



**Stock Code : 3576**

# **United Renewable Energy Co., Ltd.**

## **2023 Annual Report**

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## I. Letter to Shareholders

Dear Shareholders,

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

In 2023, the global political economy continued to fall into turmoil: the Russia-Ukraine war is in a stalemate, the Israeli-Palestinian conflict is intensifying, the United States is violently raising interest rates, and Europe is implementing deindustrialization measures. In addition, with the restructuring of the global supply chain, the global economy is even more rapidly showing a downward trend. At the same time, the solar energy industry suffered from the Taiwan election with the "cliff-like" price drop of solar energy raw materials in 2023. Coupled with the impact of excessive inventory in the European and American markets, the Company's consolidated revenue totaled only NT\$12.5 billion in 2023, a decrease of 33.5% from 2022. The United Nations estimates that the global GDP growth rate in 2024 will be approximately 2.4%, which is lower than the expected growth rate in 2023. The political situation and war conflicts continue to affect the global economy, but countries around the world remain unchanged in their overall goals of combating climate disasters, accelerating the use of renewable energy and achieving carbon neutrality. Both the International Energy Agency and the International Renewable Energy Agency predict that if the upper limit of warming of 1.5 C° is to be maintained, global renewable energy production capacity must reach 11,000GW in 2030. Therefore, the global new construction volume of solar energy in 2024 is likely to reach 500GW.

In order to achieve the goal of "net-zero carbon emissions" in Taiwan, among the 12 key strategies announced by the National Development Council, optoelectronics is listed as one of the top development priorities. Regarding the new generation of high-efficiency solar photovoltaic technology and the goal of high-value recycling of modules, its high conversion efficiency is particularly suitable for Taiwan's narrow and densely populated environment, and the higher conversion efficiency per unit area means that less land resources can be used to achieve the required power generation. In this regard, United Renewable Energy (URECO) Co., Ltd., in addition to mass production of M10 large-size batteries and modules, is currently actively developing the next generation N-type TOPCon (tunnel heterojunction) battery. As the first manufacturer in Taiwan to fully introduce bifacial cells and mass-produced bifacial modules, URECO's bifacial modules feature more effective power generation area and more effectively utilize ambient reflected light to increase system power generation. The Company successfully launched a double-sided double-glass module, and the double-sided power generation efficiency has been widely praised by customers and has exceeded expectations. This double-sided power generation product, combined with the newly developed M10 TOPCon technology, is expected to further improve the photoelectric conversion efficiency and enable Taiwan to achieve optimal power generation energy within a limited land area. URECO also has outstanding performance in high-efficiency optoelectronic products. Its "Spade High-efficiency PEACH VLM" series of products has a power generation efficiency of up to 560W (M10), and its module performance is the industry leader in Taiwan among similar products. In terms of next-generation overseas product layout, the Company recently launched the M10 N-Type "GLORY HELLO, GLORY TOPCon" product, which has a power generation efficiency of up to 700W. In addition, in response to solar panel recycling, the next-generation detachable module "PEACH RE" design is used to recycle complete silicon wafers, glass and high unit price precious metal materials, obtain recycled batteries, and successfully manufacture regenerated modules to achieve secondary use. Through this, the Company can increase the value of waste recycling, reduce environmental burden, and create higher "circular economy" value.

The long-term, reliable, and stable power generation life of solar photovoltaics is the most important requirement for owners' investment returns, as well as for the investors. With the popularization of large-size and high-power solar photovoltaic modules in Taiwan, the requirements for wind pressure resistance are increasing. Taiwan is located in the subtropics, with significant monsoons and changeable weather. Take Typhoon Sudila in the past as an example. The observed wind speed at that time was Category 9. However, many solar panels were distorted and deformed, and the typhoon caused heavy losses and the owners lost their money. Natural disaster losses caused by typhoons are risks that cannot be ignored in investments. URECO's self-made solar photovoltaic modules adopt material specifications that are superior to those of overseas modules and strengthen the relevant frame design and are equipped with a 40mm frame height to enhance the locking strength. In addition, the module materials also adhere to the highest material standards. In addition to the excellent performance in "salt damage resistance," wind level 17 is also used as the strength threshold to provide customers with better service and product quality assurance, creating a win-win situation.

The solar photovoltaic policy gives priority to promoting the diversified use of land, which combines the existing uses of the land with solar photovoltaic settings. In particular, the "fishery and electricity symbiosis" circular economy is a new economic model that combines aquaculture fisheries and green energy power generation: with "agriculture and fishery are the basis, green electricity adds value" as the core value, using green energy to drive fishery upgrades and create local employment economy, optimize the breeding technology environment, ensure a sustainable land development, and achieve the goal of symbiosis and mutual prosperity of "fisheries and green energy". In response to some public concerns about solar panels contaminating water quality, URECO sent solar modules to Industrial Technology Research Institute (ITRI) and SGS for "broken module" immersion testing. Among them, 8 major heavy metals, general metals and organic compounds, a total of 25 items. All results are: "The water quality is safe and non-toxic, well below the river and reservoir water quality standards set by the Environmental Protection Agency." At the same time, it has passed the test of substances of high concern [REACH SVHC 211 items] and the restriction of hazardous substances [RoHS] test, proving that it is an environmentally friendly product, dispelling the myth that solar panels will produce pollutants when soaked in water. URECO's module products are in line with "breeding, power generation, dual use in one place" and combine solar photovoltaics with agriculture, fishery and water ponds, select suitable breeding crops, and create diversified values of "agriculture, fishery and green energy" symbiosis, co-prosperity and coexistence.

URECO's solar photovoltaic module products have obtained multiple international and domestic agency certifications, such as: IEC, VPC, UL, and CEC, covering product layout in overseas and domestic markets. Evaluated as "Tier1 Module Manufacturer List" by the U.S.-based Bloomberg New Energy Finance, URECO is also the only company that has won the "Golden Energy Award" from the Energy Bureau of the Ministry of Economic Affairs for 11 consecutive years, setting a good benchmark for the industry. The Company has enhanced the international competitiveness of Taiwan's module manufacturing, and the world has seen Taiwan's technology R&D momentum, especially the coexistence and co-prosperity of economic and environmental development.

URECO actively develops solar power generation systems with a business model focusing on "system business and module brands," including development, construction and provision of power plant asset management services. It is one of the largest solar system developers and builders in Taiwan. The Company has formed strategic alliances with several internationally renowned renewable energy asset management companies. By leveraging URECO's advantages in project development, each project is sold to overseas asset management companies after it has been developed to the starting stage (and also to the completion stage). This strategy is currently quite effective, with more than 600MW of solar projects completed around the world. As for the main island of Taiwan, URECO currently has manufacturing factories and offices (or field offices) in Hsinchu, Miaoli, Tainan and Kaohsiung to actively participate in local school bidding projects in neighboring counties and cities. At the same time, the Company holds many local briefings and green energy education visits, combining the advantages of system engineering and module manufacturing to continue to expand its domestic system business. In addition, the National Development Council announced the implementation direction of "Taiwan's 2050 Net-Zero Emission Pathway and Strategy" and reiterated that the solar policy goal is "solar rooftop type and solar ground type." In addition to continuing to expand the inventory of potential case sources, it is promoted in the manner of "rooftop priority, dual use in one place." The rooftop type has been promoted for many years, but due to its small scale, its contribution to the overall construction volume is low. The ground-type setting is mainly to improve the land use value, including public land activation, unfavorable farming, land utilization, and land composite utilization. In order to achieve the goal of "net-zero transformation" in the future, in addition to continuing the mixed use type, the land use value will also be increased, combined with diversified applications, to evaluate and promote offshore system projects. The Ministry of the Interior is also planning to include new "green energy development zones" in the land plan and formulate a simple and fast application mechanism to achieve fair, equitable, and open development of the energy and agricultural and fishery industries. URECO actively responds to government policies and expects to develop a "fish and electricity symbiosis" project in 2024, mainly on unfavorable agricultural land in subsidence areas. This part has a total development of approximately 200MW throughout the year. Due to the growing demand for green electricity in Taiwan, URECO expects to release approximately 50 million kilowatt-hours of green electricity in 2024. In the future, as the scale of its project sites expands, more green electricity will continue to be released to ease corporate demand for green electricity. Bloomberg New Energy Finance predicts that global new solar installations will increase by more than 400GW annually in 2024, and may even reach 500GW. In view of the development of renewable energy and the stable income of solar power plants, the Company will strive to expand the global solar power plant business and continue to increase sales outlets of related cells and modules to inject growth momentum into its future operations.

Although the issues of solar power generation and offshore wind power generation in Taiwan are controversial, the government's policy goal of reaching 20% of power generation from renewable energy by 2025 remains unchanged. Due to the intermittency and uncertainty of renewable energy, the role of energy storage systems is increasingly important. URECO's Tainan factory has completed the development of the automatic frequency control (AFC) energy storage system in 2023 and plans to participate in Taipower's AFC services, while bringing stable cash revenue to the Company. Looking forward to 2024, URECO will continue the development and construction business of photovoltaic + storage sites, provide customer engineering services, and participate in public bidding projects for energy storage. Bloomberg New Energy Finance predicts that the global energy storage installation volume is expected to reach 650GW/1,877GWh in 2030, and the global annual increase will exceed 110GW. Energy storage equipment will eventually increase the application and popularity of renewable energy.

As a leading solar manufacturer and corporate citizen, URECO strives for sustainable growth in company operations while also promoting the concepts of green energy, energy conservation, and environmental protection to customers, users, partners, and the general public around the world. The Company hopes to not only fulfill its responsibilities to shareholders, customers, and employees, but also care and contribute to the environment and society. With module brands and solar systems as its main businesses, URECO helps enhance the competitiveness of Taiwan's solar industry. At the same time, it cooperates with the government's national energy policy to help Taiwan implement the "2025 Energy Transformation" and move towards the goal of "Asia's Green Energy Development Center".

The following are highlight of 2023 performance and business plan for the 2024:

1. The report on 2023 business result
  - 1.1. 2023 Financial Performance

Item	Unit: NT\$'000	
	2023	2022
Consolidated Net Sales	12,516,227	18,808,051
Consolidated Gross Income (Loss)	(1,767,860)	2,142,197
Consolidated Loss from Operation	(2,979,643)	739,171
Consolidated Loss After Income Tax	(3,914,958)	938,747
Net Loss Attributable to Shareholders of the Parent	(3,888,981)	993,643

## 1.2. Budget Implementation

The Company 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 2023, the net cash used in operating activities amount to NT\$4,427,983, net cash used in investing activities amount to NT\$2,853,522, the net cash generated from financing activities amount to NT\$1,928,652. The Company will continue to maintain sufficient cash position and finance operation will continue to be conservative and prudent.

### 1.3.2. Analysis of Profitability

The Company's consolidated revenue in 2023 totaled NT\$12,516,227 thousand, down by 33.5% from the previous year. This is mainly due to the impact of the Taiwan election on the progress of system projects in the domestic market. In the global market, the cliff-like drop in solar raw material prices and excessive inventory in the European and American markets further affected product prices. The violent interest rate hike in the United States also negatively affected the return on investment of overseas system projects, resulting in an operating gross profit loss of 14%. The actual amount of operating expenses for the year decreased by 13.6% compared with last year. The net loss after tax for the year was NT\$3,914,958,000. The Company's overall financial revenue and expenditure are all normal. As of the end of 2023, the combined cash and equivalent cash totaled NT\$4,474,941,000. The Company will continue to have sufficient cash positions and conduct overall financial operations in a conservative and stable manner.

## 1.4. Examine Research and Development Work

The Company developed products for different types of solar project (rooftop, ground mount, floating, and agrivoltaic....etc.). The Company products include large size PEACH VLM, 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.

URECO has made unrelenting efforts to develop and invest in new solar process technology and continues to grow. In particular, the "high salt damage resistance and high wind pressure resistance" modules launched for Taiwan's special terrain and climate have been widely recognized by customers. High reliability products are just around the corner. For example, the TOPCon M10 high-power module has recently begun mass production and can provide optimized products according to customer needs. The newly developed "GLORY TOPCon" M10 N-type high-efficiency module has a power of up to 580W. TOPCon battery series has high photoelectric conversion efficiency. In addition to greatly improving power generation efficiency, the annual decline and linear decline rate of module power generation are better than those of current mainstream products. It can increase the return on investment of the solar system by more than 0.5% and is suitable for double-sided power generation and high-temperature areas, such as "large ground type, fishery and electricity symbiosis and agricultural electricity symbiosis" case sites.

## 2. 2024 Business Plan and Future Developmental Strategy

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

### 2.1. Production Policies

The Company's current total battery capacity reaches 2.6GW (2.6 billion watts).

### 2.2. Research and Development

In response to the hectic demand for high power generation wattage solar products in the global market, the Company continues to improve the photoelectric conversion efficiency of P-type PERC cells and has started mass production of new M10 (182mm\*182mm) large-size cells at the Zhunan factory in the first half of 2023. Through the introduction of large-size M10 chip products, the Company has achieved the ultimate in battery patterns and the application of new technologies. The current mass production efficiency is as high as 23.3%, which is close to the limit of theoretical efficiency. The Company is also simultaneously studying next-generation N-type high-efficiency solar cell manufacturing process and tunnel oxide back passivation TOPCon. The M10 TOPCon battery mass production line has been officially put into operation in the second half of 2023. Utilizing M10 PERC equipment for upgrades and construction of some key TOPCon process equipment, it is expected to obtain the module VPC certificate in the second half of 2024 and launch dual-glass module products with high power generation wattage (570 watts) and high reliability in the Taiwan market. The Company is also paying close attention to the future research and development trend of the rising star "perovskite stacked battery" that has attracted much attention in recent years. In addition, through cooperation with legal entities (such as ITRI and the Metal Industry Research Center) and academic research units (such as National Taiwan University, National Tsinghua University, and National Cheng Kung University), we work together to carry out relevant research and development.

The "recycling problem" is an important issue that cannot be ignored in the green energy industry, and it is also the last mile. Based on the latest research and development of packaging material technology, this type of detachable module design can solve the recycling problem of discarded solar photovoltaic modules. It is enough to recycle complete silicon wafers and high unit price precious metal materials. It not only greatly reduces the difficulty and labor cost of recycling, but also implements green energy to create a higher circular economy and give resources a reborn value. In the future, industrial development can transform from a linear economy of "exploitation, manufacturing, use, discard" to a circular economy of "reuse, remanufacture, and renew." The so-called next-generation disassembly module "PEACH RE" design is to recycle complete silicon wafers, glass covers, and high-unit-price precious metal materials. The recycled batteries can be obtained, and recycled modules can be successfully manufactured for secondary use. This move increases the value of waste recycling and reduces environmental burdens, creating a higher circular economy, sustainable development, and zero waste. It also implements the value of green energy and

environmental friendliness that regenerates resources. Under the cooperation between URECO and ITRI, a new concept of dismantling solar photovoltaic modules was launched, and the newly developed film materials and recycling model are used to greatly increase the value of photovoltaics after decommissioning. In the future, decommissioned module materials can be effectively recycled, while enhancing the competitiveness of Taiwan's module products in the international market.

The Company adheres to its original intention and is an enterprise that provides comprehensive solutions in the field of renewable energy. It is also the only company in the world that has obtained disassembly module certification, providing breakthrough solutions to the "net-zero sustainability" issue.

### 2.3. Sales Policies

Major countries around the world are accelerating energy transformation. Since solar energy is more cost-effective than other renewable energy sources, its construction volume continues to grow rapidly. In response to future development trends, the Company will strive to deepen its business, find new customers, and strengthen penetration into emerging markets. Meanwhile, it will take advantage of Taiwan's domestic demand growth opportunities to increase sales outlets with high-efficiency, high-quality products and Taiwan's high-end module brands, and establish an excellent business team to develop global system business and advantageous sales channels.

### 2.4. System Business

In line with the goal of self-producing high-efficiency and high-quality products and the government's cumulative installation capacity of 40GW-80GW in 2050, the Company will continue to expand solar system development and participate in relevant government public tenders. With the help of domestic accumulated experience, it will actively promote overseas large power plant system business and create global terminal outlets. In the overseas market segment, the global economy is accelerating its recovery in 2024 after the pandemic has slowed down, and with the government's active investment in green energy, it will show substantial growth compared with 2023. In response, the Company continues to expand its global solar power plant business, mainly in the European and American markets. The Company will fully integrate the battery, module brand, and solar system business to create the most complete layout in the mid- and downstream industries of the solar energy supply chain.

### 2.5. New Business Development

"Energy storage" serves as one of the important roles in URECO's strategic layout of integrating green energy. In order to become as a top player in Taiwan's power trading market, URECO strives to develop a "container energy storage" product portfolio to support the most advanced dReg0.25 frequency modulation service and apply it to Taipower's power trading platform. The newly installed "renewable energy power generation equipment" is expected to appear all over Taiwan in the next few years, and its energy storage equipment has the function of stabilizing the power grid. The construction of energy storage projects and the installation of new energy storage equipment for solar photovoltaic power stations due to reserve capacity will be the key services of URECO's energy storage department in 2024. URECO actively participates in the construction of energy storage sites at the power distribution and transmission levels. In addition to continuing to develop and build photovoltaic + storage sites and providing engineering services to customers, it also actively participates in government energy storage public bidding projects. In addition, through the cooperation between URECO's energy storage team and top investors and investment funds, more business opportunities will be created to serve solar photovoltaic manufacturers and customers in the future.

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

3.1. The 28th United Nations Climate Change Conference (COP28) adopted a fossil fuel phase-out agreement, promising that all parties will transition to a non-fossil fuel energy system in a just, orderly, and equitable manner and achieve "net-zero emissions" by 2050. Countries around the world will actively invest in and build renewable energy infrastructure, replace coal power generation with renewable energy in 2035, and achieve the goal of "zero energy consumption" in 2050. The Company has been deeply involved in the overseas solar energy market over the years, and will further develop the solar system business and expand overseas markets in the future.

3.2. Many International company already set Net Zero target, as RE100 and clean energy regulations by various government on the way, the Company is expected to increase company's investment in solar power and ESS. The Company 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 Ministry of the Interior has recently announced the draft amendment to Schedule 1 of Article 6 of the "Non-Urban Land Use Control Rules." After taking stock of the available agricultural and animal husbandry land, the Ministry of Agriculture plans to establish a "Green Energy Development Zone." If passed, this case is expected to greatly assist the development of solar energy projects and at the same time increase the effective use of land.

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, the Company will aggressively develop and construct solar system business in order to achieve target set by government.

3.5. The Company will continue to diversify and expand system investment to gain global market share in response to the trade war, it is expected to low the risk of international trade dispute.

- 3.6. Many countries have reach grid parity, the outlook for solar industry is optimistic. The Company implemented strategic transformation to compete in the global market, the Company will also maintain competitive advantage in terms of cost and R&D, the Company will continue to achieve the annual target in terms of business plan.
- 3.7. The Company kept close watch on the foreign exchange risk control as our products tend to export to overseas market, the Company monitor foreign exchange fluctuation and utilize hedge instrument to lower the risk of foreign exchange fluctuation.
- 3.8. The Company 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.



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CHUM-SAM HONG  
Chairman

## II. Company Profile

### 2.1. Date of Incorporation : August 26, 2005

### 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 <sup>th</sup> 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.Chum-Sam Hong 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.Chum-Sam Hong 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

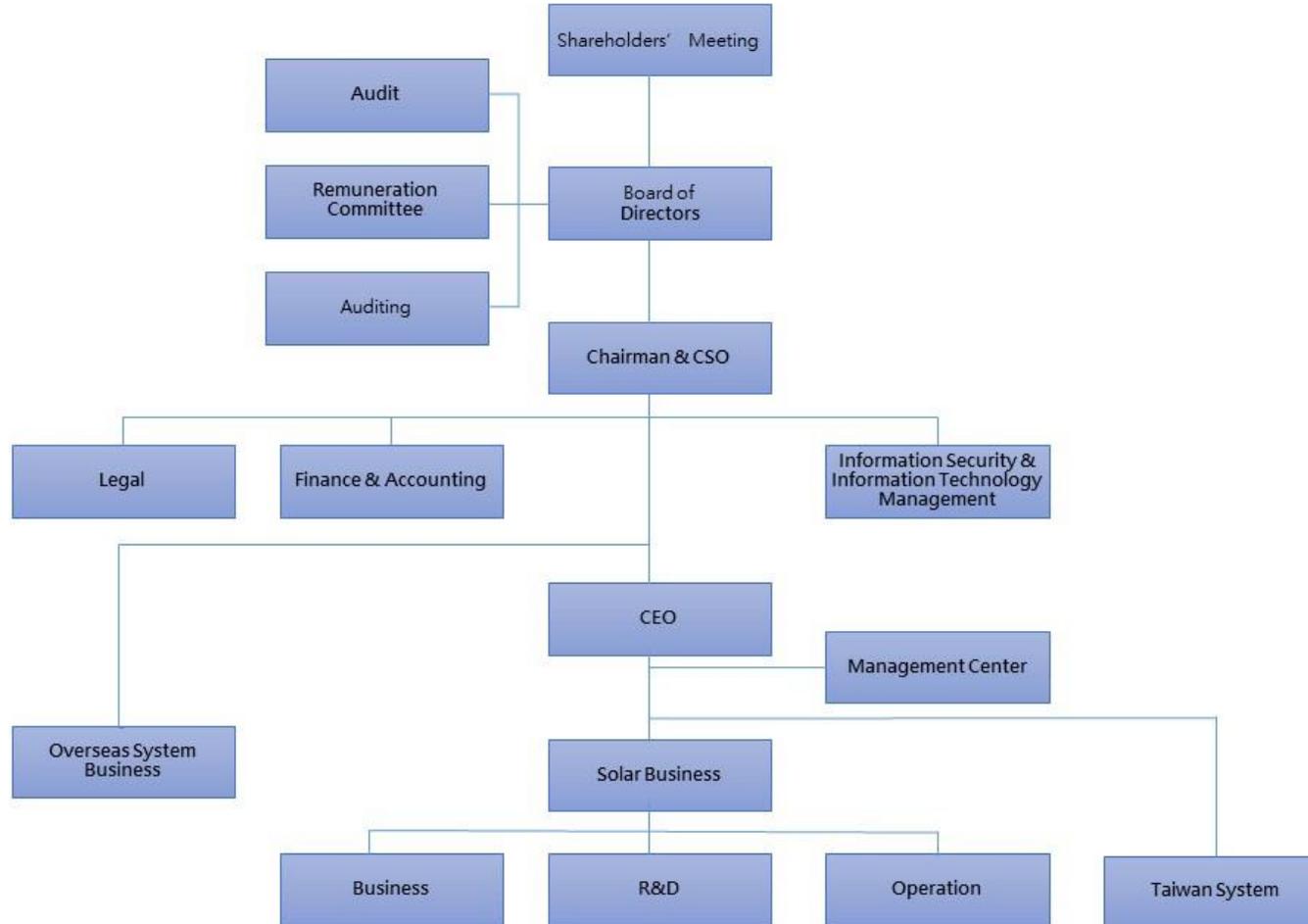
	Production Assessment System Certification from the Ministry of Economic Affairs, Industrial Bureau. NSP's module products were awarded the 24th "Taiwan Excellence Award" in 2016.
March, 2016	NSP completed the first phase 34MW of the "Monte Plata" project in the Dominican Republic and, became the largest 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. URECO successfully completed the private equity common stock, and introduced the Strategic Investor, National Development Council, Executive Yuan, and United Renewable Energy Co., Ltd's Management Committee.
November, 2018	URECO signed a new credit contract of NT\$10.13 billion with a banking group such as First Commercial Bank URECO's 2017 CSR Report was awarded the Golden Award of TAISE.
January, 2019	URECO GES sold out the world's largest airport solar power plant, the transaction amount exceeded NT\$700,000,000. URECO 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	URECO 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.(URECO) 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	URECO had a strong release of "Glory Peach" Solar Polar Module
October, 2020	URECO published new generation of photovoltaic module& energy storage product
November, 2020	The subsidiary of URECO, Yong Liang Inc.won the bid of "Green Energy Roof Public Participation" by Yilan County Government
December, 2020	The subsidiary of URECO, Yung Liang Co., Ltd., won the bid of 17 parking lots in Tainan City
February, 2021	URECO had the 1st place in the shipment of modules in Taiwan in 2020.
March, 2021	URECO 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	URECO officially announced its entry into the energy storage business and won Taiwan's largest tender for Taipower's energy storage system.
May, 2021	URECO disposed of the assets of Monte Plata solar power plant in Dominican Republic worth about NT\$1.4 billion.
June, 2021	URECO entered into a NT\$6 billion joint credit agreement with First Commercial Bank and other banking groups.
July, 2021	URECO and the Taiwan Institute of Economic Research have signed a letter of intent to actively promote Renewable Energy Certificates.
August, 2021	URECO is investing in a new large format M6/M10 capacity for PV.
August, 2021	URECO has completed Taiwan's largest solar plant.
October, 2021	URECO to sell Renewable Energy Certificates.
November, 2021	URECO launched a new generation of solar cell and module products.
December, 2021	URECO to showcase complete solutions from energy creation to energy storage at the International Smart Energy Week.
December, 2021	URECO 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.
August, 2022	URECO will expand its capital expenditure by NT\$838 million for large-sized battery and module production.
September, 2022	URECO is developing high-intensity modules that have successfully passed wind tunnel tests conducted by the Industrial Technology Research Institute.
September, 2022	URECO have successfully completed an energy storage system to balance the output of Taiwan's largest solar power plant.
October, 2022	URECO's iPVGGO intelligent cloud monitoring system has passed the cybersecurity validation test for TaiPower Distributed Renewable Energy Advanced Management System(DREAMS).
October, 2022	URECO and the Industrial Technology Research Institute are collaborating to develop the most environmentally friendly and easily disassembled solar modules.
May, 2023	URECO planned to expand TOPCon cell and module production capacity, the capex will not exceed NT\$450 million.
June, 2023	URECO will continued to improved product mix, and provide highly efficient, highly reliable TOPCon module.
October, 2023	URECO products range from energy creation to energy storage in domestic and international market.

### III. Corporate Governance

#### 3.1. Organization Structure

##### 3.1.1. Organization Chart (March 31,2024)



### 3.1.2. Responsibilities of Major Departments

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

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 23, 2024

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 & Temp. CEO	Taiwan	Chum-Sam Hong	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.Chairman and CEO, Neo Solar Power Corp. 3. Chairman, Hong Yi Energy Co., Ltd. 4.Chairman, Yong Liang Ltd. 5.Chairman, Yong Zhou Ltd. 6.Chairman, Si Two Corp. 7.Director, V5 Technologies Co., Ltd. 8.Director, United Renewable Energy Engineering Co. , Ltd	1.Chairman, NSP System Development Corp. 2.Chairman, Zhongyang Corp. 3. Chairman, Hong Yi Energy Co., Ltd. 4.Chairman, Yong Liang Ltd. 5.Chairman, Yong Zhou Ltd. 6.Chairman, Si Two Corp. 7.Director, V5 Technologies Co., Ltd. 8.Director, United Renewable Energy Engineering Co. , Ltd	N/A	N/A	N/A	—
Director	Taiwan.	Wen-Whe Pan	Male	May.07,2021	3	Nov.20,2018	2,848,476	0.11%	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 5.Chief Engineer and Laboratory Manager of Sumitomo Electric 6.Cm Chuan Precision Technology Co., Ltd. Director 7.Ecove Environment Corporation, Director 8.Ecove Solar Energy Corporation, Chairman 9.Director, Chung Wei Inc.	—	Vice President	Ben Pan	father and son	—
Director	Taiwan	Kun-Si Lin	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.Chairman and CEO, Neo Solar Power Corp. 5.Senior Vice President, TSMC 6.Chairman,Rafael Microelectronics, Inc.	1.Chairman, V5 Technologies. Co., Ltd. 2.Vice Chairman, V5med Inc. 3.Director, Rafael Microelectronics, Inc.	N/A	N/A	N/A	—
Director	Taiwan	Wen-Yuan Lin	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, China Steel Corporation 4.Chairman, Taiwan Cogeneration Corporation 5.Chairman, Taiwan Styrene Monomer Corporation 6.Chairman, Taiwan Power Company 7.Chairman, Eastern New Retail Department Co., Ltd. 8.Chairman, Overseas Investment & Development Corp. 9. Managing Director, Bank of Kaohsiung Co., Ltd.	1.Chairman, Eastern Broadcasting Co., Ltd. 2.Chairman,Taiwan Styrene Monomer Corporation. 3.Chairman, Yangmingshan Tien Lai Resort & Spa. 4.Director , Nanhe Kosan Company Limited. 5.Director , Gloriamaterial Technology Corporation. 6.Independent Director, TRK Corporation 7.Independent Director, LOCUS CELL Co., Ltd. 8.Chairman, Overseas Investment & Development Corp.	N/A	N/A	N/A	—
Director	Taiwan	Wen-Hsing Chiang	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.Review committee member, "Industrial-Academic Cooperation Project Using Legal Persons", Ministry of Science and Technology 5 Supervisor, Optoelectronics Technology Industry Association	General Manager, Building Automation BU Delta Electronics, Inc.	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	
														6.Taiwan Optoelectronic Semiconductor Industry Association Vice-Chairman						
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: Chady Liu	Male				—	—	—	—	—	—	—	—	—	—	1.Department of Mathematics, National Cheng Kung University 2.Master of Financial Engineering from Columbia University 3.Vice President of Citibank USA 4.Vice President, Citibank Taiwan 5.Deputy General Manager of Long Deed Corporation	1.Director, Long Deed Corporation 2.Chairman, Long Light Corporation	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.Dean of College of Electrical Engineering & Computer Science of National Central University 4.Director, United Research Center, National Central University 5.Chairman, Taiwan Smart Grid Industry Association 6.Convener, Power Engineering Division, Department of Engineering and Technology Development, National Science Council, Executive Yuan 7.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 3.President of National Applied Research Laboratories	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	—
		Delegate: Kuo-Hsuan Chen	Male				—	—	—	—	—	—	—	—	—	—	1.Master's Degree in Electrical Engineering, National Taiwan Institute of Technology 2.Technician, Knowledge Service Group, Industrial Development Bureau, Ministry of Economic Affairs 3.Senior Technician, Knowledge Service Group, Industrial Development Bureau, Ministry of Economic Affairs 4.Section Chief, Knowledge Service Group, Industrial Development Bureau, Ministry of Economic Affairs 5.Senior Specialist, Knowledge Service Group, Industrial Development Bureau, Ministry of Economic Affairs 6.Senior Specialist, Electronics and Information Technology Group, Industrial Development Bureau, Ministry of Economic Affairs 7.Deputy Director, Electronics and Information Technology Group, Industrial Development Bureau, Ministry of Economic Affairs	1.Director, Electronics and Information Technology Group, Industrial Development Bureau, Ministry of Economic Affairs	N/A	N/A
Independent Director	Taiwan	Ming-Fang Tsai	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	—	

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	
Independent Director	Taiwan	Chien-Yi Chang	Male	May.07,2021	3	May.07,2021	—	—	—	—	—	—	—	—	1.PhD, Department of Economics, National Taipei University 2.Director/Deputy Director/Associate Researcher of Taiwan Economic Research Institute II 3.Assistant Researcher, China Economic Research Institute 4.Deputy Executive Secretary, Industrial Council, Industrial Advisory Committee, Ministry of Economic Affairs 5.Deputy Executive Secretary, Business Council, Industrial Advisory Committee, Ministry of Economic Affairs 6.Vice Chairman of the Economic and Trade Policy Research Committee of the Chamber of Commerce of the Republic of China 7.Adjunct Associate Professor, Department of International Business and Trade, Soochow University	1.President, Taiwan Economic Research Institute 2.Director, Central Bank of the Republic of China (Taiwan) 3.Director, Changhua Bank (appointed by National Development Fund) 4.Director, Yang Ming Shipping Co., Ltd. (appointed by the National Development Fund) 5.Director, Asia Pacific Emerging Industry Management Co., Ltd. 6.Director, Taipei Exchange, TPEX 7.Member, Wholesale and Retail Committee of Taiwan Service Industry Alliance Association	N/A	N/A	N/A	—
Independent Director	Taiwan	Jing-Shin Chang	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	Mei-Jyun Liu(21.25%)·Meng-Sia Tsai(18.25%)·Kang-Sin Liu(18.00%)·Huang-Cing Liu(21.25%)·Syuan-Hao Liu(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 Chum-Sam Hong	<p>Chairman Chum-Sam Hong, 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 &amp; 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 URECO 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

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 Kun-Si Lin	<p>Director Kun-Si Lin, 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 URECO 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
Director Wen-Whe Pan	<p>Director Wen-Whe Pan, Ph.D., Fiber &amp; Polymer Eng., North Carolina State University, is a co-founder of United Renewable Energy Co., Ltd. and has served as a Director 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 Chady Liu	<p>Director Chady Liu, with a master's degree in Financial Engineering from Columbia University, USA, has been appointed by Long deed corporation as a director of United Renewable Energy Co., Ltd. starting February 21, 2024. Mr. Liu, formerly Vice President at Citibank, USA, and Citibank Taiwan, and Deputy General Manager at Long deed corporation, currently serves as Chairman of Long deed corporation and as a director of Long deed corporation His extensive industry experience is expected to provide valuable guidance for the growth and sustainable development of the United Renewable Energy Group.</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 Faa-Jeng Lin, 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 National Applied Research Laboratories and Dean of College of Electrical Engineering &amp; 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 URECO 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

Name / Qualification	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 Kuo-Hsuan Chen	<p>Director Kuo-Hsuan Chen, holding a master's degree from the Institute of Electrical Engineering at the National Taiwan Institute of Technology, joined the Ministry of Economic Affairs' Industrial Development Bureau in 2005. He has served as a technical specialist, section chief, and deputy director of the Electronics Information Group. With deep familiarity with trends and developments in the electronics and information industry, Mr. Chen was appointed by Yao Hwa Glass Co., Ltd. as a director of United Renewable Energy Co., Ltd. on January 11, 2024. His industry experience will provide valuable insights for the group's growth and sustainability goals.</p> <p>Director Chen is not having one of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	N/A	None
Director Wen-Yuan Lin	<p>Director Wen-Yuan Lin, 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 Director of Yangmingshan Tien Lai Resort &amp; Spa.,and Director of Nanhe Kosan Company Limited., and Director of Gloriamaterial Technology Corporation.,and Independent Director of TRK Corporation, and Independent Director of LOCUS CELL Co., Ltd. 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 URECO 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	2
Director Wen-Hsing Chiang	<p>Director Wen-Hsing Chiang, 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 &amp; Technology Development Association, and Vice Chairman of Taiwan Optoelectronic Semiconductor Industry Association (TOSIA). Currently, Director Chiang is the General Manager of Building Automation, BU Delta Electronics Inc., Director Chiang with his accumulated industry experience, can provide advice on the development direction of the URECO 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 Ming-Fang Tsai	<p>Independent Director Ming-Fang Tsai, 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 URECO 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</p>	2
Independent Director Chien-Yi Chang	<p>Independent Director Chien-Yi Chang, 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 Strategical 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 &amp; 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 URECO 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>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</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 Jing-Shin Chang	<p>Independent Director Jing-Shin Chang, 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 URECO Group, so that the Company can continue to grow and thrive towards the goal of sustainable operations. Independent Director Chang does not have of the circumstances in the subparagraphs of Article 30 of the Company Act.</p>	<p>during their term of office, and that the independent directors have been empowered by 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 :

(1) 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								
Chum-Sam Hong	Taiwan	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓
Kun-Si Lin	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
Wen-Whe Pan	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
Wen-Yuan Lin	Taiwan		✓				✓	✓	✓	✓	✓	✓	✓	✓
Long Deed Corporatinn Delegate: Chady Liu	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
National Development Fund, Executive Yuan Delegate: Faa-Jeng Lin	Taiwan			✓			✓	✓	✓	✓	✓	✓	✓	✓
Yao-HwaGlass Co., Ltd. Management Commission Delegate: Kuo-Hsuan Chen	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
Wen-Hsing Chiang	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
Ming-Fang Tsai	Taiwan					✓	✓	✓	✓	✓	✓	✓	✓	✓
Chien-Yi Chang	Taiwan				✓		✓	✓	✓	✓	✓	✓	✓	✓
Jing-Shin Chang	Taiwan			✓			✓	✓	✓	✓	✓	✓	✓	✓

Board Diversity Policy Goals and 2023 Achievements :

Management Objectives:	Achievements:
At least one female director on the board.	Awaiting re-election upon term completion.
Independent directors serving no more than three consecutive terms.	Awaiting re-election upon term completion.
Independent directors to make up 1/3 of the board.	Awaiting re-election upon term completion.
Independent directors not serving as independent directors in more than three other companies (maximum of four including this company).	Achieved
Directors holding managerial positions should not exceed 1/3 of the board seats.	Achieved

(2) 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 (9.1%, 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 professional 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 23, 2024

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 & Temp. CEO	Chum-Sam Hong (Note)	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.Director,United Renewable Energy Engineering Co. , Ltd  For titles of subsidiary companies, please refer to The Stock share List of Affiliate Directors and Supervisors	N/A	N/A	N/A	—
Vice President & CFO	Lay-lay Pan	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	Director, Thintech Materials Technology Co.,Ltd.  For titles of subsidiary companies, please refer to The Stock share List of Affiliate Directors and Supervisors	N/A	N/A	N/A	—
Vice President	Zabrina Hsu	Taiwan	Femal	May. 06,2019	192,072	0.01%	—	—	—	—	1.LL.M 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	1.Director,V5 Technologies Co., Ltd. 2.Director,United Renewable Energy Engineering Co. , Ltd  For titles of subsidiary companies, please refer to The Stock share List of Affiliate Directors and Supervisors	N/A	N/A	N/A	—
Vice President	Ben Pan	Taiwan	Male	Oct. 01,2018	8,831	0.00%	5,946	0.00%	—	—	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	—	N/A	N/A	N/A	—
Vice President	Mita Chen	Taiwan	Femal	May. 15,2023	—	0.00%	—	—	—	—	1.Master's Degree in Law from Chinese Culture University 2.Executive MBA from National Taiwan University, College of Management	1.Director at the National Bar Association 2.Partner Lawyer at Infinity Attorneys 3.Director at NANKANG RUBBER TIRE 4.Director at Taiwan Foundation for Disaster Relief 5.Chairperson of the Energy Law Committee at the Taipei Bar Association 6.Director at Association of Victims Support	N/A	N/A	N/A	—
Vice President	Rita Yang	Taiwan	Femal	Jan. 01,2024	—	0.00%	—	—	—	—	1.Bachelor's Degree in Business 2. Administration from Fu Jen Catholic University 2.Accounting Supervisor at Solartech Energy Corp. 3.Accounting Supervisor at United Renewable Energy Co., Ltd.	1.Director at Anmei Construction Development Co., Ltd. 2.Chairman of Anmei Construction Co., Ltd. 3.Chairman of Jinmei Investment Co., Ltd.	N/A	N/A	N/A	—
Assistant Vice President	Chien-Ping Hsieh	Taiwan	Male	Oct. 01,2018	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	33,049	0.00%	—	—	—	—	1.Master degree of Chemical Engineering of Tamkang University. 2.Purchasing manager of HannStar Display Corp. 3.Purchasing Manager, HANNspree.	—	N/A	N/A	N/A	—
Assistant Vice President	Howard Liu	Taiwan	Male	Feb. 05,2021	18,006	0.00%	—	—	—	—	Electro-OpticalScience and Engineering (EOSE) ,NCKU master graduate	For titles of subsidiary companies, please refer to The Stock share List of Affiliate Directors and Supervisors	N/A	N/A	N/A	—
Assistant Vice President	KC Lin	Taiwan	Male	Aug. 10,2023	53,301	0.00%	—	—	—	—	1.Master's Degree in Electrical Engineering from National Tsing Hua University 2.Industrial Technology Research Institute 3.R&D Manager at AU Optronics Corp. 4.Process Associate Director at Auria Solar Co., Ltd.	—	N/A	N/A	N/A	—

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	
Accounting officer	Jim Huang	Taiwan	Male	Nov. 10,2023	—	—	—	—	—	—	1.Bachelor's Degree in Accounting from Chinese Culture University 2.Master's Degree in Accounting from Oklahoma City University 3.Financial Associate Director at VAST FOCUS LIMITED 4.Taiwan Controller at Corsair Components, Inc. 5.Deputy General Manager of Finance at Wuhan Admiral Overseas Corporation 6.Financial Associate Director at AMULAIRE THERMAL TECHNOLOGY, INC. 7.Director of Financial Management at Walsin Lihwa Corporation 8.Accounting Project Manager at LITE-ON IT CORPORATION	—	N/A	N/A	N/A	—

Notes : CEO Wen-Hui Pan retired and was dismissed on February 29, 2024. The position of CEO is temporarily filled by the company's Chairman, Chuan-Hsien Hong.

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

Dec 31, 2023 /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 & Temp CEO	Chum-Sam Hong	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	8,706	8,706	0	0	0	0	0	0	(0.233%)	(0.233%)	N/A
Director	Kun-Si Lin	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	0	0	0	0	0	0	0	0	(0.009%)	(0.009%)	N/A
Director & CEO	Wen-Whe Pan	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	8,278	8,278	108	108					(0.225%)	(0.225%)	N/A
Director	Wen-Yuan Lin	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	0	0	0	0	0	0	0	0	(0.009%)	(0.009%)	N/A
Director	Wen-Hsing Chiang	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	0	0	0	0	0	0	0	0	(0.009%)	(0.009%)	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
	Kong-Hsin Liu	0	0	0	0	0	0	360	360	(0.009%)	(0.009%)	0	0	0	0	0	0	0	0	(0.009%)	(0.009%)	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	360	360	(0.009%)	(0.009%)	0	0	0	0	0	0	0	0	(0.009%)	(0.009%)	N/A
Director	Yao-Hwa Glass Co., Ltd. Management Commission	0	0	0	0	0	0	258	258	(0.007%)	(0.007%)	0	0	0	0	0	0	0	0	(0.007%)	(0.007%)	N/A
	Delegate: Chung-Pin Chou	0	0	0	0	0	0	102	102	(0.003%)	(0.003%)	0	0	0	0	0	0	0	0	(0.003%)	(0.003%)	N/A
Independent Director	Ming-Fang Tsai	1,800	1,800	0	0	0	0	0	0	(0.046%)	(0.046%)	0	0	0	0	0	0	0	0	(0.046%)	(0.046%)	N/A
Independent Director	Chien-Yi Chang	1,800	1,800	0	0	0	0	0	0	(0.046%)	(0.046%)	0	0	0	0	0	0	0	0	(0.046%)	(0.046%)	N/A
Independent Director	Jing-Shin Chang	1,800	1,800	0	0	0	0	0	0	(0.046%)	(0.046%)	0	0	0	0	0	0	0	0	(0.046%)	(0.046%)	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. : Not applicable

2. Remuneration of the President and Vice Presidents

Dec 31, 2023 /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	Chum-Sam Hong													
Director & CEO	Wen-Whe Pan													
Business President	Wei-Jiun Shen													
Vice President	Ben Pan													
Vice President	Zabrina.Hsu													
Vice President	Gary Huang (Note)													
Vice President	Mita Chen (Note)													
Vice President & CFO	Lay-lay Pan													
Vice President & Accounting Officer	Rita Yang (Note)													
Vice President & Accounting Officer	Frank Wang (Note)													
		31,556	31,556	676	676	6,778	6,778	0	0	0	0	(1.00%)	(1.00%)	N/A

Notes : Gary Huang was dismissed on February 15, 2023; Mita.Chen was appointed on May 15, 2023; Rita Yang was dismissed on March 14, 2023; Frank Wang was appointed on March 14, 2023, and dismissed on May 17, 2023.

Range of Remuneration	Name of President and Vice Presidents	
	The company	From All Consolidated Entities
Under NT\$ 1,000,000	Gary Huang 、 Frank Wang	Gary Huang 、 Frank Wang
NT\$1,000,000 ~ NT\$2,000,000	Rita Yang	Rita Yang
NT\$2,000,001 ~ NT\$3,500,000	Mita.Chen	Mita.Chen
NT\$3,500,000 ~ NT\$5,000,000	Zabrina.Hsu 、 Lay- lay Pan 、 Ben Pan	Zabrina.Hsu 、 Lay- lay Pan 、 Ben Pan
NT\$5,000,000 ~ NT\$10,000,000	Chum-Sam Hong 、 Wen-Whe Pan 、 Wei-Jiun Shen	Chum-Sam Hong 、 Wen-Whe Pan 、 Wei-Jiun Shen
NT\$10,000,001 ~ NT\$15,000,000	—	—
NT\$15,000,001 ~ NT\$30,000,000	—	—
NT\$30,000,001 ~ NT\$50,000,000	—	—
NT\$50,000,001 ~ NT\$100,000,000	—	—
Over NT\$100,000,000	—	—
Total	10	10

### 3. Managerial officers with the top five highest remuneration amounts

Title	Name	Salary (A) (Notes1)		Severance Pay (B)		Bonuses, and Allowances (D) (Notes2)		Employee Compensation (D) (Notes3)				Ratio of Total Compensation (A+B+C+D) to Net Income (%) (Notes5)		Compensation Paid to Directors from an Invested Company Other than the Company's Subsidiary (Notes 6)
		The company	All companies in the consolidated financial statements (Notes 4)	The company	All companies in the consolidated financial statements (Notes 4)	The company	All companies in the consolidated financial statements (Notes 4)	The company		All companies in the consolidated financial statements (Notes 4)		The company	All companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
Chairman & CSO	Chum-Sam Hong	7,206	7,206	0	0	1,500	1,500	0	0	0	0	(0.22%)	(0.22%)	—
Director & CEO	Wen-Whe Pan	6,852	6,852	108	108	1,426	1,426	0	0	0	0	(0.22%)	(0.22%)	—
Business President	Wei-Jiun Shen	4,707	4,707	108	108	981	981	0	0	0	0	(0.15%)	(0.15%)	—
Vice President	Zabrina.Hsu	3,248	3,248	108	108	660	660	0	0	0	0	(0.10%)	(0.10%)	—
Vice President	Lay-lay Pan	2,890	2,890	108	108	583	583	0	0	0	0	(0.09%)	(0.09%)	—

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: Employee remuneration was not offered due to a net operating loss in 2023.

Notes 4: 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 5: Calculated from net loss after tax as recorded in the Company's financial statements in 2023 NT\$3,888,981 thousand.

Notes 6: 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.

### 4. Employee Profit Sharing Granted to Management Team Date : The company did not allocate employee remuneration for the year 2023 due to operational losses.

### 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 (%)			
	2022		2023	
	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements
Directors	3.07%	3.07%	(0.65%)	(0.65%)
President/Vice President	4.53%	4.53%	(1.00%)	(1.00%)

(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) The Company conducts regular board performance evaluations each year. According to the Company's regulations governing the performance evaluation of the board of directors, the internal and external board performance evaluations should be completed by the end of the first quarter of the following year. The results should serve as a reference for the selection or nomination of directors, and the performance evaluation results of individual directors should be used as a basis for determining their respective compensation packages

### 3.3. Implementation of Corporate Governance

#### 3.3.1. Attendance of Directors for Board Meetings

1. A total of 8 meetings of the board of directors were held in the previous period. Director attendance was as follows: (2023/1/1~2024/03/11) :

Title	Name	Attendance in Person	By Proxy	Attendance Rate in Person (%)	Notes
Chairman	Chum-Sam Hong	8 / 8	0	100.00%	—
Director	Kun-Si Lin	7 / 8	1	87.50%	—
Director	Wen-Whe Pan	8 / 8	0	100.00%	—
Director	Wen-Yuan Lin	6 / 8	2	75.00%	—
Director	Wen-Hsing Chiang	8 / 8	0	100.00%	—
Director	Long Deed Corporatinn Delegate: Kong-Hsin Liu	4 / 6	2	66.67%	Feb.19,2024 dismissal
Director	Long Deed Corporatinn Delegate: Chady Liu	2 / 2	0	100.00%	Feb.19,2024 new representative
Director	National Development Fund, Executive Yuan Delegate: Faa-Jeng Lin	8 / 8	0	100.00%	—
Director	Yao-Hwa Glass Co., Ltd. Management Commission Delegate: Chung-Pin Chou	6 / 6	0	100.00%	Jan.11,2024 dismissal
Director	Yao-Hwa Glass Co., Ltd. Management Commission Delegate: Kuo-Hsuan Chen	2 / 2	0	100.00%	Jan.11,2024 new representative
Independent Director	Ming-Fang Tsai	8 / 8	0	100.00%	—
Independent Director	Chien-Yi Chang	8 / 8	0	100.00%	—
Independent Director	Jing-Shin Chang	8 / 8	0	100.00%	—

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

2. 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: :

A.Matters referred to in Article 14-3 of the Securities and Exchange Act : The company has established an Audit Committee, which is not subject to Article 14-3 of the Securities and Exchange Act. For related information, please refer to the "Audit Committee Operations" section in this annual report.

B.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 : Not applicable

(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 2023 performance evaluation of the Board of Directors of the Company has been completed in January 2024 and reported to the Board of Directors on March 11, 2024.

Evaluation Cycle	Evaluation Duration	Evaluation Range	Evaluation Approach	Evaluation Areas	Performance Evaluation Outcome
Once a year	From January 1 2023 to December 31 2023	Individual members of the Board of Directors functional committees (Audit Committee, Remuneration Committee)	Internal self-evaluation of the Board of Directors Self-evaluation of board members and functional committees (Audit Committee, Remuneration Committee)	<p>The Performance Evaluation of the Board of Directors</p> <ol style="list-style-type: none"> <li>1. The Participation in Company Operation</li> <li>2. Elevate the Quality of Decision-making of the Board of Directors</li> <li>3. The Formation and Structure of the Board of Directors</li> <li>4. The Selection and Continuous Learning of Directors</li> <li>5. Internal Control</li> </ol> <p>The Performance Evaluation of Individual Board Members :</p> <ol style="list-style-type: none"> <li>1. The Command of Company Goals and Tasks</li> <li>2. The Understanding of Director Duties</li> <li>3. The Participation in Company Operation</li> <li>4. Internal Relation Management and Communications</li> <li>5. The Profession and Further Study of Directors</li> <li>6. Internal Control</li> </ol> <p>Functional Committees (including Audit Committee and Remuneration Committee):</p> <ol style="list-style-type: none"> <li>1. Participation in Company Operations</li> <li>2. Understanding of Functional Committee Responsibilities</li> <li>3. Enhancement of Functional Committee Decision-Making Quality</li> <li>4. Composition and Member Selection of Functional Committees</li> </ol> <p>Internal Control</p>	The 2023 performance evaluation for the Board, its members, the Audit Committee, and the Remuneration Committee resulted in excellent ratings, meeting standards with room for enhancement. Continuous improvement in business execution and legal expertise is encouraged for company managers.
At least every three years.	From January 1 2022 to December 31 2023	Board and functional committees (Audit Committee, Remuneration Committee)	External assessments are conducted by professional organizations, such as the Taipei Foundation of Finance, through written reports, online data, and on-site visits.	This performance evaluation, besides assessing the seven major aspects of institutional development—protecting shareholder rights, enhancing board structure and operations, participating in company operations, improving board decision-making quality, increasing information transparency, internal control, and promoting sustainable development—also appropriately incorporates other evaluation considerations.	External evaluation committee members believe that the written materials provided by the Board of Directors in accordance with the overall performance evaluation items, which include the seven major aspects, meet the requirements of the evaluation indicators. The overall operation also complies with the relevant regulations of the supervisory authorities.

- (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:
- A. 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.
  - B. 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.
  - C. 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.
  - D. 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.
  - E. To strengthen information transparency, a designated person is responsible for the disclosure of company information and updating company website information, etc.
  - F. To strengthen the professional knowledge of directors and implement corporate governance, the Company arranged courses for corporate governance and operations for directors in 2023.

### 3.3.2. Attendance of Audit Committee

1. A total of 9 meetings of the audit committee were held in the previous period. Independent director attendance was as follows: (2023/1/1~2024/03/21) :

Title	Name	Attendance in Person	Attendance In Proxy	Attendance Rate in Person (%)	Remark
Independent Director	Ming-Fang Tsai	9 / 9	0	100.00%	—
Independent Director	Chien-Yi Chang	9 / 9	0	100.00%	—
Independent Director	Jing-Shin Chang	9 / 9	0	100.00%	—

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

The members of Audit Committee consists of 3 Independent Directors, Audit Committee holds meeting 9 times in 2023~2024, to consider following matters:

- ①The fair expression of the financial statement of the Company.
- ②The selection (dismissal) of the certified accountants and their ability, qualification, uniqueness, performance as well as state certificate expenses.
- ③The effective implementation of internal control of the company.
- ④Significant assets, derivatives, loaning funds, and endorsement or guaranteed transactions.
- ⑤Amended the procedures for performing derivatives transaction and the endorsement or guaranteed method.
- ⑥Appointment of accounting supervisor.
- ⑦Issuing or private equity securities

2. Other mentionable items :

(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

A. 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 13, 2023	1.The company approved the 2022 business report and financial statements. 2.The company approved the 2022 appropriation of profits. 3.Approved the appointment of the Accounting Supervisor and Vice President. 4.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. 5.Approved performing private common stock. 6.Approved The Company participated Utech Solar Corporation cash capital increase. 7.Approved the appointment of the accountant and the accountant's fees for the year 2023. 8.Approved the Internal Control System Statement for the year of 2022.	None	Approved by all independent directors.	Approved by all director directors.
May 11, 2023	1.Approval of Q1 2023 consolidated financial statements. 2.Endorsement guarantee for subsidiary GES Energy Middle East FZE. 3.Capital expenditure approval.	None	Approved by all independent directors.	Approved by all director directors.
Aug 10, 2023	1.Appointment of Senior Manager as Acting Chief Accounting Officer. 2.Approval of Q2 2023 consolidated financial statements.	None	Approved by all independent directors.	Approved by all director directors.
Aug 29, 2023	1.Approval to invest up to NTD 500 million in a green energy-focused energy holding company.	None	Approved by all independent directors.	Approved by all director directors.
Nov 11, 2023	1.Review and impairment report for Q3 2023 financial statements.	None	Approved by all independent directors.	Approved by all director directors.
Dec 28, 2023	1.Approval of 2024 operating plan. 2.Approval of 2024 audit plan. 3.Review and impairment report for Q3 2023 financial statements.	None	Approved by all independent directors.	Approved by all director directors.
Mar 11, 2024	1.Approval of 2023 operating report and financial statements. 2.Approval of 2023 loss appropriation. 3.Review of 2023 operational performance and related disciplinary actions.	None	Approved by all independent directors.	Approved by all director directors.

Mar 21, 2024	1. Approval of internal control system improvements. 2. Approval of 2023 Internal Control System Statement.	None	Approved by all independent directors.	Approved by all director directors.
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B. 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 : None.

(2) 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.

(3) 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..) :

A. 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 13, 2023	The implementation of the 2022 4 <sup>th</sup> quarter audit plan	Approved
May 11, 2023	The implementation of the 2023 1 <sup>st</sup> quarter audit plan	Approved
Aug 10, 2023	The implementation of the 2023 2 <sup>nd</sup> quarter audit plan	Approved
Nov 10, 2023	The implementation of the 2023 3 <sup>rd</sup> quarter audit plan	Approved
Mar 11, 2024	The implementation of the 2023 4 <sup>th</sup> quarter audit plan	Approved

B. 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 there 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 13, 2023	1. Explained according to the 2022 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 11, 2023	1. Explained according to the 2023 1 <sup>st</sup> 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 10, 2023	1. Explained according to the 2023 1 <sup>st</sup> 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, 2023	1 Explained according to the 2023 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, 2024	1. Explained according to the 2032 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

### 3.3.3. Operation of Remuneration Committee

#### 1. Member Information :

Title (Note1)	Condition Name	Professional qualifications and experience	Independent status	Number of other public companies in which the individual is concurrently serving as the Remuneration Committee member
Independent Director	Ming-Fang Tsai	Please refer to 4. Professional qualifications and independence analysis of directors and Independent Directors on page 15	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	Jing-Shin Chang			None

#### 2. Remuneration Committee consists of 3 members, term of office : 7 May 2021 to 06 May 2024.

From 2023 to annual report printed date in 2024 Remuneration Committee holds 5 meetings, members attendance as follow:

Title	Name	Attendance in Person (B)	Attendance In Proxy	Attendance Rate in Person (%)	Remark
Committee member	Jing-Shin Chang	5 / 5	0	100.00%	—
Committee member	Chien-Yi Chang	5 / 5	0	100.00%	—
Committee member	Ming-Fang Tsai	5 / 5	0	100.00%	—

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

#### (1) Other mentionable items :

A. 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): Not applicable

B. 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: Not applicable

#### C. Operation of the Remuneration Committee

Date	Communication Point	Resolution result	Company processes opinion express by Remuneration Committee
Mar. 13, 2023	1. Explanation of remuneration of the new managerial officers	Approved by all Remuneration Committee. Approved by all Remuneration Committee.	Submit to Board of Directors, and consent by all the Directors present at meeting
Mar. 11, 2023	1. Explanation of managerial salary adjustments in 2023. 2. Distribution details of 2022 director remuneration. 3. Distribution details of 2022 employee remuneration. 4. Remuneration details for new managers.		
Aug. 10, 2023	1. Promotion and salary details for managers.		
Nov. 10, 2023	1. Remuneration details for new Chief Accounting Officer.		
Dec. 28, 2023	1. Explanation of remuneration of the new managerial officers		

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. ( <a href="http://mops.twse.com.tw/">http://mops.twse.com.tw/</a> )	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 directors, and apply it to the reference of remuneration of individual directors and nomination renewal?	✓  ✓ ✓		(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. The target for female directors in 2024 is set to be at least one seat or more, with the aim of building 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 20. (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 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. The results of the Board of Directors' performance evaluation serve as a reference for the selection or nomination of directors. Individual director performance evaluation results are used as a basis for determining their remuneration. For related details, please refer to page 25, section (3) on the implementation of board evaluations.	No significant deviation

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(4) Does the company establish internal rules against insiders trading with undisclosed information?	✓		<p>(4) The accounting unit of the Company will assess the independence and suitability of certified accountants annually. The results of the performance assessment for most recent fiscal year has been approved by the Audit Committee on March 13, 2023, and subsequently endorsed by the Board of Directors on the same date. It has 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. Please refer to Note 1 for detailed information regarding the assessment of the independence and suitability of the accountants. Starting from 2023, Audit Quality Indicators (AQIs) are used to evaluate the independence and competence of auditors. For the assessment of signing auditors' competence, AQI information provided by the signing auditors is obtained and analyzed according to these indicators to confirm that auditors' audit experience, education, and training exceed the industry average.</p> <p>(Note 1) Assessment of Accountants independence and suitability</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Evaluation index</th> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td>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></td> <td>✓</td> </tr> <tr> <td>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></td> <td>✓</td> </tr> <tr> <td>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></td> <td>✓</td> </tr> <tr> <td>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></td> <td>✓</td> </tr> <tr> <td>5</td> <td>The CPA, or the spouse or a minor child thereof, has lent or borrowed funds to or from the client or audited entity. 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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 2023:</p> <p>1.Assisted independent directors and ordinary directors in duty performance, provided necessary materials and arranged advanced study programs for directors:</p> <p>(1) 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.</p> <p>(2) 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. In 2023, the total training hours for all directors amounted to 69 hours, covering diverse courses related to environmental sustainability, corporate governance, risk management, and legal compliance, including topics like climate change, carbon credits, and sustainable finance.</p> <p>2.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.</p> <p>3.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.</p> <p>4.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.</p> <p>5.The Greenhouse Gas Working Group has implemented the examination and validation plan, regularly reporting the progress of greenhouse gas examination and validation to the Board of Directors.</p> <p>6.Internal and external performance evaluations for the Board of Directors and functional committees (Remuneration Committee</p>	No significant deviation																												

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			<p>and Audit Committee) were conducted in 2023. The overall operation of the Board of Directors and its functional committees was satisfactory.</p> <p>7.The attendance rate of board members in 2023 reached 93.94%.</p> <p>8.Strengthened criteria of the Company's governance evaluation system, the Company's governance rating for year 2023 at the range of 66% to 80% among listed companies.</p> <p>9.Starting in 2023, the company has promoted the adoption of electronic notification services for dividend distribution, enabling shareholders to promptly check and receive information, supporting environmental protection and carbon reduction initiatives, and embodying the spirit of corporate ESG.</p> <p>10.The Deputy General Manager who is concurrently the supervisor of corporate governance of the Company involved in the following related advanced studies and trainings.</p> <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 rowspan="4">Deputy General Manager</td> <td rowspan="4">Zabrina.Hsu</td> <td>Oct. 20, 2023</td> <td>Securities and Futures Institute</td> <td>Insider Trading Prevention Seminar 2023</td> <td>3</td> </tr> <tr> <td>Oct. 27, 2023</td> <td>Taiwan Corporate Governance Association</td> <td>Family Constitution and Family Office</td> <td>3</td> </tr> <tr> <td>Nov. 03, 2023</td> <td>Taiwan Corporate Governance Association</td> <td>Litigation and Beyond—How to Draft Effective Dispute Resolution Clauses in Contracts</td> <td>3</td> </tr> <tr> <td>Dec. 01, 2023</td> <td>Taiwan Corporate Governance Association</td> <td>The Era of Strict Personal Data Regulation</td> <td>3</td> </tr> </tbody> </table>	Title	Name	Start Day/End Day of Advanced Studies	Organized by	Course	Total Hours (hr) spent	Deputy General Manager	Zabrina.Hsu	Oct. 20, 2023	Securities and Futures Institute	Insider Trading Prevention Seminar 2023	3	Oct. 27, 2023	Taiwan Corporate Governance Association	Family Constitution and Family Office	3	Nov. 03, 2023	Taiwan Corporate Governance Association	Litigation and Beyond—How to Draft Effective Dispute Resolution Clauses in Contracts	3	Dec. 01, 2023	Taiwan Corporate Governance Association	The Era of Strict Personal Data Regulation	3	
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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: <a href="https://www.urecorp.com/">https://www.urecorp.com/</a></p>	No significant deviation																								
6.Does the company appoint a professional shareholder service agency to deal with shareholder affairs?	✓		The company entrusted ChinaTrust 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 financials, business and corporate governance status	✓		(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																								
(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.) ?	✓		(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: <a href="https://www.urecorp.com/">https://www.urecorp.com/</a>																									
(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?	✓		(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.																									

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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)?	✓		<p>(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.</p> <p>(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.</p> <p>(3) The company has a smooth communication and good relationship with customers and suppliers.</p> <p>(4) The 2023 annual training of directors of the company is as follows:</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Organizer</th> <th>Course</th> <th>Length of Course</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Chum-Sam Hong</td> <td>Taiwan Corporate Governance Association</td> <td>Family Constitution and Family Office</td> <td>3</td> </tr> <tr> <td>Taiwan Corporate Governance Association</td> <td>Litigation and Beyond—How to Draft Effective Dispute Resolution Clauses in Contracts</td> <td>3</td> </tr> <tr> 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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	
			(5)The company's internal control, risk management system and necessary management rules, and regulations shall be resolved by the board of directors. (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. (7)The company has purchased liability insurance for directors °	
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. The result of corporate governance evaluation is ranked in the range of 68% to 80% among all listed companies. The Company will continue to enhance our ranking of corporate governance in the future. Plans to ensure that over half of the board seats are held by independent directors in 2024, and to increase the number of female directors to meet the board diversity objectives.	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?	✓		<p>The Company established the "ESG Committee" and "ESG Office" in 2014 in order to fulfill the corporate social responsibility. The ESG Committee is composed of senior management at the level of vice president or above, who have experience in economic, environmental, and social aspects. The committee is responsible for planning sustainable initiatives, while the ESG Office acts as the driving force for implementing corporate governance, economic, environmental, and social aspects. The ESG Office consists of three working groups: Economic, Environmental, and Social, with representatives from various functional departments of the Company. Through communication and consensus-building among these groups and stakeholders such as employees, customers, shareholders, investors, suppliers, communities, and governments, the Company aims to understand their demands and expectations.</p> <p>Meanwhile, during regular management meetings attended by department heads, discussions take place to address the requirements and expectations of various stakeholders towards the company. Simultaneously, achievements and future goals are presented, ensuring comprehensive coverage of economic performance, corporate governance, green energy, environmental protection, employee benefits, and other aspects. The achievements of ESG initiatives from each department are subsequently compiled in the sustainability report and submitted to the chairman for endorsement. In 2022, a presentation on sustainability-related matters was delivered to the board of directors.</p>	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?	✓		<p>The Company has established a corporate social responsibility committee and corporate social responsibility office to report the relevant promotion to senior management. In addition, the company has followed the principle and conducted risk assessments on environmental, social, and corporate governance issues related to its operations through a comprehensive "Sustainable Development Best Practice Principles." The company has formulated relevant policies, systems, or management guidelines and implemented specific action plans. These initiatives are disclosed in the corporate sustainability report.</p> <table border="1"> <thead> <tr> <th>Aspect</th> <th>Major Topics</th> <th>Risk Issues</th> <th>Risk Mitigation Measures</th> </tr> </thead> <tbody> <tr> <td>Environmental Aspect</td> <td>Greenhouse Gas</td> <td>Inability to reduce greenhouse gas emissions intensity</td> <td> <ul style="list-style-type: none"> <li>● Initiating engineering projects to improve energy consumption efficiency in high-energy-consuming facilities serves as a strategic response to this risk.</li> <li>● Implementing measures to reduce unnecessary energy waste and enhance the environmental conditions of dust-free processes are proactive strategies to mitigate energy losses.</li> <li>● Undertaking capacity transformations to lower carbon emissions aligns with our commitment to environmental stewardship.</li> </ul> </td> </tr> <tr> <td>Environmental Aspect</td> <td>Waste</td> <td>● Mitigating waste generation</td> <td>● Through employee education and poster campaigns, promoting waste reduction</td> </tr> </tbody> </table>	Aspect	Major Topics	Risk Issues	Risk Mitigation Measures	Environmental Aspect	Greenhouse Gas	Inability to reduce greenhouse gas emissions intensity	<ul style="list-style-type: none"> <li>● Initiating engineering projects to improve energy consumption efficiency in high-energy-consuming facilities serves as a strategic response to this risk.</li> <li>● Implementing measures to reduce unnecessary energy waste and enhance the environmental conditions of dust-free processes are proactive strategies to mitigate energy losses.</li> <li>● Undertaking capacity transformations to lower carbon emissions aligns with our commitment to environmental stewardship.</li> </ul>	Environmental Aspect	Waste	● Mitigating waste generation	● Through employee education and poster campaigns, promoting waste reduction	No significant deviation
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	Yes	No	Abstract Explanation (Notes 2)	
			<ul style="list-style-type: none"> <li>● Enhancing recycling efforts</li> </ul>	<p>and sorting at the source aims to foster a culture of sustainability and resource conservation.</p> <ul style="list-style-type: none"> <li>● Continual efforts to reduce process waste and maximize resource recycling underscore our dedication to the principles of the circular economy.</li> <li>● Partnering with reputable waste management firms ensures compliant waste disposal practices and bolsters internal waste recycling initiatives, thereby reducing environmental liabilities.</li> </ul>
			<p>Environmental Aspect      Green Products</p> <ul style="list-style-type: none"> <li>● Product reliability</li> <li>● Custom Orientation</li> </ul>	<ul style="list-style-type: none"> <li>● Balancing the incorporation of recycled materials throughout product lifecycles with maintaining reliability poses unique challenges, necessitating the resolution of various technical hurdles.</li> <li>● Incentives for recycling subsidies are currently lacking for these new modules, highlighting the need for updated policies and complementary measures to align with emerging trends.</li> </ul>
			<p>Human Rights Aspect      Labor-Management Communication</p> <p>Labor Disputes</p>	<ul style="list-style-type: none"> <li>● Providing a range of complaint channels (hotline 20785, email 20785@urecorp.com, Dr. H mailbox, physical mailbox (Factory Manager's mailbox)) ensures accessibility and transparency in conflict resolution.</li> <li>● Regular quarterly labor-management meetings, attended by senior executives from each plant, facilitate proactive dialogue and problem-solving.</li> <li>● Adopting a responsive approach to complaints, ensuring immediate escalation to department heads for resolution, and fostering collaborative efforts</li> </ul>

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)	
			<p>across relevant departments to address systemic issues underscore our commitment to constructive labor relations.</p>	
			<p>Human Rights Aspect</p> <p>Human Rights Protection</p> <p>Workplace bullying and sexual harassment</p>	<ul style="list-style-type: none"> <li>● Intensified promotion of accident case studies, through accident review meetings and safety promotion sessions, reinforces a culture of safety consciousness and proactive risk mitigation.</li> <li>● Achieving zero fire incidents and casualties for the current year underscores our proactive approach to fire safety. As part of our commitment to continuous improvement, specialized fire safety training programs have been conducted for all employees during the fourth quarter, equipping them with essential firefighting skills, evacuation procedures, and crisis management techniques to enhance overall workplace safety and emergency response capabilities.</li> </ul>
			<p>Human Rights Aspect</p> <p>Compensation and Benefits</p>	<ul style="list-style-type: none"> <li>● High staff turnover</li> <li>● Labor shortage</li> <li>● Offering competitive and performance-linked salary packages is crucial in attracting and retaining talent.</li> <li>● Utilizing both internal and external channels to advertise job vacancies, based on manpower demand assessments, enhances recruitment efforts and ensures better alignment between job seekers and organizational needs.</li> </ul>
			<p>Human Rights Aspect</p> <p>Talent Development</p> <p>Talent gaps</p>	<ul style="list-style-type: none"> <li>● Tailoring flexible internal and external training programs to meet the diverse needs of various positions and units fosters the development of versatile and skilled personnel.</li> </ul>
			<p>Governance/Economic Aspect</p> <p>Economic Performance</p> <p>Operational downturn risks</p>	<ul style="list-style-type: none"> <li>● Implementing risk assessment and evaluation mechanisms to proactively identify and address potential operational</li> </ul>

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)	
			<p>challenges, fostering a culture of transparency and proactive risk mitigation to ensure sustainable business operations.</p> <p>Governance/Economic Aspect</p> <p>Ethics and Integrity</p> <p>Breach of ethical standards and integrity breach</p> <p>Governance/Economic Aspect</p> <p>Information Security</p> <p>Breach of information security protocols</p>	<p>● Enforcing company policies, management procedures, and strengthening internal control mechanisms are vital in promoting adherence to ethical guidelines. Utilizing email reminders, startup screen prompts, employee education programs, and random inspections, among other measures, reinforces the importance of integrity and deters employee misconduct.</p> <p>● Collaborating with industry-specific organizations such as Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC), Science Park Information Sharing and Analysis Center (SP-ISAC), and CISA "Information Security Association" facilitates information exchange and proactive monitoring of emerging threats.</p> <p>● Establishing standardized procedures for responding to information security incidents ensures a swift and effective response, including incident reporting protocols and comprehensive incident response plans.</p>

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	Yes	No	Abstract Explanation (Notes 2)																
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?	✓  ✓  ✓ ✓		(1) The company's environmental protection, safety, health and health business is managed by a dedicated unit, which complies with regulations and has obtained management system certifications such as ISO14001, ISO45001 and TOSHMS. It has also established a company-wide occupational safety and health committee to formulate and track the company's overall environmental hygiene Strategies and proposals. (2) The company is committed to clean production, improving energy resource utilization, reducing raw material consumption and waste generation per unit of product production, and achieving the goal of reducing the environmental impact of production activities and products. (3) See appendix 3.3.6 for details. (4)(a) For details on greenhouse gas emissions and reduction targets, see appendix 3.3.6 (b) Water consumption management: Adjust and optimize machine water consumption according to production capacity, design the lowest water consumption mode, implement wastewater recycling and system improvement, and the annual water saving performance is approximately 187,220 m3. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>693,929</td> <td>361,587 (m<sup>3</sup>)</td> </tr> </tbody> </table> (c) Waste management: Implement on-site audits of waste removal, processing and reuse manufacturers to understand the process and flow of waste treatment to ensure safety. The recycling ratio of general and hazardous waste has reached over 90% in the past three years. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>General business waste (tone)</td> <td>1,352.4</td> <td>568.6</td> </tr> <tr> <td>Hazardous business waste (tone)</td> <td>2,414.0</td> <td>1,569.9</td> </tr> </tbody> </table>	Year	2022	2023	Total	693,929	361,587 (m <sup>3</sup> )	Year	2022	2023	General business waste (tone)	1,352.4	568.6	Hazardous business waste (tone)	2,414.0	1,569.9	No significant deviation
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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 has formulated a human rights policy applicable to the Company and its affiliated corporations in accordance with human rights standards such as the "International Bill of Human Rights," the "ILO Declaration on Fundamental Principles and Rights at Work," and the "United Nations Global Compact." The policy has been publicly disclosed on our company's website. To implement the human rights policy, the Company provides a safe and healthy working environment for employees, reduces factors that pose risks to their safety and health, establishes a career development and skills training program, and plans a diverse educational system that promotes work-life balance. The Company has established regular channels of communication with employees to ensure their right to access information and express their opinions on company management decisions. The Company advocates gender equality, respects labor rights, prohibits employment discrimination, prohibits child labor, and cares for vulnerable groups. In the year 2023, there was 1,217 participants, amounted to 2,434 hours in Sexual Harassment Prevention Course. The average correct answer rate was 95% in the post-class	No significant deviation															

Evaluation Item	Implementation Status (Notes 1)		Abstract Explanation (Notes 2)	Deviations from "the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No		
(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?	✓		<p>quizzes..</p> <p>(2) The Company has established various employee benefit measures in accordance with the Labor Standards Act and related regulations, providing competitive benefits to motivate employees. In addition to the general benefits such as labor insurance, health insurance, group insurance, and retirement pension, the Company also provides additional benefits every year including birthday and holiday bonuses, year-end parties, travel subsidies, marriage and funeral allowances, maternity benefits, meal services, and comprehensive education and training program.</p> <p>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. The retirement fund contribution for the year 2023 was NTD. 48,973 thousands.</p> <p>The Company evaluates the market salary level through salary surveys and references to macroeconomic indicators and consumer price index. Based on individual performance and professional skills, the Company conducts competitive salary adjustments, ensuring equal treatment regardless of gender, race, religion, or political stance. The Company's bylaws also specify that if profits are generated in a fiscal year, profits should be allocated to employees' compensation and directors' remuneration after deducting income tax expenses. After setting aside an amount for accumulated losses, any remaining surplus should be allocated for employee compensation, with a minimum distribution of at least 3%.</p>	
(3) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	✓		<p>(3) A total of 7 occupational disasters occurred in 2023, of which the number of fires, the number of casualties and the ratio of casualties to the total number of employees were all zero. The disabling injury and disabling injury severity rates were 2.60 and 84 respectively.</p> <p>Continuously conduct cause analysis for occupational accident cases, develop and implement improvement plans, which in addition to adding warning signs, include strengthening the installation of anti-slip bars in areas prone to falls, inspecting and repairing areas with high and low levels in the factory, and distributing personal protective equipment, and Regularly publicize occupational accident cases to colleagues to enhance their safety awareness, and implement the ISO45001 management system standard hoping to reduce the number of accidents in the coming year and work towards the goal of no major accidents.</p> <p>In view of the fact that the fourth quarter of our factory is the fire safety season, our company has launched a fire/explosion training course to conduct practical training and drills for all employees, so that colleagues can become familiar with the location and operation methods of fire extinguishers in the area, factory fire situation drills and evacuation drills, so as to Implement the concept of disaster prevention among employees and enhance colleagues' crisis awareness and emergency response capabilities.</p>	
(4) Does the company provide its employees with career development and training sessions?	✓		<p>(4) To assist employees in their career development and enhance their professional skills, the Company encourages employees to participate in diverse educational training programs, including orientation training for new employees, general courses, specialized courses, occupational safety courses, and various job-related training</p>	

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)	
<p>(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?</p> <p>(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?</p>	<p>✓</p> <p>✓</p>		<p>programs, developing the employees' career capabilities. Furthermore, the Company continuously offers training courses based on the needs of each department. The learning options include both internal and external online or in-person courses, allowing colleagues to engage in self-directed learning without limitations of time and space. In the year 2023, the total training hours amounted to 9,251 hours, with an average of 7.4 hours of training per employee.</p> <p>(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.</p> <p>(6) The company proactively requires each department to strengthen strategic partnerships with suppliers. In supplier selection, the company considers not only the price, quality, service, and delivery that suppliers can provide but also their compliance with relevant regulations on environmental protection, occupational health and safety, and labor rights. The company considers suppliers as important partners and regards supply chain management as a crucial element for competitive advantage and sustainable operation. Through close communication and collaboration with suppliers, the company seeks mutual growth while fulfilling corporate social responsibilities.</p> <p>Therefore, the Company attaches great importance to the performance and evaluation of suppliers. In addition to the quality of raw materials, the delivery and service are also included in the evaluation criteria. A yearly rating is conducted with a minimum passing score of 60 points. If a supplier falls below 60 points, the procurement management is advised to reduce the procurement volume from that supplier. Site audits are conducted based on actual requirements, and suppliers are provided with continuous guidance. The annual supplier audit is based on the volume of transactions, quality status, environmental aspects (environmental protection, pollution prevention, etc.), social aspects (occupational safety, labor rights, etc.), and risk aspects (risk control, etc.). The main suppliers are selected for document review and on-site audits, and the scores are disclosed to relevant departments as a reference. In the 2022 supplier evaluation, the supplier scores ranged from 70 to 89.7 points. For suppliers with higher evaluation scores, the Company will consider increasing the procurement volume. If a supplier scores below 60 and fails to meet the qualification criteria, the supplier will be required to make improvements and undergo re-evaluation. In exceptional cases, conditional approval may be granted temporarily upon internal decision, and a re-evaluation will be conducted within the specified timeline.</p> <p>In order to manage the quality of suppliers and conduct the evaluations of supplier, the Company adopts the following approaches :</p> <p>1. Supplier Audits</p> <p>Given the numerous suppliers and subcontractors associated with the Company, an annual audit plan is established based on the categorization of raw materials and the importance of suppliers. On-site audits are conducted, while documentation audits are conducted when resource limitations or the location of suppliers make on-site audits impractical. The on-site audit team primarily focuses on quality control,</p>	

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)	
			<p>supplier management, and assesses the supplier's production facility with the participation of procurement personnel. This includes verifying quality certification systems, production control systems, and 6S operating systems. After the audit, discussions are held directly with the suppliers to address the audit outcomes, identify areas for improvement, and continuously monitor the progress of these areas or provide suggestions to the supplier to strengthen the cooperative relationship.</p> <p>2.Completion Rate of Supplier Evaluation in 2022  In 2022, a total of 25 major suppliers were involved in the trading of important raw materials for solar panels. The completion rate of supplier evaluation audits was 100%, and all results were deemed qualified. Out of the 25 suppliers, 14 received a satisfactory evaluation, while 11 were considered acceptable. All suppliers passed the evaluation, and there were no instances of supplier disqualification. For the 13 major suppliers of raw materials for solar modules, plant audits were conducted. The completion rate of supplier evaluation audits was 100%, and all results were deemed qualified. Among the 13 suppliers, 2 received a satisfactory evaluation, while 11 were considered acceptable. All suppliers passed the evaluation, and there were no instances of supplier disqualification.</p> <p>In 2022, the evaluation of suppliers fully incorporated three aspects: green environmental protection, risk management, and human rights and ethics. These three aspects guided suppliers to prioritize corporate social responsibility and sustainability.</p> <p>3.Supplier Review Meeting  To ensure that suppliers have the necessary capabilities to meet the needs and expectations of URECO, discussion meetings are arranged with suppliers to facilitate direct face-to-face communication and provide technical support. These meetings aim to assist suppliers in addressing any deficiencies and aligning with URECO requirements. Additionally, through regular evaluation audits, a close connection is maintained with suppliers to foster long-term and stable cooperative relationships.</p> <p>In addition to considering the quality, delivery, and price of suppliers' products, the Company also emphasizes the importance of environmental protection. The Company requires suppliers to comply with the EU's RoHS directive, which restricts the use of hazardous substances. Furthermore, the Company actively encourages suppliers to procure from smelters and mines recognized as non-conflict by specific industry organizations such as the RBA (Responsible Business Alliance). The Company is committed to achieving the goal of using non-conflict gold, tantalum, tin, and tungsten in order to protect the environment, improve safety and health, and uphold human rights. The Company strives to fulfill its corporate social responsibility.</p>	
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 Company's CSR report for the year 2022 has been prepared in accordance with the year 2023 updated version of the GRI Standard, Sustainable Accounting Standards Board (SASB), and Task Force on Climate-related Financial Disclosures (TCFD) guidelines. The report has undergone verification by an independent third-party organization, Great Certification Limited, in accordance with the AA1000 AS v3 verification criterion, and has achieved a Type 1 moderate level.	

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)	
			The disclosed information includes the purpose, organization, scope, implemented initiatives, concrete achievements, and relevant press releases regarding URECO's corporate social responsibility. The Company will continue to update the information.	
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: <a href="https://www.urecorp.com/social_trust.php">https://www.urecorp.com/social_trust.php</a> .				
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.				

Notes1:Regardless of whether the check box is "Yes" or "No", it shall be stated in the summary description field.

Notes2: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.

Notes3: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. Climate-Related Information of TWSE/TPEX Listed Company :

1. Implementation status of climate-related information

Item	Implementation status
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	Please refer to instructions 1.
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	Please refer to instructions 2.
3. Describe the financial impact of extreme weather events and transition actions.	Please refer to instructions 2.
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	Please refer to instructions 3.
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	Please refer to instructions 4.
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	Please refer to instructions 5.
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	None
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	None
9. Greenhouse gas inventory and assurance status (filled out separately below in 1-1).	

Instructions 1 :

The Company discusses and manages climate change issues through the ESG Committee. Decisions related to climate change are approved by the Board of Directors. The committee establishes the “Sustainable Technical Working Group” to coordinate the of various working groups. The Sustainable Technical Working Group reports TCFD climate governance to the Board of Directors every year for decision-making reference.

Regarding policy and regulatory risks, market risks, and reputational risks, these three aspects of risks may result in increased operating costs and reduced product demand. However, the company does not belong to high carbon-emission industries. Therefore, the overall impact on operations is not significant. Looking to the future, the company will not only implement comprehensive greenhouse gas examination in the short term, evaluations and carbon reduction goals will be established for purchasing green energy, installing solar energy-saving equipment, and procuring bioenergy. To mitigate the risk of rising raw material costs, the company will adopt effective supply chain management and diversify procurement strategy to minimize the impact of raw material price fluctuations on operations.

Instructions 2 :

In response to climate-related risks and opportunities affecting the Company's strategies and financial planning, The Company refers to the Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis, conducting both quantitative and qualitative climate scenario analyses to adopt appropriate strategies.. The Company discusses the 2°C scenario (2DS) at ESG committee meetings and utilizes method provided by the TCCIP (Climate Change Integration Service Platform) to assess physical risk scenarios of climate change. The Company has chosen to adopt the 2DS/RCP2.6 scenario as the climate change physical risk scenario for the Company. Within this scenario, the Company provides thematic descriptions of climate change risks and opportunities related to physical risks and regulatory transition risks. Relevant climate risks and opportunities associated with the Company's operations are identified, taking into account the manufacturing industry and referring to TCFD reports in a decade-long perspective (short-term: 1-3 years, medium-term: 3-5 years, long-term: 6-10

years).

Through the "TCFD Climate-related Financial Disclosure Discussion Meeting" conducted by the ESG committee, the Company convenes relevant members to discuss and identify climate risks and opportunities. The discussion is structured following the TCFD recommendations, focusing on transition risks (policy and regulatory, technological, market, reputational), physical risks (immediate and long-term risks), and opportunities (resource efficiency, energy sources, products/services, markets, resilience).

1. Transition risks - Three significant risks have been identified: policy and regulatory risks, market risks, and reputational risks.

The Greenhouse Gas Reduction and Management Act is to be revised into a Climate Change Response Act, which will impose carbon fees on direct or indirect high-emission products, starting as early as the year 2024-2025. This will strengthen the Company's reporting obligations regarding carbon emissions. As renewable energy may be one of the options for self-reduction, increased demand from large carbon emitters for renewable energy could lead to increased demand and costs for solar energy products. In recent years, solar energy products in Taiwan have faced allegations of environmental pollution and light pollution hazards, which may result in protests from environmental groups and nearby residents, causing delays in the development of solar energy projects. These three risk aspects may impact the Company's finances by increasing operational costs and reducing product demand. However, since the Company does not belong to a high-carbon-emitting industry at present, the overall impact on its operations is not expected to be significant.

Looking to the future, the company will not only implement comprehensive greenhouse gas examination in the short term, evaluations and carbon reduction goals will be established for purchasing green energy, installing solar energy-saving equipment, and procuring bioenergy. To mitigate the risk of rising raw material costs, the company will adopt effective supply chain management and diversify procurement strategy to minimize the impact of raw material price fluctuations on operations. In response to increasing concerns and negative feedback from stakeholders regarding reputational risks, the Company has developed a series of anti-reflective coating and easily disassembled products to reduce its environmental impact. Additionally, through long-term experiments, the Company has demonstrated that solar energy products do not cause pollution to the environment. The Company will actively promote the anti-reflective coating and easily disassembled module and further expand the business opportunities associated with these products.

2. Physical Risk - one significant long-term risk

The average climate rise poses several risks to the company, including natural disasters caused by climate change, as well as energy and resource instability. The company is continuously conducting greenhouse gas emission examination, implementing measures to reduce energy consumption, and improving energy-efficient equipment to mitigate these risks.

3. Resource Efficiency and Opportunities

Three significant opportunities: using more efficient production and distribution processes, recycling and reuse, and reducing water consumption.

a. Promoting multimodal transportation: Implementing the best transportation strategies to reduce transportation costs and carbon emissions.

b. Enhancing distribution process efficiency, customer retention, and customer satisfaction to improve performance forecasting and reporting.

c. Optimizing water consumption by adapting machine water usage based on production capacity, aiming for the lowest water usage mode.

d. Water conservation measures: Identifying the best water reduction strategies based on environmental considerations, including water reduction in production process: optimizing production process of water use and recycling. Water recovery and reuse: Implementing rainwater and condensate water for reuse.

Implementing the principles of Reduce, Reuse, and Recycle : Establishing procedures for recycling and reusing packaging materials, including external packaging materials.

Implementing the principles of Reduce, Reuse, and Recycle : Establishing procedures for recycling and reusing packaging materials, including external packaging materials. This not only significantly reduces the annual consumption of packaging materials and cardboard but also contributes to a cleaner environment and value creation of waste reduction activities.

Instructions 3 :

In addition to identifying operational risks associated with climate change, the Company also references the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB). The Company integrate the core elements of "governance," "strategy," "risk management," and "metrics and targets" into operational management and disclose the Company governance performance in the sustainability report.

Instructions 4 :

In response to climate-related risks and opportunities affecting the Company's strategies and financial planning, The Company refers to the TCFD scenario analysis, conducting both quantitative and qualitative climate scenario analyses to adopt appropriate strategies.. The Company discusses the 2°C scenario (2DS) at ESG committee meetings and utilizes method provided by the TCCIP (Climate Change Integration Service Platform) to assess physical risk scenarios of climate change. The Company has chosen to adopt the 2DS/RCP2.6 scenario as the climate change physical risk scenario for the Company. Within this scenario, the Company provides thematic descriptions of climate change risks and opportunities related to physical risks and regulatory transition risks.

Instructions 5 :

Based on the indicators set forth by the TCFD, the Company has further established the following targets :

1. Achieve average annual energy saving rate of 1% or higher.
2. Implement greenhouse gas management in accordance with ISO 14064-1, conduct annual verifications to maintain effectiveness, and ensure the proper functioning of the management system.
3. Reduce carbon emissions by 1% or higher annually.

1-1. Greenhouse Gas Inventory and Assurance Status for the Last Two Years

1-1-1 Greenhouse Gas Inventory Information

Details of the company's greenhouse gas emissions for the last two years, in metric tons of CO<sub>2</sub>e, including revenue in NT\$ million and the data coverage scope. The inventory covers Scope 1, Scope 2, and significant categories in Scope 3 and Scope 4. The total annual emissions are as follows :

	2022		2023		Data Coverage Scope
	emissions Metric tons CO <sub>2</sub> e	Intensity Metric tons CO <sub>2</sub> e/ NT\$ 1 million	emissions Metric tons CO <sub>2</sub> e	Intensity Metric tons CO <sub>2</sub> e/ NT\$ 1 million	
Scope 1	2077.3673	0.1300	1,294.2662	0.128	United Renewable Energy Co., Ltd.
Scope 2	62240.3972	3.8100	41,741.1570	4.112	United Renewable Energy Co., Ltd.
Scope 3	11809.1759	0.720	9,137.8156	0.900	United Renewable Energy Co., Ltd.

1-1-2 Greenhouse Gas Assurance Infor

The assurance status for the last two years, including the scope of assurance, the assurance body, the standards used, and the assurance opinion as of the annual report publication date.

Assurance body	TUV Rheinland		
year	Assurance Scope	Assurance Standards	Assurance Opinion
2022	TUV has not yet obtained the certification of assurance		
2023	Parent company's total greenhouse gas emissions disclosed in 2023 Scope 1 : 1,294.2662 metric tons of CO <sub>2</sub> e (accounting for 2.48% of total emissions) ; Scope 2 : 41,741.1570 metric tons of CO <sub>2</sub> e (accounting for 80.00% of total emissions) ; Scope 3 : 9,137.8156 metric tons of CO <sub>2</sub> e (accounting for 17.51% of total emissions) ;	ISAE 3410/ISO 14064-3	Reasonable assurance/Limited assurance

1-2. Greenhouse Gas Reduction Goals, Strategies, and Action Plans

Details of the baseline year, reduction targets, strategies, action plans, and the achievement of reduction goals.

Greenhouse Gas Reduction Goals, Strategies, and Action Plans				
Baseline Year	emissions Metric tons CO <sub>2</sub> e	Reduction Goal	Strategies and Action Plans	Achievement
2022	76126.9404	Short-term : 2023 compared to baseline year, reduce total carbon emissions (Scope 1 + Scope 2) by 15% Mid-term : By 2030, reduce total carbon emissions (Scope 1 + Scope 2) by 24±1% compared to the baseline year Long-term : Achieve carbon neutrality by 2050	Implement capacity transformation and invest in high-efficiency facilities	Emission reduced 31% by 2023

3.3.7. 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. The board of directors of Neo Solar Power has approved important internal regulations such as the Code of Ethics, Code of Conduct, and Integrity Management Operating Procedures and Behavior Guidelines in March 2015.</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) The company encourages both internal and external staff to report any dishonest or inappropriate behavior. Internal reporting channels include email, physical mail, and a dedicated hotline. The company assures absolute confidentiality regarding the identity of the whistleblower and the content of the report and commits to protecting them from any improper treatment as a result of the report. However, if an internal employee is found to have made false or malicious accusations, disciplinary action will be taken, and in severe cases, termination of employment may occur. As integrity is a core value of URECO, measures are taken to ensure that employees adhere to the "Code of Ethics" and "Code of Conduct" during the execution of their duties. The company defines the scope of dishonest behavior and encourages employees to seek further guidance from the HR or legal department if they have any doubts about integrity or ethical behavior. URECO appoints personnel to handle and investigate reports of misconduct. If the reported violation of relevant laws or integrity policies and regulations is substantiated, immediate action is taken to stop the misconduct and provide appropriate remedies, including seeking legal recourse for damages if necessary, to protect the company's reputation and interests. In cases where reports are verified as true, the relevant internal control systems and operational procedures are reviewed by the responsible department, and improvement measures are proposed to prevent similar incidents from recurring. The HR department verifies the authenticity of the reported misconduct, oversees the handling process, and reports to the board of directors. In 2022, there were no valid cases. To prevent similar cases, the Company strengthens the dissemination of integrity-related guidelines through reminders in emails and on startup screens, education for new employees, and random checks of employees' car trunk. The dedicated department verifies the authenticity of the reported misconduct, oversees the handling process, and reports to the board of directors. In 2023, there were no valid cases. To prevent similar cases, the Company strengthens the</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	
			dissemination of integrity-related guidelines through reminders in emails and on startup screens, education for new employees, and random checks of employees' car trunk.	
<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. The company includes integrity clauses in contracts with trading partners or requires trading partners to provide a declaration of integrity.</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 "Integrity Management Operating Procedures and Behavior Guidelines" clearly states that directors, executives, and other interested parties attending or participating in board meetings, who have conflicts of interest with the agenda items listed by the board, their own interests, or the interests of the legal entities they represent, must disclose the significant details of their conflicts of interest during the board meeting. If there is a potential harm to the company's interests, they are not allowed to participate in the discussion or vote on the matter. They should abstain from the discussion and voting process and are not permitted to exercise voting rights on behalf of other directors. Directors should also exercise self-discipline and refrain from providing inappropriate support to each other. When employees encounter situations where there is a conflict of interest with themselves or the legal entities they represent, or situations that may result in improper benefits for themselves, their spouses, parents, children, or related parties, they should report such matters to their immediate supervisor and the relevant department responsible for handling conflicts of interest. The immediate supervisor should provide appropriate guidance in such cases.</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. The company's internal control system is reviewed by auditors annually.</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. In the year 2023, there was 1,453 participants, amounted to 1,453 hours in Business secret training. The average correct answer rate was 100% in the post-class quizzes.</p>	No significant deviation
3、Operation of the integrity channel				

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	
(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?	✓		(1) The company has established a specific reporting and reward system, and established a convenient reporting pipeline, and assigned appropriate recipients to the respondents.	No significant deviation
(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?	✓		(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.	
(3) Does the company provide proper whistleblower protection?	✓		(3) The company regulates the measures of the prosecutors to avoid the occurrence of the same incident or retaliation. °	
4、Strengthening information disclosure Does the company disclose its ethical corporate management policies and the results of its implementation on the company's website and MOPS?	✓		The Company has disclosed the contents of the Company's Best Practice Principle of Integrity and its effectiveness on the Company's website and the Public Information Observatory.	No significant deviation
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.				

3.3.8. 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.

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

### 3.3.10. Internal Control System Execution Status

#### 1. Statement of Internal Control System

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

Date : March 21 2024

Based on the findings of a self-assessment, United Renewable Energy Co., Ltd.. (URECO) states the following with regard to its internal control system in 2023 :

- 1 、 URECO is fully aware that establishing, operating, and maintaining an internal control system are the responsibility of its Board of Directors and management. URECO 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 URECO contains self-monitoring mechanisms, and URECO takes corrective actions whenever a deficiency is identified.
- 3 、 URECO 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 、 URECO 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, URECO believes that, during the year 2023 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 URECO Annual Report for the year 2023 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 21, 2024, 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 : Chum-Sam Hong  
CEO : Wen-Whe Pan

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

3.3.11. 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.

3.3.12. 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
June 28, 2023 Annual Shareholders' Meeting	1.The company recognized the 2022 business report and financial statements	Announced at Public Information Observatory website in accordance with regulations
	2.The company recognized the proposal of 2022 profits.	Admitted accordingly after the resolution of the shareholders' meeting
	3.URECO 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.
	4.The Company plans to issue common shares in private	The case will not be processed

2. Board of Directors Meeting :

Conven Date	Important Resolution
Mar. 13, 2023	<ol style="list-style-type: none"> <li>1.Approved the allocation of employee and director's remuneration for the year 2022.</li> <li>2.The company approved the 2022 business report and financial statements.</li> <li>3.The company approved the 2022 appropriation of profits.</li> <li>4.Approved the appointment of the Accounting Supervisor and Vice President.</li> <li>5.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.</li> <li>6.Perform the common stock issuance by capital increase or participate in the issuance of global depository receipts by issuing common stock by capital increase</li> <li>7.Approved performing private common stock.</li> <li>8.The company adopted the new establishment of the 2023 Shareholders' Meeting.</li> <li>9.Approved The Company participated Utech Solar Corporation cash capital increase.</li> <li>10.Approved the appointment of the accountant and the accountant's fees for the year 2023.</li> <li>11.Approved the Internal Control System Statement for the year of 2022.</li> <li>12.Approved the arrangement of comprehensive bank limit.</li> <li>13.Approved the examination and validation schedule of greenhouse gas for the Company and its consolidated subsidiaries.</li> </ol>
May. 11, 2023	<ol style="list-style-type: none"> <li>1.The company's 2023 Q1 financial statement.</li> <li>2.Approved the arrangement of a NT\$6 billion syndicated loan.</li> <li>3.Approved the adjustments of comprehensive bank limit.</li> <li>4.Approved the endorsement guarantee for a 100% indirectly owned subsidiary.</li> <li>5.Approved the budget for capital expenditure.</li> <li>6.Renamed the Corporate Social Responsibility Code to the Sustainable Development Code and approved amendments to some articles.</li> <li>7.The company adopted the new establishment of the 2023 Shareholders' Meeting.</li> <li>8.Approved the determination of the base date for capital increase through convertible corporate bonds.</li> <li>9.Approved the salary adjustments for managers in 2023.</li> <li>10.Approved the distribution of directors' remuneration for 2022.</li> <li>11.Approved the distribution of employees' remuneration for 2022.</li> <li>12.Approved the appointment of managers.</li> <li>13.Approved the removal of non-compete restrictions for company managers.</li> </ol>
Aug. 10, 2023	<ol style="list-style-type: none"> <li>1.Approval of appointing an interim accounting supervisor.</li> <li>2.The company's 2023 Q2 financial statement.</li> <li>3.Approved amendments to the performance evaluation method for the Board of Directors.</li> <li>4.Approved the new bank limit.</li> </ol>

Conven Date	Important Resolution
	5.Approved the promotion of managers.
Aug. 29, 2023	1.Approved the joint investment with other investors, not exceeding NT\$500 million, in a green energy-focused holding company.
Nov. 10, 2023	1.Approval of appointing an accounting supervisor. 2.The company's 2023 Q3 financial statement. 3.Approved the new bank limit.
Dec. 28, 2023	1.Approved the business plan for the year 2024. 2.Approved the company adopted the establishment of 2024 audit plan. 3.Approved the new bank limit. 4.Approval of hiring of managers.
Mar. 11, 2024	1.The company approved the 2023 business report and financial statements. 2.Approval of the deficit compensation plan for 2023. 3.Approval of the amendment of certain articles of the company's articles of incorporation. 4.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. 5.Approval of the comprehensive re-election of directors (including independent directors) and acceptance of nomination-related matters. 6.Approval of lifting the non-compete restrictions on newly appointed directors (including independent directors). 7.The company adopted the new establishment of the 2024 Shareholders' Meeting. 8.Approved the arrangement of comprehensive bank limit.
Mar. 21, 2024	1. Approved the Internal Control System Statement for the year of 2023.

3.3.13. 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.

3.3.14. 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) :

Title	Name	Date of Appointment	Date of Termination	Reasons for Resignation or Dismissal
Accounting Division	Rita Yang	October 01, 2018	March 14, 2023	Position a djustment
Accounting Division	Franck Wang	March 14, 2023	May 17, 2023	Resignation
Interim accounting supervisor	Betty Chan	May 17, 2023	November 10, 2023	Position a djustment
CEO	Wen-Whe Pan	October 01, 2018	February 29, 2024	Retirement
Business President	Andy Shen	May 05, 2008	February 29, 2024	Retirement

### 3.4. Certified Public Accountant (CPA) Fee Information :

3.4.1. Certified Public Accountant (CPA) Fee Information

Unit: In thousand of NTS

Accounting Firm	Name of CPA	Period Covered by CPA's Audit	Audit Fee	Non-audit Fee	Total	Remarks
KPMG	Yung-Hua Huang	2023/10/01 ~ 2023/12/31	6,800	1,035	7,835	Non-audit fees are for services such as certification application for corporate income tax, cancellation of employee stock rights, and other registration services for capital reduction.
	Pao-Lian Chou					

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 : Not applicable.

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 : Not applicable.

**3.5. Replacement of CPA :**

The Company has changed the certified accountants to Yung Hua Huang and Sheng-Ho Yu starting from the fourth quarter of the year 2024 in compliance with internal rotation policy of KPMG.

3.5.1. Regarding the former CPA

Replacement Date	May 06, 2024		
Replacement reasons and explanations	internal adjustments within the KPMG		
Describe whether the Company terminated or the CPA did not accept the appointment	Parties		
	Status	CPA	The Company
	Termination of appointment	–	–
	No longer accepted (continued) appointment	–	–
Other issues (except for unqualified issues) in the audit reports within the last two years	None		
Differences with the company	Yes		Accounting principles or practices
			Disclosure of Financial Statements
			Audit scope or steps
			Others
	None	V	
	Remarks/specify details : None		
Other Revealed Matters	None		

3.5.2. Regarding the successor CPA

Name of accounting firm	KPMG
Name of CPA	Yung-Hua Huang and Sheng-Ho Yu
Date of appointment	May 06, 2024
Consultation results and opinions on accounting treatments or principles with respect to specified transactions and the company's financial reports that the CPA might issue prior to the engagement.	None
Succeeding CPA's written opinion of disagreement toward the former CPA	None

3.5.3. 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 : Not applicable.

**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	2023		As of April 23, 2024	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Chairman & CSO & Temp. CEO	Chum-Sam Hong (Feb.29,2024 Temp. CEO)	0	0	0	0
Director	Kun-Si Lin	0	0	0	0
Director & CEO	Wen-Whe Pan (Feb.29,2024 retirement)	0	0	0	0
Director	Wen-Yuan Lin	0	0	0	0
Director	Wen-Hsing Chiang	0	0	0	0
Director	Long deed corporation	0	0	0	0
	Delegate: Chady Liu	0	0	0	0

Title	Name	2023		As of April 23, 2024	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
	(Feb.21, 2024 new appointment)				
	Delegate: Kong-Hsin Liu (Feb.19, 2024 dismissal)	0	0	0	0
Director	National Development Fund, Executive Yuan	0	0	0	0
	Delegate: Faa-Jeng Lin	0	0	0	0
Director	Yao-Hwa Glass Co., Ltd. Management Commission	0	0	0	0
	Delegate: Kuo-Hsuan Chen (Jan.11,2024 new appointment)	0	0	0	0
	Delegate: Chung-Pin Chou (Jan.11,2024 dismissal)	0	0	0	0
Independent Director	Ming-Fang Tsai	0	0	0	0
Independent Director	Chien-Yi Chang	0	0	0	0
Independent Director	Jing-Shin Chang	0	0	0	0
Business President	Andy Shen (Feb.29,2024 retirement)	0	0	0	0
Senior Vice President	Zhong-Lin Wang	0	0	0	0
Vice President	Zabrina.Hsu	0	0	0	0
Vice President	Ben Pan	0	0	0	0
CFO & Vice President	Lay-lay Pan	0	0	0	0
Vice President	Mita Chen (May.15, 2023 new appointment)	0	0	0	0
Vice President	Rita Yang	0	0	0	0
Assistant Vice President	Chienping.Hsieh	(6,000)	0	0	0
Assistant Vice President	Jeff Hsieh	0	0	0	0
Assistant Vice President	Howard Liu	0	0	0	0
Assistant Vice President	KC Lin (Aug. 11, 2023 new appointment)	0	0	0	0
Accounting officer	Jim Huang (Nov. 10, 2023 new appointment)	0	0	0	0
Vice President	Gary Huang (Feb.15, 2023 dismissal)	0	0	0	0
Vice President	Franck Wang (Mar.14,2023 new appointment ; May.17,2023 dismissal)	0	0	0	0
Temp. Accounting officer	Betty Chan	0	0	0	0

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 23, 2024

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.	38,314,458	2.35%	0	0	0	0	—	—	—
Delta Electronics, Inc	31,294,379	1.92%	0	0	0	0	—	—	—
Shen Ching-Hsiung	26,286,000	1.61%	0	0	0	0	—	—	—
Vanguard Emerging Market Stock Index Fund Dedicated Account, managed by Vanguard Group, under custody of JP Morgan, Taipei Branch.	18,163,629	1.12%	0	0	0	0	—	—	—
JPMorgan Chase Bank N.A., Taipei Branch in custody for Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	17,505,408	1.08%	0	0	0	0	—	—	—
iShares II Limited dedicated account , managed by Standard Chartered International Commercial Bank	14,957,912	0.92%	0	0	0	0	—	—	—
iShares Global Clean Energy ETF dedicated account, managed by Standard Chartered International Commercial Bank	10,725,000	0.66%	0	0	0	0	—	—	—
Taiwan Advanced Trust Company's Great Trust Stock Index II Investment Trust	9,041,755	0.56%	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 : Dec.31,2023 ; Unit : in thousands of shares ; %

Reinvestment	Investment by URECO		Investments directly or indirectly controlled by directors, supervisors and managers		Total investment	
	Share	%	Share	%	Share	%
Ultimate Energy Solution Limited	62,188	100.00%	0	0.00%	62,188	100.00%
DelSolar Holding ( Cayman ) Ltd.	164,266	100.00%	0	0.00%	164,266	100.00%
NSP Systems (BVI) Ltd.	2,301	100.00%	0	0.00%	2,301	100.00%
GES Energy Middle East FZE	4	100.00%	0	0.00%	4	100.00%
NSP UK Holding Limited	580	100.00%	0	0.00%	580	100.00%
NSP System Development Corp.	14,420	100.00%	0	0.00%	14,420	100.00%
Zhong Yang Corp.	3,500	100.00%	0	0.00%	3,500	100.00%
DelSolar Holding Singapore Pte. Ltd.	1,250	100.00%	0	0.00%	1,250	100.00%
Solartech Materials Corporation	1,000	100.00%	0	0.00%	1,000	100.00%
Utech solar corporation	54,805	99.9975%	0	0.00%	54,805	99.9975%
Yong Liang Inc.	24,900	19.94%	0	0.00%	24,900	19.94%
Yong Shun Ltd.	0	100.00%	0	0.00%	0	100.00%
General Energy Solutions UK Limited	89,133	100.00%	0	0.00%	89,133	100.00%
TSST	97,701	42.12%	0	0.00%	97,701	42.12%
V5 Technologies	7,789	21.22%	5,265	14.35%	13,054	35.57%
Gintung energy corporation	13,460	36.38%	0	0.00%	13,460	36.38%
Shanshang Energy Co., Ltd.	2,010	100.00%	0	0.00%	2,010	100.00%
Dongshi Energy Co., Ltd.	210	100.00%	0	0.00%	210	100.00%
Solarbright energy Co., Ltd.	9,000	30.00%	0	0.00%	9,000	30.00%

## IV. Capital Overview

### 4.1. Capital and Shares

#### 4.1.1. Source of Capital :

Uni : in thousand of NTS : Shares

Month / Year	Price	Authorized		Authorized		Source of capital	Capital increased by assets other than cash	Other
		Shares	Amount	Shares	Amount			
2023/05	10	3,600,000,000	36,000,000,000	1,627,795,375	16,277,953,750	Convertible bonds conversion of NTS\$48,780	None	Note

Note : The 26 May 2023 Letter No. Science-Park-Listed-Company - 1120016969 of Science Park Administration

#### 4.1.2. Information on shelf registration to issue corporate bonds : Not applicable

#### 4.1.3. Type of Stock

Date : Apr 23, 2024

Type of Stock	Authorized Capital			Remark
	Outstanding Shares	Unissued Shares	Total Shares	
Common Stock	1,627,795,375	1,972,204,625	3,600,000,000	Listed Stock

#### 4.1.4. Shareholder Structure

Date : Apr 23, 2024

Structure	Government Agencies	Financial Institutions	Other Juridical Persons	Foreign Institution & Persons	Individuals	treasury stocks	Total
Number	1	8	416	298	185,430	0	186,153
Ownership (Share)	99,084,679	545,616	203,707,896	193,260,422	1,131,196,762	0	1,627,795,375
Ownership (%)	6.09%	0.03%	12.51%	11.87%	69.50%	0.00%	100.00%

#### 4.1.5. Diffusion of Ownership

##### 4.1.5.1. Common Stock :

Date : Apr 23, 2024

Shareholder Ownership (Unit: Share)	Number of Shareholders	Ownership (Share)	Ownership (%)
1-999	76,368	19,021,069	1.17%
1,000-5,000	72,665	163,777,051	10.06%
5,001-10,000	17,836	131,242,375	8.06%
10,001-15,000	6,338	78,377,938	4.81%
15,001-20,000	3,746	67,552,499	4.15%
20,001-30,000	3,312	82,805,631	5.09%
30,001-40,000	1,705	60,101,925	3.69%
40,001-50,000	1,009	46,515,142	2.86%
50,001-100,000	1,805	126,553,447	7.77%
100,001-200,000	786	109,123,430	6.70%
200,001-400,000	333	91,599,650	5.63%
400,001-600,000	97	46,652,014	2.87%
600,001-800,000	39	27,292,955	1.68%
800,001-1,000,000	25	22,510,698	1.38%
1,000,001 the above	89	554,669,551	34.08%
Total	186,153	1,627,795,375	100.00%

##### 4.1.5.2. Preferred stock : Not applicable.

#### 4.1.6. Major Shareholders

Date : Apr 23, 2024

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.	38,314,458	2.35%
Delta Electronics, Inc	31,294,379	1.92%
Shen Ching-Hsiung	26,286,000	1.61%
Vanguard Emerging Market Stock Index Fund Dedicated Account, managed by Vanguard Group, under custody of JP Morgan, Taipei Branch.	18,163,629	1.12%
JPMorgan Chase Bank N.A., Taipei Branch in custody for Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	17,505,408	1.08%
iShares II Limited dedicated account , managed by Standard Chartered International Commercial Bank	14,957,912	0.92%
iShares Global Clean Energy ETF dedicated account, managed by Standard Chartered International Commercial Bank	10,725,000	0.66%
Taiwan Advanced Trust Company's Great Trust Stock Index II Investment Trust	9,041,755	0.56%

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

Unit : New Taiwan dollars

Year		2022	2023	2024/3/31
Market Price per Share	Highest	24.60	23.10	14.85
	Lowest	19.10	13.40	10.90
	Average	21.54	17.95	12.46
Net Worth per Share	Before Distribution	10.11	7.83	7.73
	After Distribution	10.11	7.83	7.73
Earnings per Share	Weighted Average Shares (thousands)	1,627,791	16,277,954	16,277,954
	Before adjustment	0.61	0.03	(0.17)
	After adjustment (Note 1)	—	—	—
Dividends per Share (Note 5)	Cash Dividends		0.1	—
	Stock Dividend	Retained Earning	—	—
		Capital Surplus	—	—
	Accumulated undistributed dividends		—	—
Return on Investment	Price/Earnings Rate (Note 2)	35.31	Not applicable	—
	Price/Dividend Rate (Note 3)	215.40	Not applicable	—
	Cash dividend Yield (Note 4)	0.46	Not applicable	—

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

Note 4: Price/Dividend ratio = the average closing price per share of the year / the cash dividend per share of the year.

Note 5: The resolution of NTDS\$0.1 per share for cash dividends distribution from the Board of Directors on March 13, 2023.

#### 4.1.8. 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 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.

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.

4.1.9. Impact of stock dividend issuance on the Company's business performance and EPS : Not applicable.

4.1.10. 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 :

Employee and director remuneration of the company are based on the percentage of the current year's pre-tax net profit multiplied by the distribution percentage of employee and director remuneration as stipulated in the company's articles of incorporation, and are reported as operating costs or expenses for the period. In case the actual distribution amount for the next fiscal year differs from the estimated amount, the difference is treated as an accounting estimate change and recognized in the next fiscal year's income statement. If the Board of Directors decides to issue stock as remuneration to employees, the basis for calculating the number of shares for stock remuneration is based on the closing price of the day before the Board of Directors' resolution (taking into account the ex-dividend and ex-rights effects).

3. Remuneration distribution approved by the Board of Directors : Not applicable.

4. The actual distribution of employees and directors' compensation in the previous year (2022) : Not applicable.

Year: 2022				Unit : NT\$
Items	Board resolution	Estimate	Difference	Reason of difference
Employee profit-sharing remuneration	39,856,893	39,856,893	0	None
Director profitsharing remuneration	3,985,689	3,985,689	0	None

4.1.11. Buyback of Treasury Stock : None.

**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 :

1. Corporate bonds not yet repaid and still being processed :

Date : Mar. 31, 2024

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\$2,999,900 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, 2024, a total of NT\$100,000 convertible bonds have been converted into common shares, and a cumulative total of 4,878 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\$2,999,900 thousand as of the end of March, divided by the current conversion price of NT\$20.40, are expected to be converted to 146,336,585 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 1,627,795,375 shares as of the 2024 Annual shareholders' meeting book closure date (Apr.23, 2024) of the company.

2. 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	2023	2024/04/23
	Market value of convertible corporate bond		
	Highest	117.00	102.80
	Lowest	101.45	99.50
	Average	106.68	100.44
Conversion price		NT\$20.40	NT\$20.40
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	

3. Exchangeable Bonds Information : None.

4. Shelf Registration for Issuing Bonds : None.

5. Corporate Bonds with Warrants : None.

4.2.2. Status of Preferred Stocks : Not applicable.

4.2.3. Status of GDR Issuance : Not applicable.

4.2.4. Status of Employee Stock Options : Not applicable.

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

1. Issuance of Employee Stock Options : None.

2. List of Executives Receiving New Restricted Employee Shares and the Top Ten Employees with New Restricted Employee Shares : None.

4.2.6. 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.

#### **4.3. 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 :

4.3.1. 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 placement was NT \$2,781,306,962. To invest in high-efficiency products, expand production capabilities, obtain the ability of module production, to develop systems and relevant new fields of businesses, and/or to satisfy the funding demands of the Company's long-term development in order to raise the surviving company's corporate competitiveness and profitability; and to ensure the sustainable growth of the surviving company's business and to bring positive impact on 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 2024, March 31, This Private fund has been spent NT\$ 2,795,596 thousands.

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

1. Finance Plans :

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

(2) 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

## (3) 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		
			2021 Q4	2022	
				Q1	Q2
Repay bank loan	2021 Q4	3,910,479	3,910,479	—	—
Investment in solar system projects (construction of domestic solar system projects)	2022 Q2	1,221,983	122,198	733,190	366,595
Total	2022 Q2	5,132,462	4,032,677	733,190	366,595
Anticipated benefits	<p>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.</p> <p>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.</p>				

## 2. Implementation status :

Unit : NT\$1,000

Project item	Implementation status	2022		2023		2024 Q1		Description
		Anticipated	Actual	Anticipated	Actual	Anticipated	Actual	
Repay bank loan	Expenditures	Anticipated	—	Anticipated	—	Anticipated	—	The Company's capital utilization plan was completed in 2021 Q4 as scheduled.
		Actual	—	Actual	—	Actual	—	
	Implementation progress (%)	Anticipated	—	Anticipated	—	Anticipated	—	
		Actual	—	Actual	—	Actual	—	
Investment in solar system projects (construction of domestic solar system projects)	Expenditures	Anticipated	1,221,983	Anticipated	1,221,983	Anticipated	1,221,983	Due to incomplete administrative processes and project acceptance, the payment to the vendor was not completed, resulting in a delay in the payment progress. After evaluating the reasons for the delay, it was deemed reasonable.
		Actual	366,971	Actual	1,083,372	Actual	1,127,255	
	Implementation progress (%)	Anticipated	100.00%	Anticipated	100.00%	Anticipated	100.00%	
		Actual	30.03%	Actual	88.65%	Actual	92.24%	

## 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) D101060 Self usage power generation equipment utilizing renewable energy industry
- (5) IG03010 Energy Technical Services.
- (6) Electrical System Business
- (7) F119010 Wholesale of Electronic Materials (restricted to operate outside area.)
- (8) F219010 Retail Sale of Electronic Materials (restricted to operate outside area.)
- (9) F401010 International 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	2023	
	Total Sales	(%) of total sales
Major Divisions		
Solar	11,569,283	92.43%
Others	946,944	7.57%
total	12,516,227	100.00%

##### 3. Current product item

- (1) Monocrystalline solar cell 166mm x 166mm (M6)
- (2) Monocrystalline solar cell 182mm x 182mm / 182mm x 183.75mm (M10)
- (3) Monocrystalline M6 G2B PV module 120 cells (360W-390W) / 144 cells (435W-460W)
- (4) Monocrystalline M6 G2G PV module 120 cells (360W-390W) / 144 cells (435W-460W)
- (5) Monocrystalline M10 G2B PV module 108 cells (390W-420W) / 120 cells (440W-470W) / 144 cells (530W-560W)
- (6) Monocrystalline M10 G2B Bifacial PV module 108 cells (390W-420W) / 120 cells (440W-460W) / 144 cells (530W-550W)
- (7) Solar system
- (8) Energy storage system/Energy storage system (commercial/residential)

##### 4. The new products that planned to be developed

New structural high-efficiency Monocrystalline germanium solar cell  
 Monocrystalline M10 TOPCon G2G PV module  
 Monocrystalline M10 TOPCon G2B Bifacial PV module  
 Monocrystalline M10 TOPCon G2B PV module  
 Monocrystalline M10 Easy Disassemble G2B PV module  
 New structure high efficiency monocrystalline PV module

#### 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. And since the impact of the war between Ukraine and Russia in 2021, the energy crisis has heated up rapidly, and countries around the world have deepened their attention to green energy. On the other hand, in the context of the U.S.-China trade war, in order to prevent renewable energy from being restricted by the Chinese supply chain, the United States has gradually increased its efforts in the development of renewable energy outside China, and granted various tax breaks and exemptions for solar energy and wind power generation

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 a lot of challenges. In the past, due to the many steps and high temperature of the TOPCon process, the production yield was low and the production cost was high. There are relatively few peers who have put into mass production, and the scale is also small. In recent years, with the cooperation of industry, university and research institutes in various countries, the mass production efficiency and yield rate of TOPCon have gradually approached that of PERC. Therefore, major manufacturers in the same industry have actively invested in the production and construction of TOPCon in 2011. As HJT's process equipment is not compatible with the current mainstream PERC, the initial investment in equipment is relatively high, and its current market share is still relatively small.

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. The production technology and cost structure of TOPCon continue to maintain a high degree of attention, so as to facilitate the introduction of mass production at the most appropriate time. 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, 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. In 2022, with policies supporting renewable energy in mainland China, China's new solar installations will reach more than 87.4GW, and the global installations will also reach a high level of 280GW. After experiencing the soaring energy prices brought about by the Ukrainian-Russian War, countries have paid more attention to renewable energy than before. It is expected that in 2023, with the vigorous promotion of energy transformation in various countries, the national demand is expected to reach 338GW.

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. URECO 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, URECO 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 URECO 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, URECO 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

URECO has consistently led the industry by introducing high-performance products over the years. These include the Super19 polycrystalline series, with a maximum conversion efficiency of up to 20.0% during mass production in the early stages; the "Black 22" monocrystalline series, with a maximum conversion efficiency of up to 22.1% during mass production; the "Glory-BiFi" P-type bifacial cell, achieving a conversion efficiency of up to 22.9% in 2021, and the M6 large-sized PERC cell "Black23" launched in the fourth quarter of 2022. Responding to the strong global demand for high-wattage solar products, URECO continues to enhance the photovoltaic conversion efficiency of its P-type PERC cell products. In the first half of 2023, a new M10 (182 mm \* 182 mm) large-sized cell production line was established at the Zhunan plant, achieving a mass production efficiency of over 23.3% through the introduction of large-sized M10 chips, optimization of cell patterns, and application of new technologies, which is very close to the theoretical efficiency limit. Furthermore, URECO is also conducting research on the next-generation N-type high-efficiency solar cell process, specifically on tunnel oxide layer back surface field (TOPCon) technology. In the second half of 2023, URECO invested in an M10 TOPCon cell production line. By upgrading existing M10 PERC equipment and establishing key TOPCon process equipment, the company plans to obtain module VPC certification by the second half of 2024 and officially introduce high-wattage (570 watts and above), high-reliability dual-glass modules to the Taiwanese market. URECO, known for its outstanding R&D capabilities, was once again honored with the Gold Energy Award by the Bureau of Energy, Ministry of Economic Affairs in 2023. It is the only solar company to receive this award for eleven consecutive years. While actively engaging in the development of advanced process products, URECO also received support from the Industrial Development Bureau, Ministry of Economic Affairs, under the Industrial Innovation Program. This support aims to accelerate the development of high-efficiency and high-reliability N-type products through research and field validation of "M10 large-sized N-type high-efficiency solar cells and dual-glass module technology."

URECO's voluntarily verified VPC modules boast the highest power output in Taiwan, with M6 certified power reaching 460W and M10 certified power reaching up to 560W. In addition to providing customers

with excellent cell efficiency and high-wattage module products, URECO is committed to improving light-induced degradation (LID) and potential-induced degradation (PID) performance, with LID below 2%, surpassing industry averages, thus creating greater economic benefits for downstream system stations and end customers. Moreover, URECO actively collaborates with domestic and international research institutions and carefully forms strategic alliances with domestic and foreign industry players in technology. In terms of intellectual property protection, URECO strategically patents key technologies, with 144 patents maintained as of the end of 2022, and multiple patents undergoing simultaneous applications.

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

Unit : in Thousand of New Taiwan Dollars

Year	2022	2023	2024
Research and Development Expenses	70,392	88,148	114,673

## 3. Research and development personnel and their academic experience

Education	Year	2022		2023		2024/3/31	
		Number of Employees	%	Number of Employees	%	Number of Employees	%
Ph.D.		3	10%	3	9%	3	9%
Masters		17	53%	17	52%	16	50%
Bachelor's Degree		10	31%	11	33%	11	34%
Senior High School		2	6%	2	6%	2	6%
Total		32	100%	33	100%	32	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
2024 up to the date of publication of the annual report	<ol style="list-style-type: none"> <li>Through continuous research and innovation, "Black 23" and "BiFi" cells achieve a conversion efficiency of over 23.3%.</li> <li>In the realm of high-performance photovoltaic products, the "Black Peach VLM" series is introduced, with power generation efficiency reaching 560W (M10) levels, leading the Taiwan industry in module efficiency among its peers.</li> <li>In the strategic layout of next-generation overseas products, the M10 N-Type "GLORY HELLO, GLORY TOPCon" products are launched, with power generation efficiency reaching up to 700W.</li> <li>All product series are upgraded with "super salt resistance" and "typhoon-resistant systems," suitable for Taiwan's salt flat terrain and frequent typhoon environments.</li> <li>All series of products pass UL "fire tests."</li> <li>All series pass "non-toxic water quality" testing, conducted by the Industrial Technology Research Institute, ensuring safe and non-toxic water quality in compliance with environmental water quality monitoring standards set by the Environmental Protection Administration. Products are labeled "non-toxic water quality" across the series.</li> <li>Once again recognized with the Taiwan Excellent PV Award, achieving eleven consecutive wins.</li> <li>Recognized and supported by the Industrial Development Bureau of the Ministry of Economic Affairs, providing research grants for the development of M10 large-sized N-type high-efficiency solar cells and dual-glass module technology, with a project duration of two and a half years.</li> <li>Secured a 230MW contract, including projects with Taiwan Water Corporation, Tainan Parking Lot, and Kaohsiung Qijin Life Memorial Hall.</li> <li>Highest power output and best product reliability assurance among Taiwan's industry peers.</li> <li>Solar photovoltaic module products are the first in Taiwan to pass the actual verification of a seventeen-grade wind tunnel.</li> <li>Developed fully transparent modules to achieve the goal of agriculture-based and value-added green energy production in response to Taiwan's dual-use land patterns.</li> <li>Developed globally exclusive detachable modules and obtained international IEC and VPC product certifications.</li> </ol>

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

#### 1. Short-term development plan :

##### A. Marketing Strategies :

- Enhance overall profitability through differentiation of company image and product excellence.
- 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.
- 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 has the most complete layout in the middle and lower reaches of the solar energy supply chain.
- C. Product development direction :
- a. In addition to being deeply rooted in the Taiwan market, United Renewable Energy is also one of the few companies in Taiwan that has a complete solar business overseas. Its high-quality products have been recognized by Taiwan and overseas customers. Compared with the industry, our products have six major advantages: high efficiency, high value, high reliability, high credit rating, and emphasis on environmental sustainability. We are one of the few vertically integrated manufacturers in the industry, from cell manufacturing to module product production, and also have system development capabilities. Experience in construction and power station maintenance, and has branched out into the field of energy storage, including small residential energy storage and large commercial energy storage systems, which complement solar energy to enhance grid stability and solutions for day and night use. Product applications range from energy creation to energy storage vertically integrated areas.
  - b. In order to achieve Taiwan government's net-zero carbon emission goal, among the 12 key strategies announced by the national development council, optoelectronics is listed as one of the top development priorities. It mentions the goal of new-generation high-efficiency solar photovoltaic technology and module recycling for high-value reuse. High conversion efficiency is especially suitable for Taiwan's narrow and densely populated environment. Higher conversion efficiency per unit area means less land is used. Resources can achieve the required power generation. In addition to mass-producing M10 large-size solar cell and modules, United Renewable Energy is also actively investing in the development of next-generation N-type TOPCon (tunneling heterojunction) cells. United Renewable Energy is the first manufacturer in Taiwan to fully introduce bifacial cells and mass-produce bifacial modules. Bifacial modules have more effective power generation area and can effectively utilize ambient reflected light to increase system power generation. The bifacial double-glass module launched by URECO in the past has been widely praised for its bifacial power generation efficiency and exceeded expectations. The bifacial power generation product combined with the newly developed M10 TOPCon technology will further improve the photoelectric conversion efficiency. It is limited in Taiwan. Achieve optimal power generation energy within the land area. In terms of high-efficiency optoelectronic products, the company launched the "PEACH VLM" series of products, with power generation efficiency up to 560W (M10), and module performance leading the industry in Taiwan among similar products. At the same time, in terms of next-generation overseas product layout, the M10 N-Type "GLORY HELLO, GLORY TOPCon" products were launched, with power generation efficiency up to 700W. Among them, in response to the problem of solar panel recycling, the next-generation disassembly module "PEACH RE" is designed to recycle complete silicon wafers, glass and high-unit-price precious metal materials. The recycled batteries have also been successfully manufactured into recycled modules for secondary use, improving Waste recycling value and reduction of environmental burden create higher circular economic value.
  - c. The long-term reliability and stable power generation life of solar photovoltaics are the most important demands of owners and investors for their return on investment. Following the popularization of large-size and high-power solar photovoltaic modules in Taiwan, the requirements for their wind pressure resistance are becoming increasingly important. Taiwan is located in the subtropical region, with strong monsoons and changeable weather. Take typhoon Sudila in the past as an example. The observed wind speed was category 9, which meant that many solar panels were distorted and severely damaged by the typhoon. , causing investment owners to suffer heavy losses and lose all their money. Natural disaster losses caused by typhoons are risks that cannot be ignored in case investment. United Renewable Energy's self-made solar photovoltaic modules adopt material specifications and strengthened frame designs that are superior to those of overseas modules. The 40mm frame height

enhances the locking strength. It also adheres to the highest material standards in module material specifications and has excellent resistance to salt damage. In addition to performance, wind level 17 is also used as the basic strength threshold to provide customers with better service and product quality assurance, creating a win-win situation.

- d. The solar photovoltaic policy gives priority to promoting the diversified use of land, combining the existing uses of the land with solar photovoltaic installations. Among them, the "fish and electricity symbiosis" circular economy is a new economic model that combines aquaculture fisheries and green energy power generation, with "agriculture and fishery as the basis". "green power added value" as the core value, using green energy to drive fishery upgrades, create local employment economy, optimize breeding technology environment, sustainable land development and utilization, and drive fishery and green energy to coexist and prosper together. In response to some public concerns that solar panels will pollute water quality. United Recycling also sent the solar modules to the Industrial Technology Research Institute (ITRI) and the SGS Testing Center for the "broken module" immersion test, which tested 25 items including 8 heavy metals, general metals and organic compounds. The results were: "The water quality is safe and non-toxic, and all results are far lower than the river and reservoir water quality standards set by the Environmental Protection Agency." It has also passed the test for substances of high concern [REACH SVHC 211 items] and the Restriction of Hazardous Substances [RoHS] test. An environmentally friendly product that dispels the myth that solar panels will produce pollutants when soaked in water. . United renewable energy module products are in line with "breeding, power generation, and dual use in one place" and combine solar photovoltaics with agriculture, fishery and water ponds, select suitable breeding crops, and create diversified values where agriculture, fishery and green energy can coexist, prosper, and coexist.
- e. The company's solar photovoltaic module products have obtained multiple international and domestic agency certifications, such as: IEC, VPC, UL, CEC, etc. With its products deployed in overseas and domestic markets, United Renewable Energy has been rated as a Tier1 module manufacturer List, Bloomberg New Energy Finance, and is the only Taiwanese company to have been awarded the "Energy Bureau of the Ministry of Economic Affairs" for 11 consecutive years. The honor of "Excellent PV Award" sets a good benchmark for the industry, and also enhances the international competitiveness of Taiwan's modules, allowing the world to see Taiwan's technological research and development energy, allowing economic and environmental development to coexist and prosper.
- f. Our company's products are comprehensively laid out according to different site environments (ground type, roof type, wind and rain stadium, water surface type, agriculture, fishery and electricity symbiosis...), and we can provide solar photovoltaic module products that suit the environment. Products include the large-size " PEACH VLM" series. M10 modules have better power generation performance and better LCOE in large power stations. 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. It is suitable for distributed power stations such as rooftops.

## 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.

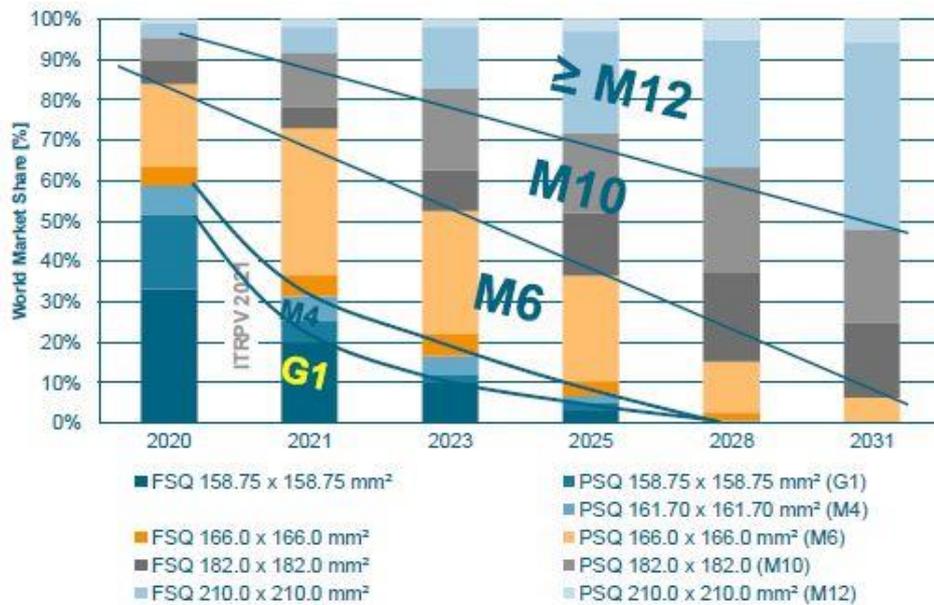
C. The direction of product development :

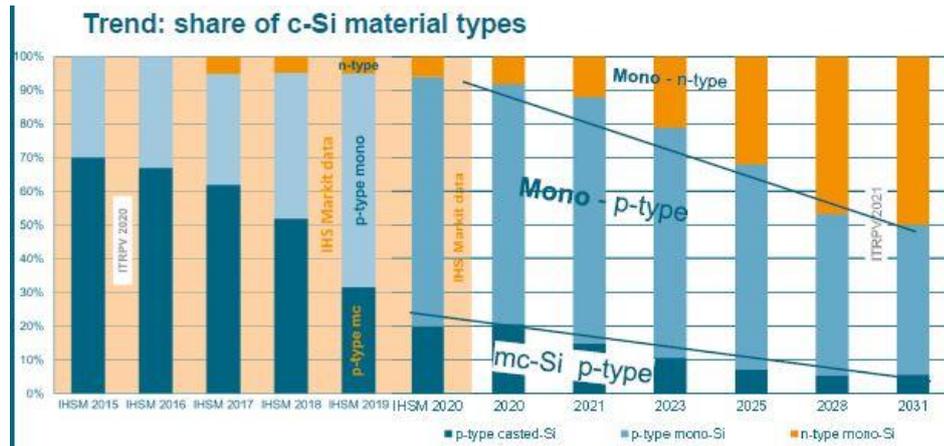
- a. Continuously improving photovoltaic conversion efficiency based on P-type PERC cells, while simultaneously researching next-generation N-type high-efficiency solar cell processes (tunnel oxide layer back surface field (TOPCon) and heterojunction (HJT)). In response to the urgent global demand for high-wattage solar products, URECO continues to enhance the photovoltaic conversion efficiency of its P-type PERC cell products. In the first half of 2023, a new M10 (182 mm\*182mm) large-sized cell production line was established at the Zhunan plant. Through the introduction of large-sized M10 chips, optimization of cell patterns, and application of new technologies, the current production efficiency has reached over 23.3%. Additionally, in the second half of 2023, URECO invested in an M10 tunnel oxide layer back surface field (TOPCon) cell production line. By upgrading existing M10 PERC equipment and establishing key TOPCon process equipment, the company plans to obtain module VPC certification by the second half of 2024 and officially launch high-wattage (570 watts and above), high-reliability dual-glass modules in the Taiwanese market.

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.

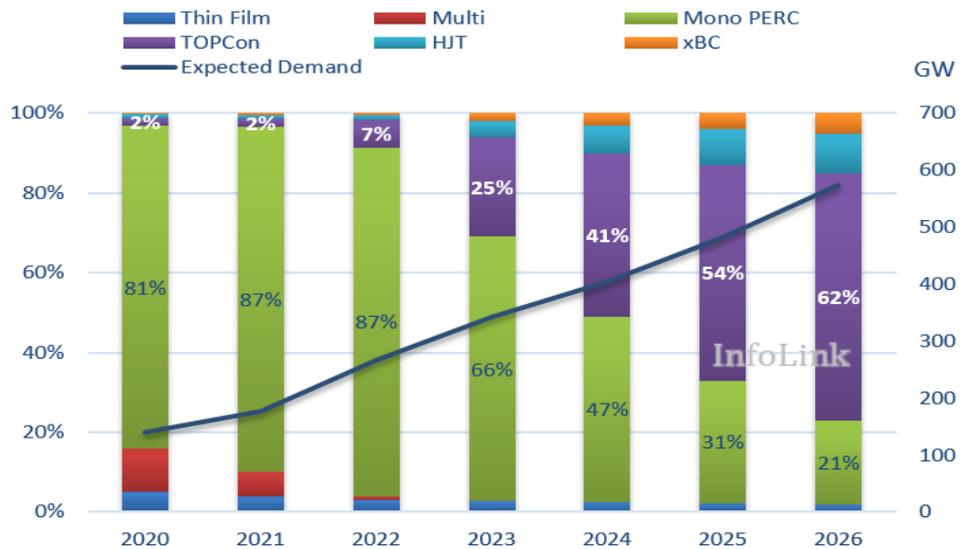
The Company has complete integration of cells and module technology; we arrange and product characteristics for different environments, whether it is water, desert, snow, or roof, there are corresponding products. The research and development team has always maintained a good cooperative relationship 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.).



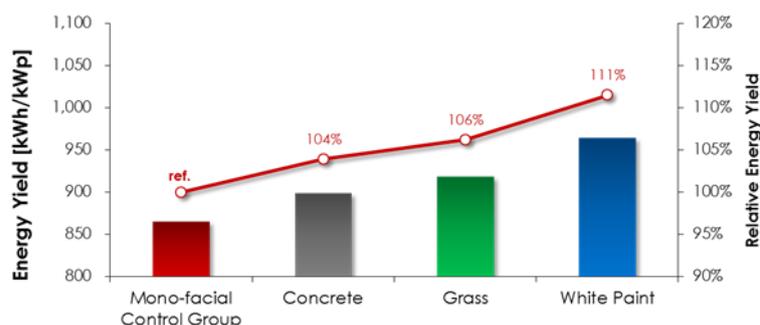


### 電池技術市占率預估



- 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.



c. In response to the international net-zero carbon emission trend, United Renewable Energy Co. and ITRI have accelerated the development of easy disassemble solar modules to reach product standardization levels, introduced new technologies and improved quality products made in Taiwan, and led the energy industry towards net-zero sustainable development. Grasp new business opportunities in the global carbon reduction cycle, accelerate international marketing and market promotion in technology research and development on related issues, and provide the best solution to the solar panel recycling problem.

In order to achieve Taiwan's net zero carbon emission target, among the 12 key strategies announced by the national development council, photovoltaic and wind power are listed as the primary development priorities. In response to the recycling problem after a large number of photovoltaics are deployed, the easy disassemble solar module can greatly increase the value of photovoltaics after decommissioning through the new development of film materials and the creation of an innovative recycling model. Through the increase in economic value, future decommissioned module materials can be recovered. Effective recycling also enhances the international competitiveness of Taiwan's modules, allowing the world to see the energy of Taiwan's technology research and development, enabling economic and environmental development to coexist and prosper.

Recycling is an important issue that cannot be ignored in the renewable energy industry, and it is also the last mile. Through the latest research and development of packaging material technology, this type of detachable module design can solve the problem of recycling waste solar photovoltaic modules, and integrate complete silicon wafers and high-tech Recycling of precious metal materials at a unit price can not only greatly reduce the difficulty and labor cost of recycling, but also implement green energy, create a higher circular economy and endow resources with the value of regeneration, so that industrial development can be straight from "mining, manufacturing, using, and discarding". The linear economy is transformed into a "resource sustainable" circular economy.

United Renewable Energy Co. is the only company in the world that has obtained international certification for this type of easy disassemble solar module, providing a breakthrough solution to the net-zero sustainability issue.

## 5.2. Market, production and sales overview :

### 5.2.1. Market analysis

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

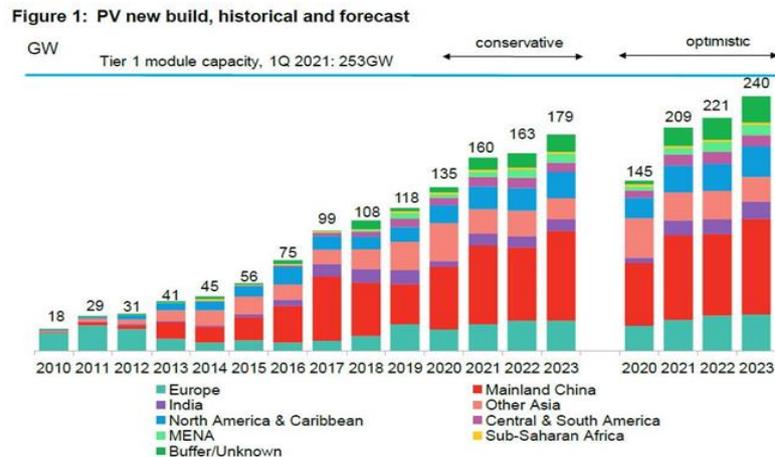
Unit: in Thousand of New Taiwan Dollars

Sales Area		2022		2023	
		Amount	%	Amount	%
Domestic sales		9,335,582	49.64%	6,403,022	51.16%
Export	U.S.A.	4,605,072	24.48%	2,337,465	18.67%
	Singapore	1,393,424	7.41%	1,892,629	15.12%
	Europe	1,879,709	9.99%	1,290,162	10.31%
	Other countries	1,594,264	8.48%	592,949	4.74%
	Minor total	9,472,469	50.36%	6,113,205	48.84%
Total		18,808,051	100.00%	12,516,227	100.00%

2. The company's market share in Taiwan is exceed 31%.

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.



Source: BloombergNEF Note: For updates see Capacity and Generation tool ([web](#) | [terminal](#)).

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. Advantages

① Operational 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.

② Process 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.

③ Continuous 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.

④ Advanced 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.

⑤ The 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:

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

② Improve the quality of products, techniques and services.

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

④ Keep 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:

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

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

③ Seeking overseas factory plans.

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

5.2.2. The important usage and produce process of main products

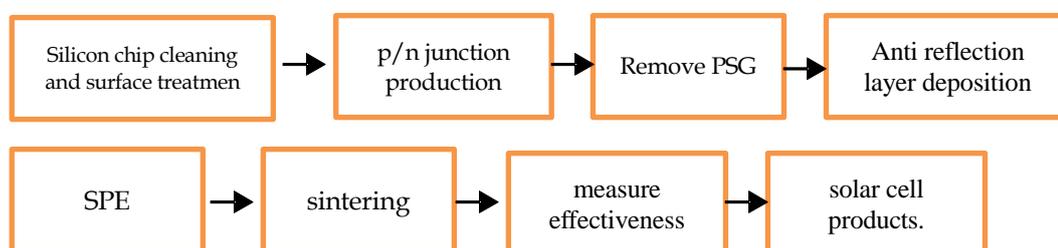
1. Usage of main products

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

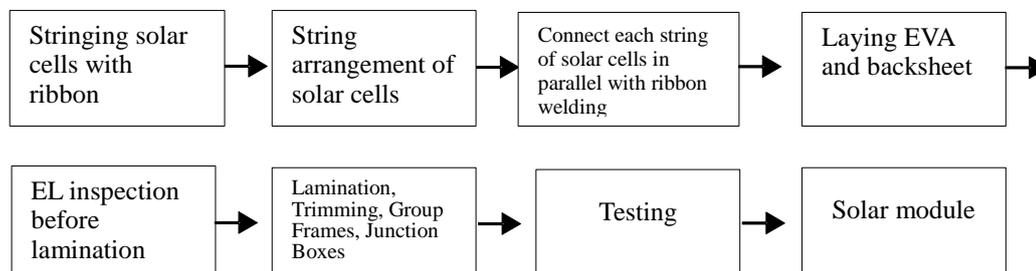
The crystalline germanium solar cell structure is based on a P-type germanium wafer material, and the germanium wafer surface is roughened by etching the germanium wafer with an acidic or alkaline chemical etching solution, its purpose is to reduce the amount of reflection of the incident light. The 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 :



### 5.2.3. 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

### 5.2.4. Major Suppliers and Clients :

#### 1. Major Suppliers in the Last Two Calendar Years :

Unit: in Thousand of New Taiwan Dollars

Item	2022				2023				2024/3/31			
	Name	Amount	Percent	Relation with Issuer	Name	Amount	Percent	Relation with Issuer	Name	Amount	Percent	Relation with Issuer
1	107007	4,165,242	28.16%	None	107007	2,229,076	29.51%	None	103411	101,484	14.67%	None
2	107032	1,937,509	13.10%	None	—	—	—	—	—	—	—	—
3	Others	8,687,279	58.74%	—	Others	5,324,815	70.49%	—	Others	590,454	85.33%	—
	Net Total Supplies	14,790,030	100.00%	—	Net Total Supplies	7,553,891	100.00%	—	Net Total Supplies	691,938	100.00%	—

## 2. Major Clients in the Last Two Calendar Years :

Unit : in Thousand of New Taiwan Dollars

Item	2022				2023				2024/3/31			
	Company Name	Amount	Percent	Relation With Issuer	Company Name	Amount	Percent	Relation With Issuer	Company Name	Amount	Percent	Relation With Issuer
1	FG	3,895,970	20.71	None	FG	1,950,410	15.58	None	FO	270,942	18.17	None
2	Others	14,912,081	79.29	—	FO	1,889,551	15.10	None	FG	180,939	12.14	None
3	—	—	—	—	Others	8,676,266	69.32	—	Others	1,038,933	69.69	—
	Net Sales	18,808,051	100.00	—	Net Sales	12,516,227	100.00	—	Net Sales	1,490,814	100.00	—

### 5.2.5. Production in the Last Two Years :

Unit : in Thousand of New Taiwan Dollars

Major Products (or by department)	Year	2022			2023		
		Capacity	Quantity	Amount	Capacity	Quantity	Amount
Solar Module & Solar Cell		425,715	366,425	14,189,764	361,633	324,350	8,670,147

### 5.2.6. Sales volume table in the Last Two Years :

Unit : in Thousand of New Taiwan Dollars

Year Shipments & Sales Major Products	2022				2023			
	Local		Export		Local		Export	
	Quantity	Amount	Quantity	Amount	Quantity	Amount	Quantity	Amount
Solar Module & Solar Cell	2,735	8,023,364	301,015	9,220,554	1,350	5,625,235	275,335	5,944,048
Others	2,718	1,312,218	1,312	251,915	168	777,787	—	169,157
Total	5,453	9,335,582	302,327	9,472,469	1,518	6,403,022	275,335	6,113,205

## 5.3. Human Resources :

Year		2022	2023	2024/3/31
Number of Employees	Staff	670	616	593
	Manufacturing	1,105	636	588
	Total	1,775	1,252	1,181
Average Age		37.62	39.76	39.93
Average Years of Service		5.81	6.94	7.19
Education	Ph.D.	0.50%	0.64%	0.76%
	Masters	10.20%	14.06%	14.14%
	Bachelor's Degree	46.20%	47.12%	47.33%
	Senior High School	12.17%	13.10%	12.79%
	Below Senior High School	30.93%	25.08%	24.98%

## 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: In 2022, the fine for environmental protection is 160,000 dollars.

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-NanHsinchu B Plant	Tainan Plant
Operation permit of stationary source pollution	NA	2023/12/19	2024/01/10
Permissive document of water pollution prevention	NA	2024/01/30	2024/02/06
Cleaning plan of business waste	2023/02/22	2023/10/16	2024/01/03

2. Payable pollution prevention fees in 2023 :

Unit : New Taiwan Dollars

category \ Plant	Hsinchu Science Park Plant	Zhu-NanHsinchu B Plant	Tainan Plant
Air pollution prevention fee	64,901	247,404	346,528
Soil and groundwater pollution treatment fee	0	4,377	7,510

3. The establishment of environmental protection personnel :

category \ Plant	Hsinchu Science Park Plant	Zhu-NanHsinchu B Plant	Tainan Plant
Personnel of Air pollution prevention and control	NA	Anh Wang	David Chen
Personnel of Water pollution prevention and control	NA	Shihwei Hsu	David Chen
Waste treatment professional technician	Lilly Chen	Hannah Tsai	Pingkai Tsai
Professional and technical managers of toxic and chemical substances of concern	NA	Shihwei Hsu	Wei.She

- 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. 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.
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2. 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.

(1) Free group insurance and health check-ups

In addition to complying with relevant laws and regulations for national health insurance and labor insurance, the company provides group insurance for all employees. The company fully covers the cost of group insurance, which includes coverage for medical expenses due to accidents, hospitalization, cancer treatment, surgeries, non-hospitalized fractures, etc. For employees on business trips or assignments, additional coverage for overseas accidental death and emergency hospitalization medical expenses is provided. Furthermore, the company arranges annual health check-ups for all employees, fully covering the cost.

(2) Diverse employee welfare measures

The company has established an Employee Welfare Committee and allocates funds for employee welfare. It continuously promotes diverse employee welfare measures and organizes various recreational activities during important festivals. It also distributes gift vouchers and birthday vouchers to employees, allowing them to relieve stress and strengthen cohesion, thus achieving work-life balance. Additional subsidies are provided for wedding gifts, childbirth support, hospital comfort funds, funeral subsidies, and condolence payments. An employee cafeteria is provided, and meal allowances are provided for breakfast, lunch, dinner, and late-night meals based on work shifts. For employees who work extended hours due to business needs, full dinner subsidies are provided as an additional benefit.

(3) Friendly environment for pregnancy and breastfeeding and childcare assistance

In response to the physical and mental changes experienced by female colleagues during pregnancy, the company allows female colleagues to apply for a designated parking space. To encourage breastfeeding, warm and comfortable lactation rooms are provided across all locations. Flexible working hours are established based on the characteristic of each site, allowing employees to request suitable working hours to accommodate their family needs. Additionally, to reduce the cost of educational expense, the Company has signed exclusive discounted contracts with nearby childcare centers and kindergartens, enabling employees to have favor in childcare.

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. In the year 2022, the total training hours amounted to 9,603.5 hours, with an average of 5.4 hours of training per employee. In the year 2023, the total training hours amounted to 9,251 hours, with an average of 7.4 hours of training per employee.

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. The retirement fund contribution for the year 2022 was NTD. 55,181 thousands. The retirement fund contribution for the year 2023 was NTD. 48,973 thousands.

4. The agreement and negotiation of labor :

The Company has formulated a human rights policy applicable to the Company and its affiliated corporations in accordance with human rights standards such as the "International Bill of Human Rights," the "ILO Declaration on Fundamental Principles and Rights at Work". To implement the human rights policy, the Company provides a safe and healthy working environment for employees, reduces factors that pose risks to their safety and health, establishes a career development and skills training program, and plans a diverse educational system that promotes work-life balance. During new employee orientation and training, relevant human rights education and training are provided, including understanding labor laws and regulations, prevention of illegal activities, and awareness of sexual harassment prevention. General occupational health and safety training is also provided to ensure that employees have a clear understanding of the company's stance on protecting human rights policies. In the year 2023, there was 1,217 participants, amounted to 2,434 hours in Sexual Harassment Prevention Course. The average correct answer rate was 95% in the post-class quizzes.

5. Workplace Diversity :

Every URECO employee, regardless of gender, nationality, race, or religious beliefs, is entitled to equal benefits and subsidies. A fair and equitable employee promotion system is in place, ensuring that employees with the same job level and responsibilities receive equal compensation regardless of gender, nationality, race, or religious beliefs. In the year 2023, the total number of employees in the company was 1,252. According to the regulations of the Disability Rights Protection Act, the number of employees with disabilities should not be less than 1% of the total workforce. Based on the current disability rating system, the company employed individuals with a disability rating of 19 points by the end of the year 2023, surpassing the regulatory requirement of 12 points. The gender distribution of employees in each plant is balanced, and education and age are diversified across different levels, demonstrating that URECO does not discriminate against specific identities and adopts a policy of employing talents based on their abilities and suitability.

Year			2023		
			Number of Employees	%	
Employees	Staff	Gender	Male	291	23.2%
			Female	345	27.6%
		Age	< 30	115	9.2%
			31~50	504	40.3%
			> 51	17	1.3%
		Education	Master above	2	0.2%
			Bachelor's Degree	348	27.8%
	Others		286	22.8%	
	Manufacturing	Gender	Male	422	33.7%
			Female	194	15.5%
		Age	< 30	44	3.5%
			31~50	504	40.3%
			> 51	68	5.4%
		Education	Master above	182	14.5%
Bachelor's Degree			406	32.4%	
Others	345		2.3%		

#### 6. Collective bargaining and employee rights protection :

The company provides multiple communication channels to facilitate effective communication with employees. Quarterly meetings, including "Labor-Management Meetings," "Welfare Committee Meetings," and "Department Meetings," are conducted to keep employees informed about the company's operational goals, prospects, and upcoming challenges. Additionally, the company has established communication channels such as the Dr. H electronic mailbox, physical mailbox, and complaint hotline, enabling employees to engage in timely two-way communication. These channels are designed to listen to employee suggestions and address their concerns, which are taken into consideration for future policy development. In 2022, the company received four complaints, all of which were successfully resolved within the same year. In 2023, the company received five complaints, all of which were successfully resolved within the same year.

In terms of protecting employee rights, the company adheres to local labor laws and regulations. When facing significant impacts on employee work rights, such as plant closures or relocations, the company complies with Article 16 of the Labor Standards Act, which sets different notice periods based on employees' length of service. Furthermore, in the event of significant changes in company operations requiring a substantial number of employee terminations, the company follows The Act 4 of the Protection of Employees During Mass Redundancy. It requires the company to provide a notification of the redundancy plan to the competent authorities, relevant units, or individuals at least 60 days in advance and publicly disclose the information.

#### 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: :

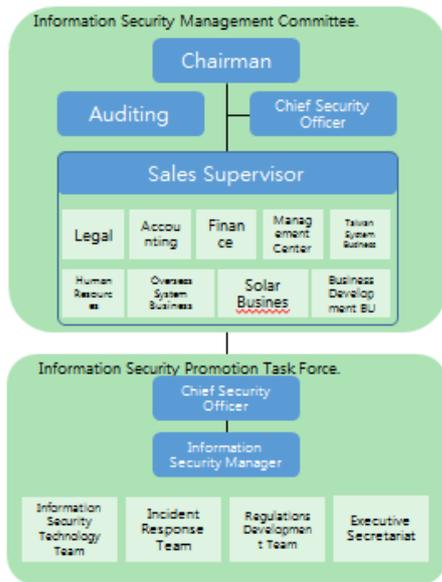
1. The company has always placed great importance on maintaining harmonious labor relations. As of the printing date of the annual report, the Company incurred approximately NT\$40,000 in expenses related to resolving labor issues in the 2022. These expenses did not result in significant losses, and there were no penalties imposed by regulatory authorities.
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.
  - (4) Plan training sessions to help employees' awareness and promote a friendly workplace culture.
3. The loss amount may occur currently and in the future: not applicable.

### **5.6. Information Security Management**

#### 5.6.1. Policy of Information Security

##### 1. Information security risk management framework :

To ensure the continuous and effective operation of information security management in the company and to properly protect confidential research and development, measures are taken to prevent deliberate or negligent damage to their confidentiality, integrity, and availability by both internal and external individuals. The company has established a "Information Security Management Committee" with the Chairman serving as the convener and the Chief Security Officer as the executive secretary. The heads of each business units are necessary members of the committee. In addition to formulating the company's information security policies and approving the annual information security implementation plan, the committee also monitors the implementation of information security management across all units through security performance reports. In 2023, a total of 27 departments completed the inventory, risk assessment, risk analysis, and formulated risk disposal plans for information and communication assets to implement control measures, ensuring effective reduction of information security risks. It is expected that in the first half of 2024, ISMS documents applicable to various departments will be formulated, and internal audit operations will begin in the second half of the year.



#### ◆ Information Security Management Review Meeting

- Convenor : Chairman
- Executive Secretary : Chief Security Officer
- committee : Vice President
- Meetings : Promotion Task Force Meetings every half-year
- In control :
  - ✓ Review of information security management policies and annual workplans
    - ✓ Review of the implementation status of information security risk management in each departments.
    - ✓ Review of other significant information security issues.

#### ◆ Information Security Promotion Task Force Meeting

- Information Security Manager : Chief Security Officer
- Executive Secretary : Information Security Manager
- Team Members : Information Security contact window of department
- Meetings : Promotion Task Force Meetings every half-year
- In control :
  - ✓ Draft the information security management policy and the annual work plan for information security management
  - ✓ Arrange the review of information security management regulations and conduct information security education and training courses
  - ✓ Establish and implement information security project in response to risk trend and company's information security needs

## 2. Information and Communication Security Policy :

To ensure the smooth operation of the company's business and prevent unauthorized access, use, control, disclosure, destruction, alteration, or other activities that may compromise the confidentiality, integrity, availability, and legality of the information and communication systems and services, the company has developed the Information and Communication Security Policy.

- (1) Establish a dedicated unit responsible for establishing and implementing information security systems and managing related processes.
- (2) Ensure that the regulations of the information security management comply with relevant government laws and regulations.
- (3) Effectively manage information and communication assets by conducting regular asset examinations and risk assessments and implementing protective measures.
- (4) Develop and implement a comprehensive information security maintenance plan to ensure the feasibility and effectiveness of the Information and Communication Security Policy.
- (5) Implement vendor security audits and management to ensure the security of outsourced information and communication.
- (6) Implement auditing and management review processes to continuously improve the information security management processes.
- (7) Provide information security education and training programs and promote information security awareness among new employees to enhance the overall security consciousness of the workforce.
- (8) Protect information and communication systems and services from unauthorized access to maintain their confidentiality.
- (9) Prevent unauthorized modification of information and communication systems and services to maintain integrity.
- (10) Ensure authorized users have appropriate access to information and communication systems and services based on their operational needs.
- (11) Promote the integration of information security defenses, strengthen collaborative security measures, and facilitate information sharing.

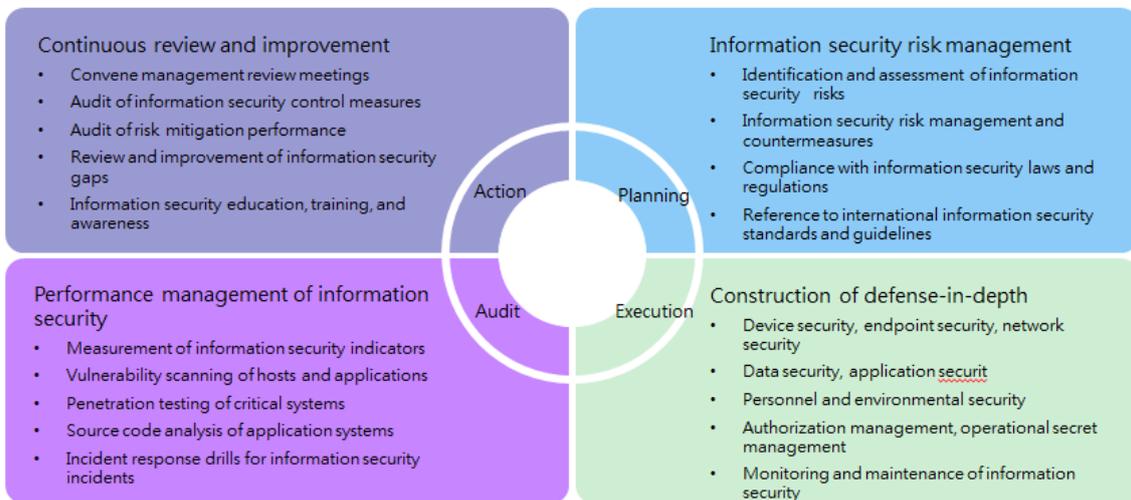
## 3. Specific Measures :

- Information Security Management Meeting : Regular convening of information and communication security management review meetings and information and communication security promotion group meetings. In 2023 a total of 16 information and communication security meetings were held across departments to review information and communication security management policies, formulate information and communication security management work plans, review information and communication security management regulations, conduct information and communication security education and training courses, and formulate and implement information security projects in response to risk trends and company information security needs. Risk control review: Each department conducts regular annual examination of information and communication assets to assesses their value. Based on

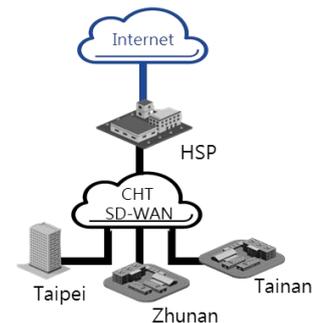
the results of annual risk assessment, risk mitigation plans are developed. After implementing the control measures, the effectiveness of the measures is reviewed to ensure the effective reduction of information security risks.

- Risk control review : Each department conducts regular annual examination of information and communication assets to assesses their value. Based on the results of annual risk assessment, risk mitigation plans are developed. After implementing the control measures, the effectiveness of the measures is reviewed to ensure the effective reduction of information security risks.
- Information Security Operations and Maintenance : The company has been gradually implementing a defense-in-depth strategy. This includes the implementation of SD-WAN to consolidate network access controls across various offices and the establishment of next-generation firewalls for network security. The company also employs security systems such as CrowdStrike, Data Insight, and Antivirus for host security. To ensure the protection of sensitive business data, appropriate security measures are in place for data handling and storage, with access controls implemented based on job responsibilities. Additionally, to achieve the goal of uninterrupted business operations, the company has established backup plans, backup procedures, and restoration processes for critical information systems.
- Employee Awareness Training : It is planned that in 2024, all employees will undergo information security awareness training to implement information security health checks, social engineering education and training, and actual social engineering exercises. Enhance employees' understanding of relevant legal provisions and strengthen awareness of information and communication security prevention in daily operations.
- Improvement of Information Security : Regularly review information and communication security regulations and operational procedures. Conduct internal controls and audits to ensure compliance with information and communication security prevention and management measures. On the technical front, continuously gather information on security risk trends and new attack techniques, assess relevant technical risks in the company, and develop technology introduction strategies and management policies.

#### 4. Resources of Information security management



To maintain the operation of the information security management system and comply with the guidelines and regulations for information security management in listed companies, the company has appointed the Vice President as the Chief Security Officer. Additionally, a dedicated Information Security Department has been established, consisting of one Security Manager and two Security Personnel. The technical operations and maintenance of information security are handled by the control center of the Information Department, which currently has one Technical Operations Manager and five Technical Personnel responsible for security device maintenance. In 2023, information security equipment installation included SD-WAN installation in various offices, upgrade of next-generation firewalls, CrowdStrike installation, Data Insight installation, etc., and assessment of endpoint protection system implementation in 2024.



5.6.2. Total losses, impact on financial business due to major information security incidents in the most recent year and the current year up to the printing date of the annual report and disclosure current and future estimated amount and response measure : The company has established standard procedures for information security incident response, defining relevant processes and measures, including information security incident reporting procedures, information security incident handling procedures, and assessing the impact of information security risks on the company's financial and operational aspects and corresponding measures. Up to the printing date of the 2023 annual report, the company had no significant information security incidents and no financial losses or operational impacts caused by information security incidents.

### 5.7. 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	—
Credit agreement	First Commercial Bank Taiwan Cooperative Bank Land Bank of Taiwan ChinaTrust Commercial Bank Mega International Commercial Bank Bank SinoPac Co., Ltd etc	September 22, 2023~ September 22, 2026	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	

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 o IFRS (Standalone)

Unit : in Thousands of New Taiwan Dollars

Item	Year	Five-Year Financial Summary(Note1)				
		2019	2020	2021	2022 (after restatement)	2023
Current assets		11,222,358	9,142,990	9,065,135	11,625,225	8,075,249
Property, Plant and Equipment		10,151,154	4,439,234	4,288,600	5,996,757	6,505,565
Intangible assets		4,234	1,924	4,134	2,789	1,565
Other assets		17,725,039	13,415,463	12,220,973	11,789,683	8,963,697
Total assets		39,102,785	26,999,611	25,578,842	29,414,454	23,546,076
Current liabilities	Before distribution	8,071,396	7,856,487	3,353,867	5,041,305	6,066,222
	After distribution	8,071,396	7,856,487	3,353,867	5,204,084	6,066,222
Non-current liabilities		10,309,396	4,886,192	7,094,375	7,916,546	4,728,847
Total liabilities	Before distribution	18,380,792	12,742,679	10,448,242	12,957,851	10,795,069
	After distribution	18,380,792	12,742,679	10,448,242	13,120,630	10,795,069
Equity attributable to shareholders of the parent		—	—	—	—	—
Capital stock		26,653,375	26,650,863	16,278,140	16,277,905	16,277,954
Capital surplus		118,989	7,877	999,749	187,699	211,412
Legal Reserve		—	—	—	—	35,473
Special Reserve		—	—	—	—	—
Retained Earnings	Before distribution	(6,000,644)	(11,581,063)	(1,461,427)	354,726	(3,707,474)
	After distribution	(6,000,644)	(11,581,063)	(1,461,427)	191,947	(3,707,474)
Other equity		(31,028)	(802,046)	(667,163)	(345,028)	(47,659)
Treasury stocks		(18,699)	(18,699)	(18,699)	(18,699)	(18,699)
Non-controlling interest		—	—	—	—	—
Total Shareholders' Equity	Before distribution	20,721,993	14,256,932	15,130,600	16,456,603	12,751,007
	After distribution	20,721,993	14,256,932	15,130,600	16,293,824	12,751,007

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

Note 2: The profit distribution plan for 2022 was approved by the Board of Directors on March 13, 2023, to distribute a cash dividend of NT\$0.1 per share, and was reported at the shareholders' meeting on June 28, 2023.

Note 3: The company began to apply the amendment to International Accounting Standard No. 12 "Deferred Income Tax Related to Assets and Liabilities Arising from a Single Transaction with a Single Tax Authority" from January 1, 2023. The amendment restricts the scope of exemption recognition. When temporary differences arise from the original recognition of transactions, which result in equal taxable and deductible amounts, the exemption recognition is no longer applied, and an equal amount of deferred income tax assets and deferred income tax liabilities should be recognized. This accounting change resulted in an increase of NT\$14,404 thousand in deferred income tax assets and deferred income tax liabilities as of December 31, 2022, and therefore, the financial reports for the comparative period (2022) were retrospectively restated as required.

### 6.1.2. Consolidated Condensed Balance Sheet – Based on IFRS

Unit : in Thousands of New Taiwan Dollars

Item	Year	Five-Year Financial Summary(Note1)					2024/1/1~3/31
		2019	2020	2021	2022 (after restatement)	2023	
Current assets		17,502,328	14,101,362	15,386,380	15,864,923	10,325,098	11,877,374
Property, Plant and Equipment		19,064,958	10,450,989	8,213,695	10,188,315	11,125,753	11,012,355
Intangible assets		115,357	70,317	4,803	3,250	2,964	3,295
Other assets		10,543,841	7,838,033	7,610,378	8,196,302	7,286,059	7,352,318
Total assets		47,226,484	32,460,701	31,215,256	34,252,790	28,739,874	30,245,342
Current liabilities	Before distribution	12,518,166	11,244,424	7,976,676	8,346,122	9,277,651	10,186,175
	After distribution	12,518,166	11,244,424	7,976,676	8,508,901	9,277,651	10,186,175
Non-current liabilities		13,224,083	6,192,163	7,406,200	8,810,249	6,356,953	7,123,375
Other liabilities		—	—	—	—	—	—
Total liabilities	Before distribution	25,742,249	17,436,587	15,382,876	17,156,371	15,634,604	17,309,550
	After distribution	25,742,249	17,436,587	15,382,876	17,319,150	15,634,604	17,309,550
Equity attributable to shareholders of the parent		20,721,993	14,256,932	15,130,600	16,456,603	12,751,007	12,577,715
Capital stock		26,653,375	26,650,863	16,278,140	16,277,905	16,277,954	16,277,954
Capital surplus		118,989	7,877	999,749	187,699	211,412	211,434
Legal Reserve		—	—	—	—	35,473	35,473
Special Reserve		—	—	—	—	—	—
Retained Earnings	Before distribution	(6,000,644)	(11,581,063)	(1,461,427)	354,726	(3,707,474)	(3,982,640)
	After distribution	(6,000,644)	(11,581,063)	(1,461,427)	191,947	(3,707,474)	(3,982,640)
Other equity		(31,028)	(802,046)	(667,163)	(345,028)	(47,659)	54,193
Treasury stocks		(18,699)	(18,699)	(18,699)	(18,699)	(18,699)	(18,699)
Non-controlling interest		762,242	767,182	701,780	639,816	354,263	358,077
Total Shareholders' Equity	Before distribution	21,484,235	15,024,114	15,832,380	17,096,419	13,105,270	12,935,792
	After distribution	21,484,235	15,024,114	15,832,380	16,933,640	13,105,270	12,935,792

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

Note 2: The profit distribution plan for 2022 was approved by the Board of Directors on March 13, 2023, to distribute a cash dividend of NT\$0.1 per share, and was reported at the shareholders' meeting on June 28, 2023.

Note 3: The company began to apply the amendment to International Accounting Standard No. 12 "Deferred Income Tax Related to Assets and Liabilities Arising from a Single Transaction with a Single Tax Authority" from January 1, 2023. The amendment restricts the scope of exemption recognition. When temporary differences arise from the original recognition of transactions, which result in equal taxable and deductible amounts, the exemption recognition is no longer applied, and an equal amount of deferred income tax assets and deferred income tax liabilities should be recognized. This accounting change resulted in an increase of NT\$14,404 thousand in deferred income tax assets and deferred income tax liabilities as of December 31, 2022, and therefore, the financial reports for the comparative period (2022) were retrospectively restated as required. °

### 6.1.3. Condensed Statement of Income (Standalone)

Unit : in Thousands of New Taiwan Dollars

Item	Year	Five-Year Financial Summary				
		2019	2020	2021	2022	2023
Operating Revenue		14,911,766	10,716,898	12,027,712	16,353,377	10,150,303
Gross profit		(723,056)	(311,660)	468,731	1,697,403	(728,584)
Income from operations		(3,655,667)	(2,439,366)	(628,520)	633,478	(1,693,980)
Non-Operating Income and Expenses		(2,029,922)	(3,699,649)	(659,683)	360,165	(1,981,381)
Income before tax		(5,685,589)	(6,139,015)	(1,288,203)	993,643	(3,675,361)
Continuing business unit's current net profit (loss)		(5,686,065)	(6,139,015)	(1,288,203)	993,643	(3,888,981)
Loss of closed business units		—	—	—	—	—
Net income (Loss)		(5,686,065)	(6,139,015)	(1,288,203)	993,643	(3,888,981)
Other comprehensive income		837,400	(259,823)	(44,568)	321,268	322,402
Total comprehensive income		(4,848,665)	(6,398,838)	(1,332,771)	1,314,911	(3,566,579)
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		(2.26)	(4.08)	(0.84)	0.61	(2.39)

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

Note 2: 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					2024/1/1~3/31
		2019	2020	2021	2022	2023	
Operating Revenue		18,139,112	12,511,034	14,302,408	18,808,051	12,516,227	1,490,814
Gross profit		(984,323)	(876,476)	728,819	2,142,197	(1,767,860)	(67,553)
Income from operations		(5,221,950)	(4,614,257)	(820,746)	739,171	(2,979,643)	(311,901)
Non-Operating Income and Expenses		(484,606)	(1,121,175)	(520,039)	207,272	(713,157)	28,841
Income before tax		(5,706,556)	(5,735,432)	(1,340,785)	946,443	(3,692,800)	(283,060)
Continuing business unit's current net profit (loss)		(5,769,189)	(6,162,307)	(1,341,587)	938,747	(3,914,958)	(283,116)
Loss of closed business units		—	—	—	—	—	—
Net income (Loss)		(5,769,189)	(6,162,307)	(1,341,587)	938,747	(3,914,958)	(283,116)
Other comprehensive income		820,072	(308,783)	(54,899)	392,825	327,722	113,616
Total comprehensive income		(4,949,117)	(6,471,090)	(1,396,486)	1,331,572	(3,587,236)	(169,500)
Net income attributable to shareholders of the parent		(5,686,065)	(6,139,015)	(1,288,203)	993,643	(3,888,981)	(274,147)
Net income attributable to non-controlling interest		(83,124)	(23,292)	(53,384)	(54,896)	(25,977)	(8,969)
Comprehensive attributable to shareholders of the parent		(4,848,665)	(6,398,838)	(1,332,771)	1,314,911	(3,566,579)	(173,314)
Comprehensive income attributable to non-controlling interest		(100,452)	(72,252)	(63,715)	16,661	(20,657)	3,814
Earnings per share		(2.26)	(4.08)	(0.84)	0.61	(2.39)	(0.17)

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

Note 2: 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
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
2022	KPMG	Yung-Hua Huang 、 Pao Lian Chou	Unqualified opinion
2023	KPMG	Yung-Hua Huang 、 Pao Lian Chou	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.

#### 6.1.6. The Company has changed the certified accountants to Yung Hua Huang and Pao-Lian Chou starting from the fourth quarter of the year 2023 in compliance with internal rotation policy of KPMG.

## 6.2. Five-Year Financial Analysis

### 6.2.1. Financial Analysis based on IFRS (Standalone)

Item	Year	Financial Analysis for the Past Five Years				
		2019	2020	2021	2022	2023
Financial structure (%)	Ratio Of Liabilities To Assets	47.01	47.20	40.85	44.05	45.85
	Ratio Of Long-Term Capital To Property, Plant and Equipment	305.69	431.23	518.23	406.44	268.69
Solvency (%)	Current Ratio	139.04	116.38	270.29	230.60	133.12
	Quick Ratio	107.54	93.38	213.17	147.21	112.53
	Times Interest Earned Ratio	—	—	—	13.97	—
Operating performance	Accounts Receivable Turnover (Turns)	4.50	5.83	4.76	5.38	6.96
	Average Collection Period	81	63	77	68	52
	Inventory Turnover (Turns)	5.94	6.49	5.21	7.15	6.37
	Accounts Payable Turnover (Turns)	7.85	8.95	7.76	9.09	12.44
	Average Days In Sales	61	56	70	51	57
	Property, Plant and Equipment Turnover (Turns)	1.04	1.26	1.47	2.76	3.18
	Total Assets Turnover (Turns)	0.27	0.34	0.32	0.46	0.59
Profitability	Return On Total Assets (%)	(11.93)	(17.73)	(4.25)	3.84	(14.28)
	Return On Shareholders' Equity (%)	(25.09)	(35.10)	(8.77)	6.29	(26.63)
	Ratio of net profit to paid-in capital before tax (%)	(21.33)	(23.03)	(7.91)	6.08	(22.58)
	Profit Ratio (%)	(38.13)	(57.28)	(10.71)	6.08	(38.31)
	Earnings Per Share (\$) (Note 1)	(2.26)	(4.08)	(0.84)	0.61	(2.39)
Cash flow	Cash Flow Ratio (%)	(Note2)	19.73	11.21	(Note2)	62.09
	Cash Flow Adequacy Ratio (%)	32.19	44.46	120.86	9.12	55.12
	Cash Reinvestment Ratio (%)	(Note2)	4.38	0.98	(Note2)	11.84
Leverage	Operating Leverage	(Note3)	(Note3)	(Note 3)	4.61	(Note 3)
	Financial Leverage	(Note3)	(Note3)	(Note 3)	1.14	(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 : The primary reason is that the company's bonds will mature in October 2024, so they were reclassified from non-current liabilities to current liabilities in November 2023, resulting in a decrease in the ratio of long-term funds to property, plant, and equipment.						
2. Current Ratio : The primary reason is that accounts receivable, inventory, and prepaid expenses decreased in 2023 compared to 2022, and the company's bonds were reclassified from non-current liabilities to current liabilities in November 2023, leading to a decrease in the current ratio.						
3. Times Interest Earned Ratio: The primary reason is that accounts receivable decreased in 2023 compared to 2022, and the company's bonds were reclassified from non-current liabilities to current liabilities in November 2023, resulting in a decrease in the quick ratio.						
4. Operating Performance : The primary reason is that sales revenue decreased in 2023 compared to 2022, leading to a decrease in average collection days, average inventory turnover days, property, plant, and equipment turnover rate, and total asset turnover rate. Additionally, although both inventory and cost of goods sold decreased in 2023 compared to 2022, the decrease in the cost of goods sold was greater than the decrease in inventory, leading to a decrease in the inventory turnover rate.						
5. Profitability : Financial indicators such as return on assets, return on equity, the ratio of pre-tax profit to paid-in capital, net profit margin, and earnings per share all decreased in 2023 compared to 2022, primarily due to operational losses incurred in 2023.						
6. Cash Flow : Cash flow ratio, cash flow adequacy ratio, and cash reinvestment ratio increased in 2023 compared to 2022, primarily due to net cash inflows from operating activities in 2023.						
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		Financial Analysis for the Past Five Years					2024/1/1~3/31
		2019	2020	2021	2022	2023	
Financial structure (%)	Ratio Of Liabilities To Assets	54.51	53.72	49.28	50.09	54.4	57.23
	Ratio Of Long-Term Capital To Property, Plant and Equipment	182.05	203.01	282.92	254.28	174.93	182.15
Solvency (%)	Current Ratio	139.82	125.41	192.89	190.09	111.29	116.60
	Quick Ratio	94.30	87.57	145.21	117.72	91.63	100.75
	Times Interest Earned Ratio	—	—	—	5.46	—	—
Operating performance	Accounts Receivable Turnover (Turns)	5.23	4.14	5.54	7.43	6.48	6.37
	Average Collection Period	70	88	66	49	56	57
	Inventory Turnover (Turns)	4.34	2.83	3.64	4.08	3.17	1.60
	Accounts Payable Turnover (Turns)	10.76	9.46	10.08	13.07	15.34	10.23
	Average Days In Sales	84	129	100	89	115	228
	Property, Plant and Equipment Turnover (Turns)	0.82	0.85	1.53	2.04	1.17	0.54
	Total Assets Turnover (Turns)	0.34	0.31	0.45	0.57	0.4	0.20
Profitability	Return On Total Assets (%)	(9.64)	(14.16)	(3.23)	3.39	(11.75)	(3.11)
	Return On Shareholders' Equity (%)	(24.58)	(33.76)	(8.70)	5.70	(25.93)	(8.70)
	Ratio of net profit to paid-in capital before tax (%)	(21.41)	(21.52)	(8.24)	5.81	(22.69)	(6.96)
	Profit Ratio (%)	(31.81)	(49.25)	(9.38)	4.99	(31.28)	(18.99)
	Earnings Per Share (\$) (Note:1)	(2.26)	(4.08)	(0.84)	0.61	(2.39)	(0.17)
Cash flow	Cash Flow Ratio (%)	(Note2)	19.73	16.74	(Note2)	47.73	46.97
	Cash Flow Adequacy Ratio (%)	(Note2)	(Note2)	27.19	10.13	65.42	97.55
	Cash Reinvestment Ratio (%)	(Note2)	5.16	3.00	(Note2)	11.16	12.45
Leverage	Operating Leverage	(Note3)	(Note3)	(Note 3)	5.06	(Note 3)	(Note 3)
	Financial Leverage	(Note3)	(Note3)	(Note 3)	1.40	(Note 3)	(Note 3)

Item	Year	Financial Analysis for the Past Five Years					2024/1/1~3/31
		2019	2020	2021	2022	2023	
Analysis of financial ratio differences for the last two years. (Not required if the difference does not exceed 20%)							
1. Times Interest Earned Ratio : The primary reason is that the company's bonds will mature in 2024, so they were reclassified from non-current liabilities to current liabilities in 2023, resulting in a decrease in the ratio of long-term funds to property, plant, and equipment.							
2. Current Ratio : The primary reason is that accounts receivable, inventory, and prepaid expenses decreased in 2023 compared to 2022, and the company's bonds were reclassified from non-current liabilities to current liabilities in 2023, leading to a decrease in the current ratio.							
3. Quick Ratio : The primary reason is that accounts receivable decreased in 2023 compared to 2022, and the company's bonds were reclassified from non-current liabilities to current liabilities in 2023, resulting in a decrease in the quick ratio..							
4. Operating Performance : The primary reason is that sales revenue decreased in 2023 compared to 2022, leading to a decrease in average collection days, average inventory turnover days, property, plant, and equipment turnover rate, and total asset turnover rate. Additionally, although both inventory and cost of goods sold decreased in 2023 compared to 2022, the decrease in the cost of goods sold was greater than the decrease in inventory, leading to a decrease in the inventory turnover rate.							
5. Profitability : Financial indicators such as return on assets, return on equity, the ratio of pre-tax profit to paid-in capital, net profit margin, and earnings per share all decreased in 2023 compared to 2022, primarily due to operational losses incurred in 2023.							
6. Cash Flow: Cash flow ratio, cash flow adequacy ratio, and cash reinvestment ratio increased in 2023 compared to 2022, primarily due to net cash inflows from operating activities in 2023.							
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 2023 Business Report, Financial Statements, and loss offsetting list. The CPA firm of KPMG Taiwan was retained to audit URECO'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 Ming-Fang Tsai  
March 11, 2024

**6.4. Financial Statemets for the Years Ended December 31,2023** : Please refer Attachment 1.

**6.5. Consolidated Financial Statemets for the Years Ended December 31,2023** : 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	2022 (after restatement)	2023	Difference	
			Amount	%
Current Assets	15,864,923	10,325,098	(5,539,825)	(34.92)
Fixed Assets	10,188,315	11,125,753	937,438	9.20
Intangible asset	3,250	2,964	(286)	(8.80)
Other asset	8,196,302	7,286,059	(910,243)	(11.11)
Total Assets	34,252,790	28,739,874	(5,512,916)	16.09
Current liabilities	8,346,122	9,277,651	931,529	11.16
Non-current liabilities	8,810,249	6,356,953	(2,453,296)	(27.85)
Total Liabilities	17,156,371	15,634,604	(1,521,767)	(8.87)
Capital	16,277,905	16,277,954	49	0.00
Capital Surplus	187,699	211,412	23,713	12.63
Legal reserve	0	35,473	35,473	100.00
Reserve surplus (or accumulated deficit)	354,726	(3,707,474)	(4,062,200)	(1,145.17)
Equity Other	(345,028)	(47,659)	297,369	(86.19)
Treasury Stock	(18,699)	(18,699)	0	0.00
Non-controlling Interests	639,816	354,263	(285,553)	(44.63)
Total Equity	17,096,419	13,105,270	(3,991,149)	(23.34)

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. Current Assets: The decrease in sales in 2023 led to a reduction in accounts receivable. Additionally, both inventory and prepaid expenses decreased compared to 2022.
2. Other Assets: This was mainly due to a decrease in non-current prepaid expenses in 2023.
3. Current Liabilities: The repayment of short-term loans in 2023 and the reclassification of company bonds due in 2024 from non-current liabilities to current liabilities caused this change.
4. Non-Current Liabilities: This was mainly due to the reclassification of company bonds due in 2024 from non-current liabilities to current liabilities.
5. Unappropriated Earnings (Accumulated Losses): This was primarily due to operational losses incurred in 2023.
6. Other Equity: The decrease in foreign currency translation losses of overseas operations and the increase in unrealized gains on financial assets measured at fair value through other comprehensive income were the main reasons for this change.

### 7.2. Analysis of Operating Results

#### 7.2.1. Comparison Analysis of Business Results

Unit : in Thousands of New Taiwan Dollars

Item \ Year	2022	2023	Percent Change	
			Amount	%
Total Net Revenues	18,808,051	12,516,227	(6,291,824)	(33.45)
Cost of Revenue	16,665,854	14,284,087	(2,381,767)	(14.29)
Gross Profit	2,142,197	(1,767,860)	(3,910,057)	(182.53)
Operating Expense	1,403,026	1,211,783	(191,243)	(13.63)
Other Income And Expenses	0	0	0	0.00
Loss From Operations	739,171	(2,979,643)	(3,718,814)	(503.11)
Total non-operating income and expenses	207,272	(713,157)	(920,429)	(444.07)
Loss Before Income Tax	946,443	(3,692,800)	(4,639,243)	(490.18)
Income Tax Expense	(7,696)	(222,158)	(214,462)	2,786.67
Net Loss For The Year	938,747	(3,914,958)	(4,853,705)	(517.04)

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 Sales Revenue, Cost of Goods Sold, Gross Profit (Loss), Operating Income (Loss), Profit (Loss) Before Tax, Net

Item	Year	2022	2023	Percent Change	
				Amount	%
Profit (Loss) After Tax: The decrease in sales in 2023, along with the recognition of asset and prepaid impairment losses and non-operating expenses, led to overall operational losses.					
2. Non-Operating Income and Expenses: The decrease in net exchange gains compared to 2022 and the recognition of expected credit loss impairment led to non-operating expenses in 2023.					

#### 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	9,835,459	(4,542,941)	15,510,094	(977,205)	(154,489)	—

### 7.3. Cash Flow

#### 7.3.1. The liquidity analysis for the recent two years

Unit : in Thousands of New Taiwan Dollars ; %

Items	2022	2023	Increased (decreased) amount	Increased (decreased) ratio
Operational activities	(995,302)	4,427,983	5,423,285	(544.89)
Investment activities	(1,754,659)	(2,853,522)	(1,098,863)	62.63
Fundraising activities	2,160,021	(1,928,652)	(4,088,673)	(189.29)

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.)

1. Investment activities : The decrease in inventory and prepaid expenses resulted in net cash inflows from operating activities.
2. Fundraising activities : The increase in the provision for bond repayment reserves in 2023 caused this change.
3. Fundraising activities : Primarily due to the repayment of short-term loans in 2023.

#### 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
4,474,941	1,323,837	930,306	6,729,084	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\$ 1,323,837 thousand.
  - (2) The net cash inflow from estimated investment and fundraising activities was NT\$ 930,306 thousand, 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 :** The Company utilized bank loans and internal funds to invest in the construction of power plants, expansion and optimization in production lines This had a positive impact on the Company's financial operations. The total amount paid for the acquisition of fixed assets in the year 2023 was NTD 2,020,109 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	2023/12/31			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	964,815	65,551	Recognized subsidiaries' investment loss of Thailand	—	—
DelSolar Cayman	Investment company	5,187,602	30,234	(579,047)	Recognized subsidiaries' investment loss of United States of American.	Investment profits will be injected upon subsidiary's operational improvement.	—
NSP BVI	Investment company	164,294	117,920	25	—	—	—
GES ME	Solar related business	418,805	0	4,478	Profit generated from selling electricity produced by solar power plants.	—	—
NSP UK	Investment company	28,165	52,186	(5,791)	Primarily due to foreign exchange losses on foreign currency deposits.	—	—
NSP System	Solar related business	144,200	0	(59,857)	Due to anticipated credit losses from unfulfilled power plant construction capacity and delayed receivables from plant repair disputes.	No similar occurrences are anticipated in future years.	—
Zhongyang	Solar related business	24,121	33,331	(1,461)	Reclassification of certain development costs as losses due to their lack of economic benefit.	There will be no current year situation in future years	—
DelSolar Singapore	Investment company	29,743	17,336	8	—	—	Liquidation is scheduled for 2024.
SMC	Solar related business	9,720	10,048	101	—	—	—
Utech	Electronic component manufacturing	1,857,049	(423,270)	(103,282)	Operating income is insufficient to cover related costs and expenses resulting in losses	We will retain essential personnel to focus on silicon chip operations and trading activities. Furthermore, in pursuit of more sustainable revenue streams, we are proactively transitioning towards establishing self-owned power plants, aiming to reach our annual profit targets at the earliest opportunity.	Capital injections will be made timely to meet the funding requirements for Yu Cheng's planned
Yong Liang	Solar related business	249,000	207,852	20,028	Project has been completed with steady revenue generation.	—	The schedule for capital increase operations will be aligned with Yong Liang's timeline for acquiring new project sites.
Yong Zhou	Solar related business	59,000	0	(4,659)	The improvement has not been shown due to adjusted strategies.	We have entered into strategic alliances with other companies, agreeing on pertinent operational directions.	In alignment with the strategic alliance initiatives, capital increase planning will be executed promptly.
GES UK	Investment company	2,747,371	355,800	(1,012,160)	Recognized investment benefits of subsidiary.	Investment profits will be injected upon subsidiary's operational improvement.	—
TSST	Solar related business	417,692	79,147	15,046	—	—	—
V5 Technology	Electronic component manufacturing and selling	114,084	83,797	5,903	New customer gains in Mainland China are gradually contributing, with increasing orders from new customers in Taiwan adding to revenue.	—	—
Gintung	Electronic component manufacturing	34,341	0	9,535	—	—	—
Shanshang	Solar related and agriculture related business	20,100	0	(19,852)	Losses from expired development projects were recognized.	Adjustments to the corporate business strategy and direction.	Capital increase planning will be carried out timely to align with the corporate business strategy.
Lian,Zhi-Neng	Solar related and agriculture related business	2,100	583	3	—	—	—
Solarbright energy Co., Ltd.	Solar related business	30,000	93,358	9,810	Recognized investment benefits of subsidiary.	—	—
RES	Investment company	USD 64,406	964,814	65,550	Recognized subsidiaries' investment loss of Thailand	—	—
Gintech Thailand	Solar related business	USD 64,155	957,210	65,540	Profits derived from OEM customers.	—	—

Investee Company	Main Businesses and Products	2023/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
GES USA	Investment company	USD 65,930	237,556	(993,514)	Recognized investment loss of subsidiary	Investment profits will be injected upon subsidiary's operational improvement.	Capital raise as required with alignment of construction.
NSP Germany	Solar related business	EUR 23	789	81	—	—	—
GES CANADA	Investment company	USD 6,125	2,165	(825)	Recognizing foreign exchange losses on final payments from subsidiary sales.	—	—
MEGATWO	Solar related business	USD 19,594	(643,279)	(908,959)	Still under construction phase	We will maintain our efforts to expedite the construction project, aiming to generate revenue from power generation at the earliest opportunity.	Capital increase planning will be carried out timely to align with the engineering needs.
MEGAFIVE	Solar related business	USD 635	21,589	1,905	Project has been completed with steady revenue generation	—	—
MEGASIX	Solar related business	USD 1,547	7,903	2,065	Profit from compensation due to the failure of the power purchase target	—	—
MEGAEIGHT	Solar related business	USD 748	6,043	962	Project has been completed with steady revenue generation	—	—
MEGATWELVE	Solar related business	USD 168	818	306	Project has been completed with steady revenue generation	—	—
MEGATHIRTEEN	Solar related business	USD 2,000	63,321	2,120	Project has been completed with steady revenue generation	—	—
MEGA NINETEEN	Solar related business	USD 132	(2,301)	289	Project has been completed with steady revenue generation	—	—
MEGATWENTY	Solar related business	USD 124	3,539	690	Project has been completed with steady revenue generation	—	—
ASSET TWO	Solar related business	USD 0	(402)	(25)	Primarily due to U.S. income tax expenses.	—	—
ASSET THREE	Solar related business	USD 2,839	20,491	2,802	Recognized investment loss of subsidiary.	—	—
SH4	Solar related business	USD 489	8,246	253	Project has been completed with steady revenue generation	—	—
Schenectady	Solar related business	USD 0	(22,473)	(186)	Mainly due to the recognition of general operating expenses.	—	—
SEG	Solar related business	USD 800	13,854	672	The loss is mainly caused by the proper allowance reduction of recoverable values	—	—
KINECT	Solar related business	USD 266	11,498	366	Project has been completed with steady revenue generation	—	—
TEV II	Solar related business	USD 200	(147,354)	(8,667)	Recognized investment loss of subsidiary.	—	—
HEYWOOD	Solar related business	USD 1,770	(5,119)	(91,800)	Primarily due to this year's impairment provisions for power plants.	—	—
Munisol	Solar related business	USD 18,810	(621,995)	(1,246,871)	Power plant under construction but not yet connected to the grid. Impairment was recognized this year.	The uncertainty regarding the operational schedule of the plant in Mexico stems primarily from a shift in the energy policy of the Mexican government. The company has retained local attorneys to handle the associated legal proceedings. Although the outcome of the litigation remains uncertain, the company is evaluating potential losses based on the information currently accessible.	—
SHIMA'S	Solar related business	USD 153	(1,144)	183	Project has been completed with steady revenue generation	—	—
WAIMEA	Solar related business	USD 526	14,669	550	Project has been completed with steady revenue generation	—	—
HONOKAWAI	Solar related business	USD 418	13,890	810	Project has been completed with steady revenue generation	—	—

Investee Company	Main Businesses and Products	2023/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plant For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
ELEELE	Solar related business	USD 637	17,367	880	Project has been completed with steady revenue generation	—	—
HANAIEI	Solar related business	USD 280	1,549	(181)	Completed power stations are generating stable electricity revenue, with some revenue lost to maintenance.	—	—
KAPAA	Solar related business	USD 761	14,651	(864)	Completed power stations are generating stable electricity revenue, with some revenue lost to maintenance.	—	—
KOLOA	Solar related business	USD 569	12,393	1,505	Project has been completed with steady revenue generation	—	—
TEV Solar	Solar related business	USD 100	2,748	(50)	Recognized investment loss of subsidiary.	—	—
AC GES Solar	Solar related business	USD 19,674	605,104	(5,024)	Recognized investment loss of subsidiary..	Investment profits will be injected upon subsidiary's operational improvement.	—
Richmond	Solar related business	USD 18,749	566,459	(3,584)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
Rensselaer	Solar related business	USD 9,593	293,501	(321)	Project has been completed with steady revenue generation.	—	—
Advance	Solar related business	USD 534	16,226	(31)	Project has been completed with steady revenue generation. But the investment recovery period is not reached	—	—
NSP HK	Solar related business	USD 0	0	0	—	—	Expected to be on sales in 2024
DelSolar HK	Investment company	USD 125,200	224,892	8,777	Recognized investment benefits of subsidiary.	—	—
DelSolar US	Investment company	USD 24,800	(462,889)	(514,899)	Recognized investment loss of subsidiary.	Investment profits will be injected upon subsidiary's operational improvement.	—
NSP NEVADA	Solar related business	USD 5,125	252,457	(73,100)	Recognized investment loss of subsidiary.	Investment profits will be injected upon subsidiary's operational improvement.	—
URE NSP	Solar related business	USD 500	16,033	167	Mainly due to higher interest income than operating expenses	—	—
NSP Indygen	Solar related business	GBP 0	15,300	(3,751)	Reclassification of prepaid commissions for project sales as losses.	Settlement is anticipated upon the receipt of the final payment.	Settlement is projected for the year 2024.
Jiangung	Solar related business	1,000,100	1,036,074	15,236	Recognized investment benefits of subsidiary.	—	Primary resulted from recognizing investment profits from subsidiary companies.
Yong Liang	Solar related business	1,000,000	1,020,732	20,028	Project has been completed with steady revenue generation	—	—
Hsin Jin Optoelectronics	Solar related business	10,647	11,751	677	Project has been completed with steady revenue generation	—	—
Hisn Jin Solar Energy	Solar related business	13,981	16,450	2,631	Project has been completed with steady revenue generation	—	—
Si Two	Solar related business	20,000	16,410	373	Project has been completed with steady revenue generation	—	—
Lianzhang	Solar related business	58,100	22,362	(62)	Due to labor and other expenses incurred this year.	—	—
Success Energy Co.,Ltd.	Solar related business	13,100	519	(26)	Due to labor and other expenses incurred this year.	—	—
DelSolar Wu Jiang	Solar related business	USD 120,000	211,550	8,778	Gains from debt restructuring of the Company.	—	—
HEYWOOD	Solar related business	USD 1,448	(4,479)	(91,800)	Primarily due to this year's impairment provisions for power plants.	Electricity sales will commence after the completion of the merger.	—
Industrial Park	Solar related business	USD 3,100	20,427	(20,346)	Primarily due to this year's impairment provisions for power plants.	—	—
Hillsboro	Solar related business	USD 1,862	2,490	(11,538)	Primarily due to this year's impairment provisions for power plants.	Continuous electricity sales will be maintained following repair completion.	—

Investee Company	Main Businesses and Products	2023/12/31			Major Reasons For Profits or Losses	Improvement Plan	Investment Plan For Following Year
		Investment Amount	Carrying Value	Net Income (Loss) of the Investee			
USD1	Solar related business	USD 3,582	117,083	(19,018)	Mainly due to the recognition of general operating expenses	—	—
JV2	Solar related business	USD 830	0	0	—	—	—
Beryl	Solar related business	USD 0	(633,109)	(475,449)	Assisted in the construction of the project site and the loss was incurred for operating expenses related to the project prior to its disposal	Improvements are expected upon sale following the gradual completion of existing power plants under construction.	—

## 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

Bank loans for the Company and subsidiaries are for capital expenditure and operational funding. The Company flexibly adjusts fund usage based on comprehensive consideration of funding sources to minimize interest rate fluctuation impacts.

2. Changes of Exchange Rate

The Company and its subsidiaries primarily transact in USD and EUR. For the year 2023, the foreign exchange gains amounted to NT\$ 16,807 thousand, accounting for 0.47% of the current period's net profit. To effectively mitigate the impact of exchange rate fluctuations, the Company's Finance Department implements a natural hedging policy through offsetting receipts and payments. Additionally, the department engages in derivative trading to hedge against the net foreign exchange exposure of the group and its associated exchange rate costs, thereby reducing the impact of exchange rate fluctuations on the Company's financial results.

3. Inflation

Inflation has not significantly impacted the Company and subsidiaries' operations. The Company will continue to monitor market price changes to avoid adverse operational effects.

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 investment, 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.

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

In the most recent year, the Company only engaged in fund lending and endorsement among its subsidiaries. The Company's fund lending to third parties and endorsement are conducted in accordance with the policies and measures set forth in the "Procedures for Lending Funds to Other Parties." All related operations have been prudently executed, taking into account risk conditions and relevant regulations.

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

The Company and its subsidiaries engage in derivative trading after careful evaluation. The purpose of engaging in derivative trading is primarily to mitigate operational and financial risks caused by fluctuations in exchange rates and interest rates. The acquisition or disposal of assets related to derivative trading is carried out in accordance with the "Procedures for acquiring or disposing of assets" and the prescribed decision-making authority.

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

The Company and its subsidiaries engage in derivatives to hedge against exchange rate and interest rate fluctuations, conducted per relevant regulations and established procedures.

7.6.3. Development Plan :

1. Short-term Research and Development Plan :

URECO continues to invest in various research efforts on existing cell products, aiming to enhance the photovoltaic conversion efficiency of cells through process integration, introduction of new materials, and optimization of production parameters, thus maintaining its leading position in technology. In the second half of the year, the introduction of large-sized M10 chips, coupled with the development of new process technologies, will lead to the launch of new cell products with a photovoltaic conversion efficiency breakthrough exceeding 23.31%. Additionally, strengthening product reliability and reducing power degradation rates are another focus of our research and development efforts. In terms of new technology

development, apart from investing in the establishment of the M10 large-sized cell production line, we are also actively pursuing TOPCon cell development, aiming to introduce industry-leading efficiency products.

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 continuously improving the efficiency of traditional P-type cells, URECO also focuses on the development of next-generation high-efficiency N-type solar cells, such as TOPCon tunnel oxide layer back surface field (TOPCon) cells and HJT heterojunction cells. Both TOPCon and HJT cells possess advantages over P-type PERC cells, including lower temperature coefficients, lower power degradation, and higher bifacial power generation. With the dual-sided power generation module technology, corresponding products are available for various environments including water, desert, snow, and rooftops, ensuring product reliability. Our research and development team maintains good collaboration with domestic and international academic research institutions to stay informed about the latest technologies and equipment. Close connections are also established with upstream key raw material suppliers to provide comprehensive technical services and support to downstream customers. Additionally, our focus includes perovskite cells, which offer higher conversion efficiency and potential for stacking with silicon-based cells. URECO will continue to collaborate with foundations (such as Industrial Technology Research Institute, Metal Industries Research & Development Centre, etc.) and academic research institutions (such as National Taiwan University, National Tsing Hua University, National Cheng Kung University, etc.) to jointly develop these technologies.

## 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 2023, the estimated costs of investing in research and development will be higher than in 2022, 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 subordinations 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 : None.

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

The Company's Information security department is responsible for coordinating the Information Security Management System, implementing information security risk management, and overseeing and reviewing Information security-related matters. The control center of information management division is responsible for managing and maintaining the company's information security and related facilities, including software and hardware.

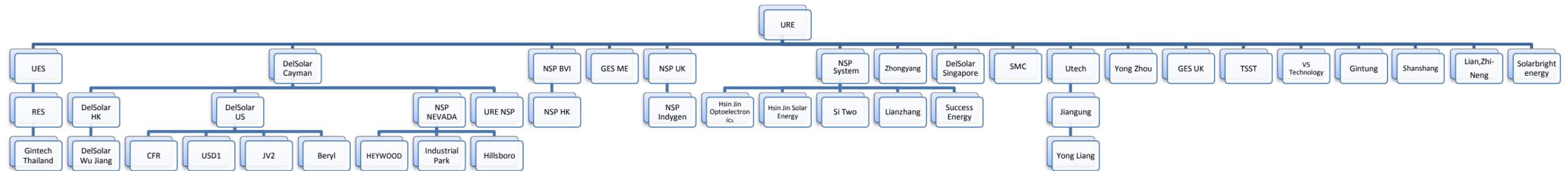
The Company continues to monitor the potential impact of information security threats and risks on the organization. We remain vigilant to external attack and potential vulnerabilities in our networks and systems. Upon receiving relevant threat intelligence, we promptly initiate assessment and response measures immediately. To enhance our capabilities in this area, the company has joined various information security-related organizations such as the Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC), the Science Park Information Sharing and Analysis Center (SP-ISAC), and the CISA Association of Chief Security Officer. Through real-time sharing of information security intelligence, we assess information security risks and implement appropriate response measures.

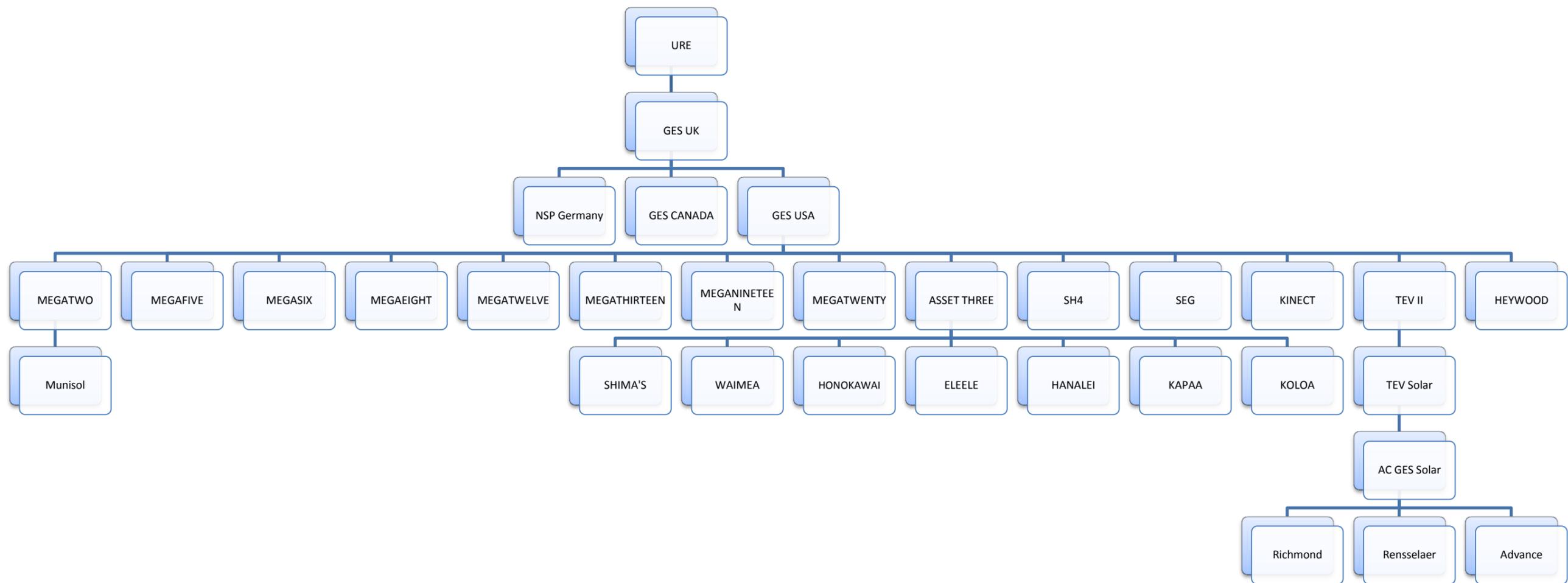
**7.7. Other important matters** : None.

VIII. Special Disclosure

8.1. Summary of Affiliated Companies :

8.1.1. Relationship organization chart (As of December 31, 2022)





### 8.1.2. Relationship with Affiliated Companies and Share Crossholdings

2023/12/31 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	5,187,602	164,266	100.00%	—
NSP BVI	Investment company	164,294	2,301	100.00%	—
GES ME	Solar related business	418,805	4	100.00%	—
NSP UK	Investment company	28,165	580	100.00%	—
NSP System	Solar related business	144,200	14,420	100.00%	—
Zhongyang	Solar related business	24,121	3,500	100.00%	—
DelSolar Singapore	Investment company	29,743	1,250	100.00%	—
Solartech Materials Corporation	Solar related business	9,720	1,000	100.00%	—
Utech Solar Corporation	Electronic component manufacturing	1,857,049	54,805	99.9975%	1,066 thousand shares
Yong Zhou	Solar related business	59,000	0	100.00%	—
TSST	Solar related business	417,692	97,701	42.12%	—
V5 Technology	Electronic component manufacturing and selling	114,084	7,789	21.22%	—
Gintung	Electronic component manufacturing	34,341	13,460	36.38%	—
GES UK	Investment company	2,747,371	89,133	100.00%	—
Shanshang	Solar related business	20,100	2,010	100.00%	—
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	1,981,461	62,188	100.00%	—
Gintech (Thailand)	Solar related business	1,973,740	20,920	100.00%	—
GES USA	Investment company	2,028,336	53,416	100.00%	—
NSP Gemany	Solar related business	766	23	90.00%	—
GES CANADA	Investment company	188,436	5,540	100.00%	—
MEGATWO	Solar related business	602,796	19,594	100.00%	—
GES MEGAFIVE	Solar related business	19,542	635	100.00%	—
GES MEGASIX	Solar related business	47,588	1,547	100.00%	—
GES MEGAEIGHT	Solar related business	23,013	748	100.00%	—
GES MEGATWELVE	Solar related business	5,155	168	100.00%	—
GES MEGATHIRTEEN	Solar related business	61,530	2,000	100.00%	—
GES MEGANINETEEN	Solar related business	4,066	132	100.00%	—
GES MEGATWENTY	Solar related business	3,804	124	100.00%	—
GES ASSET TWO	Solar related business	0	0	0.00%	—
GES ASSET THREE LLC	Solar related business	87,338	2,839	100.00%	—
SH4	Solar related business	15,041	489	100.00%	—
Schenectady	Solar related business	0	0	0.00%	—
SEG MI 57	Solar related business	24,612	800	100.00%	—
KINECT	Solar related business	8,174	266	100.00%	—
TEV II	Solar related business	6,153	0.2	100.00%	—
HEYWOOD	Solar related business	54,454	0	45.00%	—
Munisol	Solar related business	578,680	353,508	100.00%	—
GES ASSET Three Shima's, LLC	Solar related business	4,720	153	100.00%	—
GES ASSET Three Waimea, LLC	Solar related business	16,197	526	100.00%	—
GES ASSET Three Honokowai, LLC	Solar related business	12,871	418	100.00%	—

Name Of Affiliated Company	Main business items	Investment shares			Holding the amount of shares of the company
		Amount	Share	%	
GES ASSET Three Eleele, LLC	Solar related business	19,603	637	100.00%	—
GES ASSET Three Hanalei, LLC	Solar related business	8,601	280	100.00%	—
GES ASSET Three Kappa, LLC	Solar related business	23,408	761	100.00%	—
GES ASSET Three Koloa, LLC	Solar related business	17,519	569	100.00%	—
GES AC SOLAR 2018, LLC	Solar related business	605,272	0.1	66.19%	—
TEV Solar	Solar related business	3,077	0.1	100.00%	—
Richmond	Solar related business	576,810	18,749	100.00%	—
Rensselaer	Solar related business	295,114	9,593	100.00%	—
Advance	Solar related business	16,419	534	100.00%	—
NSP HK	Solar related business	0	0	100.00%	—
DelSolar HK	Investment company	3,851,778	125,200	100.00%	—
DelSolar US	Investment company	762,972	3	100.00%	—
NSP NEVADA	Solar related business	157,671	5,125	100.00%	—
URE NSP	Solar related business	15,383	500	100.00%	—
NSP Indygen	Solar related business	0	0	100.00%	—
Jiangung	Solar related business	1,000,100	100,010	100.00%	—
Yong Liang	Solar related business	1,000,000	100,000	80.06%	—
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%	—
Lianzhang	Solar related business	58,100	2,242	100.00%	—
Success Energy Co.,Ltd.	Solar related business	13,100	1,310	100.00%	—
DelSolar Wu Jiang	Solar related business	3,691,800	0	100.00%	—
HEYWOOD	Solar related business	54,454	0	55.00%	—
Industrial Park	Solar related business	95,372	0	100.00%	—
Hillsboro	Solar related business	57,292	0	100.00%	—
USD1	Solar related business	110,200	0	100.00%	—
JV2	Solar related business	25,535	0	67.00%	—
Beryl	Solar related business	0	0	100.00%	—

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 compnies 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

2023/12/31 Unit : in thousand of Shares

Name of affiliated company	Title	Name or representative	Shares held	
			Shares or capita	(%)
Ultimate Energy Solution Limited	Director	Wen-Whe Pan	62,188	100.00%
DelSolar Holding (Cayman) Ltd.	Director	Chum-Sam Hong 、 Andy Shen	164,266	100.00%
NSP Systems (BVI) Ltd.	Director	Chum-Sam Hong 、 Andy Shen	2,301	100.00%
GES Energy Middle East FZE	Director	Nicolas	4	100.00%
NSP UK Holding Limited	Director	Chum-Sam Hong 、 Andy Shen	580	100.00%
NSP System Development Corp	Chairman	URECO Delegate: Chum-Sam Hong	14,420	100.00%
Zhong Yang Corp.	Chairman	URECO Delegate: Chum-Sam Hong	3,500	100.00%
DelSolar Holding Singapore Pte Ltd.	Director	Chum-Sam Hong 、 Andy Shen 、 Wee Choo Peng	1,250	100.00%
Solartech Materials Corporation	Chairman	URECO Delegate: Lay-Lay Pan	1,000	100.00%
Utech Solar Corporation	Chairman	URECO Delegate: Steven Wu	54,805	99.9975%
	Director	URECO Delegate: Wen-Whe Pan 、 Christine Shih		
	Supervisor	Lay-Lay Pan	0	0.00%
Yong Liang Ltd	Chairman	URECO Delegate: Chum-Sam Hong	24,900	19.94%
	Supervisor	Lay-Lay Pan	0	0.00%
Yong Zhou Ltd.	Chairman	URECO Delegate: Chum-Sam Hong	0	100.00%
General Energy Solutions UK Limited	Director	David Wang	89,133	100.00%
TS SOLARTECH SDN. BHD.	Director	Andy Shen 、 Zabrina.Hsu	97,701	42.12%
Shanshang Energy Co., Ltd.	Chairman	URECO Delegate: Wen-Whe Pan	2,010	100.00%
Lian,Zhi-Neng Energy Co., Ltd.	Chairman	URECO Delegate: Steven Wu	210	100.00%
Solarbright energy Co., Ltd.	Chairman	URECO Delegate: Howard Liu	9,000	30.00%
	Director	Taiwan Life Delegate: Jack Wu	10,500	35.00%
	Director	SKVC Delegate: Tsunglin Wu	500	1.67%
	Supervisor	Lay-Lay Pan	0	0.00%
Renewable Eergy Solution Limited	Director	URECO Delegate: Wen-Whe Pan	62,188	100.00%
Gintech ( Thailand) Limited	Director	Wen-Whe Pan 、 Pornchai Chotwathanaphinyo	20,920	100.00%
General Energy Solutions USA, Inc.	Manager	Chum-Sam Hong 、 Zabrina.Hsu 、 David Wang	53,416	100.00%
NSP Germany GmbH	Director	Andy Shen 、 Thomas Sandner 、 Chienping.Hsieh	23	90.00%
General Energy Solutions CANADA, Inc.	Director	Jack Chen 、 Zabrina.Hsu 、 James	5,540	100.00%
MegaTwo, LLC	Manager	David Wang 、 Zabrina.Hsu	19,594	100.00%
GES MegaFive, LLC	Manager	David Wang 、 Zabrina.Hsu	635	100.00%
GES MegaSix, LLC	Manager	David Wang 、 Zabrina.Hsu	1,547	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 MegaNineteen, LLC	Manager	David Wang 、 Zabrina.Hsu	132	100.00%
GES MegaTwenty, LLC	Manager	David Wang 、 Zabrina.Hsu	124	100.00%
GES ASSET THREE, LLC	Manager	David Wang 、 Zabrina.Hsu	2,839	100.00%
SH4 SOLAR LLC	Manager	David Wang 、 Zabrina.Hsu	489	100.00%
Schenectady Solar, LLC	Manager	David Wang 、 Zabrina.Hsu	0	100.00%
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%
TEV II, LLC	Manager	David Wang 、 Albert Chen	0.2	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%
TEV Solar Alpha18 LLC	Manager	David Wang	0.1	100.00%
AC GES Solar 2018 LLC	Manager	David Wang	0.1	66.19%

Name of affiliated company	Title	Name or representative	Shares held	
			Shares or capita	(%)
Richmond 2 Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	18,749	100.00%
Rensselaer 2 Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	9,593	100.00%
Advance Solar Park, LLC	Manager	David Wang 、Zabrina.Hsu	534	100.00%
NSP HK Holding Limited	Director	Chum-Sam Hong 、Andy Shen	0	100.00%
DelSolar (HK) Ltd.	Director	Chum-Sam Hong 、Andy Shen	125,200	100.00%
DelSolar US Holdings (Delaware) Corp.	Director	Chum-Sam Hong 、David Wang 、Zabrina.Hsu	3	100.00%
NSP System Nevada Holding Corp	Director	Chum-Sam Hong 、David Wang 、Zabrina.Hsu	5,125	100.00%
URE NSP	Director	Chum-Sam Hong 、Zabrina.Hsu	500	100.00%
NSP Indygen UK Ltd.	Director	David Wang	0	100.00%
Hsin Jin Co., Ltd	Chairman	NSP System: Howard.Liu	0	80.00%
	Director	NSP Syste Delegate: Lay-Lay Pan 、Zabrina.Hsu	0	
Hsinking Co., Ltd	Chairman	NSP Syste Delegate: Howard.Liu	0	60.00%
	Director	NSP Syste Delegate: Lay-Lay Pan		
	Director	Hsin Jin Solar Energy Co., Ltd. Zi san de		
Si Two Corp	Chairman	NSP Syste Delegate: Chum-Sam Hong	2,000	100.00%
Lianzhang	Chairman	NSP Syste Delegate: Zabrina.Hsu	2,242	100.00%
Success Energy Co.,Ltd.	Chairman	NSP Syste Delegate: Mark Chueh	1,310	100.00%
DelSolar(Wu Jiang) Ltd.	Chairman	Andy Shen	0	100.00%
	Supervisor	Zabrina.Hsu		
Heywood Solar PGS, LLC	Director	David Wang 、Zabrina.Hsu	0	45.00%
Industrial Park Drive Solar, LLC	Manager	David Wang 、Zabrina.Hsu	0	100.00%
Hillsboro Town Solar, LLC	Manager	David Wang 、Zabrina.Hsu	0	100.00%
USD1 Owner LLC	Manager	John Chang 、Stanley Chin	0	100.00%
Beryl Construction LLC	Manager	John Chang 、Stanley Chin	0	100.00%

## 8.1.7. Relationship Enterprise Operation Overview :

2023/12/31 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	31,361	0	31,361	0	0	2,102
DelSolar Cayman	USD	164,266	994	11	983	0	0	(18,573)
NSP BVI	USD	2,301	3,833	0	3,833	0	(2)	1
GES ME	USD	12,200	19,300	21,395	(2,094)	1,685	144	144
NSP UK Holding Limited	TWD	144,200	257,541	234,063	23,478	317,302	(63,006)	(59,857)
NSP UK	GBP	580	1,331	0	1,331	0	(11)	(149)
Zhongyang	TWD	35,000	138,306	104,974	33,332	1,102	(1,570)	(1,461)
DelSolar Singapore	USD	1,250	564	0	564	0	(7)	0
Solartech Materials Corporation	TWD	10,000	10,049	1	10,048	0	(13)	101
Utech Solar Corporation	TWD	548,066	2,737,414	2,457,049	280,365	197,527	(250,512)	(250,693)
TSST	MYR	241,955	124,801	26,122	98,679	10,603	4,088	3,133
V5 Technology	TWD	367,008	502,082	106,851	395,231	343,513	10,528	6,240
Gintung	TWD	370,000	440,117	503,319	(63,202)	992,600	6,627	9,535
RES	USD	62,188	31,361	0	31,361	0	(1)	2,102
Gintech (Thailand)	THB	2,091,970	1,754,885	693,086	1,061,799	2,209,448	69,009	72,739
Yong Liang Ltd	TWD	1,249,000	3,160,767	1,885,808	1,274,959	221,791	51,421	20,028
Yong Zhou Ltd.	TWD	6,500	44,996	48,560	(3,564)	196	(3,787)	(4,659)
GES UK	USD	89,133	11,748	19	11,728	0	(43)	(32,465)
GES USA	USD	65,930	18,551	10,661	7,890	(254)	(868)	(31,867)
GES CANADA	USD	6,125	70	0	70	0	(4)	(26)
MEGATWO	USD	19,594	(19,272)	1,463	(20,735)	0	10,839	(29,155)
MEGAFIVE	USD	635	1,048	346	702	214	70	61
MEGASIX	USD	1,547	290	33	257	106	75	66
MEGAEIGHT	USD	748	381	185	196	70	32	31
MEGATWELVE	USD	168	276	250	27	44	10	10
MEGATHIRTEEN	USD	2,000	3,121	1,063	2,058	235	68	68
MEGASIXTEEN	USD	0	0	0	0	0	(60)	(1,075)
MEGANINETEEN	USD	132	192	266	(75)	25	10	9
MEGATWENTY	USD	124	390	275	115	47	23	22
ASSET TWO	USD	0	0	13	(13)	0	0	(1)
ASSET THREE	USD	2,839	2,933	2,267	666	0	0	90
SH4	USD	489	268	0	268	45	9	8
Schenectady	USD	0	418	1,148	(730)	0	(6)	(6)
HEYWOOD	USD	0	739	1,062	(324)	0	(2,944)	(2,944)
SEG	USD	800	510	60	450	62	22	22
KINECT	USD	266	634	261	374	64	12	12
TEV II	USD	200	11,976	16,765	(4,790)	0	311	(278)
MUNISOL	MXN	353,508	213,798	554,086	(340,289)	0	(708,181)	(708,343)
SHIMA'S	USD	153	181	218	(37)	20	6	6
WAIMEA	USD	526	700	223	477	74	18	18
HONOKAWAI	USD	348	806	355	452	88	26	26
ELEELE	USD	637	838	274	564	97	28	28
HANALEI	USD	280	272	222	50	22	(6)	(6)
KAPAA	USD	761	881	405	476	51	(28)	(28)
KOLOA	USD	569	671	269	403	108	48	48
GES AC	USD	0	0	0	0	0	0	(570)
ANDERSON N.	USD	0	0	0	0	412	(198)	(570)
ANDERSON S.	USD	0	0	0	0	329	(189)	(198)
Flora	USD	0	0	0	0	61	(28)	(189)
Greenfield	USD	0	0	0	0	251	(139)	(28)
Spiceland	USD	0	0	0	0	42	(17)	(139)
TEV Solar	USD	100	19,734	19,645	89	0	0	(17)
AC GES Solar	USD	28,356	28,480	668	27,812	0	(35)	(2)
Richmond	USD	18,749	18,412	0	18,412	769	(144)	(161)
Rensselaer	USD	9,593	9,540	0	9,540	446	(10)	(115)

Advance	USD	534	530	2	527	24	(1)	(10)
DelSolar HK	USD	125,200	7,312	2	7,310	0	(4)	(1)
DelSolar US	USD	24,800	(279)	14,767	(15,046)	0	(652)	(16,515)
NSP NEVADA	USD	14,265	8,469	263	8,206	0	0	(2,345)
URE NSP	USD	500	1,921	1,400	521	0	(1)	5
NSP Germany	EUR	25	38	12	26	0	3	0
NSP Indycgen	GBP	0	294	0	294	0	(97)	(97)
Hsin Jin Co., Ltd	TWD	13,309	35,286	20,598	14,689	4,545	1,394	677
Hsinking Co., Ltd	TWD	23,302	60,364	32,947	27,417	9,530	4,166	2,631
Si Two Corp	TWD	20,000	21,439	1,054	20,385	2,555	433	373
DelSolar(Wu Jiang) Ltd.	RMB	810,211	50,422	1,584	48,838	0	(2,141)	1,998
Industrial Park	USD	3,100	1,144	480	664	46	(107)	(370)
Hillsboro	USD	1,862	334	253	81	0	(41)	(653)
DelSolar Development	USD	0	0	0	0	0	(1)	(85)
CFR	USD	0	0	0	0	0	(5)	(5)
USD1	USD	3,582	3,819	13	3,806	0	0	(610)
JV2	USD	830	0	0	0	0	0	0
Beryl	USD	0	76	20,654	(20,579)	0	(6,158)	(15,250)
DevCo One	USD	0	0	0	0	0	0	0
DevCo Two	USD	0	0	0	0	0	0	0
Shanshang Energy Co., Ltd.	TWD	20,100	1,162	3,990	(2,828)	0	(19,859)	(19,852)
Jiangung	TWD	1,000,100	1,036,104	30	1,036,074	0	(169)	15,236
Lian,Zhi-Neng Energy Co., Ltd.	TWD	2,100	583	0	583	0	0	3
Lianzhang	TWD	22,424	22,402	40	22,362	0	(77)	(62)
Success Energy Co.,Ltd.	TWD	13,100	519	0	519	0	(30)	(26)
Solarbright energy Co., Ltd.	TWD	300,000	311,271	80	311,191	0	(2,216)	9,810

## 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, 2023 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:



CHUM-SAM HONG  
Chairman

March 11, 2024

## 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\$ 2,787,612 thousand till Dec 31, 2023.</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 URECO.

## 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.