

Employee Training and Development Program

I. Policy and Objectives

Guided by the principle that talent is the core driver of sustainable corporate development, the Company is committed to building a diverse, professional, and internationally competitive workforce. To enhance employees' career capabilities and overall organizational effectiveness, the Company has established an Employee Training and Development Program with the following objectives:

1. To provide diversified learning resources to help employees strengthen their professional knowledge and skills.
2. To support employee career development, enhance job satisfaction, and improve talent retention.
3. To reinforce professional competencies required for corporate governance and sustainable development.
4. To foster a culture of continuous learning and enhance the organization's adaptability to external changes.
5. To strengthen employee engagement and organizational cohesion through training and development initiatives, promoting cross-departmental collaboration.

II. Program Principles and Strategies

To ensure the effectiveness of the Employee Training and Development Program, the following principles and strategies are adopted:

1. Needs-Oriented Approach: Course content is tailored based on departmental needs and individual career development plans.
2. Diverse Learning Models: Training is delivered through a combination of internal instructors, external experts, online learning platforms, and on-site visits.
3. Continuous Monitoring and Improvement: Participant feedback and performance data are collected to continuously optimize training programs.
4. Efficient Resource Utilization: Internal resources are integrated with external training institutions to reduce costs and maximize effectiveness.
5. Performance Linkage Strategy: Training outcomes are incorporated as reference factors in performance evaluations, promotion, and compensation adjustments.

III. Program Framework and Course Design

Development Area	Key Content	Training Format	Target Participants
New Employee Orientation	Company overview, business philosophy, work rules, management policies, occupational safety and health	Internal training	New hires
Professional Skills Training	Regulatory compliance, financial management, business development, project management, digital transformation	External seminars, internal training, online courses	All employees
Management Capability Development	Leadership, team collaboration, cross-functional communication, performance management	Practical participation, managerial coaching	Middle and senior management, high-potential employees
Corporate Governance and Sustainability	Corporate governance practices, internal control and risk management, ESG trends and disclosure standards	Thematic seminars, certification programs	Governance-related personnel and management
Individual Career Development	Language proficiency, professional certification support, overseas training, mentoring programs	Online courses, external studies, international exchanges	Based on individual development needs

IV. Key Implementation Focus Areas

1. Strengthening Governance Expertise

- Participation in external courses on corporate governance practices and sustainability disclosure.
- Internal governance and regulatory compliance training to ensure employees stay current with the latest requirements.

2. Digital and Professional Skill Development

- Establishment of an online learning platform offering a wide range of general and specialized courses to support flexible learning pathways.

3. Management Talent Pipeline Development

- Launch of leadership development programs through managerial coaching and cross-departmental projects to cultivate future leaders.

4. Integration of Sustainability Culture

- Organization of ESG-themed seminars to promote sustainable development.
- Incorporation of sustainability performance into departmental performance evaluation and incentive mechanisms.

V. Implementation Steps and Resource Allocation

1. Needs Assessment: Human Resources, in collaboration with department heads, conducts training needs assessments and competency mapping.
2. Program Planning: Annual training programs are designed based on assessment results, with corresponding budgets allocated.
3. Program Execution: Internal and external instructors, platforms, and venues are arranged according to plan to ensure training quality.
4. Effectiveness Evaluation: Post-training assessments and evaluations are conducted, with follow-up on behavioral changes and performance impact.
5. Continuous Improvement: Evaluation results are incorporated into the optimization of training programs for subsequent years.

2025 Implementation Status and Performance Metrics

On-the-Job Training

Category	Senior Executives	Middle Management	Professionals	Technical Personnel	Total
Total Training Hours	141.5	1536.5	1159.0	1583.5	4420.5
Number of Participants	68	723	528	785	2104
Average Training Hours per Employee	2.08	2.13	2.20	2.02	2.10
Resources Invested (Cost)	29,594	323,720	120,718	31,184	505,216

Performance Evaluation and Continuous Improvement

1. The program and its outcomes are included in the Company's Annual Report under the appendix "Implementation of Sustainable Development and Deviations from the Sustainable Development Best Practices for TWSE/TPEX Listed Companies and Reasons Thereof," and disclosed in the Employee Care and Social Engagement section of the Sustainability Report.
2. Annual training programs and results are published on the Company's website under the Corporate Governance section to encourage employee participation and knowledge sharing.
3. External disclosures are ensured to comply with regulatory requirements and corporate governance evaluations, while proactively addressing stakeholder concerns.