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United Renewable Energy Co., Ltd.

2021 Annual Report

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United Renewable Energy Co., Ltd.

Table of Contents

	<u>NO</u>
I. Letter to Shareholders	1
II. Company Profile	4
III. Corporate Governance	8
3.1. Organization Structure	8
3.2. Information on the Company's Directors, Independent Directors, President, Vice President and Assistant Vice President of All The Company's Divisions and Branch Units	10
3.3. Implementation of Corporate Governance	23
3.4. Certified Public Accountant (CPA) Fee Information	41
3.5. Replacement of CPA	41
3.6. The Chairman, President, Finance or Accounting Manager Who Has Worked in the Accounting Firm or Affiliates in the Most Recent Year, the Name, Position and the Service Period Shall Be Disclosed	41
3.7. Changes in Shareholding of Directors, Supervisors, Managers and Major Shareholders in Last Year and as of the Date of this Annual Report	41
3.8. Relationship Information of the Top 10 Shareholders among Who are Related Parties, as Defined in the Statement of Financial Accounting Standard NO.6.any, Directors, Supervisors, Managers and Any Companies Controlled Either Directly or Indirectly by the Company	43
3.9. Total Numbers and Equity of Shares Held In any Single Enterprise by the Company, Directors, Supervisors, Managers and Any Companies Controlled Either Directly or Indirectly by the Company	43
IV. Capital Overview	45
4.1. Capital and Shares	45
4.2. Implementation of corporate bond, special stock, Overseas depositary receipts, employee stock option certificates and mergers or acquisitions of new shares of his company shares	48
4.3. Status of New Shares Issuance in Connection with Mergers and Acquisitions	50
4.4. Financing Plans and Implementation	50
V. Business Activities	52
5.1. Business Scope	52
5.2. Market, production and sales overview	60
5.3. Human Resources	64
5.4. Information of environmental protection expenditures	64
5.5. Labor Relation	66
5.6. Important Contract	67
VI. Financial Information	68
6.1. Five-Year Financial Summary	68
6.2. Five-Year Financial Analysis	70
6.3. Audit Committee's Report in the Most Recent Year	72
6.4. Financial Statemets for the Years Ended December 31,2021	72
6.5. Consolidated Financial Statemets for the Years Ended December 31,2021	72
6.6. The Impact on the Company's Financial Status in Cases where the Company or its Affiliates have Financial Difficulties	72
VII. Review of Financial Conditions, Operating Results, and Risk Management	73
7.1. Analysis of Financial Status	73
7.2. Analysis of Operating Results	73
7.3. Cash Flow	74
7.4. Financial business impact on important capital expenditures	74
7.5. Recent Reinvestment Policy, Major Reasons for Profits or Losses, Improvement Plan and Investment Plan for the Following Year	74
7.6. Analyzed Assessment of Risk Matters	78
7.7. Other important matters	82
VIII. Special Disclosure	83
8.1. Summary of Affiliated Businesses	83
8.2. Private Placement Securities in the Most Recent Years	91
8.3. The Shares in the Company Held or Disposed of By Subsidiaries in the Most Recent Years	91
8.4. Any Events And as of the Date of this Annual Report that Had Significant Impacts on Shareholders' Rights or Security Prices as Stated in Item 2 Paragraph 2 of Article 36 of Securities and Exchange Law of Taiwan	91

I. Letter to Shareholders

Dear Shareholders,

On behalf of the Management Team of United Renewable Energy (URE), I would like to thank you all for your continued support.

As countries relaxed their COVID-19 prevention measures, positive global economic growth is expected, IMF predict 2021 global economic growth rate to be around 5.9%, even though growth still expected for 2022 but pandemic, inflation, supply chain bottleneck and environmental disaster trigger by greenhouse effect could weaken long term growth. After the COP26, global consensus is to increase the use of green energy with expectation that use of green energy could lessen the severity of environmental disaster and ultimately help the world reach Net Zero. This should increase the government investment in green energy infrastructure such as USA's Build Back Better plan, India's "Gati Shakti" and China's energy policy, and bring tremendous development opportunity to green energy sector. Solar industry faced numerous challenges such as pandemic, sharp increase in prices of raw material and international transportation cost etc. Even under these challenging times, the consolidated revenue of URE reached NT\$14.2 billion. With hard work and dedication from all our employees, the sales volume of solar cell and module increased significantly and URE maintain leadership position in Taiwan market.

URE continued to develop high efficiency solar products with 6 major advantages such as "high efficiency", "high value", "environmental sustainable", "highly reliable", "vertically integrated" and "highly rated". With PEACH VLM products, generating efficiency could reach 460W (M6) and 550W (M10), it's leading the Taiwan industry. URE also developed easy dismantled solar module, which overturn traditional module production, and leading the industry toward sustainable development. URE's products also pass the test by ITRI and SGS, and water quality standard by EPA. URE's products also pass REACH SVHC 221 and RoHS tests by ETC and proved to be environmental friendly. At same time, URE's products also pass TUV Rheinland's electromagnetic compatibility standard such as EN IEC61000-6-1:2019 and EN IEC61000-6-3:2021. In order to adapt to Taiwan's unique environment, URE's module pass ITRI's IEC 60068-2-52 Severity 8 tests and also PID for 300 hours. The raw material used can withstand CASS 288 hours (ASTM B368), equivalent to reliability of 40 years in coastal area. URE is the only company with products that are resistant to salt erosion and environmental friendly.

URE received many awards and recognition from international and domestic organizations such as IEC, VPC, UL, CEC, .Etc. URE product also certified as clean energy product by organizations from numerous countries. URE's solar cell and module was awarded Taiwan Excellent PV award by Bureau of Energy, Ministry of Economic Affairs in 2021, and its ninth consecutive years that URE has the honor of receiving this award. URE was also on the list of Bloomberg New Energy Finance Tier 1 Module Manufacturer List in 2021, further recognized URE's excellence in the PV field.

URE expands downstream solar system project business actively. URE has built up its core competences in development, construction, sales, and financing of global solar system projects. As well as providing O&M service for solar system. URE is largest developer of PV systems in Taiwan. In overseas market, URE forms strategic alliances with internationally renowned renewable energy management companies. URE focus on the development of the projects and sold it to asset management companies. In 2021, URE sold Monte Plata solar power station in Dominican Republic to MPC Capital, with asset value is over US\$50 million. Monte Plata was awarded PREMIOS ATABEY by famous ATABEY, the highest honor for environmental award in Dominican Republic. In Taiwan, URE group win over 230MW of government projects in 2021, with over 400 projects all over Taiwan, its estimated URE won over 60% of the government tender. After much hard work, URE managed to complete Taiwan largest school roof projects, largest projects from Taiwan Water Corporation and largest government building roof project in 4th quarter of 2021. URE is able to provide one stop services from professional consultation to module supply to customers, which increase URE's competitiveness. URE also have large utility scale projects in Yunlin, Changhua, Pingtung in development, those will be largest projects in next 5years. According to Bloomberg New Energy Finance forecast, as much as 252 GW of solar PV could be installed globally in 2022. Due to the future potential and stable income from solar system, URE will aggressively develop global solar system business which can also create demand for solar cell and module products and driving future growth.

In order to provide total solutions for the renewable energy, URE invested in design and development of Energy Storage System (ESS) products, and is one of the important system integrator for ESS in Taiwan. URE won the tender for ESS procurement for Taipower's South Yan-Tian (SYT) system project. The energy-storage system at SYT will be coupled with a 150MW solar photo-voltaic (PV) site at the same location. The combined facility will become Taiwan's largest PV-plus-storage project; the total capacity is 15MW/15MWh. This energy-storage system will enable Taipower to perform grid-scale automatic frequency control, photo-voltaic (PV) smoothing, frequency regulation, and ancillary services. At same time, URE also began to build our own AFC ESS, and is target to own 12.3MW of ESS, total investment around NT\$ 260 million. URE will continue to develop Lithium Ion Battery module for all purposes including storage + UPS systems. According to Infolink, global ESS market could reach 70GWh by 2025 with compound annual growth rate of 48%.

As leader in the Solar industry and outstanding Corporate Citizen, URE feels oblige to promote clean energy, energy conservation to our customers, user, partner and general public around the world, URE feels it's our duty to care for the environment and make contribution to society. URE will continue to focus on module brand and solar system business, improve competitiveness of Taiwan solar industry. With the support from government fund and policy, URE will strive to assist Taiwan energy supply sector complete transformation, and reached government target of cumulated installed solar PV capacity of 20GW by 2025.

The following are highlight of 2021 performance and business plan for the 2022:

1.The report on 2021 business result
1.1.2021 Financial Performance

Unit: NT\$'000		
Item	2021	2020
Consolidated Net Sales	14,302,408	12,511,034
Consolidated Gross Income (Loss)	728,819	(876,476)
Consolidated Loss from Operation	(820,746)	(4,614,257)
Consolidated Loss After Income Tax	(1,341,587)	(6,162,307)
Net Loss Attributable to Shareholders of the Parent	(1,288,203)	(6,139,015)

1.2.Budget Implementation

URE did not provide nor disclose any budget forecast to the public.

1.3.Analysis of Receipts, Expenditures, and Profitability

1.3.1.Analysis of Receipts and Expenditures

In 2021, the net cash generated in operating activities amount to NT\$1.3 billion, net cash generated from investing activities amount to NT\$32 million, the net cash used in financing activities amount to NT\$950 million. URE will continue to maintain sufficient cash position and finance operation will continue to be conservative and prudent.

1.3.2.Analysis of Profitability

The consolidated revenue increased by 14% from previous year to NT\$14.3 billion, which was mainly due to strong overseas demand and stable growth from domestic market. The gross margin is 5%, the operating expenses declined by 18%, the net loss for the year was NT\$1.3 billion, decreased by 79% compared to same period previous year. URE's finance is stable and sound, cash and cash equivalents amount to NT\$5.3 billion by the end of 2021, URE will continue to maintain sufficient cash position and finance operation will continue to be conservative and prudent.

1.4.Examine Research and Development Work

URE developed products for different types of solar project (rooftop, ground mount, floating, and agrivoltaic...etc.). URE products include large size PEACH VLM, M6 and M10 is better suited to utility scale projects. Bifacial Glory PEACH is structurally more durable, and is suitable to non-arable land, its wind pressure resistant, and fireproof. PEACH BiFi has light structural design and high efficiency performance, suited to roof top projects. As system power station voltage increase, module and ground have higher voltage difference, which can impact on long term performance of the bifacial module. URE with support and subsidy from Bureau of Energy, Ministry of Economic Affairs, improved quality of solar cell as well as performance of the products. From reliability test by ITRI, it's proved that up to 10% more power can be generated. URE have applied for patent in Taiwan and USA, the new products are plan for the new production line, and will target the global market.

2.2022 Business Plan and Future Developmental Strategy

Business Policy, Sales Volume Forecast and Other Important Production and Sales Policies

2.1.Production Policies

Total production capacity of solar cell is about 2.8GW, the module production capacity will reach 1.5GW in 2-3 years with vertical integration, and downstream system business will reach 1GW within next 5 years.

2.2.Research and Development

The world is experiencing period of energy transition, shifting from fossil fuel to renewable energy. In order to improve efficiency and lower cost per watt, URE continued to lead in key technology and increase R&D process ability. With government target of 20GW by 2025, URE played an important role in solar sector, with "high efficiency", "high value", "highly reliable", and "environmental sustainable" as cornerstone, URE lead the sector in technology capability

As solar module waste disposal became economic and political issue, IEA predicted there will be 6 million tons of waste by 2030, Taiwan EPA expected over 10,000 tons of waste by 2025. Government supported new design and recycle technology to solve this issue. URE in cooperation with ITRI to develop easy dismantled solar module, with can recycle material such as silicon wafer and glass, increase the value of waste recycle and lower environmental burden.

2.3.Sales Policies

In order to keep up with growing global demand for renewable energy, URE will continue to expand in existing market and improve penetration to the newly developed market for customers. At same time, utilized growth potential in Taiwan domestic market, expand module production capacity and develop high end module brand. URE will build a strong system sales team in order to develop global system business and sales channel.

2.4.System Business

In domestic market, with URE premium quality solar cell and module products, and Taiwan Government's long term goal of 20GW accumulated PV capacity by 2025, URE will continue to expand domestic system business. And use experience accumulated in domestic market to aggressively develop international system business. As the world recovers from pandemic and governments increase investment in green energy, URE expected overseas business to improve, with vertical integration of solar industry, URE will be able to provide total solution to our customers.

2.5. New Business Development

URE is dedicated to providing co-generation solutions, including PV plus storage, for Taiwan's large energy users, carbon reduction/green energy certification services, and energy systems powering Taipower's AFC or automatic frequency control ancillary-services. At same time, URE will continue to develop Lithium Ion Battery module for all purposes including storage + UPS systems.

3. Effect of External Competition, the Legal Environment and the Overall Business Environment

- 3.1. After the COP26, global consensus is to increase the use of green energy with expectation that use of green energy could lessen the severity of environmental disaster and ultimately reach Net Zero. This should increase the government investment in green energy infrastructure such as USA's Build Back Better plan, India's "Gati Shakti" and China's energy policy, and bring tremendous development opportunity to green energy sector. URE has always been aggressive in the international solar market; URE is expected to expand solar system business internationally.
- 3.2. Many International company already set Net Zero target, as RE100 and clean energy regulations by various government on the way, URE is expected to increase company's investment in solar power and ESS. URE will aggressively work with our clients to total provide solution for renewable energy generation and storage, and achieve the target set by government of renewable energy to total energy generated ratio of 20% by 2025.
- 3.3. The Council of Agriculture issue working guideline regarding agricultural land alternation, which limited large utility scale project development.
- 3.4. Taiwan government promote carbon reduction and increase in renewable energy, the green energy industry is one of the "5+2" innovative industries plan and 20GW PV installed target still on track for 2025, URE will aggressively develop and construct solar system business in order to achieve target set by government.
- 3.5. URE will continue to diversify and expand system investment to gain global market share in response to the trade war, it is expect to low the risk of international trade dispute.
- 3.6. Many countries have reach grid parity, the outlook for solar industry are optimistic. URE implement strategic transformation to compete in the global market, URE will also maintain competitive advantage in terms of cost and R&D, URE will continue to achieve the annual target in terms of business plan.
- 3.7. URE keep close watch on the foreign exchange risk control as our products tend to export to overseas market, URE monitor foreign exchange fluctuation and utilize hedge instrument to lower the risk of foreign exchange fluctuation.
- 3.8. URE will focus on strength module brand and increase solar system business, and hope to integrate the green energy supply chain to provide more added values, at same time regain profitability and growth for our shareholders.



HONG, CHUM-SAM
Chairman

II. Company Profile

2.1.Date of Incorporation : August,26,2005

2.1.1.Address and Telephone Number of The Company Headquarter, Subsidiaries, and Plants :

Name	Address	Tel
Headquarters	No.7, Li-Hsin Rd.III, Hsinchu Science Park, Hsinchu, Taiwan 300, (R.O.C.)	+886-3-578-0011
Branch and Plants	No. 518, Sec. 2, Bentian Rd., Annan Dist., Tainan City 709, Taiwan (R.O.C.)	+886-6-700-6588
Branch	No. 16, Guangfu N. Rd., Hukou Township, Hsinchu County 303, (R.O.C.)	+886-3-578-0011
Plants	No. 66, Keyan Rd., Zhunan Township, Miaoli County 350, Taiwan (R.O.C.)	+886-37-586-198
Subsidiary and Plants	101/32-33 Navanakorn Industrial Estate, Moo 20, Paholyothin Road, Klongneung,Phatumthani 12120,Thailand	+66-2-9090868

2.2.Company History

August, 2005	Neo Solar Power Energy Corp was officially established.
March, 2006	The company designated the address of Hukou factory (FAB 1), started the construction of its facilities.
September, 2006	The first production line of Hukou factory (FAB 1) was finished, and began to pilot run.
December, 2006	The first production line of Hukou factory (FAB 1) began to thoroughly and massively produced 24 hours, its annual production productivity was 30MW, the profit and loss was equivalent per month.
February, 2007	Obtained the permission of entering Hsinchu Science-based Park.
September, 2007	Stock issuance went public. The utilization rate of productivity of the first production line of Hukou factory (FAB 1) reached 120%.
October, 2007	The company registered emerging stock. Groundbreaking ceremony of Hsinchu Science-based Park Headquarters and Hsinchu Industrial Park Factory (FAB2), the planning annual productivity of whole factory was 600MW.
January, 2008	Hsinchu Science-based Park Headquarters and Hsinchu Industrial Park Factory (FAB2) was under construction. The second production line of Hukou factory (FAB 1) mass produced, the annual productivity increased to 60 MW.
February, 2008	The company obtained the opinion form "was related to technology business, and the development of products was successful and marketable" that issued by the Industrial Development Bureau MOEA.
April, 2008	The third production facility of Hukou factory (FAB 1) mass produced, the annual productivity increased to 90 MW.
May, 2008	The company established the Audit Committee.
June, 2008	The utilization rate of productivity of the whole first production line of Hukou factory (FAB 1) reached 120%. The company applied for stock listing to the Taiwan Stock Exchange.
August, 2008	Hsinchu Industrial Park Factory (FAB2) was officially functioned, added two production lines, the annual productivity increased to 150 MW.
September, 2008	Hsinchu Industrial Park Factory (FAB2) further added two production lines, the annual productivity increased to 210 MW.
October, 2008	The Financial Supervision and Administration Commission of the Executive Yuan approved the listing.
January, 2009	Listed on the Taiwan Stock Exchange.
May, 2009	The polycell battery "Super Cell," with a conversion efficiency of 16.8% was released.
October, 2009	The company published the new generation of right-angle monocrystalline battery "Perfect Cell,"

	with an average efficiency of 17.8%.
March, 2010	The new added equipment of 180 MW productivity of Hsinchu Industrial Park Factory (FAB2) was completed. The total annual productivity increased to 420 MW.
August, 2010	The company established the South Taiwan operation center (FAB3) in Tainan Science Industrial Park.
October, 2010	The company published the new generation of multi-cell battery "Super17," with an average conversion efficiency of more than 17%, and the single crystal cell "Perfect18," with an average conversion efficiency of more than 18%.
December, 2010	The annual productivity was expanded to 800 MW (million watts).
March, 2011	The company published the high conversion efficiency single crystal battery "Black18," with an average conversion efficiency of more than 18%.
April, 2011	The primary product, polycrystalline solar cells, passed the examination of International Carbon Footprint, and complied with the International Carbon Footprint standard "PAS2050".
June, 2011	The company was ranked as 8 th place in the Taiwan Science and Technology Top 100 by the Digital Age.
July, 2011	The company successfully issued overseas depositary receipts (GDR), and completed fundraising.
August, 2011	General manager Dr. Hong, Chum-Sam was elected the chairman of the third Taiwan Photovoltaic Industry Association.
September, 2011	The company released the "Black19" single crystal battery with a conversion efficiency of over 19%. Being awarded the "Outstanding Enterprise Class" and "Best Product Category" by the National Brand Yushan Award.
October, 2011	The company released the new generation of 19% high conversion efficiency single crystal battery, "Perfect19", the power generation area was 2% more than the traditional angled single crystal battery.
December, 2011	The annual total equipment productivity increased to 1.3 GW (billion watts).
February, 2012	The company introduced the new generation of high-reliability, high-efficiency battery, "NeoMono".
April, 2012	General manager Dr. Hong, Chum-Sam was elected as Distinguished Alumni of Interdisciplinary Program of Electrical Engineering and Computer Science of National Tsing Hua University. °
May, 2012	The company developed the battery with a maximum efficiency of 19.81% with the customers jointly.
September, 2012	The company introduced the new generation of polycrystalline product, "Super18," with an efficiency of 18.3%, and a single crystal product, "Black19+," with an efficiency of 19.4%. The company had optimized production productivity, and moved Hukou factory to Hsinchu Industrial Park factory and Tainan Factory.
December, 2012	NSP and delta electronics inc cooperatively promoted Taiwan's largest solar cell company, and signed a merger contract with DelSolar Co., Ltd., a subsidiary of delta electronics inc
February, 2013	The shareholders' meeting decided to merge DelSolar Co., Ltd. by issuing new shares with capital increase on February 6, 2013. The consolidation date was temporarily scheduled for May 31, 2013.
May, 2013	NSP officially merged with DelSolar Co., Ltd. on May 31, 2013, and had become the world's largest professional solar cell company.
October, 2013	NSP module was awarded the "Golden Energy Award" from the Energy Bureau of the Ministry of Economic Affairs. The merge of NSP and DelSolar Co., Ltd. had been awarded the Taiwan M&A and Private Equity Council as the "Best Corporate Social Responsibility" for the 2013 M&A gold medal. The company introduced the new generation of multi-cell battery "Super19," with an efficiency of 19.5%, the single-cell battery "Black20," with an efficiency of 20.6%, and the double-sided power module, "BiFi". The company successfully issued convertible corporate bonds and cash capital increase, and completed fundraising. NSP established 4500 rooftop solar systems in the UK, which made it the first Taiwanese manufacturer to build solar systems on a large scale in the UK.
December, 2013	The annual total plant battery productivity increased to 2.12 GW (billion watts).
June, 2014	The company introduced three high-efficiency module products, including Super Crystal Super19 battery, single crystal Black20 battery, and half-cut Black20 battery, Super, Power, and PowerH.
July, 2014	The new convertible corporate bond (ECB) issued by NSP, which was denominated in Taiwanese dollars, was the first solar manufacturer to be successfully issued in Taiwan.
September, 2014	The new solar cell and module products of NSP were both awarded the Gold Energy Award of

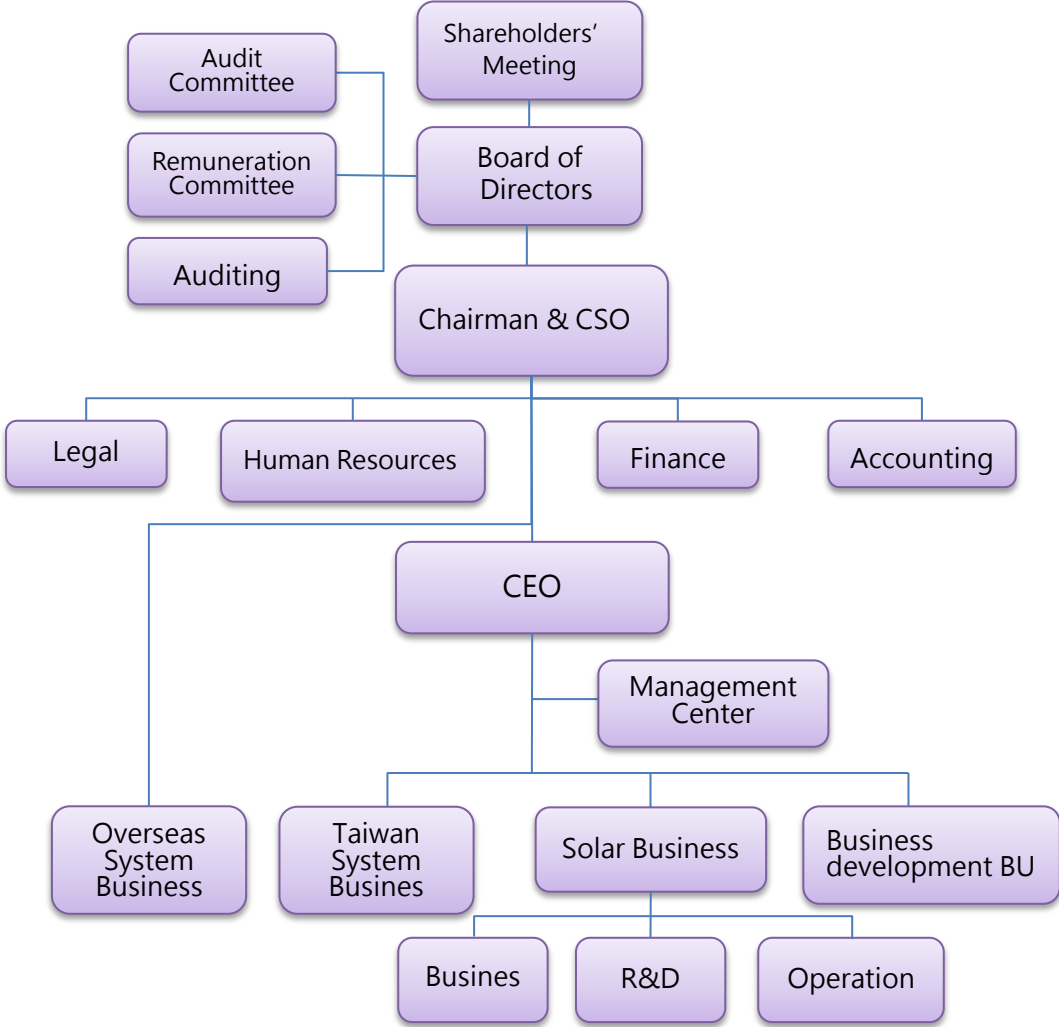
	the Energy Bureau of the Ministry of Economic Affairs for two consecutive years.
December, 2014	The cumulative shipments of NSP products were over 6.1 GW (billion watts). NSP was awarded “Excellent Health Workplace – Health Pilot Award” by Health Promotion Administration, MOHW. NSP received budget supplement of the Ministry of Economic Affairs, Energy Bureau to conduct research and development of high-efficient products. NSP established the world's largest airport solar power plant in Indianapolis, USA.
March, 2015	The N-type double-sided light-absorbing double glass module of NSP was officially installed in Japan.
April, 2015	NSP signed a technical cooperation agreement with dupont.
July, 2015	NSP's cumulative product shipments were over 7 GW (billion watts).
October, 2015	The company released the new generation of single-crystal PERC high-efficiency products, "Black 21," with a maximum conversion efficiency of 21.1% The new solar cell and module products of NSP were both awarded the Gold Energy Award of the Ministry of Economic Affairs, Energy Bureau, for three consecutive awards.
December, 2015	NSP's 2014 CSR Report was awarded the Bronze Award by the TAISE. NSP had leading Taiwan's solar energy industry, it was the first company that obtained the Clean Production Assessment System Certification from the Ministry of Economic Affairs, Industrial Bureau. NSP's module products were awarded the 24th “Taiwan Excellence Award” in 2016.
March, 2016	NSP completed the first phase 34MW of the “Monte Plata” project in the Dominican Republic and, became the largest solar power plant in the Caribbean.
April, 2016	The company successfully completed the cash increase and raised NT\$2,880,000,000, it was the first Taiwan Solar Company in 2016.
June, 2016	The company respectively released three new solar cell products, the "Hello 22," with N-type HJT battery, the "Black 21," with P-type PERC battery, and the P-type PERC double-sided solar cell, "Black 21 -BiFi".
August, 2016	NSP signed a syndicated loan contract of US\$123.6 million with the banking group. NSP established a joint venture with Cathay Life Insurance, expanded the investment in solar power plants in Taiwan.
October, 2016	NSP introduced two new single crystal module products, the PEGA PEC tandem battery's ultra-high wattage solar module, "PEACH" series, and P-type PERC solar double glass module, "Glory" series." NSP successfully issued the third overseas guaranteed convertible corporate bond (ECB) and received over two times over-subscription.
November, 2016	NSP had the first precedent of the Taiwan solar industry, completed the investment to set up a solar IPP company. NSP's 2015 CSR Report was awarded the Silver Award by the TAISE.
December, 2016	The battery and module products of NSP were once again awarded the Gold Energy Award of the Ministry of Economic Affairs, Energy Bureau. It had been awarded four consecutive years, and the module was the only one of the annual Golden Energy Awards that exceeded 300Wp.
March, 2017	NSP ;GES received NT\$800,000,000 syndicated loan of the bank and would continue to expand the construction of solar power plants worldwide.
June, 2017	NSP ;GES's solar power plant of Monte Plata, was awarded highest honor in the Dominican Republic environmental award "PREMIOS ATABEY".
July, 2017	The high-efficiency module factory of NSP dedicated to Taiwan's solar energy solutions was officially launched. Japan's Fukushima of NSP ;GES 14.68MW solar power plant was bid with a high price, and the Taiwan factory sold the first case of a massive solar power station in Japan.
August, 2017	NSP US Team completed the development of the US power plant 225MW total investment of US\$ 435,000,000, created a new milestone in Taiwan's solar photovoltaic.
October, 2017	NSP ;GES constructed the first 40MW UHV largest solar power plant in Taiwan. The company implemented the national energy policy and created a new “win” operational mode. NSP, GIN and SEC took the lead in signing the merge intent letter, established United Renewable Energy Co., Ltd
January, 2018	The Board of Directors of NSP, GIN and SEC respectively passed the signing of merger contract.
February, 2018	Taiwan's first P-type double-sided double-glass module roof-type solar power station of NSP was officially opened at the Yunjianan Branch of the Labor Development Department of the Ministry of Labor.
April, 2018	The Dominican Solar Power Station of GES received a long-term project financing of US\$380,000 from the Dutch and German bank.

September, 2018	The battery and module products of NSP were once again awarded the Gold Energy Award of the Ministry of Economic Affairs, Energy Bureau. It had been awarded six consecutive years.
October, 2018	NSP, GIN and SEC officially completed the merger, and changed the name to United Renewable Energy Co., Ltd. URE successfully completed the private equity common stock, and introduced the Strategic Investor, National Development Dund, Executive Yuan, and United Renewable Energy Co., Ltd's Management Committee.
November, 2018	URE signed a new credit contract of NT\$10.13 billion with a banking group such as First Commercial Bank URE's 2017 CSR Report was awarded the Golden Award of TAISE.
January, 2019	URE GES sold out the world's largest airport solar power plant, the transaction amount exceeded NT\$700,000,000. URE signed a memorandum of cooperation on power plants of approximately NT\$10,000,000,000 to NT\$15,000,000,000 jointly with Vena Energy Sign.
February, 2019	In order to consolidate resources, improve operation efficiency, Company and wholly owned subsidiary GES merged as per Article 19 of Business Mergers and Acquisitions Act and other relevant regulations on 31 March 2019.
May, 2019	United Renewable Energy Announce New ESS Product United Renewable Energy Introduces New Solar Module Products – Peach Solar Module Series
October, 2019	United Renewable Energy announce new ESS products and Hydrogen Fuel Cell Electric Scooters
December, 2019	URE won orders for 193MW solar project in Tainan Completed raising NT \$ 978 million in cash capital increase.
January, 2020	United Renewable Energy announced that its subsidiary, NSP BVI executed its redemption right with regard to its shares of Clean Focus Yield (CFY), the deal is worth about NT\$1.7 billion
March, 2020	United Renewable Energy and Ye Heng Power Signed MOU for 120MW Module Order
July, 2020	United Renewable Energy Co., Ltd.(URE) had a joint venture with Taiwan Life Insurance Co., Ltd., Shin Kong Life Insurance Co., Ltd. and Shin Kong Venture Capital on Solarbright energy Co., Ltd.
September, 2020	URE had a strong release of "Glory Peach" Solar Polar Module
October, 2020	URE published new generation of photovoltaic module& energy storage product
November, 2020	The subsidiary of URE, Yong Liang Inc.won the bid of "Green Energy Roof Public Participation" by Yilan County Government
December, 2020	The subsidiary of URE, Yung Liang Co., Ltd., won the bid of 17 parking lots in Tainan City
February, 2021	URE had the 1st place in the shipment of modules in Taiwan in 2020.
March, 2021	URE will launch the second phase of its mission to hold the assets of a 1GW power plant within five years.
March, 2021	Groundbreaking ceremony for Yilan County's biggest ground-mounted solar power plant held today.
March, 2021	URE officially announced its entry into the energy storage business and won Taiwan's largest tender for Taipower's energy storage system.
May, 2021	URE disposed of the assets of Monte Plata solar power plant in Dominican Republic worth about NT\$1.4 billion.
June, 2021	URE entered into a NT\$6 billion joint credit agreement with First Commercial Bank and other banking groups.
July, 2021	URE and the Taiwan Institute of Economic Research have signed a letter of intent to actively promote Renewable Energy Certificates.
August, 2021	URE is investing in a new large format M6/M10 capacity for PV.
August, 2021	URE has completed Taiwan's largest solar plant.
October, 2021	URE to sell Renewable Energy Certificates.
November, 2021	URE launched a new generation of solar cell and module products.
December, 2021	URE to showcase complete solutions from energy creation to energy storage at the International Smart Energy Week.
December, 2021	URE has a positive outlook on the market for solar energy and energy storage and plans to invest NT\$7.1 billion to expand solar systems and storage equipment in 2022.
December, 2021	United Renewable Energy to launch the second phase of its mission to hold assets of a 1GW power plant within five years.

III. Corporate Governance

3.1. Organization Structure

3.1.1. Organization Chart (March 31, 2022)



3.1.2.Responsibilities of Major Departments

Department	Responsibilities
Chairman & CSO	<ol style="list-style-type: none"> 1. To set company operational goals and future development directions 2. To manage the company's development strategy, set the policy and target.
CEO	<ol style="list-style-type: none"> 1. To set the company's overall operating strategy, plans and budget, supervise and coordinate the various departments to achieve the set goals 2. To execute and manage the company's operations, business and projects. 3. Company System audit and set up company regulation
Solar Business	<ol style="list-style-type: none"> 1. Solar cell production 2. Solar module production 3. Distribution productivity and chip scheduling 4. Analysis of production performance 5. Research and development of manufacture process and technique 6. Improve conversion efficiency and reduce costs 7. To ensure product quality and improve customer satisfaction 8. To establish an occupational safety and health system 9. Risk control to provide a safe workplace 10. Import and export operation management
Taiwan System Business Overseas System Business	Development and Investment, transportation and construction of solar power plants
Business Development BU	<ol style="list-style-type: none"> 1. Energy conservation, new process or new technology development 2. Assist in the introduction of new products into mass production 3. Provide complete solutions of renewable energy
Business	<ol style="list-style-type: none"> 1. Customer development and service 2. Order acceptance and collection operations 3. Delivery and payment follow up handling 4. Coordination and arrangement of after-sales service 5. project outsourcing
R&D	<ol style="list-style-type: none"> 1. Development of new manufacturing process and technology in order to improve conversion efficiency and lower cost 2. Mass production of new product, maintain technological leadership. 3. IP application and maintain
Operation	<ol style="list-style-type: none"> 1. Process of quality control, maintenance of quality system 2. Repair and maintenance of factory environmental facilities 3. Maintenance and management of production equipment 4. Execution of production plan, scheduling planning, and management of work order 5. Plan of material demand and inventory control 6. Final product shipment and packaging operations, warehouse storage and entry management
Management Center	<ol style="list-style-type: none"> 1. Administration operation 2. Development, management and maintenance of various information demand projects 3. Planning and management of internet technology operation 4. Supplier management and raw material procurement 5. General material, spare parts, production equipment procurement
Finance	<ol style="list-style-type: none"> 1. Finance and fund management, planning and management of shareholder service 2. Implementation of corporate governance, maintain relationship with investors 3. Investment planning and risk management
Accounting	<ol style="list-style-type: none"> 1. Planning and management of Accounting operation 2. Budget planning and review 3. Company management and cost analysis
Legal	<ol style="list-style-type: none"> 1. To plan, execute and control the company's legal risks 2. To provide legal related consultation and review work
Human Resources	<ol style="list-style-type: none"> 1. Plan and implement human resources policies 2. Maintain and manage internal human resources relevant records 3. Support the organization and talent development
Auditing	<ol style="list-style-type: none"> 1. Establishment and audit of internal control system 2. To ensure the effective implementation of the internal control system

3.2.Information on the Company’s Directors, Independent Directors, President, and Vice President, Assistant Vice President of All The Company’s Divisions and Branch Units

3.2.1.Directors and Independent Directors

(1)Directors’ and Independent Directors’ Information

April 26, 2022

Title	Nationality	Name	Gender	Date Elected	Duration	Date First Elected	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding in Other Persons’ Names		Principal Work Experiences and Academic Qualifications	Positions Held Concurrently in The Company and/or in Any Other Company	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Note	
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation		
Chairman & CSO	Taiwan	Hong, Chum-Sam	Male	May.07,2021	3	Dec.30,2005	2,411,945	0.09%	1,561,591	0.10%	—	—	—	—	1. Ph.D of Electrical Engineering (National Tsing Hua University) 2. Neo Solar Power Corp Chairman & CEO 3.Vice General Manager & Head of Plant, Kwanghua Amorphous Silicon Co., Ltd. 4.Battery Pack of Materials Research Institute, Institute of Industrial Technology/Leader of Film Team 5.Host of Power Subsystem, Space Program by the National Space Center 6.Was honored as the highest in the international solar cells field, PVSEC-23 Special Award, Academician of Asia Pacific Institute of Materials	1.Chairman,NSP System Development Corp. 2.Chairman, Zhongyang Corporation. 3.Chairman ,Yong Liang Inc. 4.Chairman, Si Two Corp. 5.Director,V5 Technologies Co., Ltd. 6.Chairman ,Yong Zhou Ltd.	N/A	N/A	N/A	—	
Director&CEO	Taiwan.	Pan,Wen-Whe	Male	May.07,2021	3	Nov.20,2018	2,848,476	0.11%	1,713,703	0.11%	—	—	—	—	1.Ph.D. Fiber & Polymer Eng., North Carolina State University 2.Department of Fiber and Composite Materials, Feng Chia University 3.Gintech Energy Corporation. Director&General Manager 4. So Yang Enterprise Co., Ltd General Manager 5. Cm Chuan Precision Technology Co., Ltd. Director 6. Ecove Environment Corporation, Director 7. Ecove Solar Energy Corporation, Chairman,	1.Director ,Zhongwei Investment Energy Co., Ltd. 2.Director , Utech Solar Corporation. 3.Chairman, Shanshang Energy Co., Ltd.	Vice President	Ben Pan	father and son	—	
Director	Taiwan	Lin, Kun-Si	Male	May.07,2021	3	Dec.30,2005	3,675,187	0.14%	2,253,854	0.14%	552,235	0.03%	—	—	1.Ph.D., Business Administration, University of Kentucky, USA 2.MBA, National Chiao Tung University, Taiwan 3.Bachelor, Electronic Engineering, National Chiao Tung University, Taiwan 4.Senior Vice President, TSMC	1.Chairman, Rafael Microelectronics, Inc. 2.Chairman, V5 Technologies.	N/A	N/A	N/A	—	
Director	Taiwan	Lin,Wen-Yuan	Male	May.07,2021	3	Nov.20,2018	—	—	—	—	—	—	—	—	1.Master of Graduate School of Civil Engineering,University of Hawaii, USA 2.Vice Chairman, Commission of National Corporations, Ministry of Economic Affairs 3.Chairman,Taiwan Power Company 4.Chairman,Taiwan Cogeneration Corporation 5.Chairman,China Steel Corporation	1.Chairman, Eastern Broadcasting Co., Ltd. 2.Chairman,Taiwan Styrene Monomer Corporation. 3.Chairman, Yangmingshan Tien Lai Resort & Spa.	N/A	N/A	N/A	—	
Director	Taiwan	Chiang, Wen-Hsing	Male	May.07,2021	3	Nov.20,2018	—	—	—	—	—	—	—	—	1.National Chung Cheng University Department of Finance Master's degree 2.National Tsing Hua University Department of Materials Science and Engineering Bachelor's degree 3.Delta Electronics, Inc. Power and system BG DC power BU Sr. Director 4.Taiwan Optoelectronic Semiconductor Industry Association Vice-Chairman	General Manager, Building Automation Solutions BU Delta Electronics, Inc.	N/A	N/A	N/A	—	
Director	Taiwan	Long deed corporation	—	May.07,2021	3	Nov.20,2018	1,765,165	0.07%	998,770	0.06%	—	—	—	—	—	—	—	N/A	N/A	N/A	—
		Delegate: Liu,Kong-Hsin	Male				2,207,057	0.08%	1,248,780	0.08%	—	—	—	—	1.National Taiwan Ocean University Department of Shipping & Ttransportation Management 2.Assistant Vice President, Formosa Plastics Group 3.Director, Formosa Chemicals & Fibre Corporation 4.Chairman ,Solartech Energy Corp.	1.President ,Long Deed Corporation	N/A	N/A	N/A	—	
Director	Taiwan	National Development Fund, Executive Yuan	—	May.07,2021	3	Nov.20,2018	175,119,300	6.57%	99,084,679	6.09%	—	—	—	—	—	—	—	N/A	N/A	N/A	—
		Delegate: Faa-Jeng Lin	Male				—	—	—	—	—	—	—	1.Chair Professor, Dept. of Electrical Science and Technology Policy Advisor, Board of Science and Technology, the Executive Yuan 3 IEEE Fellow	1.Chair Professor, Department of Electrical and Engineering, National Central University with Dean of College of Electrical Engineering & Computer Science 2. Managing Director, Taiwan Power Company	N/A	N/A	N/A	—		
Director	Taiwan	Yao-Hwa Glass Co., Ltd. Management Commission	—	May.07,2021	3	Nov.20,2018	167,145,851	6.27%	94,573,203	5.81%	—	—	—	—	—	—	N/A	N/A	N/A	—	

Title	Nationality	Name	Gender	Date Elected	Duration	Date First Elected	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding in Other Persons' Names		Principal Work Experiences and Academic Qualifications	Positions Held Concurrently in The Company and/or in Any Other Company	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
		Delegate: Chou, Chung Pin	Male				—	—	—	—	—	—	—	—	1.Master, Industrial Management, National Taiwan Institute of Technology, Graduate School of Management 2.Deputy Director, Information Technology Industries Division and Director, Industrial Policy Division, Industrial Development Bureau, Ministry of Economic Affairs	1.Professor, Graduate Institute of Photonics and Optoelectronics, Graduate Institute of Communication Engineering, and Department,of Electrical Engineering, National Taiwan University. 2. Director, TacBright Optronics orporation.	N/A	N/A	N/A	—
Independent Director	Taiwan	Tsai,Ming-Fang	Male	May.07,2021	3	Nov.20,2018	—	—	—	—	—	—	—	—	1.PhD,Graduate Institute of Industrial Economics, National Central University 2.Independent Director ,First Life Insurance Co.,Ltd. 3.Independent Director BankTaiwan Securities Co.,Ltd.	1.Professor ,Department of Industrial Economics, Tamkang University. 2.Director ,Grand Carhay Venture Capital Co., Ltd. 3.Independent Director ,Taiwan Financial Holding Co.,Ltd. 4.Independent Director ,Bank of Taiwan. 5.Director ,Eminent II Venture Capital Corporation. 6.China Development Biomedical Venture Fund Co., Ltd. 7.Independent Director, Choice Development, Inc.	N/A	N/A	N/A	—
Independent Director	Taiwan	Chien-Yi Chang	Male	May.07,2021	3	May.07,2021	—	—	—	—	—	—	—	—	1. PhD, Department of Economics, National Taipei University. 2.Vice Director/Associate Research Fellow, Research Division II of the Taiwan Institute of Economic Research 3.Assistant Research Fellow, Chung- Hua Institution for Economic Research	1. President, Taiwan Institute of Economic Research 2. Director, Research Division II, Taiwan Institute of Economic Research 3. Director, Central Bank 4. Director, Chang Hwa Commercial Bank, Ltd. (appointed by National Development Fund) 5. Director, Ming Marine Transport Corporation (appointed by National Development Fund) 6. Director, Grand Cathay Venture Capital Co., Ltd. (appointed by National Development Fund)	N/A	N/A	N/A	—
Independent Director	Taiwan	Chang Jing-Shin	Male	May.07,2021	3	May.07,2021	—	—	—	—	—	—	—	—	1. Ph.D., Department of Electrical Engineering, National Tsing Hua University 2. Assistant Professor, National Chi Nan University 3. Senior Research Fellow, BDC	—	N/A	N/A	N/A	—

(2)Major shareholders of the institutional shareholders

Name of Institutional Shareholders	Major Shareholders of Institutional Shareholders
National Development Fund, Executive Yuan	Government of the Republic of China (Taiwan)
Yao-Hwa Glass Co., Ltd. Management Commission	Yao-Hwa Glass Co., Ltd. Management Commission is a management committee managed by the Ministry of Economic Affairs. The management committee currently includes 2 to 6 private stock representatives and 8 official stock representatives.
Long deed corporation	Liou,Mei-Jyun(21.25%) 、Cai,Meng-Sia(18.25%) 、Liou,Kang-Sin(18%) 、Liou,Huang-Cing(21.25%) 、Liou,Syuan-Hao(21.25%)

(3)Major Shareholder(s) to The Company Listed in The Right Hand Column of The Above Table : No

(4)Professional qualifications and independence analysis of directors and Independent Directors :

Qualification Name	Professional qualifications and experience (Notes1)	Independent status (Notes2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Chairman & CSO Hong, Chum-Sam	<p>Chairman Hong, Chum-Sam, Ph.D., Electrical Engineering, National Tsing Hua University, co-founder of United Renewable Energy Co., Ltd., has been the Chairman/Director of Neo Solar Power Corp. (before the merger and name change) since December 30, 2005, and served as the CEO of Neo Solar Power Corp. He was the Vice General Manager & Head of Plant, Kwanghua Amorphous Silicon Co., Ltd., Battery Pack of Materials Research Institute, Institute of Industrial Technology/Leader of Film Team, the Host of Power Subsystem, Space Program by the National Space Center, and was honored as the highest in the international solar cells field, PVSEC-23 Special Award, Academician of Asia Pacific Institute of Materials.</p> <p>Chairman Hong is one of the first solar cell researchers in Taiwan and a pioneer in the domestic industry. He has also been continuously involved in the solar energy field for more than 40 years and is a distinguished alumnus of College of Electrical Engineering and Computer Science of National Tsing Hua University. Chairman Hong is committed to the development of the green energy industry and leads the development direction of URE Group, incorporating sustainable development into the Company's business strategy, so as to create a positive cycle and make the Company shine and become a world-class benchmark in the solar energy industry and make the world a greener and more beautiful place (We Make the World Greener), moving towards the goal of sustainable operations.</p> <p>Chairman Hong does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Lin, Kun-Si	<p>Director Lin, Kun-Si, Ph.D., Business Administration , University of Kentucky, USA, MBA, Business Administration, National Chiao Tung University, and Bachelor in Electronic Engineering, National Chiao Tung University, is the co-founder of United Renewable Energy Co., Ltd. He served as TSMC's Senior Vice President and served as the top executive in a number of positions. He has contributed to TSMC's rapid growth, established many businesses such as marketing and legal affairs, and set up European and Japanese branches, received many awards for TSMC, including Asia's Most Admired Knowledge Enterprise and the e-Asia Award. With his many years of experience in the industry, Director Lin is able to provide advice on the direction of the URE Group so that the Company can continue to grow and thrive and move towards the goal of sustainable operations.</p> <p>Director Lin does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None

Qualification Name	Professional qualifications and experience (Notes1)	Independent status (Notes2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Director & CEO Pan,Wen-Whe	<p>Director Pan, Wen-Whe, Ph.D., Fiber & Polymer Eng., North Carolina State University, is a co-founder of United Renewable Energy Co., Ltd. and has served as a Director and CEO of United Renewable Energy Technology Co., Ltd. since November 20, 2018. Mr. Pan served as a Director and General Manager of Gintech Energy Corporation, General Manager of So Yang Enterprise Co., Ltd, Chief Engineer and Laboratory Manager of Sumitomo Electric, Director of Phoenix Precision Technology Corporation, Director of ECOVE Environment Corporation, Chairman of ECOVE Solar Energy Corporation. Director Pan is dedicated to the development of the green energy industry and has made great contributions to the solar energy industry in Taiwan. With his years of experience in the industry, he will lead United Renewable Energy Corporation to continue to grow and make the company shine and become a world-class benchmark in the solar energy industry.</p> <p>Director Pan does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Liu,Kong-Hsin	<p>Director Liu, Kong-Hsin, graduate of the Department of Shipping & Transportation Management, National Taiwan Ocean University and co-founder of United Renewable Energy Co., Ltd., has been appointed as a Director of United Renewable Energy Co., Ltd. since November 20, 2018 by Long Deed Corporation. Director Liu is currently the President of Long Deed Corporation. and served as Chairman of Solar PV Corp., Assistant Vice President of Formosa Plastics Group, Director of Formosa Chemicals & Fibre Corporation. With his years of experience in the industry, he can provide advice on the development direction of the URE Group, which will enable the company to continue to grow and thrive and move towards the goal of sustainable operations. Director Liu joined the solar industry in 2007 and has made great contributions to the solar industry in Taiwan. With his many years of experience in the industry, he can provide advice on the development direction of the URE Group so that the Company can continue to grow and thrive and move towards the goal of sustainable operations.</p> <p>Director Liu does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Faa-Jeng Lin	<p>Director Lin, Faa-Jeng, Ph.D., Institute of Electrical Engineering, National Tsing Hua University, has been appointed by National Development Fund, Executive Yuan, as a Director of United Renewable Energy Co., Ltd. since May 7, 2021. Director Lin was the convener of National Science Technology Program – Energy Project for Promoting and Managing Smart Grid Focus Center, Director of the Joint Research Center of National Central University, President of the Taiwan Smart Grid Industry Association. Currently, he serves as the Managing Director of Taiwan Power Company and Dean of College of Electrical Engineering & Computer Science of National Central University. Director Lin is dedicated to research on electrical control, non-linear control, intelligent control, power electronics, renewable energy, and smart grid, and was awarded the 2021 Distinguished Research Fellow by the Ministry of Science and Technology. With his many years of experience in the industry, Director Lin can provide advice on the direction of the URE Group so that the Company can continue to grow and thrive and move towards the goal of sustainable operations.</p> <p>Director Lin does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None

Qualification Name	Professional qualifications and experience (Notes1)	Independent status (Notes2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Director Chou, Chung Pin	<p>Director Chou, Chung-Pin, Master, Industrial Management, National Taiwan Institute of Technology (now National Taiwan University of Science and Technology). He joined the Industrial Development Bureau of the Ministry of Economic Affairs in 1993 and has served as a Technical Officer, Section Chief, Deputy Director, Director of the Industrial Policy Division, and Secretary General. He is familiar with the trend and development of the electronic information industry and the green energy industry, government policy planning and operational practices. Since November 20, 2018, he has been appointed by Yao-Hwa Glass Co., Ltd. as a Director of United Renewable Energy Co., Ltd., with his experience in providing counsel for the development of the solar power industry, he is able to provide advice on the development direction of the URE Group so that the company can continue to grow and thrive and move toward the goal of sustainable operations.</p> <p>Director Chou is not having one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Lin, Wen-Yuan	<p>Director Lin, Wen-Yuan, Master, Civil Engineering Department, University of Hawaii, USA, has served as a Director of United Renewable Energy Co., Ltd. since November 20, 2018. Director Lin has served as Vice Chairman of Commission of National Corporations, Ministry of Economic Affairs, Chairman of Taiwan Power Company, Chairman of Taiwan Cogeneration Corporation, Chairman of China Steel Corporation. Currently serves as Chairman of Taiwan Styrene Monomer Corporation, Chairman of Eastern Broadcasting Co., Ltd., and Chairman of Yangmingshan Tien Lai Resort & Spa. With Director Lin's accumulated experience in the industry, government and academe, he is able to provide direction and advice on the development of the URE Group, enabling the company to continue to grow and thrive and move toward the goal of sustainable operations.</p> <p>Director Lin does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Chiang, Wen-Hsing	<p>Director Chiang, Wen-Hsing, Master, Institute of Finance and Economics, National Chung Cheng University / Bachelor's degree in Department of Materials and Science Engineering, National Tsing Hua University, has been a Director of United Renewable Energy Co., Ltd. since November 20, 2018. Director Chiang Wen-Hsing was the Examination Committee member of "Corporate partner Linkage Industry-Academia Cooperation Project" of the Ministry of Science and Technology, R.O.C., Supervisor of the Photonics Industry & Technology Development Association, and Vice Chairman of Taiwan Optoelectronic Semiconductor Industry Association (TOSIA). Currently, Director Chiang is the General Manager of Building Automation Solutions, BU Delta Electronics Inc., Director Chiang with his accumulated industry experience, can provide advice on the development direction of the URE Group, so that the company can continue to grow and thrive towards the goal of sustainable operations.</p> <p>Director Chiang does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None

Qualification Name	Professional qualifications and experience (Notes1)	Independent status (Notes2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Independent Director Tsai, Ming-Fang	<p>Independent Director Tsai, Ming-Fang, Ph.D., Graduate Institute of Industrial Economics, National Central University, has been an Independent Director of the Company since November 20, 2018, and is also the convener of the Company's Audit Committee. Independent Director Tsai was formerly an Independent Director of First Life Insurance Co., Ltd. and Independent Director of Bank Taiwan Securities Co., Ltd. He is currently a professor at the Department of Industrial Economics of Tamkang University, Independent Director of Taiwan Financial Holding Co., Ltd., Independent Managing Director of Bank of Taiwan, Director of Grand Cathay Venture Capital Co., Ltd., Director of Eminent I I Venture Capital Corporation, and Director of China Development Biomedical Venture Fund Co., Ltd. He has financial and accounting expertise, familiar with business laws and regulations, and corporate governance expertise.</p> <p>Independent Director Tsai teaches in the fields of economics, industrial economics, international trade theory, supply chain integration theory and strategic analysis. In addition to teaching and researching, Independent Director Tsai continues to participate in discussions on public issues, serving as an advisory member of the Executive Yuan International Economic and Trade Industry Advisory Council and a member of the Basic Wage Commission. With his unique insights on public policy, corporate governance, finance, international trade and other financial issues, and his accumulated experience in the industry and government, he is able to advise on the direction of the URE Group, enabling the company to continue to grow and thrive.</p> <p>Independent Director Tsai does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	<p>The Company nominated and elected the three independent directors and obtained written statements, employment history, proof of current employment, and the relative relationship forms provided by the three independent directors for verification, and confirmed that they, their spouses and their relatives within the second degree of kinship are not directors, supervisors, or employees of the Company or any of its affiliates or specific associates (refer to paragraphs 5 to 8 of Item 1 of Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies). In addition, it has been verified that the three independent directors listed on the left have met the eligibility requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" and Article 14-2 of the Securities and Exchange Act promulgated by the Financial Supervisory Commission during the two years prior to their election and during their term of office, and that the independent directors have been empowered by</p>	2
Independent Director Chien-Yi Chang	<p>Independent Director Chang, Chien-Yi, Ph.D., Department of Economics, National Taipei University, has been an Independent Director of the Company since May 7, 2021 and is also a member of the Company's Audit Committee. Independent Director Chang Chien-Yi was Director of Research Division II of the Taiwan Institute of Economic Research, Research Fellow of the Taiwan Institute of Economic Research, concurrent Assistant Research Fellow of the Chinese Institute of Economic Research, Deputy Executive Secretary of the Industrial/Commercial Review Committee of the Industry Advisory Committee of the Ministry of Economic Affairs, Deputy Director General of the Economic and Trade Policy Research Committee of the General Chamber of Commerce of the Republic of China, and concurrent Associate Professor of the Department of International Business of Soochow University. He is currently the President of the Taiwan Institute of Economic Research, Director of the Economic Development Strategic Planning Center of the Taiwan Institute of Economic Research, Research Fellow of the Taiwan Institute of Economic Research, Director of the Central Bank, Director of Chang Hwa Commercial Bank, Ltd. (appointed by the National Development Fund), Director of Yang Ming Marine Transport Corporation (appointed by the National Development Fund), Grand Cathay Venture Capital Co., Ltd. (appointed by National Development Fund), Member of the Retail, Wholesale & Service Committee of Taiwan Coalition of Service Industry.</p> <p>Independent Director Chang, Chien-Yi has expertise in finance and accounting, knowledge of business laws and regulations, and is a corporate governance professional. He has extensive experience in industrial development and policy planning, brand strategy planning, industry competition in major trading countries, and manufacturing and service industry topics, and is able to provide professional advice on the development direction of the URE Group so that the Company can continue to grow and thrive towards its goal of sustainable operations.</p> <p>Independent Director Chang does not have one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	<p>the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies). In addition, it has been verified that the three independent directors listed on the left have met the eligibility requirements set forth in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" and Article 14-2 of the Securities and Exchange Act promulgated by the Financial Supervisory Commission during the two years prior to their election and during their term of office, and that the independent directors have been empowered by</p>	None

Qualification Name	Professional qualifications and experience (Notes1)	Independent status (Notes2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Independent Director Chang Jing-Shin	<p>Independent Director Chang, Jing-Shin, Ph.D., Department of Electrical Engineering, National Tsing Hua University, has been an Independent Director of the Company since May 7, 2021, and is also a member of the Company's Audit Committee. He was an Assistant Professor at National Chi Nan University and a senior Research Fellow at Zhiyuan Technology. Independent Director Chang Jing-Shin is an academic with dual expertise in electrical engineering and information technology. His research interests include statistical modeling and Deep Learning as the core AI technology. His application areas are mainly natural language processing and computational linguistics, and he specializes in huge data processing and modeling. Dr. Chang's research work began in 1986 at the Electrical and Natural Language Processing Laboratory at National Tsing Hua University. He is one of the most senior researchers in this field in Taiwan, and is one of the only Taiwanese scholars to have served on the Executive Committee of the Association for Computational Linguistics (ACL), the top international association in this field, for the past 60 years, and was a special member of the ACL from 2016 to 2018. As an Independent Director with extensive experience in the industry, government, and academia, Chang, Jing-Shin can provide professional advice on the development direction of the URE Group, so that the Company can continue to grow and thrive towards the goal of sustainable operations.</p> <p>Independent Director Chang does not have of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	<p>Article 14-3 of the Securities and Exchange Act to participate fully in decision-making and to express their opinions, so as to remain independent in the performance of their relevant duties.</p>	None

Notes1: Professional Qualifications and Experience: Specify the professional qualifications and experience of individual directors and supervisors, and if they are members of the Audit Committee and have accounting or financial expertise, describe their accounting or financial background and work experience, and state any of the circumstances under Article 30 of the Company Act.

Notes2: The independent director shall describe the circumstances of independence, including but not limited to whether the person, the person's spouse, or relative within the second degree of kinship is a director, supervisor or employee of the Company or any of its affiliates; the number and shareholdings ratio by the person, the person's spouse, or relative within the second degree of kinship (or held by the person under others' names); whether the person is a director, supervisor or employee of a company with a specific relationship with the Company (refer to Subparagraphs 5-8, Paragraph 1, Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and the amount of compensation received for providing commercial, legal, financial and accounting services to the Company or any of its affiliates in the past two years.

(5) Diversity and independence of the Board of Directors :

A. Diversity of the Board of Directors :

Since June 2014, the Company has adopted a candidate nomination system for the election of directors of the Company. In accordance with the "Corporate Governance Best Practice Principles" of the Company, the structure of the Company's Board of Directors shall be determined by choosing an appropriate number of board members, not less than five, in consideration of its business scale, the shareholdings of its major shareholders, and practical operational needs. The composition of the board of directors shall be determined by taking diversity into consideration. It is advisable that directors concurrently serving as company officers not exceed one-third of the total number of the board members, and that an appropriate policy on diversity based on the company's business operations, operating dynamics, and development needs be formulated. The board members should have different professional knowledge and skills (law, accounting, industry, finance, marketing or technology of industry professional background, professional skills and industry experience, etc.) or gender, ages, etc. In order to achieve the ideal goals of corporate governance, the Board of Directors of the Company as a whole possesses the following abilities:

- a. Operational judgment ◦
- b. Capability of accounting and financial analysis ◦
- c. Capability of operation management ◦
- d. Capability of crisis management ◦
- e. Industry knowledge ◦ Perspective in international
- f. leadership & Capability of decision-making ◦

The current members of the Company's Board of Directors compose a wide range of expertise in the fields of finance, business, management, and industry knowledge, with a wealth of experience in the industry, academe, and professionalism. The following table shows the diversity of the Board of Directors:

Name	Nationality	Company employees	age				Operational judgment	Capability of accounting and financial analysis	Capability of operation management	Capability of crisis management	Industry knowledge	Perspective in international	leadership	Capability of decision-making
			Over 70 years old	60 ~ 69 years old	50 ~ 59 years old	Under 50								
Hong, Chum-Sam	Taiwan	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓
Lin, Kun-Si	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
Pan, Wen-Whe	Taiwan	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓
Lin, Wen-Yuan	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
Long Deed Corporation Delegate: Liu, Kong-Hsin	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
National Development Fund, Executive Yuan Delegate: Faa-Jeng Lin	Taiwan			✓			✓	✓	✓	✓	✓	✓	✓	✓
Yao-HwaGlass Co., Ltd. Management Commission Delegate: Chou, Chung Pin	Taiwan			✓			✓	✓	✓	✓	✓	✓	✓	✓
Chiang, Wen-Hsing	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
Chiang, Wen-Hsing	Taiwan					✓	✓	✓	✓	✓	✓	✓	✓	✓
Chien-Yi Chang	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
Chang Jing-Shin	Taiwan			✓			✓	✓	✓	✓	✓	✓	✓	✓

B. Board Independence :

a. The structure of the Company's Board of Directors :

The Company has established a system for the election of directors, and the procedures for the election of directors are open and just, in compliance with the provisions of the Company's "Articles of Incorporation", the "Procedures for Election of Directors", the "Corporate Governance Best Practice Principles", the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" and "Article 14-2 of the Securities and Exchange Act", etc. The current composition of the Board of Directors is 3 independent directors (27.3%), 8 non-independent directors (72.7%) of which 2 are managers (18.2%, not more than one-third of the total number of directors), and none of the directors are related to each other as spouses or relatives within the second degree of kinship, in compliance with paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.

b. Independence :

The Board of Directors directs the Company's strategy, supervises the management and is responsible to the Company and its shareholders. All operations and arrangements of the Company's corporate governance system are conducted by the Board of Directors in accordance with laws and regulations, the Company's Articles of Incorporation or resolutions of the shareholders' meetings, and the Board of Directors exercises its authority accordingly. The Board of Directors emphasizes the function of independent operation and transparency, and the directors and independent directors are independent individuals who exercise their duties and responsibilities independently. The three independent directors also comply with the relevant laws and regulations, together with the duties and responsibilities of the Audit Committee, to review the Company's existing or potential risk management, and to monitor the effective implementation of the Company's internal controls, the appointment (dismissal) of the CPAs, and the independence and proper preparation of the financial statements. In addition, in accordance with the Company's "Procedures for Election of Directors", a cumulative voting system and a candidate nomination system are adopted for the election of directors and independent directors, and shareholders are encouraged to participate. Shareholders who hold more than a certain number of shares may propose a list of candidates, and the examination of the qualifications of such candidates and the confirmation of whether there is any violation of the provisions under Article 30 of the Company Act and the related processing operations are carried out and announced in accordance with the law to protect the shareholders' interests, so as to avoid monopoly of the nomination rights or excessive and maintain independence.

The Company has established a system for evaluating the performance of the Board of Directors and conducts an internal self-evaluation of the Board of Directors and a self-evaluation of the Board members once a year. The evaluation of the performance of the Board of Directors covers five major aspects, including (1) Participation in the operation of the company; (2) Improvement of the quality of the board of directors' decision making; (3) Composition and structure of the board of directors; (4) Election and continuing education of the directors; and (5) Internal control. The self-evaluation of board members includes six major aspects: (1) Alignment of the goals and missions of the company; (2) Awareness of the duties of a director; (3) Participation in the operation of the company; (4) Management of internal relationship and communication; (5) The director's professionalism and continuing education; and (6) Internal control. The results of the above-mentioned evaluation will be disclosed in the Company's annual report and website after reported to the Board of Directors.

In addition, in order for the investors to fully understand the operation of the rest of the Board of Directors of the Company, relevant information has been disclosed in the Company's annual report, official website or the Market Observation Post System of the Taiwan Stock Exchange. :

- (1) The attendance status of the board members at the meetings.
- (2) Motions and resolutions of the Board of Directors' meetings.
- (3) Continuing education of directors.
- (4) Changes in the shareholdings (shareholding ratio, transfer of shares and setting of pledges, etc.) of the Board members.

3.2.2.Management Team

April 26, 2022

Title	Name	Nationality	Gender	Date Effective	Shareholding		Spouse & Minor Shareholding %		Shareholding by Nominee Arrangement Shares		Experience (Education)	Other Position	Managers who are Spouses or Within Two Degrees of Kinship			Note
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman & CSO	Hong, Chum-Sam	Taiwan	Male	Oct. 01, 2005	1,561,591	0.10%	—	—	—	—	1.Ph.D of Electrical Engineering (National Tsing Hua University) 2.Neo Solar Power Corp Chairman & CEO 3.Vice General Manager & Head of Plant, Kwanghua Amorphous Silicon Co., Ltd. 4.Battery Pack of Materials Research Institute, Institute of Industrial Technology/Leader of Film Team 5.Host of Power Subsystem, Space Program by the National Space Center 6.Was honored as the highest in the international solar cells field, PVSEC-23 Special Award, Academician of Asia Pacific Institute of Materials	1.Director,V5 Technologies Co., Ltd. 2.Chairman, NSP System Development Corp. 3.Chairman, Zhongyang Corporation. 4.Chairman ,Yong Liang Inc. 5.Chairman ,Yong Zhou Ltd. 6.Chairman, Si Two Corp.	N/A	N/A	N/A	—
Director & CEO	Pan,Wen-Whe	Taiwan	Male	Oct. 01, 2018	1,713,703	0.11%	—	—	—	—	1.PhD. Fiber & Polymer Eng., North Carolina State University 2.Department of Fiber and Composite Materials, Feng Chia University 3.Gintech Energy Corporation. Director&General Manager 4.So Yang Enterprise Co., Ltd General Manager 6.Cm Chuan Precision Technology Co., Ltd. Director 7.Ecove Environment Corporation, Director 8.Ecove Solar Energy Corporation, Chairman	1.Director, Zhongwei Investment Energy Co., Ltd. 2.Director, Utech Solar Corporation. 3.Chairman, Shanshang Energy Co., Ltd.	Vice President	Ben Pan	father and son	—
Business President	Shen,Wei-Jiun	Taiwan	Male	May 05, 2008	731,906	0.04%	56,581	0.00%	—	—	1.Master of Business Administration, Santa Clara University, USA 2.Master of Electrical Engineering, Case Western Reserve University, USA 3.Bachelor of Physics, National Taiwan University 4.President & COO of Neo Solar Power Corp. 5.Senior Director of TSMC 6.Managing Director of TSMC-Europe B.V.	1.Chairman, Solartech Materials Corporation 2.Director, Si Two Corp.	N/A	N/A	N/A	—
Senior Vice President	Wang,Zhong-Lin	Taiwan	Male	Dec.27, 2021	—	—	—	—	—	—	1.National Chung Hsing University, Department of Agriculture Mechanical Engineering 2.Manager of Texas Instruments 3.Operations Manager of Motorola, Inc. 4.Operations Vice General Manager of Advanced Semiconductor Engineering, Inc. 5.Operations Vice General Manager of Amkor Technology 6.Senior Factory Director of General Energy Solutions Inc.	—	N/A	N/A	N/A	—
Vice President & CFO	Pan,lai-lay	Taiwan	Femal	Oct. 01, 2018	126,299	0.01%	—	—	—	—	1.Master of Marketing, Saint John's University 2.Financial Vice President and Chief financial Officer of GIN 3.Manager of Malabs 4.Assistant Manager of CITI Bank	1.Supervisor,DS Energy Technology Co., Ltd 2.Director, Thintech Materials Technology Co.,Ltd. 3.Director, NSP System 4.Director, Hsin Jin Optoelectronics 5.Director, Hsin Jin Solar Energy 6.Director, Si Two Corp. 7.Supervisor, Utech Solar Corporation 8.Supervisor, Solarbright energy Co., Ltd	N/A	N/A	N/A	—
Vice President	Zabrina Hsu	Taiwan	Femal	May.06.2019	175,097	0.01%	—	—	—	—	1.LLM of Duke University 2.GM of Celestica Inc 3.Chief of Justice NSP Corp. 4.Chief of Justice ADATA Technology 5.Grand china Chief of Justice of Hon Hai Precision 6.Legal Manage of Acer Incorporated	1.Chairman, Solarbright energy Co., Ltd 2.Chairman, Apex Solar Corporation 3.Director, Hsin Jin Optoelectronics 4.Supervisor, NSP System 5.Supervisor, Si Two Corp.	N/A	N/A	N/A	—
Vice President	Ben Pan	Taiwan	Male	Oct. 01, 2018	8,831	0.00%	5,946	—	—	—	1.Bachelor, University of Wisconsin-Madison 2.Vice President of GIN 3.Vice President of Utech Solar Corporation 4.Execution Vice President of Dongguan So Yang Enterprise Co., Ltd	—	CEO	Pan, Wen-Whe	father and son	—
Vice President	Jf.Chen	Taiwan	Male	Dec.15.2020	—	—	—	—	—	—	1.MS, Taiwan university 2.Process manager, tsmc 3.Fab director, Gintech energy co.	Chairman & General Manager, Utech Solar Corporation	N/A	N/A	N/A	—
Vice President	Rita Yang	Taiwan	Femal	Oct. 01, 2018	81,719	0.01%	—	—	—	—	1.Department of Business Administration, Fu Jen Catholic University 2. Accounting Manager of SEC	1.Director,Taihe Construction Co., Ltd 2.Director,Anmei Construction Development.	N/A	N/A	N/A	—

Vice President	Gary Huang	Taiwan	Male	Mar.11.2022	—	—	—	—	—	—	1.Department of Accounting, Tunghai University 2.Deputy Director of Operation Management Center, INNOLUX 3.Chief Financial Officer of Taiwan Nano Electro-Optical Technology Co., Ltd. 4.Special Assistant of AUO's Finance Department 5.Senior Director of NSP's Accounting Department 6.Deputy General Manager, Finance & Administration Center, PhiHong Technology Co., Ltd.	—	N/A	N/A	N/A	—
Assistant Vice President	Hsieh, Chien-Ping	Taiwan	Male	Oct. 01, 2018	6,861	0.00%	—	—	—	—	1.Master of Cornell University 2.Gintech Energy Orporation 3.Maxim Integrated Products 4.Vanguard International Semiconductor Corporation	—	N/A	N/A	N/A	—
Assistant Vice President	Jeff Hsieh	Taiwan	Male	Jun.14.2019	43,049	0.00%	—	—	—	—	1.Master degree of Chemical Engineering of Tamkang University. 2.Purchasing manager of HannStar Display Corp.	—	N/A	N/A	N/A	—
Assistant Vice President	Howard Liu	Taiwan	Male	Feb.5.2021	36,407	0.00%	—	—	—	—	Electro-OpticalScience and Engineering (EOSE) ,NCKU master graduate	—	N/A	N/A	N/A	—

3.2.3. Remuneration of Directors, Independent Directors, President, and Vice Presidents

(1) Remuneration of Directors and Independent Director

Dec 31, 2021 /Unit: In thousand of NTS

Title	Name	Remuneration								Ratio of Total Remuneration (A+B+C+D) and Net Income (%)		Relevant Remuneration Received by Directors Who are Also Employees						Ratio of Total Compensation (A+B+C+D+E+F+G) and Net Income (%)		Compensation Paid to Directors from an Invested Company Other than the Company's Subsidiary		
		Base Compensation (A)		Severance Pay (B)		Directors Compensation (C)		Allowances (D)				Salary, Bonuses, and Allowances (E)		Severance Pay (F)		Employee Compensation (G)						
		The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	The company	All companies in the consolidated financial statements	Cash	Stock	Cash	Stock		The company	All companies in the consolidated financial statements
Chairman & CSO	Hong, Chum-Sam	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	8,407	8,407	0	0	0	0	0	0	(0.681%)	(0.681%)	N/A
Director	Lin, Kun-Si	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	0	0	0	0	0	0	0	0	(0.028%)	(0.028%)	N/A
Director & CEO	Pan, Wen-Whe	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	7,994	7,994	108	108	0	0	0	0	(0.657%)	(0.657%)	N/A
Director	Lin, Wen-Yuan	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	0	0	0	0	0	0	0	0	(0.028%)	(0.028%)	N/A
Director	Chiang, Wen-Hsing	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	0	0	0	0	0	0	0	0	(0.028%)	(0.028%)	N/A
Director	Long deed corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A
	Liu, Kong-Hsin	0	0	0	0	0	0	360	360	(0.028%)	(0.028%)	0	0	0	0	0	0	0	0	(0.028%)	(0.028%)	N/A
Director	National Development Fund, Executive Yuan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A
	Delegate: Faa-Jeng Lin	0	0	0	0	0	0	234	234	(0.018%)	(0.018%)	0	0	0	0	0	0	0	0	(0.018%)	(0.018%)	N/A
	Delegate: Chiou, Yih-Peng (Notes)	0	0	0	0	0	0	126	126	(0.010%)	(0.010%)	0	0	0	0	0	0	0	0	(0.010%)	(0.010%)	N/A
Director	Yao-Hwa Glass Co., Ltd. Management Commission	0	0	0	0	0	0	258	258	(0.020%)	(0.020%)	0	0	0	0	0	0	0	0	(0.020%)	(0.020%)	N/A
	Delegate: Chou, Chung-Pin	0	0	0	0	0	0	102	102	(0.008%)	(0.008%)	0	0	0	0	0	0	0	0	(0.008%)	(0.008%)	N/A
Independent Director	Tsai, Ming-Fang	1,800	1,800	0	0	0	0	0	0	(0.140%)	(0.140%)	0	0	0	0	0	0	0	0	(0.140%)	(0.140%)	N/A
Independent Director	Chien-Yi Chang	1,171	1,171	0	0	0	0	0	0	(0.091%)	(0.091%)	0	0	0	0	0	0	0	0	(0.091%)	(0.091%)	N/A
Independent Director	Chang Jing-Shin	1,171	1,171	0	0	0	0	0	0	(0.091%)	(0.091%)	0	0	0	0	0	0	0	0	(0.091%)	(0.091%)	N/A
Independent Director	Weng, Ming-Jeng (Notes)	629	629	0	0	0	0	0	0	(0.049%)	(0.049%)	0	0	0	0	0	0	0	0	(0.049%)	(0.049%)	N/A
Independent Director	Andrew C. Hsu (Notes)	629	629	0	0	0	0	0	0	(0.049%)	(0.049%)	0	0	0	0	0	0	0	0	(0.049%)	(0.049%)	N/A

1. Please explain the policy, system, standard, and structure of the remuneration of the independent directors, and describe the relevance to the amount of remuneration in accordance with the responsibilities, risks, and, time invested: The remuneration of Independent Directors based on Company's Board Performance Evaluation Regulation, and depends on participation of Independent Directors in operation of the Company, as well as value of their contribution. The remuneration of Independent Directors of the relevant listed companies will also be taken into consideration, the final decision is subject to approval of Remuneration Committee and Board of Directors.

2. In addition to the above remuneration, director remuneration shall be disclosed as follows when received from companies included in the consolidated financial statements in the most recent year to compensate directors for their services, such as being independent contractors. : n/a

(2) Remuneration of the President and Vice Presidents

Dec 31, 2021 /Unit: In thousand of NTS

Title	Name	Salary(A)		Severance Pay (B)		Employee Compensation (D)		Employee Compensation (D)				Ratio of total compensation (A+B+C+D) and net income (%)		Compensation Paid to the President and Vice Presidents from an Invested Company Other than the Company's Subsidiary
		The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company		Companies in the consolidated financial statements		The company	Companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
Chairman & CSO	Hong, Chum-Sam	39,057	42,110	1,047	1,047	6,605	6,605	0	0	0	0	(3.63%)	(3.86%)	N/A
Director & CEO	Pan, Wen-Whe													
Business President	Shen, Wei-Jiun													
Senior Vice President	Thomas Hsu (Notes)													
Vice President	Jack Chen (Notes)													
Senior Vice President	Wang, Zhong-Lin (Notes)													
Vice President & CFO	Pan, Lay-lay													
Vice President	Ben Pan													
Vice President & Accounting Officer	Rita Yang (Notes)													
Vice President	Jorge Tseng (Notes)													
Vice President	Adam, Hsu (Notes)													
Vice President	Zabrina, Hsu													
Senior Vice President	Jf, Chen													

Notes : Thomas Hsu, Sep.2021 retired ; Jack Chen, Sep. 2021 resignation ; Wang,Zhong-Lin ,Dec. 2021 new appointment; Rita Yang, Feb. 2021 new appointment; Jorge Tseng, Oct. 2021 resignation; Adam.Hsu, Oct. 2021 resignation.

Range of Remuneration	Name of President and Vice Presidents	
	The company	From All Consolidated Entities
Under NTS 1,000,000	Jack Chen 、 Wang,Zhong-Lin	Wang,Zhong-Lin
NTS1,000,000 ~ NTS2,000,000	—	—
NTS2,000,001 ~ NTS3,500,000	Pan.Lay- Lay 、 Ben Pan 、 Rita Yang 、 Jorge Tseng 、 Adam.Hsu 、 Zabrina.Hsu 、 Jf.Chen	Pan.Lay- Lay 、 Ben Pan 、 Rita Yang 、 Jorge Tseng 、 Adam.Hsu 、 Zabrina.Hsu 、 Jf.Chen
NTS3,500,000 ~ NTS5,000,000	Thomas Hsu	Thomas Hsu 、 Jack Chen
NTS5,000,000 ~ NTS10,000,000	Hong, Chum-Sam 、 Pan.Wen-Whe 、 Shen,Wei-Jiun	Hong, Chum-Sam 、 Pan.Wen-Whe 、 Shen,Wei-Jiun
NTS10,000,001 ~ NTS15,000,000	—	—
NTS15,000,001 ~ NTS30,000,000	—	—
NTS30,000,001 ~ NTS50,000,000	—	—
NTS50,000,001 ~ NTS100,000,000	—	—
Over NTS100,000,000	—	—
Total	13	13

(3) Managerial officers with the top five highest remuneration amounts

Dec 31, 2021 /Unit: In thousand of NT\$

Title	Name	Salary (A) (Notes2)		Severance Pay (B)		Bonuses, and Allowances (D) (Notes3)		Employee Compensation (D) (Notes4)				Ratio of Total Compensation (A+B+C+D) to Net Income (%) (Notes6)		Compensation Paid to Directors from an Invested Company Other than the Company's Subsidiary (Notes 7)
		The company	All companies in the consolidated financial statements (Notes 5)	The company	All companies in the consolidated financial statements (Notes 5)	The company	All companies in the consolidated financial statements (Notes 5)	The company		All companies in the consolidated financial statements (Notes 5)		The company	All companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
Chairman & CSO	Hong, Chum-Sam	7,207	7,207	0	0	1,200	1,200	0	0	0	0	(0.65%)	(0.65%)	—
Director & CEO	Pan, Wen-Whe	6,853	6,853	108	108	1,141	1,141	0	0	0	0	(0.63%)	(0.63%)	—
Business President	Shen, Wei-Jiun	4,708	4,708	108	108	785	785	0	0	0	0	(0.43%)	(0.43%)	—
Vice President	Thomas Hsu (Notes)	3,289	3,289	81	81	626	626	0	0	0	0	(0.31%)	(0.31%)	—
Vice President	Jack Chen (Notes)	699	3,751	43	43	0	0	0	0	0	0	(0.06%)	(0.29%)	—

Notes: Thomas Hsu, Sep. 2021 retired; Jack Chen, Sep. 2021 resignation

Notes 1: The aforementioned "supervisor" in the "Top five highest-paid supervisors" refers to the manager of the company. The criteria for the identification of managers shall be handled in accordance with the scope of application of "managers" stipulated in the letter of Taiwan Finance Certificate No. 0920001301 of the Securities and Futures Commission of the Ministry of Finance on March 27, 2003. The calculation and determination principle of the "top five highest remuneration" is based on the total number of salaries, retirement pensions, bonuses, and special expenses received by company supervisors from all companies in the consolidated financial statement, the total amount of employee compensation (that is, the total of A+B+C+D,) and the top five highest remunerations are recognized after the ranking. Besides, the table and the above table (1-1) shall be filled out if the director is concurrently a former supervisor.

Notes 2: To fill in the salary, job bonus, and severance pay of the top five highest-paid supervisors in the most recent year.

Notes 3: To fill in the various types of bonuses, rewards, traffic allowance, special disbursement, multiple allowances, dormitory, transportation dispatch, and other remuneration amounts of the top five highest-paid supervisors in the most recent year. The nature and cost of the assets provided, rents, fuel and other payments that are actually or measured at fair market value shall be disclosed when providing housing, cars, and other transportation or exclusive personal expenses, including the acquisition of employee stock option certificates, restricting employee equity new stock, and participating in cash capital subscription shares, etc., shall also be included in the remuneration.

Notes 4: To fill in the employee compensation amount (including stocks and cash) of the top five highest-paid supervisors approved by the board of directors in the most recent year. If it cannot be estimated, the proposed distribution amount for this year will be calculated based on the proportion of the actual distribution amount of the previous year, and the third form of the attached schedule shall be filled additionally.

Notes 5: The total amount of each remuneration paid to the top five highest-paid supervisors of the Company by all companies (including the Company) in the consolidated statement shall be disclosed.

Notes 6: Net profit after tax refers to net profit after tax in the most recent individual or individual financial statement.

Notes 7: a. The column shall list the top five highest-paid supervisors of the company receiving the remuneration amount from the reinvestment business outside the subsidiary or the parent company (if not, please fill in "none".)

b. Remuneration refers to the rewards, compensation (including the compensation of employees, directors, and supervisors) and business execution received by the top five highest-paid supervisors of the company as directors, supervisors, or managers of non-subsidiary companies, or parent companies.

*The content of the remuneration disclosed in this form differs from the income concept of the Income Tax Act; consequently, the purpose of the form is for information disclosure instead of taxation purposes.

3.2.4. Employee Profit Sharing Granted to Management Team Date: None.

3.2.5. Comparison of Remuneration for Directors, Independent Directors, Presidents and Vice Presidents in the Most Recent Two Fiscal Years and Remuneration Policy for Directors, Presidents and Vice Presidents

Year	Ratio of total remuneration paid to directors, supervisors, president and vice presidents to net income (%)			
	2020		2021	
	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements
Directors	(0.40%)	(0.40%)	(1.92%)	(1.92%)
Management team	(0.89%)	(0.97%)	(4.16%)	(4.40%)

Notes: According to the resolution of the Board of Directors of the company on March 11, 2022, there were not any distribution of earnings in 2021.

(1) The remuneration paid by the company to the directors includes the remuneration of the directors and the monthly fee of traffic allowance of NT\$30,000. Besides, according to the articles of the incorporation of the company, if the company's final accounts have earnings, in addition to tax payment in accordance with the law, and to make up for losses in previous years, it shall list 10% of the legal reserve. If necessary, it shall propose a special reserve, and the balance of shall be proposed by the board of directors to be submitted to the shareholders meeting for resolution. Among them, the director's compensation is 2%. Under the resolution of the Board of Directors of the company on February 21, 2012, Based on the independence and detachment of independent directors, since January 2012, independent directors drew fixed remuneration and no longer participated in the company's earnings distribution.

(2) The remuneration paid by the company to the managers, include the salary, allowances and bonuses, etc., It depends on the position and responsibility of the position, the achievement rate of the company's overall operational objectives, individual performance, and academic experience, etc., and refers to the salary level of the same-type position in the same nature to establish.

3.3.Implementation of Corporate Governance

3.3.1.Attendance of Directors for Board Meetings

A total of 10 meetings of the board of directors were held in the previous period. Director attendance was as follows: (2021/1/1~2022/03/11) :

Title	Name	Attendance in Person	By Proxy	Attendance Rate in Person (%)	Notes
Chairman	Hong, Chum-Sam	10 / 10	0	100.00%	110.05.07 take office
Director	Lin, Kun-Si	10 / 10	0	100.00%	110.05.07 take office
Director	Pan,Wen-Whe	10 / 10	0	100.00%	110.05.07 take office
Director	Lin,Wen-Yuan	8 / 10	2	80.00%	110.05.07 take office
Director	Chiang, Wen-Hsing	8 / 10	2	80.00%	110.05.07 take office
Director	Long Deed Corporatinn Delegate: Liu,Kong-Hsin	9/10	1	90.00%	110.05.07 take office
Director	National Development Fund, Executive Yuan Delegate: Chiou, Yih-Peng	3/3	0	100.00%	110.05.07 resign
	National Development Fund, Executive Yuan Delegate: Faa-Jeng Lin	5/7	2	71.43%	110.05.07 take office
Director	Yao-Hwa Glass Co., Ltd. Management Commission Delegate: Chou, Chung-Pin	10/10	0	100.00%	110.05.07 take office
Independent Director	Tsai, Ming-Fang	10/10	0	100.00%	110.05.07 take office
Independent Director	Chien-Yi Chang	7/7	0	100.00%	110.05.07 take office
Independent Director	Chang Jing-Shin	7/7	0	100.00%	110.05.07 take office
Independent Director	Weng, Ming-Jeng	3/3	0	100.00%	110.05.07 resign
Independent Director	Andrew C. Hsu	3/3	0	100.00%	110.05.07 resign

Other mentionable items: :

1.If any of the following circumstances occur,, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the company's response should be specified: :

(1)Matters referred to in Article 14-3 of the Securities and Exchange Act :

Date of Meeting and Session	Motion Content	All independent directors' opinions and the company's handling of the opinions of independent directors
Mar 25, 2021	1.Approved the case of the issuance of common stocks by cash capital increase or participate in the issuance of global depository receipt through the issuance of common stocks by cash capital increase. 2.Approved performing private common stock. 3.Approved the Endorsement and Guarantee to the subsidiary, Apex Solar Corporation. 4.Approved the Internal Control System Statement for the year of 2020. 5.Amend parts of Validity Assessment of Internal Control System.	Approved by all independent directors.
May 06, 2021	1.Approved the continuous provision of Endorsement and Guarantee for the subsidiary, NSP.System 2.Approved the continuous provision of Endorsement and Guarantee for the subsidiary, Yong Liang Inc.	
May 07, 2021	1. Approved the appointment of the 5th Remuneration Committee of the Company.	
July 06, 2021	1.Approved the Company's proposal of the third issuance of domestic secured convertible bonds. 2.Approved performing the issuance of new stock by cash capital increase. 3.Approved the first adjustment of the fund application plan of private placements for the year of 2018.	
Aug 09, 2021	1.Approved the adjustment of the capital utilization plan for the first private placement of marketable securities in 2018. 2.Approved the amendment of the Company's 2021 capital increase by cash and issuance of new shares and the source of funds for the third domestic secured convertible bonds, the planned projects, the expected progress of capital utilization, and the estimated potential benefits.	
Nov 10, 2021	1.Approved the continuous provision of Endorsement and Guarantee for the subsidiary, NSP System	
Dec 27, 2021	1.Approved the turnkey project of solar power generation equipment for the Company through the subsidiary, NSP System Development Corp. 2.Approved the company adopted the establishment of 2021 audit plan.	
Mar 11, 2022	1.Approved the case of the issuance of common stocks by cash capital increase or participate in the issuance of global depository receipt through the issuance of common stocks by cash capital increase. 2.Approved performing private common stock. 3.Approved The Company participated Utech Solar Corporationcash capital increase. 4.Approved the Internal Control System Statement for the year of 2021.	

(2) Other matters involving objections or expressed reservations by independent directors that were recorded or stated in writing that require a resolution by the board of directors : N/a..

2. The director shall state the name of the director, the content of the proposal, the reasons for preventing the interest, and the participation in the voting: n/a

3. The annual and the previous year of goal of strengthening board functions (such as establish the Audit Committee, improve the information disclosure, etc.)

and the implementation evaluation:

The Company has built up a performance evaluation system of the Board of Directors. The performance evaluation methods were approved by the Board of Directors in November 2019 so as to encourage the board members to urge on themselves and elevate the operational function of board meetings. The internal performance evaluation of the Board of Directors must be executed once a year, while the result of internal and external evaluations must be completed by the end of first quarter next year. The performance evaluation of external Board of Directors should be put into practice at least once in three years by an external professional independent institution or an external team of experts and scholars. The 2021 performance evaluation of the Board of Directors of the Company has been completed in January 2022 and reported to the Board of Directors on March 11, 2022.

Evaluation Cycle	Evaluation Duration	Evaluation Range	Evaluation Approach	Evaluation Areas
Once a year	From January 1 2021 to December 31 2021	Individual members of the Board of Directors	Internal self-evaluation of the Board of Directors Self-evaluation of board members	The Performance Evaluation of the Board of Directors 1. The Participation in Company Operation 2. Elevate the Quality of Decision-making of the Board of Directors 3. The Formation and Structure of the Board of Directors 4. The Selection and Continuous Learning of Directors 5. Internal Control The Performance Evaluation of Individual Board Members : 1. The Command of Company Goals and Tasks 2. The Understanding of Director Duties 3. The Participation in Company Operation 4. Internal Relation Management and Communications 5. The Profession and Further Study of Directors 6. Internal Control

4. The goals of reinforcing the functions of the board of directors in the current year and the most recent year (e.g. the establishment of an audit committee, the improvement of information transparency, etc.) and the assessment of implementation:

- (1) The Company has insured the "liability insurance" for the directors and managerial officers to diversify the legal liability risks of the directors and managerial officers and enhance the capabilities of corporate governance.
- (2) The Company has established an Audit Committee to objectively supervise the operation of the board of directors with independent functions, and implement the functions and powers prescribed by the Securities and Exchange Act, the Company Act, and other relevant regulations.
- (3) The Company has established a remuneration committee to assist the board of directors in implementing and assessing the overall remuneration and benefits system of the Company, and regularly reviews whether the remuneration of directors and supervisors is appropriate.
- (4) The board of directors of the Company approved the establishment of the corporate governance supervisors on May 6, 2019, to implement corporate governance and reinforce the effectiveness of the board of directors to assist directors with relevant information and other necessary assistance in performing their duties.
- (5) To strengthen information transparency, a designated person is responsible for the disclosure of company information and updating company website information, etc.
- (6) To strengthen the professional knowledge of directors and implement corporate governance, the Company arranged courses for corporate governance and operations for directors in 2021.

Notes: The way of listing is the number of actual attendance / the number of attendances during the term.

3.3.2. Attendance of Audit Committee

A total of 8 meetings of the audit committee were held in the previous period. Independent director attendance was as follows: (2021/1/1~2022/03/11) :

Title	Name	Attendance in Person	Attendance In Proxy	Attendance Rate in Person (%)	Remark
Independent Director	Tsai, Ming-Fang	8/8	0	100.00%	110.05.07 take office
Independent Director	Chien-Yi Chang	6/6	0	100.00%	110.05.07 take office
Independent Director	Chang Jing-Shin	6/6	0	100.00%	110.05.07 take office
Independent Director	Weng, Ming-Jeng	2/2	0	100.00%	110.05.07 resign
Independent Director	Andrew C. Hsu	2/2	0	100.00%	110.05.07 resign

Other mentionable items :

The members of Audit Committee consists of 3 Independent Directors, Audit Committee holds meeting 8 times in 2021~2022, to consider following matters:

- (1) The fair expression of the financial statement of the Company.
- (2) The selection (dismissal) of the certified accountants and their ability, qualification, uniqueness, performance as well as state certificate expenses.
- (3) The effective implementation of internal control of the company.
- (4) Significant assets, derivatives, loaning funds, and endorsement or guaranteed transactions.
- (5) Amended the procedures for performing derivatives transaction and the endorsement or guaranteed method.

(6) Appointment of accounting supervisor.

(7) Issuing or private equity securities

1. If any of the following circumstances occur, the dates of meetings, sessions, contents of motion, resolutions of the Audit Committee and the Company's response to the Audit Committee's opinion should be specified

(1) Matters referred to in Article 14-5 of the Securities and Exchange Act :

Date of Meeting and Session	Motion Content	Independent director's opinions or objections	Resolution result	All independent directors' opinions and the company's handling of the opinions of independent directors
Mar 25, 2021	1. The company approved the 2020 business report and financial statements 2. The company approved the 2020 appropriation of loss 3. Perform the common stock issuance by capital increase or participate in the issuance of global depositary receipts by issuing common stock by capital increase. 4. Proposal for a capital increased by private placement. 5. Approved the Endorsement and Guarantee to the subsidiary, Apex Solar Corporation. 6. Approved the Internal Control System Statement for the year of 2020. 7. Amend parts of Validity Assessment of Internal Control System.	None	Approved by all independent directors.	Approved by all director directors.
May 06, 2021	1. Approved the continuing Endorsement or Guaranteed case of the subsidiary, Nsp System. 2. Approved the continuous provision of Endorsement and Guarantee for the subsidiary, Yong Liang Inc.	None	Approved by all independent directors.	Approved by all director directors.
July 06, 2021	1. Approved the third issue of domestic convertible bonds 2. Approved performing the issuance of new stock by cash capital increase.	None	Approved by all independent directors.	Approved by all director directors.
Aug 09, 2020	1. The company's 2021 1H comprehensive financial statement. 2. Approved the amendment of the Company's 2021 capital increase by cash and issuance of new shares and the source of funds for the third domestic secured convertible bonds, the planned projects, the expected progress of capital utilization, and the estimated potential benefits.	None	Approved by all independent directors.	Approved by all director directors.
Nov 10, 2021	1. Approved the continuing Endorsement or Guaranteed case of the subsidiary, Nsp System.	None	Approved by all independent directors.	Approved by all director directors.
Dec 27, 2021	1. Approved the turnkey project of solar power generation equipment for the Company through the subsidiary, NSP System Development Corp. 2. The company adopted the establishment of 2022 audit plan, please approve.	None	Approved by all independent directors.	Approved by all director directors.
Mar 11, 2022	1. The company approved the 2021 business report and financial statements 2. The company approved the 2021 appropriation of loss 3. Perform the common stock issuance by capital increase or participate in the issuance of global depositary receipts by issuing common stock by capital increase. 4. Proposal for a capital increased by private placement. 5. Approved The Company participated Utech Solar Corporation cash capital increase. 6. Approved the Internal Control System Statement for the year of 2021.	None	Approved by all independent directors.	Approved by all director directors.

2. Except for the above-mentioned matters, other resolutions that have not been approved by the audit committee and approved by more than two-thirds of all directors do not apply : n/a

3. Concerning the implementation of preventing interest of advantages and disadvantages, the independent directors shall state the name of the independent directors, the content of the proposal, the reasons for preventing interests, and the participation in the voting. The audit committee has no stake motion that needs to be prevented.

4. The communication between independent directors, internal audit supervisors, and accountants (shall include the important issues, methods, and results of communicating based on the company's financial and business conditions.):

(1) The manager of the internal audit of the company shall seasonally report the company's internal audit situation and the implementation of internal control to the independent director. The independent will provide professional opinion according to the report matters, and the company shall take into account their professional opinions. If any significant event occur, the meeting shall be convened immediately to report to the independent directors. The latest year of communications as of the date of the annual handbook has been printed are as follows:

Date	Communication Point	All independent directors' opinion
Mar 25, 2021	The implementation of the 2020 4 th quarter audit plan	Approved
May 06, 2021	The implementation of the 2021 1 st quarter audit plan	Approved
Aug 09, 2021	The implementation of the 2021 2 nd quarter audit plan	Approved
Nov 10, 2021	The implementation of the 2021 3 rd quarter audit plan	Approved
Mar 11, 2022	The implementation of the 2021 4 th quarter audit plan	Approved

(2) The company's independent directors and accountants will report to and thoroughly communicate with the independent directors according to the seasonal audit report, the financial situation of the company, the comprehensive operations of the subsidiaries at home and abroad, whether ther

are significant adjustments and entries, special transaction matters, and the impact on the company's finance by amending laws, etc. If any significant event occur, the meeting shall be convened immediately to report to the independent directors. The latest year of communications as of the date of the annual handbook has been printed are as follows:

Date	Communication Point	All independent directors' opinion
Mar 25, 2021	1. Explained according to the 2020 profit and loss, significant accounting issues and important matters that discussed by the managerial authority. 2. Discussed and communicated according to new audit report – explained the key matters of audit. 3. The accountants discussed and communicated the questions of the participants.	Approved
May 06, 2021	1. Explained according to the 2021 1 st quarter profit and loss, significant accounting issues and important matters that discussed by the managerial authority. 2. The accountants discussed and communicated the questions of the participants.	Approved
Aug 09, 2021	1. Explained according to the 2021 1 st half quarter profit and loss, significant accounting issues and important matters that discussed by the managerial authority. 2. The accountants discussed and communicated the questions of the participants.	Approved
Nov 10, 2021	1 Explained according to the 2021 initial three quarters profit and loss, significant accounting issues and important matters that discussed by the managerial authority. 2. The accountants discussed and communicated the questions of the participants.	Approved
Mar 11, 2022	1. Explained according to the 2021 profit and loss, significant accounting issues and important matters that discussed by the managerial authority. 2. Discussed and communicated according to new audit report – explained the key matters of audit 3. The accountants discussed and communicated the questions of the participants.	Approved

Notes: The way of listing is the number of actual attendance / the number of attendances during the term.

3.3.3. Operation of Remuneration Committee

(1) Member Information :

Title (Note1)	Condition		Professional qualifications and experience	Independent status	Number of other public companies in which the individual is concurrently serving as the Remuneration Committee member
	Name				
Independent Director	Tsai, Ming-Fang	Please refer to (4). Professional qualifications and independence analysis of directors and Independent directors on page 11.	1. None of the Remuneration Committee members themselves, their spouses or relatives within the second degree of kinship are directors, supervisors or employees of the Company or its affiliates; nor any of them is a director, supervisor or employee of a company with which the Company has a specific relationship. 2. None of the Remuneration Committee members hold shares of the Company for themselves, their spouses, or their relatives within the second degree of kinship (or in the names of others). 3. None of the Remuneration Committee members, their spouses, relatives within the second degree of kinship have provided commercial, legal, financial, accounting, or related services to the Company or its affiliate in the past two years.	None	
Independent Director	Chien-Yi Chang			None	
Independent Director	Chang Jing-Shin			None	

(2) Remuneration Committee consists of 3 members, term of office: 7 May 2021 to 06 May 2024.
 From 2021 to annual report printed date in 2022 Remuneration Committee holds 4 meetings,
 members attendance as follow:

Title	Name	Attendance in Person (B)	Attendance In Proxy	Attendance Rate in Person (%)	Remark
Committee member	Chang Jing-Shin	4/4	0	100.00%	—
Committee member	Chien-Yi Chang	4/4	0	100.00%	—
Committee member	Tsai, Ming-Fang	4/4	0	100.00%	—

Other mentionable items:

(1) If remuneration committee's suggestions are objected or modified by BOD, BOD date, term, contents of motions, resolution and countermeasure of remuneration committee's statement (if remuneration resolved by BOD is better than that of remuneration committee, discrepancy and reason should be specified): NA

(2) If any member is against or reserves his/her opinion with record or paper statement regarding committee's resolution, remuneration committee's date, term, contents of motions, resolution and countermeasure of member's statement should be specified: NA

(3) Operation of the Remuneration Committee

Date	Communication Point	Resolution result	Company processes opinion express by Remuneration Committee
Aug. 09, 2021	1. The remuneration of the independent directors and functional committee members of the Company.	Approved by all Remuneration committee.	Submit to Board of Directors, and consent by all the Directors present at meeting
Oct. 12, 2021	1. Explanation of the recognizable number of shares of the managerial officers of the issuance new shares through capital increase by cash in 2021.	Approved by all Remuneration Committee.	
Dec 27, 2021	1. Explanation of remuneration of the new managerial officers	Approved by all Remuneration Committee.	
Mar. 11, 2022	1. Explanation of remuneration of the new managerial officers	Approved by all Remuneration Committee.	

3.3.4. Corporate Governance Implementation as Required by the Taiwan Financial Supervisory Commission :

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed companies” and Reasons
	Yes	No	Summary Description	
1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”?	✓		The Company has established the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies.” The information has been disclosed on M.O.P.S. (http://mops.twse.com.tw/)	No significant deviation
2. Shareholding structure & shareholders’ rights (1) Does the company establish an internal operating procedure to deal with shareholders’ suggestions, doubts, disputes and litigations, and implement based on the procedure? (2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares? (3) Does the company establish and execute the risk management and firewall system within its conglomerate structure? (4) Does the company establish internal rules against insiders trading with undisclosed information?	✓ ✓ ✓ ✓		(1) The company has established spokespersons and the specific personnel of spokespersons, and has an investor special line and an e-mail address to deal with shareholders’ suggestions or disputes. (2) The company has a dedicated staff member to manage relevant information and appoint a brokerage agent to assist in the handling of share-related matters, and physically control the company’s major shareholders and the list of ultimate controllers of major shareholders, and maintain good relations with major shareholders. (3) The Company was established in the internal significant information processing and prevention of internal trading operations procedures, and include the operating procedure into the company’s internal control system. (4) The company has set up internal significant information processing and prevention of internal trading procedures, prohibiting insiders from using market unpublished information to buy and sell securities.	No significant deviation
3. Composition and Responsibilities of the Board of Director (1) Does the Board established a diversity policy, specific management goals and implemented it accordingly? (2) Does the company voluntarily establish other functional committees in addition to the Remuneration Committee and the Audit Committee? (3) Does the company establish the method as well as the mode of the performance assessment of the board of directors, regularly and annually assess the performance, and report the results of the performance assessment to the board of	✓ ✓ ✓	✓	(1) The structure of the board of directors of the company, in terms of the scale of the company’s business development and its shareholdings of major shareholders, weighing the need for substantive operations, determining the number of directors, and establishing appropriate diversification policies for the company’s operations, operational style, and development needs. Currently, there are 11 members of the board of directors; among them, three of which are independent directors, and the proportion of independent directors accounts for 27%, and the seniority is less than nine years. The Company focuses on the diversity of gender quality of the board members along with the voice from each age bracket with an aim to develop in gender equality in the future. We estimate the female directors will account for more than 30% in 2024 in the hope to create a more diversified Board of Directors. The diversity policy of the board of directors of the Company and the implementation of diversity by individual board members have been disclosed on the Company’s website. The implementation of diversification of the board members has been shown in page 14. (2) The establishment of other various functional committees of the company is still under development. (3) The Company has formulated The Method of Performance Evaluation of The Board of Directors on November 18, 2019 put self-evaluation and peer evaluation of the Board of Directors and Individual Directors into execution regularly since 2020, in order to encourage the board members to spur on themselves and elevate the operational function of the Board of Directors. The internal performance evaluation of the Board of Directors is executed once a year, while the result of internal and external evaluations is completed by the end of first quarter next year and reported to the Board of Directors and declared to Taiwan	No significant deviation

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed companies” and Reasons
	Yes	No	Summary Description	
directors, and apply it to the reference of remuneration of individual directors and nomination renewal?			<p>Stock Exchange Corporation. The performance evaluation of external Board of Directors should be put into practice at least once in three years by an external professional independent institution or an external team of experts and scholars, and executed the performance evaluation of the year when the fiscal year is finished. In light of company situation and performance evaluation of the Board of Directors required formulation, the Company had come up with 5 areas:</p> <ol style="list-style-type: none"> 1.The Participation in Company Operation 2.Elevate the Quality of Decision-making of the Board of Directors 3.The Formation and Structure of the Board of Directors 4.The Selection and Continuous Learning of Directors 5.Internal Control <p>The performance evaluation (self or peer) of board members include 6 areas as a reference to the formation of board members:</p> <ol style="list-style-type: none"> 1.The Command of Company Goals and Tasks 2.The Understanding of Director Duties 3.The Participation in Company Operation 4.Internal Relation Management and Communications 5.The Profession and Further Study of Director 6.Internal Control <p>The procedure of the performance evaluation of the Board of Director of the Company is below:</p> <ol style="list-style-type: none"> 1.Ensure the unit, duration and range of the year under evaluation (e.g. entire Board of Directors, individual board members, etc.) 2.Ensure the evaluation methods (e.g. internal self-evaluation of the Board of Directors, self or peer evaluation of the board members, peer evaluation, evaluation entrusted with external professional institutions and experts, etc.) 3.Select appropriate unit to execute the evaluation 4.The execution unit collects relevant information regarding activities of the Board of Directors and distributes “Self survey of Performance Evaluation of the Board of Directors”, “Evaluation of Board Members (self or peer)” and other relevant surveys. After the information has been collected by the execution unit, it will report on the evaluation standard of evaluation indicator and recorded accordingly, which will be reported to the Board of Directors for further discussion and improvement. <p>The result of the performance evaluation of the Board of Directors is the reference to director selection or nomination; meanwhile, the result of performance evaluation of individual board members is the reference to the formulation of individual remuneration.</p> <p>The performance evaluation of the Board of Directors of 2021 has been completed in January 2022 and reported to the Board of Directors on March 11, 2022. Please find below the result of evaluation:</p> <ol style="list-style-type: none"> 1.Evaluation Duration: from January 1, 2021 to December 31, 2021. 2.Evaluation Range: Entire Board of Directors, individual board members 3.Evaluation Procedure: The unit of board meeting distributes “Self survey of Internal Performance Evaluation of the Board of Directors ”and “ Self Survey of Board Members”. After the information has been collected by the execution unit, it will be graded and recorded accordingly, which will be reported to the Board of Directors. 4.The Methods and Areas of Evaluation: The evaluation areas are formed by the indicators in the table below according to different features, the result of evaluation is graded, the final result if calculated into an average score according to the answer content and the total number of questions, the result of evaluation is expressed as an average score (rounding).The result of evaluation is presented by 5 grades, number 1: extremely bad (highly disagree); number 2: bad (disagree); number 3: medium (neutral); number 4: good (agree); number 5: extremely good (highly agree). 	

Evaluation Item	Implementation Status (Notes 1)			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed companies" and Reasons																																							
	Yes	No	Summary Description																																								
(4) Does the company establish internal rules against insiders trading with undisclosed information?			<p style="text-align: center;">Board of Directors</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Evaluation Indicator</th> <th>Indicated Number</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>A. The Participation in Company Operation</td> <td style="text-align: center;">12</td> <td style="text-align: center;">4.51</td> </tr> <tr> <td>B. Elevate the Quality of Decision-making of the Board of Directors</td> <td style="text-align: center;">12</td> <td style="text-align: center;">4.00</td> </tr> <tr> <td>C. The Formation and Structure of the Board of Directors</td> <td style="text-align: center;">7</td> <td style="text-align: center;">4.92</td> </tr> <tr> <td>D. The Selection and Continuous Learning of Directors</td> <td style="text-align: center;">7</td> <td style="text-align: center;">4.69</td> </tr> <tr> <td>E. Internal Control</td> <td style="text-align: center;">7</td> <td style="text-align: center;">4.91</td> </tr> </tbody> </table> <p>Comment</p> <p>The evaluation indicator of entire Board of Directors include 5 areas, in total 45 indicators, the average score of each area is between 4.92 and 4.00 (total score is 5), showing the overall operation of the Board of Directors, the situation of decision-making and risk control are all satisfying and meet the demand of corporate governance.</p>	Evaluation Indicator	Indicated Number	Average Score	A. The Participation in Company Operation	12	4.51	B. Elevate the Quality of Decision-making of the Board of Directors	12	4.00	C. The Formation and Structure of the Board of Directors	7	4.92	D. The Selection and Continuous Learning of Directors	7	4.69	E. Internal Control	7	4.91	<p style="text-align: center;">Individual members of the Board of Directors</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Evaluation Indicator</th> <th>Indicated Number</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>A. The Command of Company Goals and Tasks</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4.97</td> </tr> <tr> <td>B. The Understanding of Director Duties</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4.91</td> </tr> <tr> <td>C. The Participation in Company Operation</td> <td style="text-align: center;">8</td> <td style="text-align: center;">4.77</td> </tr> <tr> <td>D. Internal Relation Management and Communications</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4.67</td> </tr> <tr> <td>E. The Profession and Further Study of Directors</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4.82</td> </tr> <tr> <td>F. Internal Control</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4.94</td> </tr> </tbody> </table> <p>Comment</p> <p>The personal evaluation indicators of board members include 6 areas, in total 23 indicators, the average score of each area is between 4.97 and 4.67 (total score is 5), showing high opinion of the participation of the Board of directors, the operational efficiency and communications.</p>	Evaluation Indicator	Indicated Number	Average Score	A. The Command of Company Goals and Tasks	3	4.97	B. The Understanding of Director Duties	3	4.91	C. The Participation in Company Operation	8	4.77	D. Internal Relation Management and Communications	3	4.67	E. The Profession and Further Study of Directors	3	4.82	F. Internal Control	3	4.94
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(4) The accounting unit of the Company will assess the independence and suitability of certified accountants annually. The results of the performance assessment by the board of directors for the recent two years are completed on March 25, 2021, and March 11, 2022, respectively, and have been assessed that the certified accountants are not holding any direct or indirect primary financial interests of the Company, or has no business relationship that affects independence. KPMG Taiwan CPAs, Chen-chien Chen, and Yung-hua Huang, comply with the assessment criteria of the Company for independence and suitability, and they are qualified to be the certified accountant of the Company.			<p>(Note 1) Assessment of Accountants independence and suitability</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Title</th> <th>Evaluation index</th> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>The CPA is currently employed by the client or audited entity to perform routine work for which he or she receives a fixed salary, or currently serves as a director or supervisor thereof.</td> <td style="text-align: center;"></td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">2</td> <td>The CPA has previously served for the client or audited entity as a director, supervisor, managerial officer, or an employee with material influence over attestation, and has been separated from the position for less than two years.</td> <td style="text-align: center;"></td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">3</td> <td>The CPA is a spouse, lineal relative, direct relative by marriage, or a collateral relative within the second degree of kinship of any responsible person or managerial officer of the client or audited entity.</td> <td style="text-align: center;"></td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">4</td> <td>The CPA, or the spouse or a minor child thereof, has invested in the client or audited entity, or shares in financial gains therewith.</td> <td style="text-align: center;"></td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">5</td> <td>The CPA, or the spouse or a minor child thereof, has lent or borrowed funds to</td> <td style="text-align: center;"></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Title	Evaluation index	YES	NO	1	The CPA is currently employed by the client or audited entity to perform routine work for which he or she receives a fixed salary, or currently serves as a director or supervisor thereof.		✓	2	The CPA has previously served for the client or audited entity as a director, supervisor, managerial officer, or an employee with material influence over attestation, and has been separated from the position for less than two years.		✓	3	The CPA is a spouse, lineal relative, direct relative by marriage, or a collateral relative within the second degree of kinship of any responsible person or managerial officer of the client or audited entity.		✓	4	The CPA, or the spouse or a minor child thereof, has invested in the client or audited entity, or shares in financial gains therewith.		✓	5	The CPA, or the spouse or a minor child thereof, has lent or borrowed funds to		✓																
Title	Evaluation index	YES	NO																																								
1	The CPA is currently employed by the client or audited entity to perform routine work for which he or she receives a fixed salary, or currently serves as a director or supervisor thereof.		✓																																								
2	The CPA has previously served for the client or audited entity as a director, supervisor, managerial officer, or an employee with material influence over attestation, and has been separated from the position for less than two years.		✓																																								
3	The CPA is a spouse, lineal relative, direct relative by marriage, or a collateral relative within the second degree of kinship of any responsible person or managerial officer of the client or audited entity.		✓																																								
4	The CPA, or the spouse or a minor child thereof, has invested in the client or audited entity, or shares in financial gains therewith.		✓																																								
5	The CPA, or the spouse or a minor child thereof, has lent or borrowed funds to		✓																																								

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed companies” and Reasons
	Yes	No	Summary Description	
			or from the client or audited entity. However, this does not apply if the client is a financial institution and the borrowing or lending is part of a normal business relationship.	
			6 The CPA provides management consulting or other non-attestation services that affect his or her independence.	✓
			7 The CPA fails to comply with regulations, as prescribed by the competent authority with relevant jurisdiction, governing CPA rotation, handling accounting matters on behalf of clients, or other matters that affect his or her independence.	✓
			8 Where any of subparagraphs 1, 2, 4, or 5 under paragraph 1 applies to a practicing CPA at a CPA firm, other practicing CPAs may not contract to perform attestation on financial reports, either.	✓
			9 Where any of subparagraphs 4 through 6 under paragraph 1 applies to the relationship between an incorporated CPA firm and a client or an audited entity, its shareholders may not contract to perform attestation on financial reports.	✓
			10 Permit others to practice under his or her name.	✓
			11 Practice under the name of another CPA.	✓
			12 Accept employment from a non-CPA to perform CPA services.	✓
			13 Take advantage of one's position as a CPA to engage in improper industrial or commercial competition.	✓
			14 Perform practice related to matters in connection with which one is an interested party.	✓
			15 Use the title of CPA to act as a guarantor in matters beyond the scope of CPA services.	✓
			16 Purchase real or personal property under his or her management as a CPA.	✓
			17 Solicit, agree to accept, or accept unlawful benefit or compensation.	✓
			18 Solicit business by improper means.	✓
			19 Advertise for promotional purposes not related to commencement of business, office relocation, merger, accepting client engagements, or introduction of the CPA firm.	✓
			20 Disclose confidential information obtained in the performance of professional services without the permission of the appointing agency, client, or audited entity.	✓
			21 Engage in other conduct that could tarnish the reputation of CPAs, as specified by the competent authority. Rules governing the content and scope of advertising related to the accepting of client engagements or introduction of the CPA firm, as referred to in subparagraph 10 of the preceding paragraph, shall be drafted by the national federation and filed with the competent authority for review and approval. The provisions of subparagraphs 7 through 12 of paragraph 1 apply mutatis mutandis in the case of an incorporated CPA firm.	✓

Evaluation Item	Implementation Status (Notes 1)			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed companies" and Reasons												
	Yes	No	Summary Description													
4. Does the company establish qualified and appropriate number of staff and designate supervisors for corporate governance (included but not limited to data required for business executed by Directors and Supervisors, assistance in compliance of Directors and Supervisors, affairs related with the Board of Directors' Meeting and the Shareholders' Meeting, as well as preparation of the minutes) ? Arrange related matters with the Board of Directors' Meeting and the Shareholders' Meeting, prepare the minutes etc.)?	✓		<p>With the approval in the resolution by the Board of Directors on May 6, 2019, the Company appoints the supervisor in Legal Affairs Department, HSU, TING-LING, the Deputy General Manager, to be full-time responsible for corporate governance, who shall be equipped with more than 3 years of experiences in the legal, financial, stock or corporate governance related units as a supervisor in a listed company to assure effective performance of the same without interest conflict and violation of internal control system etc..</p> <p>This supervisor is mainly responsible for supervising stock affairs unit to convene the Board of Directors' Meeting and the Shareholders' Meeting and organize meeting agenda, preparing Handbook, disclosing information, providing data required for business executed by Directors, assisting in Directors' compliance, boarding and advanced studies etc..</p> <p>Status of Business Operation in 2021:</p> <ol style="list-style-type: none"> Assisted independent directors and ordinary directors in duty performance, provided necessary materials and arranged advanced study programs for directors: <ol style="list-style-type: none"> Provided the Members of the Board of Directors with regular updates of the latest laws, ordinance and rules regarding operational domains and corporate governance of the Company while boarding. Assisted independent/ordinary directors in developing annual advanced study programs and organizing curriculum pursuant to the characteristics across industries and educational background along with experiences of Directors. Assisted in the meeting agenda and resolution compliance of the Board of Directors' Meeting and the Shareholders' Meeting: Reported overall conditions of corporate governance to the Board of Directors, independent directors, Audit Committee, checking if these meetings conform to related laws and corporate governance rules. Developed Meeting Agenda for the Board of Directors' Meeting and gave meeting notice 7 days beforehand, convened meeting with materials and finished the minutes within 20 days. Prior registration to the Date of the Shareholders' Meeting, preparation of meeting notice, handbook, minutes by legal deadline and proceeded with registration of change during revising the Articles of Incorporation or re-election of Directors. The Deputy General Manager who is concurrently the supervisor of corporate governance of the Company involved in the following related advanced studies and trainings. <table border="1"> <thead> <tr> <th>Title</th> <th>Name</th> <th>Start Day/End Day of Advanced Studies</th> <th>Organized by</th> <th>Course</th> <th>Total Hours (hr) spent</th> </tr> </thead> <tbody> <tr> <td>Deputy General Manager</td> <td>HSU, TING-LING</td> <td>110.12.28 110.12.29</td> <td>Securities & Futures Institute</td> <td>Practical Training Courses for Corporate Governance and Senior Management</td> <td>12</td> </tr> </tbody> </table>	Title	Name	Start Day/End Day of Advanced Studies	Organized by	Course	Total Hours (hr) spent	Deputy General Manager	HSU, TING-LING	110.12.28 110.12.29	Securities & Futures Institute	Practical Training Courses for Corporate Governance and Senior Management	12	No significant deviation
Title	Name	Start Day/End Day of Advanced Studies	Organized by	Course	Total Hours (hr) spent											
Deputy General Manager	HSU, TING-LING	110.12.28 110.12.29	Securities & Futures Institute	Practical Training Courses for Corporate Governance and Senior Management	12											
5. Does the company establish a communication channel and build a designated section on its website for stakeholders, as well as handle all the issues they care for in terms of corporate social responsibilities?	✓		<p>The Company will communicate with interested parties regarding circumstances, the appointment jobs include investor relations, the Department of Shareholders, business units, and human resources, and establish spokespersons and the contact information of relevant unit on the company's website.</p> <p>For relevant information, please refer to the company's website: https://www.urecorp.com/</p>	No significant deviation												
6. Does the company appoint a professional shareholder service agency to deal with shareholder affairs?	✓		The company entrusted China Trust Commercial Bank, Transfer Agency Department handle the matters of the shareholders' meeting.	No significant deviation												
7. Information Disclosure (1) Establishment of a corporate website to disclose information regarding the Company's	✓		(1) The Company has established the website and disclosed the financial affair of the Company and corporate governance information in accordance with the regulations.	No significant deviation												

Evaluation Item	Implementation Status (Notes 1)			Deviations from "the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed companies" and Reasons																																						
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financials, business and corporate governance status (2) Other information disclosure channels (e.g., maintaining an English website, designating people to handle information collection and disclosure, appointing spokespersons, webcasting investors conference etc.) ? (3) Does the Company announce and file the annual financial statements within two months after the end of the fiscal year, and declare and file the first, second, and third quarter financial statements and the monthly operating performance within the specified time?	✓		(2)The company has established a Chinese/English official website and set up investor relations and corporate social responsibility zones. The relevant disclosed information includes: company financial information, press releases, corporate rules, shareholders' meetings or legal person briefings. For relevant information, please refer to the company's website: https://www.urecorp.com/ (3)The Company regularly announces and reports the First, second, and third quarter financial statements and the operation situation of each month. For relevant information, please refer to the Company's website.																																							
8. Is there any other important information to facilitate a better understanding of the company's corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?	✓		(1)The company regularly holds labor-management meetings under the laws, so that employees have the opportunity to understand the company's management policy, promote communication between labor and management, and prevent all kinds of employees from happening. Additionally, the company will update the important information to all employees timely through the internal announcement platform and E-mail. (2)The Company has legally required to disclose company information honestly to protect the rights of investors and interested parties and to fulfill the responsibility of the company to shareholders. (3)The company has a smooth communication and good relationship with customers and suppliers. (4)The 2021 annual training of directors of the company is as follows: : <table border="1" data-bbox="804 917 1848 1417"> <thead> <tr> <th>Name</th> <th>Organizer</th> <th>Course</th> <th>Length of Course</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Lin, Kun-Si</td> <td>Securities & Futures Institute</td> <td>Case study of Trade Secret Protection</td> <td>3</td> </tr> <tr> <td>Securities & Futures Institute</td> <td>Insider Trading Case Study</td> <td>3</td> </tr> <tr> <td rowspan="3">Lin, Wen-Yuan</td> <td>Securities & Futures Institute</td> <td>Taiwan M&A Trends and Investment Holding Company Development</td> <td>3</td> </tr> <tr> <td>Taiwan Academy of Banking and Finance</td> <td>Building the competitiveness of corporate sustainability in response to climate change</td> <td>3</td> </tr> <tr> <td>Taiwan Academy of Banking and Finance</td> <td>Corporate Sustainability Accelerators - CSRs, ESGs and SDGs</td> <td>3</td> </tr> <tr> <td rowspan="2">Liu, Kong-Hsin</td> <td>Taiwan Corporate Governance Association.</td> <td>The key to a corporation's sustainability - external innovation</td> <td>3</td> </tr> <tr> <td>Taiwan Corporate Governance Association.</td> <td>The revolution in the 5G era</td> <td>3</td> </tr> <tr> <td rowspan="3">Chien-Yi Chang</td> <td>Taiwan Independent Director Association.</td> <td>Latest trends and practical case studies on the principle of fair treatment of customers</td> <td>3</td> </tr> <tr> <td>Taiwan Corporate Governance Association</td> <td>Board of Directors' Response to and Implementation of Corporate Governance Evaluation</td> <td>3</td> </tr> <tr> <td>National Taipei University of Technology.</td> <td>How to make good use of financial analysis for business management and decision making</td> <td>3</td> </tr> </tbody> </table>	Name	Organizer	Course	Length of Course	Lin, Kun-Si	Securities & Futures Institute	Case study of Trade Secret Protection	3	Securities & Futures Institute	Insider Trading Case Study	3	Lin, Wen-Yuan	Securities & Futures Institute	Taiwan M&A Trends and Investment Holding Company Development	3	Taiwan Academy of Banking and Finance	Building the competitiveness of corporate sustainability in response to climate change	3	Taiwan Academy of Banking and Finance	Corporate Sustainability Accelerators - CSRs, ESGs and SDGs	3	Liu, Kong-Hsin	Taiwan Corporate Governance Association.	The key to a corporation's sustainability - external innovation	3	Taiwan Corporate Governance Association.	The revolution in the 5G era	3	Chien-Yi Chang	Taiwan Independent Director Association.	Latest trends and practical case studies on the principle of fair treatment of customers	3	Taiwan Corporate Governance Association	Board of Directors' Response to and Implementation of Corporate Governance Evaluation	3	National Taipei University of Technology.	How to make good use of financial analysis for business management and decision making	3	No significant deviation
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	Yes	No	Summary Description										
			<table border="1"> <tr> <td>Tsai, Ming-Fang</td> <td>Taiwan Academy of Banking and Finance</td> <td>The Financial Consumer Protection Act and Fair Treatment of Customers from a Corporate Governance Perspective</td> <td>3</td> </tr> <tr> <td></td> <td>Taiwan Academy of Banking and Finance</td> <td>TCFD Framework and Case Study</td> <td>3</td> </tr> </table>	Tsai, Ming-Fang	Taiwan Academy of Banking and Finance	The Financial Consumer Protection Act and Fair Treatment of Customers from a Corporate Governance Perspective	3		Taiwan Academy of Banking and Finance	TCFD Framework and Case Study	3		
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	Taiwan Academy of Banking and Finance	TCFD Framework and Case Study	3										
			<p>(5)The company's internal control, risk management system and necessary management rules, and regulations shall be resolved by the board of directors.</p> <p>(6)The company strictly abides by the contracts and related regulations signed with customers, and ensures the relevant rights and interests of customers and provides good service quality.</p> <p>(7)The company has purchased liability insurance for directors °</p>										
9.Specify the improvement of corporate governance valuation results issued by the corporate governance center of TWSE and list the follow ups for the enhancement of items to be improved. °	✓		The company implemented the self-assessed report on corporate governance and has not found any major shortcomings so far.		No significant deviation								

Note: Regardless of whether the evaluation item is achieved or not, the company shall state an appropriate explanation.

3.3.5. Fulfillment of CSR and Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/GTSM Listed Companies :

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Corporate Social Responsibility Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons												
	Yes	No	Abstract Explanation (Notes 2)													
1、Does the Company establish a governance structure to promote sustainable development, established a dedicated (part-time) unit to promote sustainable development; and did the Board of Directors authorize senior management to handle it and report the supervisory status to the Board of Directors?	✓		The Company adheres to the six core concepts and significant principles of "integrity, green energy, environmental-friendly, technology, service, and innovation" to increase the proportion of renewable energy applications, saving energy, reducing carbon, and lower the impact of the greenhouse effect on the global climate. Simultaneously, the Company emphasizes the shareholders and the equity of the employees and has included the aforementioned items to the Company's management policy and operation strategy to achieve the goal of sustainable operation.	No significant deviation												
2、Does the company establish a full-time (part-time) unit to promote corporate social responsibility handled by senior management that has been authorized by the board of directors, and report the results to the board of directors?	✓		The Company has established a corporate social responsibility committee and corporate social responsibility office to report the relevant promotion to senior management.	No significant deviation												
3、Environmental issues (1) Does the company establish proper environmental management systems based on the characteristics of their industries? (2) Does the company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment? (3) Does the company assess the potential risks and opportunities of climate change to the company at present and in the future, and take measures to deal with climate-related issues? (4) Does the company monitor the impact of climate change on its operations and conduct greenhouse gas inspections, as well as establish company strategies for energy conservation and carbon reduction?	✓ ✓ ✓ ✓		<p>(1)The environmental protection, safety as well as public health, and health businesses of the Company are all managed by a specific unit. They comply with regulations, acquiring ISO 14001, ISO45001, and TOSHMS management system certification, and establishes a company-wide safety committee to investigate and track the complete environmental safety and health strategies as well as proposals of the Company.</p> <p>(2)The Company aims to promote cleaner production, improving energy resource utilization, reducing the raw material consumption as well as waste generation per unit of product manufacturing, and achieving the goal of lowering production activities and product environmental impact.</p> <p>(3)The solar energy and energy storage products of the Company have been developed due to the opportunities of climate change. The production sites are distributed in different regions of the country, and there are also configurations in other areas of Asia that have not yet been affected by climate change or the frequent transmission of extreme climate phenomena. The production activities are also managed based on the principles of green production, improving energy efficiency, energy-saving, and carbon reduction. The Company was born for the green-energy operation.</p> <p>(4) (a)Greenhouse gas emissions in the past two years</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Category 1: Direct emission</td> <td>283</td> <td>317</td> </tr> <tr> <td>Category 2: Indirect emission</td> <td>59,721</td> <td>67,919</td> </tr> <tr> <td>Total emissions</td> <td>60,004</td> <td>68,200</td> </tr> </tbody> </table> <p>Notes 1: Emission unit: metric tons of CO₂e / year Notes 2: According to No. 14064 declaration of the Environmental Protection Administration, Executive Yuan, switching to the Operation Control Act, its calculation is measured at version 3.0.0 of the Greenhouse Gas Inventory of the Environmental Protection Administration.</p> <p>(b)Energy saving: The Company continuously implements the plan of energy-saving improvement, compares the efficiency of energy use, finds the best operation mode, and parallelly expands to all plants. The cumulative energy savings from 2015 to 2021 was 19,127 kilowatts, which is 12,031 metric tons of CO₂ reduction.</p> <p>(c)Water saving: Optimizing the water consumption reduction of the machine based on the production capacity, designing the minimum water consumption mode, implementing wastewater recovery as well as system improvement. The cumulative total amount of recovered water in the past three years reached 87 million degrees.</p> <p>(d)Waste management: Implement manufacture on-site audits of waste removal, treatment, and reuse, and control the process and flow of waste treatment to ensure no risk. Currently, the recycling proportion of hazardous business waste is over 93%, and the recycling proportion of general business waste also achieves 65%.</p>	Year	2020	2021	Category 1: Direct emission	283	317	Category 2: Indirect emission	59,721	67,919	Total emissions	60,004	68,200	No significant deviation
Year	2020	2021														
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Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Corporate Social Responsibility BestPractice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation (Notes 2)	
4、Social issues				
(1) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	✓		(1) The Company sets up employment acts based on the International Covenant on Civil and Political Rights, ICESCR, ICCPR, and the Employment Services Act. The operation in all countries complies with all local acts and adheres to all the business transactions, business relationships, supply chain activities, employment recruitment are all in compliance with ethical standards and views integrity as the priority.	No significant deviation
(2) Does the company establish and implement reasonable employee welfare measures (including compensation, vacation, and other benefits) and appropriately reflect the performance at work or results in employee compensation?	✓		(2) The Company has established a reasonable remuneration policy and set up performance assessment procedures to comply with the policy of corporate social responsibility. Additionally, there are reward and punishment policy and promotion policy in the company.	
(3) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	✓		(3) The Company aims at providing employees with a safe and healthy working environment. As for environmental safety, the Company develops emergency response capabilities and safety concepts of the employee through continuous education and training and enhances the cognitive ability of the employee to reduce the risk of an accident. In terms of health management, the Company offers employee health management services through diverse health promotion activities, results of health examination of the employee, specialist consultation services, and disease tracking management	
(4) Does the company provide its employees with career development and training sessions? ?	✓		(4) Concerning mental health, apart from establishing massage spaces, fitness centers, and diverse dynamic as well as static clubs, the Company also holds stress relief seminars and various employee care activities occasionally to help employees achieve the balance between work and life. To help employees develop their careers and strengthen their professional techniques, the Company encourages employees to take part in diversified education and training courses, including newcomer training, general courses, professional courses, work safety courses, and various career-related training courses in order to cultivate the career development of the employees effectively.	
(5) Does the company's products and services comply with relevant laws and international standards in relation to customer health and safety, customer privacy, and marketing and labeling of products and services, and are relevant consumer protection and grievance procedure policies implemented?	✓		(5) The Company complies with the relevant regulations and international standards of customer health and safety, customer privacy, marketing and labeling of products and services. The Company designated a specific person and an e-mail mailbox to handle relevant issues related to the complaints of consumer rights of the Company, and deal with the complaints fairly and immediately.	
(6) Does the company set up policies of supplier management that require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, or labor human rights and their implementation?	✓		(6) The Company implements an audit procedure for waste disposal suppliers, conducts site inspection and operations audit at least once a year, and conducts occasional safety observations on operations in the plant. Anything that does not comply with the act will be required to correct or terminate the contract immediately. Also, there is an assessment for the building contractor, which regulates their environmental protection, safety, and health.	
5、Does the company reference internationally accepted reporting standards or guidelines, and prepare reports that disclose non-financial information of the company, such as corporate social responsibility reports? Do the reports above obtain assurance from a third party verification unit?	✓		The Corporate Social Responsibility Report for the Year of 2021of the Company will be prepared under the new edition of the GRI Standard for the year of 2018, and a third-party verification unit will be commissioned to review the report based on the AA1000 standard. Relevant information that has been disclosed includes: The corporate social responsibility purpose of the United Renewable Energy Corporation, organization, promotion category, implemented items, physical results, and relevant newsletter, and the information will be kept updating in the future.	
6、Describe the difference, if any, between actual practice and the corporate social responsibility principles, if the company has implemented such principles based on the Corporate Social Responsibility Best Practice Principles for TWSE/TPEX Listed Companies : No deviations, for more details on Company’s activities on CSR, please see our website: https://www.urecorp.com/social_trust.php .				
7、Other useful information for explaining the status of corporate social responsibility practices : The company has established a corporate social responsibility zone on the company's official website, and the annual corporate social responsibility reports are uploaded to public information observatories.				

Notes 1:Regardless of whether the check box is "Yes" or "No", it shall be stated in the summary description field.

Notes 2:If the company has established a corporate social responsibility report, the abstract description shall be noted as an alternative to the CSR Report and the index page.

Notes 3:The principle of materiality refers to those who have significant environmental, social and corporate governance issues that have a significant impact on the company's investors and other stakeholders.

3.3.6.The operation in performing the ethical corporate management and the variation as well as reasons for the ethical corporate management of the listed company:

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
<p>1、Establishment of ethical corporate management policies and programs</p> <p>(1) Does the company establish the policy of ethical corporate management approved by the board of directors, and clearly stated the policies, methods of ethical corporate management, and the promises of active implementation of operation policies by the board and senior management in the regulations and public documents?</p> <p>(2) Does the company establish an assessment mechanism for non-ethical risk, and regularly analyze and evaluates business activities contains high non-ethical risks within the business range, and set up a plan to avoid non-ethical behavior, and at least cover the preventive measures in the Article 7, section 2 of the "Ethical Corporate Management Best Practice for TWSE/GTSM Listed Companies"?</p> <p>(3) Does the company establish appropriate precautions against high-potential unethical conducts or listed activities stated in ? and regularly review aforementioned cases before revision?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>(1) Integrity is the company's business faith and corporate culture. To regulate the company's directors, managers, employees in the process of engaging in business conduct, may not directly or indirectly provide, pledge, demand or accept any illegitimate interests, or behave other dishonesty that violates integrity, illegality, or breach of fiduciary duty.</p> <p>(2) The company has established procedures for the prevention of dishonest behaviors. All employees shall sign employment contracts, confidentiality consent, and other documents after they are employed. They will also use the training of newcomers to promote the personal conduct and violations of the "Working Rules."</p> <p>(3) To prevent dishonesty, the company not only specifies the procedures for suppliers, procurement and acceptance management, but also sets up reward and punishment committees and rewards and penalties for reporting, to prevent bribery and bribery, and to provide illegal political contributions.</p>	No significant deviation
<p>2、Fulfill operations integrity policy</p> <p>(1) Does the company evaluate business partners' ethical records and include ethics-related clauses in business contracts?</p> <p>(2) Does the company establish a specific unit under the board of directors to promote the ethical corporate management of the enterprise, and regularly (at least once a year) report to the board of directors on its policy of ethical corporate management and plans to avoid non-ethical behaviors and implementation of supervision?</p> <p>(3) Does the company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?</p> <p>(4) Does the company establish an effective accounting system and internal control system to implement ethical corporate management, and propose relevant audit plans in accordance with the assessment result of non-ethical behavior risks by the internal audit unit, and audit the compliance with the case to prevent non-ethical behavior, or entrust an accountant to perform the audit?</p> <p>(5) Does the company regularly hold internal and external educational trainings on operational integrity?</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>(1) The company requires the company's colleagues to assess whether the transaction counterparty has a record of dishonesty before conducting the transaction, to avoid transactions with those who have dishonest behavior records, and to find that the business dealings or cooperation counterparty have unethical behavior, they shall immediately stop business dealings and listing them as the refusal counterparty.</p> <p>(2) The Human Resources Department of the Company is responsible for promoting the integrity of the company and regularly reports to the directors on the system of integrity management, management policies, and specific promotion plans and implementation.</p> <p>(3) The company has established a policy to prevent conflicts of interest, provide an appropriate presentation pipeline, and has certainly implemented it.</p> <p>(4) The company has established an accounting system and internal control system, which the operation is normal. The internal auditors of the company regularly audit according to the audit plan and have implemented honest management to avoid fraud.</p> <p>(5) The company regularly holds internal education and training related to best practice and assigns relevant personnel to participate in external education and training.</p>	No significant deviation
<p>3、Operation of the integrity channel</p> <p>(1) Does the company establish both a reward/punishment system and an integrity hotline? Can the accused be reached by an appropriate person for follow-up?</p> <p>(2) Does the company establish the standard operating procedures for investigating complaints, the follow-up measures to be taken after the investigation completed, and the relevant confidentiality mechanism?</p> <p>(3) Does the company provide proper whistleblower protection?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>(1) The company has established a specific reporting and reward system, and established a convenient reporting pipeline, and assigned appropriate recipients to the respondents.</p> <p>(2) The company has established the investigation standard operating procedures and related confidentiality mechanisms for accepting the report, the employees have to pass the factory entity's mailbox, and the Dr.H e-mail response problem, and additionally established a dedicated phone line to answer, providing multiple channels for employee complaints.</p> <p>(3) The company regulates the measures of the prosecutors to avoid the occurrence of the same incident or retaliation. °</p>	No significant deviation
<p>4、Strengthening information disclosure</p> <p>Does the company disclose its ethical corporate management policies and the results of</p>	<p>✓</p>		<p>The Company has disclosed the contents of the Company's Best Practice Principle</p>	No significant deviation

Evaluation Item	Implementation Status (Notes 1)			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
its implementation on the company’s website and MOPS?			of Integrity and its effectiveness on the Company's website and the Public Information Observatory.	
5、If the company has conducted its best practice principle in accordance with “Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies,” : No Deviations				
6、Other important information that helps to understand the company's integrity management operations (If the company reviews and amends its establishment of best practice principle, etc.): The company operates in a stable and pragmatic spirit, and has established a spokesperson, acting spokesman and investor relations department, responsible for maintaining relationships with the public and investors and establishing a good image of the company. The company has no recent changes in corporate image and caused crisis management.				

3.3.7.If the company has established the procedures of corporate governance or relevant articles, the inquiry way shall be disclosed: The company’s website: <https://www.urecorp.com/> or inquire on public information observation website.

3.3.8.Other important information that is sufficient to increase the understanding of the operation of corporate governance, shall be disclosed wholly: None.

3.3.9. Internal Control System Execution Status

1. Statement of Internal Control System

United Renewable Energy Co., Ltd.
Statement of Internal Control System

Date: March 11 2022

Based on the findings of a self-assessment, United Renewable Energy Co., Ltd.. (URE) states the following with regard to its internal control system in 2021 :

- 1 、 URE is fully aware that establishing, operating, and maintaining an internal control system are the responsibility of its Board of Directors and management. URE has established such a system aimed at providing reasonable assurance regarding the achievement of objectives in the following categories: (1) effectiveness and efficiency of operations (including profitability, performance, and safeguarding of assets), (2) reliability of financial reporting, and (3) compliance with applicable laws and regulations.
- 2 、 An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing the three objectives mentioned above. Moreover, the effectiveness of an internal control system may be subject to changes of environment or circumstances. Nevertheless, the internal control system of URE contains self-monitoring mechanisms, and URE takes corrective actions whenever a deficiency is identified.
- 3 、 URE evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies (herein below, the “Regulations”). The criteria adopted by the Regulations identify five components of internal control based on the process of management control: (1) control environment, (2) risk assessment and response, (3) control activities, (4) information and communication, and (5) monitoring. Each component further contains several items. Please refer to the Regulations for details.
- 4 、 URE has evaluated the design and operating effectiveness of its internal control system according to the aforesaid criteria.
- 5 、 Based on the findings of the evaluation mentioned in the preceding paragraph, URE believes that, during the year 2021 its internal control system (including its supervision and management of subsidiaries), as well as its internal controls to monitor the achievement of its objectives concerning operational effectiveness and efficiency, reliability of financial reporting, and compliance with applicable laws and regulations, were effective in design and operation, and reasonably assured the achievement of the above-stated objectives.
- 6 、 This Statement will be an integral part of URE Annual Report for the year 2021 and Prospectus, and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Law.
- 7 、 This Statement has been passed by the Board of Directors in their meeting held on March 11 , 2022, with zero of the 11 attending directors expressing dissenting opinions, and the remainder all affirming the content of this Statement.

United Renewable Energy Co., Ltd.
Chairman : Hong, Chum-Sam
CEO : Pan, Wen-Whe

2. Disclose the review report of independent auditors if they are retained for reviewing the internal control system: Not applicable

3.3.10. Punishment on the Company and its Staff in Violation of Law, or Punishment on its Employees in Violation of Internal Control System and Other Internal Regulations, Major Shortcomings and Status of Correction: None.

3.3.11. As of the date of this Annual Report, the following resolutions are adopted regarding annual shareholders' meeting and Board of Directors Meeting :

1. Annual Shareholders' Meeting :

Conven Date	Important Resolution	Implementation
May 07, 2021 Annual Shareholders' Meeting	1. The company recognized the 2020 business report and financial statements	Announced at Public Information Observatory website in accordance with regulations
	2. The company recognized the proposal of 2020 loss make-up	Admitted accordingly after the resolution of the shareholders' meeting
	3. The company approved the capital reduction for loss compensation	Implement in accordance with the articles of the new amendment
	4. URE plans to increase capital by issuing common stock or by issuing underlying common stock for Global Depository Receipts (GDR) offering	The case hasn't been performed.
	5. The Company plans to issue common shares in private	The case will not be processed
	6. The company entirely re-elected directors (including independent directors.)	Implement in accordance with the articles of the new amendment
	7. The company approved the dissolution of the non-competition prohibition for newly elected directors (including independent directors.)	Announced at Public Information Observatory website in accordance with regulations

2. Board of Directors Meeting :

Conven Date	Important Resolution
Feb. 25, 2021	1. The company thoroughly re-elected the directors (including independent directors) and had been applicable for the relevant matters of nomination. 2. The company nominated the director (including independent director) candidate. 3. The company adopted the lifting of the non-competition prohibition case for newly elected directors (including independent directors). 4. The company adopted the new establishment of the 2021 Shareholders' Meeting °
May 25, 2021	1. The company approved the 2020 business report and financial statements 2. The company approved the 2019 appropriation of loss 3. The company approved the capital reduction for loss compensation 4. Abandon the private placement of common shares approved at the 2020 Annual Shareholders' Meeting for the remaining period 5. Perform the common stock issuance by capital increase or participate in the issuance of global depository receipts by issuing common stock by capital increase 6. Proposal for a capital increase by private placement 7. Approved the Endorsement and Guarantee to the subsidiary, Apex Solar. 8. Approved the Internal Control System Statement for the year of 2020 9. Amend parts of Validity Assessment of Internal Control
May 06, 2021	1. Approved the Company to raise a syndicated loan of NT\$6 billion and a bridge financing of NT\$1.5 billion for operational needs. 2. Approved the continuous provision of endorsement and guarantee for the subsidiary, nsp system. 3. Approved the continuous provision of endorsement and guarantee for the subsidiary, yong liang inc.
May 07, 2021	1. Appointment of the Company's 5th Remuneration Committee members.
July 06, 2021	1. Approved the record date of capital reduction, the record date of share replacement, and the plan for replacement of share certificates for the capital reduction. 2. Approved the third issuance of domestic secured convertible bonds by the Company. 3. Approves capital raising plan through issuance of common shares 4. Approved the change of fund utilization plan of the first private placement of securities in 2018.
Aug 09, 2021	1. Approved the adjustment of fund utilization plan of the first private placement of securities in 2018 2. Approved the amendment of the Company's 2021 capital increase by cash and issuance of new shares and the source of funds for the third domestic secured convertible bonds, the planned

Conven Date	Important Resolution
	projects, the expected progress of capital utilization, and the estimated potential benefits.
Nov 10,2021	1.Approved the continuous provision of endorsement and guarantee for the subsidiary, nsp system.
Dec 27,2021	1.Approved the turnkey project of solar power generation equipment for the Company through the subsidiary, NSP System Development Corp. 2.Approved the 2021 proposal for audit plan.
Mar 11, 2022	1.The company approved the 2021 business report and financial statements. 2.The company approved the 2021 appropriation of loss. 3.Abandon the private placement of common shares approved at the 2021 Annual Shareholders 'Meeting for the remaining period. 4.Amendment to the articles of incorporation. 5.Perform the common stock issuance by capital increase or participate in the issuance of global depositary receipts by issuing common stock by capital increase. 6.Proposal for a capital increased by private placement. 7.Approved the Companyparticipated Utech Solar Corporation cash capital increase. 8.The 2021 "validity assessment of internal control.

3.3.12.As Of The Date Of This Annual Report, A Director Or A Supervisor Has Expressed Disagreement To A Resolution Passed By The Board Of Directors And Kept Document Or A Written Statement: None.

3.3.13.As Of The Date Of This Annual Report, Resignation Or Dismissal Of Personnel Responsible For Financial Report (Including Chairman, President, Accounting And Company Secretary And Audit Managers): None.

3.4.Certified Public Accountant (CPA) Fee Information :

3.4.1.Certified Public Accountant (CPA) Fee Information

Unit: In thousand of NT\$

Accounting Firm	Name of CPA	Audit Fee	Non-audit Fee	Total	Period Covered by CPA's Audit	Remarks
KPMG	Cheng-Chien Chen	6,850	1,115	7,965	110/01/01	Non-audit fees: Business registration fees, profit-seeking enterprise income tax filing, scrap auditing, convertible bond issuance cases and capital reduction and offset loss filing cases.
	Yung-Hua Huang				~ 110/12/31	

3.4.2.Non-Audit Fee Paid to Auditors and the Accounting Firm Accounted for More Than One-Fourth of Total Audit Fee Shall Disclose the Amount and The Service Item: None.

3.4.3.If the audit fee is reduced by more than 10% from last year, the amount, ratio, and reason for the reduction of the audit fee should be disclosed: The Company's profit-seeking enterprise income tax filing fees were classified as audit fees in 2020 and reclassified as non-audit fees in 2021.

3.5. Replacement of CPA : None.

3.6.The Chairman, President, Finance or Accounting Manager Who Has Worked in the Accounting Firm or Affiliates in the Most Recent Year, the Name, Position and the Service Period Shall Be Disclosed: None.

3.7.Changes in Shareholding of Directors, Supervisors, Managers and Major Shareholders in Last Year and as of the Date of this Annual Report :

3.7.1.Net Change in Shareholding and Net Change in Shares Pledged by Directors, Management and Shareholders with 10% Shareholding or More :

Unit: Shares

Title	Name	2021		As of April 26, 2022	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Chairman & CSO	Hong, Chum-Sam	(850,354)	0	0	0
Director&CEO	Pan,Wen-Whe	(1,264,773)	0	0	0
Director	Lin, Kun-Si	(1,421,333)	0	0	0

Title	Name	2021		As of April 26, 2022	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Director	Lin,Wen-Yuan	0	0	0	0
Director	Chiang, Wen-Hsing	0	0	0	0
Director	Long deed corporation	(766,395)	0	0	0
	Delegate: Liu,Kong-Hsin	(958,277)	0	0	0
Director	National Development Fund, Executive Yuan	(76,034,621)	0	0	0
	Delegate: Faa-Jeng Lin	0	0	0	0
	Delegate: Chiou Yih-Peng (Resign: May, 07 2021)	0	0	0	0
Director	Yao-Hwa Glass Co., Ltd. Management Commission	(72,572,648)	0	0	0
	Delegate: Chou Chung-Pin	0	0	0	0
Independent Director	Tsai,Ming-Fang	0	0	0	0
Independent Director	Chien-Yi Chang (Take office: May, 07 2021)	0	0	0	0
Independent Director	Chang Jing-Shin (Take office: May, 07 2021)	0	0	0	0
Independent Director	Ming-Jeng, Weng (Resign: May, 07 2021)	0	0	0	0
Independent Director	Andrew C. Hsu (Resign: May, 07 2021)	0	0	0	0
Business President	Andy Shen	(392,834)	0	0	0
Senior Vice President	Thomas Hsu (Retired: Sep,30 2021)	(27,236)	0	0	0
Senior Vice President	Wang,Zhong-Lin (Take office:Dec,27 2021)	0	0	0	0
Vice President	Zabrina.Hsu	(15,259)	0	0	0
Vice President	Jack Chen (Resign:Sep,15 2021)	0	0	0	0
Vice President	Jorge Tseng (Resign:Oct,15 2021)	(100,650)	0	0	0
Vice President	Ben Pan	(17,753)	0	0	0
Vice President	Adam.Hsu (Resign:Oct,01 2021)	(28,000)	0	0	0
Vice President	Jf.Chen	0	0	0	0
Vice President	Gary Huang (Take office:March,11 2022)	0	0	0	0
CFO	Pan,lai-lay	(17,573)	0	0	0
Vice President	Rita Yang	48,719	0	0	0
Assistant Vice President	Chienping.Hsieh	(26,976)	0	0	0
Assistant Vice President	JeffHsieh	10,049	0	0	0
Assistant Vice President	Howard Liu (Take office:Feb,05 2021)	(1,384)	0	(20,000)	0

Note: Due to the capital reduction to cover the loss in 2021, the number of shares held by the above listed individuals decreased in 2021.

3.7.2.Shares Trading with Related Parties: None

3.7.3.Shares Pledge with Related Parties: None

3.8. Relationship Information of the Top 10 Shareholders among Who are Related Parties, as Defined in the Statement of Financial Accounting Standard NO.6. :

Date: April 26, 2022

Name	Shareholding		Shareholding under spouse or underage children		Shareholding under other		Top 10 shareholders among who are related parties		Note
	Share	%	Share	%	Share	%	Name	relation	
National Development Fund under the Executive Yuan	99,084,679	6.09%	0	0	0	0	—	—	—
Yao-Hwa Glass Co., Ltd. Management Commission	94,573,203	5.81%	0	0	0	0	—	—	—
Invesco Solar ETF Dedicated Account, under custody of HSBC Bank (Taiwan) Ltd.	53,597,458	3.29%	0	0	0	0	—	—	—
Delta Electronics, Inc	31,294,379	1.92%	0	0	0	0	—	—	—
JPMorgan Chase The Norwegian Central Bank Investment Dedicated Account	19,333,052	1.19%	0	0	0	0	—	—	—
Shen Ching-Hsiung	19,201,292	1.18%	0	0	0	0	—	—	—
Vanguard Emerging Market Stock Index Fund Dedicated Account, managed by Vanguard Group, under custody of JP Morgan, Taipei Branch.	17,783,629	1.09%	0	0	0	0	—	—	—
JP Morgan Managed Advanced Stars advanced aggregate International Equity Index	16,818,408	1.03%	0	0	0	0	—	—	—
UBS Europe SE Investment, under custody of Citibank (Taiwan) Ltd.	15,044,178	0.92%	0	0	0	0	—	—	—
Morgan Stanley International Inc. Investment Dedicated Account under custody of HSBC Bank (Taiwan) Ltd.	14,071,371	0.86%	0	0	0	0	—	—	—

3.9. Total Numbers and Equity of Shares Held In any Single Enterprise by the Company, Directors, Supervisors, Managers and Any Companies Controlled Either Directly or Indirectly by the Company :

Date : 2021/12/31 ; Unit: in thousands of shares; %

Reinvestment	Investment by URE		Investments directly or indirectly controlled by directors, supervisors and managers		Total investment	
	Share	%	Share	%	Share	%
Ultimate Energy Solution Limited	62,188	100	0	0	62,188	100
DelSolar Holding (Cayman) Ltd.	155,126	100	0	0	155,126	100
NSP Systems (BVI) Ltd.	18,350	100	0	0	18,350	100
GES Energy Middle East FZE	4	100	0	0	4	100
Apex solar corporation	0	0	0	0	0	0
NSP UK Holding Limited	1,780	100	0	0	1,780	100
NSP System Development Corp.	14,420	100	0	0	14,420	100
New Ray Investment Corp	0	0	0	0	0	0
Zhong Yang Corp.	3,500	100	0	0	3,500	100
UREE Corp	2,530	100	0	0	2,530	100
DelSolar Holding Singapore Pte. Ltd.	1,250	100	0	0	1,250	100
Best Power Service Corp	600	60	0	0	600	60
SolarTech Materials Corporation	1,000	100	0	0	1,000	100
Utech solar corporation	28,491	99.94	0	0	28,491	99.94
Yong Liang Inc.	24,900	36.14	0	0	24,900	36.14
Yong Shun Ltd.	-	100	0	0	0	100
JRC	145	59.69	97	40.31	242	100
Genera Energy Solutions UK Limited	85,433	100	0	0	85,433	100
Neo Cathy Power Corp.	0	0	0	0	0	0
TSST	97,701	42.12	0	0	97,701	42.12
V5 Technologies	7,789	32.73	3,572	15.01	11,361	47.74
Gintung energy corporation	13,460	36.38	0	0	13,460	36.38

Reinvestment	Investment by URE		Investments directly or indirectly controlled by directors, supervisors and managers		Total investment	
	Share	%	Share	%	Share	%
DS Energy Technology Co., Ltd	1,050	18.93	0	0	1,050	18.93
Daxiangying Energy Co., Ltd.	10	100	0	0	10	100
Xinkai Energy Co., Ltd.	10	100	0	0	10	100
Shanshang Energy Co., Ltd.	2,010	100	0	0	2,010	100
Jiangong Energy Co., Ltd.	0	0	0	0	0	0
Dongshi Energy Co., Ltd.	210	100	0	0	210	100
Yanshan Energy Co., Ltd.	10	100	0	0	10	100
Solarbright energy Co., Ltd.	9,000	30	0	0	9,000	30

IV. Capital Overview

4.1. Capital and Shares

4.1.1. Source of Capital :

Unit: in thousand of NT\$; Shares

Month / Year	Price	Authorized		Authorized		Source of capital	Capital increased by assets other than cash	Other
		Shares	Amount	Shares	Amount			
2021/04	10	3,600,000,000	36,000,000,000	2,665,086,332	26,650,863,320	Cancellation of new shares from restricted stock awards NT\$2,250 thousands.	None	Note 1
2021/05	10	3,600,000,000	36,000,000,000	2,665,017,832	26,650,178,320	Cancellation of new shares from restricted stock awards NT\$685 thousands.	None	Note 2
2021/07	10	3,600,000,000	36,000,000,000	1,507,900,265	15,079,002,650	Capital reduction for loss compensation of common shares NT\$11,571,175 thousands.	None	Note 3
2021/11	10	3,600,000,000	36,000,000,000	1,627,900,265	16,279,002,650	Capital raising through issuance of common shares NT\$1,200,000 thousands.	None	Note 4
2022/03	10	3,600,000,000	36,000,000,000	1,627,813,978	16,278,139,780	Cancellation of new shares from restricted stock awards NT\$862 thousands.	None	Note5

Note1 : The 15 April 2021 Letter No. Science-Park-Listed-Company - 1100010294 of Science Park Administration

Note2 : The 25 May 2021 Letter No. Science-Park-Listed-Company - 1100014798 of Science Park Administration

Note3 : The 02 July 2021 Letter No. Science-Park-Listed-Company - 1100018373 of Science Park Administration

Note4 : The 22 Dec 2021 Letter No. Science-Park-Listed-Company - 1100034085 of Science Park Administration

Note5 : The 28 Mar 2021 Letter No. Science-Park-Listed-Company - 1110009367 of Science Park Administration

4.1.2. Type of Stock

Date: Apr 26, 2022

Type of Stock	Authorized Capital			Remark
	Outstanding Shares	Unissued Shares	Total Shares	
Common Stock	1,627,813,978	1,972,186,022	3,600,000,000	Listed Stock

4.1.3. Shareholder Structure

Date: Apr 26, 2022

Structure	Government Agencies	Financial Institutions	Other Juridical Persons	Foreign Institution & Persons	Individuals	treasury stocks	Total
Number	1	8	431	261	183,309	0	184,010
Ownership (Share)	99,084,679	7,859,126	210,538,112	241,473,971	1,068,858,090	0	1,627,813,978
Ownership (%)	6.09%	0.48%	12.93%	14.83%	65.67%	0.00%	100.00%

4.1.4. Diffusion of Ownership

Date: Apr 26, 2022

Shareholder Ownership (Unit: Share)	Number of Shareholders	Ownership (Share)	Ownership (%)
1-999	72,761	21,885,462	1.34%
1,000-5,000	75,375	165,016,973	10.14%
5,001-10,000	17,952	127,017,673	7.80%
10,001-15,000	6,316	76,996,223	4.73%
15,001-20,000	3,334	58,886,612	3.62%
20,001-30,000	2,931	72,267,647	4.44%
30,001-40,000	1,542	53,301,046	3.27%
40,001-50,000	837	38,012,473	2.34%
50,001-100,000	1,656	114,692,817	7.05%
100,001-200,000	749	102,845,914	6.32%
200,001-400,000	317	84,583,593	5.20%
400,001-600,000	82	39,698,264	2.44%
600,001-800,000	38	25,967,675	1.60%
800,001-1,000,000	24	21,488,547	1.32%
1,000,001 the above	96	625,153,059	38.39%

Shareholder Ownership (Unit: Share)	Number of Shareholders	Ownership (Share)	Ownership (%)
Total	184,010	1,627,813,978	100.00%

4.1.5. Major Shareholders

Date: Apr 26, 2022

Major Shareholders	Ownership (Share)	Ownership (%)
National Development Fund under the Executive Yuan	99,084,679	6.09%
Yao-Hwa Glass Co., Ltd. Management Commission	94,573,203	5.81%
Invesco Solar ETF Dedicated Account, under custody of HSBC Bank (Taiwan) Ltd.	53,597,458	3.29%
Delta Electronics, Inc	31,294,379	1.92%
JPMorgan Chase The Norwegian Central Bank Investment Dedicated Account	19,333,052	1.19%
Shen Ching-Hsiung	19,201,292	1.18%
Vanguard Emerging Market Stock Index Fund Dedicated Account, managed by Vanguard Group, under custody of JP Morgan, Taipei Branch.	17,783,629	1.09%
JP Morgan Managed Advanced Stars advanced aggregate International Equity Index	16,818,408	1.03%
UBS Europe SE Investment, under custody of Citibank (Taiwan) Ltd.	15,044,178	0.92%
Morgan Stanley International Inc. Investment Dedicated Account under custody of HSBC Bank (Taiwan) Ltd.	14,071,371	0.86%

4.1.6. Market Price, Net Worth, Earnings, Dividends per Share for the Recent Two Years :

Unit: New Taiwan dollars

Item	Year				
	2020	2021	2022/3/31		
Market Price per Share	Highest	17.00	26.25	23.70	
	Lowest	4.20	11.20	19.75	
	Average	9.42	17.05	22.57	
Net Worth per Share	Before Distribution	5.35	9.30	9.77	
	After Distribution	5.35	9.30	9.77	
Earnings per Share	Weighted Average Shares (thousands)	2,665,086	1,627,814	1,627,814	
	Earnings per Share	Before adjustment	(2.31)	(0.84)	0.37
		After adjustment	(4.08)	—	—
Dividends per Share	Cash Dividends			—	
	Stock Dividend	Retained Earning	—	—	—
		Capital Surplus	—	—	—
	Accumulated undistributed dividends	—	—	—	
Return on Investment	Price/Earnings Rate	—	—	15.25	
	Price/Dividend Rate	—	—	—	
	Cash dividend Yield	—	—	—	

Note 1: Price / Earnings Ratio = Average Market Price / Earnings per Share

Note 2: Price / Dividend Ratio = Average Market Price / Cash Dividends per Share

Note 3: Cash Dividend Yield Rate = Cash Dividends per Share / Average Market Price

4.1.7. The implementation and policies of the company's stock dividend distribution.

1. Dividend distribution policy established by the article:

The Company shall, after retaining the amount of accumulated deficit cover, deduct the profit before appropriating remuneration of employees and directors from the current profit before tax. If there is still a surplus, the remuneration of employees shall be no less than 3%, and the remuneration of directors shall not exceed 2%. Actual value of appropriation shall be made by the Board of Directors with more than two-thirds of the directors' attendance and the resolution by more than half of the directors.

Targets of the employees' remuneration issuance shall include the employees who are eligible to the control of certain conditions or the subsidiary employees. The Board of Directors or its authorized person are authorized to set the relevant conditions and procedures.

Whether the employees' remuneration should be in stock or cash shall be made by the Board of

Directors with more than two-thirds of the directors' attendance and the resolution by more than half of the Directors and reported to the shareholders' meeting.

If the Company has surplus earnings after settlement of each fiscal year, the company shall, after all taxes have been paid and its accumulated losses have been covered, first set aside 10% of such earnings as a legally required reserve and then set a certain amount by law as special reserve at the time of earnings distribution. When the legal reserve reaches the total amount of paid-in capital, it shall not be appropriated, If earnings still left after the arrangements above, with cumulative unappropriated retained earnings, the Board of Directors shall propose to distribute the proposal. When issuing new shares, it should be first submitted to the shareholders' meeting for resolution and then distributed.

In accordance with the provisions of the Company Act, the Company authorizes more than two-thirds of the directors from the Board of Directors to attend, and the resolution by more than half of the directors. All or a part of dividends and bonuses or the legal reserve and additional paid-in capital stipulated by Paragraph 1 of Article 241 of the Company Act shall be distributed in cash and reported to the shareholders' meeting.

The shareholders' bonus is based on the principle of matching stock dividends and cash dividends, and the distributed cash dividends are not be less than 10% of the total bonus of shareholders.

2. Proposed dividend distribution of shareholders' meeting: None.

3. Expected dividend policy major changes: None.

4.1.8. Employee Bonus and Directors' and Supervisors' Remuneration :

1. The scope or portion of the employee, directors and supervisors' remuneration recorded by the Articles of Incorporation:

Based on the needs of the company's operations and the maximization of shareholders' equity, the Company shall deduct the amount of accumulated loss from the retention of employees' compensation and the pre-remuneration benefits of the pre-tax profit for the current year. If there is still earnings remain, the employee shall be paid no less than 3%, and the director's remuneration shall not exceed 2%. The actual amount of the provision shall be determined by the board of directors with more than two-thirds of the directors present and more than half of the directors agree. Employees' remuneration shall include employees of subordinate companies that meet certain conditions, and the relevant conditions and methods shall authorize the board of directors or their authorized personnel to establish.

The employee's remuneration is issued by stocks or cash, and shall be reported by the board of directors with more than two-thirds of the director's attendance and a majority of the directors' consent.

2. The accounting treatment if the actual distribution amount differs from the estimated number of columns, the Calculated based on the number of shares of employees paid by stocks, and the Estimated basis for the compensation for employees, directors and supervisors in this period:

The employees, directors, and remuneration of the company are based on the pre-tax profit of the current year, after deducting the employee's remuneration and the remuneration of the directors, after retaining the accumulated loss. If there is still earnings remain, it shall be estimated according to a specific ratio. After the end of the year, if there is a significant change in the amount of the resolution issued by the board of directors, the change will be adjusted to the original annual fee. At the date of the resolution of the shareholders' meeting, if the amount still changes, it shall be treated in accordance with the accounting estimates and adjusted in the resolution of the shareholders' meeting. If the resolution adopts stocks to issue employee compensation, the number of stock dividends is determined by dividing the amount of the resolution by the fair value of the stock. The fair value of the stock refers to the closing price of the day before the resolution date of the shareholders' meeting and considers the impact of the ex-dividend as the basis for calculation.

3. The distribution of employees and directors' compensation that has been approved by the board of directors, but have not been resolved by the shareholder's meeting: Not applicable.

4. The actual distribution of employees and directors' compensation in the previous year (2020): Not applicable.

4.1.9 Buyback of Treasury Stock: NA

4.2. Implementation of corporate bond, special stock, Overseas depositary receipts, employee stock option certificates and mergers or acquisitions of new shares of his company shares :

4.2.1. Corporate bond issuance status :

(I) Corporate bonds not yet repaid and still being processed:

Date: Mar 31, 2022

Type of corporate bonds	3rd Domestic Secured Convertible Corporate Bond	
Issuance date	Oct 25, 2021	
Par value	NT\$100,000	
Place of issue and trading	Republic of China	
Issue price	Issued at 104.18% of par value	
Total amount	NT\$3,000,000 thousand	
Interest rate	Coupon rate: 0%	
Maturity	3 years; maturity date: Oct 25, 2024	
Guarantee agencies	First Commercial Bank Co., Ltd. ∙ Taiwan Cooperative Bank ∙ CTBC Bank Co., Ltd. ∙ Land Bank of Taiwan ∙ Entie Commercial Bank, Ltd. ∙ MEGA International Commercial Bank Co., Ltd ∙ Shanghai Commercial & Savings Bank, Ltd. ∙ Taiwan Shin Kong Commercial Bank Co., Ltd.	
Trustee	BANK SINOPAC COMPANY LIMITED	
Underwriter	KGI Securities Co.,Ltd.	
Certifying attorney	Lawyer Ya-Wen Chiu of Handsome Attorneys-at-Law	
Certifying CPA	CPAs Chen-chien Chen, and Yung-hua Huang, KPMG	
Repayment method	The convertible bonds will be repaid in cash in one lump sum at maturity according to the face value of the bonds, except for the conversion of the convertible bonds into the Company's common stock in accordance with clause 10 of the Term of Conversion, early redemption in accordance with clause 18 of the Term of Conversion , or cancellation by the Company through purchase from the securities dealer's office.	
Outstanding amount	NT\$3,000,000 thousand	
Terms for redemption or early repayment	Please refer to the issuance and conversion method	
Restriction clauses	None.	
Name of credit rating institution, rating date, and outcome of corporate bond rating	None.	
Other appended rights	Amount of converted (exchanged or subscribed) ordinary shares, GDRs, or other securities	As of March 31, 2022, a total of NT\$0 convertible bonds have been converted into common shares, and a cumulative total of 0 common shares have been converted.
	Issuance and conversion (swaps or warrants) methods	Please refer to the issuance and conversion method
Dilution effect and other effects on existing shareholder equity	The Company's third secured convertible bonds with outstanding principal amount of NT\$3,000,000 thousand as of the end of March, divided by the current conversion price of NT\$20.50, are expected to be converted to 146,341,463 shares, representing 8.99% (Note) of the total number of issued shares, which has no significant impact on shareholders equity.	
Name of the custodian institution entrusted with securities to be converted	Not applicable	

Notes: Calculated in 1,627,813,978 shares as of the 2022 Annual shareholders' meeting book closure date (Apr 26, 2022) of the company.

(II) Convertible bonds issued by the Company that may be converted into common shares, GDRs, or other securities

Type of corporate bonds	3rd Domestic Secured Convertible Corporate Bond		
Item	Year		
		2021	2022/3/31
Market value of convertible corporate bond	Highest	123.30	125.90
	Lowest	108.60	117.10
	Average	116.75	121.23
Conversion price	NT\$20.50		NT\$20.50
Conversion price at the date of issuance and during issuance	Issuance date: Oct 25, 2021 Issue price: NT\$20.90		
Method for exercising conversion obligations	Issue new shares		

(III) Exchangeable Bonds Information : None.

(IV) Shelf Registration for Issuing Bonds : None.

(V) Corporate Bonds with Warrants : None.

4.2.2.Status of Preferred Stocks : NA

4.2.3.Status of GDR Issuance : NA

4.2.4.Status of Employee Stock Options : NA

4.2.5.Status of New Shares Issuance of Restricted Stocks for Employees:

(1) Issuance of Employee Stock Options

Type of the Restricted Stock Award	The 7rd Employee's Restricted Stock Awards
Effective date of declaration	October 01,2019
Issuing date	August 11,2020
Number of the new issuance of restricted stocks	795,000 shares
Offering Price	NT\$0
Ratio of the number of new shares issued to the total number of shares issued	0.05%
Terms and conditions of the employees' restricted stocks	If the employee's physical performance of each year reaches the following standards during the vested period: A.The employee who still serve in the company within one year from the issued date, and his/her performance result is excellent in the year of the issued date, he/she will be vested 50% of the issuance of new restricted employee shares. B.The employee who still serve in the company within two years from the issued date, and his/her performance result is excellent in the following year of the issued date, he/she will be vested 50% of the issuance of new restricted employee shares.
Restriction on the rights associated with employees' restricted stocks	The shares allocated or subscribed by the employees do not have ownership of their shares before the vested conditions are fulfilled, ie they may not be disposed of, pledged, transferred, donated to others, set, or other disposal.
Custody of the employees' restricted new shares	The company represented the employee to sign a contract of trust deed with the stock trust custodian institution. The attendance, proposal, speech and voting rights of the shareholders' meeting are all executed by the trust custodian institution in accordance with the contract.
Handing of employee's failure to meet the vesting conditions	The stock dividends and cash dividends obtained by employees during the vested period, the company gives employees free of charge, but the vested rights of new shares are not yet vested in the following ways: 1.Retirement: Retirement and application for retirement in the most recent year, the outstanding performance of the applicant, has not yet vested to the issuance of new restricted employee shares, employees can be fully vested on the effective date of retirement; if the outstanding, not yet vested to the issuance of new restricted employee shares, the company shall purchase with the issued price. 2.Resign: The vested person has not yet vested in the issuance of new restricted employee shares, and the company shall purchase with the issued price. 3.Persons with disabilities, death or general death due to occupational disasters: 4.Those who are unable to continue to serve due to physical disabilities due to occupational disasters, have not yet vested in the issuance of new restricted employee shares, and employees can be fully awarded when they leave their posts. 5.Those who have died or are generally deceased due to occupational disasters have not yet acquired the rights to new shares of employees and are considered to be fully vested. The successor has completed the necessary statutory procedures and provided relevant supporting documents to apply for receiving the shares or the interests it has inherited. 6.Transferred to the enterprise: Due to the operation of the company, the employees of the company must be transferred to the company's affiliated companies or other companies as approved by the company, and the company has not yet acquired the rights of employees.
Number of the retrieved or bought shares of the employees' restricted shares	165,719 shares
Number of new shares that have been released from restricted rights	190,113 shares
Number of new shares that have not yet been released from restricted rights	439,168 shares
Ratio of the number of new shares outstanding to the total number of shares issued (%)	0.03%
Effect on shareholders' equity	The number of shares that have not been restricted is only 0.03% of the number of issued shares, so the overall assessment shall have no significant

Type of the Restricted Stock Award	The 7rd Employee's Restricted Stock Awards impact on existing shareholders' equity.
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Notes: Calculated in 1,627,813,978 shares as of the 2022 Annual shareholders' meeting book closure date (Apr 26, 2022) of the company.

(2)List of Executives Receiving New Restricted Employee Shares and the Top Ten Employees with New Restricted Employee Shares :

Dec. 31, 2021 Unit: share/ in New Taiwan Dollars

	Title	Name	No. of Stock Options	Stock Options as a Percentage of Shares Issued	Exercised			Unexercised				
					No. of Shares Converted	Strike Price (NT\$)	Amount (NT\$)	Converted Shares as a Percentage of Shares Issued	No. of Shares Converted	Strike Price (NT\$)	Amount (NT\$)	Converted Shares as a Percentage of Shares Issued
Manager	Vice President	Zabrina.Hsu	57,148	0.00%	28,574	0	285,740	0.00%	28,574	0	285,740	0.00%
	Assistant Vice President	Howard Liu										
Staff	Senior Director	Susan.Cheong(Resigned)	271,286	0.02%	115,143	0	1,151,430	0.01%	84,023	0	840,230	0.01%
	Senior Director	Chen Chiung Chin(Resigned)										
	special assistant	Adam.Hsu(Resigned)										
	Director	Irene.Cheng										
	Director	Litan Tai										
	Director	Vera.Tsai										
	Director	Richard.Lee										
	Deputy Director	Angella Lee(Resigned)										
	Deputy Director	Betty.Chan										
	Deputy Director	Vincent.Chang										

Notes: Calculated in 1,627,813,978 shares as of the 2022 Annual shareholders' meeting book closure date (Apr 26, 2022) of the company.

4.3.Status of New Shares Issuance in Connection with Mergers and Acquisitions :

1. The completion of issuance of new shares in connection with mergers or acquisitions or with acquisitions of shares of other companies for the recent year as of the date of the annual handbook had been printed: None
2. If, for the recent year as of the date of the annual handbook had been printed, the board of directors has approved any issuance of new shares in connection with a merger or acquisition or with acquisition of shares of any other company, the annual report shall specify its implementation situation or the information of merged or acquired company. The handling of issuance of new shares in connection with mergers or acquisitions or with acquisitions of shares of other companies, the annual report shall specify the implementation and the impact on the shareholder's rights : None

4.4.Financing Plans and Implementation :

As of the date of publication of the annual report, the previous cash capital increase, merge or transfer of shares of other companies, issuance of new shares or bonds, and private placement of securities have all been completed, except for the private placement of common shares in October 2018, which has not yet been completed. The rest of the previous plans have been completed in accordance with the plans, and for the 2021 cash capital increase issuance, the following is a description of the contents and implementation of each plan :

4.4.1. October 2018 Issuance of common stock in private placement

(1)Finance Plans :

The company issued 334,291,702 shares of common stock by private placement. The total amount of the private placemen was NT \$2,781,306,962. To invest inhigh-efficiency products, expand production capabilities,obtain the ability of module production, to develop systemsand relevant new fields of businesses, and/or to satisfy thefunding demands of the Company's long-term development inorder to raise the surviving company's corporate competitivenessand profitability; and to ensure the sustainable growth ofthe surviving company's business and to bring positive impacton shareholders' rights and interests.After capital increase, it would improve the financial structure, business operation and development, and benefit to the shareholders' equity.

(2)Implementation :

By 2022, March 11,This Private fund has been spent NT\$ 2,197,558 thousands.

4.4.2. The 3rd domestic secured convertible bond and 2021 cash capital increase issuance of new shares

(1)Finance Plans :

A. Total funding required for the plan : NT\$5,132,462 thousand.

B. Sources of capital :

- a. Cash capital increase to issue 120,000 thousand shares of common stock at a face value of NT\$10 per share and an issue price of NT\$16.6 per share, the estimated total amount raised was NT\$1,992,000 thousand.
- b. Issued the third domestic secured convertible bonds, each with a face value of NT\$100,000

thousand, issuing 30,000 pieces with a total face value of NT\$3,000,000 thousand and a maturity of 3 years, at 104.18% of the face value, the actual total amount raised was NT\$3,125,430 thousand.

c. The remaining NT\$15,032 thousand will be financed by the Company's own funds

C. Project items, fund implementation progress, and anticipated benefits :

Unit: NT\$1,000

Project item	Anticipated completion date	Total funding needed	Scheduled rate of progress of fund utilization		
			110 Q4	111	
				Q1	Q2
Repay bank loan	110 Q4	3,910,479	3,910,479	—	—
Investment in solar system projects (construction of domestic solar system projects)	111 Q2	1,221,983	122,198	733,190	366,595
Total	111 Q2	5,132,462	4,032,677	733,190	366,595
Anticipated benefits	1.Repayment of bank loans: The estimated savings in interest expense is NT\$6,706 thousand in 2021 and NT\$72,145 thousand in each of the fiscal years to come. 2.The Company is building a long-term self-owned solar energy project and will invest the relevant capital according to the progress of the construction of the project, which will reduce the pressure of financing for the construction of solar energy and increase the flexibility of financial adjustment and reduce operational risks. The estimated operating revenues and operating income to be recognized from 2022 to 2042 are NT\$2,887,817 thousand and NT\$838,451 thousand, respectively.				

(2)Implementation status :

Unit: NT\$1,000

Project item	Implementation status	110 Q4		111 Q1		Description
		Anticipated	Actual	Anticipated	Actual	
Repay bank loan	Expenditures	Anticipated	3,910,479	Anticipated	—	The Company's capital utilization plan was completed in 2021 Q4 as scheduled.
		Actual	3,917,083	Actual	—	
	Implementation progress (%)	Anticipated	100.00%	Anticipated	—	
		Actual	100.16%	Actual	—	
Investment in solar system projects (construction of domestic solar system projects)	Expenditures	Anticipated	1,221,983	Anticipated	1,221,983	Implementation is ongoing according to the plan
		Actual	25,193	Actual	855,388	
	Implementation progress (%)	Anticipated	9.99%	Anticipated	69.99%	
		Actual	2.06%	Actual	12.81%	

(3)Implementation benefits :

Unit : %

Item	Year	As of September 30, 2021	As of December 31, 2021
		(before capital increase)	(after capital increase)
Liquidity Analysis	Current ratio	114.09	270.29
	Quick ratio	91.09	213.17
Structure Analysis	Debt ratio	46.85	40.85

Before the capital increase, the current ratio, quick ratio and debt ratio were 114.09%, 91.09% and 46.85%, respectively; after the capital increase, the current ratio, quick ratio and debt ratio were 270.29%, 213.17% and 40.85%, respectively, which shows that the Company's solvency and financial structure have improved significantly after the capital increase.

V、Business Activities

5.1.Business Scope：

5.1.1.Business Scope：

1.Main content of the business:

- (1) CC01080 Electronic Parts and Components Manufacturing.
- (2) CC01090 Batteries Manufacturing.
- (3)CC01010 Electric Power Supply, Electric Transmission and Power Distribution Machinery Manufacturing.
- (4) IG03010 Energy Technical Services.
- (5)Electrical System Business
- (6) F119010 Wholesale of Electronic Materials (restricted to operate outside area.)
- (7) F219010 Retail Sale of Electronic Materials(restricted to operate outside area.)
- (8) F401010International Trade.

Research, develop, design, manufacture and sale the following products:

- (1) Solar cells and related systems.
- (2) Solar power module and wafer.
- (3) Running side business of import and export trade business related to the company's products.

2.Revenue distribution：

Unit: in Thousand of New Taiwan Dollars

Revenue distribution	2021	
	Total Sales	(%) of total sales
Solar	12,484,602	87.29%
Power plant	1,254,765	8.77%
Others	563,041	3.94%
total	14,302,408	100.00%

3.Current product item

- (1)Monocrystalline solar cell 156.75mm x 156.75mm (6")
- (2)Monocrystalline solar cell 158.75mm x 158.75mm (6")
- (3)Monocrystalline G1 standard PV module, 60 cells (315W-350W), 72 cells (380W-410W)
- (4)Monocrystalline G1 standard half-cut PV module, 120 cells(330W-350W), 144 cells (390W-420W)
- (5)Monocrystalline M6 size standard half-cut PV module, 120 cells(360W-385W), 144 cells (435W-460W)
- (6)Monocrystalline G1 bifacial PV module, 144 cells(395W-420W)
- (7)Monocrystalline G1 bifacial PV module, 144 cells(395W-410W)
- (8)Solar system
- (9)Energy storage system: Industrial large / household small or medium / lithium-ion battery modules

4.The new products that planned to be developed

New structural high-efficiency Monocrystalline germanium solar cell.

5.1.2.Industry overview：

1.Industry status and development

In recent years, the world has paid more attention to the issues such as environmental protection and greenhouse gases. More than 100 countries have declared that they will achieve the goal of net zero CO2 emissions between 2050 and 2060. In addition, affected by the recent war between Ukraine and Russia, countries around the world have attached greater importance to green energy.

Taiwan, which is export-oriented, will face increasing pressure and motivation from using green electricity to manufacture products in the future. The solar industry has flourished with the support of government policies and international markets.

Basically, the solar industry can be divided into several aspects: cell/module product manufacturing, system installation, operation&maintenance and electricity storage (energy storage). In terms of the supply side of product manufacturing, taking crystalline germanium products as an example, there are manufacturing industries of polycrystalline germanium, germanium wafers, batteries, modules, inverters, etc. from upstream to downstream. Concerning the supply side of system installation and service, it can be divided into development, system design, installation,

operation, and related financing service industry. The demand for electricity and energy is to compete with thermal power generation or other forms of power generation in the retail electricity market and the electricity market.

In terms of supply side, the main cost structure of a crystallization solar power system can be approximated by the following figure:

Solar energy system	Module	Cell	Silicon chips	Polycrystalline germanium
				Other
			Conductive gum, etc.	
		Package mold, junction box, glass, aluminum frame, etc.		
	Inverter			
	Other balance systems (BOS), etc.			
Development, system design, installation, operation, etc.				

Schematic diagram of the main cost structure of solar power generation system (not drawn according to cost size proportion)

The cell components in the solar module are the most critical core for converting light energy into electrical energy. Monocrystalline silicon solar cells and modules have become the mainstream products of the solar market due to good conversion efficiency, high stability, and mature value chain. The first generation of polycrystalline silicon solar products has been phased out from the solar market due to its low power output.

Monocrystalline silicon solar cells can be divided into P-type and N-type solar cells according to the doping composition of the wafer. P-type PERC cells have become the mainstream commodity in these years due to its low production cost, mature technology, large production rate, and good qualities. However, the photoelectric conversion efficiency (power output) of PERC cells is already close to the theoretical efficiency of 24.5% because of the p-type material intrinsic defects. Therefore, the development and application of N-type cells have gradually been favored by the market. According to the product technology of N-type cells, it can be divided into two major products: TOPCon and HJT. Both of the cells have higher theoretical efficiency up to 27.5%. The better performance of its bifaciality of both cells is higher than PERC and it means more power could generate in the solar power station. However, TOPCon and HJT still have many challenges. The TOPCon has more process steps, higher process temperature, lower yield, and higher production cost. The equipment of the HJT process is incompatible with the current mainstream PERC process, so the amount of equipment investment in the early stage is relatively high.

Since 2020, our company has obtained the Energy Bureau's Energy Specialization Plan, and cooperated with the Metal Industries Research & Development Centre of the consortium to develop the TOPCon advanced process technology, and has achieved quite good results in the development of key processes, and has obtained relevant patent protection. In the past, HJT also has a certain scale of mass production experience through cooperation with international manufacturers. From a longer-term development perspective, perovskite/HJT tandem solar cells have the opportunity to bring about a major breakthrough in power generation efficiency, reaching a photoelectric conversion efficiency of more than 30%. In the past two years, our company has also achieved good results in tandem cells through the project of industry-university cooperation with the perovskite expert team of professors from National Taiwan University, and the photoelectric conversion efficiency exceeded 26%. In the future, we will continue to work together with excellent domestic academic institutions and corporate bodies to accelerate the development of high-efficiency solar cells to meet the eager expectations of the market, and enter the market when it is commercialized.

Although it has postponed the scheduled decommissioning of nuclear power plants in 2027 through a referendum, it still maintains the original target of renewable energy installation capacity in 2025 is 20GW for photovoltaic and 5.6GW for offshore wind power. The effect of the government's vigorous promotion of renewable energy is obvious to all. The solar photovoltaic installation capacity has grown from 1.25GW in 2016 to 7.65GW in 2021. However, Taiwan is narrow and densely populated, and it is not easy to obtain land. In addition, it is subject to the interference of land policies or laws. In order to achieve the goal of 20GW in 2025, the annual installation capacity must reach more than 3GW in 2022~2025. Therefore, the strong demand in the Taiwan market is still expected.

Overviewing the global market, mainland China is still the most significant market and the primary supply manufacturing chain in the global solar industry. In 2020, the installed capacity of

solar photovoltaics in mainland China was about 42GW, an increment of about 40% compared with that in the previous year. Affected by epidemic, the global installable capacity still show slight growth. Looking ahead, with China policy supporting recycled energy in 2021, the installable capacity of solar power is reach 54GW above in China and global one is expected to reach 170GW. URE has deployed supply chain in China to meet the needs in Europe and Asia; while the Southern East Asia's supply chain in US Market, plus with Taiwan market share at Top No. 1, expected to turn losses into profits this year.

The green power certificate system that has been put on the road, as well as the policy for large power users implemented this year, is expected to prompt enterprises to install a large number of solar photovoltaics.

In addition, RE100 is a global renewable energy initiative led by The Climate Group and the Carbon Disclosure Project, CDP, bringing together the world's most influential companies to work together to improve the use of green energy from the perspective of electricity demand. With the friendly environment of electricity, more than 300 large enterprise members around the world have joined RE100.

Taking TSMC, which announced to join RE100 last year, as an example, its average usage capacity is estimated at 1.64GW. To meet the requirements of RE100 using green electricity, assuming that it is all supplied by solar photovoltaics, it will need to install 13.1GW (1.64GW / solar photovoltaic capacity factor 0.125) of solar photovoltaics; and 506 large household electricity households, which account for about 35% of Taiwan's electricity, need to install 1.05GW of solar photovoltaics, according to estimates by the Energy Bureau. The two add up to about 14.15GW of solar photovoltaics. Therefore, the company also actively participates in discussions on public policy-related issues, and suggests that the government should include the VPC incentive mechanism for large electricity consumers and green electricity certificates to guide users and buyers to adopt them, so as to enhance my country's energy independence and ensure Taiwan's electricity safety.

In terms of application analysis, the feed-in tariff and the cost of power generation in many countries begin to be lower than the selling price of the power supply market, making self-use, peak-load shaving renewable energy devices a new cost-saving option. The famous companies, Google and Apple, have promoted green energy and sustainable energy, and many other large power consumers in the manufacturing industry also purchase or construct renewable energy facilities. As for finance, renewable energy has also developed into new financial commodities, whether it is an investment in power plant, green bond, energy certificate, energy funds, etc., the scale and system have become more and more complete. The emerging markets such as India, Southeast Asia, Australia, and other countries are all actively developing the solar energy industry. Consequently, the demand for solar devices shall remain steady in the short term, and the energy storage devices will grow substantially and develop rapidly with new business models.

2.The relevance between up, middle and downstream:

The industrial chain of solar cells can be divided from top to down: upstream: raw materials and wafers; midstream: batteries and modules; downstream: system vendors, distributors and peripheral parts suppliers.

3.The development trend of products

The future development trend of solar products and application and their reasons are as follows:

- A.Continue to improve conversion efficiency: The subsidies for main mature solar markets such as Japan, Germany, and the United Kingdom are tilted toward roof-type and self-use requirements, while roof-type and self-use models have always had higher standards for conversion efficiency.
- B.Continue to reduce construction costs: With the gradual downward adjustment of policy subsidies, solar power costs must be able to compete with traditional energy sources so that the advantages can be obtained; the solar power generation cost across the most of countries in the world currently has been less than traditional cost for energy.
- C.Combined energy storage system: With the continuous decline of the cost of energy storage systems, in the market of high electricity prices or high penetration rate of solar power generation, the combined energy storage system has appeared. By making full use of the opportunity of low-cost solar energy advantages, the market share will be further pushed up by the complementarity between the two previously mentioned. URE has released residential and large energy reservoir system officially.

4.Competitive situation

In recent years, the solar energy industry has been suffering from the severe expansion of production by mainland China manufacturers, leading to oversupply and a continuous decline in average sales prices, making the operating environment quite tricky. After the EU lifted the tariff restrictions in 2019, products made in China have covered Europe entirely. In contrast to the significant expansion of the production capacity of Chinese manufactures, the business of Taiwanese

manufactures in Europe has been severely affected. Jinko, the largest solar module manufacturer in China, has been transcended by LONGi, among of which, only LONGi and Jinko's capacity in 2021 had more than 100GW, and global capacity is estimated to suffer excess globally. In the same period, prices of raw materials for solar power modules in 2021 rise up by longer cycle time of increased production, causing rise of module contractors' costs with keen competition. Facing with such strict challenge, URE also has adjusted the production of orders and OEMs, using overseas OEM production capacity, providing technical guidance in the factory to meet the demand of the customer, keeping raw materials and products in low inventory, avoiding compete in production capacity, and strive for perfect orders.

As the largest renewable energy supplier in Taiwan, United Renewable Energy Corporation is confident in the Taiwan market. After the merger in 2018, it focused on promoting the transformation into a solar energy integration solution provider and became the leader in the industry transformation. In 2019, United Renewable Energy Corporation expanded the two-in-one solution of solar energy and energy storage. The domestic manufacturers who can provide solar module products in the past also have system planning and case maintenance services currently. For domestic sales competition, the comprehensive brand service of United Renewable Energy Corporation has become a priority for customers. Under the steady shipment of solar products, the company actively develops new renewable energy businesses, complies with the green energy policy of the government, and replaces competition with related companies by cooperation to create the next glory of the renewable energy industry in Taiwan. Large energy storage products are predicted to start sales step by step in 2021.

During the global energy transition from fossil fuels to wind and solar photovoltaics, renewable energy is not only environmentally friendly, but also should increase the proportion of domestic energy autonomy. Under the fierce competition to improve performance and reduce LCOE, our company has developed a number of key technologies, such as half-cut process, bifacial power generation, synergistic materials, small-pitch welding, non-destructive cutting, multi-busbar (MBB), and N-type (HJT) cells to maintain leadership and continue to improve product development. Taiwan's new green policy is expected to complete the construction target of 20GW of solar photovoltaic and 20% renewable energy power generation in 2025. The role of URE will become increasingly important, with "high-efficiency", "high-value", "high-reliability" and "environmental sustainability" products. And to maintain the industry's leading in product R&D.

Waste disposal of solar modules has gradually become an economic and political issue. According to IEA research, the world will accumulate more than 6 million tons of waste in 2030. The Environmental Protection Agency investigates that Taiwan will accumulate more than 10,000 tons of waste in 2025 (regular decommissioning and disaster damaged waste), government policy pushes to support new designs and resource recycling technologies. The circular economy is an important solution for the global practice of net zero emissions. It can make up for the remaining 45% of the carbon reduction gap left by the energy transition strategy. The circular economy is also an inevitable path for the solar photovoltaic industry. Our country has established a recycling system for solar panels, including the Bureau of Energy's advance collection of recycling and processing fees from the industry, the Environmental Protection Agency's establishment of a relevant processing system and audit, and the Solar Photovoltaic Industry Association is responsible for checking the serial number of the modules and arranging for recycling and processing by companies that meet the qualifications for transportation and disposal.

In response to this issue, URE has cooperated with the Industrial Technology Research Institute and its supply chain to cooperate to accelerate the development of easy-to-disassemble solar modules to reach the commercialization level. Through the new dismantling technology, the problem of disposal of waste solar panels from the past can be solved. The recycling of materials such as wafers and glass cover plates can increase the value of waste recycling and reduce the burden on the environment, create higher value for a circular economy, bring new opportunities for the solar energy industry, and work with the government to promote the goal of sustainable Taiwan. In the future, in addition to meeting the recycling market of discarded solar panels in my country, it can also export related technical service energy overseas.

Recently, climate change has become increasingly extreme. Global warming has been regarded as the most significant crisis for humans by the United Nations. Consequently, more and more financial institutions and investment corporations have valued sustainable renewable energy investment. As a pioneer in combining semiconductor manufacturing discipline with solar energy-rich technologies, the Company has always been committed to offering continuous and cost-effective clean energy. Besides, the Company actively invests in the development of downstream solar power plants and continues to enhance its global layout, establishing the core abilities of development construction, sales, and financing of the global power plant. So far, the entire Company has completed a parallel

power plant project and the planned power plant project (pipeline) is approximately 1.5GW. As the most complete and largest solar energy company in Taiwan in the layout of the global solar system, the Company will continue to emphasize the development of large power stations and use the advantages of its rich resources. With the advantages of PD (case development,) design and engineering, maintenance, finance and financing, network and sales, and the gather of global talent, the Company has become a few international energy companies covering comprehensive capabilities. Also, it complies with the new stage of 2.0 of the solar policy of the government, and actively transforms the solar market in Taiwan from the roof type to the ground type to achieve the goal of 20GW in 2025. With the completion of the continuous installation of new power plants and the active investment of sustainable renewable energy by financial institutions, the system will be kinetic of continued improvement of the Company in the future.

Due to the increasing need of renewable energy across the globe, the government spares no efforts in promoting clean energy. In recent years, the investment targets of renewable energy are more and more popular. For this reason, the investment in renewable energy has become a trend. In 2021, the Company has obtained the bid regarding offshore solar power station in Zhangbin Industrial Park, whose scale is approximately 90MW. The bid is the largest offshore solar power station of this year in Taiwan. After the completion, the electricity production is estimated to be 110 million kWh, which is able to supply 30 thousand households with one-year electricity and reduce 56 million hectares of carbon emission equal to the carbon absorption of 110 thousand Taan Parks. This year the domestic bids obtained by the Company have reached 200MW. In the future, the Company will continue to participate in domestic bids actively, regard system operation development as the new direction, drive module manufacturing, system development, system engineering and other businesses, so as to expand the estuary of batteries and modules, and continue to develop, implement and take hold of quality solar power sites. The Company will still develop technology foresight, reduce the manufacturing cost and maintain customer confidence as the crux of competition and profit-gaining, actively response to subsidization policies of solar power among nations, adjust the expansion trend of market development, continue promoting to replace traditional energy with every sort of renewable energy, contribute to hit the targets of green energy profit-gaining and sustainable development.

5.1.3. Techniques and Research and Development Overview:

1. Technical level and research development of the operating business

The company has introduced high-efficiency industry-leading products over the years, such as Super19, which produces up to 20.0% of the conversion efficiency of the polycrystalline series during early stages; the general monocrystalline series has the highest conversion efficiency of 22.1% contributed by "Black 22," and the P-type bifacial cell "Glory-BiFi" with a maximum conversion efficiency of 22.9% in mass production. URE adhered to the excellent research and development capability, which has once again won the affirmation of the 2021 Energy Bureau Energy Award of the Ministry of Economic Affairs, and it was the only company that had won this award for nine consecutive years. In the meanwhile, the company actively carried out product research and development in advanced process, and acquired support from the project by Bureau of Energy, Ministry of Economic Affairs. Research fund subsidy is provided regarding to the research of N-type high-efficiency bifacial crystalline solar cell and module. Besides, in 2021, it was also affirmed and supported by the Energy Bureau of the Ministry of Economic Affairs, providing research subsidies related to the key process of PERC cells and product reliability, and creating Taiwan's highest reliability module products. The voluntary product verification by the Bureau of Standard, Metrology and Inspection has approved the company as the highest VPC power module manufacturer with a certified power of 460W, which ranked as the top in Taiwan. In addition to providing customers with excellent cell efficiency and high wattage module products, URE is committed to improving the performance of Light Induced Degradation (LID) and Potential Induced Degradation (PID). LID less than 2%, which is better than the industry average, creating even greater economic benefits for downstream power stations and end-users.. In addition, the company is also actively cooperating with domestic and foreign research institutions and prudently technical alliances with domestic and foreign players. In terms of the protection of intellectual property, the company patented essential techniques. As of the end of 2021, 117 patents have been obtained, and several patents have been applied simultaneously.

2. Research and Development Expenses by the Central Research Institute (CRI) in the Past Two Years

Unit: in Thousand of New Taiwan Dollars

Year	2020	2021
Research and Development Expenses	176,893	101,435

3. Research and development personnel and their academic experience

Education	Year	2020		2021		2022/3/31	
		Number of Employees	%	Number of Employees	%	Number of Employees	%
Ph.D.		2	4%	1	4%	1	4%
Masters		29	57%	12	48%	13	50%
Bachelor's Degree		16	31%	9	36%	10	38%
Senior High School		4	8%	3	12%	2	8%
Total		51	100%	25	100%	26	100%

4. The successfully developed techniques or products for the recent year as of the date of the annual handbook had been printed

Year	Research and Development Results
2021 up to the date of publication of the annual report	<ol style="list-style-type: none"> 1. Maximum conversion efficiency of "Black 22" and "BiFi" cell reached up to 22.8% by continuous development and innovation. 2. Maximum wattage of single glass weather-resistant water-based 144-half-cut cell "PEACH" series module has reached 425W. 3. All product series have been upgraded to ultra-salt-resistant and typhoon-resistant for high salinity coastal landform and frequent typhoon environment in Taiwan. 4. All product series have been approved by UL fire-resistant test. 5. All product series have passed the non-toxic water test which conducted and verified by the ITRI. All module products meet the water quality monitoring standards by the Environment Protection Administration Executive Yuan which is verified as non-toxic. 6. United Renewal Energy Corporation has once again won its ninth consecutive award of Taiwan Excellent PV Award. 7. Acquired affirmation and support from the project by Bureau of Energy, Ministry of Economic Affairs, and provided research grants related to the key process of PERC and product reliability. 8. Acquired 230MW bids, including Taiwan Waterworks Company, Tainan Parking Lot and Kaohsiung Cijin Life Memorial Hall, etc.

5.1.4. Long-term and short-term business development plans :

1. Short-term development plan:

A. Marketing Strategies:

- a. Enhance overall profitability through differentiation of company image and product excellence.
- b. Strengthen the company's image through the affirmation of a fair and a well-known third-party verification unit and strengthen the customer's after-sales service.
- c. Actively expand its market share with high quality and high conversion efficiency products.
- d. Actively participate in industrial activities such as related business exhibitions and seminars at home and abroad, and reinforce interaction with downstream manufacturers at home and abroad to enhance good communication and communication between industries.

B. Development strategies:

- a. Optimize existing capacity to meet supply needs.
- b. Advanced products quality to meet the demand of classifying products.
- c. With the company's high-quality batteries and modules, developing and expanding the seaport to the downstream system.
- d. Strengthen supply chain management and continuously reduce the cost of raw materials and equipment.
- e. In addition to the original power plants in Europe, America and Japan, the company will expand its business to Central and South America and the Middle East to build a global solar power plant network.
- f. Cooperate with the government's green energy policy to increase the construction of the Taiwan system, which makes the company have the most complete layout in the middle and lower reaches of the solar energy supply chain.

C. Product development direction:

- a. Well-Designed module products that suitable for Taiwan cases regarding to special nature environment conditions in Taiwan. All product series have been upgraded to ultra-salt-resistant and typhoon-resistant for harsh environment in Taiwan such as high salinity coastal landform,

poor cultivated farmland and fishing ponds. Product has been tested and verified by inspection division from Industrial Technology Research Institute (ITRI) as non-toxic to water, meet the water quality monitoring standards by the Environment Protection Administration Executive Yuan. All product series are non-toxic to water, fulfilling high-efficient, high reliability requirements and being environmentally friendly in the meanwhile.

- b. Our company's products are comprehensively laid out according to different case environments (ground type, roof type, wind and rain stadium, water surface type, symbiosis of agriculture, fishery and electricity...), and can provide solar photovoltaic module products that meet their environment. The products include the M6 "PEACH VLM" series, M6 and M10 have better power generation performance and better LCOE in large power plants. The double-glass module "Glory PEACH" has a better weather-resistant structure, is suitable for salt flat areas and has high wind pressure resistance and fire resistance. The "PEACH BiFi" series adopts a lightweight design and has double-sided high-efficiency power generation performance, which is suitable for distributed power stations such as roof type.
- c. As the voltage of the system power station increases, there is a higher voltage difference between the module and the ground, which affects the power generation output benefit of the long-term use of the double-sided module. In view of this, the company launched the bifacial cells quality excellence plan, and won the support and subsidy of the industry energy special plan of the Ministry of Economic Affairs. The Industrial Technology Research Institute (ITRI), a third-party indicator consortium, assisted in verifying that the product will create greater bifacial power generation benefits for customers and is expected to increase power generation contribution by more than 10%. Recently, the technology has been patented in Taiwan and the United States, and plans to officially launch related products with large-scale solar cells with new production lines, aggressively attacking the global solar photovoltaic market.

2. Medium and long term development plan:

A. Marketing strategies:

- a. Committed to promoting strategic alliances in the upper, middle and downstream, to ensure a sound industrial chain and marketing network.
- b. Sign a long-term cooperation contract with downstream manufacturers to consolidate the customer base for sustainable operation.
- c. Virtual Supply Chain Integration, perfect global production and service layout.
- d. Maximize solar system power generation efficiency by matching and developing energy storage devices.

B. Development strategies:

- a. Adjust production capacity comply with the market demand and actively expand terminal system to cultivate the sea gate, to expand the seaport and maintain the long-term competitiveness of the company.
- b. Improve yield and conversion efficiency.
- c. Improve production quality.
- d. Reduce costs.
- e. Actively engage in patent layout, build barriers to competition, and ensure medium- and long-term competitive advantages.
- f. Set the development and long-term ownership of solar power system as the new strategy direction, aiming to develop, implement and take hold of 500 MW assets of solar power stations in three years, take hold of asset of solar power station whose scale is expected to reach 1GW in five years, forecasting the annual electricity fee revenue can reach 5.5 billion NTD, contributing steady cash flow around 28 billion NTD for twenty years.

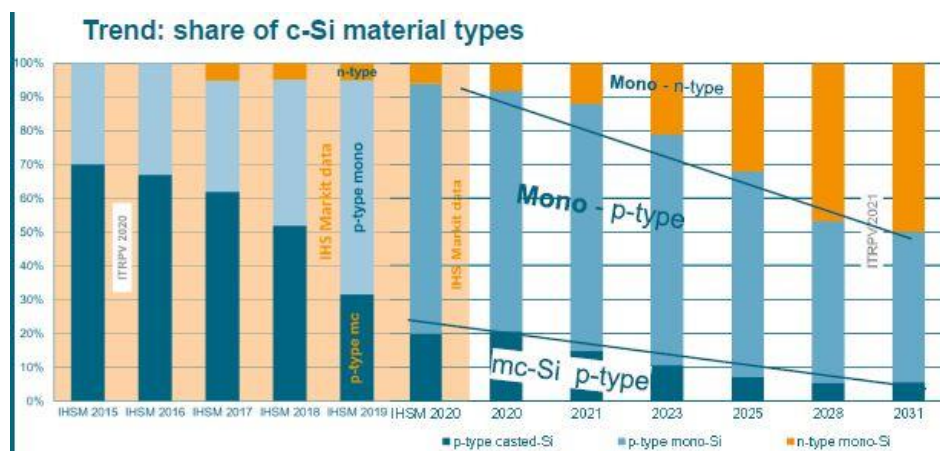
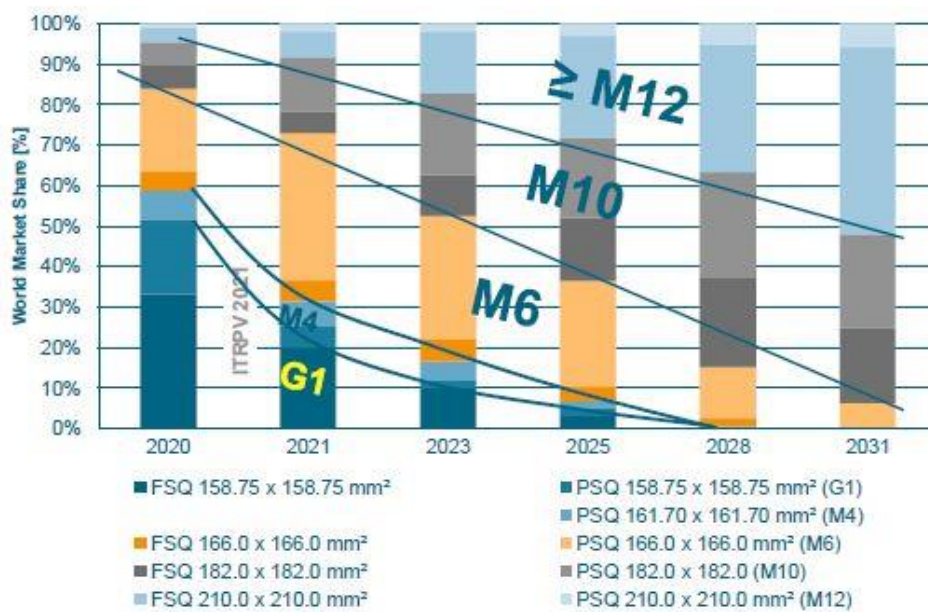
C. The direction of product development:

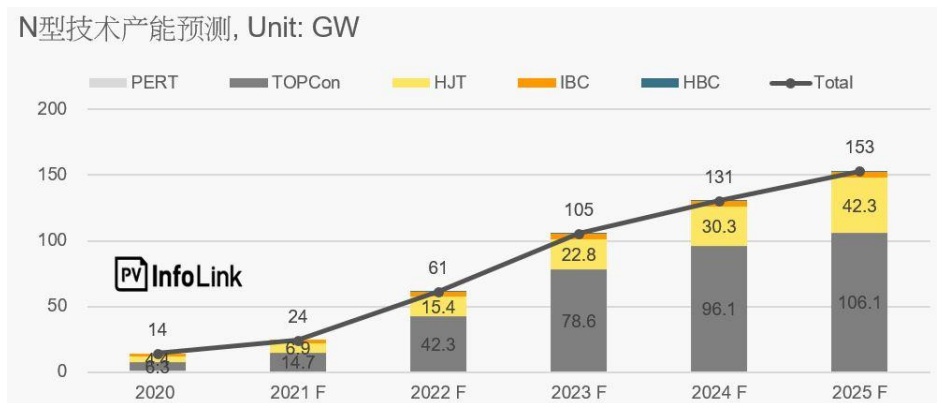
- a. Continue to improve the photoelectric conversion efficiency on the basis of P-type PERC cells, and simultaneously study the next-generation N-type high-efficiency solar cell process (Tunnel oxide passivated contact TOPCon and heterojunction HJT). P-type PERC cells have continuously optimized process parameters and applied new materials in recent years. The mass production efficiency of G1 (158.75mm*158.75mm) size cells has reached 22.9%. In response to the keen demand of the global market for high efficiency and high power generation wattage, in the first half of this year, the company will invest in a new large-size battery mass production line. It is expected to launch a new P-type PERC cell with a photoelectric conversion efficiency exceeding 23% in the second half of the year. Furthermore, according to the prediction of ITRPV (refer to the picture below.) the future solar cell market will develop towards high-efficiency N-type cells and will increase its share year by year, becoming the mainstream. Among them, TOPCon and HJT are the most valued products in the N-type cells technology, as

shown in the analysis of PVinfo Link as shown below. These two technologies are also the two fields that United Renewable Energy Corporation highly emphasizes in the product development.

The Company has complete integration of cells and module technology; we arrange and product characteristics for different environments, whether it is water, desert, snow, or roof, there are corresponding products. The research and development team has always maintained a good cooperative relationship with domestic and foreign academic research institutions so that the team can receive information on developing new technology and equipment timely. Also, we have constructed a close relationship with upstream critical raw material suppliers to offer complete technology services and supports to downstream customers.

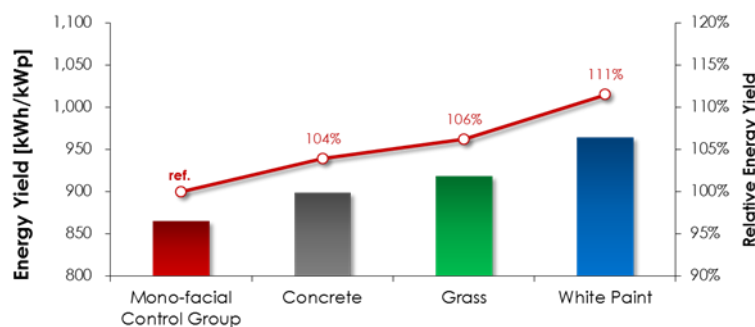
The company is following closely to the development and trend of the commonly discussed Perovskite Solar Cells, the star of next era. In the future, it will be developed through joint efforts with consortium legal persons (such as Industrial Technology Research Institute, Metal Industry Research Center, etc.) and academic research units (such as National Taiwan University, Qingda University, Chengda University, etc.).





b. Continue to cooperate with material manufacturers to develop high-quality and long-lasting weather-resistant modules to response to the special nature environment conditions,, combined with high-performance monocrystalline and polycrystalline cells to form a completely green energy solution provider.

Comply with the development of the green energy policy of the government; the number of solar installations will reach 20GW in 2025. As the leader of solar photovoltaic industry in Taiwan, the Company constructed the first highly automated module production line that is specifically designed high-efficiency half-cut modules for the Taiwan market in Hsinchu Corporate Headquarters, to solve the severe environmental problems such as frequent typhoons, less land, high temperature as well as humidity in Taiwan, produces explicitly lightweight double-sided power generation solar modules, the "PEACH" and "BiFi" series, which are able to resist strong typhoons and are suitable for special environmental areas such as impounding reservoirs, reservoirs, and high salinity areas. Its unique double-sided power generation design is based on different ground environments, and the power generation capacity is increased by 5% ~ 20% compared to traditional modules. The structural design of lightweight and highly weather-resistance module providing even better power efficiency and quality assurance.



5.2. Market, production and sales overview :

5.2.1. Market analysis

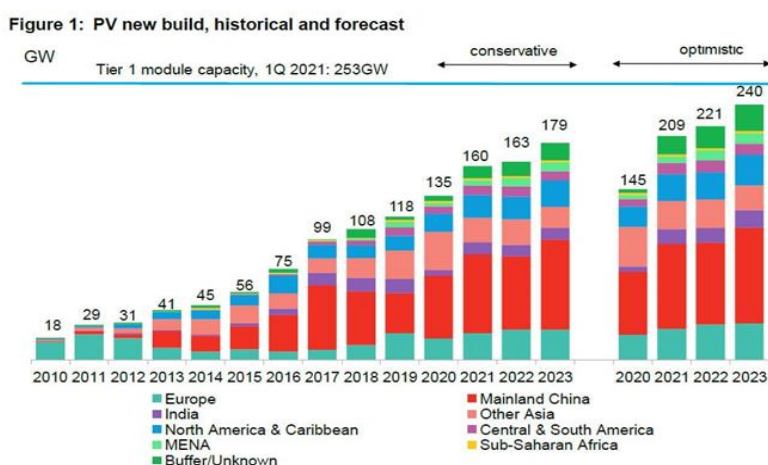
1. Sales (providing) area of the company's main products (services)

Unit: in Thousand of New Taiwan Dollars

Sales Area	Year	2020		2021	
		Amount	%	Amount	%
Domestic sales		6,262,093	50.05%	6,698,270	46.83%
Export	The United States	1,071,460	8.56%	1,127,736	7.89%
	India	928,885	7.42%	1,274,529	8.91%
	Germany	870,374	6.96%	536,058	3.75%
	Other countries	3,378,222	27.01%	4,665,815	32.62%
	Minor total	6,248,941	49.95%	7,604,138	53.17%
Total		12,511,034	100.00%	14,302,408	100.00%

2.The company's market share in Taiwan is exceed 30%.

3.According to TrendForce Corporation, the chaos of 531 New Deal in mainland China accelerated the overseas deployment of the enterprises in 2019. As the European market has gradually recovered, and the emerging markets in Southeast Asia have risen, the global market will become more fragmented. In 2020, it is estimated that the new-added grid-connected quantity around the world will reach 125GW. From 2020 to 2025, the global market will grow slightly; yet, the annual growth rate is approximately 7%. It is estimated that the top five global markets in 2020 will be: China, the United States, India, Japan, and the Netherlands. Although the worldwide proportion of the Chinese market has gradually shrunk, it is still the most significant market on earth. Interestingly, although the European market has recovered, the primary global markets are still in the Asia-Pacific region, accounting for about 60% of the total of the world. Among them, the Southeast Asian market has become the main growth driver of the Asia-Pacific region.



Sources: BloombergNEF

Taiwan solar energy industry has performed inferiorly for a long time in a competitive global market; however, with the energy transformation policy promoted by the R.O.C. Government, the solar energy market kept its growth and hit record high in 2020 as indicated in the Taipower's announcement showing the total installed quantity of solar energy device increased by 60%, accrued to more than 5.5GW, and the total power generation has gone beyond the total nuclear electricity generation at the peak times. The total volume installed expects to be 2.0GW in 2021, which remains that in 2020; the reason for decline of growth rate was the Government's stoppage in the construction of solar energy on a farmland. In addition, the Government prescribed the "High Energy User Clause" by revising the "Renewable Energy Development Act", wherein high energy users with the contracted volume more than 5000kW were requested to set up renewable energy power generator or energy storage with 10% of the stored volume within 5 years of 2020 or chose to purchase T-REC (Taiwan - Renewable Energy Certificate) or cash payment alternatively; hence, renewable energy and energy storage facility in demand will rise up significantly.

4.Competitive niche

A.Operation team

The company merged in October 2018, the leading cadres of the new operation team have professional experience in solar energy or semiconductor manufacturing, plant construction, equipment, power generation, business marketing, and production management, etc. They have a complete qualification in the production and research and development of solar energy industry with high process linkage and leads the company to develop high-quality and high-standard niche market with excellent management experience.

B.The improvement of self-owned process technology and equipment

The company purchases overseas advanced equipment plus its process technology, develops excellent quality products in the early stage of mass production and improves formulation to increase output beyond original design capacity, gradually improve conversion efficiency and reduce production cost.

C.Yield control

Currently, in addition to actively optimizing existing production capacity, reducing production costs and strengthening yield control, the company also spare no effort to optimize quality and cost structure.

D.The supply source of upstream silicon material

The company uses the industrial resources within the group and accumulates rich technology and experience. The upstream silicon material supply is scattered, and the cost and quality are superior.

E.Partnership with customers

The company has an excellent sales team and after-sales service quality and has won many long-term cooperation orders and partnerships. The client base is spread all over the world, mainly covering main markets such as Germany, Japan, and China.

F.Possess the ability of offering the “one-stop shopping” service

The company has the module product development, manufacturing abilities, and the development of solar energy systems, which is capable of providing high quality and low-cost module solutions in response to the needs of customers.

G.Possess completed battery and module production base

The company has battery and module production bases in both Taiwan and Southeast Asia, which can meet the particular needs of customers in response to the trade of the main markets, such as the European Union's limit on the price of Chinese products and the US double-reverse restrictions on Chinese battery products, flexible shipment.

5.The advantages and disadvantages as well as corresponding measures of the development prospect

A.dvantages

①Operational management ability

The operational team has rich experience in related industries and is familiar with the operation, management, planning, and execution abilities of the solar industry.

②Process techniques and research and development abilities

The research and development team has practical experience in the solar or semiconductor industry, specializing in product yield, efficiency improvement and research and development.

③Continuous research and development and innovation

The research and development team continues to deliver breakthroughs in component, conversion efficiency and, low-cost production for component characterization, new material testing, and process development to maximize added value.

④Advanced technology and equipment

The advanced technology and equipment of the company, plus the mature semiconductor process and solar cell component technology, which makes the company's products maintain excellent competitiveness in the market.

⑤The degree of market demand

Due to the global consensus on diminishing traditional energy reserves and reducing carbon dioxide emissions, which stimulates the rapid growth of demand for renewable energy. Although the solar photovoltaic industry is still yet entirely out of the stage of government subsidies, renewable energy is the world trend and trend, with the business value of sustainable operation and long-term development.

B.Disadvantages:

In recent years, new global manufacturers have actively joined the solar energy industry, and the market has become oversupply. It has also been affected by the successive reductions in the government subsidy policies of the main markets, resulting in a decline in the selling price of products, which affects sales and profits. The corresponding measures of the company are as follow:

①Diversely expand raw material supplier, control the material supply.

②Improve the quality of products, techniques and services.

③Contract up and downstream strategic partners to deepen long-term customers and increase market share.

④Keep controlling the industry's pulsation, research and development of new materials and new processes.

Also, because China's solar products continue to rise in global market share, which triggered part of the market countries to adopt trade methods to protect, after the United States and Europe have imposed anti-dumping and countervailing duties on Chinese products, the manufacturers of the Taiwanese products are also subject to the US anti-dumping tax rate, as to limit growth and profit-making space. The corresponding measures of the company are as follows:

①Make good use of relationships with strategic customers, and complement each other.

②Adjust the proportion of the configuration of the terminal market.

③Seeking overseas factory plans.

④Keep controlling the progress and strive for the negotiation of relevant department.

5.2.2.The important usage and produce process of main products

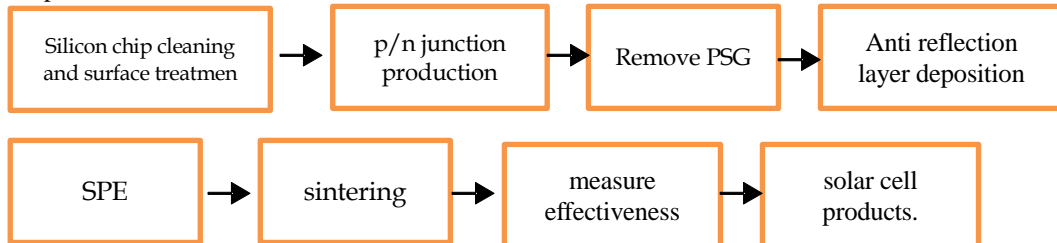
(1)Usage of main products

The main products are Solar Cell and Module. Solar cells convert sunlight into DC power without the use of fossil fuels; therefore, there is no waste or pollution. And due to the use of semiconductor components, there are no rotating components and noise problems. The application of solar cells is a solar cell module, which can be used for more than 20 years. The size of the solar module can be randomly changed; thus it can be used in a wide range of applications, from consumer products such as computers and watches to general households, industries, and even power plants. To sum up, as long as the usage is similar to the power supply of Taiwan Power Company, all of the company's products can be used instead.

(2)Production process of main products

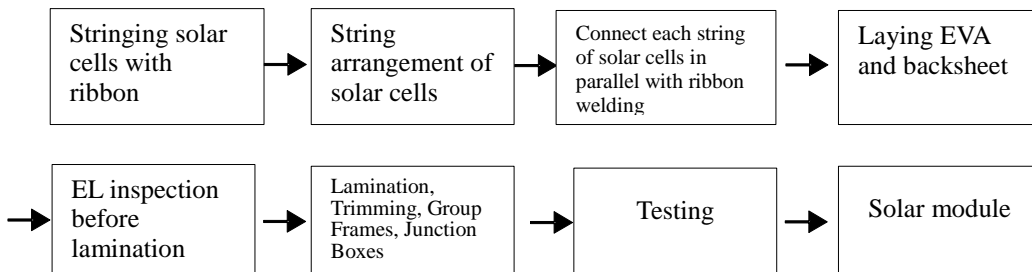
The crystalline germanium solar cell structure is based on a P-type germanium wafer material, and the germanium wafer surface is roughened by etching the germanium wafer with an acidic or alkaline chemical etching solution, its purpose is to reduce the amount of reflection of the incident light. The surface layer of the first P-type wafer is converted into an N-type (front side) by diffusion in a tubular high-temperature furnace, and its purpose is to form a p/n Junction of the basic structure of the solar cell. The electric field caused by this p/n Junction can effectively separate the electrical holes generated by the solar cell illumination. When sunlight is incident on the surface of the crucible by air, reflection occurs. Therefore, a good anti-reflection layer is required to reduce the amount of reflection of the incident light. PECVD deposition can be used as an anti-reflection coating. Afterward, the front and back sides of the silicon chip are printed and sintered with silver or aluminum glue to form metal electrodes. The functions of the front and back metal electrodes are to extract the electrons generated by the solar cells after illumination and generate photocurrent for usage. Metal electrodes require low series resistance, high strength, resistance to soldering, etc. The electrode design of the solar cell receiving surface needs to be optimized for optical loss and resistance loss, the back electrode on the backlight side of the solar cell has an excellent ohmic contact due to no light loss problem, and the back electrode is usually made into a comprehensive wire. The simple.

process of solar cells is as follows:



Solar module structure: solar cells are connected in series with solder tapes, and combined with glass, packaging materials, backplanes, and junction boxes to package into solar photovoltaic panels.

process of solar module is as follows:



(3)Supply Status of Main Materials :

Major Raw Materials	Source of Supply	Supply Situation
Silicon Chip	101737、100981、101667	Good
Gum	101123、100010、104169	Good
Chemical Materials	105737、104419、100256	Good

(4)Major Suppliers and Clients :

A.Major Suppliers in the Last Two Calendar Years :

Unit: in Thousand of New Taiwan Dollars

Item	2020				2021				2022/3/31			
	Name	Amount	Percent	Relation with Issuer	Name	Amount	Percent	Relation with Issuer	Name	Amount	Percent	Relation with Issuer
1	103411	837,227	10.37	None	107032	1,049,883	10.29	None	107007	478,708	16.03	None
2	—	—	—	—	—	—	—	—	107032	394,459	13.21	None
3	Others	7,191,663	89.63	—	Others	9,155,461	89.71	—	Others	2,113,089	70.76	—
	Net Total Supplies	8,028,890	100.00	—	Net Total Supplies	10,205,344	100.00	—	Net Total Supplies	2,986,256	100.00	—

B.Major Clients in the Last Two Calendar Years :

Unit: in Thousand of New Taiwan Dollars

Item	2020				2021				2022/3/31			
	Company Name	Amount	Percent	Relation With Issuer	Company Name	Amount	Percent	Relation With Issuer	Company Name	Amount	Percent	Relation With Issuer
1	EZ	1,898,907	15.18	None	Others	14,302,408	100.00	—	Others	4,682,273	100.00	—
2	Others	10,612,127	84.82	—	—	—	—	—	—	—	—	—
	Net Sales	12,511,034	100.00	—	Net Sales	14,302,408	100.00	—	Net Sales	4,682,273	100.00	—

(5)Production in the Last Two Years :

Unit: in Thousand of New Taiwan Dollars

Major Products (or by department)	Year	2020			2021		
		Capacity	Quantity	Amount	Capacity	Quantity	Amount
Solar Module & Solar Cell		408,183	215,968	8,461,831	378,945	342,521	10,957,678

(6)Sales volume table in the Last Two Years :

Unit: in Thousand of New Taiwan Dollars

Year Shipments & Sales Major Products	2020				2021			
	Local		Export		Local		Export	
	Quantity	Amount	Quantity	Amount	Quantity	Amount	Quantity	Amount
Solar Module & Solar Cell	5,251	5,421,801	157,055	5,065,764	8,866	6,105,042	281,051	6,379,560
Others	4,477	840,292	6,474	1,183,177	896	593,228	2,316	1,224,578
Total	9,728	6,262,093	163,529	6,248,941	9,762	6,698,270	283,367	7,604,138

5.3.Human Resources :

Year		2020	2021	2022/3/31
Number of Employees	Staff	684	660	634
	Manufacturing	983	1,084	1,113
	Total	1,667	1,744	1,747
Average Age		36.88	37.15	37.16
Average Years of Service		6.49	5.75	5.68
Education	Ph.D.	0.60%	0.40%	0.34%
	Masters	12.24%	10.26%	9.62%
	Bachelor's Degree	46.34%	44.50%	44.48%
	Senior High School	13.57%	12.39%	12.82%
	Below Senior High School	27.25%	32.45%	32.74%

5.4.Information of environmental protection expenditures:

5.4.1.Explain the disposal of the total amount due to the loss of the company because of environmental pollution (including compensation,) and disclose its future corresponding measures and the possible expenditures for the recent year as of the date of the annual handbook had been printed: None.

5.4.2. The explanation of requisition, payment, and establishment of applicable requisition of facility establishment permit, or pollution discharge permit, or the payable pollution prevention fee, or shall establish environmental protection unit staff in accordance with the provisions:

(1) The permit of establishing pollution prevention facilities or the date of acquisition of the pollution discharge permit:

category \ Plant	Hsinchu Science Park Plant	Zhu-Nan Hsinchu B Plant	Tainan Plant
Operation permit of stationary source pollution	2021/05/12	2021/11/15	2021/8/31
Permissive document of water pollution prevention	2021/10/26	2021/12/28	2021/5/17
Cleaning plan of business waste	2021/04/20	2021/11/01	2022/1/19

(2) Payable pollution prevention fees in 2020:

Unit: New Taiwan Dollars

category \ Plant	Hsinchu Science Park Plant	Zhu-Nan Hsinchu B Plant	Tainan Plant
Air pollution prevention fee	232,821	354,046	156,057
Soil and groundwater pollution treatment fee	320	7,117	9,065

(3) The establishment of environmental protection personnel:

category \ Plant	Hsinchu Science Park Plant	Zhu-Nan Hsinchu B Plant	Tainan Plant
Personnel of Air pollution prevention and control	Koshi.Chen	Mh Tu	David Chen
Personnel of Water pollution prevention and control	Koshi.Chen	Mh Tu	David Chen
Waste treatment professional technician	Jamie Huang	Carin Chen	Ivy Wu

5.4.3. The list of the company's investment of the main equipment for the prevention and control of environmental pollution and its usage and possible benefits :

In the initial stage of the company's construction, the company focused on the investment in pollution prevention equipment, sewage, and waste gas and had entrusted professional qualified cleaning companies to remove waste. The details of the purchased control equipment are as follows: :

(1) Hsinchu Science Park Plant:

Equipment Name	Equipment Quantity	Usage and estimated benefits may create
Air pollution preventive facility	5	Usage: Treatment of waste gas from in-plant processes. Benefits: Meet the air pollution emission standards of the Environmental Protection Act.
Sewage treatment system	1	Usage: Dispose of wastewater discharged from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.
High concentration hydrofluoric acid recycling improvement project	1	Usage: Recycle and outsourcing re-use the high concentration of hydrofluoric acid emitted from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.

(2) Zhu-Nan B Plant:

Equipment Name	Equipment Quantity	Usage and estimated benefits may create
Air pollution preventive facility	12	Usage: Treatment of waste gas from in-plant processes. Benefits: Meet the air pollution emission standards of the Environmental Protection Act.
Sewage treatment system	1	Usage: Dispose of wastewater discharged from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.
Fluorine wastewater treatment system	1	Usage: Treatment of nitrate nitrogen and ammonia nitrogen wastewater from in-plant processes. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.
Biological treatment system	1	Usage: Dispose of wastewater discharged from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.
Chemical treatment system	1	Usage: Dispose of wastewater discharged from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.

(3) Tainan Plant:

Equipment Name	Equipment Quantity	Usage and estimated benefits may create
Air pollution preventive facility	11	Usage: Treatment of waste gas from in-plant processes. Benefits: Meet the air pollution emission standards of the Environmental Protection Act.
Sewage treatment system	1	Usage: Dispose of wastewater discharged from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.
High concentration hydrofluoric acid recycling system	1	Usage: Recycle and outsourcing re-use the high concentration of hydrofluoric acid emitted from the in-plant process. Benefits: In compliance with environmental laws and regulations, and meets the standards for wastewater management in industrial areas.

5.4.4. Part of the company's products is sold to Europe. According to the section 4 of Article 2 of Directive 2011/65/EU, which was issued by the European Commission, Photovoltaic Panels had been excluded from the scope of the new RoHS Directive, which means that no relevant EU environmental directives had been covered.

5.5.Labor Relation

5.5.1.The current employee welfare measures, training, retirement system, and its implementation, as well as the agreement of labor, the maintenance and implementation of the employee's various rights:

1.The measures of employee welfare:

The company based on the premise of the principle of good faith, to protect the rights and interests of employees, established various management procedures and work regulations in accordance with the principles of the Labor Standard Laws, to provide the employee good salary and a safe working environment.

In addition to the national health insurance and labor insurance, the company also plans to handle group insurance for all employees, and arrange an annual health examination for the employee. Also, the company establishes the Staff Welfare Committee and the provision of employee benefits, continuing to promote diversified employee welfare measures and various welfare activities to improve the welfare system.

2.Training:

To reinforce the professional skills of employees and cultivate them into international talents, the company encourages employees to undergo a variety of educational training courses, including new staff training, on-the-job training courses, professional courses, work safety courses, and various training courses related to the job duties so as to cultivate talent within specific skills.

3.Retirement system and implementation:

The employees of the company that is applicable for the new labor retirement system , the company

pays 6% of the individual's salary to the account of labor insurance bureau's personal pension. If the employee has voluntarily paid the pension, and the voluntary payment rate is deducted from the employee's monthly salary to the personal pension account of the Labor Insurance Bureau.

4.The agreement and negotiation of labor:

The company is an industry that applicable to the Labor Standard Laws and remarkably emphasizes labor relations. All operations are based on the Labor Standard Laws; the company regularly holds the labor meetings and listen to the employees' opinion and positively respond as well as improve itself. As of the date of the annual handbook had been printed, the relationship between the employer and employees were harmonious, there were no major labor disputes.

5.5.2.The recent year as of the date of the annual had been printed, the loss due to labor disputes and disclosure of current and future estimated amounts and corresponding measures: :

- 1.The recent two years as of the date of the annual had been printed, no major labor disputes have occurred. The relationship between the employers and employees were harmonious, there was no dispute between labor and management, and there was no loss arising from labor disputes.
- 2.The corresponding measures may occur currently and in the future:
 - (1) Comply with the labor-related laws and regulations and implement the procedures according to law.
 - (2) Strengthen various welfare measures and actively strive for employee welfare.
 - (3) Establish an open, honest labor relationship and communication channel.
- 3.The loss amount may occur currently and in the future: not applicable.

5.6.Important Contract

The contract content of currently valid and effective duration of the sales contracts, technical cooperation contracts, engineering contracts, long-term loan contracts and other important contract contents that is sufficient to affect the rights of investors:

Contract Nature	Party	The Start/End Date of the Contract	Primary Content	Restrictions
Authorization Contract	First commercial bank Cooperative bank Land Bank of Taiwan ChinaTrust Commercial Bank	July 22, 2021 ~July 22, 2024	Syndicated Authorized Loan	—
Lease Contract	Hsinchu Industrial Park Administration, Technological Department	October 1, 2018 ~December 31, 2037	Land Lease	—
	Hsinchu Industrial Park Administration, Technological Department	August 13, 2007 ~December 31, 2026	Land Lease	—
Supply Contract	A Raw Material Supplier	January 1, 2009 ~December 31, 2018	Wafer Chips Supply	Maintain a certain amount of purchases
	B Raw Material Supplier	March 2007~ December 2019	Wafer Chips Supply	
	G Raw Material Supplier	October 2007~ December 31, 2018	Wafer Chips Supply	
	AD Raw Material Supplier	March 18, 2011~December 31, 2022	Long-term Material Supply	

Notes: Due to the confidential agreement signed by the company and the supply, the code will be used as the expression.

VI. Financial Information

6.1. Five-Year Financial Summary

6.1.1. Condensed Balance Sheet based on IFRS (Standalone)

Unit: in Thousands of New Taiwan Dollars

Year Item		Five-Year Financial Summary(Note1)				
		2017	2018	2019	2020	2021
Current assets		8,268,325	17,709,815	11,222,358	9,142,990	9,065,135
Property, Plant and Equipment		6,524,410	13,539,446	10,151,154	4,439,234	4,288,600
Intangible assets		—	8,098	4,234	1,924	4,134
Other assets		12,872,482	17,568,922	17,725,039	13,415,463	12,220,973
Total assets		27,665,217	48,826,281	39,102,785	26,999,611	25,578,842
Current liabilities	Before distribution	11,703,596	17,306,223	8,071,396	7,856,487	3,353,867
	After distribution	11,703,596	17,306,223	8,071,396	7,856,487	3,353,867
Non-current liabilities		4,882,219	6,920,415	10,309,396	4,886,192	7,094,375
Total liabilities	Before distribution	16,585,815	24,226,638	18,380,792	12,742,679	10,448,242
	After distribution	16,585,815	24,226,638	18,380,792	12,742,679	10,448,242
Equity attributable to shareholders of the parent		—	—	—	—	—
Capital stock		10,192,564	25,157,599	26,653,375	26,650,863	16,278,140
Capital surplus		6,028,165	1,011,023	118,989	7,877	999,749
Legal Reserve		—	—	—	—	—
Special Reserve		—	—	—	—	—
Retained Earnings	Before distribution	(4,611,501)	(675,712)	(6,000,644)	(11,581,063)	(1,461,427)
	After distribution	(4,611,501)	(675,712)	(6,000,644)	(11,581,063)	(1,461,427)
Other equity		(529,826)	(874,568)	(31,028)	(802,046)	(667,163)
Treasury stocks		—	(18,699)	(18,699)	(18,699)	(18,699)
Non-controlling interest		—	—	—	—	—
Total Shareholders' Equity	Before distribution	11,079,402	24,599,643	20,721,993	14,256,932	15,130,600
	After distribution	11,079,402	24,599,643	20,721,993	14,256,932	15,130,600

Note 1: Financial information for the past five years was audited and °

Note 2: In 2019, the Company reassessed its power plant contracts in accordance with the definition of leases under IFRS 16. Since some customers did not obtain the right to use of the identified assets, which did not meet the definition of leases under IFRS 16, the Company changed its treatment to IFRS 15 contracts with customers and retroactively restated its financial statements for the comparative period (2018) in accordance with IAS 8 on the date of initial application of IFRS 16.

6.1.2. Consolidated Condensed Balance Sheet – Based on IFRS

Unit: in Thousands of New Taiwan Dollars

Year Item		Five-Year Financial Summary(Note1)					2022/1/1~3/31
		2017	2018	2019	2020	2021	
Current assets		12,573,614	23,303,040	17,502,328	14,101,362	15,386,380	14,432,368
Property, Plant and Equipment		11,162,899	25,219,508	19,064,958	10,450,989	8,213,695	8,683,967
Intangible assets		261,350	202,962	115,357	70,317	4,803	4,878
Other assets		10,248,082	9,219,235	10,543,841	7,838,033	7,610,378	7,862,256
Total assets		34,245,945	57,944,745	47,226,484	32,460,701	31,215,256	30,983,469
Current liabilities	Before distribution	16,679,572	22,078,368	12,518,166	11,244,424	7,976,676	7,397,223
	After distribution	16,679,572	22,078,368	12,518,166	11,244,424	7,976,676	7,397,223
Non-current liabilities		6,228,563	10,402,908	13,224,083	6,192,163	7,406,200	6,999,317
Total liabilities	Before distribution	22,908,135	32,481,276	25,742,249	17,436,587	15,382,876	14,396,540
	After distribution	22,908,135	32,481,276	25,742,249	17,436,587	15,382,876	14,396,540
Equity attributable to shareholders of the parent		11,079,402	24,599,643	20,721,993	14,256,932	15,130,600	15,887,505
Capital stock		10,192,564	25,157,599	26,653,375	26,650,863	16,278,140	16,278,140
Capital surplus		6,028,165	1,011,023	118,989	7,877	999,749	1,000,985
Legal Reserve		—	—	—	—	—	—
Special Reserve		—	—	—	—	—	—
Retained Earnings	Before distribution	(4,611,501)	(675,712)	(6,000,644)	(11,581,063)	(1,461,427)	(861,074)
	After distribution	(4,611,501)	(675,712)	(6,000,644)	(11,581,063)	(1,461,427)	(861,074)
Other equity		(529,826)	(874,568)	(31,028)	(802,046)	(667,163)	(511,847)
Treasury stocks		—	(18,699)	(18,699)	(18,699)	(18,699)	(18,699)
Non-controlling interest		258,408	863,826	762,242	767,182	701,780	699,424
Total Shareholders' Equity	Before distribution	11,337,810	25,463,469	15,024,114	15,024,114	15,832,380	16,586,929
	After distribution	11,337,810	25,463,469	15,024,114	15,024,114	15,832,380	16,586,929

Note 1: Financial information for the past five years was audited and.

Note 2: In 2019, the Company reassessed its power plant contracts in accordance with the definition of leases under IFRS 16. Since some customers did not obtain the right to use of the identified assets, which did not meet the definition of leases under IFRS 16, the Company changed its treatment to IFRS 15 contracts with customers and retroactively restated its financial statements for the comparative period (2018) in accordance with IAS 8 on the date of initial application of IFRS 16.

6.1.3. Condensed Statement of Income (Standalone)

Unit: in Thousands of New Taiwan Dollars

Item	Year	Five-Year Financial Summary				
		2017	2018	2019	2020	2021
Operating Revenue		9,119,985	10,419,460	14,911,766	10,716,898	12,027,712
Gross profit		(2,088,573)	(833,060)	(723,056)	(311,660)	468,731
Income from operations		(3,292,438)	(1,920,408)	(3,655,667)	(2,439,366)	(628,520)
Non-Operating Income and Expenses		(861,362)	1,344,298	(2,029,922)	(3,699,649)	(659,683)
Income before tax		(4,153,800)	(576,110)	(5,685,589)	(6,139,015)	(1,288,203)
Continuing business unit's current net profit (loss)		(4,154,163)	(577,240)	(5,686,065)	(6,139,015)	(1,288,203)
Loss of closed business units		—	—	—	—	—
Net income (Loss)		(4,154,163)	(577,240)	(5,686,065)	(6,139,015)	(1,288,203)
Other comprehensive income		(325,081)	(286,629)	837,400	(259,823)	(44,568)
Total comprehensive income		(4,479,244)	(863,869)	(4,848,665)	(6,398,838)	(1,332,771)
Net income attributable to shareholders of the parent		—	—	—	—	—
Net income attributable to non-controlling interest		—	—	—	—	—
Comprehensive attributable to shareholders of the parent		—	—	—	—	—
Comprehensive income attributable to non-controlling interest		—	—	—	—	—
Earnings per share		(4.08)	(0.42)	(2.26)	(4.08)	(0.84)

Note 1: Financial information for the past five years was audited and certified by Certified Public Accountants.

Note 2: In 2019, the Company reassessed its power plant contracts in accordance with the definition of leases under IFRS 16. Since some customers did not obtain the right to use of the identified assets, which did not meet the definition of leases under IFRS 16, the Company changed its treatment to IFRS 15 contracts with customers and retroactively restated its financial statements for the comparative period (2018) in accordance with IAS 8 on the date of initial application of IFRS 16.

Note 3: In 2021, the capital reduction was made to offset the loss, and the earnings per share for the comparative period (2020) was retroactively adjusted in accordance with IAS 33 Earnings per Share.

6.1.4. Condensed Statement of Income (Consolidated)

Unit: in Thousands of New Taiwan Dollars

Item	Year	Five-Year Financial Summary					2022/1/1~3/31
		2017	2018	2019	2020	2021	
Operating Revenue		10,247,887	13,137,025	18,139,112	12,511,034	14,302,408	4,682,273
Gross profit		(1,983,395)	(884,136)	(984,323)	(876,476)	728,819	752,450
Income from operations		(3,892,948)	(2,863,361)	(5,221,950)	(4,614,257)	(820,746)	500,778
Non-Operating Income and Expenses		(237,778)	2,281,499	(484,606)	(1,121,175)	(520,039)	108,089
Income before tax		(4,130,726)	(581,862)	(5,706,556)	(5,735,432)	(1,340,785)	608,867
Continuing business unit's current net profit (loss)		(4,159,989)	(605,168)	(5,769,189)	(6,162,307)	(1,341,587)	582,426
Loss of closed business units		—	—	—	—	—	—
Net income (Loss)		(4,159,989)	(605,168)	(5,769,189)	(6,162,307)	(1,341,587)	582,426
Other comprehensive income		(363,194)	(270,698)	820,072	(308,783)	(54,899)	177,200
Total comprehensive income		(4,523,183)	(875,866)	(4,949,117)	(6,471,090)	(1,396,486)	759,626
Net income attributable to shareholders of the parent		(4,154,163)	(577,240)	(5,686,065)	(6,139,015)	(1,288,203)	600,353
Net income attributable to non-controlling interest		(5,826)	(27,928)	(83,124)	(23,292)	(53,384)	(17,927)
Comprehensive attributable to shareholders of the parent		(4,479,244)	(863,869)	(4,848,665)	(6,398,838)	(1,332,771)	755,319
Comprehensive income attributable to non-controlling interest		(43,939)	(11,997)	(100,452)	(72,252)	(63,715)	4,307
Earnings per share		(4.08)	(0.42)	(2.26)	(4.08)	(0.84)	0.37

Note 1: Financial information for the past five years was audited and certified by Certified Public Accountants.

Note 2: In 2019, the Company reassessed its power plant contracts in accordance with the definition of leases under IFRS 16. Since some customers did not obtain the right to use of the identified assets, which did not meet the definition of leases under IFRS 16, the Company changed its treatment to IFRS 15 contracts with customers and retroactively restated its financial statements for the comparative period (2018) in accordance with IAS 8 on the date of initial application of IFRS 16.

Note 3: In 2021, the capital reduction was made to offset the loss, and the earnings per share for the comparative period (2020) was retroactively adjusted in accordance with IAS 33 Earnings per Share.

6.1.5. Auditors' Opinions for Last Five Years

Year	CPA's Name	Auditing Opinion	Note
2017	Deloitte & Touche	Cheng-Chih Lin、Shu-Chieh Huang	Other Differences in the Opinion Paragraph(Note1)
2018	Deloitte & Touche	Yi-Hsin Kao、Yu-Feng Huang.	Other Differences in the Opinion Paragraph(Note1)
2019	Deloitte & Touche	Yi-Hsin Kao、Yu-Feng Huang.	Unqualified opinion, Emphasis of matter and other matters (Note1&2)
2020	KPMG	Cheng-Chien Chen、Yung-Hua Huang	Unqualified opinion
2021	KPMG	Cheng-Chien Chen、Yung-Hua Huang	Unqualified opinion

Note 1: Part of the financial report of the subsidiary companies are verified by other accountants.

Note 2: In 2019, the Company reassessed its power plant contracts in accordance with the definition of leases under IFRS 16. Since some customers did not obtain the right to use of the identified assets, which did not meet the definition of leases under IFRS 16, the Company changed its treatment to IFRS 15 contracts with customers and retroactively restated its financial statements for the comparative period (2018) in accordance with IAS 8 on the date of initial application of IFRS 16.

6.2. Five-Year Financial Analysis

6.2.1. Financial Analysis based on IFRS (Standalone)

Item	Year	Financial Analysis for the Past Five Years				
		2017	2018	2019	2020	2021
Financial structure (%)	Ratio Of Liabilities To Assets	59.95	47.29	47.01	47.20	40.85
	Ratio Of Long-Term Capital To Property, Plant and Equipment	244.64	234.73	305.69	431.23	518.23
Solvency (%)	Current Ratio	70.65	113.05	139.04	116.38	270.29
	Quick Ratio	58.96	99.00	107.54	93.38	213.17
	Times Interest Earned Ratio	-	-	-	-	-
Operating performance	Accounts Receivable Turnover (Turns)	3.99	4.48	5.83	4.76	5.38
	Average Collection Period	91	81	63	77	68
	Inventory Turnover (Turns)	5.62	5.87	6.49	5.21	7.15
	Accounts Payable Turnover (Turns)	11.62	7.79	8.95	7.76	9.09
	Average Days In Sales	65	62	56	70	51
	Property, Plant and Equipment Turnover (Turns)	1.19	1.03	1.26	1.47	2.76
Profitability	Total Assets Turnover (Turns)	0.31	0.28	0.34	0.32	0.46
	Return On Total Assets (%)	(12.38)	(0.41)	(11.93)	(17.73)	(4.25)
	Return On Shareholders' Equity (%)	(30.61)	(2.60)	(25.09)	(35.10)	(8.77)
	Ratio of net profit to paid-in capital before tax (%)	(40.75)	(1.86)	(21.33)	(23.03)	(7.91)
	Profit Ratio (%)	(45.55)	(4.54)	(38.13)	(57.28)	(10.71)
Cash flow	Earnings Per Share (\$) (Note:1)	(4.08)	(0.34)	(2.26)	(2.31)	(0.84)
	Cash Flow Ratio (%)	9.44	2.27	(Note 2)	19.73	11.21
	Cash Flow Adequacy Ratio (%)	47.70	47.19	32.19	44.46	120.86
	Cash Reinvestment Ratio (%)	3.98	0.78	(Note 2)	4.38	0.98
Leverage	Operating Leverage	(Note3)	(Note3)	(Note 3)	(Note 3)	(Note 3)
	Financial Leverage	(Note3)	(Note3)	(Note 3)	(Note 3)	(Note 3)

Analysis of financial ratio differences for the last two years. (Not required if the difference does not exceed 20%)

1. Ratio Of Long-Term Capital To Property, Plant and Equipment : Mainly due to the issuance of domestic secured convertible bonds and cash capital increase in 2021, which resulted in an increase in long-term capital and equity payout ratio.
2. Solvency : Mainly due to the repayment of short-term loans and current portion of long-term loans payable in 2021, resulting in the increase of current ratio and quick ratio.
3. Operating performance : Mainly due to the increase in sales revenue in 2021 compared to 2020, which resulted in an increase in the turnover rate of accounts receivable, turnover rate of property, plant and equipment and turnover rate of total assets. Also, the inventory turnover rate increased due to the decrease in inventory in 2021 compared to 2020.
4. Profitability : The decreases in financial indicators such as return on assets, return on equity, net income before income taxes to paid-in capital and net income ratio were mainly due to the decrease in operating loss in 2021 compared to 2020.
5. Cash flow : Mainly due to the decrease in net cash inflow from operating activities in 2021 compared to 2020, which resulted in the decrease in cash reinvestment ratio, but the increase in cash flow equivalency ratio was due to the increase in net cash inflow from operating activities in the last five years compared to 2020.

Notes 1: Earnings per share are calculated based on the number of weighted average shares outstanding during the year.

Notes 2: If the net cash flow from operating activities is negative, shall not be calculated.

Notes 3: The operating loss of the year shall not be calculated.

1. Financial Structure

(1) Ratio Of Liabilities To Assets = Total Liabilities/ Total Assets

(2) Ratio Of Long-Term Capital To Property, Plant and Equipment = (Net Shareholder's Equity + Non-current Liabilities)/ Net Property, Plant and Equipment

2. Solvency

(1) Current Ratio = Current Assets / Current Liabilities.

(2) Quick Ratio = (Current Assets – Inventories – Prepaid Expenses) / Current Liabilities.

(3) Times Interest Earned Ratio = Earnings before Interests And Taxes/ Interest Expenses.

(1) Current Ratio = Current Assets / Current Liabilities.

- (2) Quick Ratio = (Current Assets – Inventories – Prepaid Expenses) / Current Liabilities.
(3) Times Interest Earned Ratio = Earnings before Interests And Taxes/ Interest Expenses.
3. Operating Ability
(1) Accounts Receivable Turnover = Net Sales / Average Trade Receivables.
(2) Average Collection Period = 365 / Accounts Receivable Turnover.
(3) Inventory Turnover = Cost Of Goods Sold / Average Inventory.
(4) Accounts Payable Turnover = Cost Of Goods Sold / Average Accounts Payable.
(5) Average Days In Sales = 365 / Inventory Turnover.
(6) Property, Plant and Equipment Turnover = Net Sales / Net Property, Plant and Equipment.
(7) Total Assets Turnover = Net Sales / Total Assets.
4. Profitability
(1) Return on Total Assets (%) = [Net Income + Interest Expense x (1-Effective Tax Rate)] / Average Total Assets.
(2) Return on Stockholders' Equity = Net Income / Average Stockholders' Equity.
(3) Profit Ratio (%) = Net Income / Net Sales.
(4) Earnings Per Share (\$) = (Net Income – Preferred Stock Dividend) / Weighted Average Number of Shares Outstanding..
5. Cash Flow
(1) Cash Flow Ratio (%) = Net Cash Provided by Operating Activities / Current Liabilities.
(2) Cash Flow Adequacy Ratio (%) = Five-year Sum of Cash from Operations / Five-year (Capital Expenditures + Inventories Additions + Cash Dividend)
(3) Cash Reinvestment Ratio (%) = (Net Cash Provided by Operating Activities - Cash Dividend) / (Gross Fixed Assets + Long-Term investments + Other Assets + Working Capital)
6. Leverage
(1) Operating Leverage = (Net Sales – Variable Cost) / Income from operations.
(2) Financial Leverage = Income from operations / (Income from operations – Interest Expenditures).

6.2.2. Financial Analysis based on IFRS (Consolidated)

Item	Year	Financial Analysis for the Past Five Years					2022/1/1~3/31
		2017	2018	2019	2020	2021	
Financial structure (%)	Ratio Of Liabilities To Assets	66.89	55.73	54.51	53.72	49.28	46.47
	Ratio Of Long-Term Capital To Property, Plant and Equipment	157.36	180.53	182.05	203.01	282.92	271.61
Solvency (%)	Current Ratio	75.38	106.35	139.82	125.41	192.89	195.11
	Quick Ratio	56.33	88.13	94.30	87.57	145.21	143.21
	Times Interest Earned Ratio	-	0.33	-	-	-	9.86
Operating performance	Accounts Receivable Turnover (Turns)	3.86	4.52	5.23	4.14	5.54	8.00
	Average Collection Period	95	81	70	88	66	46
	Inventory Turnover (Turns)	2.84	4.06	4.34	2.83	3.64	4.70
	Accounts Payable Turnover (Turns)	9.84	8.67	10.76	9.46	10.08	12.40
	Average Days In Sales	129	90	84	129	100	78
	Property, Plant and Equipment Turnover (Turns)	0.88	0.83	0.82	0.85	1.53	2.22
	Total Assets Turnover (Turns)	0.29	0.28	0.34	0.31	0.45	0.60
Profitability	Return On Total Assets (%)	(10.01)	0.13	(9.64)	(14.16)	(3.23)	8.20
	Return On Shareholders' Equity (%)	(29.70)	(2.50)	(24.58)	(33.76)	(8.70)	14.37
	Ratio of net profit to paid-in capital before tax (%)	(40.53)	(1.75)	(21.41)	(21.52)	(8.24)	14.96
	Profit Ratio (%)	(40.59)	(3.57)	(31.81)	(49.25)	(9.38)	12.44
	Earnings Per Share (\$) (Note:1)	(4.08)	(0.34)	(2.26)	(4.08)	(0.84)	0.37
Cash flow	Cash Flow Ratio (%)	2.60	(Note2)	(Note 2)	19.73	16.74	21.83
	Cash Flow Adequacy Ratio (%)	7.04	(Note2)	(Note 2)	(Note 2)	27.19	43.56
	Cash Reinvestment Ratio (%)	1.43	(Note2)	(Note 2)	5.16	3.00	3.86
Leverage	Operating Leverage	(Note3)	(Note3)	(Note 3)	(Note 3)	(Note 3)	2.43
	Financial Leverage	(Note3)	(Note3)	(Note 3)	(Note 3)	(Note 3)	1.16

Analysis of financial ratio differences for the last two years. (Not required if the difference does not exceed 20%)

- Ratio Of Long-Term Capital To Property, Plant and Equipment : Mainly due to the issuance of domestic secured convertible bonds and cash capital increase in 2021, which resulted in an increase in long-term capital and equity payout ratio.
- Solvency : Mainly due to the repayment of short-term loans and current portion of long-term loans payable in 2021, resulting in the increase of current ratio and quick ratio.
- Operating performance : Mainly due to the increase in sales revenue in 2021 compared to 2020, which resulted in an increase in the turnover rate of accounts receivable, turnover rate of property, plant and equipment and turnover rate of total assets. Also, the inventory turnover rate increased due to the decrease in inventory in 2021 compared to 2020.
- Profitability : The decreases in financial indicators such as return on assets, return on equity, net income before income taxes to paid-in capital and net income ratio were mainly due to the decrease in operating loss in 2021 compared to 2020.
- Cash flow : Mainly due to the decrease in net cash inflow from operating activities in 2021 compared to 2020, which resulted in the decrease in cash reinvestment ratio, but the increase in cash flow equivalency ratio was due to the increase in net cash inflow from operating activities in the last five years compared to 2020.

Notes 1: Earnings per share are calculated based on the number of weighted average shares outstanding during the year.

Notes 2: If the net cash flow from operating activities is negative, shall not be calculated.

Notes 3: The operating loss of the year shall not be calculated. Notes 4: The calculation formula of financial analysis, such as financial analysis - International Financial Reporting Standard (Consolidative).

6.3.Audit Committee's Report in the Most Recent Year:

United Renewable Energy Co., Ltd.
Audit Committee's Review Report

The Board of Directors has prepared the Company's 2021 Business Report, Financial Statements, and loss offsetting list. The CPA firm of KPMG Taiwan was retained to audit URE's Financial Statements and has issued an audit report relating to the Financial Statements. The Business Report, Financial Statements, and loss offsetting list have been reviewed and determined to be correct and

accurate by the Audit Committee members of United Renewable Energy Co., Ltd.. According to Article 14-4 of the Securities and Exchange Act and Article 219 of the Company Law, we hereby submit this report. ◦

The Audit Committee of United Renewable Energy Co., Ltd
Chairman : Independent Director Tsai, Ming-Fang
March 11, 2022

6.4.Financial Statemets for the Years Ended December 31,2021 : Please refer Attachment 1.

6.5.Consolidated Financial Statemets for the Years Ended December 31,2021 : Please refer Attachment 2

6.6.The Impact on the Company's Financial Status in Cases where the Company or its Affiliates have Financial Difficulties: None

VII. Review of Financial Conditions, Operating Results, and Risk Management

7.1. Analysis of Financial Status

Unit: in Thousands of New Taiwan Dollars

Item \ Year	2020	2021	Difference	
			Amount	%
Current Assets	14,101,362	15,386,380	1,285,018	9.11
Fixed Assets	10,450,989	8,213,695	(2,237,294)	(21.41)
intangible asset	70,317	4,803	(65,514)	(93.17)
other asset	7,838,033	7,610,378	(227,655)	(2.90)
Total Assets	32,460,701	31,215,256	(1,245,445)	(3.84)
current liabilities	11,244,424	7,976,676	(3,267,748)	(29.06)
non-current liabilities	6,192,163	7,406,200	1,214,037	19.61
Total Liabilities	17,436,587	15,382,876	(2,053,711)	(11.78)
Capital	26,650,863	16,278,140	(10,372,723)	(38.92)
Capital Surplus	7,877	999,749	991,872	12,592.00
reserve surplus (or accumulated deficit)	(11,581,063)	(1,461,427)	10,119,636	(87.38)
Equity - Other	(802,046)	(667,163)	134,883	(16.82)
Treasury Stock	(18,699)	(18,699)	0	0.00
Non-controlling Interests	767,182	701,780	(65,402)	(8.52)
Total Equity	15,024,114	15,832,380	808,266	5.38
Explanation of significant change of items: (The amount changed by more than 10%, and the amount reached 1% of the total assets of the year.)				
1. Real estates, factories and equipment: Mainly due to the resolution to dispose of some domestic and foreign subsidiaries in 2021 and commenced the related disposal process, the property, plant and equipment of these subsidiaries were accordingly reported as non-current assets held for sale.				
2. Liquid Liabilities: Mainly due to the repayment of short-term loans and current portion of long-term loans payable in 2021.				
3. Non-current Liabilities: Mainly due to the issuance of domestic secured convertible bonds and repayment of long-term loans in 2021.				
4. Capital and Retained Earnings (accumulated deficit): Mainly due to the capital reduction to offset the deficit and the cash capital increase in 2021 to improve the Company's financial structure and future operations development.				
5. Capital Surplus: Mainly due to the cash capital increase in 2021, which was issued at a premium.				

7.2. Analysis of Operating Results

7.2.1. Comparison Analysis of Business Results

Unit: in Thousands of New Taiwan Dollars

Item \ Year	2020	2021	Percent Change	
			Amount	%
Total Net Revenues	12,511,034	14,302,408	1,791,374	14.32
Cost of Revenue	13,387,510	13,573,589	186,079	1.39
Gross Profit	(876,476)	728,819	1,605,295	(183.15)
Operating Expense	1,759,674	1,446,968	(312,706)	(17.77)
Other Income And Expenses	(1,978,107)	(102,597)	1,875,510	(94.81)
Loss From Operations	(4,614,257)	(820,746)	3,793,511	(82.21)
Total non-operating income and expenses	(1,121,175)	(520,039)	601,136	(53.62)
Loss Before Income Tax	(5,735,432)	(1,340,785)	4,394,647	(76.62)
Income Tax Expense	(426,875)	(802)	426,073	(99.81)
Net Loss For The Year	(6,162,307)	(1,341,587)	4,820,720	(78.23)
Explanation of significant change of items: (The amount changed by more than 10%, and the amount reached 1% of the total assets of the year.)				
1. Net revenues, gross profit, operating expenses, other income and expenses, loss from operations, loss before income tax, and net loss for the year: Mainly due to the increase in net sales revenue as a result of the epidemic slowdown in the second half of 2021, the disposal of idle assets and the impairment loss on property, plant and equipment in 2020, which resulted in a decrease in other income and expense in 2021 and a decrease in depreciation expense in 2021, gross (loss) profit from sales turned from negative to positive, and operating expenses, other expenses, operating loss, loss before tax and net loss after tax, decreased.				
2. Non-operating income and expenses: Mainly due to the disposition of real estates, factories and equipment, and the increase in power plant loss in 2021.				
3. Income tax fee: Mainly due to the decrease in deferred income tax assets in 2020.				

7.2.2.The analysis of operating gross profit changes

Unit:in Thousands of New Taiwan Dollars

Items	The increased/decreased number of change of the initial and later period	Reason for difference, advantages and disadvantages				
		Price difference	Cost difference	Sales difference	Quantity difference	Other
Solar cells and modules	(1,419,915)	(3,498,234)	2,919,752	(454,825)	(386,609)	-

7.3.Cash Flow

7.3.1.The liquidity analysis for the recent two years

Unit:in Thousands of New Taiwan Dollars : %

Items	2020	2021	Increased (decreased) amount	Increased (decreased) ratio
Operational activities	2,218,617	1,335,667	(882,950)	(39.80)
Investment activities	4,968,222	32,358	(4,935,864)	(99.35)
Fundraising activities	(8,239,466)	(950,342)	7,289,124	(88.47)

Explanation of significant change of items: (The change in the previous and later period reached more than 50%, and the amount of change reached 5% or more of the paid-up capital.)

- Investment activities: Mainly due to the disposal of financial assets at fair value through other comprehensive income, certain investments in associates and property, plant and equipment in 2020.
- Fundraising activities: Mainly due to the issuance of domestic secured convertible bonds and cash capital increase in 2021

7.3.2.The cash liquidity analysis for the next year

Unit:in Thousands of New Taiwan Dollars

Initial cash balance	Estimated net cash flow from the operating activities for the whole year	Estimated cash flow from the investment and fundraising activities for the whole year	Estimated remaining cash amount	Remedial measures for estimated cash shortfalls	
				Investment Plan	Financing Plan
5,254,173	1,935,503	(2,318,279)	4,871,397	Not applicable	Not applicable

1. The analysis of the change of cash flow liquidity for the next year:
(1) The net cash outflow from operating activities was approximately NT\$ 1,935,503thousand.
(2) The net cash inflow from estimated investment and fundraising activities was NT\$ 2,318,279thousand, which is due to the increase in borrowings
2. Remedial measures and liquidity analysis for expected cash shortfalls: not applicable.

7.4.Financial business impact on important capital expenditures : In 2021, the Company used cash capital increase, bank loans and its own funds to invest in the construction of power plants, the expansion of production lines and some capacity optimization, which positively contributed to the Company's financial operations. The amount paid for the acquisition of fixed assets in 2021 was NT\$681,490 thousand.

7.5.Recent Reinvestment Policy, Major Reasons for Profits or Losses, Improvement Plan and Investment Plan for the Following Year :

7.5.1.The re-investment policy of the company

The company's re-investment policy is mainly based on current business-related investment targets. The relevant executive departments comply with the internal control system "investment cycle" and the "procedures for acquisition or disposal of assets." The above-mentioned methods or procedures are approved by the board of directors or shareholders' meeting discussion.

7.5.2.Major reasons for reinvestment profits or losses, improvement plans and investment plan for the following year:

Unit:in Thousands of New Taiwan Dollars

Investee Company	Main Businesses and Products	2021/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plan For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
UES	Investment company	1,918,131	744,279	95,169	Recognized subsidiaries'' investment loss of Thailand	-	-
DelSolar Cayman	Investment company	4,906,789	562,548	(37,414)	Recognized subsidiaries'' investment loss of Chinese and United States of American.	To allocate investment gain upon improvement of subsidiary's business operation.	-
NSP BVI	Investment company	470,424	410,709	2,798	Recognized subsidiary CFY investment gain.	-	-

Investee Company	Main Businesses and Products	2021/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
GES ME	Solar related business	418,805	58,552	(122,388)	Provision for losses on doubtful accounts and appropriate impairment loss based on the discounted recoverable amount	—	—
Apex	Solar related business	0	0	3,861	—	—	Sold on 2021
NSP UK	Investment company	71,881	95,029	(60,751)	Recognized investment benefits of subsidiary.	To allocate investment gain upon improvement of subsidiary's business operation.	—
NSP System	Solar related business	144,200	70,327	(24,205)	Mainly due to the loss of recognized closed case of this year.	To allocate investment gain upon improvement of subsidiary's business operation.	—
New Ray Investment	Investment company	0	0	(65)	Due to recognized liquidation expenses	—	Sold on 2021
Zhongyang	Solar related business	24,121	38,168	11,344	Mainly due to income from sales of electricity generated by power plants	—	—
UREE	Solar related business	25,300	5,871	4,499	—	—	Sold on 2022
DelSolar Singapore	Investment company	29,743	16,068	(316)	Recognized investment benefits of subsidiary.	—	Expected to be on sales in 2022
BPS	Solar related business	6,000	10,316	(4,268)	Mainly due to the decrease in income development this year, it was insufficient to pay operating expenses.	—	Sold on 2022
SMC	Solar related business	9,720	9,884	35	—	—	—
Utech	Electronic component manufacturing	1,097,064	(988,430)	(105,721)	Operating income is insufficient to cover related costs and expenses resulting in losses	Company will altered silicon wafer business strategy based on market condition. Company will focus on Hydrogen fuel cell business and sales, providing growth momentum and return to profitability.	Capital increase based on fund needed.
Yong Liang	Solar related business	249,000	232,998	11,254	Project has been completed with steady revenue generation.	—	Expand capacity from new acquisition.
Yong Zhou	Solar related business	46,500	(6,624)	(4,843)	The improvement has not been shown due to adjusted strategies.	The improvement has not been shown due to adjusted strategies.	Capital raise as required with alignment of improvement plan.
JRC	Solar related business	431,397	208,689	(842)	Recognized loss from JRC.	Expected to be on sales in 2022	Sold on 2022
GES UK	Investment company	2,644,899	967,835	(146,735)	Recognized investment benefits of subsidiary.	To allocate investment gain upon improvement of subsidiary's business operation.	—
TSST	Solar related business	417,692	67,322	9,755	—	—	—
V5 Technology	Electronic component manufacturing and selling	114,084	46,495	(48,268)	In response to the future operating mode, the HR expenses increased while the research consumables increased as a result of technology development scheme, the loss is expected to grow.	Allocate investment profit upon improvement of the business operation.	—
Gintung	Electronic component manufacturing	34,341	0	0	—	—	—
DSET	Solar related business	10,500	2,549	(13,006)	The maintenance revenue, module selling and other products did not hit the target, the development plan has not shown any growth, which caused the loss.	To allocate investment gain upon improvement of subsidiary's business operation.	—
Dashiangying	Solar related and agriculture related business	100	7	(60)	Due to recognized liquidation expenses	—	Sold on 2022
Shinkai	Solar related and agriculture related business	100	7	(60)	Due to recognized liquidation expenses	—	Sold on 2022
Shanshang	Solar related and agriculture related business	20,100	20,049	(10)	Start -up phase.	To allocate investment gain upon improvement of the operation	—
Jiangung	Solar related and agriculture related business	100	0	4,051	Recognized investment benefits of subsidiary.	—	Expand capacity from new acquisition.
Lian,Zhi-Neng	Solar related and agriculture related business	2,100	586	442	As a result of reversal of the estimated expenses of the previous year	—	—
yanshan	Solar related and agriculture related business	100	7	(60)	Due to recognized liquidation expenses	—	Sold on 2022
Solarbright energy Co., Ltd.	Solar related business	30,000	91,779	6,503	Recognized investment benefits of subsidiary.	—	Recognized investment benefits of subsidiary.

Investee Company	Main Businesses and Products	2021/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
RES	Investment company	1,782,124	744,278	95,197	Recognized subsidiaries' investment loss of Thailand	—	—
Gintech (Thailand)	Solar related business	1,775,179	737,492	95,079	Mainly due to the increase in operating profit of the subsidiary in Thailand	—	—
GES USA	Investment company	1,443,821	510,757	(18,554)	Recognized investment loss of subsidiary	To facilitate the completion of the project to recognized power generation revenue.	Capital raise as required with alignment of construction.
NSP Germany	Solar related business	706	1,029	(491)	Mainly due to the recognition of general operating expenses.	—	—
GES CANADA	Investment company	332,732	188,051	(6,025)	Recognized loss from JRC.	—	To allocate investment gain upon improvement of subsidiary's business operation.
GES JAPAN	Investment company	65,806	19,404	(4,865)	Due to corporate tax	—	—
MEGATWO	Solar related business	542,166	29,079	(16,727)	Still under construction phase	To facilitate the completion of the project to recognized power generation revenue	Capital raise as required with alignment of construction.
MEGAFIVE	Solar related business	17,576	13,759	(4,622)	Project has been completed with steady revenue generation	—	—
MEGASIX	Solar related business	72,684	9,059	(23,572)	Project has been completed with steady revenue generation	—	—
MEGAEIGHT	Solar related business	20,698	4,183	458	Project has been completed with steady revenue generation	—	—
MEGATWELVE	Solar related business	4,636	298	(112)	Project has been completed with steady revenue generation	—	—
MEGATHIRTEEN	Solar related business	55,340	53,555	781	Project has been completed with steady revenue generation.	—	—
MEGASIXTEEN	Solar related business	331,505	271,177	(1,092)	Recognized loss of the subsidiaries	—	—
MEGANINETEEN	Solar related business	3,657	(2,379)	318	Project has been completed with steady revenue generation.	—	—
MEGATWENTY	Solar related business	3,421	2,104	701	Project has been completed with steady revenue generation.	—	—
ASSET THREE	Solar related business	78,552	16,477	(1,105)	Recognized investment loss of subsidiary.	—	—
SH4	Solar related business	14,912	8,471	374	Project has been completed with steady revenue generation.	—	—
Schenectady	Solar related business	0	(19,858)	(248)	Mainly due to the recognition of general operating expenses.	—	—
SEG	Solar related business	22,136	11,209	(2,107)	The loss is mainly caused by the proper allowance reduction of recoverable values	—	—
KINECT	Solar related business	7,351	9,330	642	Project has been completed with steady revenue generation.	—	—
TEV II	Solar related business	5,534	(116,691)	(5,240)	Recognized investment loss of subsidiary.	—	—
HEYWOOD	Solar related business	48,976	42,244	(593)	In the process of merger application, due to ongoing operating expenses	—	—
Livermore	Solar related business	4,151	(40,565)	(1,635)	The loss is mainly caused by the failure of project site development	—	Expected to be on sales in 2022
Industrial Park	Solar related business	85,777	27,132	(18,792)	The loss is mainly caused by the proper allowance reduction of recoverable values	—	—
Hillsboro	Solar related business	51,528	22,242	(5,463)	A fire at the project site affected the sale of electricity, resulting in operating losses	Continue to sell electricity when repairs are completed	—
JRC	Solar related business	272,336	226,316	(842)	Related expenses increased prior to the disposal affecting profitability	—	Expected to be on sales in 2022
MUNISOL	Solar related business	520,473	348,098	(16,704)	Still under construction phase	To facilitate the completion of the project	—
SHIMA'S	Solar related business	4,246	(1,224)	186	Project has been completed with steady revenue generation.	—	—
WAIMEA	Solar related business	14,567	11,982	26	Project has been completed with steady revenue generation.	—	—
HONOKAWAI	Solar related business	11,576	13,012	799	Project has been completed with steady revenue generation.	—	—
ELEELE	Solar related business	17,631	15,439	401	Project has been completed with steady revenue generation.	—	—
HANALEI	Solar related business	7,736	2,022	(74)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—

Investee Company	Main Businesses and Products	2021/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
KAPAA	Solar related business	21,053	13,042	608	Project has been completed with steady revenue generation.	—	—
KOLOA	Solar related business	15,756	9,845	(46)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
GES AC	Solar related business	690,150	689,568	(18,085)	Recognized investment loss of subsidiary.	To allocate investment gain upon improvement of subsidiary's business operation.	—
ANDERSON N.	Solar related business	373,737	352,472	(5,772)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
ANDERSON S.	Solar related business	316,935	299,112	(4,638)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
Flora	Solar related business	52,987	50,977	(485)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
Greenfield	Solar related business	238,826	226,163	(3,175)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
Spiceland	Solar related business	35,274	33,610	(398)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
TEV Solar	Solar related business	2,767	2,546	(28)	Recognized investment loss of subsidiary.	—	—
AC GES Solar	Solar related business	544,380	544,296	(3,928)	Recognized investment loss of subsidiary.	To allocate investment gain upon improvement of subsidiary's business operation.	—
Richmond	Solar related business	532,894	527,849	(1,027)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
Rensselaer	Solar related business	274,833	273,758	2	Project has been completed with steady revenue generation.	—	—
Advance	Solar related business	14,767	14,643	(11)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
DelSolar HK	Investment company	3,464,284	212,076	820	Recognized investment benefits of subsidiary.	—	—
DelSolar US	Investment company	686,216	297,636	(32,511)	Recognized investment loss of subsidiary.	To allocate investment gain upon improvement of subsidiary's business operation.	—
NSP NEVADA	Solar related business	141,809	38,551	(18,411)	Recognized investment loss of subsidiary.	—	Expected to dispose all investment companies in 2022
URE NSP	Solar related business	13,835	14,203	231	Mainly due to higher interest income than operating expenses	—	—
NSP Indygen	Solar related business	0	47,771	(60,501)	ction and other minor related expenses	Expected to be liquidated after recovery of final payment.	Expected to be on sales in 2022
Hsin Jin Optoelectronics	Solar related business	10,647	12,031	1,211	Project has been completed with steady revenue generation.	—	—
Hsin Jin Solar Energy	Solar related business	13,981	16,200	2,647	Project has been completed with steady revenue generation.	—	—
Si Two	Solar related business	20,000	15,070	337	project still under Development	—	—
Lianzhang	Solar related business	100	0	(148)	project still under Development	—	—
Lianxi	Solar related business	100	0	(12,471)	project still under Development	—	—
Liancheng	Solar related business	100	0	(60)	Due to recognized liquidation expenses	—	Sold on 2022
UAE	Solar and agriculture related business	100	7	(60)	Due to recognized liquidation expenses	—	Sold on 2022

Investee Company	Main Businesses and Products	2021/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
DelSolar Wu Jiang	Solar related business	3,320,400	200,117	924	Mainly due to higher interest income than operating expenses	—	—
DelSolar Development	Solar related business	60,874	18,694	(1,558)	Recognized subsidiaries' investment loss of USA	—	Expected to dispose all subsidiaries in 2022
CFR	Solar related business	397,618	(70,766)	(3,488)	Mainly due to the recognition of general operating expenses.	Expected to be liquidated in 2022 to reduce expenses	Expected to be on sales in 2022
USD1	Solar related business	99,114	181,388	(348)	Mainly due to the recognition of general operating expenses.	—	—
JV2	Solar related business	22,966	0	0	—	—	—
Beryl	Solar related business	0	116,495	(26,493)	Assisted in the construction of the project site and the loss was incurred for operating expenses related to the project prior to its disposal	Awaiting completion of existing projects and their sales closings.	—
DSS-USF PHX LLC	Solar related business	10,238	9,110	(1,381)	Mainly due to recovery costs incurred prior to termination of operations under the contracts	—	Expected to be on sales in 2022
DSS-RAL LLC	Solar related business	23,104	8,043	(630)	Mainly due to recovery costs incurred prior to termination of operations under the contracts	—	Expected to be on sales in 2022
DevCo One	Solar related business	12,291	1,664	0	—	—	—
DevCo Two	Solar related business	12,291	1,664	0	—	—	—

7.6.Analyzed Assessment of Risk Matters

7.6.1.The impact of interest rates, changes of exchange rate, inflation on the company's profit and loss, and future corresponding measures :

(1)Changes of Rate

The cash needed by Company and subsidiaries for operation and capital expenditure purposes are funded through capital market or borrowing from Banks, therefore the increase in interest rate does affect the Company. The trend of interest rate will be keenly observed and the borrowing that affected by fluctuations in floating and fixed interest rate is under strict control. The Company will negotiate will Banks for favorable borrowing rate, in order to lower the risk associate with changes in interest rate.

(2)Changes of Exchange Rate

The chief operating currencies of the company and its subsidiaries are USD and Euro, so the exchange rate changes have certain impacts on the company's profit and loss. The next exchange loss of the company in 2020 was NT\$ 16,639 thousand, and the net exchange profit of the company in 2021 was 14,429 thousand, which was -0.13% and 0.10% of the net operating income respectively. To effectively reduce the impact on lowering exchange rate, in addition to the natural hedging policy related to income and expenditures, the finance department has additionally established the personnel to collect information on various banks, pay close attention to changes of exchange rate, and adjust foreign currency positions timely. Furthermore, to effectively reduce the risk of lowering the exchange rate, the company will prevent risks by handling financial derivatives merchandise in accordance with the provisions of "Procedures for the Acquisition or Disposal of Assets."

(3)Inflation

Due to the industrial characteristics, inflation did not cause significant a impact on the operations of the company and its subsidiaries. However, the company shall still pay much attention to inflation. In the future, the company shall pay more attention to the relevant information on the oil price and commodity price, timely adjust the cost of the merchandise and the raw material inventory, to reduce or avoid the impact on the company's operation due to the change of commodity price.

7.6.2.The main reasons and future corresponding measures of high-risk, leverage investment, loaning funds to others, the endorsement/guarantees, and financial derivatives transactions for the recent years:

(1)The main reasons and future corresponding measures of high-risk, policies of leverage investmen, and profit and loss.

The company and its subsidiaries are mainly focused on the development of the industry and have not invested in other high-risk industries, and the Company and its subsidiaries have always attached importance to stable operation and financial soundness, and do not make high leverage investment.

- (2)The main reasons and future corresponding measures of the policies of loaning funds to others, and profit and loss.

The company handles the loaning funds to other in accordance with the “Procedures and Policies for Governing the Endorsement/Guarantee,” and correctly and timely announces the information of loaning funds to other under the provisions of the acts. If the counterparty of loaning funds of the company and its subsidiaries is the subsidiary of the corporation, its loaning funds and amount shall meet the “Procedures and Policies for Governing the Endorsement/Guarantee” established by every subsidiary.

- (3)The main reasons and future corresponding measures of the endorsement/guarantee, and profit and loss

The company handles the loaning funds to other in accordance with the “Procedures and Policies for Governing the Loaning Funds to Others and the Endorsement/Guarantee,” and submits to the board of directors for approval of providing the subsidiaries endorsement/guarantee. The counterparty of the endorsement/guarantee of the company and its subsidiaries is the subsidiary or an affiliated company of the corporation. The limited amount, authorization, and relevant operating procedures shall meet the provisions of the procedures for the endorsement/guarantee of the company.

- (4)The main reasons and future corresponding measures of the policies of the financial derivatives transaction, and profit and loss

The purpose of the financial derivatives transaction of the company and its subsidiaries is to hedge the market risks that are mainly resulted from the fluctuating exchange rate and interest rate instead of arbitraging and speculation. Also, when the company and its subsidiaries engage in financial derivatives transactions, in addition to comply with the relevant provisions of regulations issued by the authorities and Generally Accepted Accounting Principles, the company shall strictly comply with the “Procedures for Acquisition or Disposal of Assets” established by the company, and correctly and timely announce the transaction information under the provisions of regulations.

7.6.3.Development Plan:

- (1)Short-term Research and Development Plan:

The company continues to invest in various researches on existing cell products to improve the photoelectric conversion efficiency of the cells through process integration, introduction of new materials and optimization of production parameters, so as to maintain its technological leadership. In the second half of the year, through the introduction of large-sized M6 chips, combined with the development of new process technology, new cell products with photoelectric conversion efficiency exceeding 23% will be launched. In addition, strengthening product reliability and reducing power decay rate is another R&D focus of the company. Following 2020, in the first half of 2021, the company was again recognized by the Energy Bureau of the Ministry of Economic Affairs, and was given a one-and-a-half-year subsidy and guidance for the product reliability research plan proposed by the company.

The company continues to develop new solar photovoltaic modules with high power generation efficiency. In terms of high-efficiency photovoltaic products, the "PEACH VLM" series of products have been launched, with power generation efficiencies as high as 460W (M6/144) and 385W (M6/120), and module performance leading the industry in Taiwan. In terms of high-value solar photovoltaic products, the company launched the next-generation disassembled modules, subverting the traditional concept of module packaging and leading the energy industry towards the goal of sustainable development of net zero carbon emissions. We also committed to improving product quality and attaching importance to environmental sustainability issues. The products have been tested by the Industrial Technology Research Institute (ITRI) and the SGS Testing Center for the water quality of broken solar modules. The results are far lower than the river and Reservoir water quality standard. In the meantime, the product has also been verified by the Taiwan Commodity Testing and Verification Center (ETC) to pass the detection of substances of high concern [REACH SVHC 211] and the restriction of hazardous substances [RoHS] test, and it is an environmentally friendly product. Electromagnetic compatibility (EMC) is the study of harmful effects caused by accidental electromagnetic energy. The company's products have been certified by the third-party verification agency TUV Rhineland for EMC standards EN IEC61000-6-1:2019 and EN IEC61000-6-3:2021 test, and successfully passed the relevant test items. In addition, in response to the special environment in Taiwan, the company's ultra-salt-resistant modules took the lead in passing the "most severe" acid salt spray accelerated aging test IEC 60068-2-52 Severity 8 (salt spray test level 8) of the Industrial Technology Research Institute (ITRI). , and passed the tightening sequence PID300 hours test. Super salt damage resistant material, also passed CASS 288 hours (ASTM B368 copper salt accelerated acetate spray test), the company is the only excellent module

supplier in Taiwan industry that has passed the complete high-strength salt damage resistance and PID test, setting up a high-quality benchmark for the industry.

(2)Medium and Long-term Research and Development Plan:

In addition to the continuous efficiency improvement of traditional P-type battery, the company focuses N-type solar cell development. For example, TOPCon and heterojunctioncell, both of them have lower temperature coefficient, lower power attenuation and higher bifacial power generation advantages than P-type PERC cells. With double-sided power generation glass module technology, it can simultaneously improve the power generation wattage and investment return efficiency of the power station system under the same product reliability. The company has a comprehensive integration of battery and module technology, with different battery and product characteristics for different environments. Whether it is water, desert, snow, and roof, there are corresponding products respectively. The research and development team has always maintained good cooperative relationships with academic research institutions at home and abroad, to obtain information on the development of various novel technologies and equipment continuously. Also, to establish a close contact network with the upstream critical raw material suppliers, to provide complete technical services and support to the downstream customers. In addition, perovskite cells with higher conversion efficiency and the potential to stack with silicon-based cells are also the focus of long-term research and development. The company will continue to develop through joint efforts with consortium legal persons (such as Industrial Technology Research Institute, Metal Industry Research Center, etc.) and academic research units (such as National Taiwan University, Qingda University, Chengda University, etc.).

(3)The Estimated Costs of Research and Development:

Research and development are essential to reinforcing the company's competitiveness, acquiring new technologies, new products, and new materials, and maintaining the company's sustainable development. In 2022, the estimated costs of investing in research and development will be higher than in 2021, which is approximately 2%~3% of the net sales.

7.6.4.The financial business influences and future corresponding measures of the changes of important policies and laws at home and abroad for the recent year:

For the recent year as of the date of the annual handbook has been printed, the company has not been affected by important policies and laws at home and abroad. The company established the legal department to continually pay attention to the change of important policies and laws at home and abroad, and timely actively proposes corresponding measures.

7.6.5.The financial business influences and future corresponding measures of the change of technology as well as industry for the recent year:

In response to the development of new generation solar cells, the company continues to improve research and development through process improvement, product conversion efficiency, and patent layout. The company reduces the market risks and pursues the long-term stability of the company's financial business through the development of high-efficiency solar cell with high-level twin structure and high reliability module, and simultaneously responding the needs and changes brought about by technological changes by transforming the company itself, and vigorously expand the downstream solar power plant business.

7.6.6.The influences and future corresponding measures of the change of corporation images and the management of corporation crisis for the recent year:

The company operates in a stable and pragmatic spirit, with a good image and no crisis in corporation management.

7.6.7.The expected benefits, possible risks and countermeasures when engaging in merger:

For the recent year as of the date of the annual handbook has been printed, there has no merger plan.

7.6.8.The estimated benefits, possible risks and countermeasures of the expansion of the factory :

The company's plan of factory expansion is carefully evaluated after cautious assessment of market supply and demand, and the control of future order. Therefore, although the solar industry faces market ups and downs, it has helped the company to consolidate its market position, reinforce its ability to take orders, meet customer needs, expand market share, and enjoy economies of scale. The company has always focused on the coordination of production and sales and will continue to modify the global solar industry growth and customer expansion and development by the mode of long-term strategic partner, strictly assess the expected benefits and risks of the expansion of the plant to continue to maintain a rising trend.

7.6.9. The possible risks and corresponding measures of consolidation of sales or purchasing operations:

(1) The risk assessment and corresponding of centralized purchasing:

The producers of polycrystalline germanium raw materials in the upstream of the solar energy industry are dominated by suppliers of Europe, America, and Japan, and the supply of it is more than 90% of the world. Therefore, the solar industry generally has the industry characteristics of centralized purchasing. In recent years, the industry have flourished and attracted many manufacturers to engage. The industrial characteristics of centralized purchasing have been massively improved, the risks of it has been significantly reduced by establishing a long-term supply relationship with several well-known international manufacturers.

(2) The risk assessment and corresponding measures of consolidation of sales

The company actively expands the market scale and develops new customers, and the source of orders continues to be diversified to reduce the risk of sales being over consolidated on a single customer.

7.6.10. The director, supervisor or major shareholder that holds more than 10% of the shares, the influences, risks and countermeasures of the company by massively transferring or changing shares:

For the recent year as of the date of the annual handbook has been printed, there was no massively transferring or changing shares of the director, supervisor, or major shareholder that held more than 10% of the shares.

7.6.11. The influences, risks and countermeasures of the company by changing the operation rights :

For the recent year as of the date of the annual handbook has been printed, there has no changes of operation rights.

7.6.12. The major lawsuit, non-litigation or administrative litigation incident that the company shall state itself and the company's directors, supervisors, general manager, actual personnel in charge, major shareholders holding more than 10% of the shares, and major lawsuits or subordinates that the subordinate company has decided to determine or are still in pendency. The result may have a significant impact on the shareholders' equity or the price of the securities. The facts of the dispute, the amount of the subject-matter amounts, the commencement date of the lawsuit, the parties involved in the proceedings and as of the date of the printing of the annual report shall be disclosed as follows :

As a result of the non-compliance supply agreement, supplier K filed a lawsuit with Hsinchu District Court against the Company and requested a damage claim of 500,000 thousand; Hsinchu District Court decided the Company lost the verdict and should compensate the supplier for the damage along with the accrued interests on the October 13, 2017. However, the Company reckoned the conviction has several mistakes and entrusted a lawyer to file an appeal. After the proceedings of High Court, the appeal was adjudged to have been dismissed on the January 27, 2021. On the subject of the adjudication, the Company will entrust a lawyer to file an appeal regarding the mistakes in the court decision within the timescale so as to protect the legal interests of the Company. The case is reversed and remanded by the third instance in December, 2021. The amount of damage shall be reviewed again in High Court; on the other hand, the Company has evaluated the possible loss and credited the estimation.

7.6.13. Other important risks and countermeasures (including information security risk assessment and countermeasures) :

The Information Division of the Management Center of URE is responsible for managing and maintaining the corporate information security and related facilities (including software and hardware), based on information security policy and plans, allocate appropriate manpower and resources, including the defining of security operating procedures, implementing risk control, supervise and review security-related matters. The information security risk management is divided into two aspects: the "Internal Control" and "External Defense", abstract listed as follows:

(1) Internal Control:

- Established appropriate protective measures for the processing and storage of business-sensitive data, and implemented authority control in accordance with work rights and responsibilities to ensure access security.
- Configured appropriate management measures for computer room and security control for important area, including entry and exit controls, environmental maintenance (temperature and humidity controls) to achieve basic information security requirements.
- To ensure uninterrupted business continuity, established the backup plans, backup systems and regular recovery drill plan for important information systems.
- To ensure legal compliance, prohibit the use of unauthorized software or hardware, and formulated management policies for the use of information devices, such as software installation, e-mail communication, and portable media.

(2) External Defense:

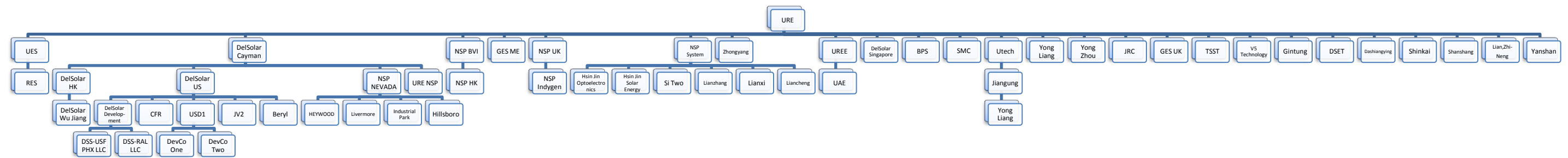
- Built the strict network segment, firewall policies and intrusion detection, including frequently anti-virus / anti-hacking software pattern update, regularly patch the system vulnerabilities to reduce external attack or threats.
- Joined the Taiwan Computer Emergency Response Team / Coordination Center (TWCERT/CC), and Information Sharing & Analysis Center (ISAC), irregularly gathering the early warning and information of threats, and continuously enhancing the network security.

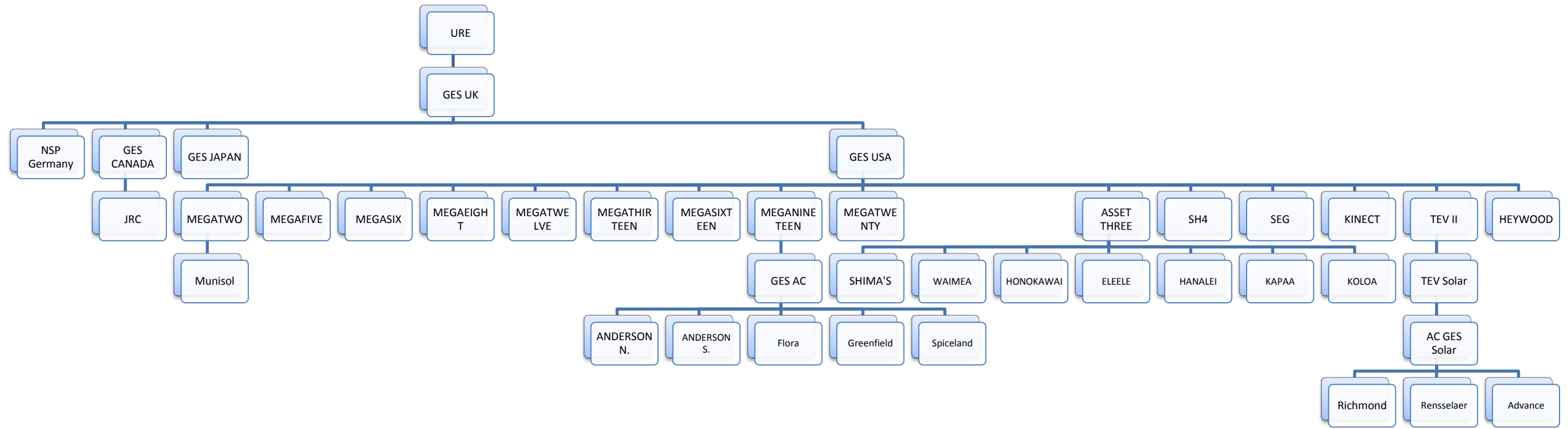
7.7. Other important matters : None.

VIII. Special Disclosure

8.1. Summary of Affiliated Companies :

8.1.1. Relationship organization chart (As of December 31, 2021)





8.1.2.Relationship with Affiliated Companies and Share Crossholdings

2021/12/31 Unit:in Thousands of New Taiwan Dollars

Name Of Affiliated Company	Main business items	investment shares			Holding the amount of shares of the company
		Amount	Share	%	
UES	Investment company	1,918,131	62,188	100.00	—
DelSolar Cayman	Investment company	4,906,789	155,126	100.00	—
NSP BVI	Investment company	470,424	18,350	100.00	—
GES ME	Solar related business	418,805	4	100.00	—
NSP UK	Investment company	71,881	1,780	100.00	—
NSP System	Solar related business	144,200	14,420	100.00	—
Zhongyang	Solar related business	24,121	3,500	100.00	—
UREE	Solar related business	25,300	2,530	100.00	—
DelSolar Singapore	Investment company	29,743	1,250	100.00	—
Best Power Service Corp	Solar related business	6,000	600	60.00	—
Solartech Materials Corporation	Solar related business	9,720	1,000	100.00	—
Utech Solar Corporation	Electronic component manufacturing	1,097,064	28,491	99.94	1,066 thousand shares
Yong Liang	Solar related business	249,000	24,900	36.14	—
Yong Zhou	Solar related business	46,500	0	100.00	—
JRC	Solar related business	431,397	145	59.69	—
GES UK	Investment company	2,644,899	85,433	100.00	—
TSST	Solar related business	417,692	97,701	42.12	—
V5 Technology	Electronic component manufacturing and selling	114,084	7,789	32.73	—
Gintung	Electronic component manufacturing	34,341	13,460	36.38	—
DSET	Solar related business	10,500	1,050	18.93	—
Shanshang	Solar related and agriculture related business	20,100	2,010	100.00	—
Jiangung	Solar related and agriculture related business	100	0	0.00	—
Lian,Zhi-Neng	Solar related and agriculture related business	2,100	210	100.00	—
Solarbright energy Co., Ltd.	Solar related business	30,000	9,000	30.00	—
RES	Investment company	1,782,124	62,188	100.00	—
Gintech (Thailand)	Solar related business	1,775,179	20,920	100.00	—
GES USA	Investment company	1,443,821	53,416	100.00	—
NSP Gemany	Solar related business	706	23	90.00	—
NCH Solar 1	Solar related business	0	0	0.00	—
GES Solar 2	Solar related business	0	0	0.00	—
GES Solar 3	Solar related business	0	0	0.00	—
GES CANADA	Investment company	332,732	10,540	100.00	—
GES JAPAN	Investment company	65,806	276	100.00	—
MEGATWO	Solar related business	542,166	19,594	100.00	—
MEGATHREE	Solar related business	0	0	0.00	—
MEGAFIVE	Solar related business	17,576	635	100.00	—
MEGASIX	Solar related business	72,684	2,627	100.00	—
MEGAEIGHT	Solar related business	20,698	748	100.00	—
MEGATWELVE	Solar related business	4,636	168	100.00	—
MEGATHIRTEEN	Solar related business	55,340	2,000	100.00	—
MEGASIXTEEN	Solar related business	331,505	11,981	100.00	—
MEGANINETEEN	Solar related business	3,657	132	100.00	—
MEGATWENTY	Solar related business	3,421	124	100.00	—
ASSET TWO	Solar related business	0	0	0.00	—
ASSET THREE	Solar related business	78,552	2,839	100.00	—
SH4	Solar related business	14,912	539	100.00	—
CEDAR FALLS	Solar related business	0	0	0.00	—
Schenectady	Solar related business	0	0	0.00	—
VOC	Solar related business	0	0	0.00	—
SEG	Solar related business	22,136	800	100.00	—
KINECT	Solar related business	7,351	266	100.00	—
RER CT 57	Solar related business	0	0	0.00	—
TEV II	Solar related business	5,534	0.2	100.00	—
Illini Power LLC	Solar related business	0	0	0.00	—
PS CS LLC	Solar related business	0	0	0.00	—
HEYWOOD	Solar related business	48,976	0	55.00	—
MP Solar	Solar related business	0	0	0.00	—
Ventura	Solar related business	0	0	0.00	—
Livermore	Solar related business	4,151	0	100.00	—
Industrial Park	Solar related business	85,777	0	100.00	—
Hillsboro	Solar related business	51,528	0	100.00	—
MUNISOL	Solar related business	520,473	353,508	100.00	—
SHIMA'S	Solar related business	4,246	153	100.00	—
WAIMEA	Solar related business	14,567	526	100.00	—
HONOKAWAI	Solar related business	11,576	418	100.00	—
ELEELE	Solar related business	17,631	637	100.00	—

Name Of Affiliated Company	Main business items	investment shares			Holding the amount of shares of the company
		Amount	Share	%	
HANAIEI	Solar related business	7,736	280	100.00	—
KAPAA	Solar related business	21,053	761	100.00	—
KOAOA	Solar related business	15,756	569	100.00	—
GES AC	Solar related business	690,150	0.1	67.59	—
ANDERSON N.	Solar related business	373,737	13,507	100.00	—
ANDERSON S.	Solar related business	316,935	11,454	100.00	—
Flora	Solar related business	52,987	1,915	100.00	—
Greenfield	Solar related business	238,826	8,631	100.00	—
Spiceland	Solar related business	35,274	1,275	100.00	—
TEV Solar	Solar related business	2,767	0.1	100.00	—
AC GES Solar	Solar related business	544,380	0.1	66.19	—
Richmond	Solar related business	532,894	19,259	100.00	—
Rensselaer	Solar related business	274,833	9,933	100.00	—
Advance	Solar related business	14,767	534	100.00	—
NSP HK	Solar related business	0	0	100.00	—
DelSolar HK	Investment company	3,464,284	125,200	100.00	—
DelSolar US	Investment company	686,216	3	100.00	—
NSP NEVADA	Solar related business	141,809	5,125	100.00	—
URE NSP	Solar related business	13,835	500	100.00	—
NSP Vietnam	Technical management services	0	0	0.00	—
PV Power Park	Solar related business	0	0	0.00	—
NSP Indygen	Solar related business	0	0	100.00	—
Hsin Jin Optoelectronics	Solar related business	10,647	0	80.00	—
Hisn Jin Solar Energy	Solar related business	13,981	0	60.00	—
Si Two	Solar related business	20,000	2,000	100.00	—
Tienyang	Solar related business	0	0	0.00	—
Deyang	Solar related business	0	0	0.00	—
Shanyang	Solar related business	0	0	0.00	—
Jeyang	Solar related business	0	0	0.00	—
Lianzhang	Solar related business	100	10	100.00	—
Lianxi	Solar related business	100	10	100.00	—
Fengyang	Solar related business	0	0	0.00	—
DelSolar Wu Jiang	Solar related business	3,320,400	0	100.00	—
DelSolar Development	Solar related business	60,874	0	100.00	—
CFR	Solar related business	397,618	14,370	100.00	—
USD1	Solar related business	99,114	0	100.00	—
JV2	Solar related business	22,966	0	67.00	—
Beryl	Solar related business	0	0	100.00	—
DSS-USF PHX LLC	Solar related business	10,238	0	100.00	—
DSS-RAL LLC	Solar related business	23,104	0	100.00	—
DevCo One	Solar related business	12,291	0	40.00	—
DevCo Two	Solar related business	12,291	0	40.00	—

8.1.3. According to Company Act. Article 369-3, it shall be concluded as the existence of the controlling and subordinate relation : Please refer above form

8.1.4. It shall be concluded as the existence of the controlling and subordinate relation of the board members : Please refer below form.

8.1.5. Relation companies of business scope :
In solar cell module manufacturing and related system construction and development

8.1.6.List of Directors, Supervisors and Presidents of Affiliated Companies

2021/12/31 Unit:in thousand of Shares

Name of affiliated company	Title	Name or representative	Shares held	
			Shares or capita	(%)
Ultimate Energy Solution Limited	Director	Pan,Wen-Whe	62,188	100.00
DelSolar Holding (Cayman) Ltd.	Director	Hong, Chum-Sam ∙ Andy Shen	155,126	100.00
NSP Systems (BVI) Ltd.	Director	Hong, Chum-Sam ∙ Andy Shen	18,350	100.00
GES Energy Middle East FZE	Director	Liao Guozhang	4	100.00
NSP UK Holding Limited	Director	Hong, Chum-Sam ∙ Andy Shen ∙ Thomas Sandner	1,780	100.00
NSP System Development Corp	Chairman	URE Delegate: Hong, Chum-Sam	14,420	100.00
	Director	URE Delegate: Pan,lai-lai		
	Supervisor	URE Delegate: Zabrina.Hsu		
Zhong Yang Corp.	Chairman	URE Delegate: Hong, Chum-Sam	3,500	100.00
URE Engineering Co. , Ltd.	Chairman	URE Delegate: Pan,Wen-Whe	2,530	100.00
	Director	URE Delegate: Hong, Chum-Sam		
	Supervisor	URE Delegate: Pan,lai-lai		
DelSolar Holding Singapore Pte Ltd.	Director	Hong, Chum-Sam ∙ Andy Shen ∙ Wee Choo Peng	1,250	100.00
Best Power Service Corp	Chairman	URE Delegate: Andy Shen	600	60.00
	Director	URE Delegate: Pan,lai-lai	400	40
	Vice Chairman	Qi-An Technology Co., Ltd Delegate: Chen,Ying-Yao		
	Director	Qi-An Technology Co., Ltd Delegate: Zhou,Yao-Yuan		
	Supervisor	Rita Yang ∙ Chen,Wei-Yu	—	—
Solartech Materials Corporation	Chairman	URE Delegate:Andy Shen	1,000	100.00
Utech Solar Corporation	Chairman	URE Delegate:Chen Chien Feng	28,491	99.94
	Director	URE Delegate: Pan,Wen-Whe		
	Supervisor	Pan,lai-lai		
Yong Liang Ltd	Chairman	URE Delegate: Hong, Chum-Sam	24,900	36.14
Yong Zhou Ltd.	Chairman	URE Delegate: Hong, Chum-Sam	0	100.00
ELECTRONIC J.R C.,S.R.L	Manager	Jack Chen ∙ Zabrina.Hsu	145	59.69
General Energy Solutions UK Limited	Director	David Wang	85,433	100.00
Shanshang Energy Co., Ltd.	Chairman	URE Delegate: Pan,Wen-Whe	2,010	100.00
Lian,Zhi-Neng Energy Co., Ltd.	Chairman	URE Delegate: Chen Chien Feng	210	100.00
Renewable Eergy Solution Limited	Director	Pan,Wen-Whe	62,188	100.00
Gintech (Thailand) Limited	Director	Wen-Whe Pan ∙ Ming-Tsung Liu ∙ Pornchai Chotwattanaphinyo	20,920	100.00
General Energy Solutions USA, Inc.	Manager	Hong, Chum-Sam ∙ Zabrina.Hsu ∙ David Wang	53,416	100.00
NSP Germany GmbH	Director	Andy Shen ∙ Thomas Sandner ∙ Chienping.Hsieh	23	90.00
NCH Solar1 Limited	Director	Jack Chen	0	0.00
GES Solar2 Limited	Director	Jack Chen	0	0.00
GES Solar3 Limited	Director	Jack Chen	0	0.00
General Energy Solutions CANADA, Inc.	Director	Jack Chen ∙ Zabrina.Hsu ∙ James	10,540	100.00
GES Japan Corporation (“Ges Japan”)	Chairman	Andy Shen	276	100.00
	Director	Zabrina.Hsu		
MegaTwo, LLC	Manager	David Wang ∙ Zabrina.Hsu	19,594	100.00
GES MegaThree, LLC	Manager	N/A	0	0.00
GES MegaFive, LLC	Manager	David Wang ∙ Zabrina.Hsu	635	100.00
GES MegaSix, LLC	Manager	David Wang ∙ Zabrina.Hsu	2,627	100.00
GES MegaEight, LLC	Manager	David Wang ∙ Zabrina.Hsu	748	100.00
GES MegaTwelve, LLC	Manager	David Wang ∙ Zabrina.Hsu	168	100.00
GES MegaThirteen, LLC	Manager	David Wang ∙ Zabrina.Hsu	2,000	100.00
GES MegaSixteen, LLC	Manager	David Wang ∙ Zabrina.Hsu	11,981	100.00
GES MegaNineteen, LLC	Manager	David Wang ∙ Zabrina.Hsu	132	100.00
GES MegaTwenty, LLC	Manager	David Wang ∙ Zabrina.Hsu	124	100.00
GES ASSET TWO, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	0.00
GES ASSET THREE, LLC	Manager	David Wang ∙ Zabrina.Hsu	2,839	100.00
SH4 SOLAR LLC	Manager	David Wang ∙ Zabrina.Hsu	539	100.00
Ceder Falls Solar Farm, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	0.00
Schenectady Solar, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	100.00
Village of Coxsackie Municipal Solar Project One, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	0.00
SEG MI 57 LLC	Manager	David Wang ∙ Zabrina.Hsu	800	100.00
Kinect Solar Fund 1, LLC	Manager	David Wang ∙ Zabrina.Hsu	266	100.00
RER CT 57, LLC	Manager	David Wang	0	0.00
TEV II, LLC	Manager	David Wang ∙ Albert Chen	0.2	100.00
Heywood Solar PGS, LLC	Director	David Wang ∙ Zabrina.Hsu	0	45.00
MP Solar, LLC	Director	David Wang ∙ Zabrina.Hsu	0	0.00
Ventura Solar LL	Director	David Wang ∙ Zabrina.Hsu	0	0.00
Livermore Community Solar Farm, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	100.00
Industrial Park Drive Solar, LLC	Manager	David Wang ∙ Zabrina.Hsu	0	100.00

Name of affiliated company	Title	Name or representative	Shares held	
			Shares or capita	(%)
Hillsboro Town Solar, LLC	Manager	David Wang 、Zabrina.Hsu	0	100.00
Muniso1 S.A.de C.V	Manager	Jack Chen 、Zabrina.Hsu	353,508	100.00
GES ASSET Three Shima's, LLC	Manager	David Wang 、Zabrina.Hsu	153	100.00
GES ASSET Three Waimea, LLC	Manager	David Wang 、Zabrina.Hsu	526	100.00
GES ASSET Three Honokowai, LLC	Manager	David Wang 、Zabrina.Hsu	418	100.00
GES ASSET Three Eleele, LLC	Manager	David Wang 、Zabrina.Hsu	637	100.00
GES ASSET Three Hanalei, LLC	Manager	David Wang 、Zabrina.Hsu	280	100.00
GES ASSET Three Kappa, LLC	Manager	David Wang 、Zabrina.Hsu	761	100.00
GES ASSET Three Koloa, LLC	Manager	David Wang 、Zabrina.Hsu	569	100.00
GES AC SOLAR 2017, LLC	Manager	David Wang 、Zabrina.Hsu	0.1	67.59
Anderson North Solar Project LLC.	Manager	David Wang 、Zabrina.Hsu	13,507	100.00
Anderson South Solar Project LLC	Manager	David Wang 、Zabrina.Hsu	11,454	100.00
Flora Solar Project LLC	Manager	David Wang 、Zabrina.Hsu	1,915	100.00
Greenfield Solar Project Llc	Manager	David Wang 、Zabrina.Hsu	8,631	100.00
Spiceland Solar Project LLC	Manager	David Wang 、Zabrina.Hsu	1,275	100.00
TEV Solar Alpha18 LLC	Manager	David Wang	0.1	100.00
AC GES Solar 2018 LLC	Manager	David Wang	0.1	66.19
Richmond 2 Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	19,259	100.00
Rensselaer 2 Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	9,933	100.00
Advance Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	534	100.00
NSP HK Holding Limited	Director	Hong, Chum-Sam 、Andy Shen	0	100.00
DelSolar (HK) Ltd.	Director	Hong, Chum-Sam 、Andy Shen	125,200	100.00
DelSolar US Holdings (Delaware) Corp.	Director	David Wang 、Zabrina.Hsu	3	100.00
NSP System Nevada Holding Corp	Director	Hong, Chum-Sam 、David Wang 、Zabrina.Hsu	5,125	100.00
URE NSP	Director	Zabrina.Hsu	500	100.00
NSP Indygen UK Ltd.	Director	David Wang 、Huang,Jing-Ning	0	100.00
Hsin Jin Co., Ltd	Chairman	NSP System: Irene.Chen	0	80
	Director	NSP Syste Delegate: Pan,lai-lay 、Zabrina.Hsu	0	
Hsinking Co., Ltd	Chairman	NSP Syste Delegate: Irene.Chen	0	60
	Director	NSP Syste Delegate: Pan,lai-lay	0	
	Director	Hsin Jin Solar Energy Co., Ltd. Zi san de	0	
Si Two Corp	Chairman	NSP Syste Delegate: Hong, Chum-Sam	2,000	100.00
	Director	NSP Syste Delegate: Andy Shen 、Pan,lai-lay		
	Supervisor	NSP Syste Delegate: Zabrina.Hsu		
Lianzhang	Chairman	URE Delegate: Irene.Chen	10	100.00
Lianxi	Chairman	URE Delegate: David.Huang	10	100.00
DelSolar(Wu Jiang) Ltd.	Chairman	Andy Shen	0	100.00
	Supervisor	Zabrina.Hsu		
DelSolar Development (Delaware) LLC.	Manager	David Wang 、Zabrina.Hsu	0	100.00
Clean Focus Renewables Inc.	Director	Hong, Chum-Sam 、Andy Shen 、John Chang	14,370	100.00
USD1 Owner LLC	Manager	John Chang 、Stanley Chin	0	100.00
Beryl Construction LLC	Manager	John Chang 、Stanley Chin	0	100.00
DSS-USF PHX LLC	Manager	David Wang 、Zabrina.Hsu	0	100.00
DSS-RAL LLC	Manager	David Wang 、Zabrina.Hsu	0	100.00

8.1.7.Relationship Enterprise Operation Overview :

2020/12/31 Unit:thousands

Relationship company name	Currency	Capital amount	Total assets	Total liabilities	net worth	Operating income	Operating profit and loss	After-tax (loss) benefits
UES	USD	62,188	26,898	0	26,898	0	0	3,400
DelSolar Cayman	USD	155,126	20,331	0	20,331	0	0	(1,782)
NSP BVI	USD	13,301	14,843	0	14,843	0	0	100
GES ME	USD	12,200	23,017	20,901	2,116	1,090	(2396)	(9,680)
NSP UK Holding Limited	TWD	144,200	819,228	740,086	79,142	550,852	(8576)	(24,205)
NSP UK	GBP	1,780	2,546	0	2,546	0	(9)	(1,577)
Zhongyang	TWD	35,000	52,595	14,427	38,168	9,510	5755	11,344
DelSolar Singapore	USD	1,250	582	1	581	0	(12)	(11)
Best Power Service Corp	TWD	10,000	40,213	23,019	17,194	22,295	(5344)	(4,268)
Solartech Materials Corporation	TWD	10,000	9,884	0	9,884	0	(12)	35
Utech Solar Corporation	TWD	285,090	2,634,690	2,616,425	18,265	444,097	(252995)	(254,097)
TSST	MYR	241,955	118,630	23,791	94,839	1,819	1508	1,508
V5 Technology	TWD	238,008	251,686	148,588	103,098	150,286	(63250)	(48,268)
Gintung	TWD	370,000	330,699	560,632	(229,933)	1,178,845	(12336)	5,845
DSET	TWD	55,470	108,996	95,529	13,467	42,859	(13410)	(13,006)
RES	USD	62,188	26,898	0	26,898	0	(1)	3,400
Gintech (Thailand)	THB	2,091,970	1,673,409	788,491	884,918	2,623,690	102402	108,163

Yong Liang Ltd	TWD	689,000	1,231,481	528,447	703,034	71,970	18389	11,254
Yong Zhou Ltd.	TWD	6,500	52,842	59,466	(6,624)	220	(3708)	(4,843)
GES UK	USD	85,433	36,790	1,180	35,610	0	(67)	(5,242)
GES USA	USD	52,180	47,422	27,945	19,477	7,756	1498	(1,331)
NCH Solar1	GBP	0	0	0	0	126	(37)	(37)
GES Solar2	GBP	0	0	0	0	12	(5)	(5)
GES Solar3	GBP	0	0	0	0	1	(4)	(4)
GES CANADA	USD	12,025	9,529	2,282	7,247	0	(20)	(215)
GES Japan Corporation	JPY	25,000	84,760	4,113	80,647	0	(20396)	(19,086)
MEGATWO	USD	19,594	2,707	1,461	1,246	0	0	(597)
MEGATHREE	USD	0	0	0	0	0	0	0
MEGAFIVE	USD	635	1,306	809	497	117	(38)	(165)
MEGASIX	USD	2,627	364	37	327	115	72	(842)
MEGAEIGHT	USD	748	432	281	151	62	32	16
MEGATWELVE	USD	168	327	317	10	43	11	(4)
MEGATHIRTEEN	USD	2,000	3,589	1,654	1,935	231	80	28
MEGASIXTEEN	USD	11,981	24,985	15,184	9,801	0	(4)	(505)
MEGANINETEEN	USD	132	197	283	(86)	25	12	11
MEGATWENTY	USD	124	411	335	76	46	26	25
PS CS	USD	0	0	0	0	0	0	(1)
Illini Power	USD	0	0	0	0	0	0	(1)
ASSET TWO	USD	0	0	11	(11)	0	0	(1)
ASSET THREE	USD	2,839	3,156	2,561	595	0	0	(39)
SH4	USD	539	307	1	306	47	14	13
CEDAR FALLS	USD	0	0	0	0	109	30	(1)
Schenectady	USD	0	418	1,135	(717)	0	(9)	(9)
VOC	USD	0	0	0	0	144	(362)	(362)
HEYWOOD	USD	0	4,928	2,176	2,752	0	(21)	(21)
SEG	USD	800	547	142	405	60	34	(75)
KINECT	USD	266	723	386	337	71	23	23
RER CT 57	USD	0	0	0	0	168	96	56
MP Solar	USD	0	0	0	0	0	0	(1)
Ventura	USD	0	0	0	0	0	0	(1)
TEV II	USD	200	11,386	15,603	(4,217)	0	310	(312)
JRC	USD	24,230	49,002	36,211	12,791	1,796	635	(30)
MUNISOL	MXN	353,508	907,580	644,729	262,851	0	(493)	(597)
SHIMA'S	USD	153	187	231	(44)	20	7	7
WAIMEA	USD	526	756	218	538	57	1	1
HONOKAWAI	USD	418	887	416	471	85	29	29
ELEELE	USD	637	932	374	558	81	14	14
HANALEI	USD	280	293	220	73	21	(3)	(3)
KAPAA	USD	761	982	511	471	94	22	22
KOLOA	USD	569	720	364	356	52	(2)	(2)
GES AC	USD	35,622	34,863	1,347	33,516	0	(28)	(545)
ANDERSON N.	USD	13,507	12,738	0	12,738	382	(206)	(206)
ANDERSON S.	USD	11,454	10,810	0	10,810	333	(166)	(166)
Flora	USD	1,915	1,842	0	1,842	67	(17)	(17)
Greenfield	USD	8,631	8,174	0	8,174	261	(113)	(113)
Spiceland	USD	1,275	1,224	9	1,215	42	(14)	(14)
TEV Solar	USD	100	19,767	19,675	92	0	0	(1)
AC GES Solar	USD	28,899	29,500	906	28,594	0	(34)	(71)
Richmond	USD	19,259	19,077	0	19,077	817	(37)	(37)
Rensselaer	USD	9,933	9,894	0	9,894	441	0	0
Advance	USD	534	536	7	529	24	0	0
DelSolar HK	USD	125,200	7,667	2	7,665	0	(5)	29
DelSolar US	USD	24,800	34,875	24,118	10,757	0	(21)	(1,161)
NSP NEVADA	USD	5,125	19,313	17,919	1,394	0	0	(658)
URE NSP	USD	500	1,913	1,400	513	0	(1)	8
NSP Vietnam	VND	0	0	0	0	0	0	0
NSP Germany	EUR	25	43	7	36	0	(15)	(17)
PV Power Park	EUR	0	0	0	0	0	(1)	(1)
NSP Indygen	GBP	0	1,398	119	1,279	3,300	(1802)	(1,570)
Hsin Jin Co., Ltd	TWD	13,309	40,420	25,381	15,039	5,236	2062	1,211
Hsinking Co., Ltd	TWD	23,302	66,562	39,562	27,000	9,761	4350	2,647
Si Two Corp	TWD	20,000	20,265	764	19,501	1,395	355	337
DelSolar(Wu Jiang) Ltd.	RMB	810,211	48,751	2,686	46,065	0	(530)	213
Livermore	USD	200	48	1,514	(1,466)	0	(58)	(58)

Industrial Park	USD	3,100	1,162	182	980	103	(93)	(195)
Hillsboro	USD	1,862	998	194	804	6	(240)	(671)
DelSolar Development	USD	2,200	676	0	676	0	18	(56)
CFR	USD	14,370	23	2,581	(2,558)	0	(177)	(125)
USD1	USD	3,582	7,356	800	6,556	0	(12)	(12)
JV2	USD	830	0	0	0	0	0	0
Beryl	USD	0	34,872	30,661	4,211	0	(946)	(946)
DSS-USF PHX LLC	USD	370	335	6	3290	166	(64)	(23)
DSS-RAL LLC	USD	835	300	10	290.00	160	(79)	(49)
DevCo One	USD	444	0	0	0.00	0	0	0
DevCo Two	USD	444	0	0	0.00	0	0	0
URE Engineering Co., Ltd.	TWD	25,300	752,648	746,777	5,871	0	(221)	4,499
Shanshang Energy Co., Ltd.	TWD	20,100	20,049	0	20,049	0	(13)	(10)
Lian,Zhi-Neng Energy Co., Ltd.	TWD	2,100	586	0	586	0	442	442
Lianzhang	TWD	100	59,505	59,545	(40)	0	(386)	(148)
Lianxi	TWD	100	681	13,083	(12,402)	0	(12471)	(12,471)
Solarbright energy Co., Ltd.	TWD	300,000	306,192	261	305,931	0	(3155)	6,503

DECLARATION OF CONSOLIDATION OF FINANCIAL STATEMENTS OF AFFILIATES

The companies required to be included in the consolidated financial statements of affiliates in accordance with the “Criteria Governing Preparation of Affiliation Reports, Consolidated Business Reports and Consolidated Financial Statements of Affiliated Enterprises” for the year ended December 31, 2021 are all the same as the companies required to be included in the consolidated financial statements of parent and subsidiary companies as provided in International Financial Reporting Standard 10 “Consolidated Financial Statements”. Relevant information that should be disclosed in the consolidated financial statements of affiliates have all been disclosed in the consolidated financial statements of parent and subsidiary companies. Hence, we did not prepare a separate set of consolidated financial statements of affiliates.

Very truly yours,

United Renewable Energy Co., Ltd.

By:



HONG, CHUM-SAM
Chairman

March 11, 2022

8.2.Private Placement Securities in the Most Recent Years:

Items	First private placement of securities in 2018 (same below) Date of issuance (Distribution date of stocks): Nov. 16, 2018 / number of shares: 334,291,702 shares				
Type of private placement of securities	Ordinary shares				
Date and amount resolved by shareholders meeting	The resolution is resolved on the 2018 first special shareholders' meeting on March 28, 2018, where private placement of shares may be conducted with the ceiling amount of 380,000,000 shares all at once or in multiple times since the resolved date of 2018 first special shareholders' meeting.				
Basis for establishing the price and its reasonableness	<p>According to the price establishment principle resolved during first special shareholders' meeting held on March 28, 2018, the price should be established by 80% of the higher calculated price between the two standard ones (referred to as the reference price hereunder) on the price establishment date of Oct. 1, 2018:</p> <p>(1) simple average closing prices of the ordinary shares for 1, 3, or 5 business days before the price determination date were NT\$ 10.5, NT\$ 10.4, NT\$ 10.44, respectively where the lowest price was NT\$ 10.4; or</p> <p>(2) simple average closing price of the ordinary shares for 30 business days before the price determination date was NT\$ 9.57;</p> <p>The higher one was taken as the reference price in accordance with the regulations, which is the lowest among the simple average closing prices of the ordinary shares for 1, 3, or 5 business days before the price determination date. After comprehensive considerations, the price for private placement was established as 80% of the reference price, namely, NT\$ 8.32. The total raised fund was NT\$ 2,781,306,962.</p> <p>The aforementioned established price for private placement should be reasonable by considering the limitation of transfer within three years on private placement of securities in Securities and Exchange Act, the regulation on the qualification of subscribers, benefits to future business operations of the company and the effects on shareholders' equity under the recognition of subscribers.</p>				
Method for the selection of specific person	Limited to those who satisfied the qualification criteria stipulated in the provisions of Article 43-6 of Securities and Exchange Act and relevant letters, knew the business operations of the company relatively well and are beneficial to future business of the company.				
Necessary reasons for conducting private placement	Fund raising conducted by private placement was chosen by considering the status of current capital market and getting hold of the factors for capital raising, such as convenience, timeliness and issuance costs, in order to obtain required funds in the shortest amount of time.				
Completion date for payment	Oc. 15, 2018				
Information on subscribers	Counterparty for private placement	Qualification criteria	Subscription quantity (shares)	Relation with the company	Participation in company's business
	National Development Fund, Executive Yuan	Satisfied Article 43-6, paragraph 1, subparagraph 2 of Securities and Exchange Act	167,145,851	None	None
	Yao-Hwa Glass Co., Ltd. Management Commission	Satisfied Article 43-6, paragraph 1, subparagraph 2 of Securities and Exchange Act	167,145,851	None	None
Actual subscription (or conversion) price	NT\$ 8.32 per share				
Differences between the actual subscription (or conversion) price and the reference price	Subscription price of the private placement is NT\$ 8.32 per share, which is 80% of the reference price of NT\$ 10.4				
Effect on shareholders' equity by conducting private placement (such as resulted in the increase in cumulative losses, etc.)	Cumulative loss caused by the difference between the actual price of private placement and denomination shown on the statement will be made up based on the future operational status of the company since the actual price of private placement is lower than the denomination. The financial structure of the company will be improved after the benefit results from increasing capital have shown, which will be beneficial to stable profound development of the company. This will be a positive benefit to shareholders' equity.				
Application of funds from private placement and the execution progress of the plan	<p>Funds from private placement is expected to be used in the investment of products with high effectiveness, the expansion of production capabilities, the acquisition of module production capability, the investment of system business and relevant new business and/or dealing with fund demands in response to long-term development of the company, hoping that enterprise competitiveness and profitability capability of the company can be enhanced, which will be helpful to stable growth in future business operation and is a positive benefit to shareholders' equity.</p> <p>The company has used the fund by private placement of NT\$ 2,147,999 thousand till Dec 31, 2021.</p>				
Benefit result of private placement	Enterprise competitiveness and profitability capability of the company is enhanced, which is helpful to stable growth in future business operations. This should have positive benefits on shareholders' equity.				

8.3.The Shares in the Company Held or Disposed of By Subsidiaries in the Most Recent Years:

Utech Solar Corp. holds 1,066 thousands shares of URE ◦

8.4.Any Events And as of the Date of this Annual Report that Had Significant Impacts on Shareholders' Rights or Security Prices as Stated in Item 2 Paragraph 2 of Article 36 of Securities and Exchange Law of Taiwan: None.