SYNTEC

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Syntec Technology Co., Ltd.
2025 Annual Report

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Company Website- https://www.syntecclub.com/AnnualRepo.aspx

TRUSTED · TECHNICAL · SERVICE

I. Names, titles, contact numbers and emails of the spokesperson and acting spokesperson

Spokesperson: Lin, Tung-Hsu

Title: CFO

Tel.:(03)666-3553

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Acting Spokesperson: Diau, Bing-Hau

Title: Audit Manager

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II. Address and telephone number of the head office, branch office and factory

Title	Address	Telephone
Headquarters	No. 25, Yanfa 2nd Rd., East Dist., Hsinchu City	(03)666-3553
Suzhou Factory	Syntec Science Park Building B, No.9, Chun Fai Road, Industrial Park, Suzhou City	+86-512-69008860

III. Name, address, website, and telephone number of the share registrar

Name: Taishin Securities Co., Ltd. – Stock Affairs Agency Department

Address: B1, No. 96, Section 1, Jianguo North Road, Zhongshan District, Taipei City

Website: https://www.tssco.com.tw

Tel.:(02)2504-8125

IV. Name of the Certified Public Accountant (CPA) for the Latest Annual Financial Report

Certified Public Accountant: Chiu, Wan-Ju; Hu, Shen-Chieh

Name of Firm: Ernst & Young

Address: 9F, No. 333, Section 1, Keelung Road, Xinyi District, Taipei City

Website: https://www.ey.com/zh_tw

Tel.:(02)2757-8888

V. Name of the overseas exchange for listing and trading of securities, and methods for inquiring about information on such overseas securities: Not applicable.

VI. Company website: https://www.syntecclub.com/

COMPANY VISION

Since its listing in 2025, Syntec Group has remained steadfast in its positioning as a core partner in smart manufacturing amid the dual challenges of capital market scrutiny and a rapidly evolving industrial environment. We recognize that going public is not the culmination of achievement, but rather a new starting point for enhancing corporate governance, technological capabilities, and global competitiveness. Looking ahead, starting from 2026, Syntec Group will officially launch its fifth five-year development plan. The Group will continue to uphold its core vision as a "trusted electrical control partner," with a strategic path focused on the deep integration of AI into smart manufacturing. By doing so, we aim to meet increasingly high standards for efficiency, precision, stability, and system integration. At the same time, Syntec adopts "deep roots in Taiwan, global collaboration" as its strategic core. By leveraging group synergies and overseas operational bases, we are building a globally connected intelligent system service network, striving to become a key driving force in advancing industrial digitalization and intelligent transformation.

BUSINESS MISSION

As the industry moves toward highly flexible manufacturing, reduced reliance on labor, and increased data visibility, Syntec Group believes that future competitiveness will no longer depend solely on individual product performance. Instead, it will be determined by the depth of understanding of on-site customer needs, mastery of core control technologies, and the ability to deliver integrated solutions across equipment, processes, and systems. Accordingly, we will continue to strengthen our foundation for sustainable development through the following four strategic directions:

I Establish closer and more real-time customer communication mechanisms to deeply understand production line pain points and upgrade needs, enabling true two-way synergy between R&D and the market.

II Continuously enhance control stability and high-precision application capabilities by investing in the development of core technologies with higher precision, efficiency, and reliability.

III Strengthen product consistency and supply capabilities through process optimization and quality management, ensuring that every delivery meets market expectations for quality.

IV Deepen integration in industrial field applications, extending from single equipment control to comprehensive solution services, thereby enhancing application-oriented value and one-stop solution offerings.

CORE VALUES

Syntec Group firmly believes that sustainable corporate development is rooted in the long-term practice of clear value principles. In response to a rapidly changing industrial environment and rising market expectations, we uphold “honesty and integrity, critical thinking and innovation, and proactiveness and teamwork” as our core values. These principles guide our business decisions, technological advancement, and organizational growth. These three core values not only serve as our code of conduct in facing challenges, but also form the foundation for strengthening corporate culture, enhancing competitiveness, and creating long-term value.

Honesty and integrity are the foundation of Syntec Group’s operations.

In our interactions with customers, employees, shareholders, and partners, we uphold a transparent and pragmatic approach to building long-term trust. We ensure that all decisions align with business ethics and regulatory requirements.

Critical thinking and innovation are the driving forces behind continuous progress.

We encourage colleagues to approach problems from their core essence, engaging in cross-departmental dialogue and rigorous validation to transform ideas into practical control technologies, product designs, and application solutions—continuously enhancing technological value and market competitiveness.

Proactiveness and teamwork are our guiding principles in addressing challenges.

We emphasize proactive response, rapid execution, and collaborative efforts. By systematically integrating expertise across departments, we enhance organizational efficiency and resilience, enabling steady progress even in a dynamic environment.

Looking ahead, Syntec Group will continue to be guided by its core values, deepen technological capabilities, refine quality, and stay closely aligned with market needs. With a steady and pragmatic approach, we are committed to driving sustainable growth and creating long-term value for customers, shareholders, and society.

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Chapter 1. Letter to Shareholders

Dear shareholders,

Thank you for your support of Syntec Technology Co., Ltd. This report presents the following regarding the Company's business results for the previous year, summary of the business plan for the current year, and the Company's future development strategies:

I Business Results for the Previous Year

A. Results of Business Plan Implementation

Unit: NT$ Thousand

Item	2025	2024	Increase (decrease) amount	Increase (decrease) %
Operating revenue	13,960,426	10,807,628	3,152,798	29.17
Gross profit	6,387,263	4,739,169	1,648,094	34.78
Operating profit	2,822,133	1,645,839	1,176,294	71.47
Net profit after tax	2,283,305	1,372,831	910,474	66.32

Net operating revenue for 2025 amounted to NT$13,960,426 thousand, representing an increase of 29.17% from NT$10,807,628 thousand in 2024, mainly attributable to revenue from major controller products. The increase in gross profit was mainly attributable to effective control of product production costs and the results of process improvements. Operating profit and net profit after tax increased compared to 2024, mainly due to the continued increase in net profit before tax driven by sales growth.

B. Budget Implementation Status

The Company did not publicly disclose financial forecast information in 2025; therefore, there was no budget achievement status.

C. Financial Income and Expenditure

Unit: NT$ Thousand

Item	2025	2024	Increase (decrease) amount
Net cash inflow used in operating activities	2,767,814	1,393,999	1,373,815
Net cash generated from (used in) investing activities	(843,342)	(204,910)	(638,432)
Net cash inflow (outflow) in financing activities	3,843,199	(391,353)	4,234,552

Analysis of the changes:

1. Increase in net cash inflow from operating activities: This was mainly due to the increase in revenue in 2025.

2. Decrease in net cash inflow from investment activities: This was mainly due to increased acquisitions of property and financial assets in 2025.

3. Increase in net cash outflow from financing activities: This was mainly due to the cash capital increase in 2025.

D. Profitability Analysis

Item		2025	2024
Profitability	Return on assets (%)	16.77	16.22
	Return on equity (%)	28.06	34.28
	Income before tax as a percentage of paid-in capital (%)	414.21	269.29
	Net profit rate (%)	16.36	12.70
	Earnings per share (NT$)	35.12	22.31

The main reason for the increase in profitability was the steady growth in sales, which led to a consistent rise in net profit before tax, thereby increasing the return on assets and return on equity. Overall operating efficiency improved as a result, as reflected in the continued growth of earnings per share.

E. Analysis of Research and Development

The Company continues to invest in the research and development of core electrical control equipment, including drives and controllers, while also promoting servo products, drives, and motor solutions. These technologies are applied across a wide range of applications, from small-scale laser equipment to large metal cutting machine tools.

Over the past year, the trends of Industry 4.0 and energy conservation and carbon reduction have remained key driving forces. Industries have continued to invest in equipment upgrades and process innovation to enhance manufacturing flexibility. In response, the Company has actively expanded into relevant markets and strengthened its R&D capabilities in intelligent machinery, machine tool processing, controller platforms, human-machine interfaces (HMI), servo system performance, and laser processing applications.

In addition, by integrating Industrial Internet of Things (IIoT) technologies with cloud-based connectivity solutions—such as remote monitoring and predictive maintenance—the Company has further enhanced product reliability and production efficiency, thereby strengthening its overall competitiveness.

The Company has also continued to reinforce its R&D capabilities in robotic applications and automated production systems, focusing on key areas such as precision improvement, system openness, central control system integration, and diversified intelligent manufacturing. Through ongoing efforts in hardware-software integration, big data analytics, and the adoption of AI technologies, the Company aims to expand its R&D capacity and provide customers with more stable and forward-looking solutions.

II Summary of Business Plan for the Current Year

A. Business Policy

Amid rapid global industrial transformation, demand for smart manufacturing and industrial automation continues to rise. The Company focuses on CNC controllers, industrial AI systems, and servo drive technologies as its core competencies, while comprehensively deploying smart manufacturing solutions.

Its products are widely applied across CNC machine tools, industrial robots, collaborative robots, woodworking equipment, and automated machinery, and are gradually expanding into high-precision sectors such as semiconductors and laser processing. Through technology integration and continuous innovation, the Company assists customers in improving production efficiency and achieving automated, high value-added manufacturing.

B. Expected Sales Volume

The Company continues to expand its global market presence by allocating resources to strengthen sales channels and enhance market penetration capabilities, while closely monitoring regional market feedback and changes in demand.

Taking into account overall industry trends and internal operational planning, the Company maintains a cautiously optimistic outlook on future operations and expects to sustain sales growth momentum in the coming year (Year 2026).

C. Key Production and Sales Policies

In response to growing demand for high-end machinery and smart manufacturing, the Company is actively developing next-generation controller platforms by incorporating AI-optimized servo control algorithms and vision integration technologies. These efforts aim to establish intelligent factory solutions centered on control technologies.

By enhancing product integration capabilities and added value, the Company strengthens customer engagement. At the same time, leveraging modular robotics and IIoT systems, the Company provides integrated IT and OT solutions while aligning with energy-saving, carbon reduction, and ESG development goals.

1. Production Strategy

With the continued expansion of the global machine tool and industrial robotics markets, demand for controllers, servo systems, and industrial AI is increasing. The Company continues to enhance its R&D capabilities and optimize manufacturing processes to improve production efficiency, reduce costs, and ensure consistent product quality.

To strengthen supply chain resilience, the Company is actively expanding its overseas presence in regions such as Malaysia, Turkey, and India, enabling it to capture regional supply chain trends and diversify risks.

2. Sales Strategy

The Company aims to become the most trusted electrical control partner within the global smart manufacturing ecosystem. Through comprehensive solutions and flexible business models, it continuously enhances customer competitiveness.

Guided by the core principles of “technology-driven” and “customer-oriented,” the Company adopts differentiated pricing and sales strategies based on regional characteristics, industry segments, and customer scale.

Furthermore, through a well-established global network of subsidiaries and branch offices, the Company provides timely technical support and after-sales services, strengthening partnership stability and brand trust. For high-potential customers, the Company deepens collaboration through co-development and customized projects, while combining marketing initiatives and training programs to build a stable and sustainable revenue base.

III Future Development Strategy

Looking ahead, the Company will continue to focus on CNC control, industrial AI, and smart manufacturing, while strengthening advanced technology R&D and cross-application integration capabilities. It will also actively expand its customer base across diverse industries.

At the same time, the Company will accelerate its international market expansion and optimize regional operational efficiency, with the goal of establishing a global brand in smart manufacturing solutions, enhancing overall competitiveness, and driving sustainable corporate growth.

IV Impact of External Competition, Regulatory Environment, and Overall Economic Conditions

Since last year, the global economy has been significantly affected by supply chain fluctuations, increasing the need for resilience across manufacturing-related industries. Factors such as environmental challenges, carbon emission costs, semiconductor supply constraints, exchange rate volatility, and geopolitical developments continue to impact the business environment.

The Company closely monitors these risks and actively engages in internal coordination and communication to implement appropriate risk mitigation measures. At the same time, it strengthens internal controls and financial flexibility to maintain stable revenue performance and efficient capital utilization.

In response to the rapidly changing external environment, the Company will continue to deepen its presence in emerging markets, optimize supply chain structures, and ensure stable product delivery and service quality. By aligning with policy directions and industry trends, the Company will actively expand into high-potential application areas, steadily advancing its long-term development and sustainability objectives.

Chapter 2. Corporate Governance Report

I Information on Directors, General Manager, Deputy General Managers, Associate General Managers, and Heads of Various Departments and Branch Units

(I) Director Information

1. Directors

April 6, 2026; Unit: Shares; %

Job Title	Name	Gender Age	Nationality or Place of Registration	Date First Elected	Date Elected	Term of Office	No. of Shares Held at Time of Election		Current Shareholding		Shares Currently Held by Spouse and Minor Children		Holding Shares in Another Person's Name		Main Educational Background	Current Position in the Company and/or Other Company	Executives Directors who are Spouses or within Second-Degree Kinship			Remarks
							Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio			Title	Name	Relation	
Chairman	Tsai, You-Kung	Male 61–70 years old	Republic of China	1995/7/21	2024/7/30	3 years	6,523,836	9.96%	6,523,836	9.08%	2,805,551	3.91%	5,933,781	8.26%	Graduate Institute of Mechanical Engineering, National Cheng Kung University Research Fellow and Project Lead, Mechanical and System Research Institute, Industrial Technology Research Institute	Note 1	Director	Huang, Fang-Chih	Spouse	Note 10
Director	Huang, Wei-Sheng	Male 61–70 years old	Republic of China	2004/11/24	2024/7/30	3 years	4,107,354	6.27%	4,109,354	5.72%	-	-	-	-	Ph.D. Program, Department of Electrical and Control Engineering, National Chiao Tung University Master's Degree, Institute of Computer Science and Engineering, National Chiao Tung University Manager, R&D Division I, Syntec Technology Co., Ltd. Mechanical and Systems Research Laboratories, Industrial Technology Research Institute	Note 2	-	-	-	-

Job Title	Name	Gender Age	Nationality or Place of Registration	Date First Elected	Date Elected	Term of Office	No. of Shares Held at Time of Election		Current Shareholding		Shares Currently Held by Spouse and Minor Children		Holding Shares in Another Person's Name		Main Educational Background	Current Position in the Company and/or Other Company	Executives Directors who are Spouses or within Second-Degree Kinship			Remarks
							Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio			Title	Name	Relation	
Director	Huang, Fang-Chih	Female 61–70 years old	Republic of China	2020/6/13	2024/7/30	3 years	2,895,078	4.42%	2,805,551	3.91%	6,523,836	9.08%	5,933,781	8.26%	Department of Mathematics, National Kaohsiung Normal University Principal, Hsinchu Science Park Experimental Senior High School	Note 3	Chairman	Tsai, You-Kung	Spouse	-
Director	Yang, Sheng-An	Male 41–50 years old	Republic of China	2020/6/13	2024/7/30	3 years	83,976 (Note 11)	0.13%	159,727 (Note 11)	0.22%	-	-	-	-	Master's Program, Department of Mechanical Engineering, National Taiwan University Senior Manager, Product Division I, Syntec Technology Co., Ltd.	Note 4	-	-	-	-
Director	Cheng, Duen-Jen	Male 61–70 years old	Republic of China	2020/6/13	2024/7/30	3 years	-	-	-	-	-	-	-	-	Ph.D., Institute of Materials Science, National Cheng Kung University Materials Research Laboratories, Industrial Technology Research Institute Senior R&D Manager, CYNTEC CO., LTD.	Note 5	-	-	-	-
Independent director	Chen, Tein-Shun	Male 61–70 years old	Republic of China	2024/7/30	2024/7/30	3 years	-	-	-	-	-	-	-	-	EMBA, International Business Program, National Taiwan University Department of Electronic Engineering, National Taiwan University of Science and Technology General Manager/CEO, Moxa Inc. Asia Regional General Manager, Associate Vice President, Asia General Manager,	Note 6	-	-	-	-

Job Title	Name	Gender Age	Nationality or Place of Registration	Date First Elected	Date Elected	Term of Office	No. of Shares Held at Time of Election		Current Shareholding		Shares Currently Held by Spouse and Minor Children		Holding Shares in Another Person's Name		Main Educational Background	Current Position in the Company and/or Other Company	Executives Directors who are Spouses or within Second-Degree Kinship			Remarks
							Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio			Title	Name	Relation	
															PRI-Brooks Automation, Semiconductor Division, Schmidt Scientific Taiwan Ltd.					
Independent director	Yao, Ter-Chang	Male 61–70 years old	Republic of China	2024/7/30	2024/7/30	3 years	-	-	-	-	-	-	50,000	0.07%	Master's Degree in Finance, National Taiwan University Master of Science in Electrical Engineering, University of Southern California Department of Electrical Engineering, National Cheng Kung University Associate Manager, Kai-Fa Technology Consulting Co., Ltd. Deputy General Manager, Xu Bang Investment Consulting Co., Ltd.	Note 7	-	-	-	-
Independent director	Lu, Hong-Sheng	Male 61–70 years old	Republic of China	2024/7/30	2024/7/30	3 years	-	-	-	-	-	-	-	-	Master's Degree in Business Administration, National Taiwan University of Science and Technology Department of Accounting, Chinese Culture University Group Deputy Chief Executive Officer, Taiwan International Securities Co., Ltd. Deputy General Manager, Underwriting Department, Taiwan International Securities Co., Ltd.	Note 8	-	-	-	-

Job Title	Name	Gender Age	Nationality or Place of Registration	Date First Elected	Date Elected	Term of Office	No. of Shares Held at Time of Election		Current Shareholding		Shares Currently Held by Spouse and Minor Children		Holding Shares in Another Person's Name		Main Educational Background	Current Position in the Company and/or Other Company	Executives Directors who are Spouses or within Second-Degree Kinship			Remarks
							Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio	Number of Shares	Shareholding Ratio			Title	Name	Relation	
Independent director	Kuo, Keng-Tsung	Male 61–70 years old	Republic of China	2024/7/30	2024/7/30	3 years	-	-	-	-	-	-	-	-	EMBA, National Taiwan University Master of Science in Electrical Engineering, National Taiwan University Consultant, "New Southbound Policy," Hsinchu Science Park Administration Senior Advisor / General Manager, India Branch / Special Assistant to the Chairman, MediaTek Inc. Vice President and Taiwan General Manager, Lam Research Corporation Chief Administrative Officer, United Microelectronics Corporation Deputy General Manager, Quality & Human Resources, Hewlett-Packard Taiwan; Senior Director, Communications Industry Sales, Electronic Test & Measurement Division, Taiwan	Note 9	-	-	-	-

Note 1: Chairman and General Manager of the Company; Director (institutional representative) and General Manager of Leantec Intelligence Co., Ltd.; Director (institutional representative) of Main Drive Corporation; Director of Hong Kong Zhong Cheng Union Private Limited; Director and General Manager of Syntec Technology (Suzhou) Co., Ltd.; General Manager of Suzhou Leantec Automation Co., Ltd.; Director of Suzhou Lentec Industrial Automation Co., Ltd.; Supervisor (institutional representative) of RealCrown Ltd.; Director (institutional representative) of Phoenix II Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix IV Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix VI Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix VII Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix X Venture Capital Co., Ltd.; and Director of Tansimo Robotic Manufacturing INC.

Note 2: Director of the Company and Head of the R&D Department.

Note 3: Director and Director-level executive of the Company; Chairman (institutional representative) of Leantec Intelligence Co., Ltd.; Chairman (institutional representative) of Jumbo Laser Co., Ltd.; Director (institutional representative) of PROMISE Technology, Inc.; Director of Syntec Vietnam Technology Co., Ltd.; Director of Syntec Technology (India) Company Private Limited; Director of Syntec Intelligence Technology Sdn. Bhd.; Director of Suzhou Leantec Automation Co., Ltd.; Supervisor (institutional representative) of Suzhou Syntec Technology (Suzhou) Co., Ltd.; Supervisor (institutional representative) of Suzhou Lentec Industrial Automation Co., Ltd.; Chairman (institutional representative) of RealCrown Ltd.; Chairman (institutional representative) of RealHunt Ltd.; Director of Hoyao Biotech Corporation; Chairman of Syntec Education Foundation; Chairman of RFSR CH Limited (British Virgin Islands); Supervisor of Hukuhaku Co., Ltd.; and Chief Executive Officer of Syntec Technology Inc.

Note 4: Director of the Company and Head of the Product Business Division; Director (institutional representative) of Leantec Intelligence Co., Ltd.

Note 5: The Company's Director; Chairman and Chief Technology Officer of APAQ Technology Co., Ltd.; Director of INPAQ Technology Co., Ltd.; Director of Bioptik Technology, Inc.; Director (institutional representative) of Leantec Intelligence Co., Ltd.; Supervisor (institutional representative) of IMAT CorporationN; Director (institutional representative) of SteadyBeat Technology Corporation; Chairman of I-See Vision Technology Inc.; Chairman of K Kingdom Inc.; Director of Jin Jia Wang Financial Management Co., Ltd.; Director of Chenggong Innovation Management Consulting Co., Ltd.; Director (institutional representative) of NTUT Star Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix II Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix IV Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix VI Venture Capital Co., Ltd.; Director of Phoenix VII Venture Capital Co., Ltd.; Chairman (institutional representative) of APAQ Investment Limited; Chairman (institutional representative) of APAQ Electronics (Wuxi) Co., Ltd.; Chairman (institutional representative) of APAQ Electronics (Hubei) Co., Ltd.; Chairman (institutional representative) of Shobido Taiwan Co., Ltd.; Chairman (institutional representative) of Aipaq Technology Co., Ltd.; and Chairman (institutional representative) of Yingxi Venture Capital Co., Ltd.

Note 6: The Company's Independent Director; Director (institutional representative) of Moxa Inc.; Director (institutional representative) of TXOne Networks Inc.; Chairman of Zhu Xiang Co., Ltd.; Director (institutional representative) of Lavender Forest Co., Ltd.; Chairman of Grand Vision Co., Ltd.; Chairman of Xiangban Co., Ltd.; Director (institutional representative) of OrigInnSpace CO., LTD.; Director (institutional representative) of Little Ears Cultural Media Co., Ltd.; Director (institutional representative) of Alife International Holding Co., Ltd.; and Director (institutional representative) of inBlooom Co., Ltd.

Note 7: The Company's Independent Director; Chairman (institutional representative) and General Manager of Phoenix Venture Capital / Phoenix II / Phoenix III / Phoenix IV / Phoenix VI / Phoenix VII / Phoenix VIII / Phoenix IX / Phoenix X Venture Capital Co., Ltd.; Chairman and General Manager of Phoenix V Venture Capital Co., Ltd.; Director (institutional representative) of iHH Co., Ltd.; Director of LeDiamond Opto Corporation; Director (institutional representative) of OneWave Technology Co., Ltd.; Director of LeRain Technology Co., Ltd.; Director of Gigastone Corporation; Director of Taitien Electronics Co., Ltd.; Director of Youngtek Electronics Corp.; Director of Sync-Tech System Corporation; Chairman and General Manager of Chenggong Innovation Management Consulting Co., Ltd.; Chairman and General Manager of Junfeng Investment Co., Ltd.; Chairman and General Manager of Huachen Investment Co., Ltd.; Chairman and General Manager of Yongfu Investment Co., Ltd.; Chairman (institutional representative) and General Manager of Yongchuang Investment Co., Ltd.; Chairman (institutional representative) and General Manager of Yongda Investment Co., Ltd.; Director (institutional representative) of WishMobile, Inc.; Director of Asia Optical Co., Inc.; Director (institutional representative) of NCKU Venture Capital Co., Ltd.; Director of ACTi Corporation; Director (institutional representative) of Yingxi Venture Capital Co., Ltd.; Director (institutional representative) of U.D. Electronic Corp.; and Director (institutional representative) of Ledlink Optics, Inc.

Note 8: The Company's Independent Director; also an Independent Director of Promise Technology, Inc.

Note 9: The Company's Independent Director; also an Independent Director of Neousys Technology Inc.; Supervisor (institutional representative) of MoMAGIC Data Intelligence Inc.; Director (institutional representative) and Responsible Person of Digital Doctor Co., Ltd.; Chief Executive Officer of Digital Doctor Pvt. Ltd.; and Independent Director of Dixon Technologies Ltd.

Note 10: Where the Chairman and the General Manager (or equivalent highest-ranking executive) are the same person, spouses, or first-degree relatives, the reasons, rationale, necessity, and corresponding measures shall be disclosed:

The Chairman and General Manager of the Company are the same person in order to enhance operational efficiency and execution of decisions, effectively integrate Board members, and promptly build consensus. The Company re-elected its directors at the extraordinary shareholders' meeting on July 30, 2024, and established an Audit Committee composed of four Independent Directors to strengthen corporate governance.

Note 11: (Including) 83,976 shares held in trust with retained discretionary control.

2. Major shareholders of the corporate shareholder: Not applicable.
3. Major shareholders of the corporate shareholders that are corporate entities: Not applicable.
4. Disclosure of directors' professional qualifications and independent directors' independence:

Job title	Conditions Name	Professional qualifications and experience	Independence analysis	Number of Independent Directors of Other Public Offering Companies
Chairman	Tsai, You-Kung	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	Except for the spousal relationship with Director Fang-Chih Huang, there are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Director	Huang, Wei-Sheng	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Director	Huang, Fang-Chih	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	Except for the spousal relationship with Chairman Tsai, You-Kung, there are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Director	Yang, Sheng-An	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Director	Cheng, Duen-Jen	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-

Job title	Conditions Name	Professional qualifications and experience	Independence analysis	Number of Independent Directors of Other Public Offering Companies
Independent director	Chen, Tein-Shun	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Independent director	Yao, Ter-Chang	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	-
Independent director	Lu, Hong-Sheng	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	1
Independent director	Kuo, Keng-Tsung	1. None of the conditions set forth in Article 30 of the Company Act apply. 2. For relevant education and experience, please refer to (I) Directors' Profiles.	There are no circumstances with other directors as stipulated in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.	1

5. Board diversity policy and independence:

(1) Board diversity:

In accordance with the “Corporate Governance Best-Practice Principles” and the “Procedures for Election of Directors,” the composition of the Company’s Board of Directors possesses multifaceted capabilities and diversity. The Company has a total of nine directors (including four independent directors), one of whom is female. In addition to respecting and promoting gender equality and diverse values, all Board members are selected based on merit to strengthen corporate governance and support the sound development of the Board of Directors' composition structure. Each member possesses diverse and complementary cross-disciplinary capabilities, professional knowledge and skills, as well as industry experience. It is believed that this diversification policy will help enhance the Company’s overall performance.

The diversity policy and implementation status of the Company’s current Board of Directors members are as follows:

Job title	Name	Gender	Nationality	Age	Experience				Professional capabilities		
					Operation management	Finance and accounting	Industrial experience	Professional knowledge	Finance and accounting	Leadership and decision-making capabilities	Operation management
Chairman	Tsai, You-Kung	Male	Republic of China	61–70 years old	✓		✓	✓	✓	✓	✓
Director	Huang, Wei-Sheng	Male	Republic of China	61–70 years old	✓		✓	✓		✓	✓
Director	Fang-Chih Huang	Female	Republic of China	61–70 years old	✓			✓	✓	✓	✓
Director	Yang, Sheng-An	Male	Republic of China	41–50 years old	✓		✓	✓		✓	✓
Director	Cheng, Duen-Jen	Male	Republic of China	61–70 years old	✓		✓	✓	✓	✓	✓
Independent director	Chen, Tein-Shun	Male	Republic of China	61–70 years old	✓		✓	✓		✓	✓
Independent director	Yao, Ter-Chang	Male	Republic of China	61–70 years old	✓		✓	✓	✓	✓	✓
Independent director	Lu, Hong-Sheng	Male	Republic of China	61–70 years old	✓	✓		✓	✓	✓	✓
Independent director	Kuo, Keng-Tsung	Male	Republic of China	61–70 years old	✓		✓	✓		✓	✓

(2) Independence of the Board of Directors:

The Company’s Board of Directors comprises nine directors, including four independent directors. Aside from the spousal relationship between Chairman Tsai, You-Kung and Director Huang, Fang-Chih, the remaining three directors and the four independent directors do not have spousal relationships or kinship within the second degree of relationship among them; therefore, there is no violation of Article 26-3, Paragraphs 3 and 4 of the Securities and Exchange Act.

(II) Information on General Manager, Deputy General Managers, Assistant General Managers, and Heads of Departments and Branch Offices

April 6, 2026; Unit: %

Job title	Name	Gender	Nationality	Date of inauguration	Shares held		Shares held by spouse and minor children		Holding shares in another person’s name		Main educational background	Positions concurrently held in other companies at present	Other managerial officer(s) with which the person has a relationship of spouse or relative within the second degree			Remarks
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
General Manager	Tsai, You-Kung	Male	Republic of China	1995/7/1	6,523,836	9.08%	2,805,551	3.91%	5,933,781	8.26%	Graduate Institute of Mechanical Engineering, National Cheng Kung University Research Fellow and Project Lead, Mechanical and System Research Institute, Industrial Technology Research Institute	Note 1	Director Finance Officer	Huang Fang-Chih Tsai, Chang-Wei	Spouse First-degree relative	Note 6
Director	Huang, Fang-Chih	Female	Republic of China	2017/8/28	2,805,551	3.91%	6,523,836	9.08%	5,933,781	8.26%	Department of Mathematics, National Kaohsiung Normal University Principal, Hsinchu Science Park Experimental Senior High School	Note 2	General Manager Finance Officer	Tsai, You-Kung Tsai, Chang-Wei	Spouse First-degree relative	-
Director, R&D Department	Huang, Wei-Sheng	Male	Republic of China	2022/1/1	4,109,354	5.72%	-	-	-	-	Doctoral Program, Institute of Electrical Engineering and Control, National Yang Ming Chiao Tung University Master’s, Institute of Information Engineering, National Yang Ming Chiao Tung University Manager, R&D Department I, Syntec Technology Co., Ltd. Mechanical and Systems Research Laboratories, Industrial Technology Research Institute	-	-	-	-	-
Director, Quality Assurance Department	Huang, Chiung-Yao	Male	Republic of China	2022/6/1	430,374	0.60%	-	-	1,300,000	1.81%	Executive Master’s Program in Smart Manufacturing, National Tsing Hua University Director, Engineering and Manufacturing Center, Syntec Technology Co., Ltd.	Note 3	-	-	-	-
Director, Product Business Division	Yang, Sheng-An (Note 7)	Male	Republic of China	2026/1/1	159,727 (Note 7)	0.22%	-	-	-	-	Master’s Program, Department of Mechanical Engineering, National Taiwan University Senior Manager, Product Division I, Syntec Technology Co., Ltd.	Note 4	-	-	-	-
Chief Financial Officer	Lin, Tung-Hsu	Male	Republic of China	2023/3/20	7,000	0.01%	-	-	-	-	Department of Business Administration, National Taiwan University Graduate Institute of Accountancy, San Diego State University Chairman and General Manager, PROMISE Technology, Inc. Chief Financial Officer, PROMISE Technology, Inc. Independent Director, Golden Friends Corporation	-	-	-	-	-

Job title	Name	Gender	Nationality	Date of inauguration	Shares held		Shares held by spouse and minor children		Holding shares in another person's name		Main educational background	Positions concurrently held in other companies at present	Other managerial officer(s) with which the person has a relationship of spouse or relative within the second degree			Remarks
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Finance Officer	Tsai, Chang-Wei (Note 5)	Male	Republic of China	2025/7/1	2,825,778	3.93%	-	-	-	-	Master's in Information Systems, The University of Melbourne Section Chief, Operation Management Office, General Management Division, Syntec Technology Co., Ltd. Head of Business Analysis Group and General Ledger Accountant, General Management Division, Syntec Technology Co., Ltd.	Note 5	General Manager and Director	Tsai, You-Kung Fang-Chih Huang	First degree of kinship First degree of kinship	-
Audit Officer	Diau, Bing-Hau	Male	Republic of China	2024/1/1	-	-	-	-	-	-	Department of Law, Ming Chuan University Graduate Institute of Accounting, National Yunlin University of Science and Technology Assistant Audit Manager, Everlight Electronics Co., Ltd. Project Supervisor, Lighting Products, Everlight Electronics Co., Ltd. Overseas Sales Manager, Global Brands Manufacture Ltd. Product Manager, APO International Co., Ltd. Audit Manager, Darwin Precisions Corporation	-	-	-	-	-

Note 1: Director (institutional representative) and General Manager of Leantec Intelligence Co., Ltd.; Director (institutional representative) of Main Drive Corporation; Director of Hong Kong Zhong Cheng Union Private Limited; Director and General Manager of Syntec Technology (Suzhou) Co., Ltd.; General Manager of Suzhou Leantec Automation Co., Ltd.; Director of Suzhou Lentec Industrial Automation Co., Ltd.; Supervisor (institutional representative) of RealCrown Ltd.; Director (institutional representative) of Phoenix II Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix IV Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix VI Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix VII Venture Capital Co., Ltd.; Director (institutional representative) of Phoenix X Venture Capital Co., Ltd.; and Director of Tansimo Robotic Manufacturing INC.

Note 2: Chairman (institutional representative) of Leantec Intelligence Co., Ltd.; Chairman (institutional representative) of J Jumbo Laser Co., Ltd.; Director (institutional representative) of PROMISE Technology, Inc.; Director of Syntec Vietnam Technology Co., Ltd.; Director of Syntec Technology (India) Company Private Limited; Director of Syntec Intelligence Technology Sdn. Bhd.; Director of Suzhou Leantec Automation Co., Ltd.; Supervisor (institutional representative) of Syntec Technology (Suzhou) Co., Ltd.; Supervisor (institutional representative) of Suzhou Lentec Industrial Automation Co., Ltd.; Chairman (institutional representative) of RealCrown Ltd.; Chairman (institutional representative) of RealHunt Ltd.; Director of Hoyao Biotech Corporation; Chairman of Syntec Education Foundation; Chairman of RFSR CH Limited (British Virgin Islands); Supervisor of Hukuhaku Co., Ltd.; and Chief Executive Officer of Syntec Technology Inc.

Note 3: Director (institutional representative) of Leantec Intelligence Co., Ltd.; Supervisor (institutional representative) of Suzhou Leantec Automation Co., Ltd.; and Chairman of Ri Qing Liang Yue Investment Co., Ltd.

Note 4: Director (institutional representative) of Leantec Intelligence Co., Ltd.

Note 5: Appointed on July 1, 2025; Supervisor (institutional representative) of Ruiheng Investment Co., Ltd.

Note 6: If the Chairman and the General Manager or equivalent (the highest-ranking executive) are the same person, spouses, or first-degree relatives, the reasons, rationale, necessity, and corresponding measures shall be disclosed:

The Chairman and General Manager of the Company are the same person in order to enhance operational efficiency and decision-making execution, effectively integrate the Board of Directors, and facilitate timely consensus building.

The Company re-elected its directors at the extraordinary shareholders' meeting held on July 30, 2024, and established an Audit Committee composed of four independent directors to strengthen and implement sound corporate governance.

Note 7: Appointed on January 1, 2016; including 83,976 trust shares with retained discretionary authority.

II Remuneration for Directors, President and Vice Presidents in the Most Recent Year (2025)

1.Remuneration to directors:

Unit: NT$ thousand; %

<table>
<tr><th rowspan="3">Job title</th><th rowspan="3">Name</th><th colspan="8">Remuneration to directors</th><th rowspan="2" colspan="2">Sum of A+B+C+D and ratio to net income (%)</th><th colspan="8">Remuneration received by directors for concurrent service as an employee</th><th rowspan="2" colspan="2">Sum of A+B+C+D+E+F+G and ratio to net income (%)</th><th rowspan="4">Remuneration received from investee enterprises other than subsidiaries or from the parent company</th></tr>
<tr><th colspan="2">Base remuneration (A)</th><th colspan="2">Retirement pay and pension (B)</th><th colspan="2">Director’s remuneration (C)</th><th colspan="2">Service expenses (D)</th><th colspan="2">Salary, rewards, and special disbursements (E)</th><th colspan="2">Retirement pay and pension (F)</th><th colspan="4">Employee remuneration (G)</th></tr>
<tr><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th><th colspan="2">The Company</th><th colspan="2">All companies included in the financial report</th><th rowspan="2">The Company</th><th rowspan="2">All companies included in the financial report</th></tr>
<tr><th></th><th></th><th>Amount in cash</th><th>Amount in stock</th><th>Amount in cash</th><th>Amount in stock</th></tr>
<tr><td>Chairman</td><td>Tsai, You-Kung</td><td rowspan="5">-</td><td rowspan="5">-</td><td rowspan="5">-</td><td rowspan="5">-</td><td rowspan="5">15,000</td><td rowspan="5">15,000</td><td rowspan="5">170</td><td rowspan="5">170</td><td rowspan="5">15,170
0.66%</td><td rowspan="5">15,170
0.66%</td><td rowspan="5">20,739</td><td rowspan="5">20,739</td><td rowspan="5">324</td><td rowspan="5">324</td><td rowspan="5">21,430</td><td rowspan="5">-</td><td rowspan="5">21,430</td><td rowspan="5">-</td><td rowspan="5">57,663
2.53%</td><td rowspan="5">57,663
2.53%</td><td rowspan="5">None</td></tr>
<tr><td>Director</td><td>Huang, Wei-Sheng</td></tr>
<tr><td>Director</td><td>Huang Fang-Chih</td></tr>
<tr><td>Director</td><td>Yang, Sheng-An</td></tr>
<tr><td>Director</td><td>Cheng, Duen-Jen</td></tr>
<tr><td>Independent director</td><td>Chen, Tein-Shun</td><td rowspan="4">2,400</td><td rowspan="4">2,400</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">8,000</td><td rowspan="4">8,000</td><td rowspan="4">135</td><td rowspan="4">135</td><td rowspan="4">10,535
0.46%</td><td rowspan="4">10,535
0.46%</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="4">10,535
0.46%</td><td rowspan="4">10,535
0.46%</td><td rowspan="4">None</td></tr>
<tr><td>Independent director</td><td>Yao, Ter-Chang</td></tr>
<tr><td>Independent director</td><td>Lu, Hong-Sheng</td></tr>
<tr><td>Independent director</td><td>Kuo, Keng-Tsung</td></tr>
</table>

Job title	Name	Remuneration to directors								Sum of A+B+C+D and ratio to net income (%)		Remuneration received by directors for concurrent service as an employee								Sum of A+B+C+D+E+F+G and ratio to net income (%)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
		Base remuneration (A)		Retirement pay and pension (B)		Director's remuneration (C)		Service expenses (D)				Salary, rewards, and special disbursements (E)		Retirement pay and pension (F)		Employee remuneration (G)						
		The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company		All companies included in the financial report		The Company	All companies included in the financial report	
																Amount in cash	Amount in stock	Amount in cash	Amount in stock			

1. Please specify the policy, system, criteria and structure of remuneration to independent directors, and specify the relationship between the amount of remuneration and factors such as the duties assumed, risks, and time invested: The remuneration of the Company's independent directors is handled in accordance with the "Directors' Remuneration and Performance Evaluation Measures" approved by the Board of Directors. During the period in which independent directors perform their duties, fixed remuneration is paid monthly regardless of whether the Company has operating profits or losses; if directors' remuneration is distributed in the relevant year, the Remuneration Committee shall review the participation of all directors in the Company's operations and their substantive contributions, and, with reference to domestic industry standards, submit recommendations to the Board of Directors for resolution and subsequent handling.
2. Except as disclosed in the table above, remuneration received by the directors of the Company for services rendered in the most recent year (such as acting as consultants in a non-employee capacity of the parent company/all companies in the financial statements/invested business, etc.): None.

Remuneration Range Table

Ranges of remuneration paid to each of the Company's directors	Names of Directors			
	Sum of A+B+C+D		Sum of A+B+C+D+E+F+G	
	The Company	All companies included in the financial report	The Company	All companies included in the financial report
Less than NT$1,000,000	–	–	–	–
NT$1,000,000 (inclusive) – NT$2,000,000 (exclusive)	–	–	–	–
NT$2,000,000 (inclusive) – NT$3,500,000 (exclusive)	Huang, Wei-Sheng, Yang, Sheng-An, Huang, Fang-Chih, Cheng, Duen-Jen, Chen, Tein-Shun, Yao, Ter-Chang, Lu, Hong-Sheng, Kuo, Keng-Tsung	Huang, Wei-Sheng, Yang, Sheng-An, Huang Fang-Chih, Cheng, Duen-Jen, Chen, Tein-Shun, Yao, Ter-Chang, Lu, Hong-Sheng, Kuo, Keng-Tsung	Cheng, Duen-Jen, Chen, Tein-Shun, Yao, Ter-Chang, Lu, Hong-Sheng, Kuo, Keng-Tsung	Cheng, Duen-Jen, Chen, Tein-Shun, Yao, Ter-Chang, Lu, Hong-Sheng, Kuo, Keng-Tsung
NT$3,500,000 (inclusive) – NT$5,000,000 (exclusive)	Tsai, You-Kung	Tsai, You-Kung	–	–
NT$5,000,000 (inclusive) – NT$10,000,000 (exclusive)	–	–	Huang, Wei-Sheng	Huang, Wei-Sheng
NT$10,000,000 (inclusive) – NT$15,000,000 (exclusive)	–	–	Yang, Sheng-An, Huang Fang-Chih	Yang, Sheng-An, Huang Fang-Chih
NT$15,000,000 (inclusive) – NT$30,000,000 (exclusive)	–	–	Tsai, You-Kung	Tsai, You-Kung
NT$30,000,000 (inclusive) – NT$50,000,000 (exclusive)	–	–	–	–
NT$50,000,000 (inclusive) – NT$100,000,000 (exclusive)	–	–	–	–
Over NT$100,000,000	–	–	–	–
Total	A total of 9 people	A total of 9 people	A total of 9 people	A total of 9 people

2. Remuneration to Supervisors: None

3. Remuneration to General Manager and Deputy General Manager

Unit: NT$ Thousand; %

Job title	Name	Salary (A)		Retirement pay and pension (B)		Bonus and special allowance (C)		Employee profit-sharing remuneration (D)				Sum of A+B+C+D and ratio to net income (%)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
		The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company		All companies included in the financial report		The Company	All companies included in the financial report	
								Amount in cash	Amount in stock	Amount in cash	Amount in stock			
General Manager	Tsai, You-Kung	17,949	17,949	432	432	6,398	6,398	21,655	-	21,655	-	46,434 2.03%	46,434 2.03%	None
Director	Huang Fang-Chih													
Chief Financial Officer	Lin, Tung-Hsu													
Director, R&D Department	Huang, Wei-Sheng													
Director, Quality Assurance Department	Huang, Chiung-Yao													

Remuneration Range Table

Ranges of remuneration paid to each of the Company's general manager(s) and deputy general manager(s)	Names of General Manager(s) and Deputy General Manager(s)	
	The Company	All companies included in the financial report
Less than NT$1,000,000	—	—
NT$1,000,000 (inclusive) – NT$2,000,000 (exclusive)	—	—
NT$2,000,000 (inclusive) – NT$ 3,500,000 (exclusive)	—	—
NT$ 3,500,000 (inclusive) – NT$ 5,000,000 (exclusive)	—	—
NT$ 5,000,000 (inclusive) – NT$ 10,000,000 (exclusive)	Lin, Tung-Hsu, Huang, Wei-Sheng, Huang, Chiung-Yao, Huang Fang-Chih	Lin, Tung-Hsu, Huang, Wei-Sheng, Huang, Chiung-Yao, Huang Fang-Chih
NT$ 10,000,000 (inclusive) – NT$15,000,000 (exclusive)	—	—
NT$15,000,000 (inclusive) – NT$30,000,000 (exclusive)	Tsai, You-Kung	Tsai, You-Kung
NT$30,000,000 (inclusive) – NT$50,000,000 (exclusive)	—	—
NT$50,000,000 (inclusive) – NT$100,000,000 (exclusive)	—	—
Over NT$100,000,000	—	—
Total	A total of 5 people	A total of 5 people

4. Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers in 2025

December 31, 2025; Unit: NT$ Thousands

	Job title	Name	Amount in stock	Amount in cash	Total	As a % of net profit
Managerial officers	General Manager	Tsai, You-Kung	0	22,155	22,155	0.97%
	Director	Huang Fang-Chih				
	Chief Financial Officer	Lin, Tung-Hsu				
	Director, R&D Department	Huang, Wei-Sheng				
	Director, Quality Assurance Department	Huang, Chiung-Yao				
	Finance Officer	Tsai, Chang-Wei (Note 1)				

Note 1: Assumed duty on July 1, 2025.

(1) Separately compare and explain the analysis of the ratio of the total remuneration paid by the Company and all companies included in the consolidated financial statements to the Company's directors, supervisors, General Manager, and Deputy General Managers, etc. over the most recent two years as a percentage of net income after tax in the individual or separate financial statements, and explain the policies, standards, and composition of remuneration, the procedures for determining remuneration, and the relationship with operating performance and future risks

A. Analysis of the total remuneration paid to the Company's directors, supervisors, General Manager and Deputy General Managers as a percentage of net income after tax for the most recent two years

Unit: NT$ thousand; %

Item	2024				2025			
	Amount		As a percentage of net profit after tax (%)		Amount		As a percentage of net profit after tax (%)	
	The Company	Financial report	The Company	Financial report	The Company	Financial report	The Company	Financial report
Directors (including Independent Directors)	48,717	48,717	3.55%	3.55%	68,198	68,198	2.99%	2.99%
Supervisors	40	40	0.003%	0.003%	—	—	—	—
General Manager and Deputy General Managers	36,728	36,728	2.68%	2.68%	46,434	46,434	2.03%	2.03%

B. The policy, standards, and composition of remuneration, the procedures for determining remuneration, and the relevance thereof to operating performance and future risks

a. The remuneration policy for the Company's directors and supervisors shall be handled in accordance with the Company's Articles of Incorporation, approved by the Board of Directors, and distributed after being reported to the shareholders' meeting. If a director concurrently serves as an employee of the Company, he or she shall only be paid salary in accordance with the Company's personnel regulations.

b. The remuneration for the General Manager and Deputy General Manager includes salary, bonuses, and employee remuneration. Salary levels are determined based on the positions held, responsibilities undertaken, and contributions to the Company, with reference to industry standards. The standards for the distribution of employee remuneration shall be based on the Company's Articles of Incorporation and, after review by the Remuneration Committee, shall be submitted to the Board of Directors and reported to the shareholders' meeting before distribution.

In summary, the remuneration of the Company's directors, supervisors, General Manager, and Deputy General Manager takes into account the Company's operating conditions, future operational risks, and the responsibilities they undertake, in order to provide competitive compensation and achieve a balance between sustainable operations and risk control.

III Corporate Governance Status

(I) Operations of the Board of Directors:

In the most recent fiscal year (2025), the Board of Directors met six times, and director attendance was as follows:

Job title	Name	No. of meetings attended in person	No. of meetings attended by proxy	In-person attendance rate (%)	Remarks
Chairman	Tsai, You-Kung	6	0	100%	
Director	Huang Fang-Chih	6	0	100%	
Director	Huang, Wei-Sheng	6	0	100%	
Director	Yang, Sheng-An	6	0	100%	
Director	Cheng, Duen-Jen	6	0	100%	
Independent director	Chen, Tein-Shun	4	2	67%	
Independent director	Yao, Ter-Chang	6	0	100%	
Independent director	Lu, Hong-Sheng	6	0	100%	
Independent director	Kuo, Keng-Tsung	6	0	100%	

Other information required to be disclosed:

I. If any of the following circumstances occur in the operation of the Board of Directors, the date of the Board meeting, session number, content of the proposals, opinions of all independent directors, and the Company's handling of such opinions shall be disclosed:

(I) Matters listed in Article 14-3 of the Securities and Exchange Act: The Company has established an Audit Committee; therefore, Article 14-3 of the Securities and Exchange Act does not apply. Please refer to "Operation of the Audit Committee" in this annual report for related information.

(II) Other than the above, any Board resolutions to which independent directors have expressed dissenting or qualified opinions and which are recorded in meeting minutes or written statements: None.

II. Matters regarding directors' recusal from proposals with conflict of interest: the names of the directors concerned, proposal contents, reasons for recusal, participation in discussion and voting outcomes shall be provided:

Date of Board Meeting	Names of Directors	Content of Proposals	Reasons for required recusal due to conflicts of interest	Participation in voting
2025/03/10	Tsai, You-Kung Huang, Fang-Chih Huang, Wei-Sheng Yang, Sheng-An Cheng, Duen-Jen Chen, Tein-Shun Yao, Ter-Chang Lu, Hong-Sheng Kuo, Keng-Tsung	Distribution of directors' remuneration for 2024.	As this proposal involves the remuneration of general directors and independent directors, they recused themselves separately.	General directors and independent directors recused themselves separately, and the remaining directors Approved the proposal without objection.
2025/03/10	Huang, Fang-Chih	Donation to Syntec Education Foundation.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/05/08	Tsai, You-Kung Huang, Fang-Chih Huang, Wei-Sheng Yang, Sheng-An	Annual review of adjustments to the individual fixed salaries of managerial officers and directors.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/07/03	Tsai, You-Kung Huang, Fang-Chih	1. Appointment or dismissal of the Company's finance officer and redesignation of senior managerial officers engaging in derivatives trading. 2. Fixed salary proposal for the Company's newly appointed finance officer.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/07/03	Tsai, You-Kung Huang, Fang-Chih Huang, Wei-Sheng Yang, Sheng-An	Employee compensation proposal for managerial officers and directors for 2024 (to be distributed in H1 2025)	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/08/12	Tsai, You-Kung Huang, Fang-Chih Huang, Wei-Sheng Yang, Sheng-An	1. Establishment of the employee share subscription rules for the pre-listing cash capital increase in 2025. 2. List of managerial officers subscribing for shares in the pre-listing cash capital increase.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/11/11	Yao, Ter-Chang	The Company intends to participate in the promoters' incorporation of Phoenix VII Venture Capital Co., Ltd.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the

				proposal without objection.
2025/12/23	Kuo, Keng-Tsung	The Board of Directors appointed an independent director to conduct operational oversight at the Indian subsidiary.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/12/23	Huang, Wei-Sheng Yang, Sheng-An	Fixed salary proposal for the Company's newly appointed managerial officers and directors.	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.
2025/12/23	Tsai, You-Kung Huang, Fang-Chih Huang, Wei-Sheng Yang, Sheng-An	Employee compensation for managerial officers and directors for 2024 (to be distributed in H2 2025)	Recusal due to involvement of personal interests.	Except for the directors who recused themselves as required by law, the remaining directors Approved the proposal without objection.

III. Listed companies on the TWSE and TPEx shall disclose information regarding the evaluation cycle and period, scope, method, and content of the Board of Directors' self-evaluation (or peer evaluation):

Evaluation cycle	Evaluation period (Note)	Evaluation scope	Evaluation method	Evaluation content
Annually	2025/01/01 ~2025/12/31	Board of Directors	Self-evaluation of Board of Directors members	1. Level of involvement in the Company's operations. 2. Improve the quality of decision-making by the Board of Directors. 3. Composition and structure of the Board of Directors. 4. Election and continuing education of directors. 5. Internal control.
Annually	2025/01/01 ~2025/12/31	Individual directors	Self-evaluation of directors	1. Understanding of the Company's goals and missions. 2. Awareness of directors' responsibilities. 3. Level of involvement in the Company's operations. 4. Internal relationship management and communication. 5. Directors' professionalism and continuing education 6. Internal control.
Annually	2025/01/01 ~2025/12/31	Audit Committee Remuneration Committee	Self-evaluation of committee members	1. Level of involvement in the Company's operations. 2. Awareness of the responsibilities of functional committees. 3. Improve the quality of decision-making by functional committees. 4. Composition of functional committees and election of members. 5. Internal control.

IV. The objectives for enhancing the functions of the Board of Directors in the current year and the most recent year (e.g. establishing an Audit Committee, enhancing information transparency) and an evaluation of implementation:

1. Establishment of functional committees: To enhance supervisory functions and strengthen management mechanisms, the Company has established the Audit Committee, the Remuneration Committee, and the Sustainable Development and Sustainability Development and Risk Management Committee, respectively, to improve corporate governance, strengthen the independence and functions of directors, and enhance the operational efficiency of the Board of Directors.
2. The Company upholds information transparency and publishes important resolutions of the Board of Directors on the Market Observation Post System and the Company's website for reference by the investing public.
3. The Company has established a spokesperson system to enable shareholders and investors to promptly understand the Company's financial and business information, effectively communicate the implementation of corporate governance, enhance information transparency, and improve the efficiency and trustworthiness of external communications.
4. To implement corporate governance and enhance the functions of the Board of Directors, the Company has established performance targets to strengthen the Board's operational functions and adopted the "Rules Governing Directors' Remuneration and Performance Evaluation." The Board of Directors' performance evaluation shall be conducted annually in accordance with evaluation procedures and indicators. The evaluation results shall be completed before the Board of Directors meeting in Q1 of the following year and submitted during that quarter. Additionally, an evaluation shall be conducted at least once every three years by an external professional independent institution or a team of external experts and scholars.

(II) Operations of the Audit Committee:

The Company elected independent directors at the extraordinary shareholders' meeting on July 30, 2024, and established the Audit Committee. The Audit Committee is composed of independent directors Chen, Tein-Shun, Yao, Ter-Chang, Lu, Hong-Sheng and Kuo, Keng-Tsung, and the committee members elected Chen, Tein-Shun as the convener and chair of the meetings. The Audit Committee performs its duties in accordance with the "Audit Committee Charter" approved by the Board of Directors.

In the most recent year (2025), the Audit Committee convened six meetings, and the attendance of the independent directors was as follows:

Job title	Name	Actual attendance	No. of meetings attended by proxy	Actual attendance rate (%)	Remarks
Independent director	Chen, Tein-Shun	4	2	67%	
Independent director	Yao, Ter-Chang	6	0	100%	
Independent director	Lu, Hong-Sheng	6	0	100%	
Independent director	Kuo, Keng-Tsung	6	0	100%	

Other information required to be disclosed:

I. Where any of the following circumstances occur in the operation of the Audit Committee, the date and session of the Audit Committee meeting, the content of proposals, any dissenting opinions, reserved opinions, or significant recommendations made by independent directors, the resolutions of the Audit Committee, and the Company's handling of the Audit Committee's opinions shall be specified:

(I) Matters defined by provisions of Article 14-5 of the "Securities and Exchange Act":

Date and meeting number of the Audit Committee	Content of Proposals	Resolution results of the Audit Committee	The Company's handling of the Audit Committee's opinions
2025/03/10 1st Term, 5th meeting	1. 2024 Business Report. 2. 2024 Parent Company Only Financial Statements and Consolidated Financial Statements. 3. Proposal for earnings distribution for 2024. 4. 2024 "Statement on Internal Control System." 5. Revision to the Company's "Table of Authorization." 6. Approved the Company's "Capability for Self-Preparation of Financial Reports." 7. Ratification of the plant lease agreement entered into between the subsidiary Syntec Intelligence Technology Sdn. Bhd. and the related party Mysyntec Technology Sdn. Bhd. 8. Evaluation of the suitability and independence of the attesting CPAs. 9. Appointment of the attesting CPAs for 2025 and their remuneration. 10. Proposal for lifting the non-competition restrictions on directors. 11. Proposal for the loan of funds by the subsidiary Suzhou Syntec to Suzhou Leantec. 12. Ratification of the loan of funds by the subsidiary Suzhou Lentec to Suzhou Leantec.	Approved by all attending committee members without objection	Not applicable

	13. Cash capital increase of USD 1.2 million in Syntec India. 14. Define the scope of "entry-level employees." 15. Proposal for amendments to certain provisions of the Company's Articles of Incorporation.		
2025/05/08 1st Term, 6th meeting	1. Q1 2025 Consolidated Financial Statements. 2. Revision to the Company's "Table of Authorization." 3. The Company provides endorsements and guarantees for its subsidiaries.	Approved by all attending committee members without objection	Not applicable
2025/07/03 1st Term, 7th meeting	1. The Company conducted a cash capital increase through the issuance of new shares for the pre-listing public underwriting of shares. 2. Proposal for the appointment and dismissal of the Company's chief financial officer.	Approved by all attending committee members without objection	Not applicable
2025/08/12 1st Term, 8th meeting	1. Q2 2025 Consolidated Financial Statements. 2. The Company made a cash capital increase of USD 200,000 in Syntec Turkey.	Approved by all attending committee members without objection	Not applicable
2025/11/11 1st Term, 9th meeting	1. Q3 2025 Consolidated Financial Statements. 2. Proposal for the loan of funds by the subsidiary Suzhou Syntec to Suzhou Leantec. 3. The Company participated in the incorporation as promoter of Phoenix VII Innovation and Venture Capital Co., Ltd.	Approved by all attending committee members without objection	Not applicable
2025/12/23 1st Term, 9th meeting	1. 2026 Business plan. 2. 2026 Audit plan. 3. Evaluation of the suitability and independence of the attesting CPAs and approval of the scope of non-assurance services to be provided by Ernst & Young and its affiliates to the Company and its subsidiaries for 2026. 4. Appointment of the attesting CPAs for 2026 and their remuneration. 5. The Company made a cash capital increase of USD 1 million in Syntec India. 6. The Company made a cash capital increase of USD 8 million in Syntec Intelligence Technology SDN BHD. 7. Revision to the Company's internal control system "AW-100 Payroll Cycle" – payroll calculation and disbursement operations. 8. Proposal for amendments to certain provisions of "AO-110 Rules of Procedure for Board Meetings." 9. Revision to Suzhou Syntec's "Table of Authorization."	Approved by all attending committee members without objection	Not applicable

(II) Except for the foregoing, there were no resolutions passed by more than two-thirds of all directors without approval from the Audit Committee: None.

II. The implementation of recusal by independent directors in relation to interested party proposals shall specify the names of the independent directors, the content of the proposals, the reasons for recusal, and the circumstances of participation in voting:

Audit Committee Meeting Date	Name of Independent Director	Content of Proposals	Reasons for required recusal due to conflicts of interest	Participation in voting
2025/11/11	Yao, Ter-Chang	The Company intends to participate in the promoters' incorporation of Phoenix VII Venture Capital Co., Ltd.	Recusal due to involvement of personal interests.	Except for the independent director who recused himself as required by law, the remaining directors approved the proposal without objection.

III. Communication between independent directors and the head of internal audit and the CPAs (including major matters, methods, and outcomes of communications regarding the Company's financial and operational status):

(I) Communication between independent directors and the head of internal audit

In addition to submitting monthly audit reports and audit deficiency and improvement follow-up reports to the independent directors, the head of internal audit reports to the independent directors on the implementation of audits at Audit Committee meetings and communicates directly with the independent directors by email, telephone, or other means as necessary. Communication with the independent directors has been good.

Audit Committee Meeting Date	Communication Matters	Independent Directors' Suggestions and Handling
2025/03/10	Report and communication on the implementation of the audit plan	Reviewed by all attending independent directors with no suggestions
2025/05/08	Report and communication on the implementation of the audit plan	Reviewed by all attending independent directors with no suggestions
2025/08/12	Report and communication on the implementation of the audit plan	Reviewed by all attending independent directors with no suggestions
2025/11/11	Report and communication on the implementation of the audit plan	Reviewed by all attending independent directors with no suggestions
2025/12/23	Report and communication on the implementation of the audit plan	Reviewed by all attending independent directors with no suggestions

(II) Communication between independent directors and CPAs

The Independent Directors communicate with the attesting CPAs in meetings at least once a year, and the CPAs report to the independent directors on the results of the audit of the financial statements and other matters required by laws and regulations.

Date	Communication Matters	Independent Directors' Suggestions and Handling
2025/08/12 (separate meeting)	Review results of the Q2 2024 financial report, key review matters, and regulatory updates	The independent directors had no suggestions

(III) Corporate Governance – Implementation Status and Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	
I. Does the Company establish and disclose the Company's "Corporate Governance Best-Practice Principles" in accordance with the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies?"	V		The Company has established the "Corporate Governance Best-Practice Principles" and will amend (revise) the relevant rules in a timely manner in view of operating conditions and changes in applicable laws and regulations, so as to give full play to the functions of the functional committees, enhance information transparency, and protect shareholders' rights and interests, thereby improving the effectiveness of corporate governance.	No significant difference
II. Shareholder structure and shareholders' rights				
(I) Has the Company established internal operations procedures to handle shareholders' suggestions, concerns, dispute, and litigation matters, and has implemented in accordance with the procedure?	V		The Company has designated a spokesperson, an acting spokesperson, and the stock affairs agency to handle shareholder suggestions, inquiries, disputes, and litigation matters, and will engage legal counsel for assistance when necessary.	No significant difference
(II) Does the Company possess a list of major shareholders and beneficial owners of these major shareholders?	V		Based on the shareholder register provided by the stock affairs agent during the book closure period, the Company duly keeps track of the shareholding status of major shareholders, directors, and managerial officers. In addition, changes in the shareholding rights held by insiders (directors, managerial officers, and shareholders holding more than 10% of the shares) are reported monthly to the Market Observation Post System designated by the competent authority.	No significant difference
(III) Has the Company built and executed risk management and firewall mechanisms between the Company and its affiliated companies?	V		The Company complies with relevant laws and regulations in accordance with the law and has established the "Procedures for Transactions with Specific Related Parties and Group Enterprises" and the "Rules for the Supervision of Subsidiaries" as risk control and firewall mechanisms among enterprises.	No significant difference
(IV) Has the Company established internal rules to prohibit	V		The Company has adopted the "Corporate Governance Best-Practice Principles" upon a resolution of the Board of Directors, and has established the "Insider Trading Prevention and	No significant difference

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	
insider trading on undisclosed information?			Management Rules” in its internal control operating procedures to regulate insiders’ trading of securities.	
III. Composition and Responsibilities of the Board of Directors				
(I) Has the Board of Directors formulated a diversity policy, specific management objectives, and implementation status for its member composition?	V		For the diversity policy, specific management objectives, and implementation status of the Company’s Board of Directors, please refer to “Board diversity and independence” in this annual report	No significant difference
(II) Besides setting up the Remuneration Committee and the Audit Committee, has the Company voluntarily set up Committees for other functions?	V		The Company has established the Remuneration Committee and the Audit Committee in accordance with the law, established the Sustainability Development Committee on March 10, 2025, and renamed it the Sustainable Development and Sustainability Development and Risk Management Committee on December 23, 2025.	No significant difference
(III) Has the Company established the regulations and method to evaluate the performance of the Board of Directors, and conduct such evaluation regularly every year? Have the results of the performance evaluations been submitted to the board, while applied as the reference for the remunerations and re-election of each director?	V		The Company has established the “Rules for Directors’ Remuneration and Performance Evaluation” and conducts regular annual performance evaluations, with the evaluation results completed before the Board of Directors meeting in Q1 of the following year. In addition, an evaluation shall be conducted by an external professional independent institution or an external team of experts and scholars at least once every three years. For the implementation status for 2025, please refer to “Implementation of Board of Directors performance evaluation” in this annual report	No significant difference
(IV) Has the Company evaluate the independence of the independent auditor on a regular basis?	V		The Company’s Audit Committee evaluates annually the independence and competence of the attesting CPAs, requires the attesting CPAs to provide a “Statement of Independence” and “Audit Quality Indicators (AQIs),” and conducts the evaluation based on 13 AQI indicators. Upon confirmation, other than fees for attestation and financial and tax cases, the CPAs have no other financial interests or business relationships with the Company; the CPAs’ family members also do	No significant difference

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	
			not violate independence requirements; and with reference to AQI indicator information, the CPAs and the accounting firm were confirmed to be above the industry average in both audit experience and training hours. The evaluation results for the most recent year were discussed and approved by the Audit Committee on December 23, 2025, and were then submitted to the Board of Directors on December 23, 2025, which approved the evaluation of the CPAs' independence and competence.	
IV. Has the listed company assigned the properly competent and amount of corporate governance unit or personnel to be responsible for related matters to corporate governance (including but not limited to providing directors and supervisors the data required to execute the work, assisting directors and supervisors to comply with laws and regulations and organize Board of Directors and Shareholders meetings related matters, produced meeting minutes for Board of Directors and Shareholders meetings)?	V		On August 8, 2024, the Company, by resolution of the Board of Directors, approved the establishment of the Corporate Governance Officer, who is responsible for corporate governance-related affairs. The Finance and Accounting Department is responsible for handling matters related to meetings of the Board of Directors, the shareholders' meeting, and the Audit Committee in accordance with the law, including preparing minutes, managing company registration and amendment registration, and handling matters related to company information disclosure.	No significant difference
V. Has the Company established a means of communicating with its Stakeholders (including but not limited to shareholders, employees, customers, suppliers, and so on) and created a Stakeholders Section on its Company website? Does the Company respond to stakeholders' questions on corporate responsibilities?	V		The Company has established an investor section on its website and has posted the contact information of the spokesperson and relevant business departments in order to properly respond to issues of concern to stakeholders, including those related to corporate social responsibility. Additionally, the status of stakeholder communication is reported to the Board of Directors annually. The stakeholder communication status for 2024 was compiled by the Sustainable Development Team and reported to the Board of Directors on August 12, 2025, and the communication status for 2025 is expected to be reported to the Board of Directors in August 2026.For stakeholder communication status,	No significant difference

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary Description</th></tr>
<tr><td></td><td></td><td></td><td>please refer to the supplementary explanation under item 8 below.</td><td></td></tr>
<tr><td>VI. Has the Company appointed a professional registrar for its Shareholders’ meetings?</td><td>V</td><td></td><td>The Company has appointed Taishin Securities Co., Ltd. as the professional stock affairs agent to handle matters related to the shareholders’ meeting and other related affairs.</td><td>No significant difference</td></tr>
<tr><td>VII. Information disclosure</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(I) Has the Company established a corporate website to disclose information regarding its financials, business, and corporate governance status?</td><td>V</td><td></td><td>The Company has established a company website to disclose financial, business, and corporate governance-related information at any time.

https://www.syntecclub.com/</td><td>No significant difference</td></tr>
<tr><td>(II) Does the Company adopt other ways of information disclosure (such as setting up an English website, appointing a dedicated person for the collection and disclosure of the Company’s information, implementing the spokesperson system and placing on the Company’s website the process of institutional investors’ conference)?</td><td>V</td><td></td><td>The Company’s official website includes an English version with language switching options. In addition, it has established a spokesperson system responsible for external communication of information related to the Company and provides contact details and channels on the investor relations page.</td><td>No significant difference</td></tr>
<tr><td>(III) Does the Company announce and file the annual financial report within two months after the end of the fiscal year, and announce and file the Q1, Q2, and Q3 financial reports and monthly operating status before the prescribed deadline?</td><td>V</td><td></td><td>The Company announced and filed the annual financial report on March 10, 2026, and announced and filed the Q1, Q2, and Q3 financial reports and monthly operating status within the relevant prescribed deadlines.</td><td>No significant difference</td></tr>
<tr><td colspan="5">VIII. Does the Company have any other important information that would facilitate understanding of the operation of corporate governance? Yes, as explained below:

(I) Employee rights and employee care:

The Company’s treatment of employees fully complies with the Labor Standards Act, and any new or revised measures involving labor–management relations are finalized after full negotiation and communication between labor and management; therefore, no disputes or conflicts have arisen. An employee welfare committee has been established, a pension system has been implemented, employees are encouraged to participate in various education and training programs, labor insurance, National Health</td></tr>
</table>

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	

Insurance, and group insurance are provided, and regular health checkups are arranged, with emphasis on labor relations.

(II) Investor relations:

The Company has established an investor relations section on its website and regularly updates relevant information for investors' reference. A spokesperson is also in place to serve as a channel for the Company to express opinions externally or respond to investors' questions, and relevant information of the Company is disclosed on the Market Observation Post System in accordance with regulations.

(III) Supplier relations:

The Company has established relevant procedures for supplier management and supplier evaluation, conducts supplier evaluations annually, implements graded management based on supplier attributes and risks, and in addition strengthens smooth communication with suppliers through irregular mutual visits by senior management and important meetings.

(IV) Stakeholders' rights:

The Company announces material company information relating to finance, business, and changes in insiders' shareholdings, etc., on the "Market Observation Post System" to provide investors with sufficient and timely information.

(V) Directors' continuing education:

The Company's directors all possess relevant professional knowledge and have completed continuing education in accordance with the hours stipulated in the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE/TPEx Listed Companies. "The Directors' training courses in 2025 are as follows:

Job title	Name	Course date	Course name	Course hours
Chairman	Tsai, You-Kung	2025/08/21	Global Geopolitical and Economic Trends and the Opportunities, Challenges, and Responses for Taiwanese Industries	3
		2025/09/30	Operation and Evaluation of Corporate Governance Performance Management Systems	3
		2025/10/28	Industrial Digital Transformation and Case Studies	3
		2025/10/29	Succession Team Development and Talent Development	3
Director	Huang Fang-Chih	2025/08/01	Corporate Governance Officers and Board Management	3
		2025/08/21	Global Geopolitical and Economic Trends and the Opportunities, Challenges, and Responses for Taiwanese Industries	3
Director	Huang, Wei-Sheng	2025/07/09	ESG Investment and Corporate Social Responsibility	3
		2025/07/15	Digital Transformation and Emerging Information Technologies	3

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	

		2025/09/09	Board of Directors vs. Management Team	3
		2025/10/15	The Application of Generative AI and ChatGPT	3
Director	Yang, Sheng-An	2025/05/07	Stakeholder Analysis and Integrated Project Management in Corporate Governance	3
		2025/07/15	Digital Transformation and Emerging Information Technologies	3
		2025/08/22	Understanding Financial Statements and Managing Risks: Financial Governance for Directors and Supervisors	3
		2025/09/19	Artificial Intelligence Trends and Corporate Risk Management Strategies	3
Director	Cheng, Duen-Jen	2025/11/10	AI and Digital Blueprint	3
		2025/11/10	Key Financial and Tax Issues in 2025	3
Independent director	Chen, Tein-Shun	2025/05/07	Stakeholder Analysis and Integrated Project Management in Corporate Governance	3
		2025/06/20	SDGs and ESG Sustainability Management	3
		2025/07/11	NVIDIA’s Trillion-Dollar Breakthrough: New Thinking on the Semiconductor Industry Revolution Behind Artificial Intelligence	3
		2025/08/01	Corporate Governance Officers and Board Management	3
Independent director	Yao, Ter-Chang	2025/07/23	Challenges and Responses to the New Global Economic Landscape	3
		2025/07/23	Overview of Emerging Technologies – AI, Robotics, Space Applications, and Precision Health – and Their Business Opportunities	3
Independent director	Lu, Hong-Sheng	2025/07/09	2025 Cathay Pacific Sustainable Finance and Climate Change Summit	3
Independent director	Lu, Hong-Sheng	2025/07/25	2025 Insider Equity Trading Legal Compliance Seminar	3
Independent director	Kuo, Keng-Tsung	2025/08/06	Contract Risk Management under Trump’s Reciprocal Tariff Impacts in 2025	3
		2025/11/06	Tax implications of multinational investment structures and value chain allocation for related-party transactions	3

(VI) Implementation of customer policies:

The Company maintains good communication channels with customers and has established the “Customer Satisfaction Survey Management Procedure,” “Customer Return and Exchange Management Procedure,” and “Customer Service Management Procedure” for products and services.

(VII) Insurance coverage purchased by the Company for directors and supervisors against liability:

Insurance coverage purchased by the Company for directors and supervisors against liability: To protect directors against personal liability and financial losses arising from third-party litigation due to the performance of their duties, the Company has purchased liability insurance for directors.

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	

(VIII) Stakeholder communication and report content:

Stakeholder	Topics of concern	Communication method/frequency	Annual communication results
Customers	Customer relations • Talent attraction and retention • Occupational safety and health • R&D and innovation • Risk management	At any time: Line/Skype/telephone/email/fax/WeChat/official website, etc. Monthly/quarterly: customer visits Annually: customer satisfaction surveys/exhibitions Irregularly: seminars/education and training	• 422 routine customer visits to understand customer needs • Annual customer satisfaction survey • Feedback from 5 exhibitions/seminars was provided to various departments • 8 branch/distributor training sessions to enhance the capabilities of service personnel
Suppliers	• Information security • Corporate governance and ethical business conduct • Occupational safety and health • Responsible procurement • Customer relations	Irregularly: senior management mutual visits, innovative technology development, regulatory compliance Monthly: operating performance Annually: annual supplier evaluations, occupational safety and health	• 44 supplier evaluations conducted • 100% signing rate for integrity clauses • On-site audits of 4 suppliers
Shareholders /investors	• Information security • R&D and innovation • Occupational safety and health • Corporate governance and ethical business conduct • Risk management	Monthly: Market Observation Post System Annually: investor conferences, shareholders' meeting Irregularly: official website information, media news, IR mailbox correspondence	• 1 investor conference • 67 messages in the IR mailbox, engaging with investors at any time
Employees	• Talent cultivation and development • Talent attraction and retention • Human rights and diversity and inclusion • Occupational safety and health • Information security	Monthly: new employee training, internal learning platform, employee care interviews, Syntec e-newsletter, information security e-newsletter Quarterly: annual education and training courses, internal and external training courses, Occupational Safety and Health Committee Every six months: performance interviews between supervisors and employees Annually: annual training needs survey, briefing on	• Satisfaction rate for training programs reached over 85% • 100% participation rate in new employee care • EAP participation rate increased by 9% • Improvement rate for safety hazards (accidents + near misses) reached 90% • Completion rate for social engineering drills reached 100%

Evaluation Item	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary Description	

		competency development for job promotion, ISO 45001 & TOSHMS management review meeting, internal recruitment announcements Irregularly: internal meetings, employee feedback, workplace occupational safety inspections, occupational safety mailbox, internal extension lines (workplace unlawful infringement and accident reporting)	
Social groups	• Talent cultivation and development • Talent attraction and retention • Occupational safety and health • Customer relations • R&D and innovation	Annually: campus recruitment events, industry–academia collaboration with colleges and universities Irregularly: activities of the Syntec Education Foundation, industry–academia study camps, official correspondence, seminars, symposiums, briefings, media news, social welfare groups	• Industry–academia collaboration with 3 universities and 5 professors • Sponsored a smart robotics industry–academia study camp with NT$1 million • 4 campus recruitment events • Syntec Education Foundation invested NT$8.42 million

IX. Improvement status based on the most recent Corporate Governance Evaluation results published by the Corporate Governance Center of the Taiwan Stock Exchange: The Company was listed on September 17, 2025, and was not subject to evaluation in 2025; therefore, this does not apply.

(IV) Composition and operation of the Remuneration Committee

1. Information on Remuneration Committee members

Identity	Conditions / Name	Professional Qualifications and Experience	Independence Analysis	Number of Other Public Companies in Which the Member Concurrently Serves as a Remuneration Committee Member
Independent Director (Convener)	Chen, Tein-Shun	All are Independent Directors and meet the independence requirements; please refer to the relevant content in this annual report under “Two, I, (I), 4. Disclosure of information on directors’ professional qualifications and independent directors’ independence.”		None
Independent director	Yao, Ter-Chang			None
Independent director	Lu, Hong-Sheng			1
Independent director	Kuo, Keng-Tsung			1

2. Information on the Operations Situation of the Remuneration Committee

A. The Company has a total of four Remuneration Committee members.

B. Term of office of the current committee: July 30, 2024 to June 29, 2027.

C. The Remuneration Committee held five meetings in 2025, and the qualifications and attendance of the members are as follows:

Job title	Name	Actual attendance	No. of meetings attended by proxy	Actual attendance rate (%)	Remarks
Convener	Chen, Tein-Shun	4	1	80.00	Four Independent Directors were elected at the extraordinary shareholders' meeting on 2024/7/30 and were appointed by the Board of Directors as the 2nd Term Remuneration Committee.
Member	Yao, Ter-Chang	5	0	100.00	
Member	Lu, Hong-Sheng	5	0	100.00	
Member	Kuo, Keng-Tsung	5	0	100.00	
Other information required to be disclosed: I. If the Board of Directors does not adopt or revises the recommendations of the Remuneration Committee, the date, term, content of the proposal, resolution results of the Board of Directors, and the Company's handling of the Remuneration Committee's opinions shall be stated (if the remuneration approved by the Board of Directors is more favorable than the recommendations of the Remuneration Committee, the differences and reasons shall be stated): None. II. Regarding matters related to the resolution of the Remuneration Committee, if member(s) has opposing or retaining opinion that has been recorded or written statement issued, the date, period, content of the proposal, and all opinions of the members and corresponding actions to these opinions of the Remuneration Committee meeting shall be clearly stated: None.					

3. Composition and operation of the Nomination Committee: The Company has not yet established a Nomination Committee; therefore, this does not apply.

(V) Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
I. Has the Company established a governance structure to promote sustainable development, and created a dedicated (or concurrent) unit responsible for it? Is senior management authorized by the Board of Directors to handle these matters, and is the Board of Directors providing oversight?	V		The Company has formulated the Sustainable Development Best-Practice Principles, specifying the governance structure for the Company's promotion of sustainable development, and established the Sustainable Development Executive Committee and the Sustainability Development Committee in February and March 2025, respectively. The Sustainability Development Committee is a functional committee of the Board of Directors and is the highest decision-making unit for the promotion of sustainable development-related issues. The convener is the Director, who is responsible for leading the planning, tracking, and supervising the effective implementation of sustainable development-related action plans. At the execution level, the "Sustainable Development Executive Committee" was established in February 2025, chaired by the Director of the General Management Office. In response to the identified material risks, first-level supervisors of relevant departments serve as committee members and are responsible for undertaking resolutions of the Board of Directors, formulating mid- to long-term sustainable development plans, integrating cross-unit resources, and systematically promoting projects. The Executive Committee convenes meetings regularly on a quarterly basis to track implementation effectiveness. The Chair supervises and reports progress to the committee at the Board of Directors level to ensure that corporate development and environmental responsibility proceed in parallel. In November of the same year, the dedicated unit "Sustainable Development Section" was formally established as the dedicated unit for promoting sustainable development and assisting the operation of the committee. It is responsible for analyzing domestic and international ESG development trends, understanding stakeholders' needs and expectations, identifying material sustainability issues relevant to the Company's operations, formulating response strategies and guiding relevant departments in developing action plans, and regularly tracking implementation results to ensure that various sustainability actions are implemented in daily operations. The Sustainability Development Committee regularly reports to the Board of Directors each year. The content includes: (1) identification of material sustainability issues and planning of annual goals and plans; (2) stakeholder communication status; (3) progress of greenhouse gas inventory and third-party verification; (4) implementation status of various goals and plans, etc. In addition to	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			reviewing the sustainability report, the Board of Directors also understands the status of sustainable development promotion through meetings and provides suggestions and feedback in a timely manner to ensure the implementation of sustainable policies and target plans. The date of the last report for the current year was August 10, 2025.	
II. Does the Company conduct the risk evaluation of the environmental, social and governance issues pertinent to the Company's operation based on the principle of materiality, and establishes the related risk management policies or strategies?	V		The Company conducts analysis based on the materiality principle of the sustainability report. Through reviewing relevant domestic and international laws, regulations, standards, research reports, questionnaire surveys, and communication with internal and external stakeholders, it evaluates material sustainability issues, conducts risk assessments on topics that may cause operational impacts, formulates response strategies and specific action plans, and regularly tracks and controls these efforts to keep risks within an acceptable range. Based on the questionnaire survey results and subsequent analysis, the material topics selected include the following: Environmental: 1. Climate change risks Social: 1. Talent management 2. Occupational safety and health Governance: 1. Corporate governance and ethical corporate management 2. Information security 3. Customer relationships 4. Sustainable products 5. Supply chain management 6. R&D innovation For specific management policies and goals on major topics, refer to the 2025 Sustainability Report of Syntec [2.4 Sustainability Goals and Management]. In addition, on December 23, 2025, the Company renamed the "Sustainability Development Committee" as the "Sustainable Development and Sustainability Development and Risk Management Committee," fully incorporating risk control issues into the Board of Directors' supervision framework, thereby enhancing operational resilience and implementing the identification and response mechanism for material risks. In addition, the "Risk Management Policy and Procedures" were established in March 2026 and approved by the Board of Directors.	No significant difference
III. Environmental Issues				
(I) Does the Company establish a suitable environmental management system based on the	V		The Company plans relevant environmental management procedures in accordance with environmental protection laws and regulations established by the Ministry of Environment (such as the Air Pollution Control Act, Water Pollution Control Act, Waste Disposal Act, and	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
characteristics of the industry where it is?			Toxic and Concerned Chemical Substances Control Act) and continually optimizes environmental protection measures, aiming for continuous improvement of environmental performance through the PDCA model. The environmental management system promoted in 2025 mainly includes the following aspects: 1. Energy and resource conservation: Introduction of power-saving devices and water use optimization measures, and promotion of company-wide energy management. 2. Waste management: Implementation of waste sorting and waste management to reduce waste generation. 3. Chemical management procedures: In order to effectively manage the use and operation of chemicals within the plant, operating standards for requisition, storage, labeling, and use have been established to ensure compliance with relevant regulatory requirements; graded management is implemented based on chemical exposure assessments, and hazard labeling and safety data sheets (SDS) are established to reduce personnel exposure risks. Overall, the Company's environmental management system was effectively implemented in 2025.Annual water use decreased by 11.6% compared to the previous year. Waste management achieved significant results, with recyclable and other waste reduced by 5.9%, and process-related non-hazardous industrial waste reduced by 2.8% compared to the previous year. In terms of chemical management, all chemical exposure assessments have been completed, and a graded management system has been planned in accordance with risk levels to avoid health hazards to workers. The Company is committed to meeting international standards for environment and occupational safety and health, and provides a safe and healthy working environment through respect, care, worker consultation and participation, strengthens resource recycling, pollution prevention and hazard elimination, promotes environmental safety and health education and training, and advocates the concepts of environmental protection and safety and health.	
(II) Does the Company strive to improve energy use efficiency and use renewable materials with low environmental impact?	V		The Company regularly reviews the consumption of various energies and resources, formulates phased replacement plans for energy-consuming equipment, carries out energy saving from multiple aspects including equipment energy saving, technological energy saving, and management energy saving, and promotes electricity and lighting energy-saving programs, such as replacing traditional lamps with energy-saving like LEDs and encouraging employees to turn off power before leaving work. In the future, the Company will continue to strengthen energy saving and carbon reduction measures,	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			and plans to install renewable energy generation equipment or purchase green electricity to reduce the use of purchased electricity (non-renewable electricity).	
(III) Has the Company assessed the current and potential future risks and opportunities of climate change and adopted corresponding response measures?	V		The Company considers the Board of Directors as the highest decision-making authority on climate issues. Under the Sustainable Development and Sustainability Development and Risk Management Committee, a Sustainable Development Executive Committee is established, led by the Director together with first-level supervisors of relevant material issues. This committee annually reviews the Company's climate change strategies and goals, manages actions on climate change risks and opportunities, reviews implementation status and discusses future plans, and reports regularly to the Board of Directors as appropriate. The Company assesses the risks and opportunities of climate change to the Company in accordance with the framework of the TCFD Recommendations, restarts a complete assessment every three years, and reviews and updates it annually. The consolidated company completed its latest climate risk assessment by the end of 2025, and from 21 climate risk items identified the following 3 major risks: increased raw material costs, increased extreme weather events, and unstable energy supply. To reduce the foregoing risk factors, the Company also concurrently identifies feasible opportunities and formulates response measures. Detailed descriptions of the analysis of climate change risks and opportunities have been disclosed in the Company's 2025 Sustainability Report and will be publicly uploaded before the end of August 2026.	No significant difference
(IV) Has the Company compiled statistics on greenhouse gas emissions, water consumption, and total waste volume over the past two years, and established policies for greenhouse gas reduction, water conservation, or other waste management?	V		1. Greenhouse gas emissions: The Company has completed the greenhouse gas inventory of Taiwan Syntec and commissioned TÜV NORD Taiwan Co., Ltd. to conduct ISO 14064-1 third-party verification of greenhouse gases. For detailed inventory results, verification status, reduction strategies, and implementation status, please refer to this annual report [1-1 Greenhouse gas inventory and assurance status of the Company for the most recent two years] or Syntec Technology's Sustainability Report. 2. Water resource management: Syntec Technology's water withdrawal mainly comes from freshwater surface water sources (tap water) within the region. The Company does not use groundwater, seawater, or other high-salinity water sources, nor does it use process water or third-party recycled water. Water consumption in the past two years:	No significant difference

<table>
<tr><th rowspan="2">Promoted Item</th><th colspan="3">Implementation status</th><th rowspan="2">Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary description</th></tr>
<tr><td></td><td></td><td></td><td>
<table>
<tr><th></th><th>2024</th><th>2025</th></tr>
<tr><td>Water consumption (liters)</td><td>9,221,021</td><td>8,149,812</td></tr>
<tr><td>Water intensity (liters/NT$1 million revenue)</td><td>853.17</td><td>583.80</td></tr>
</table>
Both water withdrawal and water intensity in 2025 decreased compared to the previous year, demonstrating the effectiveness of the Company’s water conservation advocacy and actions.
To improve water use efficiency and implement water-saving goals, the Company has adopted the following management measures:
(1) Regularly inspect and maintain the piping system in the plant area to reduce water leakage and waste.
(2) Introduce low-water-consumption equipment and water-saving sanitary fixtures.
(3) Promote employee water conservation awareness and strengthen daily water-saving behavior.
(4) Install water meters by zone to strengthen water use monitoring and abnormality reporting mechanisms.
3. Waste management:
Syntec Technology upholds the principles of “source reduction, proper classification, and resource regeneration” and promotes a comprehensive waste management policy by improving resource use efficiency, reducing the output of process and non-process waste, and increasing the proportion of recycling and reuse. The management philosophy is: “Everyone sorts, and waste naturally decreases; turning valueless into valuable, and valuable into more valuable,” establishing a circular system that combines environmental protection and economic benefits.
Waste generation in the past two years (unit: metric tons):
<table>
<tr><th>Waste type (unit: metric tons)</th><th>2024</th><th>2025</th></tr>
<tr><td>Recyclable waste</td><td>9.55</td><td>8.99</td></tr>
<tr><td>Process-related non-hazardous industrial waste</td><td>0.72</td><td>0.70</td></tr>
<tr><td>General waste and small amounts of hazardous waste</td><td>11.40</td><td>13.20</td></tr>
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<tr><th>Yes</th><th>No</th><th>Summary description</th></tr>
<tr><td>IV. Social Issues</td><td></td><td></td><td></td><td></td></tr>
<tr><td>(I) Has the Company complied with relevant laws and regulations, and the International Bill of Human Rights, to establish the related management policies and procedures?</td><td>V</td><td></td><td>The Company firmly believes that the protection of human rights is an important cornerstone of sustainable corporate operations. In addition to strictly complying with labor laws and regulations in the locations where its global operating sites are located, it is also committed to following internationally recognized human rights standards such as the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and making commitments on issues such as “protection of the right to freely chosen labor,” “a diverse, equal and inclusive workplace,” “freedom of association and labor–management communication,” “lawful and appropriate working conditions,” “a healthy and safe working environment,” and “protection of personal data and privacy,” thereby actively demonstrating its responsibility to respect and protect human rights.
Management policy:
1. Human rights governance structure
Syntec Technology has established a human rights governance structure, with the Board of Directors serving as the highest authority. Through the “Sustainable Development and Sustainability Development and Risk Management Committee,” it promotes human rights management actions, assesses potential human rights risks in operational activities, formulates mitigation and remediation measures, regularly reports the effectiveness of human rights risk management to the Board of Directors, and continuously optimizes human rights management strategies and practical actions.
2. Education, training and advocacy
To implement labor human rights, the concepts and relevant norms of the human rights policy are promoted in employee training courses to establish awareness and a culture of respect for human rights.
3. Complaint channels and remedial measures
The “Mailbox for Reporting Illegal Conduct” and the “Mailbox for Complaints of Workplace Illegal Infringement and Sexual Harassment” have been established to provide employees and stakeholders with protected complaint channels free from retaliation. After receiving a complaint, investigation procedures are carried out in accordance with the Group’s internal regulations. If the investigation confirms the complaint, necessary remedial measures and responses will be adopted to prevent recurrence.</td><td>No significant difference</td></tr>
</table>

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
(II) Has the Company established and implemented reasonable employee welfare measures (including remuneration, leave, and other benefits), and appropriately reflected operating performance or results in employee remuneration?	V		The Company values employees' quality of life and job satisfaction, provides competitive remuneration levels and benefits, and appropriately reflects operating performance and achievements in employee remuneration. Welfare measures: Please refer to this annual report [V. Labor–management relations – (1) Employee welfare measures] Remuneration policy 1. Pursuant to Article 19 of the Company's Articles of Incorporation, if there is profit in the current year, no less than 8% shall be appropriated as employee remuneration; however, if the Company still has accumulated losses, such losses shall first be made up. 2. Year-end bonus, bonuses for the three festivals, and birthday cash gift Retirement system: The Company has established a comprehensive and stable pension system in accordance with the law, and ensures employees' retirement rights and interests pursuant to the Labor Standards Act and the Labor Pension Act. 1. For domestic employees, in accordance with the Labor Pension Act, the Company contributes monthly an amount equivalent to 6% of the employee's salary to the employee's individual labor pension account, which is managed by the Bureau of Labor Insurance. 2. For foreign employees, the old pension system under the Labor Standards Act applies. The Company contributes 2% of employees' total monthly salary as a pension reserve, which is managed by the Labor Retirement Reserve Supervisory Committee and deposited into a dedicated account with the Bank of Taiwan in the committee's name. The number of foreign employees currently subject to the old pension system is fewer than 5.	No significant difference
(III) Has the Company provided a safe and healthful work environments for their employees, and organize training on safety and health for their employees on a regular basis?	V		The Company upholds corporate social responsibility and is committed to providing a safe and healthy working environment to ensure the well-being of employees and stakeholders. The Company strictly complies with government safety and health laws and regulations and promotes health promotion activities to enhance employees' physical and mental health. In addition, the Company adopts appropriate risk control techniques and effectively reduces potential occupational safety risks through hazard identification and risk assessment. It also strengthens cooperation with stakeholders, such as employees, customers, contractors, and suppliers, to jointly prevent occupational accidents. To ensure the effective operation of occupational safety and health management, the Company has established ISO 45001 and TOSHMS occupational safety and health management systems and obtained certification from an	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			independent third-party certification body. The validity period of the ISO 45001 certificate is from June 9, 2025 to June 9, 2028.Through a systematic management mechanism, the Company ensures employee safety and health, and formulates safety and health policies as the highest guiding principles. The Company ensures employees' physical and mental health through a comprehensive health examination and management mechanism. Annual health examinations are provided to employees with more than one year of service, with different subsidy amounts based on years of service and age. To further implement workplace health management, the Company engages on-site physicians to conduct regular visits and provide services such as general health consultation, plant risk and hazard assessment, and prevention of work-related diseases. As of June 30, 2025, the Company had successfully achieved its cumulative target of accident-free working hours and was awarded the "Certificate for Accident-Free Working Hours Campaign," demonstrating the Company's concrete results in occupational safety and health management and in promoting a company-wide safety culture. The Company actively promotes occupational safety and health education and training to ensure that all personnel possess the necessary empowering knowledge and skills. The Company handles and implements various types of education and training in accordance with regulations, covering general personnel operational training, new employee training, and professional licensing and high-risk operation management.	
(IV) Has the Company created an environment conducive to the development of their employees' careers and establish effective training programs to foster career skills?	V		The Company regards talent as the core driving force for sustainable corporate operations and, moreover, the key to driving the implementation of the organization's strategic objectives. The Company has established a systematic talent training blueprint and regards it as a core mechanism for implementing business strategies. In 2025, the Company deeply integrated the Group's operating consensus into the education and training system, providing diversified learning resources including new employee training, professional skills enhancement, management training, online learning platforms, study groups, on-the-job continuing education, job rotation, and consultant coaching. In response to the globalized market, core competencies are introduced to overseas locations in a modular manner, and the learning blueprint clearly defines the growth paths for each competency level. This ensures precise alignment between global talent development and the Company's long-term organizational vision, demonstrating the Company's firm commitment to investing in talent amid the globalization process.	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
(V) For the customer health and safety, clients' privacy, marketing and labeling of the products and services, has the Company complied with the related laws and regulations and the international standards, and established the policies and complaint procedures to protect consumers' interests?	V		To protect customer health and safety, the Company has obtained ISO 9001 quality management system certification. To meet customer requirements for product quality and services, the Company has established the "Customer Service Handling Procedures. "The relevant responsible units establish communication channels with customers and handle customer complaint incidents promptly and effectively in accordance with these procedures, and have also established the "Regulations for Handling Customer Returns and Exchanges" to protect customer rights and interests. To ensure the privacy rights of employees, customers, suppliers, contractors, and visitors browsing the Company's website, the Company has established a privacy policy in accordance with its information and communication security management policy. This policy clearly specifies the guidelines for the collection, processing, and use of personal data, user rights and interests, and the policy for sharing personal data with third parties. Additionally, the Company regularly reviews the implementation status of the privacy policy each year during the information and communication security management review meeting. The Company has set up a "Customer service contact window" on its corporate website for customers to provide feedback and file complaints.	No significant difference
(VI) Has the Company established supplier management policies requiring suppliers to comply with relevant regulations on environmental protection, occupational safety and health, or labor human rights, and what is the implementation status?	V		To strengthen sustainable supply chain management, the Company revised the "Supplier Evaluation Management Procedures" in 2025 and launched the new versions of the "New Supplier Evaluation Form" and the "Qualified Supplier Annual Evaluation Form" to conduct detailed investigations on environmental and social management relating to new suppliers and qualified suppliers, expanding the scope of review to cover quality systems, process management, occupational safety and health, environmental management, and related document and record management. The content includes items such as whether an environmental management system (such as ISO 14001) has been established, whether environmental management-related procedural documents have been formulated, whether an occupational safety and health management system (such as ISO 45001 or CNS 45001) has been established, whether hazard identification and risk assessment management procedures have been established, and whether there have been any incidents of violation of environmental protection laws or regulations or any major occupational accident incidents, thereby improving the overall management standard of the supply chain and ensuring that partners meet the Company's	No significant difference

Promoted Item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			requirements for environmental protection and social responsibility In addition, to implement integrity and probity management in the supply chain, the Company requires all suppliers having business transactions with the Company to sign the "Undertaking of Integrity, Probity and Confidentiality" upon execution of contracts. In addition, the Company incorporates integrity, probity, and confidentiality clauses into contracts or purchase orders as the code of conduct that suppliers must comply with when accepting orders and performing contracts. Once a supplier accepts and establishes a purchase order, it is deemed to have agreed to and be bound by these provisions. If a supplier violates the integrity, probity, or confidentiality clauses during the cooperation period, the Company may terminate the trading relationship in accordance with the agreement and restrict its eligibility for subsequent cooperation pursuant to internal management procedures.	
V. Does the Company prepare reports disclosing non-financial information, such as sustainability reports, with reference to internationally recognized reporting standards or guidelines? Has the aforementioned report obtained assurance or assurance opinions from a third-party verification institution?	V		The Company prepared its 2025 Sustainability Report in accordance with the GRI Standards published by the Global Reporting Initiative (GRI), disclosing the material sustainability topics and impacts identified by the Company and the related management actions. It also refers to the framework of the Task Force on Climate-related Financial Disclosures (TCFD) and the Industrial Machinery & Goods Standard of the Sustainability Accounting Standards Board (SASB), providing various metric information and a content index corresponding to the metrics. To ensure the quality of disclosures, the Company commissioned Deloitte & Touche to conduct third-party verification of the Company's 2025 Sustainability Report in order to verify and enhance the quality and credibility of the report. Reports for previous years are publicly issued on the corporate website.	No significant difference
VI. If the Company has established its own sustainability development code in accordance with the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies," please describe any differences between its operations and the established code: The Company has established the "Sustainable Development Best-Practice Principles" and is gradually promoting sustainable development, with implementation results disclosed in the sustainability report, annual report, corporate website, and the Market Observation Post System. There is no difference between the operational status and the established principles.				
VII. Other important information helpful for understanding the implementation status of sustainable development: 1. ESG for Culture Impact Awards of the Taiwan Creative Content Agency: received the Resource Support Award and the Cross-sector Co-prosperity Award. 2. Awarded the 2025 Sports Enterprise Certification. 3. Awarded the Outstanding Employer Unit for R&D Alternative Military Service in 2025. 4. Won the 2025 Taiwan Continuous Improvement Competition – Golden Tower Award.				

<table>
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<tr><td colspan="5">5. Won the 34th 2026 Taiwan Excellence Award – 220TB PLUS next-generation machine tool controller.
6. Huang, Wei-Sheng, Director of R&D Division, received the Outstanding Research and Development Management Award at the 22nd Hsinchu District Outstanding Manager Awards.
7. The Company actively promotes industry–academia collaboration and is committed to building a bridge between academia and industry. Through resource sharing and professional exchanges, it accelerates the practical application of innovative technologies, cultivates a new generation of technical talent, promotes sustainable industrial development, and enhances competitiveness.
(1) Syntec Technology continues to maintain close cooperation with Taiwan’s top research teams, helping teams from National Taiwan University and National Tsing Hua University win the 2025 Future Tech Award of the National Science and Technology Council.
(2) Participated in the Taiwan Robotics Industry–Academia Alliance Exchange Conference and donated a six-axis robotic arm as a teaching aid.
(3) Sponsored the National Research Cup Smart Machinery Competition.
8. The Company upholds the concept of “social co-prosperity” and is committed to caring for disadvantaged groups while also deeply cultivating local culture and local heritage. Through resource support and cultural programs, it helps preserve local traditional crafts and promote cultural education, so that every force within the community can be seen and sustained.
(1) Responded to the Hsinchu Big City public welfare blood donation campaign.
(2) Sponsored the “Hsinchu Literary Walk” project.
(3) Sponsored the “Education Dream-Building Project” and joined hands with “Or Bookstore” to practice the ESG spirit and jointly build local sustainability through cultural education.
9. The Company is deeply rooted in the local community and supports small farmers and local cultural brands. By helping high-quality agricultural products enter the market, it enables small farmers and local brands to develop unique value and stories, promotes cultural inheritance and economic vitality, and jointly achieves a prosperous local future.
(1) Supports local small farmers by opening the plant to allow them to set up stalls and providing a platform to display agricultural produce and specialty products, promoting friendly farming and the philosophy of small farmers.
(2) Cooperated with the Taiwan Fenghezi Association in contracted rice cultivation, with cooperating farmers selecting 2 hectares of paddy fields and adopting environmentally friendly farming methods completely free of pesticides, chemical fertilizers, and herbicides to maintain the ecological balance of farmland and promote low-carbon, sustainable dietary education.
(3) Cooperated with Xiaoyuanye Life Agriculture Innovation Enterprise to promote the “Xiaoyuanye Shared Farm Ecological Balance and Low-carbon Dietary Education” project, under which the cooperating farm selected 0.2 hectares of cornfield for contract farming. Friendly organic farming methods without chemical pesticides, chemical fertilizers, or herbicides are adopted throughout the entire cultivation process to reduce environmental impact, maintain biodiversity, and take into account land conservation and the promotion of food and agriculture education.</td></tr>
</table>

(VI) Companies meeting certain criteria shall disclose climate-related information.

Item	Implementation Status
1. Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities.	The Board of Directors of the Company serves as the highest governing body for climate-related issues and sustainable development and is responsible for establishing the strategic direction for sustainability and climate. A Sustainable Development and Sustainability Development and Risk Management Committee has been established under the Board of Directors to supervise the promotion of relevant systems, policies, targets, and plans, and regularly track implementation effectiveness, reporting to the Board of Directors at least once a year. In addition, a Sustainability Executive Committee and a Sustainable Development Team have been established to be respectively responsible for cross-departmental coordination and promotion of action plans, as well as operations such as system establishment, performance tracking, data compilation, and information disclosure, thereby continuously implementing the Group's sustainable governance and climate management.
2. Describe how the identified climate risks and opportunities affect the business, strategy and finances of the company (short-term, medium-term, long-term).	In 2025, the Company identified short-, medium-, and long-term climate-related risks and opportunities based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework. From 21 climate risk and opportunity items, the following 3 major risks and 4 opportunities were identified: increased raw material costs, increased extreme weather events, unstable energy supply, production process optimization, low-carbon and green products and services, enhanced resilience to natural disasters, and obtaining public-sector incentives and cooperation. Please refer to the climate change section of the Sustainability Report for the potential financial impacts of the above climate change risks and opportunities on the Company and the corresponding response strategies.
3. Describe the financial impacts of extreme climate events and transition actions	Extreme climate conditions have accelerated the overall supply chain's demand for the adoption of zero/low-carbon environmentally friendly processes. While the Company has gradually improved equipment utilization efficiency and developed environmentally friendly processes to reduce operating costs, it has also initiated a Scope 3 carbon inventory through the introduction of ISO 14064-1 to strengthen supply chain carbon reduction, reduce unnecessary waste, and enhance overall revenue performance.
4. Describe how the processes for identifying, assessing, and managing climate risks are integrated into the overall risk management system.	The Company incorporates climate change into major sustainability issues and key material risk items, and conducts identification, assessment, and management in accordance with established risk management procedures to formulate responses, implementing the PDCA operating model and continuously improving the integration

Item	Implementation Status
	of climate change risk management in the environmental dimension into the risk management system.
5. If a scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and main financial impacts used should be described.	The Company has regularly conducted climate scenario analysis since 2025, selecting representative scenarios for assessment of physical risks and transition risks, respectively. Physical risks primarily focus on analysis of extreme rainfall and flooding risks, while transition risks focus on the impact of potential increases in raw material and outsourcing costs arising from carbon pricing policies. The analysis results indicate that, at present, although the Company is not facing material direct financial impacts, potential risks still exist in the surrounding environment and supply chain. Follow-up tracking will continue, and the Company will strengthen its resilience in response.
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.	The Company has not yet established a transition plan to address climate-related risks.
7. If internal carbon pricing is used as a planning tool, disclose the basis for pricing.	The Company has not yet introduced an internal carbon pricing system and will continue planning and preparing for its adoption in the future. The Company looks forward to using this mechanism to encourage employees to actively participate in carbon reduction actions, fulfill its commitment to sustainable development, and promote the entire industry's development toward a low-carbon direction.
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.	The Company has established short-, medium-, and long-term climate-related targets covering activities such as organizational greenhouse gas inventory, product carbon footprint, energy management, renewable energy adoption, waste reduction, resource circulation, and green manufacturing in the supply chain. The short-term focus is on completing the Group's greenhouse gas data inventory and internal communication. The medium-term plan is to promote energy management, increase the proportion of green electricity, and strengthen low-carbon cooperation in the supply chain. The long-term goal is to build a corporate carbon culture, promote green transformation, and move toward achieving net-zero targets.
9. GHG inventories and assurances, as well as reduction targets, strategies, and concrete action plans (complete 1-1 and 1-2 separately).	Please refer to the following description.

1-1 Greenhouse gas inventory and assurance status of the Company for the most recent two years

In accordance with the "Sustainable Development Roadmap for TWSE/TPEx Listed Companies" issued by the Financial Supervisory Commission, the Company will disclose Scope 1 and Scope 2 greenhouse gas inventory data of the parent company only in 2026, and has completed the verification of the parent company only greenhouse gas data ahead of schedule.

Inventory scope	2024		2025	
Syntec Technology	Emissions	Intensity	Emissions	Intensity
Scope 1	110.1946		111.9366	
Scope 2	814.2723		852.1477	
Total	924.4666	0.085	964.0843	0.069
Assurance institution	TÜV NORD			
Description of assurance	ISO 14064-1: 2018 / ISO 14064-3: 2019 Scope 1 and Scope 2: reasonable assurance; Scope 3: limited assurance			
Assurance opinion/conclusion	Unqualified conclusion/opinion		Note 3	

Note 1: Emissions unit: metric tons CO2e

Note 2: Emissions intensity = greenhouse gas emissions of Scope 1 + Scope 2 (metric tons CO2e) / operating revenue (NT$ million).

Note 3: The greenhouse gas verification for 2025 was conducted in April 2026 by the independent third-party organization TÜV NORD. As of the printing date of this annual report, the verification process was still ongoing. The post-verification data will be disclosed in the Company's 2025 Sustainability Report.

Note 4: As the 2024 data disclosed in the previous annual report was based on the Company's self-reported figures, it has been updated and revised to reflect the verified data.

1-2 Greenhouse gas reduction targets, strategies, and specific action plans

(1) The Company continues to promote various energy conservation and carbon reduction measures in accordance with the Bureau of Energy, Ministry of Economic Affairs, in response to the impact of environmental changes. With "energy conservation, efficiency, and transformation" as the core promotion directions, the following specific measures are implemented:

A. Transportation transformation: Starting in 2024, old fuel-powered business vehicles will be gradually phased out and replaced with hybrid or electric vehicles, and one hybrid vehicle has been purchased during the year. In the future, the Company will also evaluate the introduction of battery electric vehicles as one of the configurations for Company vehicle use.

B. Encouraging employees to use electric vehicles: The Company provides free electric vehicle charging equipment to increase employees' willingness to switch to green transportation tools and indirectly reduce commuting carbon emissions.

C. Promoting green office practices and improving electricity use efficiency: Through an energy monitoring system, the Company tracks electricity use in office areas, gradually replaces old lighting and air conditioning systems with high-efficiency energy-saving equipment, and promotes paperless practices and electricity-saving behavior to strengthen the culture of energy conservation.

D. Waste reduction: Recyclable resources are transported free of charge to recycling plants for recycling in cooperation with environmental service companies, enabling resource circulation and reuse, saving energy, and reducing consumption of the Earth's resources.

(2) Future targets and continuous optimization

A. Carbon footprint indicators have been incorporated into management targets, and direct and indirect energy use is regularly inventoried and planned to be disclosed.

B. Before 2030, increase the ratio of electric vehicles among the Company's business vehicles to 50%.

C. Assess the feasibility of green electricity procurement and renewable energy adoption, and gradually move toward low-carbon operations.

(VII) Ethical Corporate Management – Implementation Status and Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
I. Establishment of ethical corporate management policies and programs (I) Has the Company established the policies and measures of the ethical corporate management in the charter or external documents, and the commitment of the Board of Directors and management to actively implement such policies?	V		The Company has established the "Ethical Corporate Management Best-Practice Principles," which clearly sets out the Company's ethical corporate management policies, practices, and commitments, and has published it on the Company's official website and the Market Observation Post System.	No significant difference
(II) Has the Company established a mechanism for assessing the risk of unethical conduct, regularly analyzed and assessed business activities within its scope of operations that are at a relatively high risk of unethical conduct, and,	V		The Company shall follow the "Ethical Corporate Management Best-Practice Principles" and the "Code of Ethical Conduct" to prevent conflicts of interest and avoid the pursuit of private interests, so as to maintain fair and lawful long-term relationships between customers and suppliers and achieve a win-win partnership. The Company shall also conduct relevant education and training and complete self-assessment	No significant difference

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
based thereon, established a program to prevent unethical conduct, which at least covers preventive measures for the types of conduct risks set out in each subparagraph of Article 7, paragraph 2 of the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies"?			questionnaires from time to time to promote awareness and evaluation.	
(III) Has the Company established the programs to forestall unethical conduct, including operational procedures, guidelines, penalties and complaint filing in the program, and implemented the program, and reviewed and amended the mentioned programs regularly?	V		The Company's "Ethical Corporate Management Best-Practice Principles" clearly stipulate various prohibited unethical conduct, whistleblowing system, and disciplinary system, which are implemented in the operating procedures of each unit.	No significant difference
II. Implementation of Ethical Corporate Management (I) Has the Company assessed the ethical conducts records of the business partners, and specified the ethical conduct clauses in the contracts entered with the counterparties?	V		The Company requires its suppliers to sign a Statement of Commitment to Ethics and Integrity. In addition, the supply and sales contracts signed with suppliers expressly stipulate that both parties shall act in good faith and that any violator shall be liable for damages.	No significant difference
(II) Has the Company established a dedicated unit of ethical management that is under the Board of Directors and report to the Board of Directors on a regular basis (at least once a year) of the ethical management policies, prevention measures against unethical behaviors and the status of oversight and implementation?		V	The Company's director, corporate governance officer, and legal officer are responsible for promoting ethical corporate management, and reported the implementation status of ethical corporate management to the Board of Directors on December 23, 2025.The implementation status is as follows: 1. When new employees join the Company, they are required to sign an employment contract containing "anti-corruption, integrity and confidentiality obligations" and countersign a compliance undertaking for the "Employee Code of Ethical Conduct." Starting from September 2025, 100% signed an onboarding declaration containing the "commitment to protect the Company's confidential information and intellectual property rights." 2. The Company regularly conducts compliance education and training on ethical corporate management, intellectual property protection, and anti-fraud awareness. In 2025, employees participated in relevant courses, with a total of 198 attendances and 343.5 hours of training. 3. The Company requires suppliers to sign the "Integrity, Ethics and Confidentiality Undertaking," declaring compliance with the	Handled according to actual needs and in compliance with laws and regulations

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			principles of honesty, trustworthiness, transparency and integrity, and confidentiality obligations, while also informing them of the consequences of violations, thereby including suppliers in the implementation of the corporate culture of ethical corporate management. In 2025, 91 new suppliers were established, and 86 returned signed "Integrity, Ethics and Confidentiality Undertakings," representing a signing rate of 94.5%. 4. The Company has established an independent whistleblowing mailbox for internal and external personnel to report any conduct in violation of ethical corporate management.0 whistleblowing cases were accepted in 2025.	
(III) Has the Company established policies to prevent conflict of interests, provide appropriate communication and complaint channels and implement such policies properly?	V		The Company has established a whistleblowing mailbox to provide smooth channels for representation. If any illegal conduct is discovered, it may be directly reported to the Company and handled by designated personnel.	No significant difference
(IV) To implement the ethical management, has the Company has established effective accounting and internal control system, and prepare the related audit program by the internal audit unit based on the evaluation results of the unethical risk, as the basis to audit the compliance of the prevention measures against unethical behaviors, or delegate accountants to audit?	V		In accordance with regulatory requirements, the Company has established a complete accounting system and internal control system. The internal audit unit regularly formulates audit plans based on risk assessment results. In addition to conducting audits in accordance with the audit plans, accountants also perform annual audits of the internal control system.	No significant difference
(V) Has the Company provided internal and external ethical conduct training programs on a regular basis?	V		The Company regularly conducts internal and external awareness activities to communicate the importance of integrity to directors, senior managerial officers, and employees.	No significant difference
III. Status of the Company's Whistleblower System (I) Has the Company established any concrete whistleblowing and incentive system, with a convenient whistleblowing channel and assigned proper dedicated persons to the whistle blown objects?	V		The Company has established specific whistleblowing and reward systems, and has set up a whistleblowing mailbox managed by dedicated personnel.	No significant difference
(II) Has the Company established the investigation standards, the follow-up measure to be taken after the investigation, and confidentiality	V		The Company has established operating procedures for handling reported matters, and all relevant personnel handling whistleblowing matters are required to keep the identity of the whistleblower and the content strictly confidential.	No significant difference

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
mechanism for the whistleblowing cases?				
(III) Has the Company taken measures to prevent the whistleblower from ill treatment due to the whistleblowing?	V		The Company also undertakes in its operating procedures to ensure that whistleblowers are not subjected to improper treatment as a result of whistleblowing.	No significant difference
IV. Enhancement of Information Disclosure Does the Company disclose its guidelines on business ethics as well as information about implementation of such guidelines on its website and MOPS?	V		Relevant information has also been posted on the Company's website https://www.syntecclub.com/ under the "Investor Relations" section for investors' reference.	No significant difference
V. Differences between the Company's own ethical corporate management rules and the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies": There are no material differences.				
VI. Other important information helpful for understanding the operation of ethical corporate management of the Company: (e.g. the status of review and amendment of the Company's ethical corporate management code) The Company has established relevant matters relating to ethical corporate management in regulations, including the "Corporate Governance Best-Practice Principles," "Ethical Corporate Management Best-Practice Principles," "Code of Ethical Conduct," "Rules of Procedure for Board of Directors Meetings," "Operating Procedures for Handling Material Inside Information," and "Employee Work Rules," and is committed to establishing corporate and professional ethics. It also requires all employees to strictly observe the principles of honesty and good faith and to foster a corporate culture of integrity and honesty. The Company will also continue to promote integrity-based policies based on the business philosophy of integrity, transparency, and responsibility, and establish sound corporate governance and risk control mechanisms to create a sustainable development operating environment.				

(VIII) Other important information sufficient to enhance the understanding of the operation of corporate governance may also be disclosed: The Company discloses material information in a timely manner in accordance with regulations and regularly holds investor conferences to explain the Company's operational overview.

(IX) The following matters shall be disclosed regarding the implementation status of the internal control system:

1. Statement of Internal Control: Please refer to Appendix 1.
2. If accountants are engaged to conduct a project review of the internal control system, the accountants' review report shall be disclosed: None.

(X) In the most recent year and up to the date of printing of the annual report, the Company and its internal personnel being punished in accordance with the law, and the Company's punishment of its internal personnel for violating the provisions of the internal control system, major deficiencies and improvement status: None.

(XI) Important resolutions of the shareholders' meetings and the Board of Directors' meetings in the most recent year and up to the date of publication of the annual report.

(1) Important resolutions of the shareholders' meeting and implementation status:

The Company's 2025 annual shareholders' meeting was held in the Company's meeting room on June 3, 2025.Matters resolved by shareholders at the meeting and their implementation status are as follows:

I. Approved the 2024 business report and financial statements.
II. Approved the 2024 earnings distribution.
III. Discussion of amendments to certain provisions of the "Articles of Incorporation"
IV. Discussion of the proposal to remove restrictions on directors' non-competition.

Implementation status: Approved and implemented in accordance with the resolution of the shareholders' meeting.

(2) Important resolutions of the Board of Directors:

The summary of important resolutions of the Board of Directors in 2025 and up to the date of printing of the annual report is as follows:

I. Board of Directors meeting on March 10, 2025:

- Approved the 2024 Parent Company Only Financial Statements and Consolidated Financial Statements.
- Approved the 2024 business report.
- Approved the 2024 directors' remuneration distribution proposal.
- Approved the 2024 employee remuneration distribution proposal.
- Approved the 2024 earnings distribution proposal.
- Approved the 2024 cash dividend distribution and set the ex-dividend record date.
- Approved the 2024 "Statement of Internal Control System."
- Approved the revision to the Company's "Table of Authorization Limits."
- Approved the Company's "capability to prepare its own financial reports" proposal.
- Approved the ratification of the plant lease agreement entered into by subsidiary Syntec Intelligence Technology Sdn. Bhd. and related party Mysyntec Technology Sdn. Bhd.
- Approved the scope of grassroots employees.
- Approved the proposal to amend certain provisions of the Articles of Incorporation.
- Approved the evaluation of the competence and independence of the certified public accountants.
- Approved the appointment of the 2025 certified public accountants and their remuneration.
- Approved the proposal to remove restrictions on directors' non-competition.
- Approved the renewal of the Company's application to banks for credit facilities and financial transaction limits.
- Approved the renewal of bank credit facilities and increase in credit facilities for subsidiary Suzhou Syntec.
- Approved the loan of funds by the subsidiary Suzhou Syntec to Suzhou Leantec.

- Approved the loan of funds by the subsidiary Suzhou Lentec to Suzhou Leantec.
- Approved the ratification of the Company’s trading in derivative financial products.
- Approved matters relating to convening the Company’s 2025 annual shareholders’ meeting.
- Approved the establishment of the “Sustainability Development Committee” and the adoption of the “Sustainability Development Committee Charter.”
- Approved the appointment of the members of the Company’s 1st Term Sustainability Development Committee.
- Approved a cash capital increase of USD 1,200,000 for Syntec India.
- Approved the donation to “Syntec Education Foundation.”

II. Board of Directors meeting on May 8, 2025:
- Approved the Consolidated Financial Statements for Q1 2025.
- Approved the revision to the Company’s “Table of Authorization Limits.”
- Approved the renewal of the Company’s application to banks for credit facilities and financial transaction limits.
- Approved the Company’s endorsement and guarantee for its subsidiary.
- Approved the ratification of trading in derivative financial products.
- Approved the annual review of adjustments to the fixed salaries of managerial officers and directors.

III. Board of Directors meeting on July 3, 2025:
- Approved the Company’s cash capital increase through issuance of new shares for the pre-listing public underwriting.
- Approved the appointment and dismissal of the Company’s financial officer and the redesignation of senior managerial officers engaging in derivative trading.
- Approved the fixed salary proposal for the Company’s newly appointed financial officer.
- Approved the 2024 employee remuneration for managerial officers and directors (to be distributed in H1 2025).

IV. Board of Directors meeting on August 12, 2025:
- Approved the Consolidated Financial Statements for Q2 2025.
- Approved the renewal of the Company’s application to banks for credit facilities and financial transaction limits.
- Approved the renewal of financing credit facilities with Bank of Ningbo by subsidiary Suzhou Syntec.
- Approved the Company’s cash capital increase of USD 200,000 for Syntec Turkey.
- Approved the Company’s 2024 Sustainability Report.
- Approved the employee stock subscription rules for the pre-listing cash capital increase to be handled in 2025.
- Approved the list of managerial officers subscribing to the pre-listing cash capital increase.

V. Board of Directors meeting on November 11, 2025:
- Approved the Consolidated Financial Statements for Q3 2025.
- Approved the Company’s renewal of credit facilities and financial transaction limits with

Citibank (Taiwan) Commercial Bank.

- Approved the loan of funds by subsidiary Suzhou Syntec to Suzhou Leantec.
- Approved the Company's participation in the incorporation as promoter of Phoenix VII Venture Capital Co., Ltd.

VI. Board of Directors meeting on December 23, 2025:

- Approved the Company's 2026 operating plan.
- Approved the Company's 2026 audit plan.
- Approved renaming the "Sustainability Development Committee" as the "Sustainability Development and Risk Management Committee."
- Approved the amendment to the "Sustainability Development Committee Charter," and its renaming as the "Sustainability Development and Risk Management Committee Charter."
- Approved the evaluation of the competence and independence of the certified public accountants and approved the scope of non-assurance services to be provided by Ernst & Young and its affiliated enterprises to the Company and its subsidiaries for 2026.
- Approved the appointment of the 2026 certified public accountants and their remuneration.
- Approved the Company's cash capital increase of USD 1,000,000 for Syntec India.
- Approved the Company's cash capital increase of USD 8,000,000 for Syntec Intelligence Technology SDN BHD.
- Approved the amendment to the Company's internal control system "AW-100 Payroll Cycle" payroll calculation and disbursement operations.
- Approved the proposal to amend certain provisions of "AO-110 Rules of Procedure for Board of Directors Meetings."
- Approved the revision to Suzhou Syntec's "Table of Authorization Limits."
- Approved the Board of Directors' designation of an independent director to conduct operational supervision at the Indian subsidiary.
- Approved the establishment of the Company's "Human Rights Policy."
- Approved the revision of the self-evaluation forms for the Board of Directors and functional committees, incorporating ESG-related performance indicators and new items.
- Approved the fixed salary proposal for the Company's newly appointed managerial officers and directors.
- Approved the 2024 employee remuneration for managerial officers and directors (to be distributed in H2 2025).

VII. Board of Directors meeting on January 9, 2026:

- Approved Syntec Technology (India) Private Limited's purchase of a plant and office.
- Approved the Company's cash capital increase of USD 9,000,000 for Syntec India.
- Approved the investment by subsidiary Syntec Technology (Suzhou) Co., Ltd. in Dongguan Morikawa Motor Technology Co., Ltd

VIII. Board of Directors meeting on March 10, 2026:

- Approved the 2025 business report.
- Approved the 2025 Parent Company Only Financial Statements and Consolidated Financial

Statements.

- Approved the 2025 employee remuneration distribution proposal.
- Approved the 2025 directors' remuneration distribution proposal.
- Approved the 2025 earnings distribution proposal.
- Approved the 2025 cash dividend distribution and set the ex-dividend record date, distribution date, and other related matters.
- Approved the 2025 "Statement of Internal Control System."
- Approved the donation to "Syntec Education Foundation."
- Approved the proposal to remove restrictions on directors' non-competition.
- Approved matters relating to convening the Company's 2026 annual shareholders' meeting.
- Approved the investment by subsidiary Syntec Technology (Suzhou) Co., Ltd. in Dongguan Morikawa Motor Technology Co., Ltd
- Approved the disposal of shares relating to the original investment in Tansimo Robotic Manufacturing INC.
- Approved the renewal of the Company's application to banks for credit facilities and financial transaction limits.
- Approved the loan of funds by subsidiary Suzhou Syntec to Suzhou Leantec.
- Approved the renewal of bank credit facilities for subsidiary Suzhou Syntec.
- Approved the ratification of the renewal of the plant lease agreement between subsidiary Syntec Intelligence Technology SDN BHD and related party MYST.
- Approved the establishment of the Company's "Risk Management Policy and Procedures."

(XII) In the most recent year and up to the date of printing of the annual report, where directors or supervisors expressed dissenting opinions to major resolutions passed by the Board of Directors and such opinions were recorded or provided in written statements, the main contents thereof: None.

IV Information on CPA Fees

(I) The amounts of audit fees and non-audit fees paid to the certifying certified public accountants, the accounting firm to which they belong, and affiliated enterprises thereof, as well as the content of non-audit services, shall be disclosed

Amount unit: NTD Thousand

Name of accounting firm	Names of CPAs	Period covered by the CPA audit	Audit fees	Non-audit fees	Total	Note
Ernst & Young	Chiu, Wan-Ju	2025/1/1–2025/12/31	9,040	625	9,665	-
	Hu , Shen-Chieh	2025/1/1–2025/12/31				

Note: The non-audit fees are mainly tax audit fees.

1. Where the accounting firm has been changed and the audit fees paid in the year of change are lower than those paid in the preceding year, the audit fee amounts before and after the change and the reasons shall be disclosed: None.

2. Where audit fees have decreased by more than 10 percent compared to the preceding year, the amount, percentage, and reasons for the decrease shall be disclosed: None.

V Information on Change of CPAs

The Company did not replace its CPAs during the most recent two years and thereafter. This provision is not applicable.

VI Where the company’s Chairman, general manager or any managerial officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its certified public accountant or at an affiliated enterprise of such accounting firm, the name and position of the person, and the period during which the position was held, shall be disclosed:

None.

VII Changes in share transfers and share pledges by directors, managers, and shareholders holding more than 10 percent of the shares during the most recent fiscal year and up to the date of printing of the annual report:

(1) Transfer and pledge of shares by directors, managers, and major shareholders

Unit: shares

Title	Name	2025		As of April 6, 2026	
		Increase (decrease) in shareholding	Increase (decrease) in pledged shares	Increase (decrease) in shareholding	Increase (decrease) in pledged shares
Chairman	Tsai, You-Kung	-	-	-	-
Director	Huang, Wei-Sheng	2,000	-	-	-
Director	Huang, Fang-Chih	(89,527)	-	-	-
Director	Yang, Sheng-An	77,751	-	(2,000)	-
Director	Cheng, Duen-Jen	-	-	-	-
Independent director	Chen, Tein-Shun	-	-	-	-
Independent director	Yao, Ter-Chang	-	-	-	-
Independent director	Lu, Hong-Sheng	-	-	-	-
Independent director	Kuo, Keng-Tsung	-	-	-	-
Director, Quality Assurance Department	Huang, Chiung-Yao	(51,000)	-	(12,000)	-
Chief Financial Officer	Lin, Tung-Hsu	7,000	-	-	-
Finance Officer	Tsai, Chang-Wei (Note 1)	4,000			

Note 1: Assumed duty on July 1, 2025.

(2) Information on transfer of shares by directors, managers and major shareholders holding 10% or more of the outstanding shares to related parties: None.

(3) Information on the pledge of shares by directors, managers, and shareholders with ownership exceeding 10% to related parties: None.

VIII Information on whether the top ten shareholders are related to each other, or are spouses or relatives within the second degree of kinship

April 6, 2026; Unit: shares; %

Name	Shares held by the shareholder		Shares held by spouse and minor children		Shares held in aggregate under others' names		For the top ten shareholders, where there exist relationships as related parties, or as spouses or relatives within the second degree of kinship, the names and such relationships shall be disclosed.		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Title (or name)	Relationship	
Tsai, You-Kung	6,523,836	9.08%	2,805,551	3.91%	5,933,781	8.26%	Huang, Fang-Chih Tsai, Chang-Wei Tsai, Pei-Hsin Chen, Fu-Yuan Tsai, Hui-Chen RealCrown Ltd.	Spouse First degree of kinship First degree of kinship Second degree of kinship Second degree of kinship Supervisors	—
Huang, Wei-Sheng	4,109,354	5.72%	—	—	—	—	—	—	—
RealHunt Ltd.	3,595,466	5.00%	—	—	—	—	Huang, Fang-Chih Tsai, Chang-Wei	Chairman Supervisors	—
Representative: Huang , Fang-Chih	2,805,551	3.91%	6,523,836	9.08%	5,933,781	8.26%	Tsai, You-Kung Tsai, Chang-Wei Tsai, Pei-Hsin Chen, Fu-Yuan Tsai, Hui-Chen RealCrown Ltd.	Spouse First degree of kinship First degree of kinship Second degree of kinship Second degree of kinship Chairman	—

Name	Shares held by the shareholder		Shares held by spouse and minor children		Shares held in aggregate under others' names		For the top ten shareholders, where there exist relationships as related parties, or as spouses or relatives within the second degree of kinship, the names and such relationships shall be disclosed.		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Title (or name)	Relationship	
Songbao Engineering Consulting Co., Ltd.	3,095,114	4.31%	—	—	—	—	—	—	—
Representative: Chen, Fu-Yuan	—	—	—	—	—	—	Tsai, You-Kung Huang, Fang-Chih	Second degree of kinship Second degree of kinship	—
Chen, Heng-Jen	2,947,732	4.10%	—	—	—	—	—	—	—
Tsai, Pei-Hsin	2,865,817	3.99%	—	—	—	—	Tsai, You-Kung Huang, Fang-Chih Tsai, Chang-Wei	First degree of kinship First degree of kinship Second degree of kinship	
Tsai, Chang-Wei	2,825,778	3.93%	—	—	—	—	Tsai, You-Kung Huang, Fang-Chih Tsai, Pei-Hsin RealHunt Ltd.	First degree of kinship First degree of kinship Second degree of kinship Supervisors	—
Huang, Fang-Chih	2,805,551	3.91%	6,523,836	9.08%	5,933,781	8.26%	Tsai, You-Kung Tsai, Chang-Wei Tsai, Pei-Hsin Chen, Fu-Yuan Tsai, Hui-Chen RealHunt Ltd. RealCrown Ltd.	Spouse First degree of kinship First degree of kinship Second degree of kinship Second degree of kinship Chairman Chairman	—

<table>
<tr><th rowspan="2">Name</th><th colspan="2">Shares held by the shareholder</th><th colspan="2">Shares held by spouse and minor children</th><th colspan="2">Shares held in aggregate under others’ names</th><th colspan="2">For the top ten shareholders, where there exist relationships as related parties, or as spouses or relatives within the second degree of kinship, the names and such relationships shall be disclosed.</th><th rowspan="2">Remarks</th></tr>
<tr><th>Number of shares</th><th>Shareholding ratio</th><th>Number of shares</th><th>Shareholding ratio</th><th>Number of shares</th><th>Shareholding ratio</th><th>Title (or name)</th><th>Relationship</th></tr>
<tr><td rowspan="2">RealCrown Ltd.

Representative:
Huang, Fang-Chih</td><td>2,338,315</td><td>3.25%</td><td>—</td><td>—</td><td>—</td><td>—</td><td>Huang, Fang-Chih
Tsai, You-Kung</td><td>Chairman
Supervisors</td><td>—</td></tr>
<tr><td>2,805,551</td><td>3.91%</td><td>6,523,836</td><td>9.08%</td><td>5,933,781</td><td>8.26%</td><td>Tsai, You-Kung
Tsai, Chang-Wei
Tsai, Pei-Hsin
Chen, Fu-Yuan
Tsai, Hui-Chen
RealHunt Ltd.</td><td>Spouse
First degree of kinship
First degree of kinship
Second degree of kinship
Second degree of kinship
Chairman</td><td></td></tr>
<tr><td>Tsai, Hui-Chen</td><td>2,210,797</td><td>3.08%</td><td>—</td><td>—</td><td>—</td><td>—</td><td>Tsai, You-Kung
Huang, Fang-Chih</td><td>Second degree of kinship
Second degree of kinship</td><td>—</td></tr>
</table>

IX The Number of Shares Held in the Same Investee Company by the Company, Its Directors, Managers, and Enterprises Directly or Indirectly Controlled by the Company, and the Aggregated Shareholding Percentage

December 31, 2025; Unit: %; Thousand Shares

Reinvested business	The Company's investment (Note 1)		Investment by the Directors, Supervisors, Managerial Officers and Directly or Indirectly Controlled Entities of the Company		Comprehensive Investment	
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage
Leantec Intelligence Co., Ltd.	14,400	100%	—	—	14,400	100%
Jumo Laser Co., Ltd.	8,700	100%	—	—	8,700	100%
Hong Kong Zhong Cheng Union Private Limited	163,800	100%	—	—	163,800	100%
Syntec Vietnam Technology Co., Ltd.	Note 1	100%	—	—	Note 1	100%
Syntec (Suzhou) Co., Ltd.	—	—	Note 1	100%	Note 1	100%
Suzhou Leantec Automation Co., Ltd.	—	—	Note 1	100%	Note 1	100%
Suzhou Lentec Industrial Automation Co., Ltd.	—	—	Note 1	100%	Note 1	100%
Syntec Technology (Thailand) Co., Ltd.	—	—	97	100%	97	100%
Syntec Technology Inc.	Note 1	90.75%	Note 1	9.25%	Note 1	100%
Mysyntec Technology SDN BHD	16,645	94.49%	970	5.51%	17,615	100%
Syntec Teknoloji Limited Sirketi	762	83.14%	154	16.86%	916	100%
Syntec Technology (India) Private Ltd.	Note 1	100%	—	—	Note 1	100%
Syntec Intelligence Technology SDN BHD	48,177	100%	—	—	48,177	100%
Heng Zi Technology (Zhejiang) Co., Ltd.	—	—	Note 1	19.29%	Note 1	19.29%

Note 1: The offshore company has not issued any shares.

Chapter 3. Status of Fundraising:

I Sources of Capital

A. Source of Share Capital

(I) Share capital formation over the most recent 5 years

Unit: thousand shares; NT$ thousand

Year and month	Issue price (NT$)	Authorized capital		Paid-in capital		Remarks		
		Number of shares	Amount	Number of shares	Amount	Source of Share Capital	Contribution of Share Capital by Non-Cash Assets	Other
2019.09	10	60,000	600,000	26,000	260,000	Capital increase from retained earnings of NT$30,000 thousand	－	Note 1
2020.06	10	60,000	600,000	25,657	256,571	Cancellation of treasury stock of NT$3,429 thousand	－	Note 2
2020.08	10	60,000	600,000	26,426	264,261	New restricted shares for employees of NT$7,690 thousand	－	Note 3
2020.09	10	60,000	600,000	28,434	284,341	Capital increase from retained earnings of NT$20,081 thousand	－	Note 4
2021.09	10	60,000	600,000	34,446	344,458	Capital increase from retained earnings of NT$60,117 thousand	－	Note 5
2022.09	10	60,000	600,000	50,280	502,803	Capital increase from retained earnings of NT$158,346 thousand	－	Note 6
2023.07	10	100,000	1,000,000	50,280	502,803	Authorized capital increased to NT$1 billion	－	Note 7
2023.09	10	100,000	1,000,000	60,000	600,000	Capital increase from retained earnings of NT$97,197 thousand	－	Note 8
2024.05	10	100,000	1,000,000	65,523	655,230	New restricted shares for employees of NT$20,230 thousand Cash capital increase of NT$35,000 thousand	－	Note 9
2025.09	10	100,000	1,000,000	71,843	718,430	Cash capital increase of NT$63,200 thousand	－	Note 10

Note 1: Approved by Letter Zhu-Shang-Zi No. 1080026064 dated September 6, 2019.
Note 2: Approved by Letter Zhu-Shang-Zi No. 1090016414 dated June 12, 2020.
Note 3: Approved by Letter Zhu-Shang-Zi No. 1090024269 dated August 25, 2020.
Note 4: Approved by Letter Zhu-Shang-Zi No. 1090024936 dated September 2, 2020.
Note 5: Approved by Letter Zhu-Shang-Zi No. 1100025705 dated September 6, 2021.
Note 6: Approved by Letter Zhu-Shang-Zi No. 1110028802 dated September 5, 2022.
Note 7: Approved by Letter Zhu-Shang-Zi No. 1120024141 dated July 26, 2023.
Note 8: Approved by Letter Zhu-Shang-Zi No. 1120029615 dated September 5, 2023.
Note 9: Approved by Letter Zhu-Shang-Zi No. 1130014749 dated May 14, 2024.
Note 10: Approved by Letter Zhu-Shang-Zi No. 1140030853 dated September 30, 2025.

(II) Type of Share

April 30, 2026; Unit: Share

Type of share	Authorized capital			Note
	Outstanding shares	Unissued shares	Total	
Common shares	71,843,000	28,157,000	100,000,000	The Company is a publicly listed company

B. List of Major Shareholders

April 6, 2026

Shares / Name of major shareholder	Number of shares held	Shareholding percentage (%)
Tsai, You-Kung	6,523,836	9.08
Huang, Wei-Sheng	4,109,354	5.72
RealHunt Ltd.	3,595,466	5.00
Songbao Engineering Consulting Co., Ltd.	3,095,114	4.31
Chen, Heng-Jen	2,947,732	4.10
Tsai, Pei-Hsin	2,865,817	3.99
Tsai, Chang-Wei	2,825,778	3.93
Huang, Fang-Chih	2,805,551	3.91
RealCrown Ltd.	2,338,315	3.25
Tsai, Hui-Chen	2,210,797	3.08

C. Dividend Policy and Implementation Status of the Company

1. Dividend policy as set forth in the Articles of Incorporation

If there is a surplus in the Company's annual final accounts, it shall first be used to pay taxes and cover accumulated losses, after which 10% shall be appropriated as legal reserve; provided, however, that this shall not apply when the legal reserve has reached the Company's paid-in capital. If there is still a surplus, together with undistributed earnings at the beginning of the period, the Board of Directors shall submit the same to the annual shareholders' meeting for resolution on retention or distribution as shareholders' dividends.

The Company authorizes the Board of Directors, with the attendance of more than two-thirds of the directors and the approval of a majority of the directors present, to distribute all or part of the dividends and bonuses or reserves payable in cash, and report to the shareholders' meeting.

The Company's dividend policy is formulated in consideration of its current and future development plans, investment environment, funding requirements, domestic and international competitive conditions, and shareholders' interests. The annual allocation of shareholders' dividends and bonuses shall not be less than 10% of the distributable earnings for the year; provided, however, that no distribution may be made if the cumulative distributable earnings are less than 10% of paid-in capital. Shareholders' dividends and bonuses may be distributed in cash or shares, of which cash dividends shall not be less than 10% of the total dividends.

2. Dividend distribution proposed at this shareholders' meeting
   The Company's 2025 earnings distribution proposal was approved by the Board of Directors on March 10, 2026, to distribute cash dividends of NT$1,147,968 thousand, at NT$16 per share. On the same date, the Board of Directors also approved the ex-dividend record date and the cash dividend payment date.

D. Impact of the Proposed Stock Dividends at this Shareholders' Meeting on the Company's Operating Performance and Earnings Per Share

The Company had no stock dividends for 2025; therefore, this is not applicable.

E. Remuneration to Employees and Directors

1. Percentages or ranges of remuneration to employees and directors as stated in the Articles of Incorporation
   If the Company is profitable for the year, it shall appropriate no less than 8% as employees' remuneration and no more than 3% as remuneration to directors. However, if the Company still has accumulated losses, an amount shall be reserved in advance to cover such losses.
   Of the employees' remuneration in the preceding paragraph, no less than 6% shall be appropriated as remuneration to grassroots employees.
   Employees' remuneration referred to in the first paragraph may be paid in shares or cash, and the recipients may include employees of controlled or subordinate companies that meet certain conditions set by the Board of Directors.

2. Basis for estimation of the amounts of remuneration to employees and directors accrued in the current period, the basis for calculating the number of shares for employees' remuneration distributed in shares, and the accounting treatment where the actual distributed amounts differ from the accrued amounts:
   The Company's employees' remuneration and remuneration to directors are accrued based on the profitability for the year and the percentages stipulated in the Articles of Incorporation. Subsequently, if the actual distributed amount differs from the accrued amount, it shall be treated as a change in accounting estimate.

3. Distribution of Employee and Director Remuneration as Approved by the Board of Directors

(1) Cash or share-based employee remuneration and director remuneration, and any differences between the amounts recognized as expenses and the estimated amounts, including reasons and handling:

The Board of Directors resolved on March 10, 2026 to distribute employee remuneration and director remuneration in cash amounting to NT$381,794 thousand and NT$31,816 thousand, respectively. There is no difference between the aforementioned approved amounts and the amounts recognized as expenses in the Company's financial statements for fiscal year 2025.

(2) Amount of employee remuneration distributed in shares, and its proportion to the Company's after-tax net profit and total employee remuneration:

The Company's employee remuneration is fully distributed in cash; therefore, this item is not applicable.

4. Actual Distribution of Employee and Director Remuneration for the Previous Year (including number of shares distributed, amount, and share price), and any differences from amounts recognized, including reasons and handling:

On March 10, 2025, the Board of Directors resolved to distribute employee remuneration and director remuneration in cash for fiscal year 2024 in the amounts of NT$321,191 thousand and NT$13,824 thousand, respectively. There is no difference between the aforementioned approved amounts and the amounts recognized as expenses in the Company's financial statements for fiscal year 2024.

F. Repurchase of the Company's shares

None.

II Status of Corporate Bonds (Including Overseas Corporate Bonds)

None.

III Status of Preferred Shares

None.

IV Status of Issuance of Overseas Depositary Receipts

None.

V Status of Employee Stock Options

None.

VI Status of Issuance of New Restricted Employee Stocks New Restricted Shares to Employees

(I) For new restricted shares to employees that have not yet fully met the vesting conditions, the status up to the annual report publication date and the impact on shareholders' equity shall be disclosed.

Type of new restricted shares to employees	2024 new restricted shares to employees
Effective registration date and total number of shares	Not applicable; 2,500,000 shares
Issue date	2024/5/3
Number of new restricted shares to employees issued	2,023,000 shares
Number of new restricted shares to employees that may still be issued	477,000 shares
Issue price	NT$75
Ratio of issued new restricted shares to employees to total issued shares	2.82%
Vesting conditions for new restricted shares to employees	Employees who, from the date of allocation of new restricted shares to employees, remain employed for five full years and have not violated the Company's labor contract, work rules, non-compete obligations, confidentiality agreement, or contractual agreements with the Company during such period shall vest in 100% of the new restricted shares to employees.
Restricted rights of new restricted shares to employees	I. After employees are allocated the new shares and before the vesting conditions are met, all such shares shall be placed in the custody of a trust institution. Except by inheritance, such new restricted shares to employees shall not be sold, mortgaged, transferred, gifted, pledged, or otherwise disposed of. II. Attendance at the shareholders' meeting, proposals, speech, voting rights, and other matters related to shareholders' rights and interests shall be handled in accordance with the trust custody agreement.

Type of new restricted shares to employees	2024 new restricted shares to employees
	III. Except for the restrictions under the trust arrangement in the preceding paragraph, the new restricted shares allocated to employees under these Rules shall, before the vesting conditions are met, have the same rights as the Company's issued common shares, including but not limited to rights to cash dividends, stock dividends and distribution of capital surplus, and subscription rights in cash capital increases. IV. During the period before vesting, if the Company conducts a capital reduction not due to a statutory capital reduction, such as a cash capital reduction, the new restricted shares to employees shall be canceled in proportion to the capital reduction ratio. If it is a cash capital reduction, the cash refunded as a result shall be delivered into trust and may only be delivered to employees after the vesting conditions are met; however, if the vesting conditions are not met, the Company shall reclaim such cash.
Custody status of new restricted shares to employees	Held in custody by a trust institution
Handling method where employees have not met the vesting conditions after allocation of or subscription for new shares	If an employee voluntarily resigns, is dismissed, or is laid off for any reason, the new restricted shares to employees for which the vesting conditions have not yet been met (hereinafter referred to as the "unvested shares") shall be deemed not to have met the vesting conditions as of the effective date of such event. Unless there are special circumstances approved by the Board of Directors, the Company shall repurchase such shares at the original issue price in accordance with the law and cancel them.
Number of new restricted shares to employees reclaimed or repurchased	95,000 shares
Number of shares with restrictions released	0 shares
Number of shares with restrictions not yet released	1,928,000 shares
Ratio of shares with restrictions not yet released to total issued shares (%)	2.68%
Impact on shareholders' equity	The potential dilution effect on the Company's earnings per share is still limited and has no material impact on shareholders' equity.

(II) Names of managerial officers and the top ten employees by number of shares who had obtained employee restricted stocks new restricted shares to employees accumulated up to the annual report publication date, and the status of such acquisitions.

1. New restricted employee shares in 2020 (Note)

December 31, 2025; Unit: Shares; NT$

<table>
<tr><th colspan="2" rowspan="2">Job title</th><th rowspan="2">Name</th><th rowspan="2">Number of new restricted employee shares acquired</th><th rowspan="2">Number of new restricted employee shares acquired as a percentage of total issued shares</th><th colspan="4">Restrictions removed</th><th colspan="4">Unreleased restricted stock rights</th></tr>
<tr><th>Number of shares already released from restrictions</th><th>Issue price</th><th>Issue amount</th><th>Number of restricted shares released as a percentage of total issued shares</th><th>Number of shares not yet unrestricted</th><th>Issue price</th><th>Issue amount</th><th>Number of restricted shares not released as a percentage of total issued shares</th></tr>
<tr><td>Managerial officers</td><td>Director</td><td>Huang, Fang-Chih</td><td>60,473</td><td>0.08%</td><td>60,473</td><td>57.8768</td><td>3,499,984</td><td>0.08%</td><td>-</td><td>-</td><td>-</td><td>-</td></tr>
<tr><td rowspan="10">Employees</td><td>Senior Manager</td><td>Yang, ○-An</td><td rowspan="10">406,033</td><td rowspan="10">0.57%</td><td rowspan="10">406,033</td><td rowspan="10">57.8768</td><td rowspan="10">23,499,891</td><td rowspan="10">0.57%</td><td rowspan="10">-</td><td rowspan="10">-</td><td rowspan="10">-</td><td rowspan="10">-</td></tr>
<tr><td>Assistant Manager</td><td>Ou, ○-Jie</td></tr>
<tr><td>Section Chief</td><td>Wu, ○-Shian</td></tr>
<tr><td>Assistant Manager</td><td>Hsu, ○</td></tr>
<tr><td>Section Chief</td><td>Chen, ○-Shan</td></tr>
<tr><td>Section Chief</td><td>Yang, ○-Zu</td></tr>
<tr><td>Section Chief</td><td>Chang, ○-Hao</td></tr>
<tr><td>Section Chief</td><td>Hung, ○-Yao</td></tr>
<tr><td>Assistant Manager</td><td>Lin, ○-Hsuan</td></tr>
<tr><td>Technical Team Leader</td><td>Chang, ○-Yuan</td></tr>
</table>

Note: The new restricted employee shares in 2020 were vested and restrictions were removed on August 12, 2025.

2. New restricted employee shares in 2024

April 30, 2026; Unit: Shares; NT$

Job title		Name	Number of new restricted employee shares acquired	Number of new restricted employee shares acquired as a percentage of total issued shares	Restrictions removed				Unreleased restricted stock rights			
					Number of shares already released from restrictions	Issue price	Issue amount	Number of restricted shares released as a percentage of total issued shares	Number of shares not yet unrestricted	Issue price	Issue amount	Number of restricted shares not released as a percentage of total issued shares
Managerial officers	Director	Huang, Fang-Chih	246,000	0.34%	-	-	-	-	246,000	75	18,450,000	0.34%
	Head of Product Business Division	Yang, Sheng-An (Note 1)										
	Chief Financial Officer	Lin, Tung-Hsu										
	Finance Officer	Tsai, Chang-Wei (Note 2)										
Employees	Note 3	Chen, ○-Yan	375,000	0.52%	-	-	-	-	375,000	75	28,125,000	0.52%
	Assistant Manager	Chien ○										
	Note 4	Hsieh, ○-Hung										
	Senior Engineer	Cheng, ○-Jen										
	Assistant Manager	Huang, ○-Kai										
	Assistant Manager	Chang, ○-Hao										
	Assistant Manager	Cheng, ○-Yi										

	Assistant Manager	Chiu, ○-Ting										
	Project Section Chief	Chiu, ○-E										
	Assistant Manager	Tsai, ○-Yu										

Note 1: Assumed office on January 1, 2026.
Note 2: Assumed office on July 1, 2025.
Note 3: General Manager of a subsidiary.
Note 4: Department Head of an overseas subsidiary.

VII Status of issuance of new shares due to merger or acquisition of shares of another company

None.

VIII Status of implementation of the fund utilization plan

None.

Chapter 4. Operation Overview

I Business Content

A. Business Scope

(I) The main businesses and their respective revenue contributions.

CB01010 Mechanical Equipment Manufacturing

CC01080 Electronic Components Manufacturing

CC01100 Controlled Telecommunications Radio-Frequency Devices and Materials Manufacturing

CC01110 Computer and Peripheral Equipment Manufacturing

CE01030 Optical Instruments Manufacturing

E603050 Automatic Control Equipment Engineering

F113010 Wholesale of Machinery (operation outside of the park only)

F113030 Wholesale of Precision Instruments (operation outside of the park only)

F401010 International Trade

I301010 Information Software Services

I301030 Electronic Information Supply Services

Research, design, development, manufacture and sale of the following products:

1. PC-based Computer Numerical Controller servo product, laser product, and related electronics components.
2. CNC controller system software, PLC software, servo drive software, frequency converter software, sensor software, laser control software, cloud application software and intelligent manufacturing software.
3. Import and export business of the above-mentioned items.

The Company's current major products and their respective operating proportions are shown in the table below:

Major product items	2024		2025	
	Amount	%	Amount	%
Controller products	5,707,069	52.81%	6,763,106	48.45%
Servo products	4,615,043	42.70%	6,492,247	46.50%
Smart manufacturing products	253,727	2.35%	438,759	3.14%
Other	231,789	2.14%	266,314	1.91%
Total	10,807,628	100.00%	13,960,426	100.00%

(II) The Company's current product (service) items and new product (service) items planned for development

At present, the main products and services include machine tool CNC controllers, woodworking machine controllers, industrial special-purpose machine controllers, robotic arm controllers, servo drives and motors, as well as various related peripherals and accessories to meet the current diversified industrial and high-precision requirements. The Company also continues to develop robotic arm units, industrial Internet software, and smart factory software platforms, providing solutions to meet the trends of smart machinery and smart manufacturing.

New products (services) planned for development include:

A. Controllers

The Company and its subsidiaries not only provide controller sales, but also provide comprehensive solutions for customer application scenarios. In response to the diversified demands of the machine tool market, the Company and its subsidiaries will continue to cultivate and develop a new-generation controller platform. While improving performance, stability and optimizing the user interface, they will integrate sensing and decision-making technologies to realize smart manufacturing scenarios and help customers reduce costs and increase efficiency.

B. Servo products

CNC machines and automation equipment all require servo products to operate, making these products key contributors to the revenue of the Company and its subsidiaries. In addition to continuously optimizing the hardware costs of servo drives and motors, the Company strengthens the development of core algorithms and expands high-end applications. Coupled with the introduction of big data collection and analysis mechanisms, this approach optimizes the characteristic curves of servo systems and maintains the Company's leading market position.

C. Smart manufacturing products

The popularity of topics such as automation, Industry 5.0 and AI applications remains undiminished. Coupled with the intensifying labor shortage issue, robot-centered unit automation solutions developed by the Company and its subsidiaries have emerged accordingly. Through the core technologies of controllers and the embodiment of AI in vision, single machines and units are made smarter, helping customers move toward smart factories; at the same time, the Company provides customers with solutions for IT and OT integration and digital management, assisting them in integrating smart manufacturing information flows, establishing smart factory data platforms, and rapidly entering the field of smart manufacturing.

D. Other

In order to address the needs of the semiconductor industry and other electronics industries, the Company plans to develop laser micromachining equipment and blue laser smart welding systems, combined with machine networking technology, to realize smart interconnection, achieve carbon reduction, and accomplish the future prospects of ESG.

B. Industry Overview

(I) Industry overview and development

A. Global machine tool industry

Machine tools can be classified into milling machines, lathes, grinding machines and drilling machines according to processing methods, while servo drives and motors provide power for operation and control. Syntec Technology is a leader in providing numerical controllers and servo systems among them. According to data from the Industrial Technology Research Institute, Industry, Science and Technology International Strategy Center, global machine tool output value is estimated to be US$76.1 billion in 2025, a decrease of 3.5% compared to 2024.

產值	Output value
成長率	Growth rate
單位：百萬美元	Unit: USD million
資料來源：工研院產科國際所	Source: ITRI Industry, Science and Technology International Strategy Center

According to the "2024 Global Machine Tool Production and Sales Trend Analysis and Taiwan Industry Strategy Recommendations" of the Taiwan Machine Tool & Accessory Builders' Association (TMBA) in September 2025, the rankings by value are as follows:

Top five machine tool importing countries in the world: the United States, China, Mexico, Germany and India
Top five machine tool exporting countries in the world: China, Germany, Japan, Italy and South Korea

The main reasons for the current situation are, in addition to the concentration of machine tool brands in these countries, the particularly significant impact of geopolitical effects and industrial development:

1. Automotive industry: The automotive industry has a complete division of labor, with numerous parts and processes, requiring extensive application of machine tools; at the same time, the rise of electric vehicles has driven industry trends and process changes, significantly changing demand for machine tools, such as multitasking machining centers, composite machine tools and automated special-purpose machines.

2. Mechanical engineering: Mechanical engineering is moving toward a trend of modular design, including the standardization of parts and components and the modularization of software in the design process.

3. Metal processing: The introduction of robots and automation equipment has become a prominent trend in the metal processing industry. Automation improves productivity and reduces labor costs, while robots are used to perform key stations such as welding and cutting, reducing human operating errors and risks.

4. Aerospace industry: In response to the special requirements of the industry for high-precision, large-size, multidimensional and special material cutting, machine tools must possess features such as high speed, high precision and high flexibility, for example: five-axis machining centers, high-speed five-axis gantry machines for composites, and vertical turn-mill composite machines.

5. Energy industry: Power shortages and carbon reduction issues are driving the rise of alternative energy topics. The manufacture of power generation and energy storage equipment such as solar, wind and hydropower is driving the development of the machine tool industry. At the same time, big data analysis technology can also be used to enhance production processes and reduce resource consumption, achieving an additive effect on carbon reduction. The main machine tools used are gantry turn-mill composite machines and large vertical lathes.

6. Other:

(a) The advent of generative AI has increased industry demand for semiconductor-related equipment and components, including semiconductor grinding and cutting machines, wafer laser drilling machines and precision component machining machines, thereby driving demand for ultrasonic machining machines, horizontal machining centers and vertical machining centers. In addition, related parts used in data centers, such as liquid cooling connectors, have also significantly driven related applications such as machining centers and lathes.

(b) In response to the development of humanoid robots, high processing requirements are imposed on structural parts, joint modules, and reducer parts, which need to meet the demands of being lightweight, highly rigid, and highly precise. This, in turn, drives the demand for equipment such as vertical machining centers, five-axis machining centers, lathes, and turn-mill composite machines, as well as related processes and application technologies.

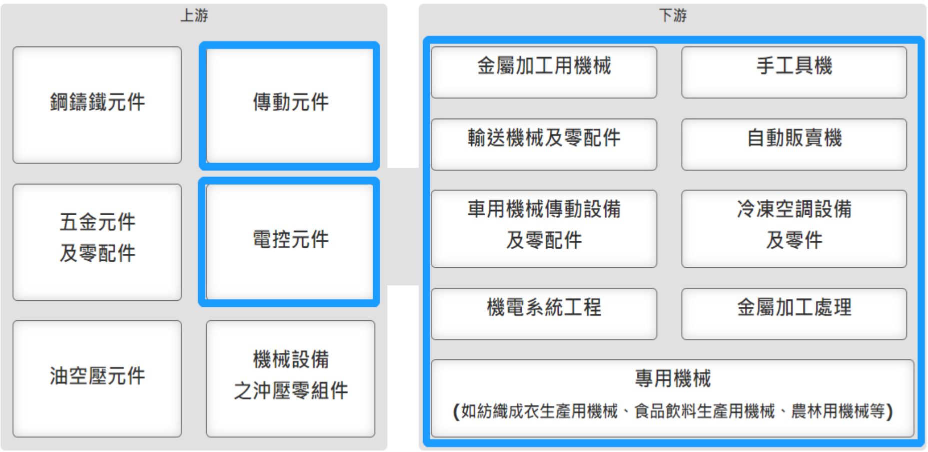
B. Industrial robot industry

According to a research report issued by Mordor Intelligence in February 2024, the industrial robot market size (including peripheral equipment, system integration and software) was US$42.59 billion in 2024 and is expected to grow to US$48.3 billion in 2025; the compound annual growth rate from 2024 to 2029 is forecast to be 13.4%, reaching US$79.87 billion in 2029.

Industrial robots can generally be divided into: articulated robots, selective compliance assembly robot arm (SCARA) robots, parallel robots, Cartesian coordinate robots, cylindrical coordinate robots and collaborative robots. Industry 4.0 and smart manufacturing have stimulated the development of new technologies such as collaborative robots and artificial intelligence robots, prompting various industries to begin applying robots to production processes, thereby improving efficiency, reducing human error and lowering the occurrence of occupational injuries. According to the statistics and forecast of annual industrial robot installations by the International Federation of Robotics (IFR), installations are expected to grow by 6% in 2025, reaching 575,000 units, and by 7.7% in 2026, reaching 619,000 units. And are applied in the automotive, electronics, semiconductor, metal processing, plastics and chemicals, and food industries.

(II) Relationships among upstream, midstream and downstream industries

The electromechanical machinery industry is mainly divided into upstream components and downstream machinery equipment. The Company and its subsidiaries mainly develop and sell controllers and servo motors for downstream machinery equipment applications, while also providing industrial robots and smart manufacturing solutions.



資料來源：證券櫃檯買賣中心網頁，電機機械產業鏈簡介

上游	Upstream
鋼鑄鐵元件	Steel and cast iron components
五金元件及零配件	Hardware components and parts
油空壓元件	Hydraulic and pneumatic components
傳動元件	Transmission components
電控元件	Electrical control components
機械設備之沖壓零組件	Stamped components for machinery equipment
下游	Downstream
金屬加工用機械	Machinery for metal processing
輸送機械及零配件	Conveying machinery and parts
車用機械傳動設備及零配件	Automotive machinery transmission equipment and parts
機電系統工程	Electromechanical system engineering
手工具機	Hand tool machines
自動販賣機	Vending machines
冷凍空調設備及零件	Refrigeration and air conditioning equipment and parts
金屬加工處理	Metal processing
專用機械（如紡織成衣生產用機械、食用飲料生產用機械、農林用機械等）	Special-purpose machinery (such as machinery for textile and garment production, food and beverage production, agriculture and forestry).

A. Upstream

The target customers of upstream component manufacturers in the electromechanical machinery industry are mostly downstream machine tool and related equipment industries. Upstream component manufacturers have a larger customer base than downstream manufacturers, and particularly during upward economic cycles, the operating growth momentum of component manufacturers is higher than that of downstream manufacturers; the Company's controllers and servo products are upstream products.

B. Downstream

Downstream products in the electromechanical machinery industry include various types of machinery equipment and parts; however, the Company and its subsidiaries do not sell machinery equipment for a single specific use.

Instead, they provide smart manufacturing solutions for electromechanical machinery equipment manufacturers through products such as robotic arm units and industrial Internet software. This approach improves customer production efficiency and product quality while further optimizing costs.

(III) Various product development trends and competitive conditions

Against the backdrop of geopolitical changes, supply chain restructuring and the rapid development of artificial intelligence technologies, the global manufacturing industry is moving toward a new stage of industrial development. Smart manufacturing, automation and global local manufacturing have become important directions for the transformation of the global manufacturing industry. Under the trends of global supply chain restructuring and manufacturing regionalization, the machine tool industry has gradually formed a pattern of three major growth markets: China, India and ASEAN.

A. China: the world's largest machine tool market
According to statistics from the National Bureau of Statistics of China: in 2025, the output value of metal-cutting machine tools increased by approximately 9.7% year on year, and the output value of metal-forming machine tools increased by approximately 7.2% year on year. The overall machine tool market maintained growth of approximately 10%. The main growth momentum comes from: the new energy vehicle industry, the aerospace industry, the precision electronics industry, and high-end equipment manufacturing.

B. India: a rapidly growing manufacturing market
Under the Make in India policy and the backdrop of global supply chain restructuring, India has gradually become an important emerging market for global manufacturing. According to statistics from the Indian Machine Tool Manufacturers' Association (IMTMA), the import value of India's machine tool market in 2025 (April 2024 to March 2025) reached approximately US$2.21 billion, representing a 19% increase compared to the previous year; in addition, according to Grand View Research, the compound annual growth rate is forecast to be approximately 8~9% by 2030, both indicating its growth momentum. The main growth momentum includes industries such as automobile manufacturing, electronics, aerospace and defense, and precision machinery.

C. ASEAN: core region for global supply chain shifts
Southeast Asia has gradually become an important base for global manufacturing. Manufacturing investment in countries such as Vietnam, Thailand, Malaysia and Indonesia continues to increase, driving demand for machine tools and automation equipment. The main demand comes from: the electronics and semiconductor industry, the automotive and components industry, and the precision machining industry.

The Group targets the global machine tool market and has established local subsidiaries in emerging markets such as Malaysia, Thailand, Vietnam, Turkey and India to meet the needs of local first-tier customers and capture market opportunities. It also continues to deepen cultivation and expansion in line with the demand for smart manufacturing, AI applications and industrial robots, aspiring to become a representative brand in the fields of machine tools and smart manufacturing.

C. Overview of Technology and R&D

(I) R&D expenses invested in the most recent two years

Unit: NT$ thousand

Item	2024	2025
R&D expenses	1,275,242	1,473,912
Net operating revenue	10,807,628	13,960,426
Percentage of net operating revenue	12%	11%

(II) Technologies or products successfully developed

Technologies or products under development	Description
Development of an intelligent platform for machine tool products and technologies for optimization of machining performance	This project focuses on improving machine tool machining performance and smart development, covering five major R&D directions: (1) Fast, accurate and stable: optimize machining accuracy and surface quality, and improve machining speed and stability; (2) Intelligence: deeply integrate AI, equipped with smart sensors; develop composite and intelligent software value-added functions (for example: smart diagnosis and smart parameter tuning); align with end-application needs; and create greater product value; (3) Openness: enhance the flexibility of the control platform in development and expansion, and support multi-axis and multi-axis group, machining simulation and system integration; (4) Friendliness: optimize the human-machine interface and improve operational intuitiveness and user experience; (5) Reliability: strengthen hardware performance and reliability. The overall objective is to promote efficient, intelligent and user-friendly machine tool technology, assisting industrial upgrading and transformation.
Development of integrated intelligent servo products	Syntec Technology focuses on the metal processing field, developing servo drives and motors applicable to various types of machines. This project focuses on strengthening servo control performance, supporting smart manufacturing applications, and continuously optimizing energy consumption performance, incorporating energy saving into the key points of product development. Through integrated upper- and lower-level servo systems and high-precision control technology, the project assists the industry in improving equipment efficiency and overall competitiveness.
Development of controllers for the automation industry and laser-specific applications	With CNC motion control technology as the core, comprehensive electrical control solutions are provided for the three major fields of metal forming, precision grinding and industrial special-purpose machines. The R&D directions include laser control, CAD/CAM software, industry process packages, machine vision technology, artificial intelligence systems, and sensing and decision-making technologies. In addition to providing stable and efficient machining performance, the goal is to introduce intelligent elements to realize the digitalization and networking of machining processes and strengthen the overall intelligence of the manufacturing process.
Development of robot intelligent control units	This project combines advanced control technology and the concept of low-cost smart manufacturing to develop smart robotic automation units, which are applied to processes such as machining, welding and stamping, and integrates a central control system. It focuses on improving operational friendliness, system openness and connectivity, strengthening robot precision and application flexibility, and comprehensively promoting the development of smart factories.
Industry 4.0 IIoT application integration development plan	This project focuses on the integration of networking platforms, cloud applications, IIoT and sensing technologies to enhance factory data management and forecasting capabilities. Through AI analysis, production scheduling is optimized, production quality is improved, abnormality risks are reduced, and equipment diagnosis and maintenance efficiency are strengthened, thereby achieving the goals of smart manufacturing and cost reduction and efficiency enhancement.

D. Long-term and short-term business development plans

In response to global industrial transformation and the trend of smart manufacturing, the Company continues to deepen core technologies, expand its international market presence, and strengthen technical cooperation and solution capabilities with customers. In the face of increasingly diversified and high-precision machining needs, the Company adheres to the business philosophy of "stable quality, technological innovation, and service integrity," integrates R&D, production and marketing resources, steadily advances the development of high value-added products and intelligent systems, and aligns with the market development trend of introducing automation and energy-saving equipment in accordance with international standards, in order to improve overall operating efficiency and market competitiveness. The Company's future short-term and long-term business development plans are set out as follows:

(I) Short-term business development plan

1. Strengthen existing market share:

   Deepen cultivation of the sales market, strengthen channel management and customer service, and improve repurchase rates and brand loyalty.

2. Promote sales of smart manufacturing solutions:

   Combine controllers, servos, sensors and automation integration technologies to launch modular solutions required by the manufacturing industry and respond rapidly to industrial upgrading needs.

3. Expand high-efficiency and high-quality production lines:

   Introduce automated assembly and inspection equipment, improve production efficiency and yield rates, and optimize manufacturing processes to reduce costs and increase efficiency.

4. Accelerate the introduction of new products to the market:

   Focus on core products such as metal processing, sheet metal and tube processing, and industrial robots, optimize control performance, integrate process applications, and enhance customization flexibility to create high added value for customers.

5. Strengthen after-sales and digital services:

   Establish an online technical support platform and remote diagnostic mechanism, and introduce LLM technology to optimize service timeliness and improve customer satisfaction and service effectiveness.

(II) Long-term business development plan

1. Global operating location deployment:

   Continue to expand overseas subsidiaries and service centers, strengthen locations in emerging markets, and improve localized services and real-time response capabilities.

2. Develop high-end smart machine tool technologies:

   Integrate AI and sensor technologies into electrical control solutions, strengthen functions such as integrated servo systems, expert systems, abnormality prediction and optimized equipment diagnostic operations, and develop next-generation control platforms and smart machining technologies.

3. Build cross-industry application capabilities:

   From improving the control precision of metal CNC machine tools to expanding the breadth and added value of industrial applications in high-precision, multi-axis and multi-compound application fields.

4. Introduce ESG sustainable operation strategies:

   Promote green manufacturing processes and energy-saving design, strengthen carbon management capabilities, and build a manufacturing system with sustainable competitiveness.

5. Integrate cloud and IIoT platforms:

   Establish machine networking, cloud platforms, data visualization and real-time operation and maintenance AI analysis functions to build digitalized and intelligent whole-plant solution capabilities.

II Market and Sales Overview

A. Market Analysis

(I) Sales regions of major products (services)

Unit: NT$ Thousand

Sales area	2024		2025	
	Amount	Ratio (%)	Amount	Ratio (%)
Domestic sales	215,174	1.99%	197,892	1.42%

<table>
<tr><td colspan="2" rowspan="2">Sales area</td><td colspan="2">2024</td><td colspan="2">2025</td></tr>
<tr><td>Amount</td><td>Ratio (%)</td><td>Amount</td><td>Ratio (%)</td></tr>
<tr><td rowspan="3">Export sales</td><td>Asia</td><td>10,564,268</td><td>97.75%</td><td>13,741,150</td><td>98.43%</td></tr>
<tr><td>The Americas</td><td>21,482</td><td>0.20%</td><td>12,710</td><td>0.09%</td></tr>
<tr><td>Other</td><td>6,704</td><td>0.06%</td><td>8,674</td><td>0.06%</td></tr>
<tr><td colspan="2">Total</td><td>10,807,628</td><td>100.00%</td><td>13,960,426</td><td>100.00%</td></tr>
</table>

(II) Market Share

Under the development of smart manufacturing, Industry 5.0, and AI application technologies, the long-term growth trend of the global machine tool market remains unchanged. Coupled with the promotion of national policies in various countries, this will accelerate qualitative transformation in the industry and create more opportunities.

The Group's customers are spread across various industries. Revenue in 2025 was NT$13,960,426 thousand, representing growth of 29.17% compared to NT$10,807,628 thousand in 2024. By product category, controllers and servo products are the Group's main products, with their combined revenue contribution exceeding 90%. By sales region, China is the primary market, while revenue contributions from ASEAN, India, and Turkey have increased year by year. Meanwhile, the Group is also committed to promoting smart manufacturing solutions and is expected to achieve substantial growth in 2026.

Although the mainstream machine tool controller market is dominated by Japanese and German brands, the Group follows closely behind. At the same time, by providing smart manufacturing solutions, it delivers integrated and user-friendly value to customers, creates product differentiation for them, and thereby continues to expand its market share.

(III) Future market supply and demand conditions and growth

Against the backdrop of geopolitical changes, supply chain restructuring, and the rapid development of AI technology, the global manufacturing industry will move toward a new stage of industrial development. Smart manufacturing, Industry 5.0, AI technology, and global localized manufacturing have become important directions for transforming the global manufacturing industry. Facing the global machine tool market, the Group has established local subsidiaries in emerging markets such as Malaysia, Thailand, Vietnam, Turkey, and India to meet the needs of local tier-one customers and seize market opportunities, and also continues to deepen and expand in response to the demand for smart manufacturing, AI applications, and industrial robots, aspiring to become a representative industry brand in the fields of machine tools and smart manufacturing.

(IV) Competitive advantages and favorable and unfavorable factors and countermeasures for development prospects

A. Competitive Advantages

The Group has significant competitive advantages in the field of smart manufacturing, mainly attributable to its deep cultivation of technological innovation and comprehensive market deployment. As a leader in Taiwan's machine tool controller sector, the core competitive strengths include the following:

1. Software development and technological innovation:

   In the fields of CNC controllers and high-end five-axis controllers, barriers to entry have been established through strengths in software development and technological innovation. In addition, with the deep integration of AI artificial intelligence as a direction, intelligent elements are added to controllers to meet the needs of smart machinery and smart manufacturing, and to maintain and widen the leading advantage.

2. Global market deployment:

   In addition to deepening existing markets, in response to the trend of global localized manufacturing, the Company is also actively expanding overseas markets. Subsidiaries have been established in China, the United States, Malaysia, Thailand, Vietnam, Turkey, India, and other locations to gain an in-depth understanding of local needs, expand and cultivate markets through services, formulate product strategies suited to local conditions, and capture business opportunities.

3. One-stop shopping and flexible solutions:

   The Group spans the upstream and downstream segments of the electromechanical machinery industry and also horizontally integrates the metal sheet and tube industry and laser processing, enabling it to satisfy customer needs in different production and manufacturing stages on a one-stop basis, while also possessing the business flexibility to respond to changes in customer markets.

4. Talent cultivation:

   Technological innovation drives industrial growth. The Group focuses on enabling employees to engage in cross-disciplinary learning and develop innovative and critical thinking, and through industry–academia programs, ecosystem cooperation, and participation in industry forums and other activities, links academia and industry to combine theory and practice and cultivate a new generation of smart manufacturing professionals.

B. Favorable and unfavorable factors and countermeasures for development prospects

1. Favorable and unfavorable factors

Type	Factors	Description
Favorable factors	Technological innovation and deep cultivation in the field	The Group has accumulated solid technical capabilities in the development of high-speed and high-precision control technology, integrated servo technology, and five-axis control, and is also able to provide customized solutions according to customer application scenarios, assisting customers in creating differentiated value, enhancing customer satisfaction, and strengthening stickiness.
	Global market deployment	In line with global localized manufacturing, and in view of geopolitics and industry development, the Group is actively deploying in overseas markets to reduce dependence on any single market.
	Smart manufacturing integration capabilities	With sufficient breadth of technological coverage, the Group integrates needs relating to production and manufacturing, automation, and intelligence, and provides one-stop smart manufacturing solutions to help customers improve efficiency and reduce costs.
	Talent cultivation and professional technical team	Attract and cultivate professional talent, continuously promote technological innovation and cross-disciplinary knowledge integration, build a professional technical team, and provide high-quality services to meet customer needs.
Unfavorable factors	High barriers to entry for high-end products	Customers are more dependent on major brands and have high brand stickiness, resulting in higher barriers to entry, and it takes a longer time to penetrate the high-end market.
	Cultural and legal differences in international markets	The Group’s subsidiaries and sub-subsidiaries cover North America, Europe, and Asia, and face different cultures, laws, and business practices.

2. Countermeasures:

   The Group will enhance market share and raise competitive barriers through the following countermeasures:

   1. Product capability enhancement:
      Enhance product quality through the quality doubling plan; strengthen product performance through product innovation and optimization of control algorithms.

2. Service capability enhancement:
Establish a professional technical service system for operations, provide differentiated services in response to customer needs, and promptly resolve customer issues.

3. Technology value enhancement:
Incorporate networking elements and AI elements, and through sensors and intelligent functions, extend from PC-based to web-based to strengthen product functions.

4. Market deployment:
In line with industry shifts, continue to expand overseas markets and implement localized services, strengthen connections to customer needs, increase market share, and raise competitive barriers.

5. Stickiness:
Deeply cultivate the brand, provide one-stop shopping, and optimize processes to meet end customers' needs for automation and smart manufacturing, enabling customers to produce without worries.

B. Important Uses and Production Processes of Major Products

(1) Important uses of major products

A. Controllers:

The Group's controller products are mainly applied to CNC machine tools for metal processing, including lathes, turn-mill machines, five-axis machines, machining centers, drilling and tapping machines, engraving and milling machines, high-gloss machines, precision engraving machines, gear hobbling machines, grinding machines, pipe bending machines, laser processing machines, press brakes, and other machine tools, covering various industrial applications.

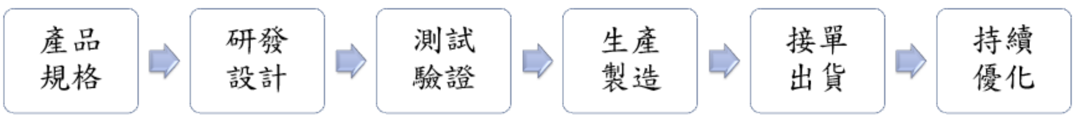
B. Servo products:

Servo products serve as the power source for CNC machine tools. In addition to developing servo drives, spindle motors, and axis motors, the Group also invests in encoder development, and together with controller products, provides customers with complete integrated servo solutions for CNC machine tools.

C. Smart manufacturing products:

The products include production equipment, information equipment, and application software; production equipment is primarily robotic arms, such as machine tool-specific robotic arms, articulated robots, SCARA robots, and vision-recognition collaborative robots, among various types; information equipment includes wireless networking modules, SMB (Smart Machine Box), and servers; application software refers to the smart factory software independently developed by the Group. In addition to sales for a single customer need, production units may also be built in accordance with customer products, and overall smart manufacturing solutions may even be provided.

(2) Production processes of major products:



產品規格	Product specifications
研發設計	R&D design
測試驗證	Testing and verification
生產製造	Production and manufacturing
接單出貨	Order receipt and shipment
持續優化	Continuous optimization

C. Supply Status of Main Raw Materials

The Group has established stable and sound relationships with various domestic and overseas suppliers. Except that the procurement ratio from Shanghai Futian Electric Technology Co., Ltd. exceeds 10%, the procurement ratio from all other suppliers does not exceed 10%. The Group maintains sound and stable long-term cooperative relationships with major raw material suppliers, and exercises strict control and follow-up over quality and delivery schedules to ensure an adequate supply of raw materials. The supply status of the Group's main raw materials is as follows:

Item No.	Raw materials	Source of supply	Status of supply
1	Electronic components	Taiwan	Good
2	PCB	Taiwan	Good
3	Electrical components	Taiwan, China	Good

D. Major Suppliers and Customers for the Most Recent Two Years

(I) Names of suppliers that accounted for more than 10% of total purchases in any one of the most recent two years, their purchase amounts and percentages, and explanation of the reasons for increases or decreases:

Unit: NT$ Thousand

Item	2024				2025			
	Title	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Title	Amount	Percentage of annual net purchases (%)	Relationship with the issuer
1	A	1,087,571	20.67%	-	A	1,521,217	23.08%	-
2	Other	4,174,816	79.33%	-	Other	5,068,608	76.92%	-
	Net purchase	5,262,387	100.00%	-	Net purchase	6,589,825	100.00%	-

Note: Where customer names may not be disclosed due to contractual agreement, or where the transaction counterparty is an individual and not a related party, codes may be used.

Reason for increases or decreases: Changes were due to actual order demand.

(I) Names of customers that accounted for more than 10% of total sales in any one of the most recent two years, and their sales amounts and percentages, and explanation of the reasons for increases or decreases:

Unit: NT$ Thousand

Item	2024				2025			
	Title	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Title	Amount	Percentage of annual net sales (%)	Relationship with the issuer
1	A	389,655	3.61%	-	A	500,600	3.59%	-
2	Other	10,417,973	96.39%	-	Other	13,459,826	96.41%	
	Net sales	10,807,628	100.00%	-	Net sales	13,960,426	100.00%	

Note: Where customer names may not be disclosed due to contractual agreement, or where the transaction counterparty is an individual and not a related party, codes may be used.

Reason for increases or decreases: Changes were due to actual order demand.

III Employee Information

Employee information for the most recent two years and up to the date of printing of the annual report

Year		2024	2025	As of April 30, 2026
Number of employees	Direct personnel	202 persons	212 persons	242 persons
	Indirect personnel	1,309 persons	1,449 persons	1,497 persons
	Total	1,511 persons	1,661 persons	1,739 persons
Average age		31 years old	32 years old	32 years old
Average years of service		5.26 Year	5.41 Year	5.42 Year
Educational attainment distribution ratio (%)	Ph.D.	0.6%	0.7%	0.7%
	Master's	26.5%	27.0%	26.9%
	College/University	63.0%	62.8%	61.7%
	Senior High School	9.9%	9.4%	10.6%
	Below Senior High School	0.0%	0.1%	0.1%

Note: Current year information up to the date of printing of the annual report.

IV Information on Environmental Protection Expenditure

In the most recent year and up to the date of printing of the annual report, the Company has not incurred any losses or penalties due to environmental pollution, nor has it been subject to any sanctions imposed by environmental protection authorities as a result of environmental pollution incidents.

(I) Investment in environmental protection:

ITEM	NT$ THOUSAND
ISO 45001 / TOSHMS OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT SYSTEM CERTIFICATION	263.0
ISO 14064-1:2018 GREENHOUSE GAS INVENTORY VERIFICATION	195.0

(II) Environmental protection expenditure:

ENVIRONMENTAL PROTECTION ACTIVITY CATEGORY	NT$ THOUSAND
WASTE TREATMENT	585.3

Data collection period: 2025/01/01 to 2025/12/31

(III) The Company's major environmental issues of concern are as follows:

Green product innovation

In terms of product design, Syntec Technology continues to incorporate energy-saving concepts and, in response to the application needs of controllers and machine tools, has developed four products featuring high performance and energy-saving benefits, which successfully received the "Silver Seal" awarded by the Taiwan Machine Tool & Accessory Builders' Association (TMBA).This seal is a high degree of recognition of the products' energy-saving performance, demonstrating Syntec's concrete achievements in green product innovation and energy efficiency improvement, and echoing the corporate commitment to sustainable development and net-zero transition.

Water resource use and management

As Taiwan is an island country, water resources are extremely precious. To improve the efficiency of water resource use, the Company's plants have adopted multi-split air conditioning systems to replace the traditional chiller architecture that relies on tap water supply. During operation of traditional chillers, chilled water after refrigeration must be pressurized and circulated to the entire plant area through chilled water pumps. In this process, the heat generated by the equipment not only causes partial evaporation of water, but also results in additional losses due to splashing from the cooling tower fans during heat dissipation. In addition, regular maintenance and cleaning of cooling towers also consume substantial amounts of cleaning water and make-up water. In contrast, multi-split air conditioning systems do not need to rely on cooling towers for operation, and can significantly reduce daily tap water consumption and water required for annual equipment maintenance, thereby effectively conserving water resources. The Company has also installed water-saving toilets on each floor, appropriately reduced the flushing water volume of urinals, and lowered per capita water consumption. At the same time, through a smart irrigation system, it precisely irrigates the flower beds within the Company, conserving water resources and putting sustainable environmental protection goals into practice.

The Company's plants are located in developed industrial zones or parks in urban areas and all use tap water supply. There is no extraction of groundwater or well water and therefore no substantial negative impact on the surrounding hydrological environment or groundwater resources.

Use of energy-saving equipment

At the initial stage of plant equipment construction, a multi-split inverter air conditioning system was selected to replace the traditional chiller system, as one of the important strategies to achieve energy saving and reduce power consumption. The traditional chiller system relies on large cooling equipment operating for extended periods and delivers air conditioning to various areas through chilled water piping, which not only consumes high amounts of electricity but also results in relatively high system maintenance costs. In contrast, multi-split inverter air conditioning systems feature inverter control technology and can automatically adjust compressor operating frequency according to the actual indoor cooling load, effectively achieving precise temperature control, further avoiding excessive energy consumption, and improving overall energy efficiency performance.

To improve energy efficiency and reduce carbon emissions, a mechanism for scheduled shutdown of air conditioning equipment has been introduced for the air conditioning system to avoid unnecessary energy loss during non-working hours. Through the automated control system, air conditioners are automatically shut down at the end of the workday, effectively reducing overall power consumption.

Secondly, the lighting system was fully upgraded to LED lighting equipment. Compared to traditional fluorescent lamps, LED lighting fixtures feature high luminous efficacy, low energy consumption, and long service life, and can significantly reduce power consumption and maintenance costs.

In addition, sensor lighting systems were installed in public areas and office spaces. The system can automatically switch lighting on and off based on personnel entry and exit, preventing fixtures from continuing to operate for extended periods when no one is present, thereby further improving energy efficiency.

Implementation of low-carbon transportation measures

In response to energy-saving and carbon reduction policies and to fulfill corporate social responsibility, the Company actively promotes low-carbon transportation-related measures. Electric vehicle charging equipment is installed in office premises and provided free of charge for employee use, in order to encourage colleagues to choose electric vehicles as commuting tools and further reduce carbon emissions generated by personal transportation. Secondly, in the replacement plan for company vehicles, hybrid vehicles are given procurement priority, thereby improving vehicle use efficiency, reducing the use of traditional fuel, and lowering greenhouse gas emissions generated during the Company's operations. Through the implementation of such low-carbon transportation policies, it not only helps reduce environmental impact, but also demonstrates the Company's commitment and action toward sustainable development.

Waste management

For the Company's waste management, waste is temporarily stored by category in the waste temporary storage area, and then removed by a removal institution recognized by the Environmental Protection Administration and processed by qualified vendors. Audits are also conducted from time to time to ensure that the processing procedures comply with environmental regulations and contractual requirements.

When selecting new vendors, in addition to reviewing environmental protection and occupational safety and health licenses, their violation records, on-site operations, and response mechanisms are also evaluated, and the flow of products and waste is confirmed to ensure compliance with environmental laws and proper handling.

V Labor Relations

(I) List the Company's various employee welfare measures, continuing education, training, retirement system and its implementation, as well as the status of labor–management agreements and various employee rights protection measures.

(1) Employee welfare measures

In addition to providing employees with basic labor and health insurance protection, the Company has also arranged group comprehensive insurance for employees, including life insurance, accident insurance, and medical insurance, to enhance overall employee protection, and regularly provides colleagues every year with comprehensive health examinations at health management centers of major hospitals, strengthening colleagues' health management.

The Company and the Employee Welfare Committee have planned various welfare measures, including gifts for the three major festivals, Labor Day gifts, birthday gifts, wedding gifts, childbirth gifts, funeral gifts, hospitalization consolations, club subsidies, employee travel, Family Day, year-end banquet, etc.; in terms of environmental facilities, there are parking lots, employee cafeterias, breastfeeding rooms and dedicated refrigerators, as well as basketball courts, badminton courts, table tennis courts, a gym, an aerobics classroom, a squash room, and shower facilities, providing colleagues with a diverse and comfortable leisure environment. Employee remuneration schemes include year-end bonuses, quarterly bonuses, operating bonuses, etc., depending on job category.

(2) Continuing education and training and its implementation

Syntec Technology attaches importance to the growth and development of every employee and invests abundant resources in training each employee, providing much information on internal and external training courses, resources, and continuing education subsidies, establishing a systematic training framework, and cultivating talent in an all-round manner.

A. New employee training: Through new employee training, newcomers are enabled to understand the Company culture, overall environment, and institutional regulations, assisting new partners to quickly integrate into the Syntec family.

B. Professional competency training: Courses are planned according to the professional attributes of each department. Through continuous education and learning of new technologies, colleagues are encouraged to participate in external training, study groups, and online learning to enhance the depth and breadth of professional capabilities.

C. Management competency training: Corresponding management courses are offered based on the management competencies of supervisors at each level to strengthen core management and leadership capabilities.

D. General education series courses: Through enriching and diversified internal lecture-based courses, employees' general knowledge fields are broadened.

E. On-the-job continuing education: Colleagues are encouraged to pursue self-development and learning, and through subsidies for on-the-job continuing education, continuously enhance personal abilities and improve competitiveness.

(3) Retirement system and its implementation

A. The Company handles such matters in accordance with the Labor Standards Act and the Labor Pension Act.

B. For colleagues with years of service under the old system, an appropriate percentage of total monthly salaries is contributed as "pension reserve" to the Bank of Taiwan each month in accordance with the Labor Standards Act.

C. For those who elected to apply the Labor Pension Act after July 1, 2005, 6% is contributed monthly to the employees' individual pension accounts at the Bureau of Labor Insurance in accordance with the labor pension contribution wage grading table. Employees may also make additional personal pension contributions of up to 6% based on their individual needs and willingness.

(4) Status of labor–management agreements and various employee rights protection measures

The Company values labor–management relations and regularly convenes labor–management meetings on a quarterly basis as a good channel for communication and opinions to promote labor–management cooperation; in addition, dedicated mailboxes for occupational safety complaints and audit whistleblowing have been established, through which employees may express opinions and obtain fair and reasonable handling. To date, there has been no circumstance of material losses arising from labor disputes.

(II) List the losses suffered due to labor disputes in the most recent year and up to the date of printing of the annual report (including matters violating the Labor Standards Act as identified in labor inspection results, for which the penalty date, reference number, provisions violated, details of the violation, and details of the disposition shall be specified), and disclose currently estimated amounts and amounts that may occur in the future, together with responsive measures. If a reasonable estimate cannot be made, the fact that no reasonable estimate can be made shall be explained.

To date, there has been no circumstance of material losses arising from labor disputes.

VI Information and Communication Security Management

To prevent the Company's information assets from being subject to various internal and external threats and to safeguard the rights and interests of the Company and stakeholders, the Company began introducing the international standard ISO 27001 for the Information Security Management System (ISMS) in 2023, obtained ISO 27001:2022 certification in September 2023, and continues annual verification to establish an institutionalized, documented, and systematic management mechanism and implement information and communication security management concepts in the Company's daily operations.

Information security achievements in 2025:
1. 17 information security management procedures and forms were implemented to realize continuous improvement through PDCA.
2. Passed external verification by SGS for ISO 27001 and external audit by Ernst & Young.
3. Each system administrator completed 4 hours of professional information security (information and communication) training per year.
4. An internal monthly information security report was issued, regularly notifying all colleagues of information security threats, vulnerabilities, and intelligence.
5. Number of major information security incidents: 0.
6. Vulnerability scanning of important websites and hosts was conducted twice annually through third-party professional vendors.
7. Conducted 1 social engineering drill.
8. Conducted 4 business continuity plan and disaster recovery drills.
9. Introduction of the DLP system.

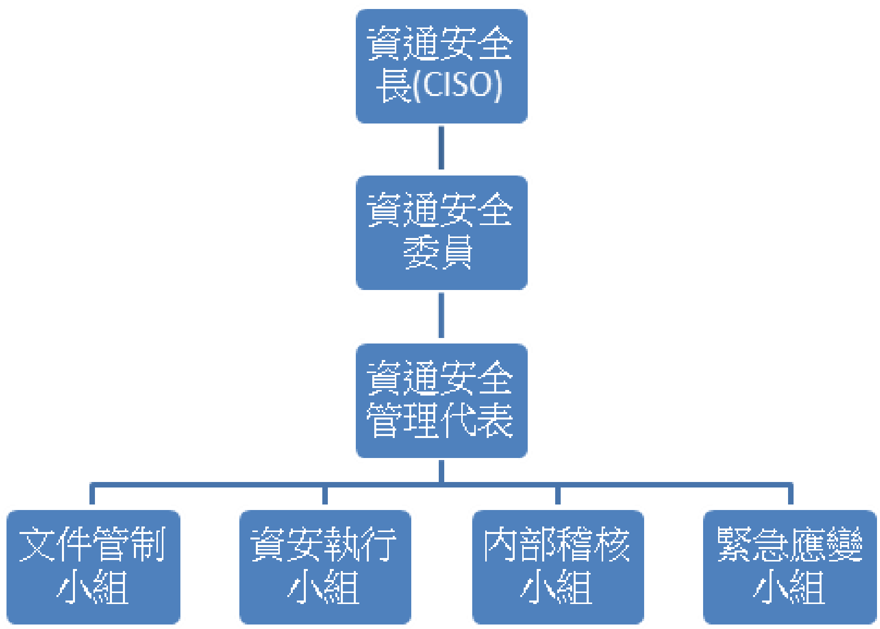
A. Information Security Policy and Management Organization

To promote information security governance, Syntec Technology has formulated an information and communication security policy. Through efforts in three major aspects, namely "implementing information and communication security and strengthening information services," "strengthening information security training and enhancing reporting and response," and "rapid disaster recovery and ensuring operational continuity," it has established a comprehensive protection mechanism and management framework to fully safeguard the security of the enterprise's information, communications, and network environment, reduce risks, and improve response capabilities.

Implement information and communication security and strengthen information services	All employees of the Company shall implement the Company's information security management policy when carrying out various information and communication operations to ensure the confidentiality, integrity, and availability of the Company's operating data, so that it is protected from risks such as leakage, damage, or loss due to improper management by internal personnel or other external threats; and appropriate corresponding protective measures shall be adopted according to different information content to reduce the risk of information damage to an acceptable level; the Company will also strengthen and improve the quality of the Company's information services through continuous monitoring, review, and auditing.
Strengthen information security training and improve reporting and response	Through regular education and training related to information and communication security for all employees, the concept of "information and communication security is everyone's responsibility" is conveyed, enabling employees to understand the importance of compliance with information and communication security regulations to the Company, improving the reporting and response capabilities of all members, and thereby reducing the probability of the Company being exposed to information security risks and achieving the goal of continuous operations.
Rapid disaster recovery and ensure operational continuity	The Company has established emergency response and disaster recovery plans for critical business operations and important information assets, and through regular drills of various emergency response plans and measures, ensures that the Company's core information and communication systems can recover rapidly in the event of failure or major disaster incidents, so as to maintain the continuous operation of the Company's critical business operations and minimize losses.

Syntec Technology has established the "Information and Communication Security Management Committee" and set up dedicated task groups within the management structure to clearly define the authority and responsibilities of personnel for information and communication security management operations, coordinate affairs and promote information and communication security management matters, ensure that various information and communication security management regulations can be effectively and continuously implemented, and achieve information and communication security policies and objectives. One management review meeting is convened annually, and ad hoc meetings may be held as needed to review the implementation status of information security policies and related indicators.

The Chief Information Security Officer is concurrently served by the Director of the Company's General Administration Division and is responsible for coordinating relevant personnel to promote the Information Security Management System (ISMS), regularly chairing management reviews and various information and communication security meetings, reviewing matters related to information and communication security management, and serving as the Company's unified external spokesperson for information and communication security incidents. First-level supervisors of each department serve as information and communication security committee members, regularly reviewing implementation results to achieve cross-departmental management integration, implement information security measures to every employee, and build information security awareness and organizational culture; the head of the information unit serves as the information and communication security management representative, responsible for early warning and monitoring of information and communication security conditions, and for handling information and communication security conditions and incidents.The implementation status of information and communication security is regularly reported to the Board of Directors each year.



Organization chart of the Information and Communication Security Management Committee

資通安全長	Chief Information Security Officer
資通安全委員	Information and communication security committee member
資通安全管理代表	Information and communication security management representative
文件管制小組	Document control team
資安執行小組	Information security task force
內部稽核小組	Internal audit team
緊急應變小組	Emergency response team

B. Information security management measures

To effectively implement information and communication security policies and protect the confidentiality, integrity, and availability of information assets, Syntec Technology implements various information security control tools or systems in accordance with the five core functions of the Cybersecurity Framework of the U.S.

National Institute of Standards and Technology (NIST).Each year, third-party professional vendors also conduct one vulnerability scan of important websites and hosts to identify and remediate potential information security vulnerabilities in advance, reducing the risk of business interruption, data theft, or reputational damage caused by vulnerabilities in websites and hosts; real-time monitoring mechanisms are established for plant network equipment and cloud services, enabling relevant personnel to be immediately notified for handling when service or equipment abnormalities occur, and cooperating vendors are regularly arranged each quarter to conduct equipment inspections to ensure normal equipment operation; Syntec also uses external cybersecurity intelligence units such as SP-ISAC and TWCERT, with the information unit regularly collecting and compiling cybersecurity intelligence and editing an information security e-newsletter to provide every colleague with an understanding of risks and response methods:

設備裝置控管	Equipment control
應用程式控管	Application control
資產盤點與風險識別	Asset inventory and risk identification
社交工程演練	Social engineering drills
防毒軟體	Anti-virus Software
L7 防火牆	L7 Firewall
網路存取控管	Network access control
持續教育訓練	Continuing education and training
弱點掃描	Vulnerability scanning
廠區設備網路監控	Plant equipment network monitoring
雲端服務監控	Cloud service monitoring
風險情資蒐集	Risk information collection
弱點修復	Vulnerability remediation
營運持續演練	Business continuity drills
定期資安電子報	Regular information security e-newsletter
情資處理	Intelligence processing
備份計畫	Backup plan
災難復原演練	Disaster recovery drill

C. Strengthen Information Security Awareness of all Employees

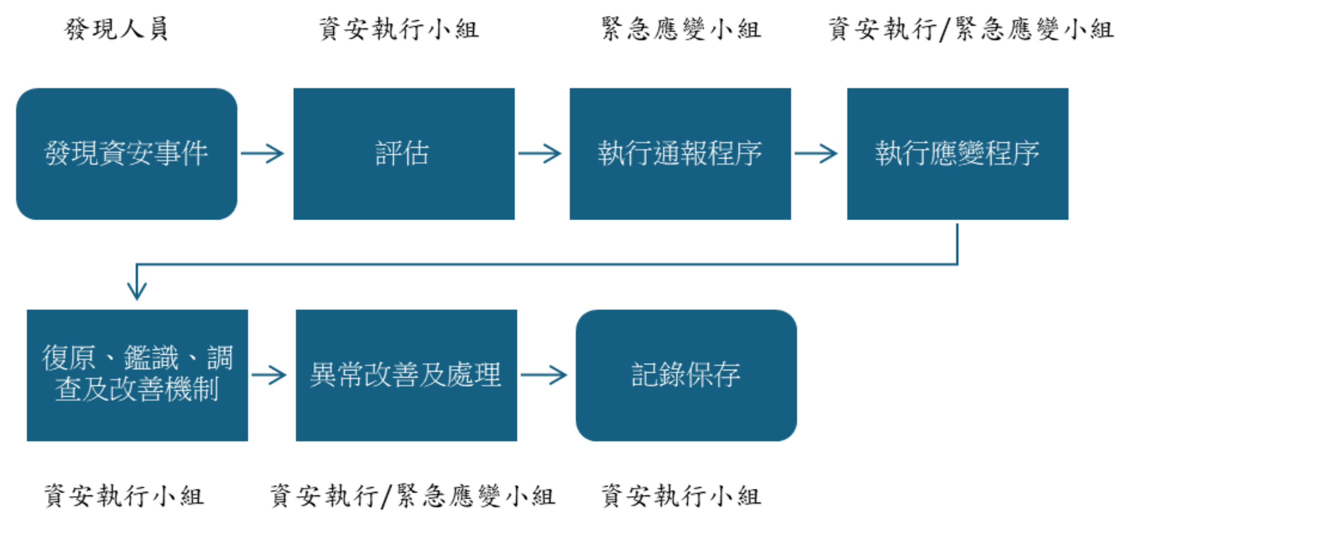
Syntec Technology has strengthened information security awareness of all employees through a number of measures. For example, to strengthen information security management knowledge and capabilities, each system administrator is required to complete 4 hours of professional information security training per year. In 2025, a total of 19 people completed the training, with both coverage and completion rates at 100%; all new hires are required to receive training on information security policy and information and communication security concepts, as well as information security responsibility training, and a total of 129 people completed the training in 2025; for general employees and management personnel, annual general information security education and training is also conducted, with course topics covering social engineering prevention, ransomware identification and response, etc. In 2025, a total of 389 person-times were completed, totaling 100%.

Job Category	Training content	Person-hours	Coverage rate (%)
Information personnel	1. Introduction to information and communication security 2. Information security forensics 3. Information and communication security incident reporting and response 4. Network architecture and deployment security 5. Information and communication system risk management 6. Web application security	76	100%
New hires	1. Promotion of information security policy and information and communication security concepts 2. Information security responsibilities of all employees 3. Responsibility for reporting information security incidents	129	100%
General personnel	1. Promotion of information security policy and information and communication security concepts 2. Information security issues of social engineering 3. Ransomware identification and response 4. Personal information security protection	389	100%

At the same time, to enhance colleagues' awareness of and vigilance toward information security risks, we regularly issue internal monthly information security reports to inform all colleagues of the latest threats, vulnerabilities, and intelligence. The Company also conducts social engineering drills annually to test employees' response capabilities and strengthen information security protection through simulated real attack scenarios. The failure rate of the drills in 2025 was 10.6%. Although the expected target of below 7% was not achieved, data analysis found that those who failed were mostly concentrated among new colleagues; among them, the failure rate of new hires within one year of employment was as high as 20.5%.In response to this gap and to implement the information security defense line, enhanced training has been launched this year for global sites, with particular focus on new hires to provide risk response guidance, in order to effectively reduce the organization's information security risks.

D. Information Security Reporting and Information Security Incident Management

Syntec Technology has established a comprehensive information security reporting and incident management mechanism. When an information security incident occurs, the information security task force initiates investigation, remediation, and follow-up tracking in accordance with preset procedures. It keeps detailed records of the facts of the incident, the possible scope of impact, loss assessment, judgment on support requests, response measures taken, and other relevant matters, and provides notification to the appropriate competent authorities and affected parties within the prescribed time limit. In the event of a major information security incident, the Company's Chief Information Security Officer organizes the emergency response team to resolve the incident and continuously reports the current status to the supervisors of the relevant information units. Through regular drills and post-incident reviews and analyses, we continuously improve information security strategies, enhance our ability to respond to new threats, and ensure the security and stability of enterprise operations.



Information Security Reporting and Handling Flowchart

發現人員	Discovering personnel
資安執行小組	Information security task force
緊急應變小組	Emergency response team
資安執行/緊急應變小組	Information security task force / emergency response team
發現資安事件	Discover information security incident
評估	Evaluation
執行通報程序	Execute reporting procedures
執行應變程序	Execute response procedures
復原、鑑識、調查及改善機制	Recovery, forensics, investigation and improvement mechanism
異常改善及處理	Abnormality improvement and handling
記錄保存	Record retention

In 2025, there were no major information security incidents, nor were there any incidents related to customer information leakage or fines.

Information security management achievements in 2025	
Number of incidents violating information security or cybersecurity	0
Amount of fines imposed due to incidents related to information security or cybersecurity (Unit: NT$)	0
Number of data leakage incidents	0
Number of information security violation incidents involving customers' personal data	0
Number of customers and employees affected by data leakage	0

E. Business Continuity Management and Disaster Recovery Drills

Upholding the core philosophy of risk prevention and operational stability, Syntec Technology has established a comprehensive Business Continuity Plan (BCP) to address potential emergencies and operational interruption risks and conducts disaster recovery drills at least once a year. In 2025, the Company successfully completed four simulated disaster recovery drills. The drill plan covered the recovery of plant network services, ERP system data, the core document management system, and the production support system. Through these drills, we tested the real-time response capabilities of the response team and continuously optimized data backup, remote-site operations, and information security protection mechanisms, ensuring that business can recover rapidly under emergency circumstances and minimizing impacts on customers and partners.

F. Supply Chain Information Security Management

To ensure that the Company's outsourced information vendors and their personnel have clear security standards when carrying out various outsourced information operations and accessing information at the Company, and to ensure the confidentiality of the Company's data and maintain the security of outsourced information operations, Syntec Technology has established the "Information Outsourcing Operations Management Procedure." The unit requesting outsourcing shall identify the value of information assets in outsourced operations, cloud service content, and providers based on confidentiality, integrity, and availability, appropriately assess possible threats and vulnerabilities, and, based on the results of risk assessment, carry out risk management operations and select applicable protective measures to reduce risks to an acceptable level.

The Company's commissioning units shall require outsourced vendors to comply with the Company's information and communication security policies and objectives, strictly observe the requirements of the Company's Information Security Management System (ISMS) operational standards and relevant laws and regulations, and outsourced vendors shall comply with the Personal Data Protection Act and relevant laws and regulations when processing personal data. The important requirements are as follows:

A. Outsourcing contracts shall include confidentiality clauses and confidentiality undertakings by vendors and personnel; where there is no contract, a confidentiality agreement shall be signed, and relevant laws and regulations and the Company's information and communication security requirements shall be observed.

B. During the performance of the contract, all software used by outsourced vendors must be legally licensed software and must not violate intellectual property rights or the Company's regulations. If any illegal act occurs, the outsourced vendor shall bear the legal liability that should be assumed.

C. The Company also prepares an information security compliance checklist for outsourced information vendors, as appropriate, based on the information security specifications stated in contracts signed with outsourced vendors or any security agreements, and conducts on-site or documentary audits of outsourced vendors. Suppliers newly added in the current year shall be audited in the following year; the audit frequency for existing suppliers is determined based on the audit results of the previous year. If all audit items in the previous year were compliant, an audit may be conducted again after three years; if one audit item was non-compliant, an audit may be conducted once every two years; if three or more audit items were non-compliant, the supplier shall be included in the audit list for the following year. If any non-compliant item occurs, the outsourced vendor shall be notified to make improvements within a specified period. A total of three new outsourced information vendors were added in 2025, all of which had completed audits, with all three passing.

G. Losses Suffered, Potential Impacts, and Countermeasures for Major Information and Communication Security Incidents

To date, there has been no circumstance of material losses arising from information and communication security incidents.

VII Important Contracts

List the parties, main content, restrictive clauses, and start and end dates of supply and sales contracts, technical cooperation contracts, construction contracts, long-term loan contracts, and other important contracts sufficient to affect shareholders' equity that remained valid and in force as of the date of printing of the annual report and those that expired in the most recent year.

Nature of Contract	Involved Parties	Contract Start/End Date	Major Content	Restrictive Clauses
Land lease	Hsinchu Science Park Bureau, National Science and Technology Council	2017/5/10–2036/12/31	Land lease for A2 plant on Yanfa 2nd Road	None
Plant construction	Suzhou Construction (Group) Co., Ltd.	2024/1/25–Completed	New plant construction project of subsidiary Syntec Technology (Suzhou) Co., Ltd.	None
Plant construction	Pembinaan Tuju Setia Sdn Bhd	2025/11/27–Completed	New plant construction project of subsidiary Syntec Intelligence Technology SDN BHD	None
Credit facility agreement	E.SUN Commercial Bank	2021/12/28–2026/12/15	Long-term borrowings (unsecured)	None
		2022/8/24–2029/8/15	Long-term borrowings (unsecured)	None
		2023/12/18–2028/12/15	Long-term borrowings (unsecured)	None
		2023/12/18–2030/12/15	Long-term mortgage borrowings (A2 plant)	None

Chapter 5. Analysis of the Company's Financial Position and Financial Performance, and Assessment of Risk Matters

I Financial Position

Main reasons for and impacts of material changes in assets, liabilities, and equity in the most recent two years. If the impact is material, future response plans shall be explained.

Comparative Analysis Table of Financial Position

Unit: NT$ Thousand

Year / Item	2024	2025	Difference	
			Amount	%
Current assets	7,677,130	15,135,550	7,458,420	97.15%
Property, plant and equipment	982,633	1,602,464	619,831	63.08%
Intangible assets	19,355	20,801	1,446	7.47%
Other assets	753,166	900,845	147,679	19.61%
Total assets	9,432,284	17,659,660	8,227,376	87.23%
Current liabilities	3,394,154	4,974,149	1,579,995	46.55%
Non-current liabilities	1,135,152	1,312,700	177,548	15.64%
Total liabilities	4,529,306	6,286,849	1,757,543	38.80%
Share capital	655,230	718,430	63,200	9.65%
Capital reserve	939,334	5,700,929	4,761,595	506.91%
Retained earnings	3,400,763	4,964,206	1,563,443	45.97%
Other equity	(86,274)	(3,629)	82,645	(95.79%)
Total equity	4,902,978	11,372,811	6,469,833	131.96%

1. Description of significant changes: (change ratio reaching 20% or more and change amount reaching NT$10 million or more)
   (1) Increase in current assets and total assets: mainly due to the cash capital increase in 2025. In addition, sales momentum in the China market remained steady and demand for high-end products increased, resulting in business growth and stable and continuous inflows of cash flow and accounts receivable.
   (2) Increase in property, plant and equipment: mainly due to the successive investment of construction payments for the new plants of Syntec Suzhou and Syntec Intelligence.
   (3) Increase in current liabilities and total liabilities: mainly due to strong demand for sales, resulting in increases in purchases and corresponding accounts payable.
   (4) Increase in capital reserve: mainly due to the cash capital increase and issuance of new shares in the current period, resulting in recognition of capital reserve from the premium generated by issuance of shares above par value.
   (5) Increase in retained earnings and total equity: mainly due to steady operating conditions and continued generation of operating profits.
   (6) Decrease in other equity: mainly due to unearned employee remuneration arising from the issuance of new restricted employee shares in 2024, resulting in a relatively large difference between the two periods.
2. Impacts of material changes in financial position in the most recent two years and future response plans:
   The above changes have no material impact on the Company.

II Financial Performance

Main reasons for material changes in operating revenue, operating profit, and profit before tax in the most recent two years, expected sales volume and its basis, possible impact on the Company's future finance and business, and response plans.

Operating Results Comparative Analysis Table

Unit: NT$ Thousand

Item \ Year	2024	2025	Amount of increase/decrease	Change ratio (%)
Operating revenue	10,807,628	13,960,426	3,152,798	29.17%
Operating costs	6,068,459	7,573,163	1,504,704	24.80%
Gross profit	4,739,169	6,387,263	1,648,094	34.78%
Operating expenses	3,093,330	3,565,130	471,800	15.25%
Operating profit	1,645,839	2,822,133	1,176,294	71.47%
Non-operating income and expenses	118,598	153,689	35,091	29.59%
Profit before tax	1,764,437	2,975,822	1,211,385	68.66%
Less: Income tax expense	391,606	692,517	300,911	76.84%
Net profit for the period	1,372,831	2,283,305	910,474	66.32%

Description of significant changes: (change ratio reaching 20% or more and change amount reaching NT$10 million or more)

(1) Increase in operating revenue, costs, and gross profit: mainly due to steady sales momentum in the China market and increased demand for high-end products, driving continued optimization of the product sales mix; meanwhile, the Company continued to implement internal control cost management and effectively improve operating efficiency through supplier price control, resulting in an increase in gross profit amount.

(2) Increase in operating expenses: Operating revenue increased compared to the same period of last year, and employee remuneration and bonuses increased accordingly; in addition, expansion of the organizational scale and continued recruitment of talent caused operating expenses to increase compared to last year.

(3) Increase in non-operating income and expenses: mainly due to increases in interest income and other income.

(4) Increase in operating profit, profit before tax, and net profit for the period: mainly due to substantial growth in revenue and increase in gross profit, resulting in improved performance of various profit indicators compared to last year.

(5) Increase in income tax expense: mainly due to growth in operating profit, which increased taxable income and consequently led to an increase in income tax expense.

III Cash Flow

Analysis and explanation of cash flow changes in the most recent year, improvement plans for insufficient liquidity, and analysis of cash liquidity for the coming year.

Unit: NT$ Thousand

Item \ Year	2024	2025	Increase/decrease change	
	Amount	Amount	Amount	%
Cash inflow (outflow) from operating activities	1,393,999	2,767,814	1,373,815	98.55%
Cash inflow (outflow) from investing activities	(204,910)	(843,342)	(638,432)	(311.57%)
Cash inflow (outflow) from financing activities	(391,353)	3,843,199	4,234,552	1,082.03%
Exchange rate changes	93,089	66,511	(26,578)	(28.55%)
Net cash inflow (outflow)	890,825	5,834,182	4,943,357	554.92%
Analysis of cash flow changes in the most recent year (for increase/decrease ratios reaching 20% or more): (1) Increase in net cash inflow from operating activities: mainly due to profit from core operations and increase in profit before tax. (2) Increase in net cash outflow from investing activities: mainly due to acquisitions of property, plant and equipment. (3) Decrease in net cash outflow from financing activities: mainly due to the cash capital increase in 2025. (4) Increase in the effect of exchange rate changes on cash: mainly due to translation of the financial statements of overseas subsidiaries.				

IV Impact of Major Capital Expenditures in the Most Recent Year on Finance and Business

1. The Company's capital expenditures in recent years amounted to NT$750,187 thousand (including financial statement figures for property, plant, equipment and intangible assets), mainly required for the Group's expansion of overseas business and enhancement of production capacity and operational efficiency; the source of funds was mainly internal funds, and there was no material impact on the Company's finance.

V Reinvestment Policy in the Most Recent Year, Main Reasons for Profit or Loss, Improvement Plans, and Investment Plans for the Coming Year

1. The Company's reinvestment policy is based on considerations of sustainable operation and operational growth, and in accordance with the "Regulations Governing the Acquisition and Disposal of Assets by Public Companies" prescribed by the competent authority, it has established the "Procedures for Acquisition or Disposal of Assets" as the basis for the Company's reinvestment undertakings, in order to grasp the relevant business and financial conditions; in addition, to enhance the supervision and management of reinvested companies, the Company has stipulated the "Rules Governing Supervision of Subsidiaries" in its internal control system, establishing relevant regulations for the management of their information disclosure, business, inventory, and finance, so that the Company's reinvestment undertakings can maximize their effectiveness.

2. Profit or loss from reinvestments, improvement plans, and investment plans for the coming year

Reinvested business	Investment policy	Investment profit and loss recognized in 2025	Main reasons for profit or loss	Improvement plan	Investment plan for the following year
Leantec Intelligence Co., Ltd.	Manufacture and sale of machinery and equipment	17,201	Good operating conditions and continued steady development, resulting in profits	None	—
Jumbo Laser Co., Ltd.	Manufacture and sale of laser equipment	(23,879)	Has not yet reached an operating scale for profitability	Continue expanding the market	—
Hong Kong Zhong Cheng Union Private Limited	Investment holding	1,580,066	Mainly recognizes investment profit or loss of subsidiaries	None	—
Syntec Vietnam Technology Co., Ltd	Sale of machinery and equipment	805	Good operating conditions and continued steady development, resulting in profits	None	—
Syntec (Suzhou) Co., Ltd.	Manufacture and sale of machinery and equipment	1,564,839	Good operating conditions and continued steady development, resulting in profits	None	—
Suzhou Leantec Automation Co., Ltd.	Manufacture and sale of machinery and equipment	(39,029)	Has not yet reached an operating scale for profitability	Continue expanding the market	—
Suzhou Lentec Industrial Automation Co., Ltd.	Processing and selling of parts	28,794	Good operating conditions and continued steady development, resulting in profits	None	—
Syntec Technology (Thailand) Co., Ltd.	Sale of machinery and equipment	13,961	Good operating conditions and continued steady development, resulting in profits	None	—
Syntec Technology Inc.	Sale of machinery and equipment	(9,176)	Has not yet reached an operating scale for profitability	Continue expanding the market	—
Mysyntec Technology SDN BHD	Sale of machinery and equipment	(3,791)	Has not yet reached an operating scale for profitability	Continue expanding the market	—
Syntec Teknoloji Limited Sirketi	Sale of machinery and equipment	2,705	Good operating conditions and continued steady development, resulting in profits	None	—
Syntec Technology (India) Private Limited.	Sale of machinery and equipment	(14,690)	Has not yet reached an operating scale for profitability	Continue expanding the market	—

Reinvested business	Investment policy	Investment profit and loss recognized in 2025	Main reasons for profit or loss	Improvement plan	Investment plan for the following year
Syntec Intelligence Technology SDN BHD	Manufacture and sale of machinery and equipment	(37,843)	Established at the end of 2024 and has not yet reached an operating scale for profitability	None	－
Heng Zi Technology (Zhejiang) Co., Ltd.	R&D and sales of machinery and equipment	(819)	Has not yet reached an operating scale for profitability	Continue expanding the market	－

3. Looking ahead to the next fiscal year, the Company will further strengthen the diversity of its strategic planning perspectives and decision-making mechanisms. Through more open internal discussions and cross-departmental collaboration platforms, the Company will incorporate operational feedback and professional analyses from various business units, thereby enhancing the overall quality and forward-looking nature of its decision-making.

With respect to major investments and development directions, the Company will continue to adopt a core technology- and key capability-driven approach, ensuring that resource allocation is effectively focused on areas with long-term competitive advantages, while maintaining a balanced approach across short-, medium-, and long-term development objectives.

At the same time, as the Group continues to expand in scale and international presence, the Company will adopt a group-wide perspective to optimize resource integration and deployment. By strengthening cross-regional collaboration and strategic alignment, the Company aims to enhance operational efficiency and risk diversification capabilities. Through improved transparency and real-time information management within the Group, the Company will establish a more agile and responsive management framework to address rapidly changing market conditions and regional differences.

Amid increasingly complex global economic and political conditions, geopolitical risks have become a critical factor that cannot be overlooked. The Company will continue to deepen its analysis of regional policies, trade restrictions, and supply chain restructuring trends, and incorporate these considerations into its investment decisions and operational planning. By diversifying production locations, strengthening local partnerships, and enhancing supply chain resilience, the Company seeks to mitigate the impact of fluctuations in any single market or region and ensure operational stability and continuity.

In addition, the Company will further strengthen its engagement with external advisory institutions and industry partners, regularly incorporating market insights and professional recommendations as key inputs for strategic adjustments. At the same time, it will continue to enhance internal management and risk control mechanisms. Through the integration of internal and external information and the ability to dynamically adapt, the Company aims to establish a more forward-looking and flexible operating model to support long-term growth momentum.

Overall, in the coming year, the Company will build upon its solid foundation and move toward a more open, diversified, and strategically driven development model. By leveraging the Group's integrated resources and global deployment advantages, the Company will continue to enhance its competitiveness and operational resilience in a highly dynamic international environment, while steadily advancing its long-term value creation objectives.

VI Analysis and assessment shall be made of risk matters in the most recent year and up to the date of printing of the annual report

(I) Impact of interest rate and exchange rate fluctuations and inflation on the Company's profit or loss, and future response measures

(1) Impact of interest rate fluctuations on the Company's profit or loss, and future response measures
In the most recent year and up to the date of printing of the annual report, the Company's cash flow and cash holdings have remained in a healthy condition, and interest rate fluctuations have had no material impact on the Company's overall financial position. If there are major investment activities, interest rate fluctuations will be monitored in a timely manner to calculate the cost of loan interest rates and the burden nature of cash flow control, and to assess whether control benefits are achieved.

(2) Impact of exchange rate fluctuations on the Company's profit or loss, and future response measures
In the most recent year and up to the date of printing of the annual report, exchange rate fluctuations have had no material impact on the Company's overall financial position. The Company's net foreign exchange gains (losses) for 2025 and 2024 were NT$30,747 thousand and NT$34,240 thousand, respectively, accounting for 0.22% and 0.32% of operating revenue, respectively. The Company and its subsidiaries all adopt foreign currency quotations to hedge exchange risks. In addition, when preparing foreign currency positions, the finance unit pays close attention to exchange rate trends of the major foreign currencies used and confirms whether hedging is required for the positions held. If there is a hedging need, the Company will assess the current exchange rate fluctuation risk and make good use of derivative financial instruments to hedge the foreign currency positions held.

(3) Impact of inflation on the Company's profit or loss, and future response measures
In the most recent year and up to the date of printing of the annual report, there has been no circumstance in which inflation has had a material impact on the Company's profit or loss. The Company continues to devote efforts to reducing various costs, closely monitors fluctuations in raw material market prices, and maintains good relationships with suppliers. In the future, it will continue to closely observe changes in price indices, assess the impact of inflation on the Company, and adjust product selling prices and raw material inventory levels in a timely manner to address the pressure caused by inflation.

(II) Policies on engaging in high-risk, high-leverage investments, lending funds to others, endorsements and guarantees, and derivative transactions, the main reasons for profit or loss, and future response measures
Upholding prudent and conservative operating principles and focusing on its core business, the Company carries out all investments only after careful evaluation and has not engaged in high-risk or high-leverage investments. Transactions in derivative products are all for hedging purposes; relevant investment transactions, lending of funds, and endorsements and guarantees conducted due to business needs are all handled in accordance with the Company's relevant procedures, including the "Procedures for Acquisition or Disposal of Assets," "Procedures for Engaging in Derivative Transactions," "Procedures for Lending Funds to Others," and "Procedures for Endorsements and Guarantees."

(III) Future R&D Plans and Estimated R&D Expenditures

(1) Future R&D Plans
Syntec Group will continue to invest in research and development, adopting a customer application-oriented approach to ensure precise positioning, enhance product intelligence and performance, and advance the realization of Industry 4.0. The key R&D initiatives by product category are outlined as follows:

A. Controllers
The Company will continue to strengthen the specifications and performance of its controller products, while emphasizing collaboration within the intelligent machinery IIoT ecosystem and integration with industry technologies.
In addition to addressing the growing industry focus on energy conservation, carbon reduction, and green manufacturing, the controller product line will incorporate more intelligent energy-saving designs. These efforts aim to help customers reduce energy consumption and production losses, while enhancing production stability, capacity, and processing precision.

B. Servo Products
Integrated intelligent servo products have become a key market trend. These solutions enable customers to achieve vertical integration of factory components, covering production, sensing, and cloud connectivity.
Syntec Group is also actively expanding its technological capabilities to provide solutions that address the needs of increasingly complex production environments.

C. Smart Manufacturing Products

In addition to the continuous development of machining process packages, the Company's smart manufacturing products are further extending into factory-level applications. By integrating Automated Guided Vehicles (AGVs) and intelligent robotic systems, the Company aims to optimize key aspects of factory management, including production precision, scheduling efficiency, and workflow control.

(2) Estimated R&D expenses

The R&D expenses of the Company and its subsidiaries for 2025 and 2024 were approximately NT$1,473,912 thousand and NT$1,275,242 thousand, respectively, mainly used for hiring R&D talent and investment in R&D software and hardware equipment. The input of R&D expenses is budgeted based on the progress of the Group's R&D plans. In 2026, estimated R&D expenses are expected to account for approximately 11% of operating revenue to ensure the Group's competitiveness and will be adjusted at any time depending on operating conditions and needs.

(IV) Impact of important domestic and foreign policy and legal changes on the Company's finance and business, and response measures

In the most recent year and up to the date of printing of the annual report, there have been no circumstances in which important domestic and foreign policy and legal changes have affected finance and business. The Company and its subsidiaries all operate in compliance with relevant domestic and foreign laws and regulations, and pay close attention at all times to trends in domestic and foreign policy development and regulatory changes, assigning relevant personnel to attend relevant courses from time to time and consulting relevant professionals or institutions when necessary, so as to fully grasp and respond to changes in the market environment. Therefore, important domestic and foreign policy and legal changes will not have a material impact on the Company's finances and business.

(V) Impact of technological changes (including information and communication security risks) and industry changes on the Company's finance and business, and response measures

In the most recent year, up to the date of printing the annual report, there have been no circumstances in which technological changes (including information and communication security risks) or industry changes have affected finance and business. The Company also pays close attention at all times to technological changes and the evolution of technological development related to the industry in which it operates, promptly grasps industry trends, adjusts technology development strategies in a timely manner, and enhances network- and computer-related information security protection measures, while actively expanding future market application areas to respond to the impact of technological and industry changes on the Company. It will continue to update and enhance network- and computer-related information security protection measures and equipment to ensure the security of the Company's finances and business.

(VI) Impact of changes in corporate image on corporate crisis management, and response measures

Since its establishment, the Company has focused on its core business operations, complied with relevant laws and regulations, and been committed to maintaining the Company's image. There has been no circumstance in which changes in corporate image caused an operational crisis for the Company.The Company will continue to maintain an excellent corporate image, continue improving product technology quality, strengthening internal management, and enhancing management quality and performance, so as to reduce the impact of corporate risks on the Company.

(VII) Expected benefits, possible risks, and response measures of mergers and acquisitions

The Company has had no merger and acquisition plan in the most recent year and up to the date of printing of the annual report. However, if there is any merger and acquisition plan in the future, it will be handled in accordance with the Company's "Procedures for Acquisition or Disposal of Assets" and relevant laws and regulations, upholding prudent evaluation to effectively safeguard the Company's interests and shareholders' equity.

(VIII) Expected benefits, possible risks, and response measures of plant expansion

The Company, in response to its overall operational development, global supply chain deployment needs, post-pandemic market changes, and geopolitical risks, has adopted a strategy of geographic diversification while strengthening operations in South Asia (particularly India), ASEAN countries, and its overseas subsidiaries. Pursuant to a resolution of the Board of Directors on October 1, 2024 (Year 113), the Company approved an investment to establish a subsidiary in Malaysia (officially registered as SYNTEC INTELLIGENCE TECHNOLOGY SDN. BHD.) and to undertake a factory construction project. The project will be executed under a build-on-owned-land model, with construction contracted to Pembinaan Tuju Setia Sdn. Bhd., with a total contract value of approximately NT$393,984 thousand. This facility will serve as the Company's and its subsidiaries' second overseas production base outside of mainland China. The plant is expected to be completed in 2027 (Year 116), after which operations and production will commence. The funding required for the plant expansion will primarily be sourced from internal funds. Based on the Company's revenue and profitability performance in 2024 and 2025, as well as its available banking facilities, the Company does not anticipate any material risk in financing this expansion project.

The Company's asset acquisitions are all handled in accordance with the "Procedures for Acquisition or Disposal of Assets" and relevant laws and regulations; the addition and renovation of plants by the Malaysian subsidiary increase capital expenditures and operating costs, and the resulting benefits will effectively optimize supply chain efficiency and improve operational efficiency, while reducing operational risks in multiple aspects, including through diversified suppliers, digital intelligent factory management, cross-regional market deployment, and information security protection, thereby laying a solid foundation for the future and ensuring stable operations. As future plant expansion plans proceed, the Company and its subsidiaries will strictly comply with relevant laws and regulations to ensure transparency and compliance at every step and realize sustainable corporate development.

(IX) Risks arising from concentration of procurement or sales and response measures

Procurement:

In the most recent year and up to the date of printing of the annual report, among the Company's primary raw materials, only 1 single supplier accounted for 10% or more of the total annual purchase amount, and there were no other circumstances of concentrated procurement.

Sales:

In 2025 and 2024, the total amount of sales to the top ten customers accounted for 14.30% and 13.32% of operating revenue for the respective years, and there was no concentration of sales.

(X) The impact on the Company of risk of massive transfer or change in shareholding by directors, supervisors or major shareholders with a stake of more than 10% and countermeasures

In 2025 and up to the date of printing of the annual report, there has been no substantial transfer or change of shareholdings.

(XI) Impact, Risks, and Countermeasures Related to Changes in Management Control: None.

(XII) Company and Director, Supervisor, President, Substantial Person in charge of the Company, Major Shareholder with A Shareholding Percentage Exceeding 10%, and Affiliate of the Company that Has Received Any Affirmative Ruling or Is Involved in Any Pending Major Litigation, Non-contentious Case or Administrative Dispute Event, and the Result Thereof may Have Major Impacts on the Shareholders' Rights or Stock Price; Relevant Dispute Facts, Subject Matter Amount, Litigation Starting Date, Main Parties Involved in the Litigation, and the Handling Status Up to the Printing Date of the Annual Report Required to be Disclosed: None.

(XIII) Other material risks and countermeasures: None.

VII Other Important Matters

None.

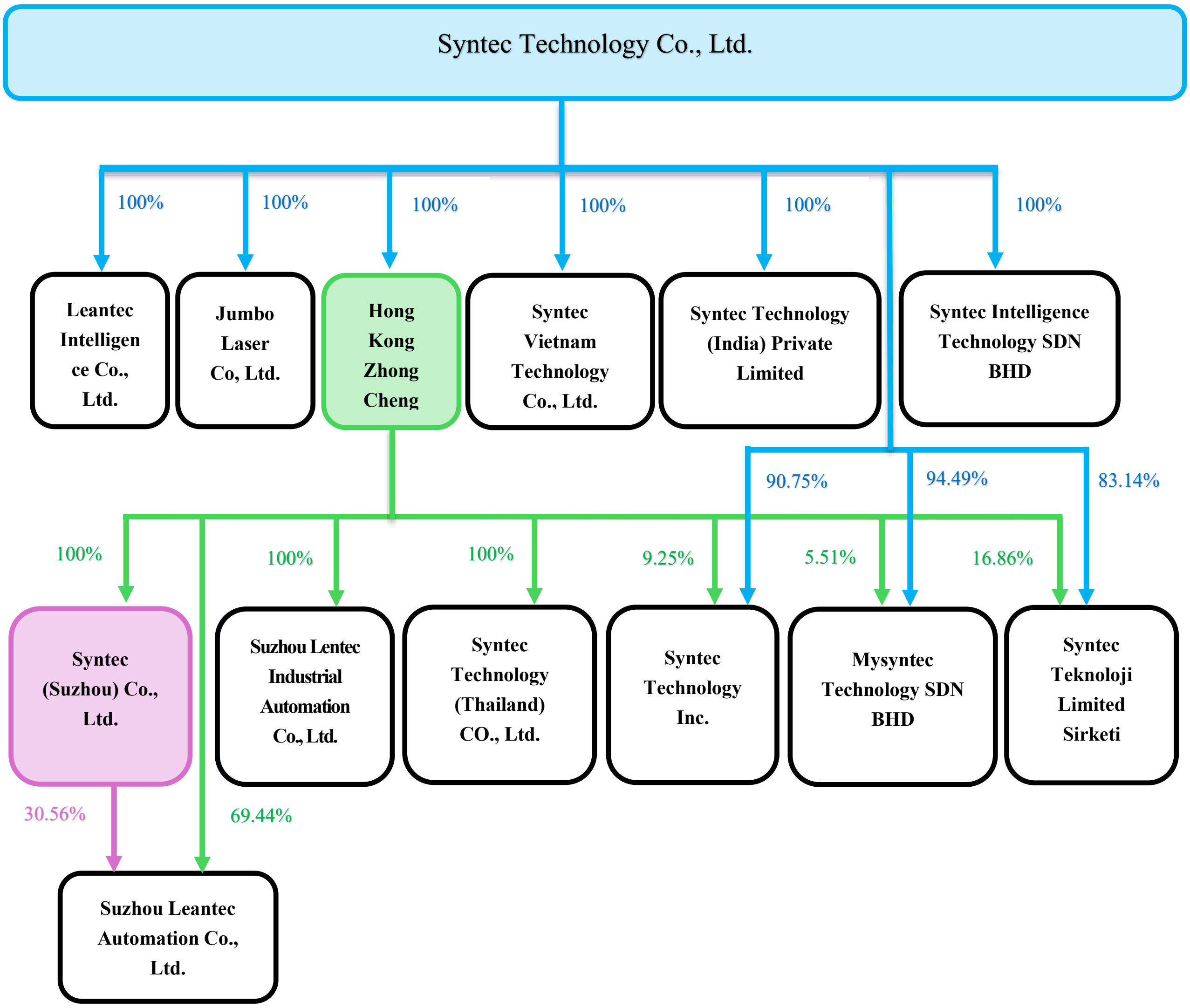
Chapter 6. Special Notes

I Information on Affiliated Enterprises

A. The consolidated business report, consolidated financial statements, and affiliation report of affiliated companies for the most recent year, prepared in accordance with the Regulations Governing the Preparation of Consolidated Business Reports, Consolidated Financial Statements, and Affiliation Reports of Affiliated Enterprises prescribed by this Meeting.

1. Organizational Chart of Affiliates

December 31, 2025



2. Basic information on affiliated companies

December 31, 2025; Unit: NT$ Thousand

Company Name	Date of establishment	Address	Paid-in capital		Major business or production items
			Currency	Amount	
Hong Kong Zhong Cheng Union Private Limited	2006/12/23	Hong Kong	USD	18,488	Investment holding
			TWD	580,523	
Leantec Intelligence Co., Ltd.	2018/7/17	Taichung City, Taiwan	TWD	144,000	Manufacture and sale of machinery and equipment
Jumbo Laser Co., Ltd.	2015/3/27	Tainan City, Taiwan	TWD	87,000	Manufacture and sale of laser equipment
Syntec Technology Inc.	2016/12/21	United States	USD	3,136	Sale of machinery and equipment
			TWD	98,470	
Mysyntec Technology SDN BHD	2016/9/8	Malaysia	USD	3,879	Sale of machinery and equipment
			TWD	121,801	
Syntec Teknoloji Limited Sirketi	2018/3/29	Turkey	USD	1,211	Sale of machinery and equipment
			TWD	38,025	
Syntec Vietnam Technology Co., Ltd.	2017/4/14	Vietnam	USD	449	Sale of machinery and equipment
			TWD	14,099	
Syntec Technology (India) Private Limited	2023/11/1	India	USD	2,100	Sale of machinery and equipment
			TWD	65,940	
Syntec Intelligence Technology SDN BHD	2024/11/25	Malaysia	USD	11,000	Manufacture and sale of machinery and equipment
			TWD	345,400	
Syntec Technology (Thailand) Co., Ltd.	2018/2/9	Thailand	USD	323	Sale of machinery and equipment
			TWD	10,142	
Syntec (Suzhou) Co., Ltd.	2009/5/6	Suzhou, China	CNY	67,628	Manufacture and sale of machinery and equipment
			TWD	303,717	
Suzhou Lentec Industrial Automation Co., Ltd.	2012/6/8	Suzhou, China	CNY	6,244	Processing and selling of parts
			TWD	28,042	
Suzhou Leantec Automation Co., Ltd.	2001/8/9	Suzhou, China	CNY	106,739	Manufacture and sale of machinery and equipment
			TWD	479,365	

Note: Financial report exchange rate (NT$ to RMB = 4.491 and NT$ to USD = 31.40).

3. Information on common shareholders presumed to have control and subordinate relationships: None.

4. Industries covered by the business operations of the affiliated enterprises:

December 31, 2025

Company Name	Major business or production items	Business transactions among affiliated companies
Hong Kong Zhong Cheng Union Private Limited	Investment holding	Group investment holding company
Leantec Intelligence Co., Ltd.	Manufacture and sale of machinery and equipment	Providing smart manufacturing solutions
Jumbo Laser Co., Ltd.	Manufacture and sale of laser equipment	Provision of laser processing, carbon reduction manufacturing, and automation solutions
Syntec Technology Inc.	Sale of machinery and equipment	Sales and maintenance services for the U.S. market
Mysyntec Technology SDN BHD	Sale of machinery and equipment	Sales and maintenance services for the Malaysia and Singapore markets
Syntec Teknoloji Limited Sirketi	Sale of machinery and equipment	Sales and maintenance services for the Turkish market
Syntec Vietnam Technology Co., Ltd.	Sale of machinery and equipment	Sales and maintenance services for the Vietnam market
Syntec Technology (India) Private Limited	Sale of machinery and equipment	Sales and maintenance services for the Indian market
Syntec Intelligence Technology SDN BHD	Manufacture and sale of machinery and equipment	Production base in Southeast Asia and sales and maintenance services for the Malaysia and Singapore markets
Syntec Technology (Thailand) Co., Ltd.	Sale of machinery and equipment	Sales and maintenance services for the Thai market
Syntec (Suzhou) Co., Ltd.	Manufacture and sale of machinery and equipment	Production base in China and sales and maintenance services for the Mainland China market
Suzhou Lentec Industrial Automation Co., Ltd.	Processing and selling of parts	Manufacture and sale of parts for automation equipment, primarily for the Mainland China market
Suzhou Leantec Automation Co., Ltd.	Manufacture and sale of machinery and equipment	Providing smart manufacturing solutions, primarily for the Mainland China market

5. Names of directors, supervisors, and the General Manager of affiliated enterprises and their shareholdings or capital contributions in such enterprises:

December 31, 2025; Unit: Thousand Shares

<table>
<tr><th rowspan="2">Company Name</th><th rowspan="2">Job title</th><th rowspan="2">Name or representative</th><th colspan="2">Shares held</th></tr>
<tr><th>Number of shares</th><th>Shareholding percentage (%)</th></tr>
<tr><td rowspan="2">Hong Kong Zhong Cheng Union Private Limited</td><td>Director</td><td>Syntec Technology Co., Ltd.</td><td>163,800</td><td>100%</td></tr>
<tr><td>Director</td><td>Tsai, You-Kung</td><td>-</td><td>-</td></tr>
<tr><td rowspan="6">Leantec Intelligence Co., Ltd.</td><td>Chairman</td><td>Huang, Fang-Chih (Representative of Syntec Technology Co., Ltd.)</td><td rowspan="6">14,400</td><td rowspan="6">100%</td></tr>
<tr><td>Director and General Manager</td><td>Tsai, You-Kung (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Director</td><td>Huang, Chiung-Yao (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Director</td><td>Cheng, Duen-Jen (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Director</td><td>Yang, Sheng-An (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Supervisors</td><td>Chen, Chang-Min (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td rowspan="4">Jumbo Laser Co., Ltd.</td><td>Chairman</td><td>Huang, Fang-Chih (Representative of Syntec Technology Co., Ltd.)</td><td rowspan="4">8,700</td><td rowspan="4">100%</td></tr>
<tr><td>Director and General Manager</td><td>Chen, Cheng-Yen (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Director</td><td>Tsai, Chang-Yu (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Supervisors</td><td>Chen, Chang-Min (Representative of Syntec Technology Co., Ltd.)</td></tr>
<tr><td>Syntec Technology Inc.</td><td>Director</td><td>Hong Kong Zhong Cheng Union Private Limited</td><td>-</td><td>-</td></tr>
<tr><td>Mysyntec Technology SDN BHD</td><td>Director</td><td>Siah Boon Hong</td><td>-</td><td>-</td></tr>
<tr><td>Syntec Teknoloji Limited Sirketi</td><td>Director</td><td>Mr. Mehmet Salih Oguz</td><td>-</td><td>-</td></tr>
<tr><td>Syntec Vietnam Technology Co., Ltd.</td><td>Director</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td rowspan="2">Syntec Technology (India) Private Ltd.</td><td>Director</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td>Director</td><td>Mr. Raghavendra Gopal Naik</td><td>-</td><td>-</td></tr>
<tr><td rowspan="2">Syntec Intelligence Technology SDN BHD</td><td>Director</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td>Director</td><td>Siah Boon Hong</td><td>-</td><td>-</td></tr>
<tr><td>Syntec Technology (Thailand) Co., Ltd.</td><td>Director</td><td>Cheng, Cheng-Li</td><td>-</td><td>-</td></tr>
<tr><td rowspan="2">Syntec (Suzhou) Co., Ltd.</td><td>Director and General Manager</td><td>Tsai, You-Kung</td><td>-</td><td>-</td></tr>
<tr><td>Supervisors</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td rowspan="3">Suzhou Lentec Industrial Automation Co., Ltd.</td><td>Director</td><td>Tsai, You-Kung</td><td>-</td><td>-</td></tr>
<tr><td>Supervisors</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td>General Manager</td><td>Han, Shen-Tien</td><td>-</td><td>-</td></tr>
<tr><td rowspan="3">Suzhou Leantec Automation Co., Ltd.</td><td>Director</td><td>Huang, Fang-Chih</td><td>-</td><td>-</td></tr>
<tr><td>Supervisors</td><td>Huang, Chiung-Yao</td><td>-</td><td>-</td></tr>
<tr><td>General Manager</td><td>Tsai, You-Kung</td><td>-</td><td>-</td></tr>
</table>

6. Operational Overview of Affiliated Enterprises

December 31, 2025 Unit: NT$ thousand, earnings per share in NT$

Company Name	Capital	Total assets	Total liabilities	Net worth	Operating revenue	Operating profit	Profit or loss for the period	Earnings per share
Hong Kong Zhong Cheng Union Private Limited	580,523	5,391,403	0	5,391,403	0	(8)	1,579,300	9.64
Leantec Intelligence Co., Ltd.	144,000	44,020	6,073	37,947	57,629	18,814	19,797	1.37
Jumbo Laser Co., Ltd.	87,000	50,680	40,682	9,998	49,638	(25,051)	(23,776)	(2.73)
Syntec Technology Inc.	98,470	13,966	2,510	11,456	13,581	(9,370)	(9,201)	Note 2
Mysyntec Technology SDN BHD	121,801	91,257	8,177	83,081	41,454	(3,381)	(3,730)	(0.21)
Syntec Teknoloji Limited Sirketi	38,025	36,962	14,599	22,364	32,443	1,337	2,942	3.21
Syntec Vietnam Technology Co., Ltd.	14,099	17,180	4,679	12,500	24,686	925	1,064	Note 2
Syntec Technology (India) Private Limited	65,940	96,988	57,043	39,945	64,911	(13,530)	(14,200)	Note 2
Syntec Intelligence Technology SDN BHD	345,400	346,587	26,868	319,720	19,905	(27,297)	(37,002)	(0.77)
Syntec Technology (Thailand) CO., Ltd.	10,142	39,027	15,430	23,596	48,720	15,357	13,867	142.96
Syntec (Suzhou) Co., Ltd.	303,717	10,254,331	5,126,566	5,127,765	13,720,102	1,678,695	1,564,366	Note 2
Suzhou Lentec Industrial Automation Co., Ltd.	28,042	188,124	33,453	154,671	174,040	36,075	28,394	Note 2
Suzhou Leantec Automation Co., Ltd.	479,365	315,297	206,260	109,037	274,973	(54,146)	(38,864)	Note 2

Note 1: If an affiliate is a foreign company, the relevant figures are translated into NT$ using the exchange rate on the reporting date.

Note 2: The offshore company has not issued any shares.

II Private placement of securities in the most recent fiscal year and up to the date of publication of this annual report

None.

III Other Necessary Supplementary Explanations

None.

Chapter 7. In the Most Recent Year and up to the Date of Publication of the Annual Report, Matters Specified in Subparagraph 2, Paragraph 3, Article 36 of the Act Having a Material Impact on Shareholders' Equity or Securities Prices

None.

Chapter 8. Appendix

Appendix I. 2025 Statement on Internal Control Systems

Syntec Technology Co., Ltd.
Statement of the Internal Control System

Date: March 10, 2026

For the Internal Control System of 2025, the Company states the following, on the basis of self-inspection:

I. The Company acknowledges that the establishment, implementation, and maintenance of an internal control system are the responsibilities of the Company's Board of Directors and management, and the Company has established such a system. Its purpose is to provide reasonable assurance regarding the achievement of objectives relating to the effectiveness and efficiency of operations (including profitability, performance, and safeguarding of assets), the reliability, timeliness, and transparency of reporting, and compliance with relevant regulations and applicable laws and regulations.

II. The internal control system has inherent limitations. Regardless of how well designed, an effective internal control system can only provide reasonable assurance regarding the achievement of the aforementioned three objectives; moreover, the effectiveness of the internal control system may change with changes in the environment and circumstances. However, the Company's internal control system includes a self-monitoring mechanism. Once a deficiency is identified, the Company will take corrective actions.

III. The Company evaluates whether the design and implementation of its internal control system are effective based on the criteria for assessing the effectiveness of internal control systems as prescribed in the "Regulations Governing Establishment of Internal Control Systems by Public Companies" (hereinafter referred to as the "Regulations").The criteria for assessing internal control systems adopted in the "Regulations" are based on the process of management control and classify internal control systems into five components: 1. control environment, 2. risk assessment, 3. control activities, 4. information and communication, and 5. monitoring activities. Each component further includes several items. Please refer to the provisions of the "Regulations" for the aforementioned items.

IV. The Company has adopted the aforesaid internal control system judgment items to assess the effectiveness of the design and implementation of the internal control system.

V. Based on the outcomes of the abovementioned assessment, it is believed that up to December 31, 2025, in the regard of the internal control system (including the supervision and management to the subsidiaries), including the understanding of the effects and efficiency of operations; the reliability, timeliness, and transparency of the reports; and the achievement of the compliance with the related laws and regulations, the design and executions are effective, and able to reasonably assure the achievement of the said objectives.

VI. This statement shall form a major part of the Company's annual report and prospectus and will be publicly disclosed. If any of the above disclosed contents involve any falsehood, concealment, or other illegal matters, legal liabilities under Articles 20, 32, 171, and 174 of the Securities and Exchange Act shall be incurred.

VII. This Statement was approved by the Company's Board of Directors on March 9, 2026. Of the nine directors in attendance, none expressed dissenting opinions, and all remaining directors agreed to the content of this Statement. This is hereby declared.

Syntec Technology Co., Ltd.

Chairman: Tsai, You-Kung

General Manager: Tsai, You-Kung

Syntec Technology Co., Ltd.

Chairman: Tsai, You-Kung