Leading a Sustainable Pathway

# Sustainability Governance

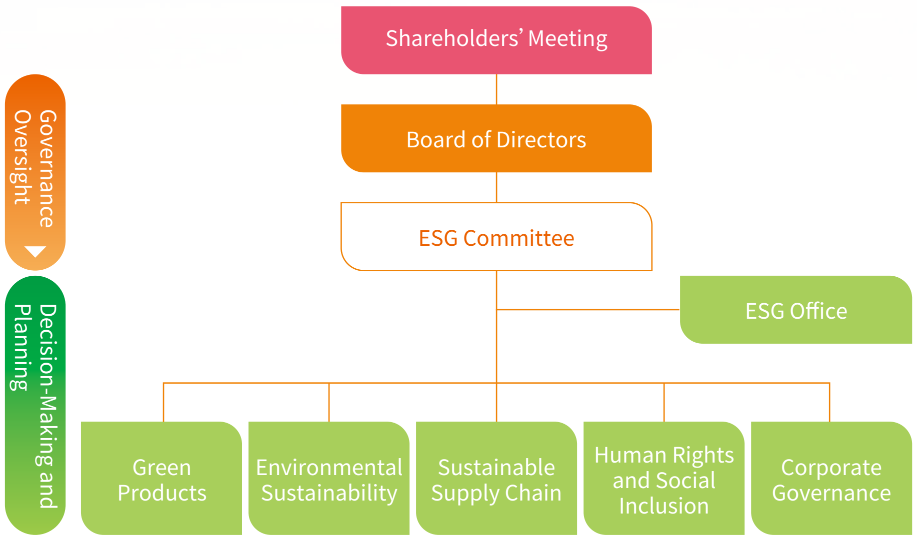
Winbond positions the Board of Directors as the highest body for sustainability governance, responsible for overseeing and guiding sustainability strategy and regularly reviewing its progress, and, when necessary, prompting the management team to make adjustments. The effectiveness of ESG governance is overseen by the Sustainable Development Committee, which is composed of the Chairman and all independent directors.

Winbond is committed to becoming the “hidden champion in providing sustainable semiconductors to enrich human life.” The Chairman personally shapes the ESG vision, while the ESG Office and five functional teams are responsible for planning and executing the sustainability strategy. The organization is chaired by the President, and is composed of the Chief Sustainability Officer (CSO) and several core executives (the C-Suite), who jointly review and decide on ESG governance strategies and goals, and convene quarterly to ensure effective execution of the sustainability strategy.

The CSO and the five functional teams report annually to the ESG Committee and the Board of Directors on the execution outcomes of sustainability initiatives, the annual work plan, and material issues of stakeholder concern and corresponding response measures, ensuring that ESG governance and related policies are effectively implemented from the top down.

In 2025, a total of 34 key material matters were communicated with the Board of Directors as the highest governing body, covering topics such as business integrity, productivity and business performance, energy and greenhouse gases, talent management, and sustainable development.

ESG Committee Organizational Chart




## Winbond ESG Strategy Framework

| | E | S | G |
|---|---|---|---|
| Sustainability Vision | Measure innovative contributions with carbon footprint. | To be kind, righteous, proper, wise and trustworthy in everything we do. We would treat others as ourselves and extend that to all people and even everything | Conduct business with integrity and ethical behavior |
| Strategy | Green Products<br>• Energy-efficient product planning and promotion.<br>• Development of green manufacturing process.<br>Environmental Sustainability<br>• Formulate energy conservation and carbon reduction strategies, and disclose information in accordance with regulations.<br>• Plan and promote energy management and resource utilization enhancement schemes.<br>• Promote environmentally friendly actions. | Human Rights and Social Inclusion<br>• Ensure human rights protection.<br>• Recruit, develop, and retain diverse talents.<br>• Establish a friendly and harmonious workplace.<br>• Ensure occupational safety and health.<br>• Care for society and participate in community development. | Sustainable Supply Chain<br>• Continuously drive the transformation of supply chain relationships.<br>• Implement sustainable procurement strategies and initiatives.<br>• Implement sustainable supply chain risk assessment and management.<br>• Promote the digitalization of sustainable supply chain management.<br>Corporate Governance<br>• Identify climate change risks and opportunities.<br>• Plan and procure green energy.<br>• Implement corporate governance in compliance with relevant laws and regulations.<br>• Innovate and manage intellectual property.<br>• Manage information and ensure security. |

| | |
|---|---|
| People | E S G ESG Awareness Building<br>E S G ESG Sustainability Capacities Building |
| Process | G Risk management process<br>G Sustainability governance process<br>G Compliance disclosure<br>E S G Sustainability innovation culture |
| Technology | E S G Digital transformation<br>E S G Sustainability data establishment and application<br>G Carbon accounting system |

# Value Creation and Six Capitals

Unit: as stated

| Capital Type | Key Inputs | 2025 Sustainability Outputs | Value Creation |
|---|---|---|---|
| Financial capital | • Strengthen financial structure, expand cost-competitive capacity, and adjust product mix | • Consolidated revenue: NT$89.406 billion<br>• Consolidated net profit after tax: NT$3.177 billion | Financial management provides the foundation for R&D, production, and related services |
| Manufactured capital | • Capital expenditures for production tools/equipment and CMS process R&D equipment: NT$6.496 billion | • 12-inch wafers: 802,000<br>• 6-inch wafers: ~531,000 | Investment in and operation of manufacturing and R&D assets to deliver products that meet customer needs |
| Human capital | • Employee training: NT$62.38 million; Employee welfare: NT$18,453,400 thousand | • Average training hours Winbond (Taiwan): 71 hours<br>• Global retention rate: 91% | Support employees through competitiveness, DEI, and improved quality of life |
| Intellectual capital | • R&D investment reached 20% of revenue; Industrial AI-enabled digital transformation systems | • Over 11,200 granted patents<br>• 57 digital transformation activities and trainings | Knowledge-based intangible assets enabling innovation, convenience, and security |
| Natural capital | • Afforestation; process improvements; energy-saving equipment; abatement; renewable energy | • Afforestation on national forest land totaling nearly 25 hectares<br>• All global manufacturing fabs obtained ISO 14001 Environmental Management System certification | Minimize operational impacts on natural ecosystems |
| Social & relationship capital | • Social contribution: NT$29.02 million; Childcare subsidies > NT$430 million | • Three core strategies: talent development; social contribution & environmental education; nature-based solutions | Strengthen community relationships and social participation |

# Materiality Analysis and Stakeholder Engagement

In response to rapid changes in the global political and economic environment, industry competition, and sustainability transition trends, Winbond systematically analyzed internal and external environmental changes as a critical basis for operational decision-making, risk management, and sustainability strategy formulation. Upholding the principles of transparency and openness, the Winbond Group continuously engaged with stakeholders to identify sustainability topics of concern, incorporated these topics into the Group's sustainability strategy framework, and published the Winbond Electronics Materiality Analysis Report, disclosing identified material issues and their corresponding management approaches.

The Winbond Group adopted GRI 3: Material Issues (2021) under the Universal Standards of the Global Reporting Initiative to conduct its materiality analysis and defined its material issue assessment principles as follows:

- High level of stakeholder concern
- Significant impact on company operations
- Priority alignment with Winbond's sustainability management and development objectives

To align with the spirit of material issue management, topics with similar attributes were consolidated, resulting in the identification of eight material issues, which were reviewed annually together with related items.

## Materiality analysis process

### Collecting Sustainability Topics

**Understanding the Organizational Context**

**Sustainability Topic List**

Sources for Collecting Sustainability Topics：

- GRI Sustainability Reporting Standards
- SASB Standards
- United Nations Sustainable Development Goals (SDGs)
- Semiconductor Industry Indicators
- Peer Disclosures and Industry Development Trends
- Dow Jones Best-in-Class Index (DJBIC)

**Consolidation of Sustainability Topics**

- Identifying the impacts and challenges of operating activities and business relationships on the economy, environment, and people (including human rights), and integrating stakeholder profiles
- With confirmation by senior management, consolidating ***21*** ESG topics relevant to Winbond for use in the materiality survey

### Compiling Priority Topics ▶ Identifying actual and potential impacts

**Stakeholder concern questionnaire and positive/negative impact assessment questionnaire**

**Stakeholder concern topic assessment questionnaire**

Distributed by Winbond's sustainability department to stakeholders, inviting stakeholders to assess their level of concern for each topic to understand stakeholder priorities

**2,343**

stakeholder concern questionnaires

+

**Positive/negative impact topic assessment questionnaire**

Completed by members of Winbond and Nuvoton's ESG Committee and senior executives to assess the degree of positive and negative impacts on operations and the economy, society, and people (including human rights)

**44**

senior executive impact assessment questionnaires

### Assessing Impact Topics

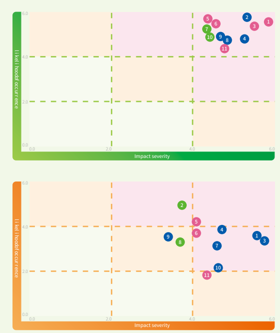
**Stakeholder identification results**

| | Stakeholders |
|---|---|
| 1 | Employees |
| 2 | Customers |
| 3 | Suppliers / Contractors |
| 4 | Government |
| 5 | Shareholders / Investors |
| 6 | Community / Society |
| 7 | Media |

**Stakeholder priority topics**

| | Issues |
|---|---|
| 1 | Regulatory Compliance |
| 2 | Occupational Safety and Health |
| 3 | Ethical Management and Corporate Governance |
| 4 | Information Security and Privacy Protection |
| 5 | Risk Management |
| 6 | Human Rights and Equality |
| 7 | Productivity and Business Performance |
| 8 | Green Products and Services |
| 9 | Customer Relationship Management |
| 10 | Labor Relations |
| 11 | Supply Chain Management |

**Materiality matrix for positive/negative impact significance and likelihood**



### Approving Material Topics

**List of material topics**

**Confirming material topics**

Senior executives identified ***eight*** material topics based on the importance of sustainability development to the Company

**Completeness disclosure**

Confirming ***100%*** alignment with sustainability context and completeness disclosure requirements

**Establishing management policies**

Group senior management established management policies

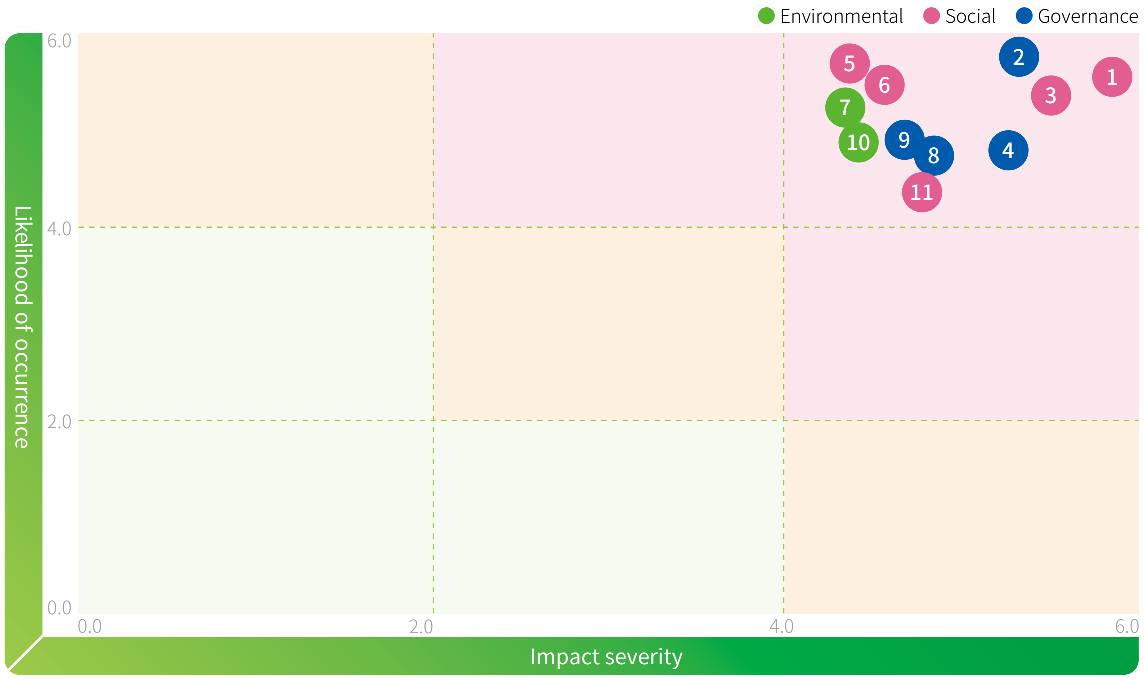
Material topics approved by the Sustainability Development Committee

Preparing the Sustainability Report

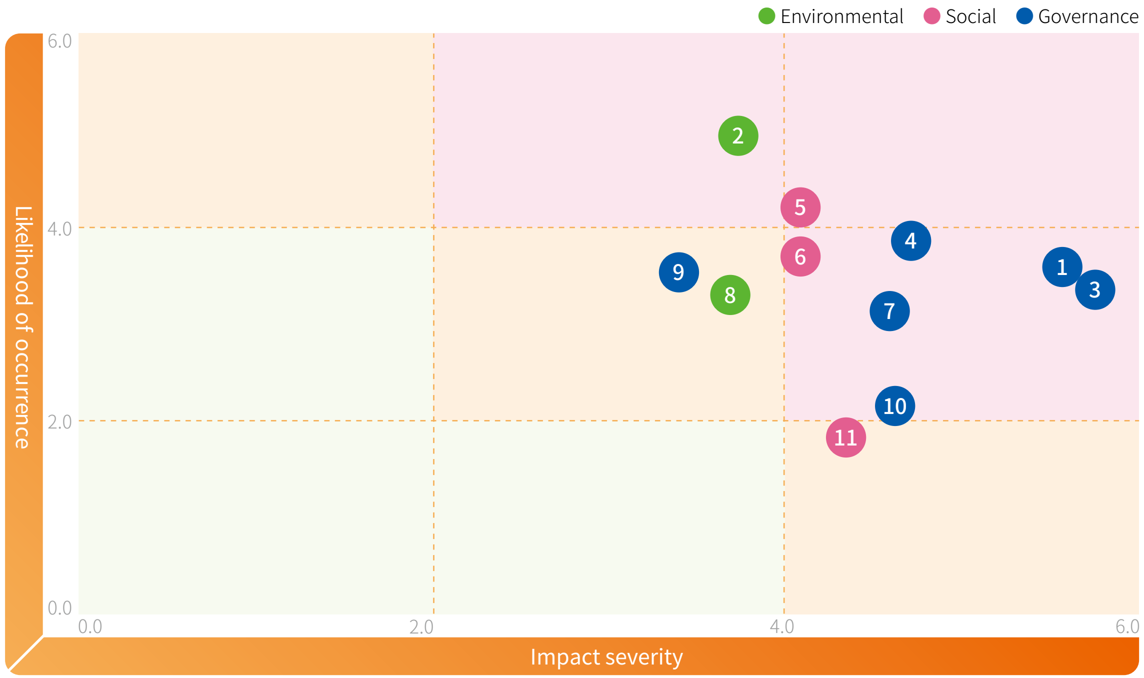
## Material matrix of positive and negative impact severity and likelihood

In accordance with the definition of materiality under the GRI Standards (2021), the Winbond Group' s senior management conducted impact severity assessment questionnaires, considering the principle of Double Materiality, to evaluate the positive and negative impacts of 21 sustainability topics on the economy, the environment, and people (including their human rights). Each topic was assessed and scored based on both likelihood of occurrence (actual or potential impact) and impact severity.

**Matrix of Positive Impact Severity and Likelihood of Occurrence**




**Matrix of Negative Impact Severity and Likelihood of Occurrence**




| Topics from positive impact analysis | | | |
|---|---|---|---|
| 1 | Talent Recruitment and Development | 7 | Energy and Greenhouse Gas Management |
| 2 | Research, Development and Innovation | 8 | Information Security and Privacy Protection |
| 3 | Compensation, Benefits, and Employee Care | 9 | Customer Relationship Management |
| 4 | Business Integrity and Corporate Governance | 10 | Air Pollution Control |
| 5 | Occupational Safety and Health | 11 | Human Rights and Equality |
| 6 | Labor Relations | | |

| Topics from negative impact analysis | | | |
|---|---|---|---|
| 1 | Information Security and Privacy Protection | 7 | Research, Development and Innovation |
| 2 | Energy and Greenhouse Gas Management | 8 | Water Resource Management |
| 3 | Customer Relationship Management | 9 | Climate-Related Risks and Opportunities |
| 4 | Productivity and Business Performance | 10 | Supply Chain Management |
| 5 | Talent Recruitment and Development | 11 | Occupational Safety and Health |
| 6 | Compensation, Benefits, and Employee Care | | |

## Confirmation of material issues

The Winbond Group confirmed its material issues based on: • High stakeholder concern • Significant impact on company operations • Priority for corporate sustainability development

| Dimension | Sustainability topic | Stakeholder concern | Operational impact | Sustainability priority | Material issue (8 in total) |
|---|---|---|---|---|---|
| Economic | Business Integrity and Corporate Governance | ✓ | ✓ | ✓ | Business Integrity and Corporate Governance |
| | Regulatory Compliance | ✓ | | ✓ | |
| | Risk Management | ✓ | | ✓ | Risk Management |
| | Information Security and Privacy Protection | ✓ | ✓ | ✓ | |
| | Supply Chain Management | ✓ | ✓ | ✓ | |
| | Research, Development and Innovation | | ✓ | ✓ | Research, Development and Innovation |
| | Productivity and Business Performance | ✓ | ✓ | ✓ | Productivity and Business Performance |
| | Customer Relationship Management | ✓ | ✓ | ✓ | Green Product |
| Environmental | Green Product and Services | ✓ | | ✓ | |
| | Energy and Greenhouse Gas Management | | ✓ | ✓ | Energy and Greenhouse Gas Management |
| | Climate-Related Risks and Opportunities | | ✓ | ✓ | (Risk management) |
| | Waste management | | | | |
| | Water Resource Management | | ✓ | ✓ | Water Resource Management |
| | Air Pollution Control | | ✓ | | |
| | Biodiversity | | | | |
| People (including human rights) | Compensation, Benefits, and Employee Care | | ✓ | ✓ | Talent Management |
| | Talent Recruitment and Development | | ✓ | ✓ | |
| | Human Rights and Equality | ✓ | ✓ | ✓ | |
| | Labor Relations | ✓ | ✓ | ✓ | |
| | Occupational Safety and Health | ✓ | ✓ | ✓ | |
| | Social engagement | | | | |

* In response to changes in international trends and requirements compared with the previous reporting period, the topics "Business integrity and Corporate Governance" and "Regulatory Compliance" were consolidated into "Business integrity and Corporate Governance"; the topics "Supply Chain Management" and "Climate-Related Risks and Opportunities" were consolidated into "Risk Management"; and "Water Resource Management" was newly added.

## Relationship between material issues and Winbond' s value chain

The Winbond Group placed strong emphasis on its material issues. For each of the eight material issues, positive and negative impacts were described and linked to the value chain to identify impact boundaries across the Winbond Group, customers, and the supply chain. Specific performance outcomes were tracked annually.

Positive impact | Negative impact | Actual impact (occurred) | Potential impact (not yet occurred)

| Material Issue | Impact aspects | Impact description | Value chain coverage | | | Corresponding chapter | GRI topic / Self-defined topic | SASB | SDGs |
|---|---|---|---|---|---|---|---|---|---|
| | | | Winbond Group | Customers | Supply Chain | | | | |
| Business Integrity and Corporate Governance | Culture of integrity<br>Transparent governance<br>Corruption incidents<br>Insufficient awareness of regulations | • Strengthen culture of integrity and compliance operations to reduce risk of illegal acts and corruption, and maintain investor confidence and customer stability.<br>• Actively conduct compliance training to prevent employee non-compliance arising from insufficient regulatory awareness. | ✓ | ✓ | ✓ | 1.1 Corporate Governance<br>1.1.2 Business integrity | • GRI 205: Anti-corruption<br>• GRI 206: Anti-competitive behavior | — | — |
| Risk Management | Comprehensive risk control<br>Information security<br>Climate resilience<br>Cyberattack<br>Supply disruption | • Establish risk management policies integrating financial, information security, operational, supply chain, and climate risks to reduce losses and disruptions and enhance resilience.<br>• Strengthen climate change response measures to reduce disaster-induced production interruptions and environmental impacts.<br>• Provide group-wide cybersecurity training to enhance incident reporting and response capabilities, safeguarding employee and customer data. | ✓ | ✓ | ✓ | 1.2 Risk management<br>2.1 Supply Chain Overview<br>2.2 Sustainable Supply Chain Management | • GRI 204: Procurement Practices<br>• GRI 308: Supplier environmental assessment<br>• GRI 408: Child labor<br>• GRI 414: Supplier social assessment | • TC-SC-440a.1 Materials sourcing | SDG 8.4<br>SDG 9.1<br>SDG 13.1<br>SDG 13.2<br>SDG 13.3<br>SDG 17 |
| Research, Development and Innovation | Green design<br>Technology breakthroughs<br>Lagging process technology<br>Insufficient patents | • Adopt artificial intelligence and digital transformation to improve productivity and service quality across the Company while reducing inefficiencies and errors.<br>• Retrain employees and provide customers with customized services; short-term costs may rise, but long-term returns are higher. | ✓ | ✓ | | 3.1 R&D and Innovation | • Self-defined topic: R&D and innovation | • TC-SC-520a.1 IP protection and competitive behavior | SDG 7.3<br>SDG 8.2<br>SDG 8.4<br>SDG 9.4<br>SDG 9.5<br>SDG 17 |
| Productivity and Business Performance | Digital transformation<br>AI empowerment<br>Technology renewal cost | • Improved productivity reduces costs and enhances operating efficiency and capability.<br>• Automation and digital transformation may displace traditional roles, and rapid technological change may bring uncertainty and financial risk.<br>• Strengthen employee training and incentives to help employees adapt to new technologies and reduce transformation pressure. | ✓ | ✓ | | 1.3 Productivity and Business Performance | • GRI 201: Economic performance | | SDG 8.1<br>SDG 8.2<br>SDG 8.4<br>SDG 8.5<br>SDG 17 |

| Material Issue | Impact aspects | Impact description | Value chain coverage | | | Corresponding chapter | GRI topic / Self-defined topic | SASB | SDGs |
|---|---|---|---|---|---|---|---|---|---|
| | | | Winbond Group | Customers | Supply Chain | | | | |
| Green Product | + Low-power design<br>+ Carbon footprint disclosure<br>− Insufficient understanding of customer needs<br>− Quality below standard<br>− Customer privacy breaches | • Develop high-performance, low-power products to enhance market competitiveness and customer satisfaction.<br>• Promote low-power processes, carbon emission reduction, and renewable-energy manufacturing to reduce environmental impact across the product life cycle.<br>• Implement hazardous substance management to protect employee and community health and improve product safety. | ✓ | ✓ | ✓ | 3.2 Product and Service Quality Management<br>3.3 Customer Relationship Management | • GRI 418: Customer privacy | • TC-SC-410a.1<br>• TC-SC-410a.2 Product lifecycle management | SDG 7.3<br>SDG 9.4<br>SDG 13.2 |
| Energy and Greenhouse Gas Management | + Energy efficiency<br>+ Carbon emissions management<br>− Rising energy costs<br>− Carbon emissions exceeding targets | • Effective energy management systems improve energy efficiency, lowering operating costs and carbon fee risks.<br>• Reducing greenhouse gas emissions and improving waste recycling rates support net zero emission goals.<br>• Stable energy supply safeguards employee safety and mitigates the impact of global warming on communities. | ✓ | ✓ | ✓ | 4.2 GHG and Energy Management | • GRI 302: Energy<br>• GRI 305: Emissions | • TC-SC-110a.1<br>• TC-SC-110a.2 GHG emissions<br>• TC-SC-130a.1 Energy management in manufacturing<br>• TC-SC-150a.1 Waste management | SDG 7.2<br>SDG 7.3<br>SDG 12.2<br>SDG 13.1<br>SDG 13.2 |
| Water Resource Management | + Water-saving actions<br>+ Alternative water sources<br>− Water shortages<br>− Wastewater pollution | • Effective water management reduces water consumption and wastewater treatment costs, improves process efficiency, and reduces the risk of shutdowns due to water shortages, thereby maintaining supply chain stability.<br>• Reduces competition for local water resources, preserves community quality of life, and prevents over-consumption from affecting residents' basic water rights. | ✓ | ✓ | ✓ | 4.3 Water Stewardship | • GRI 303: Water and effluents | • TC-SC-140a.1 Water management; | SDG 6.3<br>SDG 6.4<br>SDG 6.5 |
| Talent Management | + DEI diversity and inclusion<br>+ Compensation competitiveness<br>− Talent attrition<br>− Recruitment difficulty<br>− Occupational safety risk<br>− Labor disputes | • Attract and retain top talent to enhance technological strength and operational stability and maintain industry competitiveness.<br>• Implement human rights and labor ethics training, and promote a DEI and non-discriminatory workplace to safeguard employee rights and workplace fairness. | ✓ | ✓ | ✓ | 5.1 Human Rights Management<br>5.2 Talent Management<br>5.3 Employee Communication and Relations<br>5.4 Occupational Safety and Health | • GRI 401: Employment<br>• GRI 403: Occupational Health and Safety<br>• GRI 404: Training and education<br>• GRI 405: Diversity and equal opportunity<br>• GRI 406: Non-discrimination | • TC-SC-320a.1<br>• TC-SC-320a.2 Employee health and safety<br>• TC-SC-330a.1 Recruitment and management of global and skilled labor | SDG 3.4<br>SDG 3.7<br>SDG 3.8<br>SDG 4.3<br>SDG 4.4<br>SDG 8.5<br>SDG 8.8<br>SDG 15.1<br>SDG 15.5<br>SDG 17 |

## Material issues management approach

| Material Issue | Significance for Winbond | Strategy | Commitment |
|---|---|---|---|
| Business Integrity and Corporate Governance | • In the knowledge economy era, high-tech companies depend on a solid governance foundation. Upholding the corporate spirit of sustainable development, Winbond fulfills its duties as a responsible enterprise and places regulatory compliance at the top of its operating priorities. | • Regulatory Compliance is the basic threshold; "Business integrity" is the Company' s highest ethical standard. Building on these, Winbond pursues mutual prosperity for the Company and society. Operations comply fully with all regulations relating to corporate governance, finance, trade, environmental protection, occupational safety and health, information security, intellectual property, labor and human rights, internal controls, and risk management. | • Trust through integrity; authorization through trust; enabling every employee to deliver the value of their wisdom and experience. Comply with regulations in each operating jurisdiction. Comprehensively comply with all regulations and standards relevant to operations. Reduce direct and indirect operational risks. Meet the basic expectations of stakeholders. |
| Risk Management | • Winbond is customer-centric. Natural disasters, geopolitical changes, the emergence of new technologies, and regulatory or policy changes can all disrupt customer service or affect technology competitiveness and profitability. A robust risk management framework forms the basis for Winbond' s sustainable operations and high-quality customer service. | • Establish a "Risk Management Policy and Procedures" that proactively manages the four major risk categories facing modern enterprises—strategic, operational, financial, and information security. Develop comprehensive plans and processes for ex-ante assessment, hedging, loss prevention, and crisis response across operating activities, and report regularly to management and the governance body to ensure enterprise risk control objectives are met. The Risk Management Team continuously monitors international and domestic risk management practices. | • Upholding the goal of sustainable corporate operations, establish risk management mechanisms to integrate and manage potential risks that may affect operations and profitability, including but not limited to financial, environmental, information security, operational, supply chain, and climate risks. |
| Research, Development and Innovation | • Continued R&D and innovation in products, technologies, and business models is the core driver of Winbond' s competitiveness. It creates optimal value for customers, shareholders, and employees and is the most efficient pathway to sustainable operations and energy conservation and carbon reduction. | • Actively adopt AI and digital transformation to enhance overall productivity and R&D efficiency, empower employee innovation potential, and strengthen leadership in memory technology. Reinforce industry–academia collaboration and technology introduction, bringing in forward-looking technologies and professional talent to build an open innovation ecosystem. Protect intellectual property and trade secrets through patent strategies, technology confidentiality, and internal training, ensuring the exclusivity and commercial value of innovation outcomes. | • Deepen internal R&D capabilities, actively collaborate with academia, and introduce forward-looking technologies and innovative thinking to enhance R&D capacity and technological depth. Provide competitive products and services, and develop innovative products focused on energy efficiency and low-carbon production. |
| Productivity and Business Performance | • Productivity and Business Performance are the foundation of Winbond' s development, particularly in cost control. Improved productivity means more output from the same resources, directly reducing per-unit production costs and enhancing profitability and competitiveness. | • Targeting higher productivity, economic performance, and corporate value, Winbond advances digital transformation, introduces advanced technologies, and broadens the use of data and AI to continuously optimize operating strategies and management models. Through training and incentives, Winbond optimizes production processes, introduces automation, improves yields, and adopts lean management to strengthen overall operating efficiency and outcomes. Manage costs and risks related to automation investments, technology updates, and workforce transformation to ensure that cost optimization and digital transformation strategies are sustainable in the long term. | • Through sustained digital transformation, the introduction of advanced technologies, and AI applications, reduce costs, improve efficiency, and achieve greater operating performance. |

| Material Issue | Significance for Winbond | Strategy | Commitment |
|---|---|---|---|
| Green Product | • Guided by the vision of being the "hidden champion in providing sustainable semiconductors to enrich human life," Winbond delivers products that combine performance and environmental friendliness. By upholding information security and privacy protection principles, Winbond co-creates long-term value with customers and enables a sustainable and forward-looking technological future. | • Continue advancing low-power processes and low-voltage designs to reduce end-use energy consumption and the overall environmental impact of end applications. Embed green design into product development and disclose product environmental performance assessments (such as carbon footprint). Ensure the use of raw materials complies with international environmental regulations and customer green product requirements. | • Develop high-performance, small-form-factor, low-power, and high-quality green memory products to meet customer needs. |
| Energy and Greenhouse Gas Management | • Improving energy management effectively reduces carbon footprint, mitigates global warming, and lowers operating costs. | • Combine data science with technical expertise, working with facility system providers and equipment suppliers to continuously improve energy efficiency. Progressively increase the share of renewable energy each year to reduce greenhouse gas emissions. | • Combine expertise and data science to identify ways to improve energy efficiency, develop concrete energy-saving and carbon-reduction implementation plans, and regularly review results. |
| Water Resource Management | • Water is a critical input to Winbond' s production. Winbond fulfills its responsibility for green manufacturing by reducing environmental impacts during operations, in line with its commitment to social responsibility and sustainable operations. | • Establish a "Water Efficiency Policy." Implement water-saving action plans. Reduce process wastewater sources. Implement water pollution prevention. Develop diversified alternative water sources. Increase the reuse rate of recycled water. | • Continuously identify internal water-saving and circular reuse opportunities, minimize the use of hazardous substances, reduce or eliminate pollutant discharges, and safeguard the safety of drinking water in operating communities. Use water-saving measures and recycled water reuse to protect and reasonably utilize water resources to ensure sustainability. |
| Talent Management | • The semiconductor industry is technology-intensive and innovation-driven, and key talent is a primary source of competitive advantage. Effective talent management enhances innovation, reduces turnover risk, and strengthens global operations and organizational agility. Through talent development and retention, Winbond strengthens technological capability, maintains operational stability, and enables AI-driven innovation to continuously sharpen its competitive edge in a highly competitive market. | • Expand recruitment and internal training to strengthen recruitment outcomes and employability. Enhance employees' AI capabilities, using empowerment to boost productivity and share the Company' s success. Implement DEI principles together with education and training, aligning employee and Company needs. | • Commit to providing high-quality work environments and competitive compensation and benefits to attract, develop, and retain top talent and enhance employee engagement. |

## Stakeholder engagement

The Winbond Group references the five principles of the AA1000 Stakeholder Engagement Standard (SES 2015)—dependency, responsibility, influence, tension/concerns, and diverse perspectives—to identify and prioritize the relevance of stakeholders. In 2025, 44 senior managers conducted stakeholder identification, confirming the level of relevance between stakeholders and the Winbond Group, and identifying seven key groups: employees, customers, suppliers/contractors, government agencies, shareholders/investors, communities, and the media. Through stakeholder engagement, the Winbond Group actively responds to stakeholder concerns and works to achieve its business objectives. A stakeholder section on the Company's website provides communication contact details, allowing stakeholders with questions or suggestions on related topics to reach out to the corresponding contact based on their identity, ensuring effective engagement. In December 2025, the engagement outcomes for the year were reported to the Board of Directors, and the feedback was integrated into business decision-making to ensure stakeholders' rights and interests were respected.

- For Nuvoton's 2025 communication, please refer to the Nuvoton 2025 Sustainability Report.

**seven key groups**

- Employees
- Shareholders/ Investors
- Customers
- Community/ Society
- Suppliers/ Contractors
- Media
- Government

### Employees

| | |
|---|---|
| Highlights | 97% of employees in Taiwan are willing to give their best efforts to help make Winbond a better company and continue their careers with Winbond over the next five years.<br>Attendance rate at the supervisor management discussion meetings reached 76% |
| Definition | Employees are among Winbond's most important assets and the key stakeholders enabling Winbond's continued breakthroughs and innovation. |
| Material Topics | • Regulatory Compliance • Information Security and Privacy Protection • Occupational Safety and Health • Human Rights and Equality • Business Integrity and Corporate Governance |
| Engagement Methods / Frequency | **Real-time:** internal hotline; "I want to complain" Care channel; employee suggestion box; Unlawful Infringement Employee Complaint Review Committee; health consultations<br>**Regular:** functional communication meetings (periodic); company-philosophy articles on the employee homepage (weekly); occupational safety monthly meetings (monthly); labor–management and supervisor communication meetings (quarterly); plant-level EHS committee (quarterly); health/stress/pain surveys (annual); core-values and engagement survey (every two years); human rights due diligence (every three years)<br>**Ad hoc:** medical and wellness activities; Employee Welfare Committee; internal website bulletin board |
| 2025 Communication | • Supervisor management discussion meetings: 4 sessions, attendance approximately 76%<br>• 97% of employees in Taiwan are willing to give their best efforts to help make Winbond a better company and continue their careers with Winbond over the next five years.<br>• Chairman's thematic talks with employees: 1 session<br>• Internal complaint cases (excluding sexual harassment): 7 cases<br>• Sexual harassment cases: 0 cases<br>• Total cases handled through internal communication channels: 30<br>• Daily-issue feedback mailbox: 29 cases<br>• Labor–management meetings: 12 sessions<br>• Articles on company philosophy published on the internal employee homepage: 49 articles<br>• Internal TO ALL announcements published |

Chairman's thematic talk with employees

## Customers

| | |
|---|---|
| Highlights | Customer interactions reached 7,150 occasions<br>Recognized as a Top 10 winner of the Hon Hai/Foxconn Sustainability Award – Sustainable Excellence Supply Chain Award |
| Definition | Customers are the primary source of Winbond's economic value and stakeholders who pay close attention to Winbond's operations and ESG performance. |
| Material Topics | • Regulatory Compliance • Customer Relationship Management<br>• Supply Chain Management • Risk Management<br>• Information Security and Privacy Protection |
| Engagement Methods / Frequency | **Real-time:** corporate website; phone; email; Microsoft Teams<br>**Regular:** business meetings (periodic); ESG questionnaire (annual); technical seminars (annual); internal audits (annual)<br>**Ad hoc:** customer audits |
| 2025 Communication | • Awarded Top 10 of Hon Hai/Foxconn Sustainability Award – Sustainable Excellence Supply Chain Award<br>• Customer interactions: 7,150 occasions<br>• Site visits: Samsung, Amazon, Apple, and other customers visited Central Taiwan Fab and Kaohsiung Fab<br>• Supplier conferences: attended Samsung and Pegatron supplier conferences, Toshiba (JSC Visit)<br>• Exhibitions: Electronica India 2025 – discussed current market conditions, product roadmap, and potential solutions<br>• Conferences: shared market and future trends and Winbond's relevant strategies (India Sales Conference; Taiwan, Korea, and Japan distributor conferences)<br>• Routine outreach, visits, and distributor networking events |


JSC Visit

## Suppliers/Contractors

| | |
|---|---|
| Highlights | ESG ecosystem engagement: 6,951 hours added<br>ESG ecosystem engagement activities: 10 new sessions added |
| Definition | Suppliers provide materials and services essential to Winbond's production and sustain Winbond's normal operations and long-term sustainability — they are key stakeholders in our journey toward sustainable development. |
| Material Topics | • Regulatory Compliance • Information Security and Privacy Protection<br>• Occupational Safety and Health • Human Rights and Equality<br>• Business Integrity and Corporate Governance |
| Engagement Methods / Frequency | **Real-time:** supplier reporting channel; supplier ESG interaction platform<br>**Regular:** Winbond ethics and integrity policy briefings (semi-annual); major supplier sustainability assessments (semi-annual); supplier sustainability audits (annual); supplier sustainability due diligence (annual); supplier energy and resource surveys (annual); face-to-face safety-agreement meetings with contractors (monthly) |
| 2025 Communication | • ESG ecosystem engagement activities added: 10 sessions<br>• ESG ecosystem engagement hours added: 6,951 hours<br>• 100% of suppliers signed the Letter of Integrity Commitment and Supplier Code of Conduct<br>• 100% of key suppliers signed the Conflict-free Minerals Statement<br>• 100% of key suppliers signed the Hazardous Substances Non-Use Statement<br>• Supplier complaint cases: 0<br>• New suppliers passing sustainability standards (economic, environmental, social): 100% pass rate<br>• Tier-1 significant suppliers covered by sustainability due diligence: 100% coverage |


2025 Sustainable Supply Chain Management Forum and Large Leads Small Award Ceremony

## Government

| | |
|---|---|
| Highlights | Kaohsiung Fab received the Ministry of Environment' s National Enterprise Environmental Protection Award |
| Definition | Government agencies focus on outcomes related to business integrity and regulatory compliance and are important stakeholders influencing industry development and policy initiatives. |
| Material Topics | • Regulatory Compliance • Occupational Safety and Health • Human Rights and Equality • Labor Relations • Water Resource Management |
| Engagement Methods / Frequency | **Real-time:** corporate website<br>**Regular:** attendance at industrial park association meetings (quarterly)<br>**Ad hoc:** government policy briefings; regulatory briefings; visits and inspections by regulators; consultations on industry standards drafts; communication meetings, forums, seminars, and public hearings hosted by government agencies |
| 2025 Communication | • Awarded the National Enterprise Environmental Protection Award by the Ministry of Environment<br>• Awarded the Energy Conservation Benchmark Award by the Ministry of Economic Affairs<br>• Awarded “2025 Outstanding Occupational Safety and Health Management Unit at the Southern Taiwan Science Park” by the Southern Taiwan Science Park Administration<br>• Each site engaged with the government on fire safety, environmental protection, occupational safety, and emergency response<br>• Supported the Industrial Development Administration of the Ministry of Economic Affairs in promoting low-carbon and smart transformation demonstration site visits<br>• Voluntarily disclosed information aligned with the Financial Supervisory Commission' s “Sustainable Economic Activity Reference Guidelines”<br>• Participated in the 2025 ESG Summit in response to government initiatives |


Kaohsiung Fab receiving the National Enterprise Environmental Protection Award

## Shareholders/Investors

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|---|---|
| Highlights | 86 shareholder/investor communication meetings held<br>Corporate governance evaluation ranking: top 6%–20% |
| Definition | As Winbond' s primary source of capital, shareholders and investors are stakeholders most concerned with Winbond' s operating performance and sustainable development. |
| Material Topics | • Regulatory Compliance • Business Integrity and Corporate Governance • Occupational Safety and Health • Information Security and Privacy Protection • Risk Management |
| Engagement Methods / Frequency | **Real-time:** phone; email<br>**Regular:** investor conferences (quarterly, with additional sessions when special events occur); institutional investor one-on-one meetings (quarterly); brokerage investor forums (quarterly); annual general meeting (annual)<br>**Ad hoc:** Winbond corporate website; TWSE Market Observation Post System |
| 2025 Communication | • Corporate governance evaluation ranking: top 6%–20%<br>• Annual general meetings held: 1<br>• Shareholder/investor communication meetings held: 86<br>• Institutional investor conferences held: 4<br>• Institutional investor meetings held: 81<br>• Consolidated financial statements disclosed: 4<br>• Revenue reports disclosed: 12 |


2025 Winbond Stakeholders' Meeting

## Community/Society

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|---|---|
| Highlights | Total of 1,208 donors<br>893 instances of volunteering or instructor participation |
| Definition | Communities are adjacent to Winbond' s operating sites and are most directly affected by Winbond' s operations — they are stakeholders of strong concern to Winbond. |
| Material Topics | • Occupational Safety and Health • Regulatory Compliance • Social engagement<br>• Human Rights and Equality • Climate-Related Risks and Opportunities |
| Engagement Methods / Frequency | Ad hoc:<br>volunteer services; project collaborations and visits |
| 2025 Communication | • Total donors: 1,208 people<br>• Volunteer service and instructor participations: 893<br>• Total social contribution investment: NT$29.02 million<br>• Rural School Happy Breakfast Program supported 103 students with breakfast resources<br>• Scholarships for disadvantaged students benefited 1,028 students<br>• Environmental protection: protected Fazi River, beach cleanup at Nanliao, and Kaohsiung Yuanzhonggang Wetland cleanup; collected approximately 792 kg of waste<br>• Nature-based solutions: 42 species of Camellia plants for seed conservation (38 already collected and cultivated; 1 evaluated as critically endangered, 1 endangered, 7 vulnerable, and 5 near threatened on the Red List)<br>• Published the "Climate and Nature Report (TCNFD)" |

Environmental conservation activities with Society of Wilderness

## Media

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| Highlights | 2 media press conferences held<br>25 press releases issued |
| Definition | The media serves as the bridge between Winbond and other stakeholders, helping to convey Winbond's latest information promptly and supporting the disclosure of positive sustainability outcomes. |
| Material Topics | • Business Integrity and Corporate Governance • Productivity and Business Performance<br>• Research, Development and Innovation • Regulatory Compliance<br>• Supply Chain Management |
| Engagement Methods / Frequency | Real-time:<br>phone / email; press releases (periodic)<br><br>Regular:<br>media interview activities (annual); ESG questionnaire (annual) |
| 2025 Communication | • Press releases issued: 25<br>• Media press conferences: 2<br>• Phone or email communications: 65<br>• Winbond operational reports provided: 4 |

Zero-Carbon Family Day media interview activity