Human Rights and Social Inclusion

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Scope of coverage: Unless otherwise specified, the scope covers Winbond Group; * Winbond

Winbond adheres to internationally recognized human rights standards and labor-related regulations as its highest guiding principles, striving to maintain employees' freedom of association and speech rights. The company does not discriminate based on race, age, gender, sexual orientation, disability, pregnancy, political affiliation, or religion, and works to create a non-discriminatory workplace environment.

Winbond upholds a 'people-oriented' approach and fully complies with international human rights conventions and labor-related regulations. Through the Human Resources Department, the company has established a comprehensive personnel system to ensure the practice of diversity, equality, and human rights protection. After completing human rights due diligence in 2022, Winbond has since optimized management measures in 2023, extending human rights management concepts to suppliers and overseas subsidiaries. In 2024, Winbond continued to enhance human rights management, improving employee experience in Taiwan and striving to create a friendly workplace environment. These efforts have been recognized with multiple awards and positively impacted global subsidiaries, strengthening the depth of human rights training. Simultaneously, Winbond continues to invest in public welfare by focusing on environmental protection and supporting disadvantaged groups, expanding its positive social impact and achieving sustainable development and common prosperity goals.

Winbond's commitment to upholding human rights and promoting social integration is an ongoing pursuit—there is always room for improvement. In safeguarding these values, the standard is never merely "good enough," but a continuous striving for "better." This reflects Winbond's steadfast dedication to its employees and society, and the enduring vision of its management team.

Hsiang-Yun Fan

Executive VP, Headquarter Functions

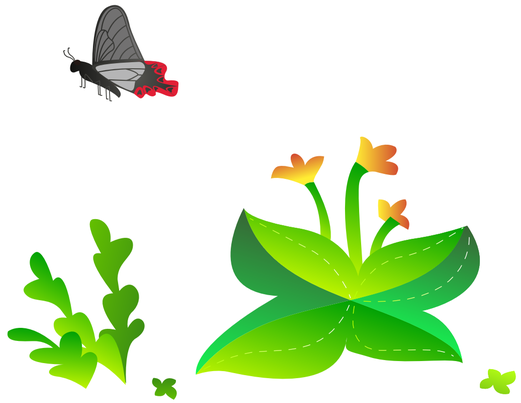
2024 Performance Highlights

- Taiwan Corporate Sustainability Award: Awarded First Place in the Manufacturing Sector for both the Talent Development Leadership Award and the Workplace Well-being Leadership Award
- Full-time employee salary of non-management of Winbond (Taiwan). Average NT$1.73 million
- University semiconductor program investment: Nearly NT$10 million
- Employee Childcare Allowance (Cumulative) Over NT$390 million
- Average Annual Training Hours per Employee (Winbond Taiwan) 70 hours
- Winbond Group's total training expenses in 2024 Over NT$42.87 million
- Human rights and labor ethics training 100% completion rate
- The number of children sponsored by the Endeavor Scholarship 1,062 beneficiaries
- Social public welfare investment (Winbond) NT$23.7 million

Note The scope of Winbond (subsidiaries) and Nuvoton (subsidiaries) mentioned in this section are as follows:
Winbond (subsidiaries) includes Winbond Integrated Circuit (Suzhou) Co., Ltd., Winbond Integrated Circuit (Suzhou) Co., Ltd. - Shenzhen Branch, Winbond Electronics (Hong Kong) Co., Ltd., Winbond Electronics (Japan) Co., Ltd., Atfields Manufacturing Technology Corporation, Miraxia Edge Technology Corporation, Winbond Electronics (America) Corporation, Winbond Electronics (America) Corporation - Pleasanton Office, Winbond Electronics (Israel) Ltd., Winbond Electronics (Germany) GmbH.
Nuvoton (subsidiaries) includes Nuvoton Technology Shenzhen Ltd., Nuvoton Technology Hong Kong Ltd., Nuvoton Technology Shanghai Ltd., Nuvoton Technology Nanjing Ltd., Nuvoton Technology Israel Ltd., Nuvoton Technology Corp. America, Nuvoton Technology India Private Limited, Nuvoton Technology Germany GmbH, Nuvoton Technology Korea Limited, Nuvoton Technology Singapore Pte. Ltd.

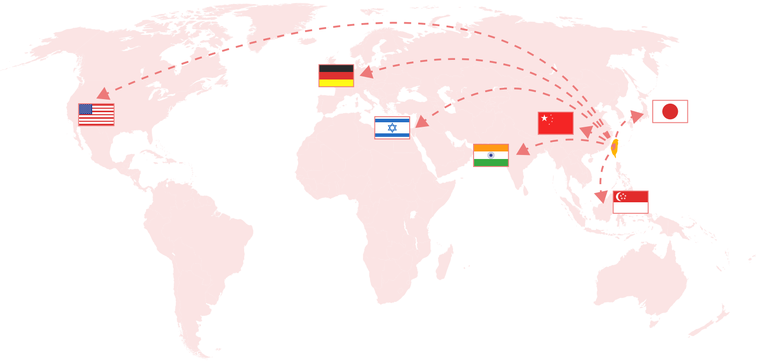
5.1 Human Rights Management

Human rights issues are a crucial aspect of Winbond's sustainable management practices. To align with company development and global trends, Winbond optimized its human rights policy in 2024 to enhance the management of and focus on human rights issues among its partners. Winbond has been actively involved in human rights management activities for many years. In 2022, Winbond conducted its first human rights due diligence for employees in Taiwan, and in 2023, implemented mitigation and preventive measures for human rights-related risks. In 2024, Winbond continued to optimize human rights management, improve employee experience, and create a friendly workplace. These ongoing efforts achieved significant results in the field of human rights and have been recognized and affirmed by external parties. Winbond has received the TCSA Single Performance Award for Human Rights Practice and Development Leadership, Workplace Well-being Leadership, and Talent Development Leadership, the Ministry of Labor's 113th Work-Life Balance Award for "Family-Friendly Award," the Southern Taiwan Science Park's "Outstanding Enterprise for Promoting Workplace Equality," and the "Happy Enterprise" award selected by job banks. These awards demonstrate Winbond's efforts and achievements in human rights management and support



5.1.1 Global Human Rights Training

In 2024, Winbond (Taiwan), its subsidiaries, and Nuvoton (Taiwan) conducted human rights and labor ethics training for 5,702 employees across 10 subsidiaries, including those in the United States, Japan, Germany, Israel, and Mainland China/Hong Kong. The training covered topics such as working hours, forced or compulsory labor, bullying, and harassment, achieved a 100% completion rate. These efforts aim to cultivate human rights knowledge and foster a workplace culture that respects human rights.

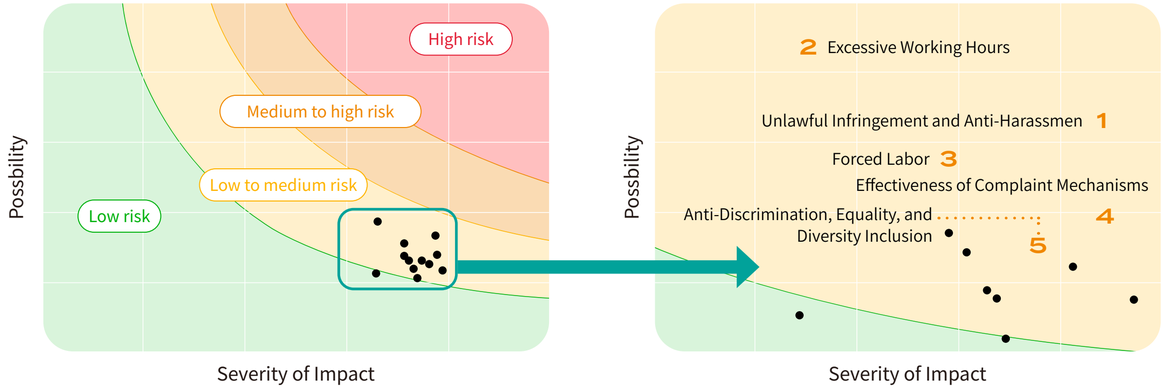


Winbond (Taiwan) continues to cultivate the values of diversity, equity, and inclusion (DEI) within its corporate culture. The company actively promotes the establishment of DEI thinking and provides courses to help employees become aware of unconscious biases. Additionally, Winbond introduces the work cultures of other countries to foster mutual understanding and respect among different cultural groups. Furthermore, the company organizes women's leadership seminars to promote a more friendly work environment and encourage women to realize their leadership potential in the workplace. In Q3, Winbond launched its first DEI newsletter to share and exchange ideas across generational groups. These efforts aim to create an inclusive and equitable workplace where every employee can fully demonstrate their value and talents.

To continuously enhance awareness of corporate sustainability and human rights management across different countries, Winbond (Taiwan) invited senior executives and relevant personnel from 13 overseas subsidiaries, including those in the United States, Japan, Germany, Israel, China, South Korea, and Singapore, to Taiwan in May 2024 for a three-day "Winbond Group Global Connect" event. During the event, participants were presented with ESG development trends, sustainable management, human rights due diligence, and best practices in human rights management. The event also provided a platform for participants to gain in-depth understanding and share knowledge and experiences on these important topics, promoting consistency and sustainability in human rights management globally. The involvement of senior executives provides clear guidance and support to the subsidiaries, ensuring that they actively fulfill their human rights responsibilities in daily business operations.

5.1.2 Implementation of Human Rights Management

After completing its first human rights due diligence in 2022, Winbond (Taiwan) shared its execution experience with Nuvoton (Taiwan). In 2024, Nuvoton (Taiwan) formulated a human rights policy and conducted a human rights due diligence in July, covering all employees at Nuvoton (Taiwan) headquarters. The results indicated that among the 14 human rights issues in the survey, there were no high-risk issues requiring immediate action. Among the medium-risk issues, the top five that require ongoing monitoring are "illegal infringement and anti-harassment," "excessive working hours," "forced labor," "effectiveness of grievance mechanisms," and "anti-discrimination, equality, and diversity inclusion." Nuvoton (Taiwan) will continue to optimize measures to mitigate the occurrence and impact of these risks.



In 2025, Winbond (Taiwan) will assist its subsidiaries in conducting human rights due diligence and employee core values and engagement surveys, continuing to promote human rights protection on a global scale.

5.2 Talent Attraction and Development

Winbond continues to enhance its human resource management system and optimize its human resource integration system. This includes improvements in recruitment, retention, compensation, benefits and talent development. Winbond is committed to promoting a people-centric corporate culture, increasing employee engagement with Winbond, and dedicating substantial resources to talent attraction and retention. In the face of global uncertainties, Winbond strives to maintain a strong competitive edge.

Percentage of Employees Requiring a Work Visa

Winbond (Taiwan)	Winbond (Subsidiaries)	Nuvoton (Taiwan)	Nuvoton (Subsidiaries)	Nuvoton (Japan)	Winbond Group
1.23%	1.62%	8.22%	6.21%	2.57%	3.20%

5.2.1 Workforce Structure

Global Workforce

As of the end of 2024, Winbond Group's total number of employees reached 8,097. The global workforce is distributed across Taiwan, Asia, North America, Europe, and the Middle East. Through this global presence, the Group can attract diverse talents, promote cultural exchange, and enhance international competitiveness, thereby improving the company's agility and innovation in the global market. The majority of Winbond Group's employees are from Taiwan (5,021) and Japan (2,278), with an additional 798 employees from Asia, North America, the Middle East, and Europe, representing a total of 23 countries. Winbond Group is committed to hiring talent from diverse nationalities, embodying diversity and inclusion, and nurturing outstanding global talents.

Global Workforce Structure by Nationality (Units: People)

Countries \ Group Total	Numbers	Total of All	Share in total workforce	Management position	Share in all management positions
Taiwan	5,021	8,097	62.01%	739	56.93%
Japan	2,278		28.13%	405	31.20%
Other Asian Countries	514		6.35%	76	5.85%
North America	77		0.95%	15	1.16%
Middle East	42		0.52%	10	0.77%
Europe	163		2.01%	52	4.01%
Other Countries (Including Oceania and Africa)	2		0.03%	1	0.08%

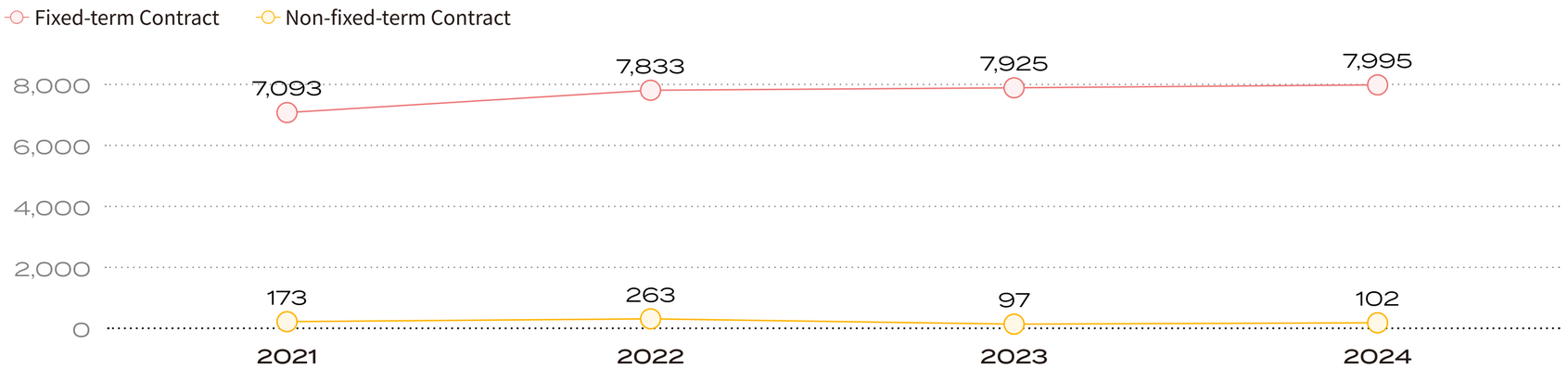
Note Notes: Other Asian Countries: including China, India, Indonesia, Malaysia, Philippines, Hong Kong, Russia, Myanmar, Singapore, South Korea, Vietnam, Thailand, Pakistan.

Global Workforce by Work Location (Unit: People)

Company	Winbond (Taiwan)		Winbond (Subsidiaries)		Nuvoton (Taiwan)		Nuvoton (Subsidiaries)		Nuvoton (Japan)		Winbond Group
Work Location	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	
Taiwan	3,533	40	0	0	1,577	15	0	0	0	0	5,165 (63.78%)
Asia (excluding Taiwan)	2	0	638	44	2	0	232	1	1,674	0	2.593 (32.02%)
North America	0	0	78	0	0	0	56	1	0	0	135 (1.68%)
Europe	0	0	0	1	0	0	3	0	0	0	4 (0.05%)
Middle East	0	0	42	0	0	0	158	0	0	0	200 (2.47%)
Subtotal	3,535	40	758	45	1,579	15	449	2	1,674	0	8,097 (100%)
Total	3,575		803		1,594		451		1,674		

Note Employee classification according to GRI definitions: Fixed-term contract employees are considered temporary employees; non-fixed-term contract employees are considered permanent employees.

Global Workforce Distribution Trend



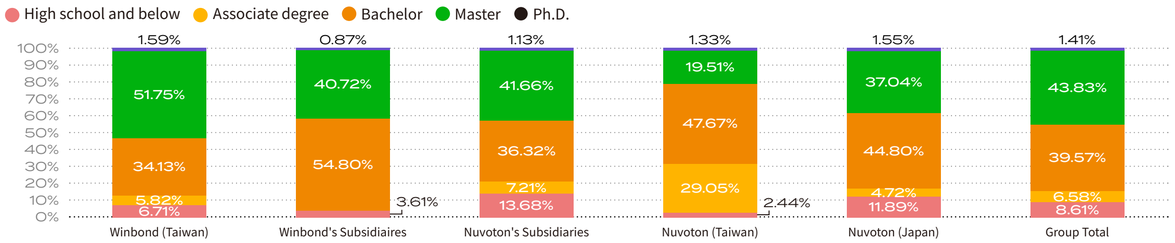
Employee Composition

Winbond Group regularly reviews its workforce composition and formulates high-quality recruitment strategies to attract suitable professionals and maintain industry competitiveness. In 2024, the proportion of employees with master's and doctoral degrees at Winbond (Taiwan) reached 53%, while those with bachelor's degrees accounted for 34%. At Winbond's subsidiaries, the proportion of employees with master's and doctoral degrees reached 42%, while those with bachelor's degrees accounted for 55%. Overall, the proportion of employees with master's and doctoral degrees in the Winbond Group reached 45%, while those with bachelor's degrees accounted for 40%, reflecting the knowledge-intensive nature of the semiconductor industry.

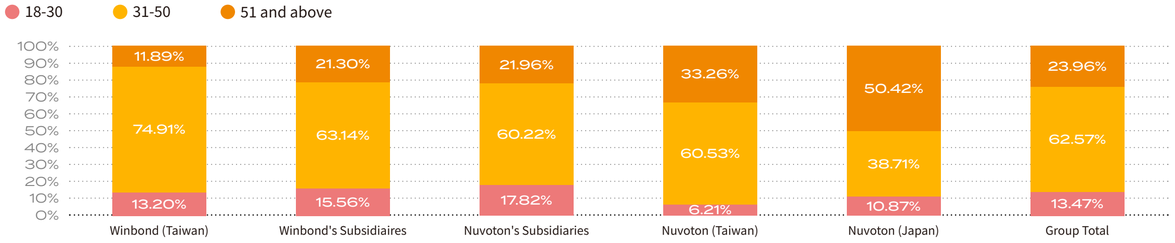
In terms of age distribution, Winbond Group strictly adheres to domestic and international labor laws and the Responsible Business Alliance (RBA) Code of Conduct, ensuring no employment of child labor or individuals who have not completed compulsory education. All employees are above 18 years old. At Winbond (Taiwan), approximately 75% of general staff are aged between 31 and 50. At Winbond's subsidiaries, approximately 63% of general staff are aged between 31 and 50. Overall, approximately 63% of general staff in the Winbond Group are aged between 31 and 50.

By job category, Winbond Group employed a total of 1,298 managerial staff and 6,799 non-managerial staff. The age structure of employees is primarily between 31 and 50 years old. The majority of Winbond Group employees are employed under indefinite contracts, totaling 7,996 people, and the majority of employment types are full-time, totaling 8,093 people.

Global Workforce by Education



Global Workforce by Age



Global Workforce Structure by Categories (Unit: People)

Categories	Company	Winbond (Taiwan)		Winbond (Subsidiaries)		Nuvoton (Taiwan)		Nuvoton (Subsidiaries)		Nuvoton (Japan)		Winbond Group
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Position	Managers	67	490	19	88	26	163	17	95	3	329	1,298 (16.03%)
	R&D/ Operation	675	1,316	16	209	472	618	52	164	79	795	4,395 (54.28%)
	Admin/ Sales	215	82	44	37	92	45	50	34	47	126	772 (9.53%)
	Production support	213	517	23	367	73	105	18	21	40	255	1,632 (20.16%)
Employee Contract	Fixed-term Contract	13	27	29	16	3	12	1	1	0	0	102 (1.26%)
	Non-fixed-term Contract	1,157	2,378	73	685	660	919	136	313	169	1,505	7,995 (98.74%)
Employment Types	Full-time	1,170	2,405	100	699	663	931	137	314	169	1,505	8,093 (99.95%)
	Part-time	0	0	2	2	0	0	0	0	0	0	4 (0.05%)

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

Gender Distribution of Employees

Due to the characteristics of the technology industry and the employment market, the majority of employees in the Winbond Group are male. The total number of male and female employees is 5,856 and 2,241, respectively, with a male-to-female ratio of approximately 2.5:1. Winbond Group maintains a certain proportion of female employees, treats all employees equally, and provides job security without gender-based differences in recruitment and promotion, aiming to balance the gender composition of employees. Although the semiconductor industry is traditionally male-dominated and Winbond Group is influenced by the male-majority labor market structure in Japan, the company is committed to maintaining diversity and inclusion. Winbond Group continuously cultivates female managers and R&D talents, values women's talents in management and technical fields, provides equal development opportunities, and encourages more women to engage in the semiconductor R&D field. The company aims to increase the proportion of female managers to 15%.

Global Workforce by Gender (Unit: People)

Company / Gender	Winbond (Taiwan)		Winbond (Subsidiaries)		Nuvoton (Taiwan)		Nuvoton (Taiwan)		Nuvoton (Taiwan)		Winbond Group
	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	Permanent employees	Temporary employees	
female	1,157	13	73	29	660	3	136	1	169	0	2,241 (27.68%)
male	2,378	27	685	16	919	12	313	1	1,505	0	5,856 (72.32%)
subtotal	3,535	40	758	45	1,579	15	449	2	1,674	0	8,097 (100%)
total	3,575		803		1,594		451		1,674		

Note Employee classification according to GRI definitions: Fixed-term contract employees are considered temporary employees; non-fixed-term contract employees are considered permanent employees.

Percentage of Global Female Workforce

item	Winbond (Taiwan)	Winbond (Subsidiaries)	Nuvoton (Taiwan)	Nuvoton (Taiwan)	Nuvoton (Taiwan)	Winbond Group
Share of women in total workforce	32.73%	12.70%	41.59%	30.38%	10.10%	27.68%
Share of women in all management positions	12.03%	17.76%	14.21%	15.18%	0.90%	10.25%
Share of women in junior management positions	12.10%	19.05%	15.79%	14.12%	1.13%	10.49%
Share of women in top management positions	11.63%	13.04%	10.53%	18.52%	0.00%	9.27%
Share of women in management positions in revenue-generating functions	38.46%	83.33%	9.09%	10.00%	3.03%	17.81%
Share of women in STEM-related positions	19.76%	8.76%	21.03%	25.16%	5.33%	18.03%

5.2.2 Talent Recruitment and Performance Evaluation

Winbond offers a compensation and benefits system that exceeds legal requirements, attracting and retaining outstanding talent based on principles of equality. In addition to quarterly reviews of various labor compensation benefits and gender-related laws, Winbond regularly surveys industry market conditions to adjust employee compensation and benefits standards. The company also combines a comprehensive evaluation system to reward employees with excellent performance. At the same time, through the company's development goals, appropriate and reasonable personnel changes bring new ideas and perspectives to Winbond.

Diverse Recruitment Channels

Winbond values workplace diversity and attracts outstanding talents from various diverse regions, ages groups, and professional backgrounds. Through multiple recruitment channels — including job platforms, campus recruitment, social media, industry-academia collaboration, and internal referrals—the company ensures a robust and inclusive talent pipeline. Additionally, Winbond's internal transfer system promotes cross-functional mobility, empowering employees to broaden their skill sets and excel in roles aligned with their strengths. Since 2022, Winbond has implemented a structured summer internship program aimed at providing university and graduate students with meaningful exposure to the professional environment. The 2024 internship program, themed "Win 棒！AI 力，" encourages students with expertise in big data language models, data engineering, data mining, and machine learning to explore cross-disciplinary career paths. In alignment with the company's culture of enthusiastic learning, interns in 2024 completed an averaged of 20 hours in "self-exploration and on-the-job training." The program also achieved a near-equal gender ratio, contributing to the reduction of gender disparities in the semiconductor industry and challenging traditional biases. Through the internship program, Winbond (Taiwan) engages with outstanding young talents in advance, achieving the goals of talent cultivation and sustainable development.

Recruitment and Retention

Winbond is committed to creating a diverse and inclusive workplace, providing an equal working environment. The company believes that a diverse management team and employee composition help grasp market trends, understand customer needs, inspire innovative results, and maintain a competitive edge.

In 2024, Winbond (Taiwan) recruited a total of 380 new employees, with an annual recruitment rate of 10%. Among them, 50% were under the age of 30, while 47% were between the ages of 31 and 50. The company aims to invigorate organizational vitality through the recruitment of young talent and promote organizational efficiency through the addition of experienced talents. Across the Winbond Group, a total of 821 new employees were hired in 2024, also reflecting a 10% annual recruitment rate, with approximately 94% of new hires under the age of 50. The recruitment rate of female employees at Winbond (Taiwan) in 2024 was 13%, higher than the overall annual recruitment rate of 11%. For the entire Winbond Group, the recruitment rate of female employees in 2024 was 12%, also higher than the overall annual recruitment rate of 10%. This indicates that the recruitment rate of female employees has gradually surpassed that of male employees. Winbond welcomes more outstanding female talents to join the semiconductor industry in the future.

New Hiring Statistics

Category		2024 New Hire					
		Winbond (Taiwan)		Winbond (Subsidiaries)		Winbond Group	
		Number	Proportion of employees	Number	Proportion of employees	Number	Proportion of employees
Gender	Female	148	39%	14	18%	273	33%
	Male	233	61%	63	82%	548	67%
Age	51 years of age or older	11	3%	11	14%	47	6%
	31~50 years old	177	47%	38	49%	361	44%
	Under 30 years of age	192	50%	28	37%	413	50%

Note Winbond Group includes Winbond (Taiwan), Winbond(Subsidiaries), Nuvoton (Taiwan), Nuvoton (Subsidiaries), and Nuvoton Japan

Number and Ratio of New Hire

Category	Year	Male		Female		Total number of people	
		Number	Hiring rate	Number	Hiring rate	Number	Hiring rate
Winbond (Taiwan)	2021	456	21%	236	23%	692	21%
	2022	426	18%	294	24%	720	20%
	2023	95	4%	69	6%	164	5%
	2024	233	10%	148	13%	381	11%
Winbond (Subsidiaries)	2021	39	8%	7	8%	46	8%
	2022	51	10%	10	12%	61	10%
	2023	83	12%	13	14%	96	12%
	2024	63	9%	14	14%	77	10%
Winbond Group	2021	722	14%	338	16%	1,060	15%
	2022	763	13%	437	19%	1,200	15%
	2023	382	7%	150	7%	532	7%
	2024	548	9%	273	12%	821	10%

Note Winbond Group includes Winbond (Taiwan), Winbond subsidiaries, Nuvoton (Taiwan), Nuvoton subsidiaries, and Nuvoton Japan. The new employee rate for each gender is calculated by dividing the number of new employees of that gender in the current year by the total number of employees of that gender as of December 31 of the current year.

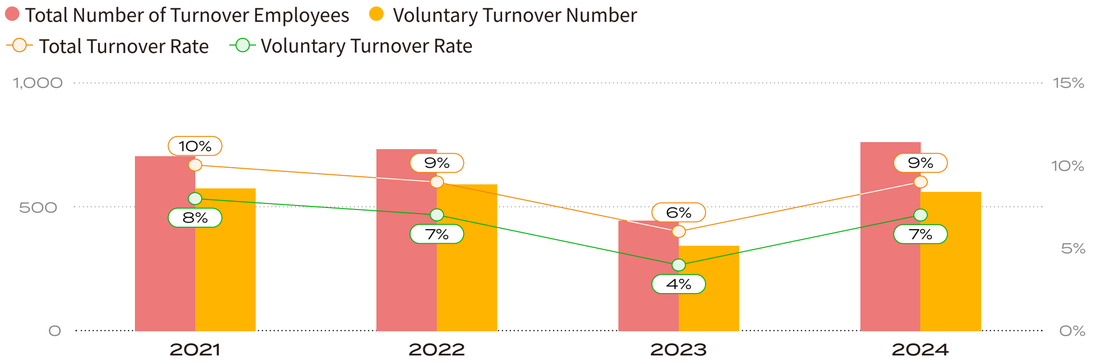
Recruitment Cost

Group Total	2021	2022	2023	2024
Total new hires	1,058	1,223	517	821
Ratio of internal transfers or promotions	20%	25%	26%	30%
Average recruitment cost for new employees (NTD)	62,984	82,179	188,563	121,034

In 2024, with the market recovery, the semiconductor industry's employment market became more dynamic. The Winbond Group experienced 753 resignations, resulting in an overall turnover rate of 9%. The turnover rate at Winbond (Taiwan) reflects a healthy level. Winbond continues to implement adaptation courses for new employees, care measures, and incentive systems to enhance new employee retention, fostering mutual growth with the company.

Turnover Rate

Turnover Rate



Turnover Statistics

Category		Winbond (Taiwan)		Winbond (Subsidiaries)		Winbond Group	
		Number	Percentage of employees	Number	Percentage of employees	Number	Percentage of employees
Gender	Female	148	42%	8	16%	251	33%
	Male	204	58%	43	84%	502	67%
Age	51 years of age or older	42	12%	20	39%	112	15%
	31-50 years old	186	53%	27	53%	340	45%
	Under 30 years of age	124	35%	4	8%	301	40%

Note Winbond Group covers Winbond (Taiwan) + Winbond subsidiaries + Nuvoton (Taiwan) + Nuvoton subsidiaries + Nuvoton Japan subsidiaries. The number of separations in the current year includes retirees.

Number and Ratio of Turnover

Category	annual	Male		Female		Total	
		Number	Turnover rate	Number	Turnover rate	Number	Turnover rate
Winbond (Taiwan)	2021	220	10%	117	12%	337	11%
	2022	245	11%	150	14%	395	12%
	2023	118	5%	85	7%	203	6%
	2024	204	9%	148	13%	352	10%
Winbond (Subsidiaries)	2021	24	4%	3	3%	27	4%
	2022	19	3%	8	9%	27	4%
	2023	21	3%	9	10%	30	4%
	2024	43	6%	8	8%	51	7%
Winbond Group	2021	500	10%	201	10%	701	10%
	2022	486	9%	248	12%	734	10%
	2023	295	5%	153	7%	448	6%
	2024	502	9%	251	11%	753	9%

Note The Winbond Group includes Winbond (Taiwan), Winbond subsidiaries, Nuvoton (Taiwan), Nuvoton subsidiaries, and Nuvoton Japan subsidiaries. The turnover rate for each gender is calculated by dividing the number of annual resignations by the average number of employees during the year: (number of employees at the beginning of the period + number of employees at the end of the period) / 2.

Company Core Values and Employee Engagement survey

97% of employees are committed to contributing their talents to Winbond (Taiwan) for the next five years.

Since 2021, Winbond (Taiwan) has conducted the "Company Core Values and Employee Engagement survey" every two years. The survey focuses on the company's five core values and includes questions related to leadership, career development, and compensation. By understanding employees' perceptions of core values, job satisfaction, and engagement, the company adjusts its strategies to strengthen the mutual commitment between the company and its employees.

The 2021 and 2023 surveys covered all employees in the Winbond (Taiwan) region, with response rates of 76% and 78%, respectively. In both years, over 97% of employees expressed their willingness to fully commit to improving the company and continue working at Winbond for the next 5 years. Nuvoton (Japan) conducts an annual engagement survey, with response rates exceeding 90% for four consecutive years. Overall, the survey response rate reached 82%, with over 83% of employees showing a high level of identification and confidence in the company. In the future, the engagement survey will be expanded globally.

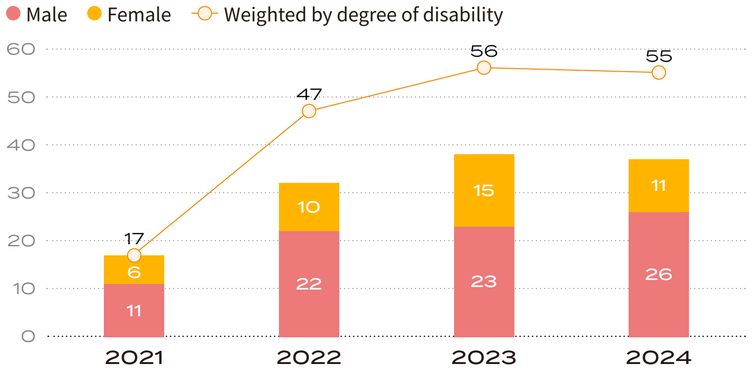
Item	2021	2022	2023	2024
Winbond (Taiwan) Employee Engagement	97%	97%	97%	97%
Nuvoton (Japan) Employee Engagement	52%	56%	53%	54%
Total Engagement	83%	84%	83%	83% Goal for Winbond (Taiwan) is 95%
Winbond Group Response Rate	82%	81%	83%	82%

Employment of People with Disabilities

Winbond continues to focus on the employment rights of individuals with disabilities and is committed to increasing their employment rate. By the end of 2024, Winbond (Taiwan) employed 37 individuals with disabilities. According to Taiwan's legal regulations, the weighted number of employees with disabilities was 55, resulting in an employment rate of 1.5%, which is higher than the legal requirement of 1.0%. At the group level, the Winbond Group also achieved a 1.0% employment rate for individuals with disabilities by the end of 2024, demonstrating the company's ongoing commitment to inclusive hiring practices and the promotion of equal employment opportunities

For employees with disabilities who are actively involved in company operations, Winbond assists newcomers in understanding commuting routes, work processes, and other practical situations based on each individual's specific needs their individual disabilities before they report to work. After reporting, appropriate personnel assistance, equipment, and work environment are provided to create a friendly workplace, allowing them to work comfortably and utilize their strengths. Since 2022, Winbond has introduced the position of visually impaired massage therapists, offering massage services to employees to effectively relieve fatigue, promote health and welfare, and create employment opportunities for visually impaired workers.

Number of employees with disabilities



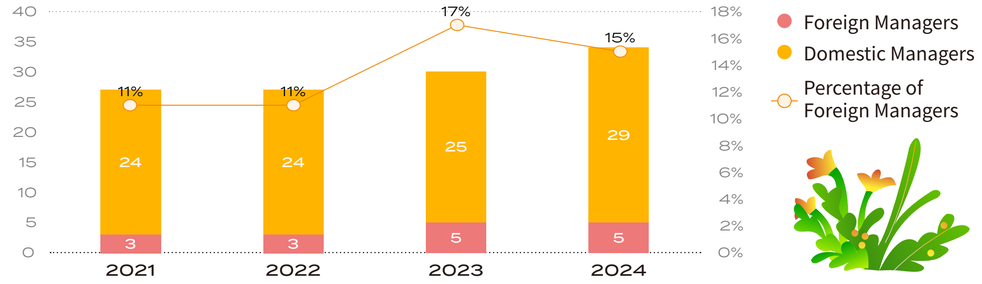
Recruitment of Foreign Experts

In pursuit of sustainability, Winbond (Taiwan) recruits outstanding talents from around the world, providing equal career development opportunities for talents from various countries. Winbond continues to engage with foreign talents through diverse channels and offers supportive services to assist new foreign employees and their families with relocation and settling in.

To expand the recruitment and attraction of global talents, Winbond headquater and global subsidiaries have increased the use of global talent recruitment platforms (such as LinkedIn), strengthening the global talent deployment in regions including Japan, the United States, Israel, Germany, and India. By integrating external platforms with Winbond's recruitment portal, the company showcases various aspects of its working environment and enhances engagement with foreign candidates. In 2024, to strengthen connections with foreign students in Taiwan, Winbond proactively promoted foreign talent recruitment by inviting international students from the Taipei School of Economics and Political Science at National Tsing Hua University for a company visit. The event featured in-depth discussion and experience sharing, offering students a closer look at Winbond's core technologies and its diverse, inclusive work environment. This initiative helped foreign students gain a deeper understanding of Winbond's corporate culture and development opportunities, inspiring their career aspirations and interest in joining the company.

After years of cultivating the foreign talent market, Winbond's workforce in Taiwan had grown increasingly diverse by the end of 2024, with foreign employees hailing from nine different countries—primarily Japan and South Korea. We have welcomed professional talents from various countries studying in Taiwan who are committed to the semiconductor industry, bringing diversity to the team. Among all foreign employees, 37% hold managerial positions, 26% serve at the Vice Director level or above. Furthermore, Winbond has continued to broaden the diversity of its leadership team, with foreign executives comprising 15% of the decision-making group in 2024. This marks a significant step forward in fostering a globally minded leadership, strengthening both our international perspective and competitive edge.

Foreign Managers in the Decision-Making Group



Note: Managers in the decision-making group refer to managers above the level of executive

Recruitment of Indigenous People

Winbond employees have diverse backgrounds. In 2024, Winbond (Taiwan) had 19 employees with indigenous status, while Nuvoton (Taiwan) had 4. To protect their rights to participate in cultural activities, Winbond (Taiwan) offers indigenous employees the opportunity to apply for indigenous ceremonial leave, contributing to the preservation of Taiwan's precious indigenous culture.

Winbond (Taiwan): Indigenous Employees and Tribal Festival Leave

Year	Number of Indigenous Employees	Applications for Tribal Festival Leave	
		Numbers of people	Ratio
2021	12	0	0%
2022	16	2	13%
2023	15	6	40%
2024	19	8	42%

Performance Management System

To align the company's goals with the performance objectives of both managers and employees, Winbond Group has established a comprehensive performance management system. Each year, the company sets unified goals for all employees based on overall company's goals. Managers can assign team goals to individuals, allowing employees to clearly understand the connection between their personal goals and organizational goals. Managers and employees are required to use the SMART principles to jointly set personal performance goals based on work tasks, team goals, and company direction, planning milestones for achieving these goals and reaching a consensus.

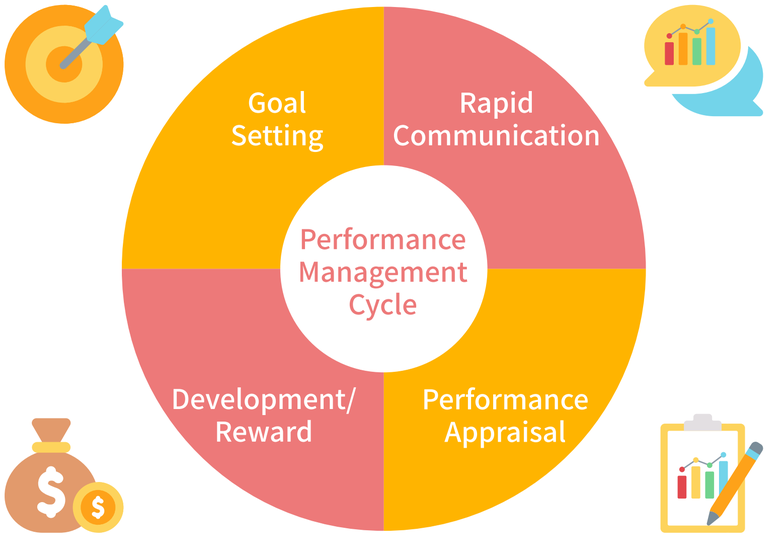
The company encourages managers to engage in "performance communication" and discussions with employees in real-time based on goal settings. Managers and employees can discuss performance at any time through the performance management system, providing explanations and comments on goals, establishing goal discussions and coaching activities , and maintaining complete communication records. Employees can document key achievements based on goal attainment, enabling managers to review team and personal goal progress and track areas for improvement in daily work. This helps employees in their work and personal development, ensuring two-way communication and immediate feedback between managers and employees, thereby enhancing the company's competitiveness and overall team performance.

During the probation period for new employees, Winbond has established an evaluation mechanism. Through personal feedback from new employees and assessments by managers, the company can promptly determine the suitability of new hires.

To ensure that employees can fully utilize their strengths and develop their potential, thereby creating organizational value and achieving the company's overall operational goals, Winbond (Taiwan) and Nuvoton (Taiwan) conduct performance evaluations twice a year. Through the performance management system, a comprehensive assessment is made combining employee self-evaluation and supervisor evaluation. This multi-faceted evaluation includes reviewing the achievement of work goals (such as milestone execution progress and key results, performance communication, and performance coaching activity records), as well as assessing employees' competencies and specific behavior demonstrations.

In addition to managerial and professional competency evaluations, the assessment also incorporates core competency demonstrations. This approach helps to ensure that employees keep their commitments, adhere to ethical standards, and contribute to society. During evaluations, managers can seek feedback and comments from subordinates and partners to enhance the objectivity and reference value of the evaluation results.

Winbond Group employs a fair and equitable performance evaluation system to grasp talent capabilities and understand talent gaps, emphasizing the planning of employees' long-term and future capability development. The results of performance evaluations serve as a reference for rewards, promotions, and performance counseling. In 2024, both direct and indirect personnel underwent 100% performance evaluation.



ESG Implementation Is Included in Performance Appraisals

To enhance the ESG awareness of all employees and promote sustainable development goals, Winbond (Taiwan) has incorporated ESG implementation into performance evaluation items starting from 2024. Employees are encouraged to actively participate in ESG-related activities and training, and to implement sustainable action plans through annual performance goals.

5.2.3 Compensation and Benefits

Executive Compensation

The policies, systems, standards, and structures for the performance evaluation and compensation of directors and managers, as well as individual compensation, are determined and reviewed by the company's Compensation Committee, which submits its recommendations to the Board of Directors for discussion.

The salary levels of managers at Winbond (Taiwan) and Nuvoton (Taiwan) must be competitive within the industry to attract outstanding external talent and retain excellent internal talent. Individual salary levels for managers are differentiated based on responsibilities and performance to encourage them to take on responsibilities and achieve results. Managers are responsible for operational performance, and incentives should balance the company's short-term and long-term performance.

Fixed compensation	Variable compensation
Fixed compensation is determined based on the responsibilities and performance differentiation of senior executives.	Variable compensation for senior executives is measured using indicators that include financial metrics (such as gross profit and gross profit margin, operating profit and operating profit margin, pre-tax net profit, etc.) as well as ESG-related indicators (such as tCO2e reduction accumulated and electricity saved). These serve as important criteria for the distribution of variable compensation for senior executives, and are determined based on the execution status of the operational strategies, objectives, and sustainable development outcomes they are responsible for.

Employee Compensation

Talent is a critical asset for any company, and at Winbond, we recognize the importance of attracting and retaining the best talent. To achieve this, Winbond Group offers a highly competitive salary system and comprehensive benefits, including generous base salary, allowances, employee bonuses, and remuneration. Employees' performance and professional skills are evaluated comprehensively to provide corresponding bonuses and remuneration. By distributing bonuses promptly, employees share in the company's operational achievements, continuously boosting morale.

Individual employee compensation is determined based on job responsibilities and professional skills. Bonuses and employee remuneration are awarded based on individual performance and contributions. In 2024, the basic monthly salary for inexperienced personnel at Winbond Group exceeded the statutory minimum wage. The company conducts annual market salary surveys to review and adjust salaries based on performance, rewarding and retaining talent. In 2023, the average salary of full-time non- management employees at Winbond (Taiwan) was in the top 25% of the industry.

Salary, benefits, evaluations, and promotions are all considered objectively based on human rights principles. There is no differential treatment based on gender, race, color, religion, political affiliation, sexual orientation, age, marital status, pregnancy, disability, blood type, zodiac sign, or labor representative status. Winbond is committed to promoting equal pay for equal work and ensuring minimal starting salary differences between male and female employees across regions.

Note The results of the previous year are announced by Taiwan Stock Exchange each July.

Ratio of Entry-Level Salary (for inexperienced candidates) to Local Minimum Wage at Winbond Group

Region		Item	2023	2024
Winbond (Taiwan)		Direct Employee	1.3 times	1.3 times
		Indirect Employee	1.7 times	1.6 times
Nuvoton (Taiwan)		Direct Employee	1.1 times	1.1 times
		Indirect Employee	1.5 times	1.6 times
Other Subsidiaries	Hong Kong	Direct Employee	1.2 times	1.2 times
	China	Indirect Employee	3.9 times	4.1 times
	Japan	Direct Employee	1.5 times ~ 1.6 times	1.5 times ~ 1.6 times
	Singapore	Indirect Employee	2.7 times	2.5 times

Note Direct employees are paid based on the basic monthly salary for inexperienced candidates. Indirect employees, on the other hand, are paid based on the basic monthly salary for inexperienced candidates with a college degree.

Ratio of Entry-level Salary between Male and Female Employees at Winbond Group

In 2024		Minimum starting salary		Minimum Wage
Region		Female	Male	
Winbond (Taiwan)		1.6	1.6	1
Nuvoton (Taiwan)		1.6	1.6	1
Other Subsidiaries	Hong Kong	1.2	1.2	1
	China	4.1	4.1	1
	Japan	1.5~1.6	1.5~1.6	1
	Singapore	2.5	2.5	1

Note Standard salaries are not different based on gender.

Salary Statistics of Full-time Employees in Non-Management Roles (Taiwan)

Item	In 2023	In 2024	Annual Difference
Number of full-time employees in Non-Management Roles	3,488 persons	3,422 persons	-1.93%
Total salary of full-time employees in Non-Management Roles	$5,540,880 (thousand)	$5,907,684 (thousand)	6.62%
"Average salary" of full-time employees in Non-Management Roles	$1,589 (thousand)	$1,726 (thousand)	8.62%
"Median salary" of full-time employees in Non-Management Roles	$1,382 (thousand)	$1,513 (thousand)	9.48%

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

Annual Total Salary Compensation Ratio at Winbond Group

Region	Ratio of Highest-Paid Individual's Compensation to Median Employee Compensation in 2024	Change in Annual Total Compensation Ratio from 2023 to 2024
Winbond (Taiwan)	11.2 : 1	0.6 : 1
Winbond (Subsidiaries)	7.6 : 1	1.1 : 1
Nuvoton (Taiwan)	12.9 : 1	0.4 : 1
Nuvoton (Subsidiaries)	4.1 : 1	1 : 1
Nuvoton (Japan)	6.2 : 1	0.8 : 1

Note 1 Change in Annual Total Compensation Ratio:
This is calculated as the percentage increase in the annual total compensation of the highest-paid individual in the organization divided by the percentage increase in the median annual total compensation of all employees (excluding the highest-paid individual).

Note 2 The formula for calculating the annual total salary compensation change between 2024 and 2023 is C = (A) / (B)
A = Annual total compensation of the highest-paid individual in 2024 / Annual total compensation of the highest-paid individual in 2023
B = Median annual total compensation of employees in 2024 / Median annual total compensation of employees in 2023

Employee compensation ratio

Company	Region	Category	Base Salary		Total salary	
			Male	Female	Male	Female
Winbond	Taiwan	Senior Management	0.96	1	0.89	1
		Management	1.08	1	1.08	1
		Professional Personnel	1.01	1	1.02	1
		Engineering Personnel	1.08	1	1.08	1
		Non-engineering Personnel	0.92	1	0.92	1
		Direct Personnel	0.96	1	0.96	1
	Japan	Management	1.07	1	1.08	1
		Non-management	1.03	1	1.04	1
Nuvoton	Taiwan	Senior Management	0.86	1	0.89	1
		Management	1.20	1	1.21	1
		Professional Personnel	1.19	1	1.22	1
		Engineering Personnel	1.13	1	1.12	1
		Non-engineering Personnel	0.98	1	1.00	1
		Direct Personnel	0.94	1	0.96	1
	Japan	Management	1.04	1	1.09	1
		Non-management	1.07	1	1.07	1
Total		Senior Management	0.87	1	0.84	1
		Management	1.03	1	1.11	1
		Non-management	1.38	1	1.41	1

Note Senior Management refers to the heads of "Centers" (major business units) and above. Management refer to section-level managers and above, excluding senior management. Non-management include professional personnel, engineering personnel, non-engineering personnel and direct personnel.

Benefits

Winbond Group has established welfare systems that exceed legal requirements, in accordance with local laws worldwide, providing all employees with comprehensive welfare items and measures. These include incentives from work-related bonuses, living expense subsidies, employee leave, and diverse clubs, which motivate employees and help them balance work and life, achieve personal fulfillment.

Flexible Work System: The company regards employees as its most valuable assets and is committed to creating a diverse, equitable, and inclusive (DEI) workplace culture. It provides a friendly work environment that balances work and life. To enhance employees' autonomy and productivity without affecting work, Winbond (Taiwan) offers flexible working hours and work-from-home regulations for employees to apply:

1. Flexible Working Hours: With prior supervisor approval, employees may arrange their work schedules within the specified range of flexible working hours, ensuring they meet the required daily working hours without affecting their work.
2. Work from Home: Considering the nature of work and management needs of different units, Winbond has implemented "Work from Home (WFH)" regulations. Each unit can set application conditions according to these regulations, and upon approval, employees can engage in short-term or long-term remote work.

In 2024, the total employee welfare expenses amounted to NT$16,668 thousand (including consolidated subsidiaries). This includes short-term employee benefits of NT$15,713 thousand, post-employment benefits of NT$894 thousand, and employee remuneration stock costs of NT$61 thousand.

Note 3 The regulations for various welfare items are handled according to relevant regulations.
Note 4 Short-term employee benefits refer to employee benefits that should be settled within 12 months after the end of the period in which the employees provided the related services (excluding termination benefits).
Note 5 Employee welfare expenses include health insurance, club subsidies, retirement pension subsidies, and equity-based compensation.

Total Comprehensive Care

Bonuses	Festival Bonuses, Special Bonuses, Operating Performance, Employee remuneration, Motivation Fund, Winbond Star Bonus, Patent Bonus, Pension
Subsidies/ Insurance	Childbirth Allowance, Marriage Allowance, Childcare Allowance, Group Insurance, Retirement and Transfer Program
Leave	LOHAS Leave, Unpaid Parental Leave
Lifestyle Support	Foreign Employee Care, Health Exam, Health Care, Health Promotion
Clubs & Activities	Clubs(Sports, Arts, LOHA, Public Welfare), Family Day

Bonus: Diverse Incentives

Winbond (Taiwan) encourages employees to actively innovate and passionately learn through a diverse incentive bonus system. In 2024, four teams were honored and rewarded with the "Winbond Star Bonus." The team themes were: SAP S/4 Migration (ERP/ESR/DPR) Digital Transformation Team, D25 Silicon Capacitor Development Team, F24 NAND Flash Memory Technology Development Team, and Carbon Intelligence Leadership Team.

Diverse Incentive Bonuses

Item	Explanation
Special Bonuses	Winbond provides immediate rewards and recognition to employees who demonstrate outstanding performance in their job responsibilities or excel in special projects.
Operating Performance Bonus	Share operational achievements with colleagues quarterly based on the company's operational status.
Employee Remuneration	Every year, the company's profits are shared with employees based on the company's regulations, determining the total amount to be distributed. The rewards are then given to employees based on their contributions to the company and individual performance, acknowledging their dedication and efforts.
Team Building Fund	Winbond provides funding for colleagues to organize activities and gatherings, fostering a sense of camaraderie and strengthening the bonds among team members. These events serve to boost morale, maintain a positive work atmosphere.
Winbond Stars Bonus	Quarterly commendation of individuals and teams who demonstrate the core values of Winbond ("Conduct business with integrity and ethical behavior," "Accountable teamwork," "Enthusiasm of learning," "Aggressively innovate," and "Sustainable contribution.")and make significant contributions to the company.
Intellectual Property Bonus	Winbond encourages colleagues to engage in creative inventions and innovations related to product design, manufacturing, testing, application, marketing, and other areas.

Note In 2024, NT$370,074 thousand was awarded at Winbond (Taiwan) and NT$384,358 thousand for Winbond subsidiaries through our diverse range of incentives and bonuses.

Allowance/Insurance : Childcare Allowance

Since April 2011, Winbond has actively responded to the government's policy encouraging childbirth by launching the "Childcare Subsidy" program. This policy provides a monthly subsidy of NT$6,000 for Winbond (Taiwan) employees and NT$5,000 for Nuvoton (Taiwan) employees for their newborn children until they reach the age of four. This not only effectively enhances employees' willingness to have children but also demonstrates the company's care for employees' families.

As of 2024, a total of 2,137 employees' children have benefited from this program. From 2021 to 2024, the number of newborns at Winbond (Taiwan) and Nuvoton (Taiwan) accounted for approximately 0.1% of all newborns in Taiwan. This means that for four consecutive years, approximately one out of every thousand newborns in Taiwan was a Winbond Group baby.

Winbond's childcare subsidy policy not only effectively increases the willingness to have children but also attracts more outstanding talents to join Winbond. By helping new parents alleviate financial pressure and enhancing employee happiness, we will continue to create a work environment that cares for employees and supports families.

Childcare Allowance Performance

Item	Description
Outcomes	▣ The cumulative number of children who have applied for and received subsidies: From the implementation in 2011 to 2024, a total of 2,137 children of Winbond (Taiwan) and Nuvoton (Taiwan) employees have benefited, with a cumulative disbursement of NT$394,543,572. ▣ Total amount for 2024: A total of NT$43,931,703.

Allowances/Insurance: Group Insurance

Winbond Group, in its commitment to employee care, provides a comprehensive group insurance medical system. In addition to the legally required labor insurance and national health insurance for each employee, Winbond (Taiwan) offers a complete group medical insurance system. This includes term life insurance, accident insurance, hospitalization insurance, and cancer insurance, covering not only employees but also their spouses and children. Additionally, there are self-paid group insurance plans available, covering employees, their spouses, children, and parents, allowing employees to choose different additional insurance plans according to their needs. This comprehensive family group insurance plan ensures better health care protection for employees and their families, allowing employees to work with peace of mind. The total insurance premiums paid in 2024 amounted to NT$32,540 thousand.

Allowances/Insurance: Pension Fund and Transfer Program

Winbond follows the local retirement laws and regulations in Taiwan and overseas subsidiaries to ensure employees' retirement benefits. Winbond (Taiwan) and Nuvoton (Taiwan) sets aside retirement reserves for each full-time employee (old scheme) or contributes to retirement savings (new scheme). For those entitled to retirement benefits under the "Retirement Regulations" stipulated by the Labor Standards Act, they may apply for retirement with the company. The payment of employee retirement benefits is calculated based on the years of service and the average salary of the six months before the approved retirement date and is paid within thirty days of the employee's retirement date. Employees with up to 15 years of service (inclusive) receive two units per year of service, while those with more than 15 years of service receive one unit per year of service, capped at a maximum of 45 units. In addition to contributing 2% of the monthly salary to retirement reserves, Winbond regularly reviews the contribution rate annually. If the balance is insufficient to cover the retirement benefits of eligible employees for the next year, the shortfall will be contributed to a special account held by the Labor Retirement Reserve Supervisory Committee at the Bank of Taiwan before the end of March of the following year. As of the end of 2024, Winbond (Taiwan) planned fair value of assets (consolidated) amounted to NT$2,706,706 thousand, and the amount required to be set aside for future legal obligations has been recorded as accrued retirement benefit liabilities, resulting in a net defined benefit liability (consolidated) of NT$1,278,185 thousand.

Under the contemporary Labor Pension Act scheme, Winbond (Taiwan) contributes 6% of each employee's monthly salary to their individual retirement fund, corresponding with the salary grade. Employees are also encouraged to make voluntary contributions within the 6% limit to their retirement accounts based on personal preference. In 2024, the combined expenses for the retirement reserve (old scheme) and the retirement fund contributions (new scheme) reached NT$269,207 thousand. Further information can be found in Winbond's consolidated financial report for 2024.

Leave: Leave Policies Exceeding Legal Requirements

To promote work-life balance for employees, Winbond (Taiwan) offers a "LOHAS Leave" system that exceeds the requirements of the Labor Standards Act. Employees are entitled to seven days of LOHAS Leave in their first year of employment (pro-rated based on the year of employment). A flexible leave system is also provided, allowing employees to take leave by the hour, catering to their needs. Winbond (Taiwan) further encourages employees to plan for longer vacations each year to spend more leisure time with family and friends, achieving a balance between work and life and adding color to their lives. In 2024, 3,093 employees utilized this leave, with a usage rate of 79%.

Winbond subsidiaries also offer leave that exceeds local legal requirements. Atfields Manufacturing Technology Corporation provides 14 additional calendar days of prenatal leave beyond the legal requirement to ensure employees can give birth with peace of mind. Miraxia Edge Corporation grants 22 days of paid leave from the date of employment, exceeding the legal requirement of 10 days of paid leave within the first six months of employment. In mainland China, subsidiaries not only provide legally mandated annual leave but also implement a seniority leave system. Employees enjoy seniority leave from their first year of work, with the number of days increasing based on years of service. Employees can take leave by the hour or by the day, offering greater flexibility and encouraging employees to achieve work-life balance. The annual usage rate of seniority leave among employees is 100%.

Leave: Parental Leave

Beyond legally mandated unpaid parental leave, Winbond offers a flexible leave management system, enabling employees to take leave as needed for childcare, thus balancing family and career. In 2024, a total of 38 employees at Winbond (Taiwan) applied for unpaid parental leave. Additionally, Winbond encourages male employees to apply for parental leave, with 16 male employees applying in 2024, which was double the number from 2023. The return-to-work rate for employees who took parental leave was 88% in 2024, with a 95% return rate for female employees. This demonstrates Winbond provides sufficient family support and implements equal return-to-work plans for employees. Furthermore, Winbond's overseas subsidiaries comply with local regulations and provide parental leave benefits that exceed government requirements, supporting employees in balancing family care and work.

Unpaid Parental Leave

2024 Paid Parental Leave	Winbond (Taiwan)			Nuvoton (Taiwan)		
	Female	Man	Total	Female	Man	total
Number of employees eligible (A)	108	346	454	48	112	160
Number of employees who actually used parental leave(B)	22	16	38	8	3	11
Application rate (B/A)	20%	5%	8%	17%	3%	7%
Number of employees expected to return (C)	21	13	34	9	3	12
Number of employees returning (or earlier) (D)	20	10	30	6	2	8
Retention Rate (D/C)%	95%	77%	88%	67%	67%	67%
Number of employees returning in 2023 (or earlier) (E)	16	7	24	7	0	7
Number of employees expected to return from parental leave and still employed at the end of 2024 (F)	14	5	20	6	0	6
Retention rate (F/E)	88%	71%	83%	86%	-	86%

Note 1 According to government regulations, parental leave can be applied for up to two years before the child turns three years old. Therefore, the number of employees who took maternity or paternity leave starting from 2021 is estimated.
Note 2 From the effective date of the employee's return to work, continuous employment for one year without resignation is calculated until December 31, 2024.
Note 3 The scope of parental leave statistics includes Winbond (Taiwan) and Nuvoton (Taiwan), which are governed by local labor rights regulations in Taiwan. The above statistics do not include overseas subsidiaries.

Lifestyle Support: Foreign Talent Care

Winbond (Taiwan) strives to enhance its operational processes and elevating the quality of its R&D talent by actively attracting outstanding overseas professionals. Recognizing that foreign employees may encounter challenges related to lifestyle, language, and cultural adaptation upon arriving in Taiwan—especially when relocating with their families—Winbond provides comprehensive relocation support.

Dedicated personnel are assigned to offer pre-arrival assistance, ensuring a clear understanding of each employee's and their family's needs. This includes arranging airport pickups and temporary accommodations. After arrival, foreign employees continue to receive personalized support in areas such as residence permit and work document applications, children's school enrollment, housing search and rental, and navigating company policies and local government regulations. This all-encompassing support system ensures that foreign employees feel welcome and settled while working abroad. As of the end of 2024, the average tenure of foreign employees at Winbond (Taiwan), including time served at subsidiaries, is 6.1 years—with 65% having worked with the company for more than five years.

Lifestyle Support: Health Promotion

Winbond (Taiwan) and Nuvoton (Taiwan) are committed to creating a work environment that cares for employee well-being. We provide massage services by visually impaired therapists to alleviate physical fatigue for all employees and create employment opportunities for visually impaired individuals. In 2024, the reservation usage rate for massage services by visually impaired therapists at various Winbond (Taiwan) locations reached 98%, serving over 8,000 sessions. At Nuvoton (Taiwan), the usage rate was 93%, with approximately 4,000 sessions. This service enhances employees' physical and mental health and well-being, reflecting our commitment to social responsibility.

Club & Activities : Clubs

Winbond Group has established various diverse clubs to encourage employees to engage in health-promoting and public welfare activities. Winbond and Nuvoton have formulated the "Employee Welfare Committee Club Subsidy Management Measures," aiming to enhance emotional exchanges, improve physical and mental health, and increase work efficiency through club activities. As of 2024, Winbond has registered 38 clubs (including 4 newly established clubs), and Nuvoton has registered 16 clubs, totaling 54 clubs. The clubs are categorized into four types based on the nature of their activities: sports, arts and culture, Lohas (lifestyle of health and sustainability), and public welfare. With the easing of the COVID-19 pandemic, clubs have gradually resumed physical activities, making company clubs more active.

Club Activities

Club type: Sports

There are a total of 39 clubs, including various ball sports, cycling, and running clubs, accounting for 73% of the total clubs. Many senior executives actively participate in club activities, thereby promoting a culture of sports participation among department employees. The CTSP Badminton Club and Softball Club have consistently achieved excellent results in the "CTSP Cup Annual Ball Sports Competition," and the Nuvoton Mountain and Water Club won awards in the 2024 dragon boat race representing Nuvoton.

Pool Club

Club type: Arts and culture

There are a total of 3 clubs, including popular music clubs and photography clubs, accounting for 6% of the total clubs. Art and cultural clubs effectively utilize existing company resources to organize teaching lectures, annual photography exhibitions, movie appreciation activities, etc. These types of activities have the highest participation rate among employees and their families.

Pop Music Club

Club type: Public Welfare

There are a total of 2 clubs, accounting for 2% of the overall clubs. Silent Givers Club (Winbond) and Love Club (Nuvoton). The main activities of Silent Givers Club include caring for the disadvantaged, social services, and environmental sustainability, aiming to fulfill corporate social responsibility. Since its establishment in 2010, it has organized a series of activities such as neighborhood cleaning, dream fulfillment activities, orphanage cleaning, environmental engineering repairs, and the Happy Children's Breakfast Program. The Love Club organizes blood donation and fundraising activities every year, promoting a cycle of sustainable charity.

Silent Givers Club

Club type: LOHAS

There are a total of 10 clubs, the most diverse, including wine tasting clubs, camping clubs, board game clubs, coffee clubs, bridge clubs, etc. These diverse and rich club activities account for 19% of the total clubs, allowing employees to expand their horizons and cultivate interests through the clubs.

Camping Club

Club and Activity: Family Day

Zero-Carbon Family Day

In 2024, Winbond celebrated its 37th anniversary with a Zero-Carbon Family Day themed "Green Life, Sustainable Action," attracting over 7,000 Winbond employees and their families from across Taiwan. The event aimed to combine environmental concepts with family interactions, allowing employees and their families to experience and practice sustainable lifestyles through a series of green activities.

Since 2022, Winbond has responded to the future trend of net-zero carbon emissions by hosting Zero-Carbon Family Day through the purchase of voluntary carbon credits to offset carbon emissions. To continue the sustainable development concept, Winbond has conducted carbon emission inventories for the Family Day event for three consecutive years and offset the carbon emissions with its own voluntary carbon credits.

Additionally, Winbond has applied for official offsets through the CIX platform from international carbon credit certification bodies, continuously creating the "Zero-Carbon Family Day" at Winbond.

Implementing Green Actions in Every Aspect

Environmental Aspects

- Electronic park tickets are used to reduce the use of paper
- Stainless steel cutlery was distributed as a check-in gift

Social Aspects

- Promoting local cultural identity through Indigenous stage performances and handicraft activities (e.g. weaving, carving, etc.).
- Visually impaired massages and their families are invited to join the event

Economic Aspects

- Stimulate the flow of people and promote the local economic development through activities

5.2.4 Talent Development and Learning Outcomes

Each year, based on the company's strategy, vision, business decisions, and core culture, supplemented by training needs surveys, various training and development programs are planned and promoted according to organizational levels, professional capabilities, and specific targets. Under the "dual-track" talent development system, employees can choose to enhance managerial competencies or deepen technical expertise based on personal development and job requirements.

Additionally, in 2024, the company continued to focus on digital transformation, establishing AI learning maps and certification systems, promoting data analysis tools, and advocating for diversity and inclusion in the workplace. In 2024, Winbond (Taiwan) delivered a total of 213,361 hours of employee education and training, averaging 70 hours per employee. Across the entire Winbond Group, total training hours reached 322,707, with an average of 43 hours per employee. The total training expenses for Winbond Group in 2024 were NT$42.87 million, with an average training expense of over NT$5,700 per employee.

Training Effectiveness Evaluation

To track and ensure the effectiveness of training, the company evaluates courses based on their attributes through various educational training assessment models to determine if they meet course objectives. Employees are encouraged to apply their learning directly to their work. Some courses incorporate tests, assignments, project presentations, and one-on-one interviews to reflect the principle of immediate application in adult learning.

Satisfaction with Talent Cultivation Courses in 2024

Winbond Group provides various training resources and activities to enhance employees' professional capabilities. For direct employees, training focuses on on-the-job learning, machine operation training, and company culture or strategy promotion activities, ensuring continuous improvement. For indirect employees, professional training is planned and provided according to their job functions and positions. Since many female employees work in administrative support roles, their required professional knowledge and skills are mainly acquired through on-the-job learning. As a result, the average training hours for male employees are slightly higher than those for female employees.

Number of employees receiving professional course training and hours

Course Categories	Number of courses	Number of trainees	Number of training hours
Company Culture	460	26,637	20,323
Domain Knowledge	5,659	134,680	208,151
Data Science	843	29,457	55,940
Leadership	445	14,305	38,293

Training Hours by Gender and Employee positions

Total Hours of Employee Training (Hours)	Manager	Non-Manager	Total training hours
Female	7,238	67,486	74,724
Male	56,045	191,938	247,983
Total training hours	63,283	259,424	322,707

Number of Employees by Gender and Employee positions

Category	Manager	Non-Manager	Total number of employees
Female	121	1,615	1,736
Male	1,152	4,617	5,769
Total number of employees	1,273	6,232	7,505

Note The calculation basis is (Number of global employees at the beginning of the period + Number of global employees at the end of the period) / 2.

Average Training Hours by Gender and Employee positions

Total Hours of Employee Training (Hours)	Manager	Non-Manager	Total training hours
Female	60	42	43
Male	49	42	43
Total average hours	50	42	43

Note 'Manager' refers to staff at or above the supervisor level who assist and guide their department

Designing a Training System Based On Competency Concepts

The training blueprint of Winbond Group encompasses three main aspects: core competencies (corporate culture), professional competencies, and management competencies. This design ensures that employees from different units receive training tailored to the skills required for their positions. In 2024, the focus continues to be on enhancing data science capabilities (AI competencies) within the professional competencies

New-Hire Training

In 2024, Winbond (Taiwan) utilized an online learning platform to provide new employees with orientation courses upon their arrival. These courses included guidance on new employee life, cultural promotion, legal knowledge, and company policies, totaling 21 courses. The completion rate for all courses offered to new employees in 2024 was 100%

In 2024, Winbond organized a 2-week "New Employee Boot Camp" for new employees. The program included introductions to work rules and regulations, presentation and communication skills, problem analysis, and data science courses to enhance the competencies of new employees. Additionally, the camp aimed to foster interaction between new employees and supervisors.

Two team competitions were arranged, with department-level supervisors invited to participate as judges. These competitions not only encouraged teamwork among trainees but also allowed them to apply what they had learned in the courses. The competitions were held in the auditorium to create a dynamic and immersive atmosphere, underscoring supervisors' strong commitment to new employee training.

During the final stage of personal achievement presentations, supervisors were invited to serve as judges, and the direct supervisors of the new employees were also invited to participate. This allowed them to witness the transformation and growth of the new employees. The presentations not only increased the transparency of the training but also helped supervisors better understand the learning outcomes of the new employees.

The satisfaction rate of the new employees in this batch averaged 4.33 out of 5, successfully promoting interaction between supervisors and new employees and laying a solid foundation for the company's future talent development.

Cultivating Management Talent and Leadership Succession

A comprehensive leadership talent development plan can streamline company management operations. In 2024, Winbond (Taiwan) continues to emphasize the cultivation of management talent, systematically developing key talent pipelines in corporate management, professional technical skills, and leadership capabilities

Continuously Developing Leadership

Facing the globalization of operations, Winbond Group is particularly cautious in the selection and long-term development of supervisors. We continuously enhance the exchange and cultivation of management talents through evaluation tools, job rotations, project experiences, management course training, and external training at renowned international schools (Harvard).

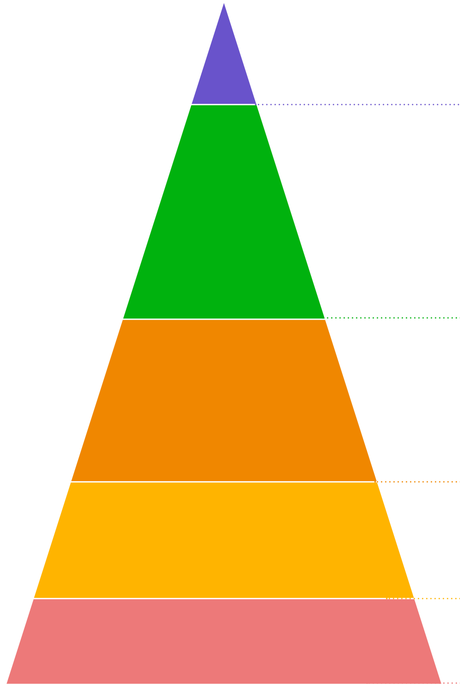
First-line supervisors are the cornerstone of maintaining the daily operations of the organization. The initial talent development training framework of "Test → Learn → Practice → Assess" assists supervisors in making correct talent selection decisions through systematic selection processes. It also helps subordinates set effective goals, build confidence and a sense of responsibility in the performance management cycle, promoting subordinates to achieve optimal performance. By the end of 2024, we have cumulatively assisted over 90% of new supervisors at Winbond (Taiwan) in undergoing a series of course training

Supervisor Management Talent Development Training Program

1. Cultivating mindset and thinking, transitioning from individual contributors to team leaders.
2. Strengthening company core values, promoting core values from top to bottom.
3. Learning management skills, using the "Test → Learn → Practice → Evaluate" framework to observe the application of what supervisors have learned, assisting in effectively building teams, improving team efficiency to achieve unit work goals, employee retention rate of 85%, resulting in annual recruitment cost savings of approximately NT$5.6 million.
4. Supervisor Capability Development Program: Designed to enhance management skills, motivate team growth, and improve employee employability. By the end of 2024, 91% of grassroots supervisors at Winbond (Taiwan) had participated, representing 17% of the total workforce.

Cumulative participation ratio of grassroots supervisors (% of all grassroots

91%



L5 ROI

- Annual recruitment cost savings of approximately NT$5.6 million.

L4 Outcome Evaluation

- Assisted new supervisors in accurately identifying talents that fit the team and corporate culture. Since 2023, 104 new supervisors were recruited and trained, helping new partners quickly integrate into the team, enhancing employee employability, and increasing job satisfaction. The employee retention rate is 85%.

L3 Behavioral Evaluation

- 100% of the direct supervisors of the trainees understand the learning outcomes of their subordinates, continuously encouraging and observing the application of what they have learned.

L2 Learning Evaluation

- Through pre- and post-course assessments, learning effectiveness has improved by approximately 13%.

L1 Reaction Evaluation

- Post-course satisfaction score of 4.76

- The performance management system is designed to ensure that company policies and organizational goals are clearly and consistently cascaded to all levels. It also serves as the basis for employee training and development. In 2024, exclusive courses were designed for each level, continuously strengthening a friendly and mutually supportive performance management environment characterized by shared trust, consensus, and responsibility

General staff	Department/Section Head	Division level supervisor
From a personal perspective, discuss how to effectively manage overall benefit realization.	iscuss how to guide and effectively communicate with subordinates to achieve organizational goals.	Discuss how to concretize organizational goals and implement them from top to bottom.
2024 Results	2024 Results	2024 Results
Online live interactive courses (employees from various locations learn together, not limited by learning location).	Simulation exercise practical courses (collect common questions before the course, discuss coping techniques during the course, promote reflection and progress).	Simulation exercise practical courses (strengthen team psychological safety and build trust, lead people and hearts).
4.57 points course satisfaction	**4.79 points** course satisfaction	**4.69 points** course satisfaction

- Professional and management experience is an important resource within the company. To continue the globalization and resource-sharing policy, Winbond continuously holds internal business wisdom sharing sessions, inviting domestic and international senior executives to give 20-30 minute presentations. In the enthusiastic learning culture, over 80% of supervisors actively participated in 2024, fully embodying Winbond Group's core value of enthusiastic learning.
- Continuing to collaborate with renowned external professional consulting teams, over 90% of senior executives use management competency and personality assessment tools to understand their strengths and areas for development, which helps in discussing and planning their personal development plans.
- The ongoing rotation mechanism continued to cultivate cross-disciplinary capabilities and organizational experience inheritance, since 2022, Winbond Group has had 44% of supervisors above the department level undergo unit rotation or promotion, including cross-national and cross-group rotations.
- The "Senior Executive Development Committee" continued to enhance group governance capabilities in 2024 with full support from the board of directors. Through one-on-one guidance, the committee focused on cultivating group managers, enhancing their professional qualities and international competitiveness, and expanding their management vision. Additionally, external experts are invited monthly for thematic sharing and in-depth exchanges, comprehensively strengthening the leadership talent pool

Fostering Diversity and Inclusion

In 2024, Winbond (Taiwan) was dedicated to promoting a diverse and inclusive workplace environment through various measures, including language subsidies, course training, and lectures.

To encourage multilingual talent exchange, Winbond continues to provide language subsidies for English, Japanese, and Korean in 2024. Employees who meet the learning achievement standards can receive a subsidy covering 50% of the language training expenses. Additionally, those who attain language certification levels are eligible to apply for further rewards, encouraging employees to learn multiple languages independently. Throughout the year, 14% of employees participated in the program, with over 70% of participants in the first phase achieving the required learning outcomes and receiving subsidies. The company also planned related lectures in English and Japanese, including cultural and conversational courses, to help employees learn and understand cross-cultural workplace communication, enhancing their workplace language skills.

We aim for employees to gain a more comprehensive understanding of the importance of ESG and embody these values in their daily work. In 2024, the average training hours for ESG-related courses at Winbond Group was 4.18 hours per person.

- In 2024, a series of DEI activities were held, starting with the online seminar titled "Enhancing Workplace DEI: Starting with Unconscious Bias Improvement." Through common phenomena in daily life, employees were guided to recognize, identify, and learn how to prevent "unconscious bias." They were reminded to practice self-awareness of unconscious bias in their workplace life, resolving differences through communication to create a spirit of diversity, equity, and inclusion. The seminar satisfaction score was 4.9 out of 5.
- The women's seminar "Forge Ahead in Your Career, Illuminate a Future of Diversity and Inclusion! We're all in this together!" invited Ms. Amy Lu, Chief R&D Director of Microsoft Taiwan, to share her experiences of over ten years in the technology industry, facing career growth and challenges, and how to exert female influence and self-breakthrough. The event aimed to help female employees recognize their importance in the workplace and inspire them with the courage to move forward fearlessly. The seminar satisfaction score was 4.9 out of 5.
- The in-person seminar "The Hyperactive Life of an Insect Enthusiast" invited Taiwanese entomology teacher and writer Ms. Ching-Chieh Wu. In addition to sharing entomological knowledge, she also discussed the obstacles she faced when her appearance did not conform to traditional female stereotypes during her early teaching career, as well as her experiences as an advocate for LGBTQ+ rights and living with ADHD. This encouraged and inspired attendees. The seminar satisfaction score was 4.9 out of 5.
- The in-person seminar "Can ChatGPT be Gender Biased?" invited Associate Professor Ms. Yu-Nung Chen from the Department of Computer Science and Information Engineering at National Taiwan University to discuss AI and gender diversity issues. The seminar explored how breaking human biases can help improve AI bias, with the aim of encouraging employees to maintain an awareness of embracing diversity. The seminar satisfaction score was 4.7 out of 5.
- Intergenerational communication is one of the diversity and inclusion topics that Winbond values. In 2024, a DEI newsletter was published, sharing management insights from employees and supervisors belonging to the X, Y, and Z generations. This guided employees to gain a deeper understanding of the work values and key management communication strategies within intergenerational teams. By learning to embrace each other's differences, we aim to create sustainable mutual success. The newsletter received nearly 800 clicks.
- The "Intergenerational Leadership - Coaching Dialogue" course taught supervisors about the characteristics of different leadership styles and how to enhance the quality of conversations and build positive relationships through dialogue principles and communication skills. The course satisfaction score was 4.8 out of 5.
- The "Horizontal Management Golf" course provided solid training through 18 case studies, establishing correct cross-departmental collaboration values for employees. It taught them to overcome a silo mentality, understand internal customers, and reflect on the best and most appropriate techniques when facing communication conflicts. These skills further extend to personal interpersonal interactions and the ability to handle matters harmoniously. The course satisfaction score was 4.6 out of 5.

Promoting Continuous Enhancement of AI Competencies in Digital Transformation

To accelerate the application and promotion of M365 Copilot and AI tools across the company, we collaborated with Microsoft to launch the M365 Copilot Mastery Program, enhancing employees' skills and productivity through the establishment of a network of promotion champions.

- Establishing a Network of Promotion Ambassadors: A network of promotion champions was established in various centers of the company. These champions promote the application of M365 Copilot and AI tools internally, facilitating the popularization and usage of technology. A total of over 80 promotion champions were trained.
- Comprehensive Training and Support: We provided in-depth training courses of 2 hours per week to ensure that promotion champions possessed the necessary skills and knowledge, becoming AI consultants within their centers. The training project totaled 522 hours.
- Practical Application and Promotion: Promotion champions actively promoted and applied new technologies within their centers, helping colleagues understand and practice best operations, thereby improving overall work efficiency.
- Results Presentation and Sharing: The results of the program were showcased to the entire group during the "Digital and AI Carnival," sharing successful experiences and best practices, promoting the application and innovation of technology across the company.

AI Practical Class: A Model for Promoting Technological Innovation and Talent Development

- Since its inception in early 2022, the AI Practical Class has successfully held its eighth session, becoming an important milestone for Winbond in technological innovation and talent development. The program aims to enhance employees' AI skills and ensure that each participant masters practical AI techniques through a rigorous learning certification map.
- Course Design and Learning Mode：Before the official course, AI Practical Class participants must complete over 10 hours of online courses. These online preparatory courses are not limited to Practical Class participants and are open to the entire company. A total of 1,667 Winbond employees have completed at least one of these preparatory courses. Practical Class participants then attend 9 hours of in-person courses taught by academic experts and scholars. Independent consultation time with the teaching professors is also arranged based on the needs of each group of participants.
- Results Presentation and Competition Mechanism: In the 2024 AI Practical Class presentation, a group competition mechanism was introduced, inviting senior executives to participate as judges. The scoring criteria cover multiple aspects, including project problem description, data exploration and processing, feature engineering, model selection, model evaluation, and presentation performance, ensuring that each practical group engages in solid learning and project practice. By the end of 2024, the AI Practical Class had trained 326 employees, with a pass rate of 100%. The presentation was attended by 1,239 participants.

Digital Transformation

- Project Focus: Advancing digital transformation to enhance the operation of new plants and employee efficiency.
- Percentage of full-time personnel involved in the plan: 50%

Key Benefit Quantitative Indicator

- CMP process Cpk improvement: 16%, Etch process Cpk improvement: 6%
- Yield loss in WET process reduced from 2% to 0%
- Litho photoresist coating quality AI image recognition detection rate: 100%
- FAB productivity improvement: 9%
- Annual cost savings: NT$46.9 million, one-time cost savings: NT$262.2 million

Benefits of Digital Transformation

- Improved product quality and yield
- Increased FAB productivity
- Reduced costs and power consumption
- Enhanced personnel productivity
- Strengthened innovation and agility
- Improved production efficiency
- Increased employee engagement and retention rate.

ROI of Human Capital

Item	2021	2022	2023	2024
ROI of Human Capital	5.3588	4.4514	4.0391	4.4866

Note Return on Investment in Human Capital = (Operating Revenue - (Operating Expenses - Labor Costs)) / Labor Costs.

5.3 Employee Communication and Relations

The Winbond Group regularly monitors industry market trends to adjust employee salary and benefits standards, combining a comprehensive performance evaluation system to provide competitive compensation and benefits that exceed legal requirements. This approach aims to attract and retain outstanding talent. Continuing the achievements of 2023, we received the "Work-Life Balance Award from Ministry of Labor," the "2024 Happy Enterprise: Gold" from 1111 Job Bank, and the "Outstanding Enterprise for Promoting Workplace Equality" award from the Southern Taiwan Science Park in 2024. Additionally, Winbond places great importance on employees' opinions and rights, ensuring that colleagues have opportunities to voice their concerns and interact effectively with the company. Both Winbond (Taiwan) and Nuvoton (Taiwan) were awarded the "Workplace Welfare Leadership Award" in the 2024 Taiwan Corporate Sustainability Awards, further demonstrating the company's excellence in employee care and welfare.

5.3.1 Employment Engagement

Winbond Group respects employees' freedom of assembly, association, and collective bargaining rights, and clearly defines employee rights in the "Responsible Business Alliance Code of Conduct Management Procedure." Winbond Group establishes labor unions or holds regular functional meetings according to local regulations to ensure employees' voices are heard and to promote labor-management communication. For example, Winbond (Taiwan) and Nuvoton (Taiwan) hold quarterly labor-management meetings at each office location, where labor representatives elected by all employees discuss issues of concern (including changes in working conditions and employment terms) with management. The employee coverage rate in Taiwan is 100%. Additionally, management discussion meetings, production management meetings, and quality re-education meetings are held, providing diverse, open, and transparent communication channels, which are placed on the company's employee homepage to ensure high accessibility. We collect employee feedback on a regular or ad hoc basis to improve management policies and service quality, and arrange orientation and training sessions for new employees or unit supervisors to ensure they understand the relevant communication channels.

Winbond subsidiaries also value labor-management communication. In the Asia-Pacific region subsidiaries, in addition to regular labor-management meetings, employees can use email or anonymous suggestion boxes to reflect their opinions, which are discussed to improve compensation, benefits, and working environment. We actively use feedback systems to collect employee opinions, encourage anonymous postings, and promote an open communication environment. Subsidiaries in Europe and the United States collect employee opinions through focus groups and individual interviews, and use these as a basis to improve management policies and service quality, committing to continuously review this feedback. These measures demonstrate our emphasis on employee opinions and our dedication to creating an open, transparent, and positive work environment.

Winbond Group takes employee feedback or complaints seriously and handles them confidentially according to company regulations. The complaint handling process and content are kept confidential, and the handling personnel and relevant supervisors must keep the identity and content of the complainant/whistleblower absolutely confidential. Cases are filed and processed as confidential documents, and identities are not disclosed without consent.

In 2024, Winbond Group received and processed 25 proposals through suggestion boxes (physical and online), with Winbond (Taiwan) accounting for 17 cases, mainly involving suggestions for improving company facilities, equipment, or welfare measures. These proposals are forwarded to relevant departments for improvement, and feedback is provided to the employees who submitted them, ensuring smooth internal communication. For workplace interpersonal relationships or other personal work-related issues, we engage directly with employees to clarify concerns and seek consensus-based solutions, ensuring all opinions receive effective responses and providing necessary company or EAP employee care resources.

Winbond Group's complaint hotline and Care complaint mailbox handled 7 cases, including 4 workplace illegal infringement (improper treatment) cases, 2 sexual harassment cases, and 1 management dispute case; Winbond (Taiwan) accounted for 6 cases. These cases were investigated, reviewed, and decided according to Winbond Group's internal complaint procedures. Cases of workplace misconduct were handled by investigation teams established in accordance with national guidelines on workplace violations. After approval, the resolution plan is communicated with both the complainant and the accused, and executed upon consensus.

In 2024, Winbond Group handled 2 sexual harassment cases, both of which were investigated by sexual harassment committees and provided with psychological counseling and other disposal plans to ensure support for both the complainant and the accused. If the handling process and results involve violations of national laws or company regulations, they are handled according to work rules. Although the final investigation decisions for the 2 sexual harassment cases were not established, the company continues to track the effectiveness of the disposal plans and cares for the complainant's situation within three months to prevent retaliation. If the cases involve management issues or employee misconduct, identifiable information is hidden and announced for education, and management is notified to conduct employee training to prevent similar incidents.

Diverse Channels for Communication

Suggestion Boxes

There are suggestion boxes provided for all employees to share feedback near the cafeteria and the restrooms by production lines.

Grievance Hotline

Winbond has established the "75234 (I Want to Complain)" hotline for employees to provide their feedback and complaints. To file a complaint, employees are required to complete the "Internal Complaint Form" and submit it either in writing or by mail to the human resource department or the designated "Employee Feedback Box." A dedicated team is responsible for handling and addressing these complaints. Furthermore, in order to safeguard the rights and interests of employees and job seekers and to ensure a work environment free from sexual harassment, Winbond has established the "Workplace Sexual Harassment Prevention Measures" in accordance with the Gender Equality in Employment Act. The company has set up a "Sexual Harassment Prevention Awareness Website" and formed the "Sexual Harassment Complaint Review Committee" to handle sexual harassment cases.

Factory Discussion Meeting

Every six months, factory supervisors host communication and discussion meetings with direct personnel to engage in two-way communication on management and production issues, as well as online operations. Additionally, there are also focused re-education courses on quality or Responsible Business Alliance (RBA) Code of Conduct to ensure compliance with industry standards and guidelines.

Labor-Management Meetings

Regular labor-management meetings are held to facilitate open dialogue between all employees. Labor representatives are elected by the workforce on a periodic basis. During these meetings, employee sugges- tions and feedback are collected every quarter. The discussions revolve around labor-management relations, promoting cooperation, improving working conditions, enhancing welfare, and increasing work efficiency. The aim is to foster effective communication, address concerns, and find solutions collaboratively.

Management Conference

The purpose of management conferences is to facilitate direct two-way interaction between all managers and the Chairman and President. The main objective is to engage in open discussions and communications on on various aspects of company operations, management systems.

5.4 Occupational Safety and Health

Safety, Health, and Environmental Policy

Winbond is committed to meeting internationally recognized standards for safety, health, and environmental protection. We pledge to provide a legally compliant and healthy work environment through mechanisms of respect, care, and consultation with participation from frontline workers. Upholding the spirit of continuous improvement, we aim to achieve inherent safety, eliminate hazards, reduce environmental, safety, and asset risks, promote comprehensive health management and health promotion, and foster a vibrant corporate culture. We strive to advance towards a friendly, diverse, and inclusive workplace for safety and health.

Winbond's "Occupational Safety, Health, and Environmental Policy" signed by the Chairman, serves as the highest guiding principle. It applies to all operations and employees, including contractors and individuals under the company's supervision. We adhere to relevant occupational safety and health laws, respect the voices and participation of frontline workers, and ensure that labor representatives can participate in the modification of environmental, safety, and health policies and related safety proposals and discussions..

Through regulatory identification, stakeholder engagement, and case studies, Winbond identifies organizational levels and operational risks at the fab level. We set short, medium, and long-term improvement goals for significant occupational safety and health risks, covering the protection of Winbond workers, enhancing contractors' autonomous safety management, and jointly creating a safe and healthy workplace. Key achievements in safety and health management implementation are detailed on the next page.

5.4.1 Occupational Safety and Health Management System

All Winbond manufacturing sites have obtained ISO 45001 Occupational Health and Safety Management System certification. Additionally, Winbond (Taiwan) has acquired the third-party certification for TOSHMS Taiwan Occupational Safety and Health Management System, which covers 100% of employees and contractors.

Winbond (Taiwan) has a dedicated Environmental Health and Safety unit that convenes the company's Environmental Health and Safety Committee quarterly. The committee, chaired by the General Manager, discusses the progress of environmental health and safety management items and performance, and addresses improvement topics to ensure the internal safety and health management system operates with continuous improvement. The proportion of labor representatives in the Occupational Health and Safety Committee is 44%, which exceeds regulatory requirements.

Each department has designated safety, health, and environmental officers to assist, consult, and implement related safety, health, and environmental affairs. This provides ample opportunities for employees and managers to communicate face-to-face on safety, health, and environmental issues, ensuring comprehensive awareness and participation.

To meet the zero-accident goal of the environmental health and safety policy, mid- and long-term safety management objectives are set, including autonomous inspections by unit supervisors, supervisor safety observations, on-site safety proposals, and proactive reporting of near misses with rewards, gradually reducing the personnel injury rate. Supervisor safety observations primarily involve dynamic on-site observations by supervisors at all levels, combined with hazard identification and risk assessment. Relevant colleagues in the observed work area are gathered to discuss and communicate potential risk issues within their workplace, including injury prevention, chemical spills, and fire prevention methods.

Winbond Kaohsiung Fab held a joint safety coordination for the Southern Taiwan Science Park Kaohsiung Park, fostering consensus on park safety and medical care resources.

Winbond CTSP Fab and the Taichung City Fire Department First Brigade conducted a joint drill simulating a scenario where a leak occured during the replacement of SiH4 cylinders, causing a fire and injuries to personnel.

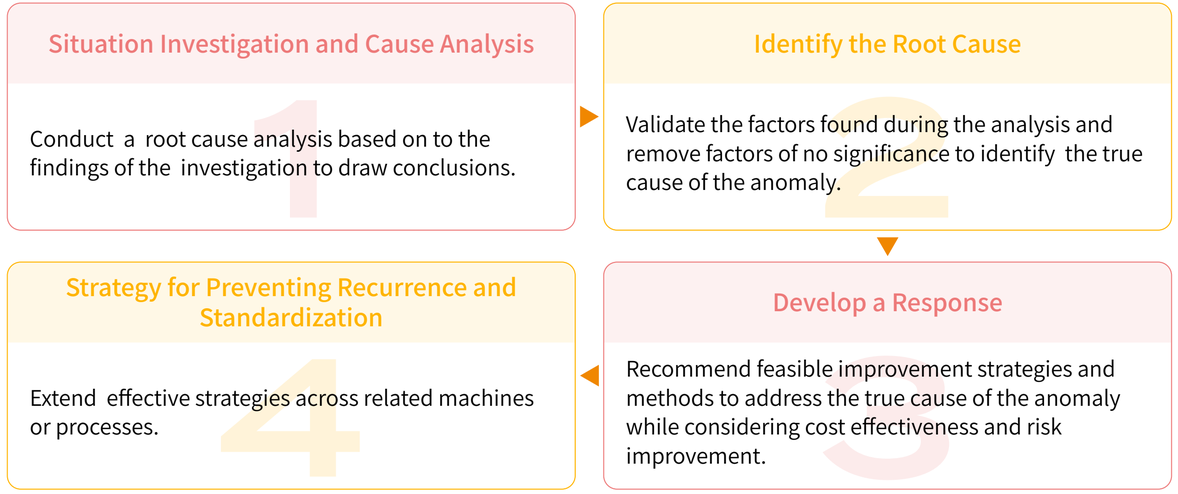
Item	2024 Highlights
Risk and Hazard Identification	▣ The "Environmental Safety and Health Risk Assessment Procedure" identifies the risk levels of various operations through a risk matrix. In 2024, a total of 5,196 operations were identified, of which 1,012 were high-risk operations. The original potential severe consequences of these high-risk operations could lead to fire accidents, personnel injuries, or chemical spills. After engineering improvements and administrative interventions, the risks were reduced to 684 medium-risk operations and 328 low-risk operations ▣ For Class A hazardous locations, Hazard and Operability Studies (HazOp) are used to analyze operational risks in the workplace, and Failure Mode and Effects Analysis (FMEA) or the 5-Whys method are used to identify key risk factors.
Emergency Response	▣ Winbond manufacturing sites refer to the risk assessments identified by the "Environmental Safety and Health Risk Assessment Procedure" and the "Emergency Response Procedure" to plan and execute emergency response processes, personnel organization, drills, and training. The drills and training include employees and contractors. In 2024, there were 143 drills with different scenarios such as fire, chemical spills, and personnel injuries. ▣ Winbond (Taiwan) manufacturing sites are located in the Central and Southern Science Parks. They collaborate with local fire departments and science park management bureaus to hold joint defense emergency drills or joint defense team meetings. The Kaohsiung fab also serves as the leader of the 10th group of the Southern District Toxic Disaster Response Joint Defense Team, regularly conducting toxic disaster joint defense team training and inviting the Southern District Toxic Disaster Response Center to conduct activities such as emergency response safety precautions, protective equipment introduction, and case sharing to jointly improve the park's toxic disaster response capabilities. ▣ Winbond (Taiwan) conducts earthquake evacuation drills twice a year to enhance emergency response awareness. The drills cover all employees and contractors and include day/night shifts.
Chemical Management	▣ Winbond has independently developed a chemical management system that conducts comprehensive risk assessments at all stages, from procurement, supply and use, storage, to disposal. This system ensures the control of restricted substances and health risks. ▣ Winbond (Taiwan) performs work environment exposure assessments and monitoring that exceed regulatory standards. The company's internal control standard is to maintain the permissible exposure limit (PEL) ratio below 1/10. These assessments and monitoring are conducted every six months, and the results are publicly announced.
Safety and Health Education	▣ The "Environmental Safety and Health Education and Training Regulations" are established to prevent occupational accidents and enhance employees' safety awareness. In addition to statutory new employee and specific operation safety regular retraining, diversified training modes are provided, including the establishment of XR Center occupational safety disaster prevention simulation classes and Southern District Toxic Disaster Response Consultation Center emergency response personnel training classes. In 2024, a total of 14,869 training sessions were conducted, totaling 12,728.5 hours. ▣ In addition to physical courses, Winbond provides online training channels that are not limited by space and time, allowing training to be completed through the learning system. Feedback, satisfaction, and cognitive shifts before and after the course can be assessed through questionnaires. ▣ When developing health management and promotion measures plans, workers are included in age assessments, and occupational medicine specialists regularly discuss providing appropriate safety management recommendations for older workers in various operations.
Contractor Management	▣ When evaluating procurement, supplier selection criteria are included, and after obtaining orders, suppliers sign the factory's environmental and safety behavior guidelines. Each month, the safety agreement organization conducts face-to-face communication, guidance, and training with suppliers. In 2024, a total of 3,320 contractor personnel participated in hazard notification courses upon entering the factory. ▣ Each high-risk operation has corresponding safety regulations, and contractors must complete special operation certification before performing related operations. In 2024, total 1,358 contractor personnel obtained Contractor Hazard Notification Training. ▣ There are also evaluation methods for contractors, and the results are announced by the agreement organization, providing reference for the selection of contractors by the supervisors of various engineering units.
Internal Check and Audit	▣ Risks identified during inspections and operational safety observations are tracked in the system until 100% improvement is achieved. ▣ According to the internal audit procedures of the Environmental, Safety, and Health Management System, at least one internal audit is conducted annually.

Item	2024 Highlights
Accident Investigation	▣ The "Safety and Environmental Incident Reporting, Investigation, and Handling Regulations" stipulate the standard operating procedures for reporting, handling, investigating causes, and implementing corrective and preventive actions for safety and environmental incidents, near-miss events, and traffic accidents. These regulations aim to ensure the safety of all employees and non-employees and prevent the recurrence of safety and environmental incidents. ▣ In 2024, there were 10 near-miss incidents. Bonuses are awarded at monthly safety meetings to those who proactively report near-miss incidents.
Procurement Management	▣ Safety and health management regulations for the procurement of equipment, materials, and raw materials are introduced in procurement and contract requirements. ▣ A strict supplier audit system is established. New suppliers must undergo fire safety and environmental safety audits at their factories. If the audit results are unsatisfactory, procurement transactions will not be conducted until improvements are completed. For existing suppliers, an audit team composed of relevant units will conduct audits and evaluations on their fire safety and environmental safety aspects, and continuous improvement will be tracked.
Health Management	▣ Employee health check items, which exceed legal requirements and are paid for by the company, include: cardiovascular disease risk assessment items such as insulin, insulin resistance index, glycated hemoglobin, high-sensitivity C-reactive protein; cancer risk assessment items such as alpha-fetoprotein, prostate-specific antigen; imaging examination items such as abdominal ultrasound, female breast ultrasound. ▣ Health consultation clinics: Monthly health consultation clinics with occupational physicians/family physicians are provided, analyzing employee health check results. On-site services by ophthalmologists are added, and monthly on-site services by psychiatrists are arranged to promote mental health. Based on the results of health questionnaires, professional counselors provide care for employees with high stress or depressive tendencies.

5.4.2 Accident Investigation and Injury Prevention

Winbond has established standard procedures such as the "Environmental Health and Safety Risk Assessment Procedure," "Identification and Inspection Management Procedure for Environmental Health and Safety Regulations," and "Internal Audit Procedure for Environmental Health and Safety Management System." These procedures are regularly and irregularly reviewed to ensure the management system operates effectively. When there are significant changes in processes, facilities, or operations, hazard identification and risk assessment are conducted again according to the "Safety, Health, and Environmental Change Management Specification." Winbond continuously safeguards workplace safety for colleagues and strives to reduce potential risks. When immediate hazard risks are identified through risk assessment, safety prevention management is promptly implemented. Additionally, employee education and training, as well as hazard notification courses, are conducted to reinforce reminders that if potential safety risks are encountered during operations, work can be immediately stopped and reported to prioritize the safety and health of workers. Exercising the right to retreat will not result in penalties.

In the spirit of "no repeat accidents," Winbond (Taiwan) has established the "Accident, Near Miss, Non-Conformance Correction and Preventive Measures Procedure." This management procedure applies to all Winbond employees, contractors, and visitors. When an accident occurs, different investigation levels and investigation teams are formed based on the severity and type of the accident. The standard accident investigation process is as follows:



5.4.3 Occupational Health Services

Exceeding regulatory requirements, Winbond (Taiwan) provides 24/7 on-site health services staffed by nurses—offering occupational health, health promotion, and health management services to workers. They collaborate with nearby teaching hospitals to ensure expedited emergency care. The services are available to both employees and non-employees. Those in need can consult the factory nurses for health care and emergency medical assistance. Key health management achievements in 2024 include:

Injury Prevention Management

Item	Content	2024 Progress
Prevention of Human Factors Hazards	▣ Caring for employees with musculoskeletal pain, introducing the "Workplace Musculoskeletal Health Risk Assessment Survey" electronic questionnaire: arranging employees to fill out the questionnaire every 3 years and scheduling interviews with occupational medicine specialists for potential risk individuals. ▣ Development of automated processes and promotion of employee muscular endurance health.	▣ After evaluation and consultation by occupational medicine physicians, the number of employees needing improvement is 0. ▣ The number of employees receiving compensation for occupational musculoskeletal injuries is 0.
Prevention of Diseases Triggered by Abnormal Workload	▣ System automation to remind supervisors and employees daily and monthly to pay attention to working hours. ▣ Annual employee questionnaire survey to identify and assess the risk levels of employees with abnormal work loads.	▣ Winbond arranged professional physician interviews and guidance for 142 employees with potential risks. ▣ All employees received health education promotion from nurses, providing individual consultation and referral services for employee assistance programs (EAP) to relieve stress and improve sleep.
Prevention of Workplace Violence and Harassment	▣ Annual review of internal workplaces, evaluating and improving based on "physical environment" and "workplace design" aspects. ▣ Conduct hazard identification and risk assessment for workplace unlawful invasion prevention every 3 years.	▣ No new potential risks have been identified, and relevant control and protective measures have been established for existing risk factors. ▣ Conducted once every 3 years.
Maternal Health Protection	▣ Nurses conduct interviews to explain hazard identification, risk assessment, work content confirmation, and prenatal and postnatal health education. ▣ Proactively provide information on subsidy allowances.	▣ 53 pregnant female employees received maternal health protection.

Health Promotion

Employee Health Protection Services	▣ Uninterrupted Health Services: Winbond (Taiwan) exceeds regulatory requirements by employing a higher number of nurses, with a health budget exceeding NT$20 million. ▣ Emergency Rescue: Collaborates with nearby teaching hospitals to establish emergency green channels. ▣ Health Checkups: Provides additional specialized checkups for new employees based on their health examination results, and offers superior health checkup items for current employees that exceed regulatory requirements. ▣ Work Stress Management: The system automatically reminds supervisors and employees daily and monthly to pay attention to working hours. Annual surveys are conducted for all employees to identify and assess risks associated with abnormal workloads. All employees receive educational emails from nurses, providing stress relief, good sleep advice, expert consultations, and referral assistance services. ▣ Breastfeeding Space: Winbond provides comfortable breastfeeding spaces for colleagues to create a friendly workplace environment. AED Safe Workplace Certification: Winbond (Taiwan)'s Zhubei Building, CTSP Fab, and Kaohsiung Fab all received this certification in 2024.
Improving Employee Health Outcomes	▣ Professional Counseling Services: Collaborating with the Employee Counseling Center, Winbond provides consultations on career development, family and parenting, gender relationships, mental stress, legal, financial, and workplace management. ▣ Winbond Employee Health Network: The medical office monitors for employees' re-examination status and assists in scheduling consultations with doctors within the company. In 2024, the care rate was 100%. ▣ Education and Training / Health Seminars: Planned courses include stress relief and good sleep, hypertension prevention, CPR & AED for all, and traffic safety awareness seminars. In 2024, a total of 16 events were held, with 2,339 participants. ▣ Flu Vaccination Campaign: In 2024, a total of 1,760 people participated in the vaccination campaign. ▣ Exercise Promotion Participation: Various employee exercise promotion activities were continuously held, including self-exercise habits, stretching exercises, and activities after long working hours. In 2024, a total of 38,438 people participated in exercise promotion activities, with a cumulative calorie consumption of 12,526,500 calories.

5.4.4 Work-related Injury or Ill Health

The statistics on occupational injuries are calculated according to the definitions of occupational injuries under the Occupational Safety and Health Act and the important disabling injury statistics indicators published by the Global Reporting Initiative (GRI). The main data indicators are the Disabling Injury Frequency Rate (FR) and the Disabling Injury Severity Rate (SR). In 2024, Winbond (Taiwan) had a total of 4 employee disabling injury cases, with a Disabling Injury Frequency Rate (FR) of 0.51 and a Disabling Injury Severity Rate (SR) of 2. The Disabling Injury Frequency Rate (FR) did not meet the established target. There were no accidents among contractors. From 2020 to 2024, there were no occupational disease deaths or confirmed cases of occupational diseases or work-related illnesses diagnosed by occupational medicine specialists among employees and contractors.

In 2024, Winbond (Taiwan) and its subsidiaries had a total of 9 disabling injury incidents, of which 5 were injuries in non-work areas of public spaces. Each unit supervisor is required to convey the importance of safety awareness to frontline employees through activities such as supervisor inspections and safety observations. In addition to continuously strengthening the requirements for operational safety discipline, safety reminders should be reinforced as much as possible in public areas. Additionally, the absentee rate of group employees has remained stable and below the company target of 1.5% over the past four years.

Work-related Injury Statics

2024 Indicators	Winbond(Taiwan)		Subsidiary	
	employee	Non-employees	employee	Non-employees
Number	3,575	637	4,522	95
Total working hours	7,778,183	1,860,712	8,695,796	767,014
Number of disabled injuries	4	0	5	0
Number of serious injuries	0	0	0	0
Number of deaths	0	0	0	0
Disabling frequency rate (FR)	0.51	0	0.57	0
Disabling severity rate (SR)	0	0	0	0
Rate of deaths caused by occupational injuries	0	0	0	0

Note 1 The number of disabling injuries can be recorded as the number of occupational injuries; the frequency of disabling injuries can be recorded as the occupational injury rate.
Note 2 Subsidiaries = Winbond (Subsidiaries) + Nuvoton (Taiwan) + Nuvoton (Subsidiaries) + Nuvoton (Japan)
Note 3 Other non-employee workers: refers to workers who are not employees but whose work and/or workplace are controlled by the organization. The average daily number of non-employee workers entering the factory is calculated by dividing the total annual number of worker entries by 365 days. The types of non-employee workers include but are not limited to waste, finished products, semi-finished products transportation/environmental cleaning/security maintenance/equipment and facility maintenance/gas/chemical supply and filling/kitchen catering/ equipment vendors.

Disabling Injury Type

Injury Type/Number of cases	fall	Chemicals	Cut wounds
Winbond(Taiwan)	4	0	0
Subsidiary	2	1	2

Absentee Rate

Employee Absenteeism %	In 2021	In 2022	In 2023	In 2024
Winbond (Taiwan)	0.61%	1.27%	1.19%	0.94%
Subsidiary	0.60%	0.94%	1.05%	0.90%
Group total	0.60%	1.10%	1.11%	0.92%
Data coverage	100%	100%	100%	100%

Note Subsidiaries=Winbond subsidiaries + Nuvoton (Taiwan) + Nuvoton subsidiaries + Nuvoton Japan

5.5 Social Impact

Starting from its ESG vision, Winbond aligns with the United Nations Sustainable Development Goals (SDGs) to tackle various societal challenges. It incorporates Winbond's core strengths into three main strategic initiatives: Talent Development, Nature-based Solutions, and the Promotion of Charity and Environmental Protection, aiming to leverage resources for social impact.

Talent Development

Winbond is committed to fostering individuals by imparting new knowledge and skills, thereby offering opportunities for their development. Notable initiatives in 2024 include the "Semiconductor Academy," "Academic Sponsorship," and organizing "Cultural Events."

- Culture Event
- Semiconductor Academy

Natural-based Solutions

In line with achieving the 2050 net-zero target, Winbond collaborates with various sectors to promote industry-academia-government cooperation programs. Key projects in 2024 include "Afforestation" and "Conservation and Breeding," aimed at carbon removal from the atmosphere and enhancing biodiversity simultaneously.

- Conservation and Breeding

Promotion of Charity and Environmental Protection

Winbond dedicates resources to assist vulnerable groups and improve livelihoods. Key initiatives in 2024 include "Supporting the Disadvantaged," "Emergency Aid," and "Environmental Protection."

- Supporting the Disadvantaged
- Emergency Aid

Strategies of Social Inclusion

Volunteers
385 people

Donators
1,089 people

Resources
23.7 million

Note TCSA

5.5.1 Talent Development

Semiconductor Academy

Winbond combines its core operational capabilities with collaborations among industry, government, academia, and research institutions, actively responding to government technology policies. In 2024, Winbond continued to co-organize the Smart Semiconductor and Sustainable Manufacturing Institute with National Cheng Kung University, focusing on cultivating semiconductor professionals. This initiative not only enhances students' knowledge and skills but also bridges the gap between academic learning and practical application.

Additionally, Winbond provides internship programs to support students' growth in STEM education and encourages them to engage in practical work early, preparing them for future careers.

Establishment of Semiconductor Program to Actively Cultivate the Next-Generation

542 students enrolled in key semiconductor technology and leadership practical courses.

18 experts actively involved in teaching key semiconductor technology and leadership practical courses.

Winbond invested approximately NT$10 million in 2024 to support Taiwan's semiconductor industry and talent cultivation. This includes assisting National Cheng Kung University in establishing the Smart Semiconductor and Sustainable Manufacturing Institute. Since 2022, Winbond has promoted the "Semiconductor Leadership Program" and the 3-credit "Semiconductor Key Technologies and Leadership Practices Course," planned by senior executives. These courses combine practical and professional advice to help students lead the future semiconductor industry while also possessing basic concepts of artificial intelligence.

Winbond also collaborates with schools on joint research projects, enhancing students' practical research capabilities and perspectives, thereby laying a solid foundation for their future employability.

WinTern Leadership Program

Winbond is committed to developing local talent. Through courses on fundamental semiconductor knowledge and cultural guidance, we help trainees master the ability to integrate AI technology into real-world scenarios and complete comprehensive projects during their learning and practice. Among these initiatives, the WinTern internship program combines three major concepts: Wonder (curiosity), Innovation, and Navigate (guidance). During a two-month period, 15 interns completed 15 projects covering AI technology applications, process optimization, and data analysis, successfully focusing on the practical results of AI technology in semiconductor and cross-disciplinary applications.

Campus Talent Development Program: Campus Career Seminars

In 2024, multiple campus career seminars were held, with over 150 students participating. These seminars provided participants with an initial understanding of the semiconductor industry, including topics such as memory technology applications, market overview, interview skills enhancement workshops, and resume check-ups. These activities helped students improve their future workplace soft skills from various perspectives.

Education

Winbond actively promotes the technological advancement and global exchange in the semiconductor industry through sponsorship of the VLSI-TSA, VLSI-DAT symposiums, and the Taiwan Semiconductor Industry Association Convention (TSIA). Additionally, through academic lectures, Winbond assists institutions in retaining outstanding professors, further enhancing the depth of industry-academia research and the overall quality of the semiconductor industry's environment, laying the foundation for the sustainable development of the industry

Sponsorship of International Semiconductor Technology Symposium VLSI-TSA/VLSI-DAT and Taiwan Semiconductor Association Annual Meeting

Through long-term support for International Symposium on VLSI-TSA and VLSI-DAT and Taiwan Semiconductor Association Annual Meeting, Winbond can accelerate the upgrade of Taiwan's information and communications industry and increase the exchange of industrial technologies domestically and abroad. We contribute to the advancement of Taiwan's semiconductor technology by promoting a platform for the exchange of cutting-edge technologies among researchers in the semiconductor field.

Sponsorship of Research to Retain Outstanding Professors

Since 2019, Winbond has sponsored the "Chair Professor Research Fund" project at National Yang Ming Chiao Tung University for six consecutive years, assisting the school in enhancing academic standards, recruiting and retaining outstanding scholars from both domestic and international backgrounds, and supporting professors in continuously improving their teaching and research. This initiative promotes academic research and talent cultivation in the field of information and communication technology. Additionally, by integrating academic resources, Winbond aims to jointly improve the environmental quality of the semiconductor industry, achieving the win-win goal of industry-academia collaboration.

5.5.2 Natural-Based Solution

Afforestation

Winbond is committed to carbon removal from the atmosphere while considering the benefits of biodiversity enhancement.

In its journey towards achieving its net-zero goal, Winbond has initiated research into methods of atmospheric carbon removal. Scientists acknowledge that capturing and storing carbon dioxide is a critical component of attaining successful net-zero outcomes. Through partnerships across industry, academia, and government, Winbond is engaging in afforestation, tree stewardship, and native seedling propagation projects aimed at extracting carbon from the atmosphere. These efforts are undertaken with a keen awareness of the added benefits to biodiversity.

Afforestation

Conservatively estimated to remove at least 10,000 metric tons of carbon dioxide equivalent.

Winbond has launched an afforestation initiative in collaboration with National Chung Hsing University, planting native tree species such as Bischofia javanica, Palaquium formosanum, Acacia confusa, Melia azedarach, and Fraxinus griffithii at the Kaohsiung Fab. This afforestation project will span 30 years, with an estimated carbon sequestration of 390 metric tons of carbon dioxide equivalent during the execution period.

Simultaneously, Winbond is also participating in the Forestry and Nature Conservation Agency's tree adoption program, adopting state-owned forest land in Tainan City and Chiayi County. On 29,400 square meters of land, Winbond has planted over 7,700 native trees, including Taiwan beech, Liquidambar formosana, Acacia confusa, and Melia azedarach. The total estimated carbon sequestration is 990 metric tons of carbon dioxide equivalent.

In 2024, Winbond's affiliated company, Theaceae Conservation Corporation, won the bid for the Ministry of Finance's state-owned land carbon sink project. In the future, a large-scale carbon sink afforestation project will be launched in Sanxing, Yilan. The total carbon sequestration of this afforestation project is estimated to be 10,477 metric tons of carbon dioxide equivalent. Nuvoton will collaborate with National Ilan University to improve the environment of the abandoned gravel plant land, which is overgrown with weeds and Leucaena leucocephala, and restore the original natural ecology of the Lanyang River floodplain through tree planting and afforestation.

Conserving Seedlings

Conservation and Breeding of Native Taiwanese Plants.

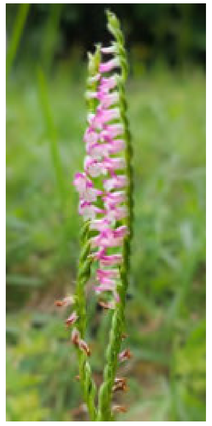
Since 2021, Winbond has integrated group resources to launch the Baoshan Park conservation and breeding project, targeting Taiwan native tree species. The project focuses on the Theaceae family, collecting and cultivating Taiwan native plant germplasm.

There are total 42 species of Theaceae plants in Taiwan, and currently, 33 species have been collected and cultivated. Among these, one species is assessed as critically endangered in the Red Book, one species is endangered, seven species are vulnerable, and three species are near threatened.

Conservation and Breeding of Native Taiwanese Plants.

Endangered Wild Plant '*Spiranthes*' Discovered! Taiwan's Smallest Native Plain Orchid

Spiranthes sinensis, originally a robust plant species widely distributed across Taiwan's plains and green spaces, has seen a significant reduction in its habitat in recent years. Consequently, it has been listed under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). At Winbond's CTSP Fab and Tainan Building, wild populations of *Spiranthes* sinensis have been discovered due to the absence of herbicide application. To conserve *Spiranthes* sinensis, Winbond has adjusted its vegetation management schedule to coincide with the plant's flowering and fruiting periods, ensuring opportunities for root sprout and seed propagation. Wild plants are crucial components of biodiversity, and Winbond aims to conserve endangered native plants to maintain Taiwan's biodiversity and ecological health, contributing to the well-being of this land.

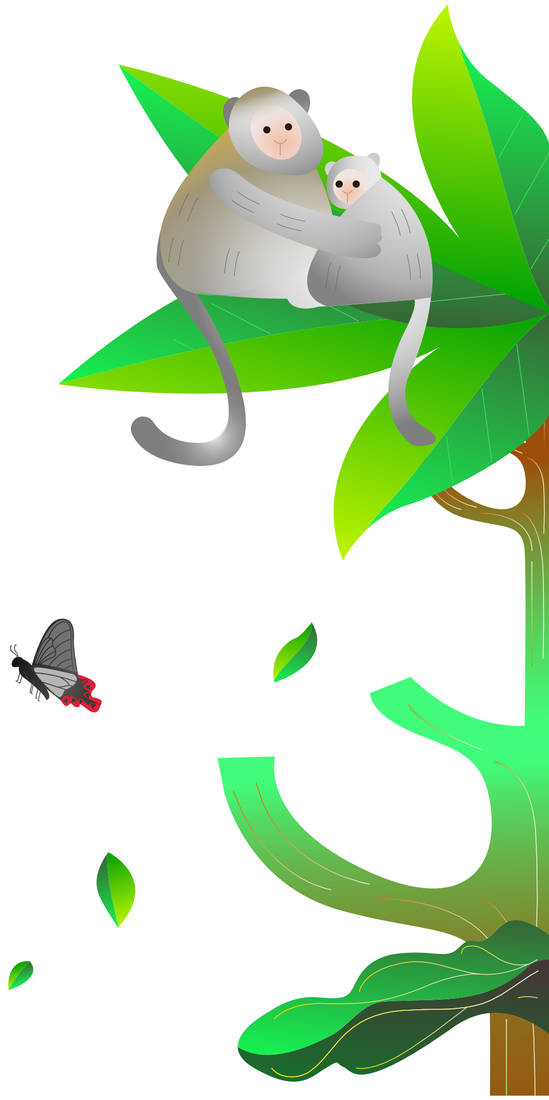


The Reborn of Butterfly

Protect the beautiful home of the great purple butterfly

The Sasakia charonda formosana, classified as an endangered wild animal under wildlife conservation regulations, is assessed as vulnerable in the IUCN Red List. It is only found in the mountainous areas of Jianshi Township, Hsinchu County, and Fuxing Township, Taoyuan County. During its life cycle, the butterfly lays eggs on the branches or leaves of Quercus glauca. After hatching, the larvae move to the leaf litter under the trees to overwinter. Currently, its habitat has shrunk, and the number of mature Quercus glauca trees has decreased, directly affecting the population of Sasakia charonda formosana.

Nuvoton, a subsidiary, and the Forestry and Nature Conservation Agency, Ministry of Agriculture (FANCA) have planned this project in collaboration with the Bailan Tribe of Wufeng Township. Using remote sensing technology, they record the distribution and phenology of Quercus glauca, with regular maintenance by the community patrol team. This establishes a long-term monitoring database for use in ecological tours and appropriately develops ecotourism routes. Nuvoton combines technological innovation to conserve precious species, uniting local tribes to protect their homeland, and hopes to raise awareness through environmental education, promoting the ideal blueprint for sustainable urban and rural development.



5.5.3 Promotion of Charity and Environmental Protection

Supporting the Disadvantaged

Winbond leverages its corporate resources to enhance employee involvement in social welfare, actively supporting and contributing to local communities while extending care to vulnerable groups.

Food Rescue Life Camp

Winbond's employees in Israeli teamed up with local farmers field to organize the 2024 Food Rescue Camp. During the camp, high-quality, edible food that might otherwise be discarded was harvested firsthand and redistributed to communities in need. This initiative not only effectively reduced food waste but also helped alleviate the issue of unequal food distribution.

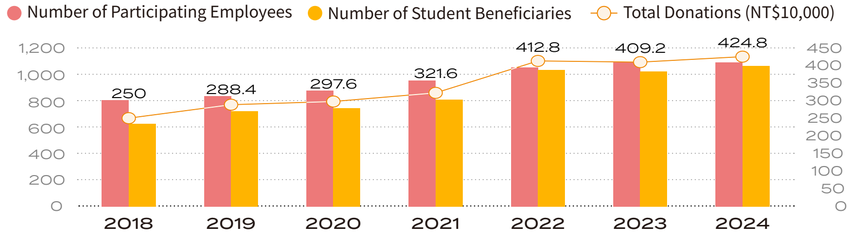
Sustainable Table Workshop

Winbond's employees in Israeli collaborated with Jerusalem Food Market to co-organize the 2024 Sustainable Dining Workshop. Through practical actions, they promoted the concept of reducing food waste by preparing nutritionally balanced meals during the workshop. At the same time, they supported communities lacking equal food resources, striving to maximize the value of food and ensure its reasonable distribution and utilization.

Educational Aid for Underprivileged Students

Since 2017, Winbond has collaborated with the Taiwan Fund for Children and Families to enhance educational resources for children from impoverished families, ensuring their regular school attendance. By encouraging employee contributions towards educational financial aid, Winbond has made a significant impact. In 2024, 1,089 employees collectively raised $4,248,000, supporting 1,062 elementary school students for an entire year. Through long-term and stable donations and attention, Winbond received the highest award, the "Special Appreciation Award," from the Child Welfare League Foundation in 2024.

Scholarship Fundraising Results (2018–2024)



Happy Breakfast Program for School Children in Rural Areas

Since 2011, Winbond has been making voluntary donations through a non-profit organization to support the Happy Breakfast Program for rural elementary schools in Hsinchu and Taichung. This initiative aims to improve breakfast options for school children in rural areas, providing them with the necessary nutrition and support to sustain their basic needs and health. By ensuring children are well-nourished, the program helps them to be physically and mentally prepared toexplore the world. In 2024, Winbond contributed NT$600,000 towards breakfast funding to continue supporting the healthy learning environment for school children. Furthermore, Winbond employees also engaged in on-site visits to better understand the program's impact, allowing for further evaluation and potential enhancement of the initiative.

Visually Impaired Experience Activity: I Am Your Eyes

To promote the physical and mental well-being of visually impaired colleagues, providing opportunities to connect with nature and relax, Winbond collaborated the Society of Wilderness to organize a nature experience activity. Through professional wilderness guided tours and interactive experiences, the activity aimed to enhance the environmental perception abilities of visually impaired colleagues. The event also invited Winbond employees to volunteer, fostering empathy through interaction and creating a more inclusive work environment.

Emergency Aid

Winbond implements the concept of social care by donating medical equipment, organizing blood donation activities, and providing emergency assistance and loan programs for employees, demonstrating deep concern for social responsibility and employee well-being.

Blood Donation

Winbond annually encourages its employees to donate blood, demonstrating the company's commitment to valuing life through practical action. In 2024, seven blood donation events were held, with a total of 458 participants and 685 bags of blood donated.

Emergency Assistance

When employees or their family members encounter emergencies such as disability, death, or accidents that severely affect their family's livelihood, Winbond provides emergency assistance and loan programs to alleviate employees' financial burdens. This is done in the spirit of mutual help and friendship, ensuring that their temporary living needs are met. The aim is to allow employees and their families to work and live with peace of mind.

Environmental Protection

From the perspective of biodiversity conservation, we continuously organize coastal adoption and beach cleanup environmental education experiences to raise awareness about protecting wildlife and the environment. Considering the net-zero carbon reduction goals, we plan environmental education courses focused on carbon reduction and biodiversity themes, leveraging corporate influence to help participants understand the importance of climate change and environmental sustainability.

New Lifestyle of Cutting Plastic Webinar X Waste-free Item Exchange Event ▶ **Pre-Event Education Seminar: Zhubei Nanliao** ▶ **The cleanup and restoration of Yuanjhong Harbor Wetland**

A New Lifestyle of Plastic Reduction: Webinar & Waste-Free Exchange Event

In 2024, Winbond explored the practical details of living a minimalist lifestyle from various aspects such as food, clothing, housing, transportation, education, and entertainment, as well as mindset adjustment. Through analyzing common blind spots, the company delved into the seemingly simple yet often overlooked daily issue of plastic reduction. After the lecture, interested colleagues were invited to bring an idle item from home to participate in the "Waste-Free" exchange activity, collectively practicing circular utilization and embodying the core spirit of a minimalist lifestyle.

Beach Cleanup Action: Nanliao, Zhubei

Before organizing the "Beach Cleanup Action: Nanliao, Zhubei " event, Winbond held a pre-event briefing to help participants understand the significance of waste source reduction, the usage of the ICC classification table, and discuss ways to reduce plastic usage to achieve the goal of waste reduction. The event emphasized that since tides continuously bring new waste, the ultimate goal of a beach cleanup is not just removal, but prevention by reducing waste at its source. This action not only demonstrates the company's commitment to sustainable development but also encourages employees and their families to actively participate in environmental protection and promote more effective plastic reduction actions.

Wetland Cleanup at Kaohsiung Yuanjhong Harbor Wetland

Winbond collaborated with the Society of Wilderness for the first time to organize a cleanup action at the Yuan Zhonggang Wetland in Kaohsiung. The Yuan Zhonggang Wetland boasts rich biodiversity, playing a crucial role in maintaining local biodiversity, climate regulation, and water quality regulation. Additionally, this initiative aims to enhance public awareness of wetland restoration and waste source reduction.

Activity	Participants	Garbage weight	Description
Beach Cleanup in Nanliao, Hsinchu	112	521 kg	Colleagues gained a deeper understanding of the importance of reducing waste at its source through hands-on creek cleanup activities.
Cleanup Activity in Fa-Zi River Taichung	72	74 kg	Winbond colleagues and their families braved the scorching sun, waded through the creek, rolled up their sleeves, and fully engaged in trash cleanup, improving the aquatic ecosystem.
Wetland Cleanup at Kaohsiung	26	63 kg	Yuanjhong Harbor Wetland is an important ecological conservation area in Kaohsiung, rich in biodiversity. It plays a crucial role in maintaining local biodiversity, climate regulation, and water quality regulation.

Sponsoring Houfeng Bikeway

In 2024, Winbond continued to participate in the adoption of public recreational facilities, collaborating with the Taichung City Tourism Bureau for the corporate adoption of the Houfeng Bikeway. Winbond is responsible for regular road cleaning and tree pruning to maintain the beauty and safety of the Houfeng Bikeway. This partnership aims to safeguard the cleanliness of Taichung City's public recreational facilities and enhance the quality of the recreational environment.