Ratio of highest-paid individual to median annual total compensation of general employees (2025)	Ratio of annual total compensation change: 2025 vs 2024
Winbond (Taiwan)	9.8:1	0.9:1
Winbond Subsidiaries	8.3:1	1.1:1
Nuvoton (Taiwan)	11.4:1	0.9:1
Nuvoton Subsidiaries	4.6:1	1.1:1
Nuvoton (Japan)	5.0:1	0.8:1

Notes: 1. Ratio of annual total compensation change = percentage increase in the highest-paid individual's annual total compensation ÷ percentage increase in the median annual total compensation of all employees (excluding the highest-paid individual).
2. Formula: C = A / B, where A = 2025 highest-paid annual compensation ÷ 2024 highest-paid annual compensation, and B = 2025 median employee annual compensation ÷ 2024 median employee annual compensation.

| Compensation ratio by gender |

Company (Location)	Job category	Basic salary – Male	Basic salary – Female	Total remuneration – Male	Total remuneration – Female
Winbond Taiwan	• Senior executives	0.95	1	0.91	1
	• Managers	1.08	1	1.08	1
	• Professionals	1.02	1	1.02	1
	• Engineers	1.09	1	1.10	1
	• Non-engineers	0.91	1	0.91	1
	• Direct employees	0.95	1	0.95	1
Winbond Japan	• Managers	0.96	1	0.96	1
	• Non-managers	1.04	1	1.05	1
Winbond Group	• Senior executives	0.87	1	0.88	1
	• Managers	1.03	1	1.07	1
	• Non-managers	1.42	1	1.46	1

Note: Senior executives refer to managers at center level (and above) with management responsibilities; managers refer to section managers and above excluding senior executives; non-managers include professionals, engineers, non-engineers, and direct employees.

Comprehensive benefits

Quality employee benefits

The Winbond Group provides employee benefits that exceed statutory requirements in compliance with applicable local regulations worldwide. These benefits cover performance incentives, living allowances, leave arrangements, and employee clubs, supporting employee motivation, work–life balance, and personal fulfillment.

To mitigate risks associated with excessive working hours, Winbond optimizes workloads through workforce planning, work design, and a structured working hours management system. Regular and overtime working hours are monitored and analyzed to support effective workforce allocation. All overtime is properly declared, reviewed, and compensated in compliance with applicable laws, with ongoing training to strengthen labor law compliance across operating sites.

Employees are regarded as the Group’s most valuable asset. Winbond promotes a diverse, equitable, and inclusive (DEI) workplace and supports employees’ family and caregiving needs across life stages. In addition to statutory maternity, paternity, and parental leave, flexible working hours and Work from home (WFH) arrangements are offered to enhance autonomy and productivity without compromising operational effectiveness.



Flexible Working Hours

With prior managerial approval, employees may adjust start and end times within defined ranges while meeting daily working hour requirements.



Work from Home (WFH)

Based on job nature and management needs, units may approve short- or long-term remote work in line with Group guidelines.

In 2025, total employee benefit expenses amounted to NT\$18,453,400 thousand (including consolidated subsidiaries), comprising NT\$17,588,944 thousand in short-term benefits and NT\$864,456 thousand in post-employment benefits.

Notes: Employee benefit expenses include health insurance, employee club subsidies, subsidy programs, retirement benefits, and equity-based compensation. Short-term employee benefits refer to benefits payable within 12 months after the end of the period in which employees render related services, excluding termination benefits.

Comprehensive employee benefits

 Bonuses	Festival bonuses, special bonuses, operating performance bonuses, employee remuneration, incentive bonuses, Winbond Star bonuses, Intellectual Property Bonus, retirement benefits, employee stock trust
 Subsidies / Insurance	Maternity benefits, marriage benefits, childcare allowance, group insurance, retirement and transfer plans
 Leave	LOHAS leave, Volunteer leave (paid), Parental leave
 Lifestyle support	Support for foreign employees, health examinations, health care services, health promotion
 Clubs and activities	Clubs (sports, arts and culture, lifestyle, public welfare), Family Day

Note: All employee benefit items are administered in accordance with applicable regulations.

Bonuses: diversified incentive programs

Winbond (Taiwan) encouraged innovation and continuous learning through diversified incentive programs. In 2025, six teams were honored with the “Winbond Star bonus” in recognition of their outstanding contributions to key areas such as product advancement, technology improvement, R&D innovation, operational optimization, and sustainable development.

Types of incentive bonus programs

Program	Description
Special bonus	Immediate rewards for outstanding performance or exceptional project achievements
Operating performance bonus	Quarterly sharing of operating performance outcomes with employees
Employee remuneration	Annual profit sharing with employees; total amount determined per articles of incorporation and allocated based on contribution and performance
Incentive bonus	Funding for activities and gatherings to strengthen team cohesion and morale
Winbond Star bonus	Quarterly recognition of individuals and teams demonstrating Winbond culture (business integrity, accountable teamwork, enthusiasm of learning, aggressive innovation, sustainable contribution) and delivering significant contributions
IP bonus	Encouraging inventions across design, manufacturing, testing, applications, and marketing to promote patent output
Employee stock trust	Participation for senior executives and full-time employees; payroll contributions plus Company matching to purchase Winbond shares regularly for long-term holding, sharing dividends and price appreciation and extending welfare to retirement life

Note: In 2025, diversified incentive bonuses totaled NT\$1,361,139 thousand at Winbond (Taiwan) and NT\$408,525 thousand at Winbond Subsidiaries.

■ Subsidies: childcare allowance

Since April 2011, Winbond implemented a childcare allowance program to support employees' families. Eligible newborn children of employees at Winbond (Taiwan) and Nuvoton (Taiwan) received monthly allowances of NT\$6,000 and NT\$5,000, respectively, until the child reached four years old. The program strengthened willingness to have children and demonstrated family support. By 2025, 2,298 employees' children benefited. From 2021 to 2025, newborns of Winbond (Taiwan) and Nuvoton (Taiwan) employees accounted for approximately 0.1% of all newborns in Taiwan, meaning at least one in every thousand newborns was born to an employee of the Winbond Group for five consecutive years.

Nuvoton (Japan) also provided childcare support of JPY 10,000 per child per month for employees raising children under 18, and an education support mechanism providing 150,000 points per child per year (equivalent to JPY 150,000) for employees with children in third grade of elementary school or below.

These benefits reduced financial pressure for new parents, enhanced employee well-being, and supported long-term talent attraction and retention.

Childcare subsidy program performance - Benefits realized

- Cumulative beneficiaries and subsidies: from program launch in 2011 through 2025, **2,298** employees' children at Winbond (Taiwan) and Nuvoton (Taiwan) benefited; cumulative payouts totaled **NT\$ 433,957,575**.
- 2025 subsidy amount: **NT\$ 39,414,003**.

■ Group insurance

To strengthen employee medical protection, Winbond (Taiwan) provided group medical insurance in addition to labor insurance and national health insurance, including term life insurance, accident insurance, hospitalization medical insurance, and cancer insurance. Coverage extended to employees' spouses and children. Optional self-funded plans also covered employees, spouses, children, and parents. Total premiums paid in 2025 amounted to NT\$35,975 thousand.

■ Retirement system and transfer plan

Winbond complies with local retirement laws and regulations to safeguard employees' retirement rights. At Winbond (Taiwan) and Nuvoton (Taiwan), retirement reserves under the defined benefit plan (legacy system) or contributions under the defined contribution plan (new system) are provided for full-time employees. For legacy system retirement benefits under the Labor Standards Act, retirement benefits were calculated based on tenure and average wages over the last six months prior to retirement, and paid within 30 days after retirement. For each year of service up to and including 15 years, two points of entitlement were granted; for each year of service exceeding 15 years, one point of entitlement was granted, subject to a maximum of 45 base units. In addition to contributing 2% of total monthly payroll to the retirement reserve fund, the Company conducts annual reviews of contribution rates to ensure adequate reserves. If the reserve balance is insufficient to cover retirement payments for employees meeting statutory retirement conditions in the following year, the shortfall was deposited by the end of March of the following year into a dedicated account held under the name of the Labor Retirement Reserve Supervisory Committee at the Bank of Taiwan. As of the end of 2025, the fair value of Winbond (Taiwan)'s plan assets on a consolidated basis amounted to NT\$2,890,258 thousand. The amount required to be contributed in accordance with applicable regulations in the future has been recognized as an accrued pension liability. The net defined benefit liability (consolidated) amounted to NT\$1,135,838 thousand. Under the new pension system (governed by the Labor Pension Act), Winbond (Taiwan) contributed 6% of each employee's monthly wages, based on the contribution wage classification table, to individual pension accounts. Employees could also make voluntary contributions of up to 6% of their monthly wages to their individual pension accounts. In 2025, total retirement benefit expense (legacy reserve contributions plus new system contributions) totaled NT\$271,926 thousand. In the event of significant operational changes or workforce adjustments, employees are informed in advance in accordance with local regulations and provided necessary assistance including opportunities for internal transfers or assistance in applying for government support programs. Please refer to [Winbond's 2025 Consolidated Financial Statements](#) for details.

■ Leave programs exceeding legal requirements

Winbond supports employees in balancing work, family, and personal development by providing leave programs that exceed legal requirements and are flexibly adjusted based on regional needs.

In Taiwan, Winbond provides LOHAS leave that exceeds the requirements of the Labor Standards Act. New employees are entitled to seven days of LOHAS leave in the first year on a pro-rata basis, which can be taken on an hourly basis to enhance flexibility. Employees use LOHAS leave for health management, family care, and other personal needs. The Company also encourages employees to take extended leave to enhance family interaction and well-being. In 2025, 3,058 employees utilized LOHAS leave, with a utilization rate of 78%, reflecting strong employee recognition and demand.

To encourage participation in community engagement and support ESG commitments, Winbond (Taiwan) provides Volunteer Leave (paid) of up to one day per employee per year for Company-announced volunteer and public welfare activities. In 2025, 278 employees participated, with an average of 0.45 days per employee. By year-end, 228 employees used volunteer leave, achieving an 82% utilization rate. Total volunteer service contribution reached approximately 1,000 hours based on participation and average leave granted.

Subsidiaries also provide leave programs that exceed local legal requirements. For example, AMTC provided 14 additional calendar days of prenatal leave beyond legal minimums, and METC provided 22 days of paid leave from the date of hire, exceeding the local requirement of 10 days. Subsidiaries in Mainland China provide seniority-based leave in addition to statutory annual leave, granted from the first year and increasing with tenure, which can be taken on a daily or hourly basis, with a 100% utilization rate.

Parental leave

Winbond provided parental leave in accordance with applicable regulations and supported employees through flexible attendance management. In 2025, 32 employees at Winbond (Taiwan) took parental leave, demonstrating the importance of parenting support systems. The Company encouraged male employees to utilize parental leave to promote balanced caregiving responsibilities; 9 male employees at Winbond (Taiwan) took parental leave in 2025. The return-to-work rate after parental leave ended reached 71% in 2025, with a 75% return rate for female employees, supported by return-to-work planning and work transition mechanisms.

Employees taking parental leave

Item	Winbond (Taiwan) – Female	Winbond (Taiwan) – Male	Winbond (Taiwan) – Total	Winbond Group – Female	Winbond Group – Male	Winbond Group – Total
Eligible employees (A)	105	324	429	149	415	564
Employees taking parental leave (B)	23	9	32	34	9	43
Parental leave application rate (B/A)	22%	3%	7%	23%	2%	8%
Employees expected to return after leave ends (C)	20	11	31	27	11	38
Employees who returned to work in 2025 (or early) (D)	15	7	22	22	7	29
Return-to-work rate (D/C)	75%	64%	71%	81%	64%	76%
Employees who returned to work in 2024 (or early) (E)	20	10	30	26	11	37
Employees who were expected to return in 2024 and remained employed in 2025 (F)	19	6	25	21	7	28
Retention rate after return (F/E)	95%	60%	83%	81%	64%	76%

Notes: 1. Parental leave can be taken for up to two years before a child turns three; estimates were based on employees who took maternity or paternity leave since 2021.
2. Retention calculation covers one year of continued employment from the effective return-to-work date through 2025/12/31.
3. Statistics in this table cover Winbond (Taiwan) and Nuvoton (Taiwan) under Taiwan regulations; subsidiaries are not included.

Lifestyle support: support for foreign employees

To strengthen process development and enhance R&D talent, Winbond (Taiwan) continued to recruit overseas talent and provided dedicated support to address adjustment challenges, including language, cultural adaptation, and family relocation needs. Dedicated staff provided pre-arrival support, arranged airport pickup and accommodation, and offered ongoing assistance for residence permits, work documentation, school enrollment for children, housing searches, Company policies, and government regulations. As of the end of 2025, average tenure of foreign employees at Winbond (Taiwan) reached 6.9 years, with 63% having served more than five years (including tenure at subsidiaries), reflecting strong cultural identification and belonging.

Health promotion

Winbond (Taiwan) and Nuvoton (Taiwan) provided massage services delivered by visually impaired therapists to support employee wellness and create employment opportunities. In 2025, appointment utilization for these services exceeded 98% at Winbond (Taiwan), serving more than 9,000 sessions; utilization reached 92% at Nuvoton (Taiwan), serving approximately 3,800 sessions.

Clubs and activities: employee clubs

Winbond (Taiwan) and Nuvoton (Taiwan) established diverse clubs to encourage healthy and public welfare activities. Under the Club Subsidy Management Measures of the Employee Welfare Committee, club operations supported relationship building, well-being, and work efficiency. As of 2025, Winbond registered 41 clubs (including three newly established), and Nuvoton registered 16 clubs, totaling 57 clubs. Clubs were categorized into sports, public welfare, arts and culture, and lifestyle.

Examples of diverse club activities included:



Sports clubs
(39 clubs; 68%):

ball sports, cycling, road running, etc., with active participation from senior executives; badminton and softball clubs frequently achieved strong results in the CTSP Cup annual competitions.



Public welfare clubs
(3 clubs; 5.5%):

community support, social services, and environmental sustainability activities including neighborhood cleanups, dream-fulfillment programs, orphanage cleanups, repair projects, and the Happy Children Breakfast Program; blood donation and donation activities were held annually.



Arts and culture clubs
(3 clubs; 5.5%):

popular music, photography, and related activities, including teaching lectures, annual photo exhibitions, and film appreciation events, with the highest family participation rates.



Lifestyle clubs
(12 clubs; 21%):

including camping, board games, coffee, bridge, and other interest-based clubs to broaden horizons and foster hobbies.



Camping club



Billiards club



Basketball club



Yoga club

Zero-carbon family day

The 38th anniversary Zero-Carbon Family Day in 2025 adopted the theme “Sustainability Role Model · FUN Learning Carnival,” attracting more than 5,000 Winbond employees and family members from across Taiwan. The program was designed around the five elements of holistic education—morality, intellect, physical fitness, social skills, and aesthetics—and featured experiential activities, local bamboo craftsmanship culture, and regional ingredients such as Guoxing coffee to deepen cultural heritage and low-carbon lifestyle awareness.

Since 2022, Winbond held Zero-Carbon Family Day by offsetting carbon emissions through voluntary carbon credits. For the third consecutive year, the event’s carbon emissions were inventoried, offset using Winbond’s own voluntary carbon credits, and formally retired through the CIX platform with an international carbon credit certification body, demonstrating long-term commitment to climate action.

Green lifestyle actions at zero-carbon family day

E

Environment



- Introduced an electronic event passport integrating check-in, challenges, market activities, and redemption mechanisms.
- Set up a power-generation bicycle zone to make juice through human-powered generation, promoting fun learning of green energy.
- Invited a National Pingtung University of Science and Technology pangolin research team to share conservation status, strengthening biodiversity awareness.

S

Social



- Partnered with local farmers to set up diverse markets and bamboo weaving experiences, strengthening local cultural identity.
- Integrated holistic education concepts into activity design to deliver positive social impact.

G

Economic



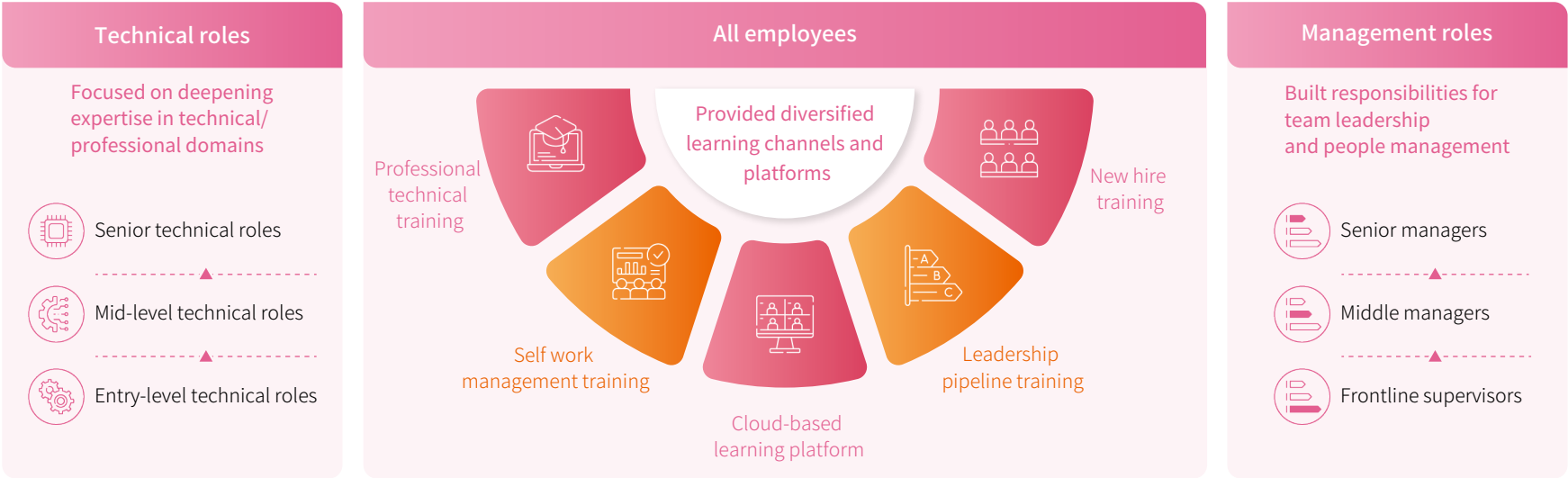
- Increased visitor flows to stimulate nearby consumption and regional economic development, creating shared value between the Company and communities.

5.2.4 Talent Development and Learning Outcomes

Each year, Winbond planned training and development programs based on strategy, vision, management decisions, and core culture, supported by training needs assessments. Under a dual-track talent development system, employees could choose pathways to strengthen management competencies or deepen professional expertise. In 2025, Winbond continued to prioritize digital transformation by establishing an AI learning roadmap and certification system and promoting data analytics tools, while advancing diversity and inclusion in the workplace. In 2025, Winbond (Taiwan) recorded 216,829 total training hours and an average of 71 hours per employee. Winbond Group recorded 350,164 total training hours and an average of 49 hours per employee. Total training expenditure of Winbond Group was NT\$62.38 million, with average training cost exceeding NT\$8,600 per employee.

Training effectiveness evaluation

To track training effectiveness, Winbond applied diverse evaluation methods based on course attributes and encouraged practical application at work. Selected courses included assessments such as tests, post-course assignments, project deliverables, and 1-on-1 interviews to reinforce adult learning principles of immediate application.



2025 satisfaction for talent development courses at Winbond (Taiwan):

- Average satisfaction for in-person courses: **4.4 / 5**
- Average satisfaction for digital courses: **4.2 / 5**



For direct employees, training emphasized on-the-job training, equipment operation training, and culture/strategy communications. For indirect employees, professional training was provided by competency and job level. As many female employees worked in administrative support functions where professional skills were developed through on-the-job learning, average training hours per male employee were slightly higher than those for female employees.

| Training participation: sessions and hours |

Course category	Number of courses	Number of trainees	Total training hours
Core	445	25,732	27,478
Professional	6,086	157,306	231,011
Data science	1,145	33,276	60,276
Management	988	11,307	31,399

| Total training hours by gender and employee category |

Total training hours (hours)	Managers	Non-managers	Total training hours
Female	8,484	68,754	77,238
Male	54,800	218,126	272,926
Total	63,284	286,880	350,164

| Number of employees trained by gender and employee category |

Category	Managers	Non-managers	Total number of employees
Female	125	1,301	1,426
Male	997	4,784	5,781
Total	1,122	6,085	7,207

Note: Training headcount was calculated on a global basis using (opening headcount + closing headcount) / 2 as the denominator.

| Average training hours by gender and employee category |

Training hours (hours)	Managers	Non-managers	Average training hours
Female	68	53	54
Male	55	46	47
Average training hours	56	47	49

Competency-based training architecture

The Winbond Group’s training blueprint was designed around three dimensions—core competencies (corporate culture), professional competencies, and management competencies—enabling tailored capability development by role. In 2025, particular emphasis was placed on strengthening data science capabilities (AI competencies) within professional development.

New employee training

In 2025, Winbond (Taiwan) provided online onboarding courses through its e-learning platform during the new employee onboarding stage. The courses covered onboarding guidance, corporate culture communication, regulatory awareness, and introductions to Company policies, totaling 21 courses. The overall completion of the 2025 onboarding program reached 100%. In 2025, Winbond (Taiwan) also conducted a two-week New Employee Boot Camp, delivered in two cohorts in Zhubei and Kaohsiung. The curriculum covered work rules and systems, presentation and communication skills, problem analysis, and data science to strengthen new employees’ core competencies. In response to AI development trends, additional modules on digital tools and Winbond use cases were introduced to enhance understanding and practical application of Company digital tools. The program design emphasized interaction and dialogue between new employees and managers. Each cohort included two team competitions, with department-level managers serving as judges and interacting with participants to guide practical application of learning and deepen training effectiveness. The competitions were held in an auditorium to create a formal learning environment and demonstrate the Company’s commitment to new employee development. During the final presentation stage, managers provided professional feedback, and participants’ direct managers were invited to attend, enabling them to directly understand learning progress and capability development and further strengthen the visibility and practical linkage of training outcomes. Overall, the 2025 New Employee Boot Camp achieved an average satisfaction score of 4.61 out of 5, indicating effective program design and execution and laying a solid foundation for subsequent talent development initiatives.

Management talent development and leadership pipeline deployment

A well-structured leadership talent development program enhances operational effectiveness. In 2025, Winbond (Taiwan) continued to prioritize management talent development and systematically advanced leadership pipeline development across business management, professional expertise, and leadership capabilities.

The Winbond Group’s training blueprint

- Core competencies
- Professional competencies
- Management competencies



Continuous development of the leadership pipeline

In response to global operations, Winbond Group placed strong emphasis on the selection and long-term development of managers. Development efforts continued through assessment tools, job rotation, project-based assignments, management training programs, and overseas training at internationally renowned institutions, including Harvard, to strengthen management capability exchange and development.

- Frontline managers serve as a critical foundation for sustaining daily operations. A foundational talent development framework—“Assess → Learn → Practice → Evaluate”—supported managers in making effective talent selection decisions through systematic selection processes and in guiding employees to set clear goals, build confidence, and develop accountability within the performance management cycle, thereby enabling optimal performance outcomes.



- Meetings were indispensable tools for organizational communication and decision-making. In 2025, senior executives were invited to design and deliver meeting management courses, strengthening employees’ capabilities in meeting planning, facilitation, and participation. The courses enhanced agenda focus, consensus building, and action follow-through, thereby improving cross-functional collaboration and overall decision-making effectiveness and shaping an efficient, outcome-oriented meeting culture. Course satisfaction reached 4.8 (out of 5).

Frontline Manager Management Capability Development Program

- Cumulative participation rate of frontline managers (% of all frontline managers): **94 %**

Program pillars:

- Mindset and thinking development, supporting the transition from individual contributor to team leader.
- Reinforcing the Company’s core values through a top-down approach.
- Strengthening management skill by applying the “Assess → Learn → Practice → Evaluate” framework to observe how managers apply what they have learned, support effective team building, and enhance team effectiveness in achieving unit objectives. Employee retention reached 89%, reducing annual recruitment costs by approximately NT\$2.8 million.
- Advancing all-round management capability development to strengthen managers’ leadership effectiveness, motivate employee growth, and enhance employability. The cumulative participation rate reached 94% of all frontline managers at Winbond (Taiwan), representing 18% of total headcount at Winbond (Taiwan).

L5 ROI: Annual recruitment cost savings of approximately NT\$2.8 million.

L4 Outcome evaluation: The program supported newly appointed managers in accurately identifying talent aligned with team needs and corporate culture. In 2025, newly appointed managers trained under the program recruited 51 new hires, helping new employees integrate more quickly, strengthening employability, enhancing workplace achievement, and achieving an employee retention rate of 89%.

L3 Behavior evaluation: All (100%) of participants’ direct managers understood their subordinates’ learning outcomes and continued to encourage and observe application of learning.

L2 Learning evaluation: Pre- and post-course assessments indicated learning effectiveness improved by approximately 12%.

L1 Reaction evaluation: Post-course satisfaction score reached 4.82.

- To strengthen managers’ leadership resilience and communication capabilities, Winbond (Taiwan) delivered multiple management courses to build trust and collaborative relationships with employees:

“Situational Leadership” course:

Supported managers in flexibly applying diverse coaching approaches based on differences in employees’ tasks and capabilities, providing timely guidance and support. Course satisfaction: 4.9(out of 5).

“Questioning Skills” course:

Strengthened communication and coordination between managers and subordinates. Developed inquiry-based leadership to guide teams and stimulate innovative thinking. Course satisfaction: 4.6 (out of 5).

“Effective Motivation and Coaching Communication” course:

Focused on coaching mindset, effective listening, appropriate response, and clarification skills, integrated with effective communication strategies to support managers in building smooth and efficient daily interaction models. A refresher mechanism reinforced learning continuity and on-the-job application. Course satisfaction: 4.9 (out of 5).

- Professional and management experience represented critical internal resources. To support the continuation of globalization and resource-sharing strategies, Winbond continued to host internal business wisdom sharing sessions, inviting domestic and overseas mid- to senior-level managers to deliver 20–30 minute presentations. Within an enthusiastic learning culture, more than 80% of managers actively participated in 2025, fully demonstrating the Winbond Group’s core value of enthusiastic learning.
- Continuing to collaborate with renowned external professional consulting teams. More than 89% of mid- to senior-level managers have used assessment tools to understand their strengths and area for development, facilitating discussions and development of their individual development plans.

Embracing differences, achieving extraordinarily

In 2025, Winbond (Taiwan) advanced a friendly workplace environment for diversity and inclusion through multiple dimensions, including language subsidy programs, talent development courses, and lectures.

- To encourage cross-language talent exchange, the Company continued to provide language subsidy programs in English, Japanese, and Korean in 2025. Employees who met learning outcome criteria received a 50% subsidy for language training expenses; employees who achieved recognized language certification levels could also apply for additional incentives. The programs encouraged self-directed multilingual learning. Across the year, 12% of employees participated, and more than 60% of participants in the first cohort met learning outcomes and received subsidies. The annual plan also included English and Japanese lectures, including cross-cultural negotiation and AI applications in language learning, strengthening employees’ understanding of cross-cultural workplace communication and enhancing workplace language capabilities.
- To strengthen employees’ comprehensive understanding of ESG and embed related values in daily work, employees could participate in ESG training via the platform following the launch of the “Sustainability Performance Platform” in 2025. Average ESG training hours per employee increased by more than 70% compared with 2024, reaching 7.17 hours.
- In 2025, DEI series activities were delivered, including a DEI keynote lecture series. The series invited a Thai influencer, Lin Zhenghui (Alizabeth), for the talk “Standing Out Because You Are Not Accepted,” sharing experiences of growing up, living, adapting, and transforming across cultures. The session helped employees understand challenges and opportunities in cross-cultural exchange. A total of 511 participants attended. Satisfaction score: 4.4 (out of 5).
- The lecture “Hello, I’ m Wu Feng! Spreading My Wings Under a Foreign Sky” invited the well-known host, author, and YouTuber Wu Feng to share how, as a foreign national, he found bridges of understanding across cultural differences, bridge the gap, and forged his own path in Taiwan—demonstrating personal value and impact. A total of 575 participants attended. Satisfaction score: 4.6 (out of 5).

- In 2025, the Winbond Group partnered with the University of Washington for the first time to deliver a four-day overseas training program tailored for the senior management team. Through instruction by top-tier faculty and on-site visits and exchanges with benchmark companies including Microsoft and Amazon, the program enhanced global perspectives and insights into technology trends, deepened cross-cultural communication and innovative leadership capabilities, thereby comprehensively enhancing the management team’s core competitiveness.
- With full support from the Board of Directors, the “Senior Executive Development Committee” continued to enhance the Group’s governance capabilities in 2025 by inviting external experts for thematic sharing and in-depth exchanges on topics such as the international economic environment, technological innovation, and low-carbon energy technologies. These efforts focused on developing Group managers, enhancing their professional capabilities and international competitiveness, expanding business management horizons, and strengthening the leadership talent pipeline.

“Managing Up Golf” course:

Helped participants understand communication logic and influence levers across organizational levels and practice strategic expression and communication. The course strengthened individual influence and organizational collaboration efficiency by enabling professional contributions to be understood and ideas to be adopted, supporting participants in becoming key partners who advanced objectives alongside leaders. Satisfaction score: 4.8 (out of 5).

“Lateral Management Golf” course:

Supported participants in establishing appropriate cross-functional collaboration values, learning to reduce silo mentality, understand internal customer needs, and reflect on optimal techniques when facing communication conflict, improving interpersonal interaction and collaboration effectiveness. Satisfaction score: 4.8 (out of 5).

Leading an innovation culture: 2025 digital and AI hackathon and carnival

Core strategy

Bottom-up digital empowerment (Digital Empowerment)

In 2025, the Company successfully held the “Digital and AI Hackathon and Carnival,” demonstrating a strong commitment to digital transformation and innovation culture. The event extended beyond a technical competition; its core values lay in enabling employees to “define real problems and apply AI tools,” embedding innovation into daily operations. Through cross-functional collaboration, the event strengthened employees’ proficiency with digital tools and accelerated progress toward intelligent governance.

Quantified outcomes and participation momentum

The event received strong cross-organization engagement, with participation spanning decision-makers to execution teams, building a comprehensive innovation ecosystem:

- Cross-domain participation: 76 teams registered, with 241 participants across 23 centers.
- Broad-based participation: A no-code/low-code self-developed event website enabled 1,800 employees to participate in a company-wide vote, with an overall voting participation rate of 30%.
- Professional evaluation: 15 internal managers and 3 external experts served as judges. An innovative AI judging mechanism (AI Agent Flow) was introduced to validate technology with technology, supporting objective selection and reinforcing technological leadership.

Practical application and digital value creation: from proof of concept to operational deployment

This Hackathon served not only as a competition arena but also as an incubator for the Company’s digital transformation solutions. Submissions demonstrated strong employee proficiency with digital tools and applied AI capabilities precisely across five core domains: financial management, customer service, cross-functional collaboration, environmental safety, and smart manufacturing.

Through integration of AI agents and automated workflows, measurable organizational effectiveness improvements were achieved:

- Process automation and cycle-time acceleration: Deployment of digital assistants and RPA significantly optimized data queries and routine accounting operations, improving average response efficiency by 50% and enabling workforce redeployment toward higher-value decision analytics.
- Smart service and communication optimization: AI-driven customer service and collaboration platforms reduced response time by more than 50% and reduced information silos, improving cross-functional project collaboration efficiency by 40%.
- Precision production and green governance: In manufacturing, AI models replaced manual tool tuning, saving nearly 45 labor hours per month for a single department, and reducing human error risks. Digitized tracking mechanisms replaced paper-based processes, improving follow-up efficiency by 60%, and supporting environmentally friendly commitments under digital transformation.

The event achieved a strong operationalization rate. More than 30% of finalist solutions entered formal implementation. These highly replicable innovation models expanded progressively from point to line to plane, shaping an enterprise-wide digital innovation application ecosystem.

Promoting ai capability adoption and digital transformation: prompt design enabling plan

To strengthen employees’ digital competitiveness in the AI era, Winbond (Taiwan) launched the “Prompt Design Enabling Plan” in 2025, using a structured approach to enhance practical capabilities in applying generative AI tools.

The plan aimed to strengthen organizational efficiency and information processing capabilities amid emerging technology development and served as a core talent strategy supporting the Company’s transition toward intelligent operations.

The plan adopted a differentiated learning model—“assess first, then train”—to balance human resource efficiency with individual capability development needs:

1. Establishing a real-time capability assessment mechanism

The Company built a “Prompt Skill Check” certification platform to assess employees’ prompt design capabilities through three scenario-based questions. The first two questions were mandatory and required employees to complete instruction design, output optimization, and iterative revisions during the platform window to evaluate output quality, instruction clarity, and iteration effectiveness.

To encourage self-directed learning, attempts were unlimited during the platform window, and the system recorded only the highest score to strengthen participation and learning motivation.

2. Tiered capability training and personalized learning pathways

Employees who met the assessment threshold could obtain certification directly, reducing redundant training and enabling focus on business contribution. Employees who did not meet the threshold entered a three-month self-directed learning period, during which the Company provided online course resources covering practical applications and key techniques. Employees adjusted learning pace based on individual needs to continuously strengthen AI application capabilities.

3. Management participation and progress tracking mechanisms

Certification outcomes were provided to managers on a regular basis to enable tracking of team learning progress and provision of appropriate support. Before the end of the learning period, the Company consolidated reassessment outcomes and learning effectiveness as key indicators of AI talent development effectiveness.

Embedding digital governance DNA and accelerating AI transformation enablement

Winbond (Taiwan) positioned digital technology as a core driver of sustainable operations. In 2025, initiatives focused on strengthening AI literacy for employees and managers through top-tier academic faculty and practical lectures, building a cross-domain collaboration culture from decision-making to execution.

- Structured AI literacy education:
The Company promoted the online course “AI Literacy in the AI Era: Three Questions Senior Leaders Must Answer,” delivered by Professor Kung Ling-Chieh of National Taiwan University. The course supported leaders in defining problems precisely and optimizing talent strategies, emphasizing deep linkage between “technical” and “non-technical” talent. In 2025, more than 70% of managers at all levels completed the course, reflecting strong leadership commitment to AI literacy and digital governance capability building
- Practical lectures and cross-functional collaboration:
To advance a paradigm shift toward smart manufacturing, the Company invited Professor Lee Chia-Yen of National Taiwan University for the lecture “AI Literacy—Smart Manufacturing and Paradigm Shift.” The session focused on core thinking for initiating AI projects and provided solution pathways for pain points and challenges in cross-functional collaboration. A total of 260 employees attended. The lecture strengthened practical capabilities to use AI for solving business problems, reduced cross-department communication barriers, and reinforced organizational collaboration momentum.

Digital transformation

Program focus

Promoting digital transformation to achieve smart manufacturing and employee empowerment

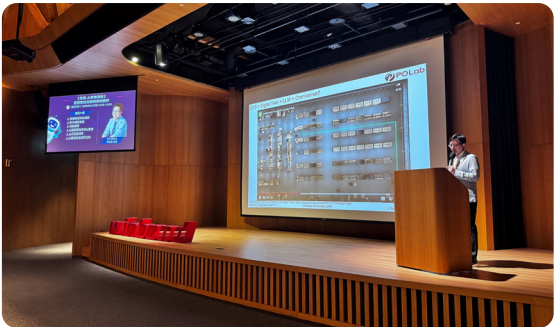
- Share of full-time employees participating in the program: 50%

Key quantified benefit indicators

- Process Cpk improvement: CMP 20%, Etch 14%, TF 17%, DIFF 17%, WET 8%
- Litho photoresist coating quality: AI image recognition inspection rate 100%
- Fab parts and materials system governance coverage rate 100%
- Tool production efficiency improved 2.7%
- Fab productivity improved 9%
- Annual cost savings: NT\$61.6 million; one-time cost savings: NT\$262.2 million
- Carbon emissions reduced: 1,388 metric tons

Digital transformation benefits

- Improved product quality and yield
- Improved tool production efficiency
- Improved fab productivity
- Reduced costs and electricity consumption
- Improved labor productivity
- Strengthened innovation and agility
- Improved production efficiency
- Strengthened employee engagement and retention



5.3 Employee Communication and Relations • • •

The Winbond Group regularly monitored industry and labor market trends and adjusted employee compensation and benefits accordingly. Supported by a comprehensive performance evaluation framework, the Winbond Group provided compensation and benefits that exceeded statutory requirements and remained competitive, with the objective of attracting and retaining high-caliber talent. In 2025, Winbond (Taiwan) and Nuvoton (Taiwan) joined the “2025 TALENT, in Taiwan – Taiwan Talent Sustainability Action Alliance,” demonstrating a concrete commitment to corporate social responsibility. In the same year, Winbond (Taiwan) received the “2025 Happy Enterprise Silver Award” from 1111 Job Bank, while Nuvoton (Taiwan) was recognized as one of the “Taiwan Top 100 Sustainable Model Enterprises” by the Taiwan Corporate Sustainability Awards, underscoring strong performance in employee care and welfare.

5.3.1 Employment Engagement

Winbond respected employees’ freedom of association and collective bargaining rights. Employee rights were clearly defined in accordance with the Responsible Business Alliance (RBA) Code of Conduct Management Procedures. Institutionalized meetings, transparent communication channels, and a rigorous grievance mechanism were established to facilitate constructive labor–management dialogue. Winbond (Taiwan) and Nuvoton (Taiwan) held quarterly labor–management meetings at each site, during which employee-elected representatives engaged with management on working conditions and employment terms, achieving 100% coverage of employees in Taiwan. Management discussion forums, production management and quality re-education meetings were held on a regular basis. Multiple communication channels were integrated on the employee intranet, and training programs were provided for both new hires and supervisors.

All feedback and grievance cases were handled with strict confidentiality, with absolute confidentiality obligations imposed on case handlers and supervisors. In cases involving unlawful workplace conduct or sexual harassment, investigation mechanisms were established in accordance with internal procedures, necessary support was provided, and retaliation was strictly prohibited. Even when allegations were not substantiated, follow-up actions and employee care continued. Where appropriate, de-identified cases were used for internal awareness and management education.

In 2025, Winbond (Taiwan) closed a total of seven internal grievance cases (including sexual harassment cases), with zero substantiated sexual harassment cases. A total of 22 submissions were received through the employee suggestion mailbox. Four management discussion forums were held, with 1,882 participants and an attendance rate of approximately 76%. A total of 12 labor–management meetings were conducted across all office locations. Nuvoton held four labor–management meetings, four quarterly management meetings, four management knowledge-sharing forums, and four Town Hall meetings during the year. No cases of unlawful workplace conduct or sexual harassment were reported. Eight cases were handled through EAP/internal communication channels, and 13 cases were submitted via NuVoice.

Winbond subsidiaries strengthened employee relations through localized approaches. Winbond (U.S.) primarily adopted direct communication. Certain subsidiaries utilized the Qast platform to share opinions and knowledge and supported anonymous proposals. Winbond (Israel) conducted regular informal exchanges through roundtable discussions. Winbond (Hong Kong) provided both named and anonymous channels, disclosed responses on the homepage of the internal website, and continuously collected feedback through focus groups and individual interviews. Onboarding training pathways were provided for new employees, workplace bullying was strictly prohibited, and cases were handled in accordance with internal procedures. Winbond (Japan) conducted monthly employee representative communications through the Occupational Safety and Health Committee (without a labor union); anonymous reporting was scheduled to be incorporated into work rules starting January of the following year.

Nuvoton (Japan) maintained a labor union and held regular labor–management meetings. Two-way communication was strengthened through anonymous employee surveys, one-on-one meetings between supervisors and subordinates, executive site visits by the President, and group forums. A grievance and feedback hotline and a workplace sexual harassment prevention policy were in place. No grievance cases were reported in 2025.



In summary, Winbond implemented consistent confidential grievance handling, non-retaliation principles, and professional investigation mechanisms, combined with localized feedback channels, to reinforce effective communication and to foster a respectful, inclusive, and safe workplace.

Employee relationship promotion activities



2 single-employee networking events



Winbond (U.S.): patent incentive programs, health training programs, and quarterly massage services



Winbond subsidiaries: work-life balance activities (e.g., e-sports tournaments and BBQ events), health and fitness budgets, promotion of outdoor activities, walking initiatives, monthly occupational physician consultations, and Company-subsidized year-end gatherings

| Diverse channels for communication |

 Suggestion boxes	Suggestion boxes were installed near employee cafeterias and production line break areas, providing all employees with accessible channels to submit suggestions related to work and daily life.
 Grievance hotline	Winbond established the employee grievance hotline 75234 (“I Want to Complain”). Employees were required to complete an Internal Grievance Form and submit it in writing or by email to the Human Resources function or to the designated Employee Feedback Box managed by the responsible unit, where cases were centrally handled by dedicated personnel. To safeguard the rights of employees and job applicants and to ensure a workplace free from sexual harassment, Winbond established the Workplace Sexual Harassment Prevention Measures in accordance with the Act of Gender Equality in Employment, launched a Sexual Harassment Prevention Awareness Website, and formed a Sexual Harassment Grievance Review Committee to handle related cases.
 Factory communication meetings	Factory managers hosted direct communication meetings with frontline personnel every six months to facilitate two-way dialogue on management and production issues. Key re-education sessions on quality and the Responsible Business Alliance (RBA) Code of Conduct were also conducted.
 Labor-management meetings	Labor representatives were re-elected and labor-management meetings were convened regularly in accordance with regulatory requirements. Quarterly meetings were used to collect employee feedback, coordinate labor-management relations, promote cooperation, and engage in thorough discussions on labor conditions, employee benefits, and productivity improvement, with the objective of resolving issues effectively.
 Management conference	Management discussion meetings enabled all supervisors to engage in direct, two-way interaction with the Chairman and President, facilitating dialogue on company operations, management systems, and organizational development.

5.4 Occupational Safety and Health • • •

5.4.1 Occupational Safety and Health

■ Occupational safety and health management system

Winbond Group adopted the 《ESH Protection Policy》 as its highest guiding principle, and it was signed by the Chairman. All manufacturing sites obtained ISO 45001 certification. The Winbond (Taiwan) sites additionally obtained TOSHMS (Taiwan Occupational Safety and Health Management Systems) certification, achieving 100% audit coverage. The Winbond Group also aligned with the Responsible Business Alliance (RBA) Code of Conduct and applicable local regulations. In 2025, there were no material violations of occupational health and safety laws or regulations, and no fire incidents requiring notification to the competent fire authority.

The management scope covered all operations and workers across the Winbond Group, including employees and other workers under the Company's supervision. Non-employee worker categories included, but were not limited to, waste handling, finished and semi-finished goods transportation, environmental cleaning, security services, equipment and facility maintenance, gas supply, chemical supply and filling, catering services, and equipment vendors.

The Winbond Group committed adequate resources to provide a compliant, safe, and healthy workplace. The approach emphasized inherently safe design to eliminate hazards, reduce workplace safety and asset risks, and drive continuous improvement—strengthening occupational safety and health while advancing a safe, friendly, diverse, and inclusive workplace.

All sites maintained dedicated occupational safety and health functions. The Environmental, Safety and Health (ESH) Committee convened quarterly and was chaired by the General Manager. Together with employee representatives, the Committee reviewed implementation updates and improvement topics to ensure continuous improvement of the internal management system. Employee representative ratios on the Committee were 50% for Winbond (Taiwan), 36.4% for Nuvoton (Taiwan), and 45.5% for Nuvoton (Japan), all exceeding regulatory requirements.

■ Consultation and communication with workers

The Winbond Group respected frontline workers' voices. Through the Occupational Safety and Health Committee, employee representatives participated in consultations on policy updates, revisions to safety rules, safety and health proposals, incident investigations, and workplace monitoring activities. Each department also appointed ESH promoters to support implementation and communication, providing channels for face-to-face dialogue between employees and management and enabling broad participation. In 2025, no disputes related to occupational safety and health occurred.

For non-employee workers, in-person briefings and training were delivered through contractor coordination meetings to communicate safety requirements and establish two-way communication channels.

■ Training

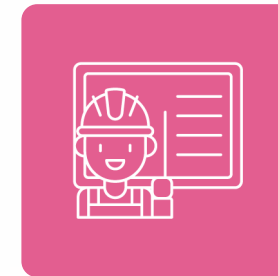
The Winbond Group established clear training requirements based on local regulations. Winbond and Nuvoton (Taiwan) followed the ESH Training Standard; Nuvoton (Japan) followed the “Environmental and Labor Safety and Health Education Implementation Standard.” Training covered general and task-specific occupational safety and health, internal auditors for ISO management systems, fire safety, and disaster prevention. The Winbond Group promoted diversified training formats, including safety management seminars and in-person simulations at facilities such as the XR Center occupational safety and disaster simulation training center and the Southern Toxic Disaster Response Consulting Center.

In 2025, the Winbond Group delivered 27,696 participant-sessions of occupational safety and fire emergency response training for employees. In addition to in-person and hands-on sessions, online courses were provided to improve coverage and accessibility. Training effectiveness was tracked through course surveys, satisfaction results, and pre-/post-training knowledge gaps.

For training outcomes for workers who are not employees, please refer to Chapter [2.3.3 Sustainability Engagement and Capacity Building](#).

Disaster prevention and control training

Conducted dedicated training programs at the National Fire Agency Zhushan Training Center, Hsinchu Minghu Training Center, Southern Toxic Disaster Emergency Response Consulting Center, and XR Center occupational safety disaster simulation training center



Safety management seminars

Invited experts to host safety seminars, expanding influence through in-person and online formats

New hire/on-the-job safety training

Hazard awareness training, safety awareness training, job transfer training, traffic safety, and other programs



Professional safety management training

Internal training for occupational safety and health management systems, equipment safety awareness training, pre-energization and pre-chemical supply safety inspection, practical supervision and on-site inspection for explosion-proof electrical works, fire response and smoke hazard control training

Hazard identification and risk assessment

Standardization of risk assessment procedures

The Winbond Group established ESH risk assessment procedures to identify hazards and assess risks for operations and workers, covering routine and non-routine activities. Each unit conducted at least one assessment annually. Additional assessments were conducted when significant changes occurred in processes, facilities, or work content, or when regulatory updates and external case learnings indicated potential impacts, to ensure control measures remained effective. Using a risk matrix, improvement priorities were determined. High-risk items accounted for 8% of occupational safety and health risks and 6% of fire safety risks. After applying controls—including elimination, substitution, engineering controls, signage/warnings/administrative controls, and personal protective equipment—high-risk ratios decreased to 7% and 0%, respectively. [Appendix 7: Risk Identification]

When imminent hazards were identified, preventive measures were implemented immediately. Training and hazard communication further reinforced the right to stop work and report risks when unsafe conditions were observed, without disciplinary consequences, prioritizing workers’ safety and health.

Assessment of hazardous workplaces

The Winbond Group’s Taiwan manufacturing sites met the requirements for Category A hazardous workplaces and applied Hazard and Operability Studies (HAZOP) to analyze equipment-related risks.

Case study Smart Safety Helmets Enabled Faster Location and Rescue



As site operating areas expanded, smart safety helmets were introduced for utilities areas. Duty staff in the central control room could monitor worker safety during patrols and operations in real time. If an operator could not report during an emergency, the system triggered alarms and text messages and supported location-based rescue to accelerate response.



Accurate indoor and outdoor positioning



Automatic emergency call when personnel remained motionless



Fall detection alarm



Manual emergency call button

Implementation verification

The Winbond Group encouraged onsite safety observations, inspections, and patrols to identify safety and fire risks. ESH inspection management enabled intensified controls in higher-risk areas to reduce incidents. Under the ESH management system internal audit procedure, Taiwan manufacturing sites conducted internal audits at least semiannually. Identified items were tracked in the system until 100% corrective actions were completed.

Procurement management

Winbond established the “Safety and Health Management Standard for Procurement of Equipment, Materials, and Raw Materials.” Purchase requests and contract sign-off for machinery, tools, equipment, materials, raw materials, and personal protective equipment required review by the safety and health function. This ensured compliance with safety specifications before acceptance and use, reducing safety and health risks and enhancing operational safety.

For existing suppliers, cross-functional audit teams assessed areas such as fire safety and ESH performance, with corrective actions tracked to closure.

Management of change

Management of change was applied to the introduction or modification of personnel, environment, processes, raw materials (gases/chemicals), operating procedures, and equipment, as well as changes to existing safeguards. Pre-change evaluations strengthened preventive facilities and measures. Affected parties received appropriate communication and safety training to reduce change-related risks. In 2025, the Winbond Group executed 287 management-of-change cases.

Before introducing new chemicals, applications were reviewed under the ESH management-of-change standard. Systematic risk assessments covered procurement, use, storage, and disposal, including restricted substances screening and health risk controls. In 2025, 26 chemical change reviews were completed. In anticipation of evolving PFAS regulations, the Winbond Group identified 14 PFAS-related substances in use that were not yet regulated and provided the information to relevant units for early assessment.

Emergency response

To effectively control incidents and minimize losses, Winbond Group continues to enhance its disaster prevention and emergency response management system by incorporating lessons learned from major external incidents and updates to relevant government regulations. The Group reviews incident reporting and response procedures for fire and other hazards across prevention, early warning, mitigation, response, and training, and implements multiple improvement measures. In accordance with established emergency response plans, response procedures, team organization, and personnel training are carried out. Regular and unannounced drills are conducted, including joint disaster prevention training and coordinated emergency response exercises with government authorities and mutual aid networks, to strengthen overall emergency response capabilities. The emergency response team comprises 1,253 personnel, with readiness maintained through ongoing training and drills. The emergency response organization comprised 1,253 members and conducted regular and unannounced drills. In 2025, 229 drills were conducted covering scenarios such as earthquakes, fires, gas leaks, chemical spills, and earthquake evacuation, involving both employees and non-employees.

Manufacturing sites conducted evacuation drills in both the first and second halves of the year for employees and non-employees, covering day and night shifts. Non-manufacturing operating sites in Taiwan conducted one annual drill.

Winbond’ s Kaohsiung fab actively participated in the Kaohsiung Science Park joint response drills and meetings. The plant also served as the leader of the Southern Toxic Disaster Joint Response Team No. 10, organizing training and inviting the Southern Toxic Disaster Response Center to share safety precautions, protective equipment introductions, and case studies. In 2025, Winbond hosted two joint response meetings onsite, including resource-sharing sessions with nearby hospitals and discussions on lithium battery safety with the Kaohsiung City Fire Department, Innolux, and fire equipment vendors.

Kaohsiung Fab hosted the Southern Taiwan Science Park Kaohsiung Park Safety Alliance Working Group meeting, and conducted a lithium battery safety seminar and hands-on demonstration.



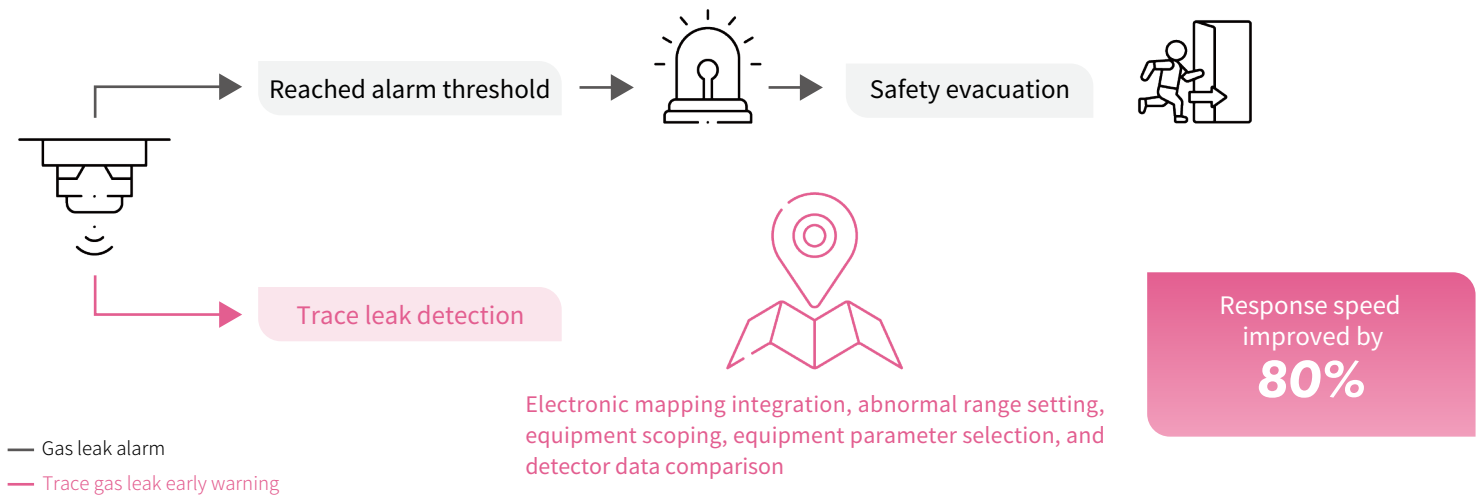
Contractor management

Contractor performance was incorporated into supplier selection criteria. After order award, contractors signed the site ESH Code of Conduct. Monthly contractor safety coordination meetings provided in-person communication, guidance, and training. Contractor ESH performance evaluations were reported in coordination meetings and used as references for project owners when selecting contractors.

All construction personnel entering sites received workplace hazard communication. High-risk tasks required special work certifications prior to execution. In 2025, contractor hazard communication courses recorded 2,980 participant-sessions, and special work professional certifications totaled 2,527 participant-sessions. A robust work permit system strengthened safety management before, during, and after construction activities. High-risk tasks were governed by corresponding safety standards, and 100% special work certification completion was required prior to execution.

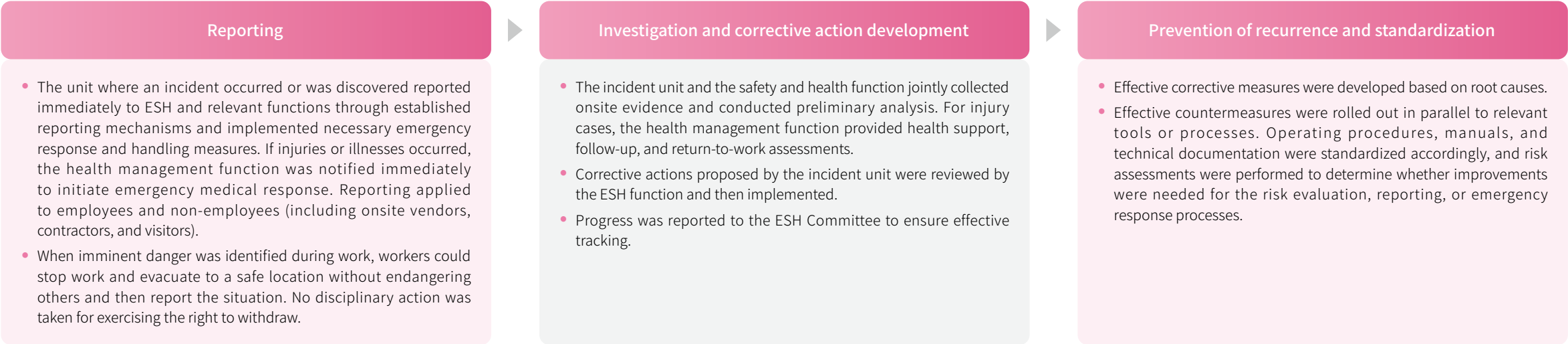
Case study Early Detection of Trace Special Gas Leaks Improved Leak Response Efficiency

Given the use of special gases in semiconductor processes, Winbond prioritized operator safety by installing 24/7 continuous gas detectors. When first-stage warning thresholds were reached, the system automatically notified personnel to inspect and address abnormalities; when second-stage thresholds were reached, evacuation broadcasts were triggered. To identify long-duration trace leaks below warning thresholds, Winbond developed an in-house “Micro-Leak Gas Detection System” through cross-functional collaboration among system monitoring, automation engineering, equipment engineering, and ESH teams. The system used digital mapping, equipment scoping, parameter selection, anomaly range settings, and detector data comparisons to calculate anomaly probabilities. It reduced manual comparisons, accelerated identification of high-probability tools, and improved response speed by 80%, enabling earlier detection before alarms and reducing escalation risks.



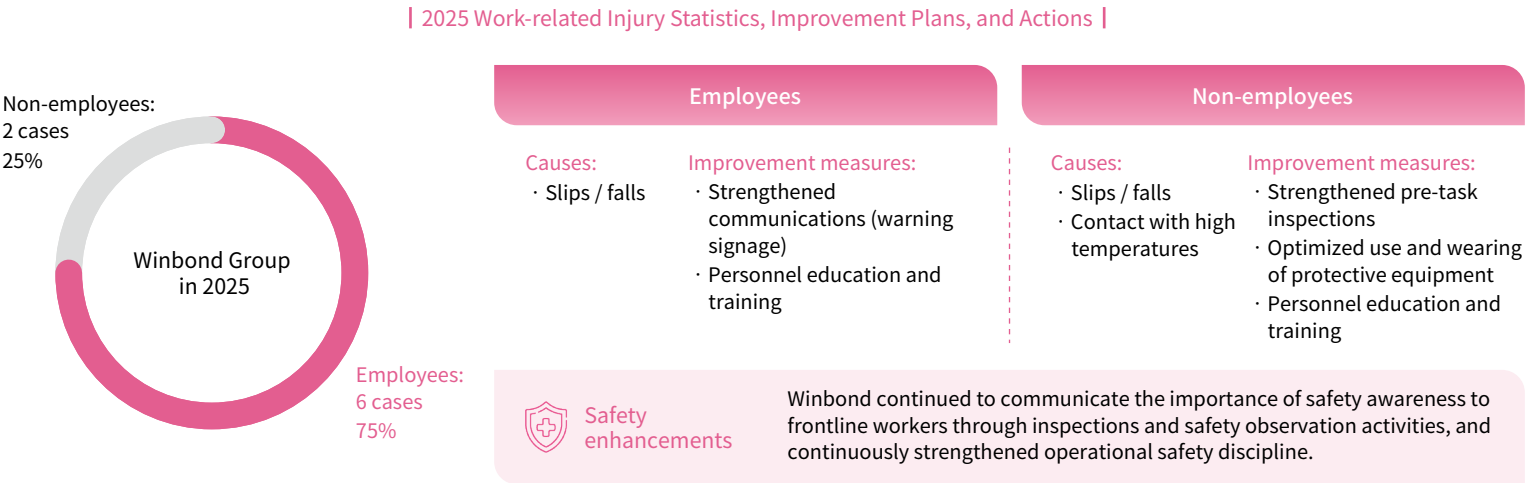
Incident investigation

To minimize injury and risk through a “no repeat” principle, the “Accident, Near-miss, and Nonconformity Corrective and Preventive Action Procedure” served as the investigation standard. The scope applied to employees and non-employee workers (including contractors and visitors). When an incident occurred, investigation levels were determined based on severity and type, and a corresponding investigation team was formed.



Occupational injury management

Occupational injury statistics followed the Occupational Safety and Health Act and the key disabling injury indicators published by the Global Reporting Initiative (GRI). In 2025, the Winbond Group recorded six recordable occupational injury (disabling injury) cases for employees, three fewer than in 2024, with a recordable disabling injury rate of 0.36. For non-employees, two disabling injury cases were recorded, with a recordable injury rate of 0.88. Over the past four years, the Winbond Group’s employee absenteeism rate remained stable and below the Company target of 1.5%. [Appendix 7: Statistics on Occupational Injuries, Occupational Diseases, and Disabling Injury Incident Types, and Winbond Group Absenteeism Rate]



Loss prevention measures

Semiconductor fab equipment was characterized by high precision, high value, and long lead times. Semiconductor processes also operated in cleanroom environments, resulting in high sensitivity to incidents. Winbond implemented corresponding measures for incident prevention and loss control to reduce risks of facility or equipment damage and business interruption arising from incidents.



Fire compartmentation design

Winbond fabs adopted strict fire compartmentation design. The cleanroom and hazardous materials supply areas were separated by two-hour fire-rated compartmentation. Chemical warehouses, gas supply areas, and power stations were located in separate buildings to reduce fire spread risks.



Application of non-combustible materials

Facility structures adopted non-combustible materials throughout, including reinforced concrete, aluminum honeycomb partition panels, and stainless-steel process exhaust ducts. Process tool enclosures were ensured to use stainless steel or materials certified to the FM 4910 flame-resistant standard, reducing fire load and limiting fire propagation.



Automatic fire protection systems

- The fab was fully equipped with automatic sprinkler systems designed to NFPA 13 international standards.
- Automatic water mist or automatic CO₂ fire suppression systems were installed for electrical equipment areas (e.g., transformers and generators). Process equipment handling flammable liquids was also protected with automatic CO₂ fire suppression systems.
- Very early smoke detection (air sampling) systems were installed in cleanroom areas to enable earlier fire detection and response.



Earthquake-resistant design

- Facility structural design withstood MMI IX earthquakes. Additional seismic measures included:
- The Kaohsiung fab installed deep foundation piles and steel structural dampers to reduce earthquake impact.
 - All equipment was securely anchored. Furnace tube equipment used seismic isolation platforms to reduce earthquake impacts on tools and products.
 - Sprinkler systems included seismic bracing in accordance with NFPA 13 to ensure fire protection operability and reduce equipment water damage risks from leakage.
 - Automatic process gas shutoff systems reduced leak risks and strengthened safety assurance.
- Winbond introduced an “Earthquake Early Warning Integrated System,” using sensors to detect P-waves and AI to estimate S-wave intensity and arrival time. When seismic intensity exceeded thresholds, the system provided valuable protection time by initiating safeguards immediately, including pausing critical equipment actions.



Installed stainless steel ductwork to reduce fire load and prevent fire spread



Installed automatic gaseous fire suppression systems



Conducted regular testing of fire protection systems to ensure proper operation

Healthy and Well-being Workplace

The Winbond Group worked to build a safe and healthy workplace. Beyond regulatory requirements for nursing staffing, the Winbond Group provided 24/7 health services across sites, with 24 occupational health professionals. In Taiwan, contracted physicians provided 179 on-site service sessions. Health-related training reached 7,798 participant-sessions, and health management spending totaled approximately NT\$42.4 million. The Employee Assistance Program (EAP) provided 263 consultations covering career and work, family and parenting, gender and relationships, mental and stress management, legal, financial, and workplace management topics. The Winbond Group viewed health as the foundation of employee well-being and a key enabler of sustainable development.

Health protection with dedicated support

The health management team provided occupational health services, health promotion, wellness management, hygiene and health consultations, and emergency medical support. In 2025, onsite nurses provided 224 instances of support based on operational needs. Taiwan operating sites also partnered with nearby teaching hospitals to establish a “green channel,” enabling employees to access high-quality medical resources when needed.

On-site physician consultation services

Monthly on-site physician consultation services exceeded regulatory requirements and provided 1,387 specialty consultations, covering occupational medicine, family medicine, psychosomatic medicine, ophthalmology, and other specialties. This enabled employees to access timely professional medical advice and support at the workplace.

Prevention of unlawful workplace violence

Annual workplace violence prevention management was conducted. In 2025, Winbond introduced one additional workplace environment improvement measure, while Nuvoton introduced none. Control and protective measures remained in place for previously identified risk factors.

Health management

Winbond conducts comprehensive annual health examinations for all employees, demonstrating a strong commitment to employee health management. The on-site medical office proactively follows up on re-examination needs and facilitates in-company physician consultations. In 2025, a 100% follow-up rate was achieved.

In addition to examinations required by applicable regulations, Winbond voluntarily provides a range of advanced health screening programs to strengthen its health risk management framework and deliver comprehensive employee care, including:

- Cardiovascular and cerebrovascular risk assessments, such as insulin levels, insulin resistance index, and glycated hemoglobin (HbA1c), enabling early identification of potential health risks.
- Cancer risk assessments, including alpha-fetoprotein (AFP) and prostate-specific antigen (PSA), supporting preventive health management for employees.
- Imaging examinations, such as abdominal ultrasound and breast ultrasound for female employees, allowing access to professional medical services in a familiar and convenient workplace environment.

Health promotion

The Winbond Group held 48 health seminars covering topics such as middle-aged and older adult health, weight management, exercise habits, chronic disease prevention, and mental health, with 7,217 participant-sessions. Onsite leisure centers, gyms, basketball and volleyball courts, and badminton courts were available to employees and family members. Free strength training classes were offered with professional coaches to promote correct exercise practices. The Winbond Group also maintained 39 sports clubs, including outdoor activities, yoga, and tai chi and martial arts.



Prevention of occupational diseases

Each year, the Winbond Group identified hazards and assessed risks across five categories—chemical, physical, ergonomic, biological, and psychosocial factors—associated with potential occupational incidents and diseases. The Winbond Group analyzed potential impacts on workers and implemented corresponding preventive measures. From 2020 to 2025, there were no employee or non-employee deaths due to occupational diseases, and no confirmed occupational disease or work-related illness cases diagnosed by occupational medicine specialists.

Chemical/physical factors	Ergonomic factors	Biological factors	Psychosocial factors
Work environment monitoring and special hazard health examinations Work environment monitoring and exposure risk assessments were conducted in accordance with the Regulations for Workers’ Work Environment Monitoring. Exposure assessments were performed to a standard stricter than regulatory requirements: the internal control threshold required the ratio to the Permissible Exposure Limit (PEL) to remain below 1/10. Exposure assessments were performed semiannually and results were disclosed. Ionizing radiation measurements and dedicated radiation source controls were also conducted on a regular basis. • 0 occupational disease incidents due to chemical or physical exposure. • 166 workers received statutory special hazard health examinations. • 582 workers received special hazard health examinations beyond regulatory requirements. Prevention of outdoor heat hazards Contractors were informed of heat hazard tiered alerts based on site geography and could query warnings. Protective measures were emphasized for high-temperature outdoor work.	Support for workers with musculoskeletal discomfort The Company introduced a digital “Musculoskeletal Health Risk Assessment Questionnaire for Workplace Operators.” Employees completed periodic questionnaires to proactively identify potential risks. Workers with potential risks were arranged for one-on-one consultations with occupational medicine specialists for professional guidance and health coaching. In 2025, two cases were included in ergonomic musculoskeletal disease prevention management, and two workers required improvement actions after occupational physician assessment. Benefits for occupational musculoskeletal injuries were zero. Health promotion and automation support The Winbond Group advanced process automation development to reduce repetitive and high-load tasks. Employees were encouraged to participate in muscular endurance training and health promotion programs, improving physical fitness and work comfort and integrating health into daily work.	Health protection: free influenza vaccination To reduce cluster infection risks, the Winbond Group provided free influenza vaccinations annually for all employees. In 2025, vaccination rates reached record highs: 56% for Winbond (Taiwan), 43% for Nuvoton (Taiwan), and 32% for Nuvoton (Japan), reflecting strengthened employee health awareness. Employees traveling to infectious disease prevalent regions received prevention kits and health education information. 	Smart reminder mechanism Through automated system design, supervisors and employees received daily and monthly reminders to monitor working hours and adjust workloads in a timely manner, supporting health and efficiency in parallel. Risk identification and tiered care Annual employee surveys identified abnormal workloads and applied tiered care. Nurses provided individualized health education and, where needed, arranged professional physician consultations and EAP services. • 174 potentially at-risk employees received professional physician consultation in 2025. • All employees received individualized nurse-led health education, including stress management and sleep support consultations and/or EAP referral as appropriate.

Maternal health management for female employees

The Winbond Group supported maternal health through comprehensive measures to ensure that pregnant employees felt safe, respected, and well cared for at work. In 2025, 53 pregnant employees and employees within one year postpartum received maternal health protection.



Professional health consultation and health education

Nurses conducted proactive interviews to identify potential workplace hazards, performed risk assessments, confirmed work content, and provided health education for pregnancy and postpartum periods.

Maternal benefits and resource support

Pregnant employees received a “Pregnancy Care Gift” prepared by a public welfare organization and monthly nutrition vouchers. A “Pregnancy Care Card” outlined available benefits and rights to ensure clarity and support throughout the maternity journey.

Supportive facilities

Dedicated midday rest rooms and reserved parking spaces for pregnant employees were provided to create a safe and comfortable workplace environment.

Lactation rooms

Comfortable and private lactation rooms were provided for employees and made available to visiting guests and onsite vendors, reflecting respect and care for all workers entering Winbond sites.

Whole-of-life health

Winbond (Taiwan) strengthened health literacy and action through diversified exercise incentives, health seminars, and individualized health education, demonstrating concrete actions to support workplace well-being and sustainable operations.



Prioritizing personal health

- InBody devices were installed at manufacturing sites and office buildings to ensure equal access to health resources across locations.
- Precision health management enabled periodic checks of body fat percentage, muscle mass, and basal metabolic rate, strengthening health awareness.
- Participation and motivation were enhanced by encouraging goal setting and progress tracking as part of exercise incentive programs.

Building sustainable exercise habits

- Regular broadcasts reminded employees to stretch and move after prolonged work.
- A self-directed exercise program recorded 46,213 exercise participations and total energy expenditure of 16,436,727 kcal. More than 50% of participants exercised over 240 minutes per month, and nearly 40% exercised over 600 minutes per month, exceeding WHO recommendations.
- Measurable health outcomes were achieved across age and gender groups, including cumulative body fat reduction of 317.6 kg and muscle gain of 46.3 kg.

Diversified health seminars

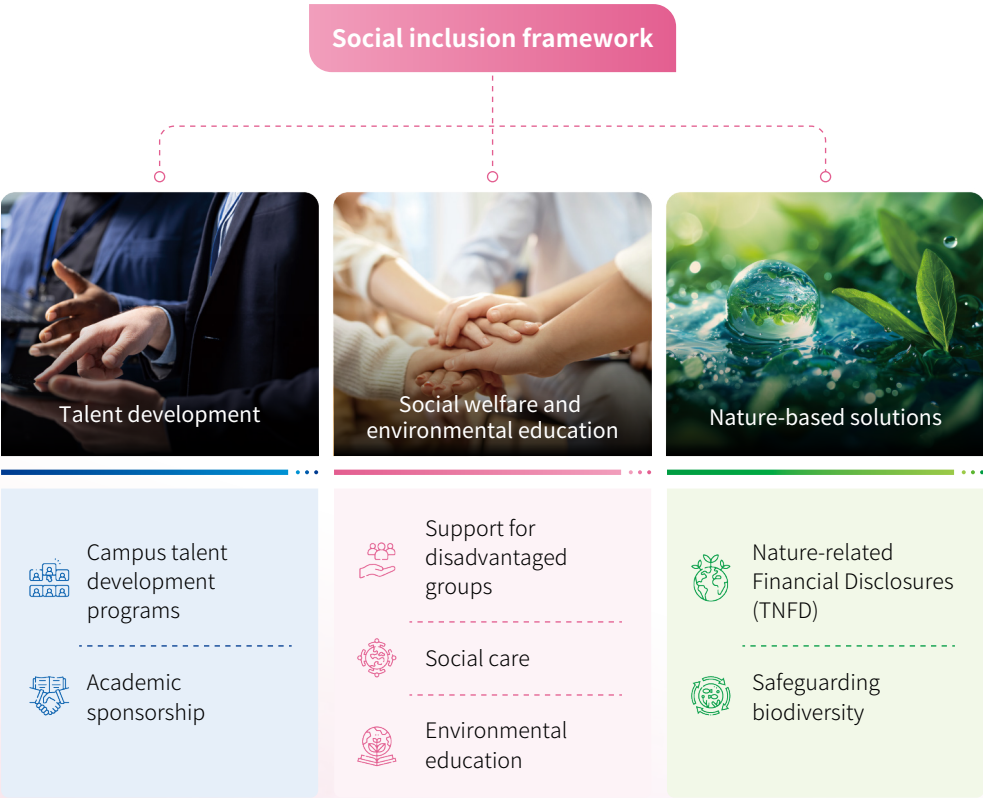
- Seminars covered physical and mental health topics, including middle-aged and older adult health, weight management, exercise habits, chronic disease prevention, and mental health.
- Group-wide resource sharing with Nuvoton enabled 48 seminars and 7,217 participant-sessions.

Individualized health education measures

InBody results were combined with health education guidance to support personalized exercise and dietary strategies.

5.5 Social Inclusion . . .

To advance its ESG vision, Winbond aligned with the United Nations Sustainable Development Goals (SDGs) and continued to invest resources under three core strategies: “Talent Development,” “Social Welfare and Environmental Education,” and “Nature-based Solutions.” By integrating internal and external resources—such as stakeholders including customers, suppliers, public-sector entities, universities, and NGOs—the Company promoted community development and environmental improvement and amplified the impact of social inclusion initiatives.



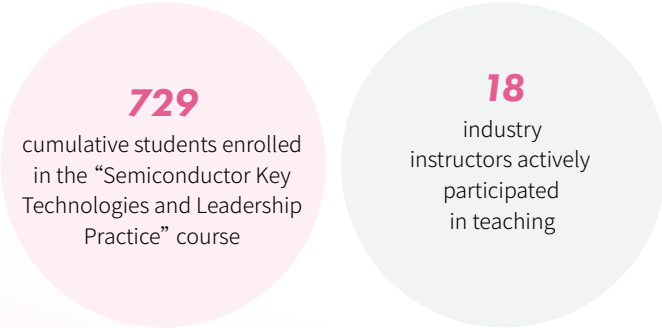
Talent Development

Leveraging core business capabilities, the Winbond Group promoted semiconductor science education through collaboration with industry, government, academia, and research institutions, aligned with national technology policies. By focusing on semiconductor talent development, the Winbond Group strengthened students’ knowledge and skills and narrowed the gap between learning and application. The Winbond Group also provided campus career development programs and internship opportunities to support students’ growth in STEM education and help them gain early exposure to practical work.

Campus talent development programs

Semiconductor Leadership Program

Winbond (Taiwan) invested close to NT\$10 million each year to cultivate future talent. Since 2022, Winbond supported National Cheng Kung University (NCKU) in establishing the Academy of Intelligent Semiconductors and Sustainable Manufacturing and co-developed the Semiconductor Leadership Program, including a 3-credit course. Senior executives from Winbond (Taiwan) contributed to program and course design, integrating practice and expertise. Joint research projects and industry–academia exchange strengthened students’ R&D capabilities and horizons and laid a foundation for leadership in semiconductors and artificial intelligence, enhancing future employability.



Social Welfare and Environmental Education

Social welfare

The Winbond Group upheld its commitment to social fairness and inclusion and adopted sustainable models such as “purchase-to-donate” and “long-term educational support,” transforming corporate influence into tangible change. From supporting disadvantaged students to visiting youth shelters and purchasing indigenous natural farming products, the Winbond Group mobilized diverse resources to narrow opportunity gaps and build a scalable, sustainable social support network for vulnerable communities.

Supporting vulnerable groups

Donations for the Growth of Disadvantaged and Rural Children

Since 2017, Winbond (Taiwan) partnered with the Taiwan Fund for Children and Families to promote the “Scholarship Fundraising for Underprivileged Students.” The program supported students from financially disadvantaged families by strengthening access to educational resources and stabilizing school attendance. Employees were mobilized to participate, demonstrating organizational cohesion and social care, and contributing to reduced disparities in educational resources and improved social equity. Across 2017–2025, the program accumulated 8,404 donation participations and total donations of NT\$29.824 million, benefiting 7,456 student participations. In 2025, employee participation reached a record high of 1,208 contributors, raising NT\$4.112 million and supporting 1,028 elementary school students for a full school year. Nuvoton (Taiwan) also supported disadvantaged and rural children in partnership with Ren-Ai Children’s Home and the Boyo Social Welfare Foundation, donating NT\$340,000.

Reading and Education Promotion

Nuvoton (Japan) continued to promote reading as a core focus and strengthened investment in local education and community support. In support of Nagaokakyo City’s “Book Support Program,” employees collected and donated secondhand books, with proceeds donated to the Kyoto Crime Victim Support Center. In 2025, 187 books were collected, extending the value of knowledge through reuse. The Company also provided one-year newspaper subscriptions for local elementary students to build vocabulary and stable reading habits. In 2025, the investment totaled NT\$18,958, expanding access to learning resources and strengthening positive connections with local communities.

The volumes collected by Nuvoton (Taiwan) are acquired by Shu Bao second-hand bookstore, resulting in the accumulation of “love book points,” which are entirely donated to long-term partner educational institutions affiliated with the second-hand bookstore. In 2025, Nuvoton (Taiwan) successfully collected a total of 1,126 books, converting them into purchasing points amounting to 9,720 points, which represents more than double the total accumulated in the preceding year. Since 2022, the cumulative number of participants has surpassed 199, resulting in the donation of a total of 4,033 books and the accrual of purchasing points totaling 25,535.



Happy Breakfast Program for Rural Schoolchildren

To address nutritional imbalance among children in remote areas, Winbond (Taiwan) provided long-term support for a “Happy Breakfast Program” for rural elementary schoolchildren in regions including Hsinchu through a nonprofit foundation. By ensuring stable breakfast resources, the program supported basic nutrition and health and strengthened students’ ability to attend school and develop learning outcomes. From 2011 to 2025, cumulative investment exceeded NT\$8.03 million. In 2025, approximately NT\$750,000 continued to be invested as breakfast funding, reinforcing support for children’s health and educational opportunities.



Supporting vulnerable groups

Supporting Social Inclusion for Disadvantaged Youth

In 2025, Winbond (Israel) visited the “Shanti House” youth shelter, which provided a safe haven for at-risk youth aged 14–21 facing survival crises. Through meaningful interactions and dialogue with the residents, employees gained deeper insight into the challenges experienced by vulnerable groups and explored ways in which corporate resources could support the rebuilding of social connections and pathways to stability.



Charity Rice Paddy Program

Winbond (Taiwan) partnered with the Taiwan Association for Waiting Babies to advance the “Caring Rice Field Initiative.” In 2025, the initiative mobilized 105 employees as rice field volunteers, engaging them directly in farming and harvesting activities to strengthen their connection with the land and support stress relief. Following the activities, the Group donated 50 kg of rice and 20 cartons of fresh fruits and vegetables to childcare institutions, helping ensure balanced nutrition for children. The initiative successfully established a sustainable public welfare ecosystem that integrates employee engagement, support for environmentally friendly farming practices, and the protection of vulnerable groups.

“Safe Growth” Child Care Support Program

Winbond (Taiwan) partnered with Taichung Infant Home, Hsinchu Ren-Ai Children’s Home, and Luzhu Little Angels Home to strengthen child placement support. A total of 316 volunteer participations contributed 842.5 service hours, and NT\$80,000 was invested to improve environmental safety, benefiting approximately 200 children. Onsite service and financial support reduced maintenance burdens and improved living quality, strengthening employee awareness and expanding a scalable, sustainable welfare support model.



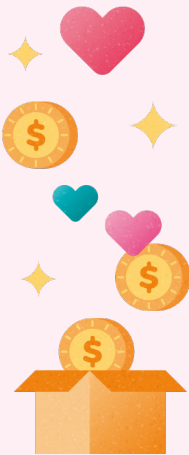
Supporting vulnerable groups

Charity Fundraising Sale

Winbond (Taiwan) connected employees with social welfare organizations through a charity fundraising sale, supporting vulnerable groups in their path toward independence and delivering practical assistance and positive change for children and persons with disabilities. The initiative further strengthened employee social responsibility, embedding participation into daily life. Proceeds totaled NT\$40,400.

Beneficiary Feedback

- ✓ **Shang-Shang Foundation:**
Thank you for providing this opportunity; children felt a strong sense of achievement and hope to participate again in the future.
- ✓ **Ren-Ai Children's Home:**
Thank you for providing the venue; employees were enthusiastic and sales supported us significantly. Children were delighted to sell their handmade products and were encouraged by the feedback cards.
- ✓ **Eden Social Welfare Foundation:**
Handmade cookies sold extremely well; volunteers and supported persons with disabilities were very happy. Thank you for employees' strong support.



“Sweet Dreams” Indigenous Children Support Program

Nuvoton (Taiwan) implemented the “Sweet Dreams” program using a purchase-to-donate model by purchasing naturally farmed peaches from Jianshi Township and allocating 20% of proceeds to indigenous education. An investment of NT\$9,700 supported travel and training costs for tribal students participating in the 2025 IYRC international robotics competition, helping rural children connect with global opportunities.

“Connecting Silicon Hands for Sustainable Basketball” Basketball Purchase-to-Donate Initiative

Winbond (Taiwan) promoted a “Sustainable Basketball” purchase-to-donate initiative to practice circular economy and educational support. Employees purchased 555 basketballs made from recycled silicon sludge and donated them to 20 elementary schools in the southern Kaohsiung area, including all eight schools in Luzhu District. The initiative supported environmentally friendly recycled materials while promoting students' sports development and sustainability education.

Support for Sporting Events

Nuvoton (Japan) sponsored the “Nuvoton Youth Soccer Championship,” donating NT\$20,850 in 2025. The sponsorship supported elementary students' sports participation in the Nagaokakyo area and reflected a long-term commitment to improving quality of life and advancing community development.



Social Care

Blood Donation

The Winbond Group continued blood donation initiatives to demonstrate a strong commitment to the value of life and to provide stable, critical blood resources to healthcare systems. In 2025, 576 donation participations contributed more than 989 bags of blood across the Winbond Group, reflecting strong employee resonance and the Company’s sustained investment in public health and social resilience through cross-border participation.

Emergency Response Volunteers

Nuvoton (Taiwan) donated a CPR training mannequin (CPR Annie) valued at NT\$16,500 to a volunteer fire brigade for training purposes. Employees also served as ambulance volunteers and helped teach CPR skills. In 2025, they participated in 119 emergency response missions totaling 198 hours.

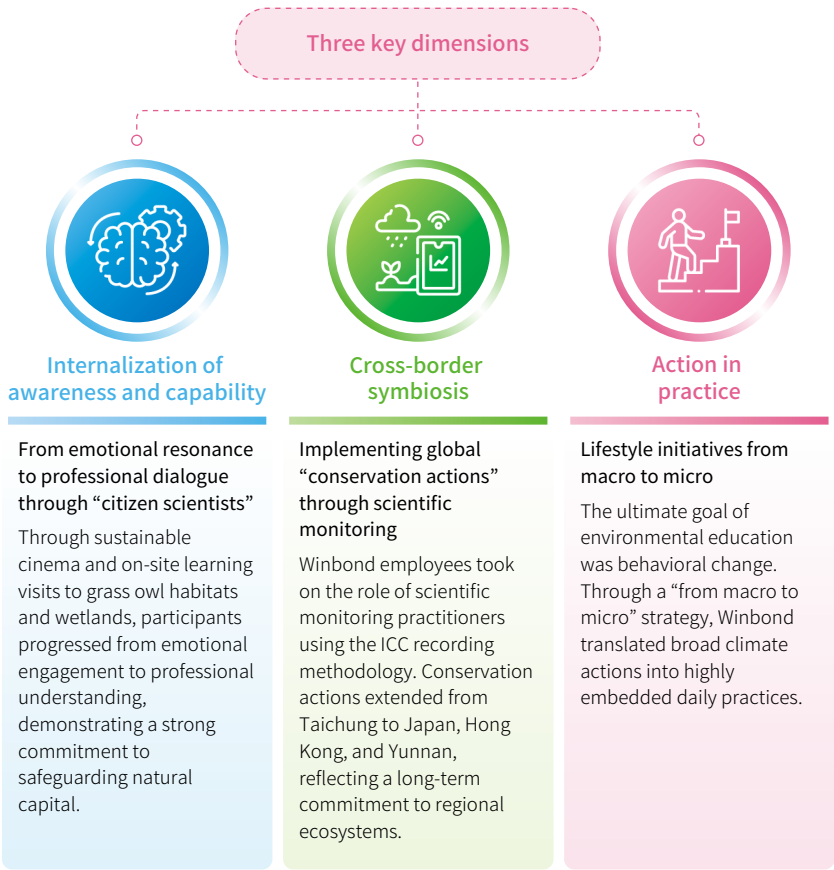
Employee Emergency Assistance

When employees or their family members faced emergencies such as disability, death, or accidents that significantly affected household livelihoods, the Winbond Group provided emergency assistance and loan programs to help alleviate financial burdens and support stable living, enabling employees and families to maintain peace of mind in work and life.

Environmental Education

Winbond moved beyond the traditional one-way model of “indoor lectures” and transformed “environmental responsibility” into a core part of employees’ “life DNA.” By referencing the framework advocated by the United Nations Educational, Scientific and Cultural Organization (UNESCO), environmental education was structured into three key dimensions: awareness, capability, and action.

This represented a shift in the education model “from individuals to the collective.” Winbond demonstrated through action that when enterprises inspire emotional engagement and equip participants with professional skills, every participant could become a key driver of change for the ecological future.



Internalization of awareness and capability: from emotional resonance to professional dialogue through “citizen scientists”

- Emotional initiation: when sustainability entered the big screen

The Group positioned “Sustainable Cinema” as a soft bridge to break echo chambers and initiate cross-departmental dialogue. Unlike traditional one-way communication, immersive experiences such as The Sleeping Underwater Giant used visual impact to trigger ecological awareness, transforming employees from “passive recipients” into “active empathizers” and strengthening collective consciousness toward protecting natural capital.



- Professional awareness: entering natural capital restoration sites

Winbond (Taiwan), together with professional organizations, led employees on visits to the “Green 21” grass owl habitat and Yong’an Wetland to deepen professional understanding of natural capital conservation. Through on-site learning, participants gained in-depth insights into grass owl habitat creation, artificial habitat design, and how scientific water-level management created a “waterbird grand hotel.” Employees personally observed endangered species such as the black-faced spoonbill and recognized the critical role of wetlands in biodiversity conservation and climate adaptation, underscoring the Company’s commitment to partnering with professional organizations to protect biodiversity.



Environmental Education

Cross-border symbiosis: implementing global “conservation actions” through scientific monitoring

Winbond transformed environmental awareness into systematic ecological restoration practices, allocating resources precisely according to activity characteristics to safeguard natural capital across global operating sites:

- Scientific monitoring and marine conservation

Winbond (Taiwan) introduced the ICC International Coastal Cleanup recording methodology in the Dadu River cleanup, where 85 employees tracked waste sources through data collection and removed 158 kg of waste. In parallel, Winbond (Taiwan) collaborated with the Society of Wilderness, with 105 volunteers removing 487 kg of beach waste at Nanliao Fishing Harbor, demonstrating a gentle yet firm commitment to ocean protection. Winbond (Hong Kong) also mobilized participation in the Sai Kung Sha Ha beach cleanup, successfully removing approximately 20 kg of waste and deepening professional understanding of marine pollution issues.

- Habitat restoration and species protection

Winbond (Taiwan) engaged 65 employees at the Yuanzhonggang Wetland to remove invasive species and 147 kg of waste, restoring water purification functions and protecting biodiversity. Winbond (China) mobilized 34 partners at Yulong Snow Mountain in Yunnan, achieving a 70% waste recycling and reuse rate and conveying the beauty of sustainability through the distribution of “plannable seed medals.”

- Routine maintenance and community symbiosis

Since 2024, Winbond and Nuvoton(Japan) had regularly engaged in volunteer cleanups in Nagaokakyo City communities and along the Obata River, improving public hygiene through routine environmental maintenance. In 2025, Winbond (Taiwan) invested NT\$ 562,000 to adopt the Taichung Houfeng Bikeway, assuming responsibility for regular cleaning and tree pruning to enhance public recreational quality.

- Policy alignment and sustainability practices

Nuvoton (Taiwan) actively responded to the Ministry of Environment’s “Salute to the Ocean” initiative, translating marine protection into concrete action. In September 2025, 50 participants took part in a cleanup initiative at Nanliao Fishing Harbor, guided by five key pillars including cleanup, reduction, treatment, transparency, and education. The initiative successfully removed approximately 190 kg of waste, demonstrating tangible support for marine conservation and environmental sustainability.



Environmental Education

Action in practice: lifestyle initiatives from macro to micro



- Co-creating a low-carbon dietary culture – World Food Day – Clean plate ambassadors
Winbond promoted sustainable food systems. Nuvoton (Taiwan) collaborated with the Fenghezi Association to protect local farmland, adopting eco-friendly rice and organic vegetables in group catering while offering employee purchase programs. Procurement supported small farmers and enabled employees to practice low-carbon concepts through daily diets. In response to World Food Day, the “Clean Plate Ambassadors” campaign successfully reduced food waste by 158.85 kg and promoted plastic reduction and the ban on disposable tableware. From eco-friendly farming to clean plate actions, the Company established a model for promoting low-carbon diets and ecological balance.
- Low-carbon daily life: building green commuting and sustainable office culture
Through “World Car-Free Day and Green Transportation Month,” Winbond encouraged employees to use public transportation and reduce commuting and travel-related carbon emissions. The Group also continuously promoted a “New Green Office Lifestyle” by reusing stationery, introducing environmentally friendly materials, and fully deploying umbrella quick-dry machines (discontinuing single-use plastic umbrella covers), embedding carbon reduction and the circular economy into daily work. From green mobility to zero-waste offices, sustainability was integrated into employees’ daily habits through concrete actions.

Nature-based Solutions

Nature-related Financial Disclosures (TNFD)

Winbond recognized that safeguarding ecosystems and the natural environment was fundamental to sustainable development. In recent years, climate-related risks became a focal point for stakeholders, while “Biodiversity Loss” was increasingly regarded as one of the most consequential material issues. To respond to the Global Goal for Nature and biodiversity-related issues, Winbond referenced the assessment methodology proposed by the Taskforce on Nature-related Financial Disclosures (TNFD) and collaborated with the Chung-Hua Institution for Economic Research.

Based on the four-step approach—Locate, Evaluate, Assess, and Prepare (LEAP)—Winbond developed an in-depth understanding of the interdependencies between ecosystems surrounding its Taiwan sites and those of its suppliers.

Through systematic analysis, Winbond identified nature-related risks and opportunities and incorporated them into its enterprise risk management (ERM) framework to strengthen risk controls, safeguard operational continuity, protect stakeholder interests, and address the Company’s dependencies and impacts on natural resources, thereby further shaping its biodiversity conservation strategy.

In parallel, to reduce environmental impacts arising from operations, Winbond committed to continuously lowering its impacts on the natural environment through green product innovation and science-based decarbonization, while advancing nature and biodiversity conservation and afforestation programs to assume responsibility for mitigating overall ecological impacts.

Starting from within the organization, Winbond called on the value chain and all operating sites to prevent any deforestation, and continued to plan the steps of avoidance, impact minimization, and restoration, systematically deploying Nature-based Solutions (NBS) toward the shared goals of No Net Loss and Net Positive Impact, and striving to balance technological advancement with ecological conservation.

Scope

Winbond conducted an initial scan of operating sites across the organization and upstream/downstream value chain, set priority assessment scope, and determined that first-time disclosure would start from core operations, prioritizing wafer manufacturing sites, and then progressively expand to global operating sites and upstream/downstream value chain stages.



Locate

Identified nature-sensitive hotspots

Winbond (Taiwan) combined global protected area database information with Taiwan’s local ecology and biodiversity data to identify the linkages between Winbond (Taiwan) sites and surrounding ecosystems and to determine nature-sensitive hotspots.



Evaluate

Screened dependency and impact factors

Winbond referenced international databases and assessment tools, designed survey templates, and consolidated dependencies on ecosystem services and impacts from changes in nature conditions through external consultant interviews.



Assess

Analyzed nature-related risks and opportunities

Winbond (Taiwan) assessed dependencies on ecosystem services and impacts from changes in nature conditions, and refined dependency and impact profiles based on operating activities to form an important basis for evaluating nature interdependencies.



Prepare

Response strategies and action implementation

Winbond monitored corporate resource use and biodiversity impacts and proactively advanced ecological actions.

Winbond upheld the principle of harmonious social inclusion with neighboring communities and society, incorporated external stakeholder perspectives, and promoted sustainable development through environmental education, environmental compensation, and the practice of nature-based solutions

Biodiversity and natural carbon sink strategy

I. Vision and governance commitment: advancing net positive impact (NPI)

Winbond embedded sustainability as a core foundation and positioned biodiversity as a strategic priority. In 2024, the Chairman signed the “Winbond Electronics Biodiversity Commitment,” formally announcing the ambitious targets of achieving Net Positive Impact (NPI) and No Net Deforestation. This commitment extended beyond Winbond’s own operations to the supply chain and the broader value chain. Guided by the Mitigation Hierarchy, Winbond advanced green manufacturing, natural carbon sink research, and sustainable supply chain collaboration, while strengthening environmental education and outreach to mitigate biodiversity loss and safeguard ecosystem integrity.

II. Terrestrial ecosystem conservation: ex situ and in situ restoration practices

A “learning from nature” approach transformed fab sites and office buildings into biodiversity refuges and ecological stepping stones, advancing Nature Positive practices.

1. Ex situ conservation and germplasm preservation

Theaceae conservation and breeding program

Located in the hilly terrain of Baoshan Township, Hsinchu County, the area has long sustained a small-scale, diversified agricultural landscape that coexisted with surrounding forests. In collaboration with WinMosa (a Winbond affiliated entity; hereinafter “WinMosa”) and National Chung Hsing University, Winbond established a native Taiwanese Theaceae germplasm repository in the Baoshan Park area.

Theaceae plants are foundational species in evergreen broad-leaved forests. In addition to habitat loss caused by development, some Theaceae species face pressures driven by their economic value. Winbond’s conservation work in Baoshan did not impose new agriculture on local communities; instead, it continued the Hakka hillside tradition of “right land, right crops,” repurposing farmland gradually exiting production into a site that integrates conservation, research, and education to support long-term germplasm preservation and subsequent breeding efforts.

- **Results:**
Of the 42 Theaceae plant species in Taiwan, 38 species were successfully collected and cultivated in 2025 (including 1 critically endangered, 1 endangered, 7 vulnerable, and 5 near threatened). A reinforced steel-frame greenhouse, supported by a remotely controlled environmental management system, was established to enable practical management and research for conservation and breeding, ensuring sustained progress.

Winbond native wildflower garden (Zhubei / CTSP):

- **Zhubei Building:** A “Native Wildflower Garden” was created using 20 native plant species, including 7 threatened species listed in the Red Book.
- **CTSP Fab:** In 2024, 25 native species and 149 plants suitable for the central Taiwan low-mountain forest zone were planted (including 3 critically endangered plants and 27 vulnerable plants). In 2025, an additional 17 native species and 484 native seedlings were planted (including 22 critically endangered, 55 endangered, and 16 vulnerable plants).

2. In situ conservation and species monitoring

- **Protecting endangered *Spiranthes* populations:**
At the CTSP Fab and the Tainan Building, “environmentally friendly vegetation management” was adopted by postponing weeding during the flowering and fruiting period (around Tomb Sweeping Day) and strictly prohibiting chemicals, ensuring seed reproduction and successfully preserving natural populations.
- **Protecting endangered plants:**
At the Zhubei Building, “ecology-friendly” management was implemented by suspending mowing during the growth period and fully prohibiting herbicides and chemical agents to protect habitats and native populations.
- **Restoration of the Formosan Purple Emperor Butterfly:**
For this vulnerable species listed in the Red Book, Nuvoton (Taiwan) collaborated with the Forestry and Nature Conservation Agency and the Bailan Tribe in Wufeng Township, applying aerial remote sensing to monitor the distribution of its host plant, the hackberry tree. Maintenance patrols and long-term monitoring established a sustainable urban–rural blueprint.
- **Grass Owl habitat protection:**
Winbond actively followed habitat-related issues and partnered with the Kaohsiung Wild Bird Society to host the seminar “Understanding Endangered Species: Grass Owl Restoration and Habitat Creation,” with 976 participants, promoting nature conservation concepts and supporting wildlife-friendly habitats.



Biodiversity and natural carbon sink strategy

III. Natural carbon sinks and sustainable forest management

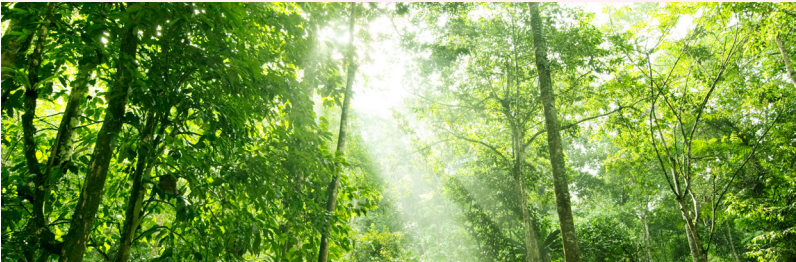
To advance its net zero vision, Winbond focused on Nature-based Solutions (NBS) and positioned “green carbon” as a key pathway for removing atmospheric carbon dioxide.

1. Science-based management framework

Following recommendations from academia and experts, Winbond established a sustainable forest management system to ensure afforestation aligns with six standards: right land, right species, right seedlings, right timing, right methods, and right maintenance. Significant resources were invested across the full process—from seedling cultivation and selection, to land preparation, new planting, and nurturing management—to secure long-term stability of forest carbon sinks and ecosystem resilience.

2. Afforestation performance and ecological value

Based on expert recommendations, Winbond systematically planned new afforestation operations following the six-step approach—right land, right species, right seedlings, right timing, right methods, and right maintenance. Extensive time and effort were invested across afforestation design, seedling cultivation and selection, land preparation, new planting, nurturing, and sustainable harvesting to deliver a comprehensive sustainable forest management plan. Through tripartite collaboration among industry, government, and academia, afforestation projects were advanced at Winbond’s Kaohsiung Fab, on state-owned forest land in Tainan City and Chiayi County, and in Sanxing, Yilan—removing carbon while maximizing biodiversity benefits.



IV. Sustainable impact: environmental education and employee empowerment

Winbond believed that biodiversity protection required shared understanding and strong local connections. Through diverse capacity-building programs and social participation, conservation concepts were translated into tangible actions.

1. Company-wide stewardship: strengthening shared values

High-participation training programs embedded biodiversity into corporate culture and expanded the scope of influence.

- Group ecological seminars: Biodiversity seminars were held in 2025, with 1,026 participants.
- In-depth capacity-building workshops: Two workshops were held at the end of 2025, developing 26 core seed members.

2. Rooted in place: community and cultural heritage

Winbond strengthened connections with local Hsinchu culture through hands-on participation, advancing sustainable urban–rural development concepts.

- Donghai Village food-and-farming experience: Approximately 70 employees and family members participated in manual rice planting, reinforcing community ties through traditional farming practices.
- Citizen science: In partnership with the Bailan Tribe in Wufeng, community participation was promoted in hackberry patrols and phenological surveys, integrating traditional territorial knowledge with modern scientific investigation to build a shared learning and co-prosperity conservation model.

3. Social communication: Professional education and open participation

- Ecological interpretation system: Interpretive signage was installed at key conservation sites (Zhubei Wildflower Garden and Nuvoton restoration areas).
- Vision amplification: Local cultural inheritance remained a focus to ensure biodiversity initiatives co-developed with communities and delivered long-term ecosystem service value.



Case Study – Biodiversity Project

Afforestation program

- Forest drumming: woodpeckers responded to winbond’s green commitment Kaohsiung Fab
In the lush greenery of Kaohsiung Fab, woodpeckers quietly appeared. They moved among branches, nested, and roosted—seemingly signaling that this had become a recognized home. This response from nature reflected Winbond’s long-term investment in the Afforestation Plan. Winbond partnered with National Chung Hsing University to implement a 30-year afforestation program at Kaohsiung Fab, planting five native tree species—Bischofia javanica, Palaquium formosanum, Acacia confusa, Melia azedarach, and Fraxinus griffithii—to deliver carbon sequestration, landscape greening, and air purification functions, supporting ecological stability.



- Public-private partnership for afforestation
Winbond collaborated with the Chiayi Branch of FANCA to plant four native tree species—Zelkova serrata, Liquidambar formosana, Acacia confusa, and Melia azedarach—on 29,400 square meters of state-owned forest land in Tainan City and Chiayi County. The program aimed to restore hillside vegetation cover and, through ongoing tending operations, maintain local vegetation patterns, enhance local biodiversity and habitats, sustain ecological stability, and deliver ecosystem service functions including soil and water conservation, disaster risk reduction, soil fertility maintenance, and flow regulation (EcosystemServices).
- Smart forestry integrated with carbon sink management
In 2024, WinMosa partnered with National Ilan University to improve forest land that had been abandoned as a gravel site and overgrown with weeds and leucaena, restoring the original floodplain ecology of the Lanyang River. The program planned to integrate drone technologies to operate sustainable smart forestry and develop green technologies, with the goal of enhancing land use and carbon sink capacity while aligning ecological benefits and added value, and ensuring healthy forest ecosystems under land development activities.

Industry-academia collaboration in Baoshan township

Theaceae Conservation Corporation Site Industry-Academia Collaboration Located in the forests of Baoshan Township, Hsinchu, the Theaceae Conservation Corporation forest park was preserved by the Company over the long term, forming a continuously functioning natural system. Through low-intervention management, Winbond safeguarded native broadleaf forests and bamboo groves, maintaining intact forest structure and diversified habitat functions, and consistently supporting biodiversity, soil and water conservation, and microclimate regulation. In collaboration with academic institutions, the Company applied scientific methods to quantify the forest’s ecological value and natural carbon sink benefits, translating intangible ecosystem services into a governable natural capital baseline. The Theaceae Conservation Corporation site not only served as a critical Nature-based Solutions (NbS) response to climate risk, but also as a foundational platform for biodiversity management, natural carbon sink strategy, and sustainability disclosures, demonstrating a long-term commitment to nature-positive coexistence built on time and patience.

Creating ecological landscapes with native plants

Winbond selected 20 native Taiwanese plant species to create a native wildflower garden in Zhubei Building, including 1 species assessed as critically endangered in the Red Book, 3 species as endangered, and 3 species as vulnerable. Based on the concept of Wild Gardening, the garden used 20 native Taiwanese species to create an ecological landscape within approximately 1.6 ping of green space, forming a small patch of native plant ecology in an urban setting.

At the CTSP Fab, greening was planned with species suitable for the central Taiwan low-mountain forest zone, with 149 plants already planted. This included 3 critically endangered species (3 plants), 3 vulnerable species (27 plants), 5 near-threatened species (53 plants), and 14 other endemic species (66 plants). Through biodiversity restoration, ex situ conservation of disappearing rare plants was integrated into the fab’s green landscape, preserving native Taiwanese plant germplasm on site and creating ecological stepping stones within the Central Taiwan Science Park through small green patches. In 2025, an additional 17 native species and 484 native seedlings were planted (including 22 critically endangered, 55 endangered, and 16 vulnerable plants).

Spiranthes sinensis



Spiranthes was once a widespread and resilient plant across Taiwan’s plains. In recent years, shrinking habitats led to its inclusion in the Convention on International Trade in Endangered Species of Wild Fauna and Flora. Natural Spiranthes populations were found in the green spaces of Winbond’s CTSP Fab and Tainan Building, supported by the absence of herbicide use. To conserve these populations, weeding was postponed during the flowering and fruiting period to ensure opportunities for reproduction through rhizomes and seeds. Wild plants are a cornerstone of biodiversity. By protecting endangered wild plants, Winbond aimed to maintain the health of Taiwan’s biodiversity and ecosystems and contribute to the conservation of this land.

Sasakia charonda formosana

The Formosan Purple Emperor Butterfly is an endangered species protected under wildlife conservation regulations. It is assessed as vulnerable in the IUCN Red List and is found only in mountainous areas of Jianshi Township in Hsinchu County and Fuxing Township in Taoyuan County. During its life cycle, eggs are laid on hackberry branches or leaves, and larvae overwinter in leaf litter beneath the trees. Habitat shrinkage and the decline in mature hackberry trees directly reduced butterfly populations. Nuvoton (Taiwan), in collaboration with the Forestry and Nature Conservation Agency and the Bailan Tribe in Wufeng Township, used aerial remote sensing to record hackberry distribution and phenology. A community patrol team maintained the trees and built a long-term monitoring database for ecological interpretation, supporting appropriate development of eco-tourism routes. By integrating technology with conservation, Nuvoton (Taiwan) partnered with local communities to protect their homeland and promoted environmental education to advance a sustainable urban-rural blueprint.



An Endemic Fern Species

This endemic fern species is a rare native plant in Taiwan’s lowland areas. In recent years, urban development, frequent lawn maintenance, and herbicide use reduced suitable habitats. A naturally established population was identified in the Zhubei Building’s green space, supported by stable microhabitat conditions and the absence of herbicide application. During its growth period, green space maintenance was adjusted by postponing mowing and fully prohibiting chemical agents to reduce disturbance and provide the necessary conditions for completing its life cycle and natural reproduction. Wild plants are a foundational element of biodiversity and an important medium for environmental education. Through native plant conservation and ecology-friendly maintenance practices, Winbond strengthened employees’ and visitors’ understanding and respect for nature, positioning green spaces as learning-oriented environments that also support biodiversity conservation and urban ecological sustainability.

Taiwan native plant conservation and breeding program

In 2021, Winbond integrated group resources to launch a conservation and breeding program in the Baoshan Park area, selecting Theaceae plants for native Taiwanese plant germplasm collection and cultivation. Theaceae species form a major component of evergreen broad-leaved forests. Beyond habitat destruction caused by development, some Theaceae plants faced risks driven by their economic value—for example, Camellia japonica was often stolen in earlier years for grafting rootstock or ornamental use; Camellia formosensis was frequently stolen and dwarfed due to the high value of its tea leaves; and high economic value of tea leaves and tea oil led farmers to introduce foreign tea species for hybridization, creating confusion in the wild gene pool of native Camellia species. These pressures harmed native Theaceae populations. Theaceae plants also grow slowly, making recovery difficult after damage. In response, Winbond upheld the principle of “protecting native Taiwanese plants and preserving Theaceae genetic resources.” Through collaboration with WinMosa and National Chung Hsing University, the program advanced three goals: conservation and breeding, ecological education, and sustainable forestry—preserving a forest park with conservation, educational, and cultural value amid rapid societal development and expansion.

