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5.1 Talent Cultivation and Development



Name of material topic	Importance of this material topic to Advantech
Talent cultivation and development	Advantech is committed to creating a learning environment that promotes employees' growth and enables them to reach their full potential. From new employee orientation to the development of business management skills, we provide comprehensive training resources to support employees' steady development at every stage of their careers. Advantech's 4 academies (management, professional, general education, and new employees) and the e-learning platform provide employees with a variety of courses they can flexibly choose from based on their career needs, strengthening their competencies, deepening their expertise, and enabling them to achieve personal growth. To show our commitment to talent development, the highest-level HR manager at Advantech is also a board member and is directly involved in the formulation of relevant strategies. At the same time, we have included education and training indicators in the ESG KPIs of executive level supervisors in major overseas business units, focusing on the integration of sustainability and talent development.
Policy or commitment	Advantech has adopted an employee-oriented approach and committed to investing in talent development and creating a culture of self-management and continuous learning. Advantech integrates company strategy with individual development plans through the Organization & People Review (O&PR) and performance evaluation system, systematically understanding employee potential and development needs. This is combined with promotions, job rotations, and training courses to establish a comprehensive talent development mechanism. We pass on our business philosophy and core values to cultivate talents with both professionalism and leadership, improve organizational efficiency, and support the succession pipeline for Advantech and employees to jointly move towards sustainable growth.
Positive impacts	We consider talent cultivation and development to be the cornerstone of corporate sustainability, and bring the following positive benefits to Advantech and our employees through a systematic mechanism and abundant resources: 1. Enhance employees' competitiveness in the workplace: Continue to enhance employees' professional capabilities and leadership potential through new employee orientation, competency enhancement, and management skills courses. 2. Facilitate individual and organizational growth: The annual organization and talent inventory mechanism of O&PR helps employees clearly plan their career and development directions, creating a win-win situation for individual achievement and organizational goals. 3. Create a positive corporate culture: Encourage employees to actively learn and be self-motivated, creating a learning organization that enhances the organization's adaptability and resilience. 4. Reduce operational risks and costs: Reduce external recruitment costs and resignation risks and improve the efficiency of human resource utilization through internal talent cultivation. 5. No negative impact on the environment and human rights: Current talent development practices do not have a negative impact on the economy, environment, or human rights, and comply with the principles of responsible management.
Negative impacts	We have identified the following potential risks and negative impacts on Advantech and employees if we fail to actively implement talent cultivation and development: 1. Economic: Poorer operating performance and higher costs The lack of systematic training mechanisms may lead to loss of key talents, an increase in recruitment and training costs, and affect productivity and organizational performance. 2. Environmental: Insufficient understanding of sustainability issues affects the implementation of ESG Insufficient understanding of sustainability-related topics among employees may reduce the effectiveness of efforts to implement ESG, which will affect corporate image and stakeholders' trust. 3. Human rights/People: Uneven development opportunities and risk of employees' physical and mental stress Not taking employees' career development seriously or uneven access to learning resources may lead to low morale, stronger sense of inequality in the workplace, and higher mental health risks.

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Actions in response to negative impacts that occur	To mitigate the potential negative impacts described above, Advantech took the following actions through systematic mechanisms and management measures: 1. Strengthen the management of talent inventory and development gap (corresponds to the economic aspect) Advantech identifies the gap between talent and capabilities through annual O&PR and performance interviews, and plans individual development plans (including promotion, job rotation, and training resources) to improve talent retention and the efficiency of manpower utilization. 2. Incorporate sustainability knowledge into the training system (corresponds to the environmental aspect) Incorporate sustainability-related knowledge into general training and competency courses to improve employees' understanding of and practical abilities in environmental and ESG issues, and support the implementation of corporate sustainability. 3. Ensure equal access to learning resources and feedback mechanisms (corresponds to the human rights/people aspect) Provide equal learning opportunities based on competencies and career development needs, and continue optimization through satisfaction surveys and the demand feedback mechanism. At the same time, strengthen the responsibility of supervisors for the development and cultivation of their subordinates, in order to reduce inequality and mental health risks.															
Overview of target achievement in 2025	Target achievement: <table><tr><th>Management goals for development items</th><th>2025 targets</th><th>Achievement rate in 2025</th></tr><tr><td>Global employee (indirect employee) participation rate in e-learning</td><td>75%</td><td>83.6%</td></tr><tr><td>Global APEX promotion success rate</td><td>40%</td><td>45%</td></tr><tr><td>Physical course satisfaction</td><td>4 points</td><td>4.63 points</td></tr><tr><td>Physical course participation rate</td><td>90%</td><td>96%</td></tr></table> *Note: 1. The participation rate in e-learning is calculated based on "indirect employees worldwide." The achievement rate in 2024 was lower than the target, mainly due to the diversification of learning styles, higher percentage of in-person/hybrid courses, and a portion of learning transferred to in-person courses. The e-learning participation rate bounced back to 83.6% in 2025 through course planning and platform optimization. 2. Global APEX promotion success rate is based on "unique APEX trainees," and calculates the cumulative percentage of trainees who were promoted after completing training. As promotions may occur in different years, the cumulative number is presented to reflect the mid- to long-term effectiveness of the plan for talent development. 3. In-person course satisfaction is the average score of the questionnaire administered after the course (out of 5 points). The participation rate of in-person courses is calculated based on "actual attendance/expected attendance."	Management goals for development items	2025 targets	Achievement rate in 2025	Global employee (indirect employee) participation rate in e-learning	75%	83.6%	Global APEX promotion success rate	40%	45%	Physical course satisfaction	4 points	4.63 points	Physical course participation rate	90%	96%
Management goals for development items	2025 targets	Achievement rate in 2025														
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Physical course participation rate	90%	96%														
2026 targets	■ Course participation rate: 90% ■ In-person course satisfaction: 4 points (out of 5 points) ■ Global APEX promotion success rate reaches 40%. *Note: 1. In response to the post-pandemic shift in talent development to a combination of both online and in-person courses, the targets for 2025 were adjusted accordingly to be closer to the actual participation in training. 2. In 2026, the KPIs were merged into 3 core indicators: participation rate, satisfaction, and APEX promotion success rate. The participation rate is based on the online/in-person/hybrid channels. The APEX promotion success rate is the cumulative percentage of individuals who were promoted over the years, improving the consistency and comparability of the indicator.															

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2030 targets	■ Course participation rate: 90% ■ In-person course satisfaction: 4 points (out of 5 points) ■ Global APEX promotion success rate reaches 40%. *Note: In 2026, the KPIs were merged into 3 core indicators: participation rate, satisfaction, and APEX promotion success rate. The participation rate is based on the online/in-person/hybrid channels. The APEX promotion success rate is the cumulative percentage of individuals who were promoted over the years, improving the consistency and comparability of the indicator.
Key action plans or programs in 2025	The recruitment of outstanding talents is one of the drivers of corporate growth. Advantech has created the Elite recruitment program inspired by the core concept of “Right People on the Bus,” and invites outstanding talents who are highly aligned with and recognize the corporate spirit to join the program. We hope that full-time employees who join the program can successfully adapt to the corporate culture, attain a retention rate of over 80%, and achieve better-than-average performance in evaluations. Additionally, Advantech Academy has established a four-academy framework to enhance employees’ comprehensive capabilities and support our long-term development. The 4 academies are the Management Academy, the Professional Academy, the General Education Academy, and the New Employee Hires Academy. These academies focus on the learning needs of different fields, covering various career stages and development paths of employees. Key action plans of each academy are as follows: 1. Management Academy: Cultivate the competencies of senior, middle, and junior management. ■ Senior management: Corporate Structure Transformation Guidance Plan To assist our corporate structure transformation, Advantech organized the “Corporate Structure Transformation (CST) Project Workshop” to provide executive level supervisors with a framework for strategic planning and problem-solving. The course focuses on helping the Sector team formulate a systematic and comprehensive plan, and assisting executive level supervisors in exploring and resolving corporate transformation challenges. ■ Middle management: Managing down The focus of middle managers is managing down, which means effectively leading their teams, motivating subordinates, and enabling them to reach their full potential. To this end, Advantech has launched the Leadership M'golf Program, which helps mid-level managers understand how to deal with complex team dynamics and enhance their leadership effectiveness through hands-on, scenario-based training, enabling their teams to achieve our objectives. ■ Junior management: Coaching-style guidance The main challenge faced by junior managers is how to manage teams and effectively lead employees. At this stage, Advantech has implemented coaching-style guidance courses that emphasize building effective teamwork and helping junior managers improve their management skills through coaching-style guidance techniques.

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Key action plans or programs in 2025	■ Potential Talent Training Program: Global APEX x IDP Program Advantech continues to deepen the Advantech People of Excellence (APEX) Program and expanded it to the Global APEX Program. Aimed at developing domestic and international leaders and professionals with high potential, the program improves participants’ strategic thinking and problem-solving capabilities through learning Advantech's core competencies and formulating solutions to critical challenges in the real world. In 2025, Advantech continued the cross-business group co-learning mechanism of Global APEX based on the theme of “building a key talent pipeline,” and linked it to the Individual Development Plan (IDP) to form an extendable cycle for cultivating talent with high potential. In terms of planning, APEX focuses on the design theme of “Core Competency Exchanges + Practical Issue Proposals.” The lectures from executive level supervisors/external experts and interactions with groups formed by members from different fields guide trainees to analyze issues and propose strategic ideas from an integrated perspective. The IDP subsequently takes over the learning process and sets individual development goals and action plans based on the students’ career direction and skill gaps, providing 7 months of continuous guidance through coaching/mentoring to promote learning in the workplace. In 2025, APEX organized one global event and one event in China with a total of 64 high-potential talents from Taiwan and overseas. The course satisfaction score was 4.5 and 14 proposals were made (8 globally/6 in China). A total of 11 IDP students participated in the program for a period of 7 months to strengthen their preparedness for key positions and organizational succession. 2. Professional Academy: Skills enhancement To accelerate the digital transformation and enhance the core competitiveness of Advantech, we launched the Professional Academy to provide in-depth training on AI technologies and corporate growth strategies, and thereby ensure the cultivation and internal applications of key talents. At the same time, we assist employees with responding to digital transformation through systematic talent development programs, mitigating the potential negative impacts brought by the industry’s transformation, and achieving the common growth of the organization and employees. ■ AI Academy and certification courses Domain AI Talent Cultivation Project: In response to our need to accelerate the implementation of digital/AI applications, Advantech planned a Domain AI capability map based on “Tiered Learning Pathway + Practice-oriented” in 2025, forming a learning chain from the basics to practice: AI general knowledge courses establish the common language and basic concepts across domains, AI certification courses then strengthen measurable tools and methods, and finally task-based practices introduced in the AI competition promote cross-departmental co-learning and application results. All entries were uploaded to the AI Academy (AI community) for knowledge accumulation and sharing, and also to support subsequent exchanges and reuse. We established the tiered learning pathway “AI General Knowledge ■ AI Certification ■ Practical Competition,” which promotes cross-departmental co-learning and application from the basics to practice. Please refer to the “Highlight Training” section in 5.1.2 for the complete content of this project and annual results (including winning works) ■ Establishment of the M&A Academy • Strengthen M&A and investment capabilities: To support corporate growth, the Mergers & Acquisitions (M&A) Academy provides professional training to enhance the team’s capabilities in mergers and acquisitions, investment valuation, and strategic deployment. The Academy continued to offer advanced courses such as post-merger integration, transaction management, and company valuation, and strengthened practical applications through project drills and industry guidance in 2025.

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Key action plans or programs in 2025	- Technology and product solution training: Advantech strengthens the technical competencies of AE/FAE through product plans and solutions, and involves SI and channel partners to improve product understanding and market promotion capabilities. Using the AE LEAP Camp as an example, 109 classes were planned during the two-week training, 81 internal experts were mobilized to serve as lecturers, and trained 37 students worldwide with a course satisfaction rate of 4.46, helping students more effectively support business promotion and product introduction. - Technology exchange platform: Advantech has held numerous technical exchanges through EBO technical seminars, focusing on strategic issues such as “technology competitiveness and operational resilience,” and facilitating cross-domain exchanges and co-creation with partners in the ecosystem. This serves as important reference for planning products, exploring functions, and deploying new businesses. - Systematic development of sales abilities: To improve the sales skills of entry-level and mid-level sales personnel and establish a systematic sales management framework, Advantech has implemented WSP training and introduced the 6 key processes of M.A.N.T.C.S. The lectures, group discussions, and role play, help sales partners strengthen strategic sales thinking and customer management capabilities. - Advantech China (ACN) Technology Forum: Advantech China (ACN) organizes technology forums every year to promote internal technical exchanges and cooperation, enhance employees’ professional capabilities, and improve our competitiveness and sustainable development. In 2025, the forum continued to be held based on the format of “Solution Sharing + Case Study and Exchanges + Practical Implementation.” The themes focused on product design, testing and verification, R&D collaboration, and digital tools to help employees establish reusable design methods and testing baselines, improving the efficiency of cross-departmental collaboration.
	3. General Education Academy: Advantech's General Education Academy promotes compliance and sustainability literacy, DEI and workplace soft skills, cross-departmental learning and exchange, and employee career support resources for all employees, establishing a common language and culture foundation to enhance organizational collaboration and resilience. Key action plans for 2025 are as follows: Promotion of DEI culture - Cross-generational and inclusive management empowerment: In response to the cooperation and collaboration needs of different generations, Advantech implements inclusive management training, which includes case study, interactions and discussions, and role play, so that supervisors become more sensitive and capable of managing, receiving feedback, and interacting with subordinates. - Career development seminar for women: We invited 6 mid-level and senior employees of different nationalities and backgrounds from the 6 main locations of operations to share their career strategies and experience in transnational culture adaptation in a global synchronized online event to help employees understand diverse workplace values. - Cross-cultural communication training seminars: Advantech organizes cross-cultural communication and management seminars to enhance supervisors’ cross-cultural collaboration abilities, especially their understanding and respect for colleagues from different backgrounds. This is especially important for multinational teams. Raising the sustainability awareness of all employees In response to changes in the global environment and industrial transformation trends, Advantech continues to offer diverse sustainability courses, including eco-friendly product innovation, circular economy, and low-carbon manufacturing transition, in order to mitigate the impact of climate change and industrial transformation. The courses encompass diverse aspects, including executive level supervisors’ ESG strategies, ESG general knowledge, carbon management, and biodiversity, strengthening the organization’s sustainability awareness and capacity for action through company-wide participation.

Name of material topic	Importance of this material topic to Advantech
Key action plans or programs in 2025	4. New Employee Hires Academy: Fast assimilation and career start To help new employees quickly assimilate into Advantech and boost their careers, the New Employee Hires Academy has established a systematic orientation mechanism for new employees, integrating the Workday system, senior and junior system, and probation period evaluation process, so that new employees and supervisors can monitor their learning progress and key milestones. The “Advantech Culture Experience Camp (ACE Camp)” covers the corporate culture, organizational structure, and vision and mission. ACE Camp facilitates cross-departmental connections and improves understanding of the corporate environment through career experience sharing by managers, team activities, and park exploration. 5. e-learning promotion: Improving platform performance and course participation effectiveness To improve the effectiveness of e-learning and employees’ user experience, Advantech launched the e-learning optimization program in 2024, and took inventory and re-classified courses of Advantech's 4 academies (management, professional, general knowledge, and new employee hires). Courses with outdated content or low participation rates were removed, and core general knowledge and regulatory courses were reconstructed. We also introduced an automatic assignment mechanism in the system to assign mandatory courses based on employees’ job attributes, improving the immediacy and accuracy of learning. In 2025, we continued to optimize the e-learning platform, focusing on “improving the efficiency of training assignments and learning, strengthening the verification of learning records and data consistency, and improving the user experience and content reach.” This reduced the administrative burden of course affairs and training assignment by supervisors, and improved the traceability of learning data and management consistency. At the same time, the organization and optimization of the role/permission interface and framework is used as the basis for the subsequent implementation of the decentralized management mechanism, in order to support global learning promotion and effectiveness measurement.
Effectiveness evaluation	To ensure the effectiveness of human resources management measures and sustainable development goals, the Human Resources Department convenes quarterly meetings to set and track the progress of each department in achieving the target for each indicator, and explains and reviews implementation results. We have strengthened goal-oriented management through an ongoing evaluation and adjustment mechanism to ensure that action plans are implemented effectively and continue to be improved, thereby improving overall sustainability management performance. Furthermore, the learning and development plans of Advantech Academy strive to achieve long-term business goals and employee growth. To ensure the effectiveness and actual impact of each learning program, we adopted the Kirkpatrick Four-Level Evaluation Model to comprehensively measure the effectiveness of learning based on feedback from trainees and business results: L1 Reaction: We ensure that the course design meets the needs of participants through satisfaction surveys, in order to provide a better learning experience. L2 Learning: We verify whether participants have successfully mastered key knowledge and skills through tests and practical evaluations. L3 Behavior: We track whether trainees are able to apply what they learned in actual work scenarios, giving them the capacity to act. L4 Results: We analyze the impact of training on business performance and talent development to ensure that learning truly creates value. [Comprehensive evaluation and optimization] Based on the evaluation results of the 4 levels above, Advantech Academy conducts a comprehensive review and reflection, and adjusts and optimizes the courses based on actual needs. Advantech Academy will continue to dedicate its efforts to increase the influence of talent training through a continuous learning and feedback cycle, and ensure that it can continue to create value for employees and Advantech in the ever-changing market environment.

Name of material topic	Importance of this material topic to Advantech	
Effectiveness evaluation	[Measurement methods for corresponding targets] 1. Online learning participation rate: Records of e-learning platform use and course completion data are regularly reviewed to determine the progress. 2. In-person course satisfaction and participation rate: Feedback from the L1 Reaction questionnaire and attendance records are integrated for follow-up. 3. Global APEX promotion success rate: The main indicator is the "Talent Promotion and Development" result at L4, and is combined with the IDP mechanism.	
	Academy structure	Evaluation of learning effectiveness
	Management Academy	■ L1 Reaction: Questionnaires are administered after courses to understand participants' overall perception of course design and practicality. In 2025, the average satisfaction rate of courses offered by the Management Academy was 4.64 points with a total of 700 participants. ■ L2 Learning: The courses establish a common language through role play and management tools, and help supervisors understand principles for managing people and making judgment calls. ■ L3 Behavior: The transfer of learning is tracked through action plans + retraining, and supporting information on practical implementation is also collected, including 59 "Checklists for Implementation under the Guidance of Seniors" and action plans for various themes: 30 documents related to coaching-style guidance, 29 documents related to managing down, 30 documents related to horizontal management. These documents are used to examine the practical applications of supervisors in managing people, feedback and communication, authorization management, and cross-departmental collaboration. ■ L4 Results: The aforementioned implementation outputs and training feedback create a sustainable and optimized management cultivation mechanism to support the transformation of management behavior and improve the quality of team work.
	Talent with high potential	■ L1 Reaction: The satisfaction survey administered after courses verify whether the course design and co-learning mechanism meets the needs of the trainees. The average course satisfaction score in 2025 was 4.5 points among 32 participants. ■ L2 Learning: The lectures from executive level supervisors/ external experts and cross-domain co-learning help strengthen trainees' strategic perspective, integrated thinking, and problem analysis abilities. ■ L3 Behavior: With practical proposals for corporate issues as the specific outputs for learning applications, 14 proposals were made for key issues in 2025 and were implemented in the workplace through the IDP mechanism. ■ L4 Results: The design of APEX and IDP that links cultivation, proposal to implementation has cultivated a total of 139 high-potential talents, in which 62 have successfully been promoted, supporting the development of key talents and the establishment of a talent pipeline. Operational issues drive process optimization, such as methods to improve supply chain agility have initially improved demand prediction accuracy by 10-15% and reduced workload by 6-7%, showing how talent cultivation can support organizational performance.

Name of material topic	Importance of this material topic to Advantech	
Effectiveness evaluation	Academy structure	Evaluation of learning effectiveness
	Professional Academy	■ L1 Reaction: Understand course quality and students' satisfaction through feedback received after courses: AI courses had a total of 490 participants. For example, the average satisfaction score was 4.55 points for M&A courses, 4.52 points for sales courses, and 4.46 points for AE LEAP Camp courses. ■ L2 Learning: Professional capabilities are developed through tiered learning paths, technical competency cultivation, and systematic methodologies. For example, 40 people passed the AI certification course, which is used as verification of their competency. ■ L3 Behavior: Actual/Project-based outputs are used as evidence of application. For example, 34 teams participated in the AI competition and produced 6 award-winning teams. A total of NT\$924,000 was provided for rewards, and all of the works were uploaded to the AI Academy (AI community) to promote diffusion and reuse. ■ L4 Results: Representative results include: Increased the accuracy of technical support responses from 70% to 79%. The circuit diagram inspection time was shortened from several hours to within 20 seconds.3D smart packaging shortens the decision-making time of personnel by 60%, increases the average packaging ratio to 64%, and reduces transportation costs by 7-8% when connected to the API of DHL.
	General Education Academy	■ L1 Reaction: The course experience and acceptance was reviewed based on post-course feedback. The average satisfaction score for courses of the General Education Academy was 4.68 points among 400 participants in 2025.
	New Employee Hires Academy	■ L1 Reaction: We understand the experience of new employees in the guidance activities and cultural assimilation design through feedback after courses. In 2025, the average satisfaction rate of courses at the New Employee Hires Academy was 4.77 points with a total of 332 participants. ■ L2 Learning: The culture/system introductions and sharing sessions with supervisors help new employees understand the corporate culture, organizational operations, and role expectations.
Stakeholders affected by this material topic and actions taken by Advantech	■ Employees: Provide professional training courses and administer satisfaction questionnaire surveys after courses. We collect opinions and development needs through performance interviews and the O&PR system every year, and plan IDPs based on performance evaluations as the basis for continuous improvement of training results and allocation of learning resources. ■ Customers: We provide corporate customers with training on product applications and solution implementation to help them more effectively use the applications and solutions and gain a better overall service experience. We then survey their satisfaction and subsequent learning needs through a questionnaire. ■ Suppliers: Supplier conferences are held on a regular basis to explain and for exchanges related to Advantech's sustainability policy, operating procedures, and partnering rules, strengthening their understanding and implementation of quality, environmental safety, and sustainability requirements, and driving common growth among partners.	

5.1.1 Talent Attraction and Retention

Talent Attraction

In response to the impacts and challenges brought by the aging population, low birth rate, and the values and career changes of the new generation of talent, Advantech upholds the core philosophy of having the “Right People on the Bus.” As such, we have developed a diverse and flexible approach to recruitment by “finding the right people first, then deciding what to do”: The right key talents will work with Advantech to co-create our vision. Apart from professional competence, Advantech attaches even greater importance to the altruistic passion of talent. We attract innovative professionals from diverse fields to join the Advantech family via diverse recruitment channels and flexible recruitment projects. We give outstanding talents the space to freely explore different career possibilities, and will continue to optimize and implement different initiatives to attract, cultivate, and retain talent with altruistic passion.

■ Advantech’s Featured Recruitment Program – Elite Series

The Elite series recruitment activities are inspired by the theme “Right People on the Bus,” and create the opportunity for Advantech and talent to gain a better understanding of each other, with the goal of finding key talent (A talent). Elite programs catering to varying levels of expertise are designed to accommodate everyone from academia-industry collaboration interns, graduates entering the workforce, to seasoned industry elites. We target the key talent needed by Advantech and invite them to join us through diverse recruitment activities of the Elite series.

■ Elite program

- Elite Champion - Recruitment of high-potential elite talents with 3 years or more of experience

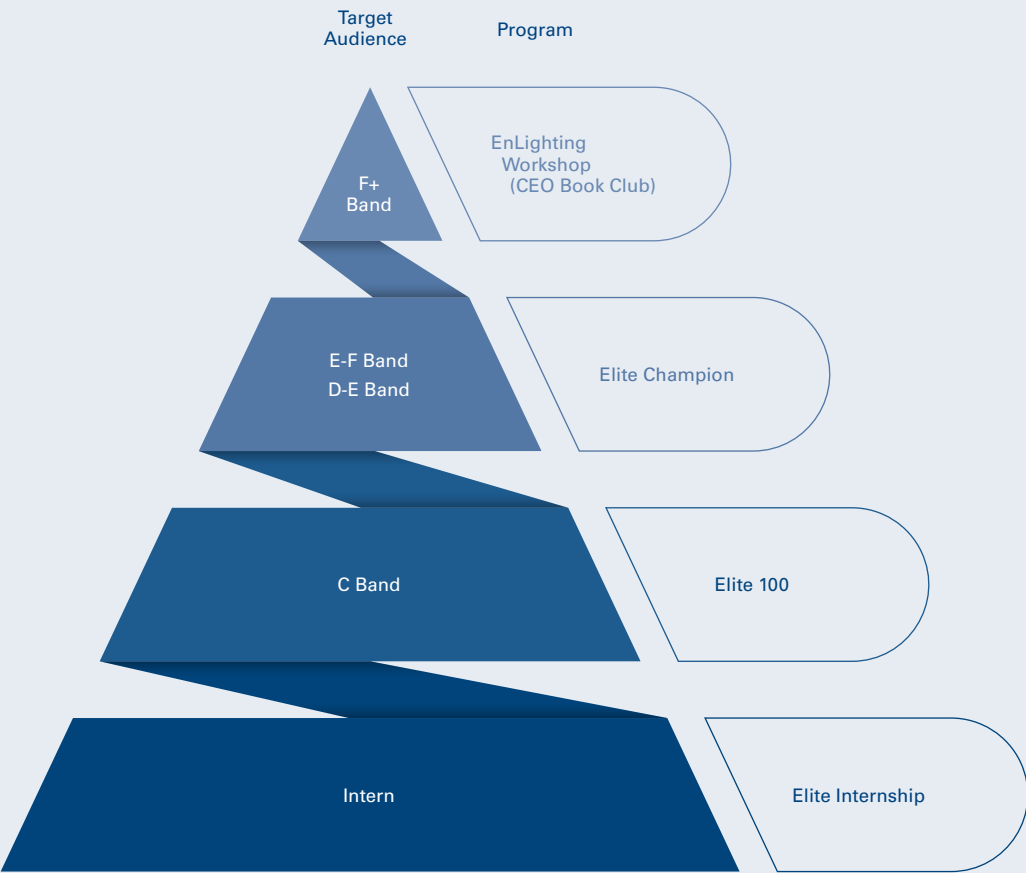
For the recruitment of high-potential industry elites with 3 years or more of experience, talent is ranked via phone interviews and pre-ranking before the event, and executive level supervisors are invited to participate in on-site interviews on the day of the event to identify and recruit A talents.

- Elite100 - Recruitment of reserve talent with less than 3 years of experience

When recruiting junior talent or fresh graduates with less than 3 years of work experience, executive level supervisors share Advantech’s cultural values and different career paths on the day of the event. Individuals who stand out in each job category during group interviews (first interview) are selected for the second interview, allowing Advantech to select top talent.

- Elite100 Internship - Internships for college juniors and seniors and graduate students

The internship program for college juniors and seniors and graduate students allows Advantech to reach out to promising students while they are still in school. Their performance during the internship is observed and taken into consideration when deciding whether to extend their internship or offer them a full-time position.



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Appendix

Results of the Elite Series Recruitment Activities

Year		Region	Elite Champion	Elite 100	Elite Internship	Overall results of Elite activities
			Elite Program conversion rate	Elite Program conversion rate	Elite Program conversion rate	Elite Program conversion rate
2022	Actual	Headquarters	13%	8%	22%	17%
	Target	Headquarters	20%	10%	25%	20%
2023	Actual	Total (Headquarters and Advantech China)	-	11%	25%	21%
		Headquarters	-	11%	27%	22%
		Advantech China	-	-	8%	8%
		Headquarters	20%	10%	25%	20%
2024	Target	Headquarters	20%	10%	25%	20%
	Actual	Headquarters	18%	15%	25%	24%
2025	Target	Headquarters	20%	10%	25%	20%
	Actual	Headquarters	67%	21%	23%	23%
		Advantech Korea	-	25%	-	25%
		Headquarters	30%	15%	25%	25%

* Note:

1. The effectiveness ratio of Elite recruitment activities = Number of targeted key talents recruited through Elite recruitment activities/total number of targeted key talents.

2. Considering that overseas locations have slightly different talent recruitment requirements compared to the headquarters, the Elite series of recruitment activities are mainly held in Taiwan. However, in 2025, AKR (Advantech Korea) organized an Elite100 recruitment event on a trial basis and achieved a conversion rate of 25%, so it is separately listed.

3. The retention rate of employees hired through the Elite series recruitment activities from 2023 to 2024 was 100% as of 2025, and their performance in the most recent evaluation was slightly above average.

Internal Employee Referral

In response to the challenges of differences in new generation talent and the difficulty of talent recruitment, we have not only diversified our talent recruitment channels, but also actively formulated improvement plans for our recruitment strategies. The headquarters (Taiwan) significantly increased the internal talent referral bonus from NT\$10,000-NT\$20,000 to NT\$15,000-NT\$30,000 (depending on the job band of the referred candidate) in 2023 after seeing the high suitability of candidates referred by internal employees.

We believe that, new employee hires referred by internal employees were better suited to their jobs than those recruited via other channels, making internal referrals an important source of talent. Therefore, Advantech continues to implement the internal employee referral program.

Due to current employees' understanding of industry development and their identification with Advantech's corporate culture, they voluntarily invite professionals from different fields to join Advantech's open development platform. This not only shows employees' identification with Advantech, the analysis of the performance of new employees hired through different channels also showed that new hires through internal employee referrals were generally more stable compared to other channels. The percentage of internal employee referrals in the past 3 years is shown in the table below, and was 18% in the 6 major regions. The target is for 20% of new hires at all locations of operations to be from internal employee referrals in 2026.

Percentage of Internal Employee Referrals

Region			Direct employees	Indirect employees	All employees
2022	Actual	Headquarters	22%	34%	28%
	Target	Headquarters	25%	35%	30%
2023	Actual	Six major locations of operations	24%	13%	16%
		Headquarters	13%	21%	19%
		Advantech China	26%	0%	12%
		Advantech Japan	-	10%	10%
		Advantech Korea	0%	0%	0%
		Advantech Europe	100%	0%	12%
		Advantech USA	0%	33%	32%
		Six major locations of operations	25%	15%	15%
2024	Target	Six major locations of operations	22%	12%	17%
	Actual	Headquarters	3%	23%	18%
		Advantech China	24%	4%	22%
		Advantech Japan	0%	0%	0%
		Advantech Korea	0%	3%	3%
		Advantech Europe	92%	0%	24%
		Advantech USA	0%	11%	8%
		Six major locations of operations	25%	15%	15%
2025	Actual	Headquarters	2%	16%	11%
		Advantech China	32%	5%	29%
		Advantech Japan	0%	9%	6%
		Advantech Korea	-	0%	0%
		Advantech Europe	0%	8%	7%
		Advantech USA	14%	6%	7%
		All locations of operations	25%	15%	20%
2026	Target	All locations of operations	25%	15%	20%

*Note:

(1) Percentage of internal employee referrals = Number of new employee hires referred by internal employees / Total number of new employees.

(2) The total number of new employees only includes full-time employees (full-time and contract-based employees), and does not include part-time employees (interns).

(3) The scope of statistics on internal employee referrals was expanded to the 6 major locations of operations (including Advantech Headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech USA, and Advantech Europe) in 2023. Hence, the targets for internal employee referrals in 2024 and 2025 were updated at the same time.

New Employees Hire

- New employees hire in 2025

Region	Item	Number and percentage (%) of male employees		Number and percentage (%) of female employees		Number and percentage of non-disclosed gender (%)		Total number of new employees	Total number of employees	Breakdown of new employees by region	Percentage of new employees
		Number of new employees	Percentage	Number of new employees	Percentage	Number of new employees	Percentage				
Headquarters	30 years old and under	85	11.7%	195	32.3%	0	0.0%	638	3,835	16.6%	19.2%
	31-49 years old	153	4.3%	187	6.5%	0	0.0%				
	50 years old and above	16	1.4%	2	0.4%	0	0.0%				
	Not disclosed	0	0%	0	-	0	0.0%				
Advantech China	30 years old and under	232	32.0%	133	22.1%	0	0.0%	833	3,415	24.4%	
	31-49 years old	241	6.8%	226	7.9%	0	0.0%				
	50 years old and above	1	0.1%	0	0.0%	0	0.0%				
	Not disclosed	0	0.0%	0	-	0	0.0%				
Advantech Japan	30 years old and under	2	0.3%	2	0.3%	0	0.0%	54	271	19.9%	
	31-49 years old	16	0.5%	14	0.5%	1	25.0%				
	50 years old and above	13	1.2%	4	0.8%	0	0.0%				
	Not disclosed	0	0.0%	0	-	2	3.4%				
Advantech Korea	30 years old and under	8	1.1%	5	0.8%	0	0.0%	19	126	15.1%	
	31-49 years old	2	0.1%	3	0.1%	0	0.0%				
	50 years old and above	1	0.1%	0	0.0%	0	0.0%				
	Not disclosed	0	0.0%	0	-	0	0.0%				
Advantech Europe	30 years old and under	32	4.4%	9	1.5%	1	100.0%	117	796	14.7%	
	31-49 years old	36	1.0%	20	0.7%	2	50.0%				
	50 years old and above	13	1.2%	4	0.8%	0	0.0%				
	Not disclosed	0	0.0%	0	-	0	0.0%				
Advantech USA	30 years old and under	10	1.4%	5	0.8%	0	0.0%	71	524	13.5%	
	31-49 years old	25	0.7%	16	0.6%	0	0.0%				
	50 years old and above	9	0.8%	6	1.2%	0	0.0%				
	Not disclosed	0	0.0%	0	-	0	0.0%				
Other regions	30 years old and under	21	2.9%	9	1.5%	0	0.0%	77	445	17.3%	
	31-49 years old	27	0.8%	7	0.2%	0	0.0%				
	50 years old and above	4	0.4%	0	0.0%	0	0.0%				
	Not disclosed	0	0.0%	0	-	9	15.3%				

*Note:

- Percentage of new employees in each region = Number of new employees in each group in the current year / Total number of employees in the group. Total percentage of new employees = Number of new employees in the current year / Total number of employees (full-time and contract-based employees).
- The number of new employees only includes full-time employees (full-time and contract-based employees), and does not include part-time employees (interns). Please refer to “Appendix 6 Employee Structure” for the definition.
- The denominator for calculating the percentage of new employees is the number of current employees on December 31, 2025, and does not include those that have resigned.

New Hires in the Past 4 Years

Region	2022		2023		2024		2025		
	New hire	Ratio of new hire	New hire	Ratio of new hire	New hire	Ratio of new hire	New hire	Total number of employees	Ratio of new hire
Headquarters	713	20.0%	367	10.2%	344	9.7%	638	3,835	16.6%
Advantech China	669	18.0%	283	8.4%	611	18.3%	833	3,415	24.4%
Advantech Japan	23	10.0%	31	13.4%	34	15.1%	54	271	19.9%
Advantech Korea	47	37.0%	42	32.6%	32	29.4%	19	126	15.1%
Advantech Europe	113	23.0%	104	19.8%	50	9.7%	117	796	14.7%
Advantech USA	105	21.0%	77	14.4%	47	8.8%	71	524	13.5%
Other regions	-	-	87	18.8%	94	21.6%	77	445	17.3%
Total	1,670	19.5%	991	11.2%	1,212	14.0%	1,809	9,412	19.2%

■ Note: The number of new employees only includes full-time employees (full-time and contract-based employees), and does not include part-time employees (interns). Please refer to “Appendix 6 Employee Structure” for the definition.

Average Cost of Recruitment per Employee

Region	2022	2023	2024	2025
	NTD	NTD	NTD	NTD
Headquarters	1,912	15,848	13,204	10,629
Advantech China	3,736	3,523	1,389	944
Advantech Japan	232,830	40,564	19,885	15,137
Advantech Korea	7,972	7,822	9,222	8,690
Advantech Europe	89,925	71,859	79,503	106,477
Advantech USA	37,710	17,961	28,511	13,876
Other regions	-	12,802	24,319	30,120
Total average cost (NTD)	13,568	18,536	11,521	13,439

*Note:

1. Unit: NTD/person, formula: Average cost of recruitment per employee = Annual recruitment cost / Number of new employees.
2. Recruitment expenses include advertising, recruitment bonuses, and funds for recruitment activities.

Talent Retention

Advantech produces a wide range of products in small quantities for an industry that emphasizes innovation and flexibility. Advantech has locations all over the world and is able to provide employees with diverse career options through cross-domain transfer, cross-border cooperation, and overseas job opportunities. We also continue to optimize mechanisms for promotion, performance evaluation, and employee development plans to provide employees with a platform to pursue their careers. We also develop comprehensive education and training courses to cultivate outstanding talents, participate in market salary surveys to provide competitive salaries, and organize outstanding employee selections each year to recognize employees for outstanding performance and increase their sense of belonging. We have also committed to supporting employees in life, and encourage employees through the ABLE Club to innovate, learn, experience life, and give back to society after work (please refer to 5.2 Employee Communication and Benefits). At Advantech, we support employees' long-term development needs through a wide variety of programs.

Diverse Career Development Opportunities

- Cross-border cooperation/Overseas job opportunities
- Advantech has locations around the world, which can support the international development of employees and encourage them to apply for job openings at locations worldwide. In addition, they become aligned with international standards while in Taiwan by working

together with employees from different countries, providing employees with opportunities to develop international expertise at work, broaden their international perspective, and learn to embrace diversity with an open mind through conflicting views in international teams, so that they become more creative problem solvers and value creators. Advantech also encourages the implementation of multinational projects, so that participating employees can gain valuable experience.

- Internal transfers – My Career+

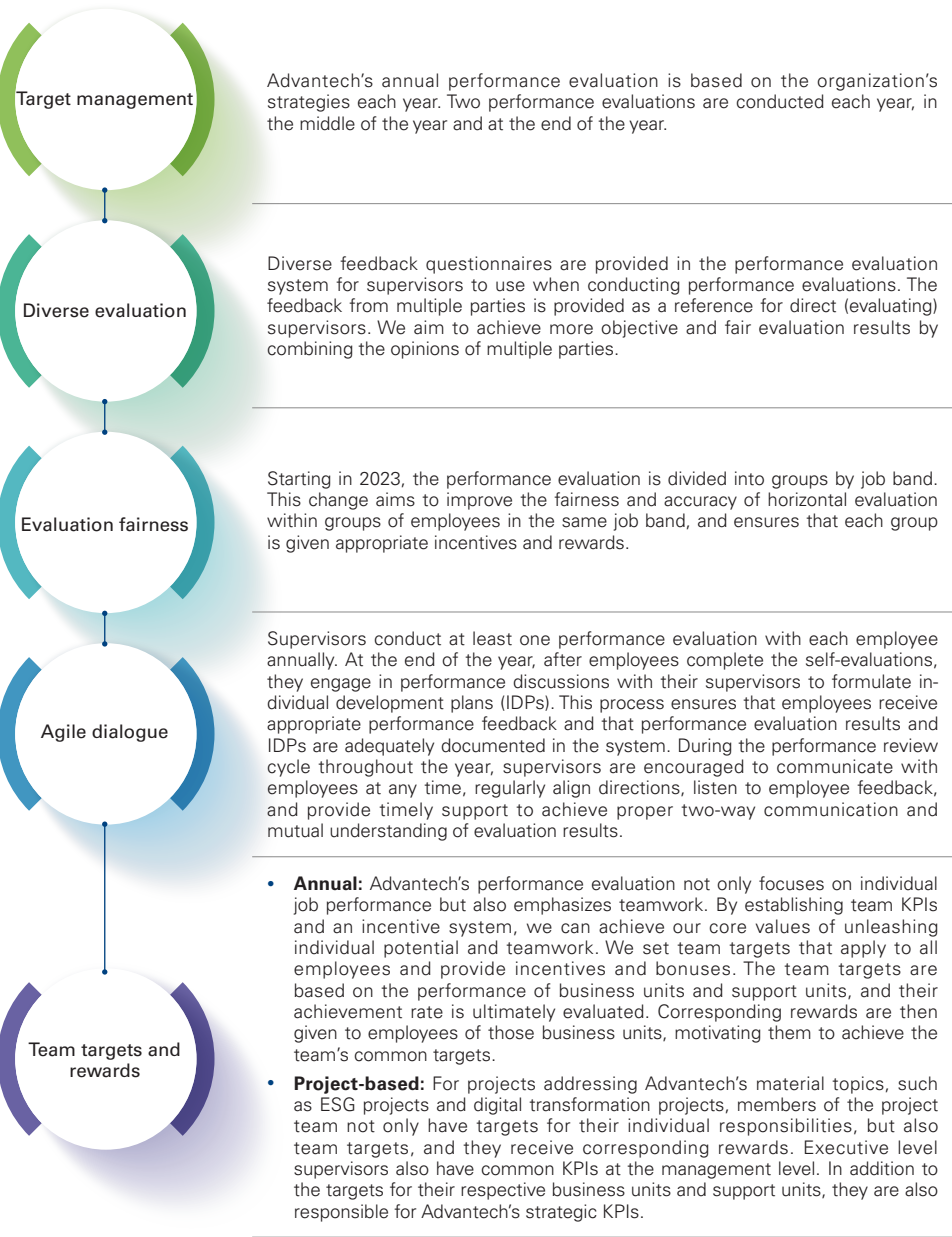
Advantech supports employees in their long-term career development within the organization. Executive level supervisors have taken the initiative to shape a corporate culture that encourages internal transfers. With the official introduction of the Global Human Capital Management System, Workday, in 2023, the internal transfer mechanism “My Career+” has been streamlined and provides employees with channels for skill growth and expansion through a more open and transparent mechanism. This helps employees broaden their horizons, thereby cultivating cross-departmental talent. My Career+ facilitates the transition process, not only promoting internal talent mobility and training all-around outstanding talent, but also further achieving the goal of talent retention.

- Number of Employees Transferred and Promoted

Region	2022			2023			2024			2025		
	Sum of transfer & promotion	Total employee (All employee)	Percentage	Sum of transfer & promotion	Total employee (All employee)	Percentage	Sum of transfer & promotion	Total employee (regular employee)	Percentage	Sum of transfer & promotion	Total employee (regular employee)	Percentage
Headquarters	824.00	3,488	23.4%	740	3,588	20.6%	753	3,531	21.3%	999	3,791	26.4%
Advantech China	361.00	1,784	20.2%	1,502	3,357	44.7%	1,233	3,333	37.0%	1,179	3,411	34.6%
Advantech Japan	13.00	231	5.6%	12	232	5.2%	7	225	3.1%	31	246	12.6%
Advantech Korea	5.00	99	5.1%	11	129	8.5%	35	109	32.1%	16	121	13.2%
Advantech Europe	0.00	491	0.0%	56	525	10.7%	70	516	13.6%	49	792	6.2%
Advantech USA	58.00	512	11.3%	64	536	11.9%	67	533	12.6%	62	512	12.1%
Other regions	-	-	-	-	-	-	44	436	10.1%	77	443	17.4%
Total	1,215.00	6,176	19.7%	2,385	8,367	28.5%	2,209	8,683	25.4%	2,413	9,316	25.9%

*Note: Unit: Human, formula: Number of employees transferred for promotion/Number of full-time employees in the current year.

Performance Evaluation and Promotion System



Performance Evaluation Participation Rate of Employees in the 4 Major Job Categories

Region	Four major categories	Performance appraisal participation rate of male %	Performance appraisal participation rate of female %	Performance appraisal participation rate of non-disclosed gender %
Headquarters	R&D	95%	91%	-
	Marketing/Sales	93%	96%	-
	Administration	92%	93%	-
	Manufacture	97%	97%	-
Advantech China	R&D	99%	99%	100%
	Marketing/Sales	96%	98%	100%
	Administration	98%	99%	100%
	Manufacture	98%	97%	-
Advantech Japan	R&D	100%	100%	100%
	Marketing/Sales	97%	95%	100%
	Administration	100%	90%	100%
	Manufacture	93%	75%	60%

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Region	Four major categories	Performance appraisal participation rate of male %	Performance appraisal participation rate of female %	Performance appraisal participation rate of non-disclosed gender %
Advantech Korea	R&D	94%	100%	-
	Marketing/Sales	88%	88%	-
	Administration	89%	80%	-
	Manufacture	89%	100%	-
Advantech Europe	R&D	97%	81%	67%
	Marketing/Sales	95%	96%	100%
	Administration	95%	95%	-
	Manufacture	95%	82%	100%
Advantech USA	R&D	94%	100%	-
	Marketing/Sales	94%	94%	-
	Administration	77%	90%	-
	Manufacture	99%	96%	-

Region	Four major categories	Performance appraisal participation rate of male %	Performance appraisal participation rate of female %	Performance appraisal participation rate of non-disclosed gender %
Other regions	R&D	90%	83%	73%
	Marketing/Sales	90%	91%	90%
	Administration	89%	95%	100%
	Manufacture	100%	75%	-
Total	R&D	96%	94%	85%
	Marketing/Sales	94%	96%	95%
	Administration	93%	94%	100%
	Manufacture	97%	96%	67%

* Note:

1. The denominator for calculating the participation rate in performance evaluations is the number of all full-time employees, including those who have not completed the three-month probationary period and are not required to participate in the evaluation (Advantech Korea and Advantech China have other requirements), those who were separated from Advantech during the evaluation period and did not complete the evaluation, and those who went on unpaid leave during the evaluation period.

2. Advantech Korea employees who have not yet passed the six-month probationary period and new employees officially hired for less than 6 months are not required to participate in the performance evaluation. Advantech China employees who have not yet passed the six-month probationary period are not required to participate in the performance evaluation.

3. Most employees in Advantech Japan, Advantech USA, and other regions are in marketing and sales. There is a relatively low number of R&D, administrative, and manufacturing employees, so new employees in these 3 categories that have been at Advantech for less than 3/6 months can have a considerable impact on the participation rate in the performance evaluation. As shown in Table 2 below, the participation rate of employees in the 2 job functions was high in Advantech Japan, Advantech USA, and other regions.

4. The “non-disclosed gender” column was added for employees who choose not to disclose their gender.

5. The number of employees who chose not to disclose their gender was relatively low for Advantech Japan, Advantech Europe, and other regions, so new employees who were hired for less than 3/6 months and did not participate in the evaluation and employees on unpaid leave have a more significant effect on the participation rate of the category.

• Performance Evaluation Participation Rate of Employees in the 2 Job Functions

Region	Management level	Performance appraisal participation rate of male %	Performance appraisal participation rate of female %	Performance appraisal participation rate of non-disclosed gender %
Headquarters	Director and above (F and above)	95%	100%	-
	Manger, Sr. Manager (E1, E2)	98%	98%	-
	General Employees (D3 and below)	95%	95%	-
Advantech China	Director and above (F and above)	95%	100%	-
	Manger, Sr. Manager (E1, E2)	100%	100%	100%
	General Employees (D3 and below)	98%	98%	100%
Advantech Japan	Director and above (F and above)	83%	100%	-
	Manger, Sr. Manager (E1, E2)	100%	100%	-
	General Employees (D3 and below)	97%	84%	86%
Advantech Korea	Director and above (F and above)	100%	100%	-
	Manger, Sr. Manager (E1, E2)	100%	100%	-
	General Employees (D3 and below)	86%	88%	-
Advantech Europe	Director and above (F and above)	100%	100%	-
	Manger, Sr. Manager (E1, E2)	98%	100%	-
	General Employees (D3 and below)	95%	93%	80%

Region	Management level	Performance appraisal participation rate of male %	Performance appraisal participation rate of female %	Performance appraisal participation rate of non-disclosed gender %
Advantech USA	Director and above (F and above)	89%	100%	-
	Manger, Sr. Manager (E1, E2)	97%	93%	-
	General Employees (D3 and below)	93%	94%	-
Other regions	Director and above (F and above)	88%	100%	-
	Manger, Sr. Manager (E1, E2)	95%	92%	50%
	General Employees (D3 and below)	91%	92%	93%
Total	Director and above (F and above)	95%	100%	-
	Manger, Sr. Manager (E1, E2)	98%	98%	60%
	General Employees (D3 and below)	96%	95%	92%

* Note:

1. The denominator for calculating the participation rate in performance evaluations is the number of all full-time employees, including those who have not completed the three-month probationary period and are not required to participate in the evaluation (Advantech Korea and Advantech China have other requirements), those who were separated from Advantech during the evaluation period and did not complete the evaluation, and those who went on unpaid leave during the evaluation period.

2. Advantech Korea employees who have not yet passed the six-month probationary period and new employees officially hired for less than 6 months are not required to participate in the performance evaluation. Advantech China employees who have not yet passed the six-month probationary period are not required to participate in the performance evaluation.

3. All job bands at Advantech worldwide are divided into A to H. The job band of management level supervisors (managers) is E, and executive level supervisors (assistant vice president and above) are F and above.

4. The “non-disclosed gender” column was added for employees who choose not to disclose their gender.

5. The number of employees who chose not to disclose their gender was relatively low for other regions, so new employees who were hired for less than 3/6 months and did not participate in the evaluation and employees on unpaid leave have a more significant effect on the participation rate of the category.

Performance Reward System

Advantech participates in market salary surveys and provides employees with competitive remuneration. The remuneration structure consists of diverse remuneration methods, including year-end bonuses, individual performance bonuses, team bonuses, sales performance bonuses, and stock or cash dividends for outstanding talent. Different remuneration methods are used to motivate different groups of employees, so as to attract, cultivate, and retain talents, as well as to provide effective rewards to talents who continue to create value together with Advantech.

Advantech regularly reviews salary and remuneration-related indicators for various job categories and bands in different regions worldwide to ensure a diverse and equal workplace.

- Average Salary of Full-Time Non-Managerial Employees: NT\$ 1,322 (in thousands)
- Median Salary of Full-Time Non-Managerial Employees: NT\$ 1,156 (in thousands)
- Gender pay gap analysis

Advantech's remuneration policy is based on employees' job responsibilities and duties, and complies with local government labor laws and regulations. In the case of Taiwan, these include: "Labor Standards Act," "Act of Gender Equality in Employment," and "Employment Service Act." The salary standards do not differ based on gender. On the basis of globalized talent management, Advantech regularly participates in external salary surveys, and also comprehensively considers the salary data in other market reports to align our compensation packages with prevailing market salary rates. We also use job function and position to design pay ranges, so that reasonable and competitive salaries are used to recruit and retain talent. The headquarters established and optimized the application of pay ranges (based on job function and band) in 2022, and plan to gradually incorporate all 6 regions in the coming years. Advantech established pay ranges for positions based on job functions and bands to prevent differences based on gender. We have observed that key job functions are mainly held by male employees. Going forward, we will step up efforts to train and encourage female employees to take positions for key functions. During external recruitment, we will also pay attention to the diversity of candidates for key functions, in order to increase the diversity of employees at Advantech for more diverse development.

The table below shows the difference in average salary between male and female employees in each job band. The average salary of men is used as the baseline at 1 for comparison.

1. The gender pay gap at the headquarters is minimal, with female executive level supervisors earning higher salaries than their male counterparts.
2. Among executive level supervisors, there are more male supervisors with roles directly related to profit-making, and performance bonuses are reflected in the bonus component of remuneration, so their overall remuneration is generally higher than female supervisors.
3. Among general employees, there are more male R&D engineers than female ones, while there are more females in administrative support-related roles. The gender pay gap is attributed to gender concentration within job functions.
4. Direct employees at the headquarters include foreign migrant workers who were mostly female, which was the reason for the gender pay gap.
5. The 5 major regions: China, Japan, South Korea, Europe, and the United States are sales locations, and the majority of employees are in profit related roles, which are higher paying roles. A higher percentage of employees in profit-related roles are male.
 - a. The pay gap between indirect employees at the Kunshan Plant in China is due to job function. The remuneration for key functions (such as product engineering and smart technology) is higher than the administrative functions, and men account for a higher percentage of employees performing key functions.
 - b. Among indirect employees in Japan, there are more male employees in profit-related roles, and the pay gap is due to the difference in job function.
 - c. Management level supervisors of administrative functions in South Korea are all female, while those in profit-related functions are all male. The pay gap is due to the difference in job function.
 - d. Due to the wide range of employees in Europe, the pay gap is not only due to different job functions, but also the different salaries of different countries.
6. The pay gap among executive level supervisors and management level supervisors in the United States is due to the majority of supervisors in profit-related functions being male.



Average[1.1]		Headquarters		China		Kunshan Plant in China		Japan		South Korea		Europe		United States		Six major locations of operations	
Management level	Basic/Total package	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men	Average pay of women	Average pay of men
Director and above (F1 and above)	Basic Salary	0.97	1	0.84	1	-	-	1.03	1	0.89	1	0.71	1	0.98	1	0.96	1
	Total Package =Basic Salary +Bonus + Allowance	0.99	1	0.98	1	-	-	1.08	1	0.93	1	0.64	1	0.64	1	0.85	1
Manager ~ Sr. Manager (E1~E2)	Basic Salary	0.95	1	0.87	1	0.95	1	0.84	1	0.80	1	0.82	1	1.01	1	0.92	1
	Total Package =Basic Salary +Bonus + Allowance	1.01	1	0.90	1	0.94	1	0.79	1	0.76	1	0.80	1	0.73	1	0.88	1
Indirect Employee Engineer/Specialist ~ Assist. Manager (C1~D3)	Basic Salary	0.88	1	0.95	1	0.89	1	0.84	1	0.88	1	0.84	1	0.85	1	0.86	1
	Total Package =Basic Salary +Bonus + Allowance	0.88	1	0.88	1	0.87	1	0.86	1	0.86	1	0.80	1	0.85	1	0.85	1
Direct Employee (A1~B2)	Basic Salary	0.86	1	-	-	0.89	1	0.91	1	-	-	0.81	1	1.01	1	0.93	1
	Total Package =Basic Salary +Bonus + Allowance	0.82	1	-	-	0.90	1	0.85	1	-	-	0.76	1	0.99	1	0.89	1

* Note:

1. All job bands at Advantech worldwide are divided into A to H. The job band of management level supervisors (managers) is E, and executive level supervisors (assistant vice president and above) are F and above.

2. The Kunshan Plant in China was separately listed due to different employee composition and different salary structure.

3. Includes full-time employees, full-time contract employees, and interns.

The table below analyzes the pay of male and female employees in the 6 major regions, and displays the average and median with the pay of male employees set as 1 for comparison.

Analysis of male and female pay		Six major locations of operations		Six major locations of operations	
Management level	Basic/Total package	Average pay of women	Average pay of men	Median pay of women	Median pay of men
Director and above (F1 and Above)	Basic Salary	0.96	1	0.90	1
	Total Package =Basic Salary +Bonus + Allowance	0.85	1	0.95	1
Manager ~ Sr. Manager (E1~E2)	Basic Salary	0.92	1	0.96	1
	Total Package =Basic Salary +Bonus + Allowance	0.88	1	1.03	1
Indirect Employee Engineer/Specialist ~ Assist. Manager (C1~D3)	Basic Salary	0.86	1	0.88	1
	Total Package =Basic Salary +Bonus + Allowance	0.85	1	0.86	1
Direct Employee (A1~B2)	Basic Salary	0.93	1	1.57	1
	Total Package =Basic Salary +Bonus + Allowance	0.96	1	0.90	1

*Note:

1. All job bands at Advantech worldwide are divided into A to H and aligned with the Global Job Band in 2022. The job band of management level supervisors (managers) is E, and executive level supervisors (assistant vice president and above) are F and above.

2. Includes full-time employees, full-time contract employees, and interns.

Improvement Plan

At Advantech, we are continually adjusting our talent recruitment strategies based on trends in the external talent market and organizational development needs. We are also systematically optimizing the human resources systems, including promotion management, internal transfer, performance evaluation, talent development, education and training, key talent identification, remuneration and benefits, and employee care. Facing the rapid changes of the industry environment, we have actively introduced digital tools to improve the agility of human resource management and timeliness of decision-making.

As global operations continue to expand, Advantech continues to strengthen the integration and management of global talent data. We launched the Global Human Capital Management System in September 2022, launched the Workday system in May 2023, and further introduced the Talent Optimization module in January 2024, gradually building a consistent global talent data platform to improve the transparency and visibility of talent information. In 2025, Advantech made human resource decisions even more systematic and consistent by integrating promotion evaluations and remuneration adjustments into the system platform, and improving the efficiency of cross-regional talent management. At the same time, we continue to optimize key talent identification mechanisms and development strategies through data analysis applications, so as to support the organization's long-term competitiveness.

In terms of talent retention management, we review the turnover rate of each business unit in Taiwan on a quarterly basis, and analyze the overall retention of outstanding employees every 6 months. Improvement measures are implemented based on the analysis results, including strengthening employee care mechanisms, optimizing career development paths, and adjusting the remuneration and benefits system to improve employee satisfaction and overall retention performance.

For overseas locations of operations, we continue to track the turnover rate and retention of key talents in each region through monthly global human resources meetings, and formulate different talent retention strategies based on the characteristics of each market to ensure the appropriateness and implementation effectiveness of global talent management policies.

Going forward, we will continue to deepen the digital transformation of human resources based on data analysis, implement a systematic management mechanism that focuses on talent development, strengthen the connection between talent supply and organizational needs, and strive to create a resilient and sustainable global talent development environment.

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Employee Turnover/Attrition

Region	Category	Item	Male			Female			Non-disclosed gender			Total number of resignations	Total number of employees	Voluntary turnover rate by region	Overall turnover rate by region	Overall turnover rate
			Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)					
Headquarters	Job band	Director and above (F and above)	8	4.5%	3.4%	0	0.0%	0.0%	0	0.0%	0.0%	353	3,791	8.3%	9.3%	
		Manger, Sr. Manager (E1, E2)	18	2.7%	2.4%	5	2.4%	1.9%	0	0.0%	0.0%					
		General Employees (D3 and below)	150	3.4%	2.9%	172	4.7%	4.4%	0	0.0%	0.0%					
	Age of employees	30 years old and under	26	3.8%	3.3%	38	6.4%	6.4%	0	0.0%	0.0%	353	3,791			
		31-49 years old	120	3.4%	3.0%	122	4.3%	4.0%	0	0.0%	0.0%					
		50 years old and above	30	2.7%	1.9%	17	3.3%	2.8%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					
China	Job band	Director and above (F and above)	2	1.1%	0.6%	0	0.0%	0.0%	0	0.0%	0.0%	753	3,411	20.9%	22.1%	15.4%
		Manger, Sr. Manager (E1, E2)	2	0.3%	0.3%	0	0.0%	0.0%	0	0.0%	0.0%					
		General Employees (D3 and below)	432	9.7%	1.0%	317	8.6%	8.3%	0	0.0%	0.0%					
	Age of employees	30 years old and under	166	24.1%	23.2%	100	16.8%	16.4%	0	0.0%	0.0%	753	3,411			
		31-49 years old	265	7.5%	6.9%	215	7.5%	7.2%	0	0.0%	0.0%					
		50 years old and above	5	0.5%	0.5%	2	0.4%	0.4%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					
Japan	Job band	Director and above (F and above)	2	1.1%	1.1%	0	0.0%	0.0%	0	0.0%	0.0%	19	246	6.5%	7.7%	
		Manger, Sr. Manager (E1, E2)	3	0.5%	0.3%	1	0.5%	0.5%	0	0.0%	0.0%					
		General Employees (D3 and below)	7	0.2%	0.1%	6	0.2%	0.1%	0	0.0%	0.0%					
	Age of employees	30 years old and under	0	0.0%	0.0%	1	0.2%	0.2%	0	0.0%	0.0%	19	246			
		31-49 years old	4	0.1%	0.1%	4	0.1%	0.1%	0	0.0%	0.0%					
		50 years old and above	8	0.7%	0.6%	2	0.4%	0.4%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					

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Appendix

Region	Category	Item	Male			Female			Non-disclosed gender			Total number of resignations	Total number of employees	Voluntary turnover rate by region	Overall turnover rate by region	Overall turnover rate
			Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)					
South Korea	Job band	Director and above (F and above)	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	10	121	7.4%	8.3%	
		Manger, Sr. Manager (E1, E2)	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%					
		General Employees (D3 and below)	6	0.1%	0.1%	4	0.1%	0.1%	0	0.0%	0.0%					
	Age of employees	30 years old and under	1	0.1%	0.1%	3	0.5%	0.5%	0	0.0%	0.0%	10	121			
		31-49 years old	4	0.1%	0.1%	1	0.0%	0.0%	0	0.0%	0.0%					
		50 years old and above	1	0.1%	0.1%	0	0.0%	0.0%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					
Europe	Job band	Director and above (F and above)	3	1.7%	1.1%	2	2.9%	2.9%	0	0.0%	0.0%	163	792	14.3%	20.6%	15.4%
		Manger, Sr. Manager (E1, E2)	4	0.6%	0.5%	2	1.0%	1.0%	0	0.0%	0.0%					
		General Employees (D3 and below)	116	2.6%	1.7%	33	0.9%	0.7%	3	5.0%	1.7%					
	Age of employees	30 years old and under	31	4.5%	3.0%	5	0.8%	0.7%	1	100.0%	0.0%	163	792			
		31-49 years old	58	1.7%	1.1%	27	0.9%	0.8%	1	25.0%	0.0%					
		50 years old and above	34	3.1%	2.1%	5	1.0%	1.0%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	1	1.7%	1.7%					
United States	Job band	Director and above (F and above)	0	0.0%	0.0%	21	30.9%	30.9%	0	0.0%	0.0%	68	512			
		Manger, Sr. Manager (E1, E2)	20	3.0%	2.3%	2	1.0%	1.0%	0	0.0%	0.0%					
		General Employees (D3 and below)	23	0.5%	0.4%	2	0.1%	0.0%	0	0.0%	0.0%					
	Age of employees	30 years old and under	11	1.6%	1.2%	6	1.0%	1.0%	0	0.0%	0.0%	68	512			
		31-49 years old	20	0.6%	0.4%	13	0.5%	0.5%	0	0.0%	0.0%					
		50 years old and above	12	1.1%	0.9%	6	1.2%	1.0%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					

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Region	Category	Item	Male			Female			Non-disclosed gender			Total number of resignations	Total number of employees	Voluntary turnover rate by region	Overall turnover rate by region	Overall turnover rate
			Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)	Number of people	Total percentage	Percentage (Voluntary)					
Other regions	Job band	Director and above (F and above)	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	67	443	12.0%	15.1%	15.4%
		Manger, Sr. Manager (E1, E2)	3	0.5%	0.5%	0	0.0%	0.0%	0	0.0%	0.0%					
		General Employees (D3 and below)	49	1.1%	0.9%	15	0.4%	0.3%	0	0.0%	0.0%					
	Age of employees	30 years old and under	18	2.6%	2.2%	6	1.0%	0.8%	0	0.0%	0.0%	67	443			
		31-49 years old	29	0.8%	0.7%	9	0.3%	0.2%	0	0.0%	0.0%					
		50 years old and above	5	0.5%	0.3%	0	0.0%	0.0%	0	0.0%	0.0%					
		Not disclosed	0	-	-	0	-	-	0	0.0%	0.0%					

*Note:

1. All job bands at Advantech worldwide are divided into A to H. The job band of management level supervisors (managers) is E, and executive level supervisors (assistant vice president and above) are F and above.
2. Turnover rate by age, job band, and gender = Number of resignations in the group in the region / Total number of resignations in the group.
3. Total turnover rate = Total number of resignations / Total number of employees
4. The number of resignations only includes full-time employees, and does not include contract and part-time employees (interns).
5. Other locations that are not major locations of operations (headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, and Advantech USA) include Indonesia, Mexico, India, Czech Republic, Australia, Malaysia, Singapore, Thailand, Russia, Turkey, Brazil, United Arab Emirates, Vietnam, Canada, and Israel. "Other regions" all have the same definition when mentioned below.

• Four-year Employee Turnover Rate

Region	2022		2023		2024		2025	
	Total employee turnover (Voluntary turnover)	Turnover rate (Voluntary turnover)	Total employee turnover (Voluntary turnover)	Turnover rate (Voluntary turnover)	Total employee turnover	Total turnover rate	Total employee turnover	Total turnover rate
Headquarters	585	16.8%	346	9.8%	291	8.2%	353	9.3%
China	1101	29.6%	631	18.8%	627	18.8%	753	22.1%
Japan	25	10.8%	23	10.8%	21	9.3%	19	7.7%
South Korea	18	14.1%	25	21.9%	12	11.0%	10	8.3%
Europe	87	18.0%	44	8.4%	56	10.9%	163	20.6%
United States	106	20.7%	63	12.0%	52	9.8%	68	13.3%
Other regions	-	-	77	17.7%	85	19.5%	67	15.1%
Total	1922	22.4%	1209	13.9%	1144	13.2%	1433	15.4%

*Note:

1. The total turnover rate (involuntary turnover) in 2022 is an estimate (23.6%).
2. The global data for 2023-2024 (including disclosures of other regions) includes voluntary and involuntary turnover. The voluntary turnover rate was 13.0% in 2023 and 12.0% in 2024.
3. The global data for 2023-2024 (including disclosures of other regions) includes voluntary and involuntary turnover. The voluntary turnover rate was 13.7% in 2025.
4. In 2025, the global total employee turnover rate increased to 15.4% from 13.2% in the previous year. Although the overall fluctuation remained within a relatively stable range, turnover increased more noticeably at certain sites in Europe and China. Advantech will conduct an in-depth analysis of the reasons for employee departures in these regions and further enhance its employee retention mechanisms.
5. The number of resignations only includes full-time employees, and does not include contract and part-time employees (interns).

5.1.2 Employee Development Plan

Talent is the key driver of corporate growth. Advantech regards talent cultivation and development as an important strategy for corporate sustainability. We are committed to creating a culture of self-management and continuous learning, and support the steady growth of employees at all stages of their careers through a systematic talent management mechanism, so that employees work with Advantech towards sustainable development.

Action Plans

Advantech integrates company strategy with individual development plans through the Organization & People Review (O&PR) and performance evaluation system, systematically understanding employee potential and development needs. This is combined with promotions, job rotations, and diverse training resources to establish a comprehensive talent development mechanism, improving organizational performance and the continuous development and succession pipeline of leadership.

In terms of learning resource allocation, Advantech combines the 4 academies (Management, Professional, General Knowledge, and New Employee Hires) with an e-learning platform and in-person training for employees to flexibly choose learning paths based on their position and career needs, strengthening their management and leadership, deepening their professional skills, facilitating cross-departmental knowledge exchange, and helping new hires rapidly assimilate into Advantech and start their careers.

Tracking Mechanism

To ensure the quality of learning and the effectiveness of implementation, we continue to track the implementation status and improvement directions of various learning programs through systematic review and effectiveness measurement. The Human Resources Department regularly reviews the targets and progress of indicators, and collects students' feedback after courses as the basis for course design and optimizing resource allocation.

At the same time, Advantech has adopted the Kirkpatrick Four-Level Evaluation Model to establish a sustainable and optimized evaluation framework covering student response, learning absorption, behavioral application, and results and impacts, in order to improve the effectiveness and traceability of inputs in learning.

Inventory of Annual Training Categories and Key Implementation Directions

Management Academy: Cultivating Management Talents

Advantech Academy has 4 academies: "Management, Professional, General Knowledge, and New Employee Hires," which provide corresponding learning resources and courses based on employees' career development needs, ensuring that every employee is able to obtain suitable growth opportunities. This framework covers all Advantech employees worldwide, including indirect employees, direct employees, and part-time and contract employees. Key projects of each academy in 2025 are described below.

A. Management Academy: Cultivating Management Talents

Advantech focuses on the tiered cultivation of managers in the Management Academy, and planned learning paths from junior to executive level supervisors based on the survey of annual training needs and the responsibilities of managers at different levels in different scenarios, strengthening their performance management, cross-departmental collaboration, and coaching-style guidance and leadership abilities. This establishes a common language and practices for management. In addition, Advantech introduced the CPAS in team management in the form of a project in 2025 to help employees and supervisors better understand each other's characteristics and how to interact, so that supervisors can adjust their communication and leadership methods based on a better understanding of employees, achieving better and more effective teamwork.

- Global APEX Program: Cultivating future leaders and extraordinary talent

Advantech launched the Advantech People of Excellence (APEX) Program in 2023 and upgraded it to the Global APEX Program in 2024. Cross-business group co-learning, practical issue proposals, and lectures from executive level supervisors/ external experts cultivate the strategic vision, leadership potential, and cross-domain integration capabilities of high-potential talents. In 2025, one global event and one event in China were organized with a total of 64 high-potential talents from Taiwan and overseas, and 14 practical proposals were made (8 globally/6 in China) to strengthen learning and the organization's influence. The talents moved on to individual development plans (IDPs) after the program ended, combining coaching and mentoring mechanisms to support their long-term development. For complete contents and annual results of the program (including specific outcomes and talent development results), please refer to [5.1.2 "Highlight Training"](#) for details.

1. Learning Mechanisms to Bridge the Gap Between Learning and Application

To improve how supervisors apply their management skills in the workplace, Advantech's Management Academy introduced the learning framework of "Learning- Practice- Feedback- Optimization" for continuous improvement, ensuring that courses are not limited to the transmission of knowledge, but can also be transformed into specific actions and management behaviors.

2. Learning Effectiveness

- Satisfaction after the course (L2): The average satisfaction score for courses reached 4.64 points in 2025 with a total of about 700 participants.
- Action plan and re-training mechanism (L3): After the course, the trainees propose an action plan and implement in their own situation at work. After 1-2 months, the instructor provides an analysis and suggestions based on operations and implementation status, helping supervisors continue to make adjustments.

- Application results

Aspect	Actual outcomes	Transfer of learning (L2 → L3)
Review of new employee training results	59 cases	Guided by a senior to ensure the transfer of learning to work
	Coaching-style guidance: 30 cases	Trainees transform course skills into specific guidance actions
Retraining and optimizing tracking of the transfer of learning	Managing down: 29 cases	Strengthen the application by supervisors in authorization and team management
	Horizontal management: 29 cases	Use the lessons learned in class to facilitate cross-departmental collaboration and communication

Advantech continues to review the actual application by supervisors in managing people, feedback and communication, and cross-departmental collaboration through the above operations and feedback from re-training. We then optimize subsequent course design and supporting resources on this basis. This not only bridged the learning gap between L2 satisfaction to L3 behavioral transformation, but also improved the effectiveness of training, creating an implementation mechanism for bridging the gap between learning and application.



B. Professional Academy: Enhancing Professional Skills

At the Professional Academy, Advantech focuses on the cultivation of key professional competencies and cross-domain connections, responding to our strategic development and demand for accelerated implementation of digital/AI applications. We continue to increase the depth of employees’ learning and their perspectives of applications relating to emerging technologies and product solutions by developing their technical competencies. The Professional Academy focused on AI capability development, professional training related to M&A, technology and product solution training, and technology exchange platforms in 2025. At the same time, it strengthened the systematic cultivation of sales abilities to support business development and enhance market competitiveness.

Domain AI Talent Cultivation Project: Building a chain of learning from the basics to practice

Advantech established the tiered learning pathway “AI General Knowledge → AI Certification → Practical Competition,” which promotes cross-departmental co-learning and application from the basics to practice. Please refer to the “Highlight Training” section in 5.1.2 for the complete content of this project and annual results.

Establishment of the M&A Academy

As Advantech expands through mergers and acquisitions (M&A) to navigate industry shifts, integrating diverse cultures, governance, HR, and compensation policies presents adaptation pressures for employees and cross-cultural management challenges for leaders. To mitigate these impacts, Advantech launched the M&A Academy in Q4 2024 to cultivate key talent with strategic investment capabilities. In 2025, the curriculum focused on Post-Merger Integration (PMI), M&A transactions, corporate valuation, due diligence, and performance control. Led by external industry experts, the program utilized case studies and practical exercises to strengthen collaboration across management, corporate support functions, and M&A teams. This comprehensive training empowers departments to systematically assess risks, streamline communication, and support employee transitions throughout all M&A phases. Over the year, the Academy recorded 368 attendances from mid- to senior-level managers and investment department leaders.

AE LEAP Camp: Strengthening the technical competencies of AE/FAE through product plans and solutions to support business development

Advantech strengthens the technical competencies of AE/FAE through product plans and solutions, and involves SI and channel partners to improve product understanding and market promotion capabilities;109 classes were planned during the two-week training, 81 internal experts were mobilized to serve as lecturers, and trained 37 students worldwide with a course satisfaction rate of 4.46, helping students more effectively support business promotion and product introduction.

EBO technical seminars: Aligning with Advantech's strategies and facilitating technical exchanges, product planning, and new business exploration

Advantech engaged in multiple technical exchange sessions during the EBO technical seminar, and focused on strategic topics such as “technology competitiveness and operational resilience,” covering forward-looking topics such as edge vision systems, robots and autonomous vehicles, smart grids and digital transformation of energy, AI applications in retail scenarios, and edge AI in drones. The event facilitates cross-domain technical exchanges and co-creation with ecosystem partners, which serve as an important reference for product planning, function exploration, and the deployment of new businesses. Employee feedback also pointed out that the technical exchanges can further move from simply “listening” to “co-creation” and “hands-on experience” by introducing more cross-domain dialogue and case studies, increasing the depth of interactions during QA, and combined with workshops or roundtable discussions. This will increase the overall benefits of exchanges and participation.

Systematic cultivation of sales abilities

To improve the sales skills of entry-level and mid-level sales personnel and establish a systematic sales management framework, Advantech has implemented WSP training and introduced the 6 key processes of M.A.N.T.C.S. The lectures, group discussions, and role play, help sales partners strengthen strategic sales thinking and customer management capabilities. In 2025, a total of 66 sales personnel were trained, in hopes of more efficiently achieving progress in cases, better managing customer relationships, and assisting supervisors in tracking the quality of sales activities and the consistency of strategies.

Advantech China (ACN) Technology Forum

Advantech China (ACN) organizes technology forums every year to promote internal technical exchanges and cooperation, strengthen employees’ professional capabilities, and enhance our competitiveness and sustainable development.

Three major goals of the forum:

1. Technical training benefits: Improve R&D skills and cross-departmental knowledge to optimize design efficiency and product competitiveness.
2. Eliminating technical barriers: Facilitate experience sharing, reduce design traps, and improve R&D efficiency and product quality.
3. Further raising awareness: Encourage technological innovation and sharing, and drive professional growth of individuals and technological development of companies.

In 2025, the ACN Technology Forum continued to be held based on the format: “Solution Sharing + Case Study and Exchanges + Practical Implementation.” The themes covered hardware design and high-speed signal quality, testing and verification and reliability, R&D collaboration platforms, and remote maintenance solutions to help employees establish reusable design methods and testing baselines, improving the efficiency of cross-departmental collaboration.

In terms of concrete results, the forum shared the implementation of multiple technologies and operational benefits: For example, the remote maintenance plan for edge devices has been implemented in several projects in 2025, which cumulatively generated more than RMB500,000 in software revenue and supported the integration of other company solutions. After the R&D collaboration platform was introduced, collaboration efficiency improved by 30% and information islands were reduced by 50%.The high-speed signal testing solution is expected to increase the signal integrity compliance rate from 80% to over 95%.We also strengthened NPU platform design specifications and development efficiency through design guidelines, and assisted domestic core products with achieving a revenue of NT\$12.5 million and a growth rate of 76% in 2025.

• ACN Technology Forum in 2025

Course theme	Participants	Number of participants	Quantitative results
Sharing of Ascend Design Guidelines	EE / RD	54	Strengthened NPU platform design specifications and development efficiency, and assisted domestic core product performance: Revenue was NT\$12.5 million and growth rate was 76% in 2025.
Introduction to the energy efficiency grade of microcomputers and monitors	PM / RD	54	Energy saving solutions were implemented in 80% of projects. Reduced the average power consumption of products in standby mode by more than 30%, and reduced the time for subsequent updates and labor costs.
Sharing of remote maintenance and debugging plans for edge devices	PM / AE	22	The solution has been implemented in multiple projects, cumulatively generated more than RMB500,000 in revenue from software (excluding supporting hardware), and completed localized adaptation/certification and launch.
Description of the R&D collaboration platform – iDesign-Align PCB	EE/RD (related teams)	33	Increased collaboration efficiency by 30%, reduced information islands by 50%, and accumulated structured data as the basis for subsequent AI applications.
High-speed signal measurement solution sharing	PM/RD/ QA (related teams)	28	Established a baseline for reusable designs by sorting through specifications and measurement solutions. The signal integrity compliance rate increased from 80% to 95% and above.
In-vehicle communications CANFD test plan and case study	PM/RD/ QA (related teams)	28	Nearly 20 products are now equipped with the CANFD function and have successfully passed tests, improving the efficiency of locating problems and troubleshooting.

General Education Academy: Cultural diversity and soft power at the workplace

For the General Education Academy, Advantech promotes general workplace capabilities, compliance, and sustainability literacy for all employees, and facilitates cross-departmental learning exchanges through the Learning Salon/Forum series. At the same time, we combine diverse cultures and soft power development projects, as well as support resources for employees in transitory stages in life, to establish a common language and cultural foundation, and enhance the organization's collaboration and resilience in a changing environment. Key initiatives of the General Education Academy in 2025 are as follows:

■ Compliance and risk literacy training for all employees

Advantech strengthened the governance and risk literacy of all employees (including indirect employees, direct employees, and part-time and contract employees) through online learning, and established a consistent code of conduct and compliance awareness. Courses cover human rights education, diversity and sustainability-related topics, internal control and corporate risk management, Advantech Business Conduct, information security promotion, annual EHS education and training, personal data protection, management of material information handling and insider trading prevention, and prevention of sexual harassment in the workplace. The courses help employees act responsibly when performing daily work, reducing operational risks, and supporting Advantech's sustainability governance.

■ Learning Salon/Forum

Advantech officially introduced the CommonWealth Leader Campus (CWLC) in 2022 to strengthen the 8 core competencies (digital, strategic, leadership, operational, international perspective, market, management, and innovation) of junior and mid-level managers, allowing employees to self-improve at any time and any place. Advantech hopes that employees will fully utilize this platform and reach the goal of reading 100 articles within one year, in order to deepen its learning application. In 2025, we completed the optimization of the promotion model for the Learning Salon/forum series, and packaged themes that combine demand surveys and competency perspectives. We also integrated the series of promotional materials with registration to improve the learning experience and promotion efficiency. The Learning Salon features small-scale in-depth exchanges, which facilitate cross-departmental dialogue and link knowledge to real problems at work through the guidance of internal and external lecturers and group discussions. The Learning Forum invites experts from diverse fields to share their knowledge and practical perspectives in the form of a lecture, focusing on the transmission of knowledge and skills and a suitable amount of interactions to broaden their horizons and inspire new thinking. Topics in 2025 covered communication insights and micro-expression reading, project management, strategy implementation, and execution, with a total of 261 participants.

■ A culture of diversity and development of soft power for the workplace

In response to the concept of Diversity, Equality, and Inclusion (DEI), Advantech continued to implement projects related to the diversity culture and development of soft power for the workplace in 2025. The projects aim to improve employees' understanding of diverse values, cross-cultural communication, and workplace inclusiveness through lectures and training activities, creating a more respectful, inclusive, and collaborative work environment. Six employees in Taiwan and overseas were invited to share their career development strategies, experience with adapting to cultures of different countries, and how they make adjustments when facing challenges during the Women's Career Development Seminar, which was in the form of a webinar, attracting the participation of a total of 139 managers and employees. For the cross-cultural communication leadership training, external lecturers were invited to share the communication and management practices of multinational teams, improving employees' understanding, communication, and collaboration abilities in cross-cultural scenarios. A total of 34 employees participated in the event.

■ Employee support plans for transitory stages in life

To support employees' needs when transitioning between different stages of their careers, Advantech provides relevant learning resources at the General Education Academy to help them systematically prepare for transitions when planning their retirement or making career changes. We organize seminars and workshops covering diverse topics, including healthy eating and physical health, disease prevention and health management, mental resilience, and stress adaptation, to help employees improve their physical and mental resilience and adaptability in the workplace. In addition, HRBP provides career transition guidance, job matching (including internal transfer opportunities and external matching resources), as well as explanations and support for the dismissal-related system (including severance pay, procedures, and re-employment support) to strengthen the support network for employees in transitory stages of their career, and respond to stakeholders' expectations for employee care and transition assistance.

D. New Employee Hires Academy:
Fast Integration into Advantech

New employee guidance process and mechanisms

Advantech has established a systematic guidance process for new employees to adapt and start making contributions faster. We use the Workday system to manage the progress of new employee journey and conduct evaluations and tracking during their probationary period, so that new employees and supervisors can keep track of their learning progress, key milestones, and evaluation results in during their employment. At the same time, Advantech has introduced the junior and senior system, in which experienced employees in the department provide daily guidance and serve a supporting role to help new employees become familiar with the work process and more quickly assimilate into their team and adapt to the corporate culture.

ACE Camp (Advantech Culture Experience Camp)

To help new employees quickly understand the corporate culture and organizational operations, Advantech incorporated the Advantech Culture Experience Camp (ACE Camp) into the new employee guidance mechanism. The contents cover corporate culture, organizational structure, and development direction, and supervisors share their career experience to help new employees align with our values and vision. At the same time, team activities and park exploration help build cross-departmental connections and deepen their understanding of the corporate environment. A total of 8 ACE Camps were held in 2025 with a total of 332 employees participating in the training. The camps continue to provide a solid starting point for new employees.



Highlight Training 1
Domain AI Talent Cultivation Project



Background

In response to our AI technology development and accelerated demand for digital transformation, we continue to promote AI capability building, in hopes that AI will not be limited to simply understanding concepts, but be able to truly combine the functions and business scenarios of each department, transforming them into practical application results.

As AI applications become increasingly important in R&D, technical support, operational efficiency, and innovative solutions, we need to establish a common language and basic capabilities across departments, so that employees with different functions can align needs, identify application scenarios, and accelerate the direction of adoption under a consistent framework.

However, there is still a significant gap between understanding AI and using AI. Simply learning general knowledge is no longer sufficient to support the application of technology. Therefore, we combined our tiered training mechanism with basic learning, certification and verification, implementations for competitions, and knowledge communities to gradually build a complete learning chain for employees from understanding, application, to co-creation, and promote the implementation and diffusion of AI × Domain.



Implementation Method

The core design of this project is “Tiered Learning × Practice-oriented × Community Expansion.” The project integrates internal and external resources to establish a training path from the basics to practice.

■ AI general education courses: Establishing a common language and basic concepts

Advantech helps employees from different backgrounds quickly understand core concepts of AI, application logic, and potential scenarios through general AI knowledge courses and basic training activities, establishing a common language among departments, and improving the efficiency of cross-domain collaboration and building a consensus.

■ AI certification courses: Strengthening professional capabilities and measurable results

To systematically cultivate employees’ professional AI capabilities, Advantech partnered with Microsoft and Ucom Information Technology to offer AI certification courses, providing employees with opportunities to obtain AI certifications, strengthen their professional skills, and enhance their competitiveness in the workplace. Employees who pass the certification examination can also apply for rewards in accordance with the HR certification management system, so that learning results can be systematically verified and accumulated. According to statistics in 2025, 40 people have passed the AI certification course, forming a specific and measurable talent cultivation result.

■ AI competition (implementation task): Task-driven application

Advantech organizes the internal AI competition to facilitate the introduction of AI technologies and inspire innovative thinking. We encourage employees to use generative AI and related technologies to propose applications that can improve business efficiency, productivity, reduce costs, or develop innovative products and solutions. The competition also emphasizes cross-departmental co-learning and being practice-oriented, so that AI capabilities are not limited to individual learning, and can be transformed into teamwork and business value. The competition generates results from task-oriented practices and promotes AI × Domain applications and sharing. We continued to optimize the competition mechanism in 2025. A total of 34 teams participated in the AI competition, which produced 6 finalists, continuing to promote AI × Domain applications and results sharing.

■ AI technology community and knowledge accumulation: Diffusion of learning benefits

Advantech further established an AI technology platform/AI Academy to deepen learning results and facilitate horizontal exchanges. The platform provides a space for employees to engage in exchanges on AI, Gen AI, and IT technology applications. Whether it is discussions on the DaVinci technology, sharing experience with the implementation of AI solutions, or exchanges of competition results, they are all accumulated and diffused through this platform. All works entered into the competition are uploaded to the AI Academy (AI community) as knowledge assets for subsequent learning exchanges, application, and reuse, strengthening the organization’s overall AI capabilities.

Training Results

This project uses the Kirkpatrick Four-Level Evaluation Model to examine the effectiveness of training. The actual results of AI talent cultivation are measured through feedback from participants, learning results, actual applications, to organizational results.

1. **L1 Reaction: Ensure that the course design meets the needs of participants through satisfaction surveys, in order to increase their willingness to participate in learning**

General AI knowledge and related training activities had a total of 490 participants in 2025. The feedback from the courses and activities shows that participants generally agree with the topics and practice-oriented design, believing that these will help establish a common AI language and increase their willingness to participate in AI learning and implementation.

2. **L2 Learning: Establish a concrete competency verification mechanism through tests and practical evaluations**

The tiered learning pathway of “AI general knowledge ■ AI certification ■ Practical competition” ensures that employees not only have the basic concepts of AI, but also have measurable capabilities through certification courses and examinations. Course participation already reached a considerable scale in 2024, and the certification of 40 participants in 2025 shows that the talent cultivation mechanism is gradually developing into a structured system.

3. **L3 Behavior: Track whether trainees are able to apply what they learned in actual work scenarios, and promote cross-departmental implementations**

The AI competition provides employees with a field for transforming learning into applications. Employees are able to combine AI technology with their own functions and business scenarios, and propose actual solutions with application value through cross-departmental teams and task-oriented problem-solving model. In 2025, a total of 34 teams participated in the competition, which had 6 finalists, showing that AI applications are gradually extending from individual learning to horizontal practices within the organization. 2025 AI Competition Website <https://ai-acceleration.advantech.com/2025-ai-event-zh>

4. **L4 Results: Analyze the impact of training on business performance and talent development to form the organization's knowledge assets and application value**

Competition results and connections on social media allow individual projects to be more than the experiment results of a single team, but can further become reusable, exchangeable, and extensible knowledge assets of the organization, increasing the overall maturity of AI applications and the momentum of digital transformation.

- Establishes a common language and improves cross-domain collaboration efficiency: Allows different competencies to be more quickly aligned with AI application requirements and direction.
- Strengthens measurable capabilities and methodologies: Certification courses and pass results allow key tools and methods to be verified and accumulated.
- Facilitates practical implementation and dissemination of results: The competition and accumulation of works transform the results of individual projects into knowledge assets that can be reused by the organization.

Actual Results

The results of the AI competition and extension projects have demonstrated the value of specific applications and generated quantifiable benefits in terms of technical support, R&D processes, logistics operations, and manufacturing sites.

- **Agentic RAG Building Accurate, Trustworthy AI Agent for Technical Support:** Accuracy of replies increased from 70% to 79%.
- **Electronic circuit design inspection agent:** The inspection time for most circuit diagrams was shortened from several hours to within 20 seconds.
- **3D smart packaging:** Reduces the decision-making time of personnel by 60%, increasing the average load rate of boxes to 64%. Connecting with DHL API testing can reduce transportation costs by 7%-8%.
- **AI Agent-assisted automated generation of testing process:** Significantly reduces generation time, enabling both the motherboard and system manufacturing plants to reduce headcount by one PE.
- **AI Agent maintenance assistant - AI collaboration to overcome experience barriers:** It has been introduced in the 3F/4F production lines of the system manufacturing plant, resulting in a 10% increase in output of maintenance personnel. The accuracy of materials recommended by AI improved from 50% to 70%.

Overall Benefits

Advantech has gradually established a complete AI learning ecosystem from basic knowledge, professional verification, task implementation to knowledge sharing through the Domain AI Talent Cultivation Project. The project not only strengthens employees' ability to use AI tools and cross-domain collaboration efficiency, but also allows individual innovation results to be used as the organization's assets, further supporting Advantech's AI technology deployment, digital transformation progress, and enhancing our market competitiveness.

Message from the Executive Management

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02 Corporate Management and Governance

03 Innovation and Services

04 Green Operations

05 Talent and Employee Relations

5.1 Talent Cultivation and Development

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5.5 Occupational Health and Safety

06 Altruism and Social Welfare

Appendix

Highlight Training 2
Global APEX Program × IDP Program

Background

Talent is the key driver of a company's innovation, transformation, and sustainable growth. Advantech launched the "Advantech People of Excellence (APEX) Program" at the headquarters in the fourth quarter of 2023, which marked our 40th anniversary. The program focuses on cultivating high-potential leaders and professional talents, in hopes of strengthening the strategic vision, leadership abilities, and cross-domain integration capabilities of key talents through systematic development mechanisms, establishing a steady talent pipeline for the organization's mid- and long-term development. The program was further upgraded to the Global APEX Program in 2024, with regular sessions in Chinese and English planned. The program is being gradually expanded to overseas subsidiaries to deepen the cultivation of key talents and the succession pipeline of high-end talents worldwide. The program focuses on cross-business group co-learning, and incorporates exchanges on core capabilities, discussions of practical issues, and experience sharing by executive level supervisors, assisting high-potential talents in developing more comprehensive integrated thinking and practical capabilities in cross-regional and cross-departmental collaboration scenarios.

Implementation Method

The Global APEX Program cultivates the key competencies needed by future leaders through the design of 3 major themes: participation of executive level supervisors, cross-domain co-learning, and practical proposals. APEX held one global event and one event in China in 2025, and a total of 64 high-potential talents from Taiwan and overseas participated in the events. The courses were taught by executive level supervisors and external experts, and cross-business group and cross-departmental team interactions and exchange activities were also arranged to help trainees establish cross-domain connections and common language. In addition, the practical issue proposal and discussion mechanism guided trainees to analyze Advantech's key business and organizational issues from an integrated perspective, so that they could propose strategic ideas and strengthen their collaboration abilities, making their learning results more practical and impactful on the organization.

To build upon the APEX training program, Advantech has launched Individual Development Plans (IDP) for high-potential talents. Following initial competency assessments to identify career goals and skill gaps, participants receive personalized action plans. To bridge classroom learning with on-the-job application, we established a dual-track mentoring system. Participants hold monthly 1-on-1 meetings with a "Coach" (a division-level manager guiding specific IDP tasks) and a "Mentor" (a cross-departmental manager providing broader career perspectives). External consultants are engaged to monitor progress and train these Coaches and Mentors, continuously fortifying our talent development culture. Ultimately,

senior executives review the final presentations, and participants' project performance is directly linked to career advancement opportunities such as promotions and job rotations, ensuring comprehensive support for their professional growth.

Training Results

APEX helps high-potential talents strengthen their strategic perspectives, leadership potential, and integrated thinking through cross-business group co-learning, practical issue proposals, and guidance from executive level supervisors, gradually establishing a cross-domain collaboration network. The IDP builds on APEX's learning results and uses individual development goals and action plans combined with the support of coaches/mentors to encourage trainees to continue to apply what they learned in their actual work, increasing their long-term development potential and preparedness for key positions. This program uses Kirkpatrick's Four-Level Model to evaluate the effectiveness of training:

- L1 Reaction: Ensure that the course design meets the needs of participants through satisfaction surveys, in order to increase their willingness to participate in learning**
In 2025, the overall course satisfaction score of the APEX Program reached 4.5 points, showing that participants gave positive feedback on course design, content arrangement, and exchange mechanisms, and recognized the learning value brought by the participation of executive-level supervisors and cross-domain co-learning.
- L2 Learning: Establish a concrete competency verification mechanism through tests and practical evaluations**
The APEX Program helps trainees strengthen their decision-making, leadership, strategic perspectives, and integrated thinking through lectures from executive level supervisors, cross-business group exchanges, and discussions on practical issues. Trainees converted what they learned into concrete analysis and strategic concepts through proposal exercises, showing that the training is not limited to receiving knowledge, and further supports the internalization of key abilities.
- L3 Behavior: Track whether trainees are able to apply what they learned in actual work scenarios, and promote cross-departmental implementations**
The APEX Program guides trainees to apply what they learned from courses to analyze Advantech's key business and organizational issues through the practical issue proposal mechanism. The IDP then builds on the results through a seven-month individual action plan supported by coaching and mentoring, encouraging trainees to bring what they learned back to the workplace for continuous practice and improvement. This improves their practical application abilities for cross-domain collaboration, problem analysis, and strategic planning.

4. L4 Results: Analyze the impact of training on business performance and talent development to form the organization's knowledge assets and application value

The design of connecting the APEX Program to the IDP mechanism has already shown the real benefits of talent development to the organization. In terms of talent development, the IDP uses systematic processes and tools to make talent cultivation more systematic and traceable, and has generated concrete results: The successful promotion rate of trainees reached 42.9% and the turnover rate was only 2.8%, indicating that the program has a positive impact on talent retention and career growth. At the same time, a portion of outstanding trainees and supervisors brought the IDP methodology back to their department for extended applications, diffusing the management tools and training culture. The group reviews and cross-BO sharing mechanism also facilitate cross-departmental exchanges and cooperation, and strengthen organizational collaboration. In terms of business applications, the APEX Program emphasizes the connection between training proposals and actual operations, showing that training results are not limited to discussions in class, but also support the optimization of practices and the improvement of organizational efficiency.

Actual Results

The Global APEX Program not only focuses on talent cultivation, but also emphasizes integration with Advantech's actual operational issues, so that learning results will have a greater impact on the organization. For example, the agility of the global end-to-end supply chain and the improvement of direct supply efficiency have improved the accuracy of demand forecasts by approximately 10-15%, and reduced operational load by approximately 6-7%. The APEX Program connects learning proposals to the current pace of operational improvements and implementation scenarios. In doing so, training results are not limited to classroom discussions, and can be linked to actual operations and gradually implemented, providing stronger support for organizational performance improvements.

In addition to supply chain issues, the APEX Program also included a number of issues related to the growth of new businesses in 2025. The cross-business group co-learning and proposal mechanism supports relevant units in cross-domain collaboration and strategy discussions. The growth momentum of relevant business units in the first half of 2025 (e.g., 32% growth in iSystem-related product units, 13% growth in embedded-related product units, and 32% growth in iService medical computer products) can be used as an indicator to assist in observing inputs in talent cultivation and business promotion.

Overall Benefits

Advantech has gradually established a complete mechanism from the identification of high-potential talent, co-learning, and practical proposals, to subsequent support for individual development through the connection of the Global APEX Program to the IDP. As such, talent cultivation is no longer limited to individual courses, and has developed into a systematic development model that is linked to the organization's needs, is traceable, and can support the succession of key positions. This mechanism not only helps cultivate future leaders and outstanding professional talents, but also provides a solid foundation of talent for Advantech's global development, succession, and long-term competitiveness.



Average Training Hours per Employee

Region	Gender	Total training hours	Total number of employees (Note)	Average hours of training per employee
Headquarters	Male	17,120.1	2,011	8.5
	Female	11,793.7	1,780	6.6
	Undisclosed/ Omitted	0.0	0	0.0
	Total	28,913.8	3,791	7.6
Advantech China	Male	230,177.5	1,892	121.7
	Female	107,772.4	1,504	71.7
	Undisclosed/ Omitted	38.5	15	2.6
	Total	337,988.4	3,411	99.1
Advantech Japan	Male	1,571.5	154	10.2
	Female	186.5	78	2.4
	Undisclosed/ Omitted	97.5	14	7.0
	Total	1,855.5	246	7.5
Advantech Korea	Male	2,605.8	78	33.4
	Female	1,316.1	43	30.6
	Undisclosed/ Omitted	0.0	0	0.0
	Total	3,921.9	121	32.4
Advantech Europe	Male	2,752.3	343	8.0
	Female	1,007.8	174	5.8
	Undisclosed/ Omitted	0.4	3	0.1
	Total	3,760.5	520	7.2

Region	Gender	Total training hours	Total number of employees (Note)	Average hours of training per employee
Advantech USA	Male	980.3	329	3.0
	Female	724.3	183	4.0
	Undisclosed/ Omitted	0.0	0	0.0
	Total	1,704.5	512	3.3
Advantech other	Male	5,509.0	291	18.9
	Female	1,948.4	121	16.1
	Undisclosed/ Omitted	329.8	31	10.6
	Total	7,787.3	443	17.6
Total	Male	260,716.5	5,098	51.1
	Female	124,749.2	3,883	32.1
	Undisclosed/ Omitted	466.2	63	7.4
	Total	385,931.9	9,044	42.7
Scope of data coverage	Advantech Headquarters (including headquarters business units, logistics units, and Advantech Taiwan), China, Japan, South Korea, Europe (excluding AURES), and North America, as well as other overseas regions. The total training expense was NT\$31,793,393, and the average training expense per person was NT\$3515.41. Total training across online and in-person courses was 385931.9 hours, with an average of 42.7 hours per person.			

* Note:

1. The total number of employees is based on the full-time equivalent (FTE) as of December 31, 2025.

2. To improve disclosure accuracy, the LMS data extraction logic was optimized this year to resolve unit conversion discrepancies (minutes to hours). After recalibration, the 2024 total training hours and average training hours per employee are restated as 409,288 hours and 49.6 hours, respectively.

Average Training Hours by Job Category

Region	Job category	Total training hours	Total number of employees ^(Note)	Average hours of training per employee
Headquarters	R&D	15,987.9	1,633	9.8
	Marketing/Sales	3,299.3	290	11.4
	Administration	7,191.0	515	14.0
	Manufacturing	2,435.6	1,353	1.8
	Total	28,913.8	3,791	7.6
Advantech China	R&D	2,220.4	684	3.2
	Marketing/Sales	2,288.8	485	4.7
	Administration	9,000.5	323	27.9
	Manufacturing	324,478.7	1,919	169.1
	Total	337,988.4	3,411	99.1
Advantech Japan	R&D	664.5	40	16.6
	Marketing/Sales	919.5	85	10.8
	Administration	141.6	36	3.9
	Manufacturing	129.9	85	1.5
	Total	1,855.5	246	7.5
Advantech Korea	R&D	849.7	24	35.4
	Marketing/Sales	1,842.4	58	31.8
	Administration	565.5	19	29.8
	Manufacturing	664.3	20	33.2
	Total	3,921.9	121	32.4
Advantech Europe	R&D	887.2	94	9.4
	Marketing/Sales	1,348.6	243	5.5
	Administration	805.0	104	7.7
	Manufacturing	719.7	79	9.1
	Total	3,760.5	520	7.2

Region	Job category	Total training hours	Total number of employees ^(Note)	Average hours of training per employee
Advantech USA	R&D	406.3	73	5.6
	Marketing/Sales	698.0	228	3.1
	Administration	216.5	65	3.3
	Manufacturing	383.8	146	2.6
	Total	1704.5	512	3.3
Advantech other	R&D	2,963.5	126	23.5
	Marketing/Sales	2,268.9	172	13.2
	Administration	1,726.6	105	16.4
	Manufacturing	828.3	40	20.7
	Total	7,787.3	443	17.6
Total	R&D	23,979.5	2,674	9.0
	Marketing/Sales	12,665.5	1,561	8.1
	Administration	19,646.7	1,167	16.8
	Manufacturing	329,640.2	3,642	90.5
	Total	385,931.9	9,044	42.7
Scope of data coverage	Advantech Headquarters (including headquarters business units, logistics units, and Advantech Taiwan), China, Japan, South Korea, Europe (excluding AURES), and North America, as well as other overseas regions. The total training expense was NT\$31,793,393, and the average training expense per person was NT\$3515.41. Total training across online and in-person courses was 385931.9 hours, with an average of 42.7 hours per person.			

*Note:

1. The total number of employees is based on the full-time equivalent (FTE) as of December 31, 2025.

2. In 2025, total training expenditure grew to NT\$31,793,393 (up from NT\$30,587,833 in 2024), reflecting our sustained investment in talent. The slight decrease in average training cost per employee (from NT\$3,708.96 to NT\$3,515.41) is primarily due to the cost-averaging effect of an increased headcount. Overall, our training inputs continue to rise, utilizing diverse formats (including an expansion of online course offerings) to enhance employee competencies.

Average Training Hours by Age Group

Region	Age	Total training hours	Total number of employees ^(Note)	Average hours of training per employee
Headquarters	30 years old and under	3,032.2	506	6.0
	31-49 years old	19,554.5	2,524	7.8
	50 years old and above	6,327.1	761	8.3
	Undisclosed/ Omitted	0.0	0	0.0
	Total	28,913.8	3,791	7.6
Advantech China	30 years old and under	42,920.2	508	84.5
	31-49 years old	262,919.9	2,699	97.4
	50 years old and above	32,109.9	189	169.9
	Undisclosed/ Omitted	38.5	15	2.6
	Total	337,988.4	3,411	99.1
Advantech Japan	30 years old and under	233.8	12	19.5
	31-49 years old	744.8	100	7.5
	50 years old and above	779.4	121	6.4
	Undisclosed/ Omitted	97.5	13	7.5
	Total	1,855.5	246	7.5
Advantech Korea	30 years old and under	968.4	34.0	28.5
	31-49 years old	2,223.8	65.0	34.2
	50 years old and above	729.7	22.0	33.2
	Undisclosed/ Omitted	0.0	0.0	0.0
	Total	3,921.9	121.0	32.4

Region	Age	Total training hours	Total number of employees ^(Note)	Average hours of training per employee
Advantech Europe	30 years old and under	350.7	54	6.5
	31-49 years old	2,252.6	304	7.4
	50 years old and above	1,157.3	162	7.1
	Undisclosed/ Omitted	0.0	0	0.0
	Total	3,760.5	520	7.2
Advantech USA	30 years old and under	85.0	45	1.9
	31-49 years old	962.8	268	3.6
	50 years old and above	656.8	199	3.3
	Undisclosed/ Omitted	0	0	0.0
	Total	1704.5	512	3.3
Advantech other	30 years old and under	1,353.3	92.0	14.7
	31-49 years old	4,954.8	262.0	18.9
	50 years old and above	1,149.4	58.0	19.8
	Undisclosed/ Omitted	329.8	31.0	10.6
	Total	7,787.3	443.0	17.6
Total	30 years old and under	48,943.4	1,251	39.1
	31-49 years old	293,613.2	6,222	47.2
	50 years old and above	42,909.5	1,512	28.4
	Undisclosed/ Omitted	465.8	59	7.9
	Total	385,931.9	9,044	42.7
Scope of data coverage	Advantech Headquarters (including headquarters business units, logistics units, and Advantech Taiwan), China, Japan, South Korea, Europe (excluding AURES), and North America, as well as other overseas regions. The total training expense was NT\$31,793,393, and the average training expense per person was NT\$3515.41. Total training across online and in-person courses was 385931.9 hours, with an average of 42.7 hours per person.			

*Note: The total number of employees is based on the full-time equivalent (FTE) as of December 31, 2025.

Average Training Hours by Age and Gender

Region	Age	Gender			
		Male	Female	Undisclosed/ Omitted	Total
Headquarters	30 years old and under	1,415.1	1,617.1	0.0	3,032.2
	31-49 years old	11,479.8	8,074.7	0.0	19,554.5
	50 years old and above	4,225.2	2,101.9	0.0	6,327.1
	Undisclosed/Omitted	0.0	0.0	0.0	0.0
	Total	17,120.1	11,793.7	0.0	28,913.8
Advantech China	30 years old and under	34,960.8	7,959.4	0.0	42,920.2
	31-49 years old	163,491.5	99,428.4	0.0	262,919.9
	50 years old and above	31,725.3	384.6	0.0	32,109.9
	Undisclosed/Omitted	0.0	0.0	38.5	38.5
	Total	230,177.5	107,772.4	38.5	337,988.4
Advantech Japan	30 years old and under	232.9	0.9	0.0	233.8
	31-49 years old	589.4	155.4	0.0	744.8
	50 years old and above	749.1	30.3	0.0	779.4
	Undisclosed/Omitted	0.0	0.0	97.5	97.5
	Total	1,571.5	186.5	97.5	1,855.5
Advantech Korea	30 years old and under	604.2	364.2	0.0	968.4
	31-49 years old	1,346.0	877.8	0.0	2,223.8
	50 years old and above	655.6	74.1	0.0	729.7
	Undisclosed/Omitted	0.0	0.0	0.0	0.0
	Total	2,605.8	1,316.1	0.0	3,921.9

Region	Age	Gender			
		Male	Female	Undisclosed/ Omitted	Total
Advantech Europe	30 years old and under	282.8	67.7	0.2	350.7
	31-49 years old	1,546.1	706.5	0.0	2,252.6
	50 years old and above	923.5	233.5	0.2	1,157.3
	Undisclosed/Omitted	0.0	0.0	0.0	0.0
	Total	2,752.3	1,007.8	0.4	3,760.5
Advantech USA	30 years old and under	57.5	27.5	0.0	85.0
	31-49 years old	517.3	445.5	0.0	962.8
	50 years old and above	405.5	251.3	0.0	656.8
	Undisclosed/Omitted	0.0	0.0	0.0	0.0
	Total	980.3	724.3	0.0	1,704.5
Advantech other	30 years old and under	1,084.4	268.8	0.0	1,353.3
	31-49 years old	3,544.6	1,410.2	0.0	4,954.8
	50 years old and above	880.0	269.4	0.0	1,149.4
	Undisclosed/Omitted	0.0	0.0	329.8	329.8
	Total	5,509.0	1,948.4	329.8	7,787.3
Total	30 years old and under	38,637.6	10,305.6	0.2	48,943.4
	31-49 years old	182,514.6	111,098.5	0.0	293,613.2
	50 years old and above	39,564.2	3,345.0	0.2	42,909.5
	Undisclosed/Omitted	0.0	0.0	465.8	465.8
	Total	260,716.5	124,749.2	466.2	385,931.9

• Training Indicators

Item	 e-Learning Advantech Academy e-learning platform	 Training on the Code of Ethics and Business Conduct	 Occupational health and safety training	 Information security promotion course
Overview	Employees worldwide can learn about Advantech's business philosophy and corporate culture through e-learning. At the same time, they can obtain the latest information based on their own learning needs, so that learning is not limited by time and place. Moreover, employees can simultaneously learn and engage in exchanges with other employees around the world.	Advantech's philosophy and regulations related to ethical corporate management are provided to employees through online courses.	Includes occupational safety and health concepts and safety and health work rules and knowledge, emergency response and handling, and general fire safety and first aid knowledge and drills. Employees regularly receive training through online courses each year.	Common information security risks and cases, basic information security principles, and information security regulations that employees must comply with. Employees regularly receive training through online courses each year.
Participants	General Employees (Indirect employees)	General Employees (Indirect employees)	General Employees	General Employees
Achievement in 2025	Covers 76% of indirect employees worldwide (excluding direct employees)	Covers 100% of indirect employees worldwide (excluding direct employees) Completion rate: 95.8%	Covers 92.8% of employees in Taiwan (including direct and indirect employees)	Covers 94.6% of all employees worldwide (including direct and indirect employees)

5.2 Employee Communication and Benefits

5.2.1 Employee Relations

Advantech Beautiful Life: Jointly Creating an Altruistic and Happy Enterprise

Being “people-oriented” is the core value of Advantech, while “work, study, and love” are the driving forces behind the growth of our employees. Advantech's “ABLE Club” combines employee services and welfare (ESW), the Foundation, and the Employee Welfare Committee to encourage employees to engage in innovative learning, experience life, and contribute to society. From various aspects such as sports, LOHAS, health, arts and culture, education, and public welfare, we aim to enhance interactions among employees, their families, and society to foster a sense of cohesion!

To help everyone maintain the good habit of exercise, Advantech set the theme of “Love You (20) Love Me (25) Love Health” in 2025. We have always firmly believed that only physical and mental health and happy employees can improve our overall work efficiency. In addition, we also support our employees in moving from the workplace to society, caring for the community, and promoting public welfare and volunteer activities. We practice the concept of altruism through sharing and mutual assistance, creating a better life together!

Employee Relations and Communication

To maintain harmonious employee relationships, Advantech has established numerous two-way communication channels. In addition to disseminating information, we actively listen to and respond to employee feedback in a timely manner to continuously improve and optimize employee services, maintain a harmonious workplace atmosphere, and protect employees’ rights and interests.

• Channel Description

	Channel	Description
Employee communication	Website	- Employee Zone: To disseminate important company information to employees, the fields Corporate News, Office Bulletin, and Regional News were created based on the attributes of information. Advantech's systems, policies, and various management regulations are provided on the website for employees to access at any time. - The ABLE Club website: The website has 8 major sections covering employee care, club activities, Employee Welfare Committee, Foundation event information and registration, club information, employee health management system, contracted stores, event reports, and highlights, providing employees with an all-round digital platform to enjoy a fulfilling life.
	Videos	Videos are uploaded on the Employee Zone platform from time to time. Issues include annual strategic development, financial trends, sustainability vision, innovation mechanism, and new market strategies, so as to accurately and promptly convey corporate strategies to Advantech employees worldwide, achieving effective and transparent communication.

	Channel	Description
Employee communication	E-mail announcements	- HR: Publish the monthly HR Express newsletter, featuring interviews with executive level supervisors, important company information, courses, internal job openings, news reports, videos, and event highlights. - Employee Services and Welfare (ESW) Department: Employee benefits and events-related information. The ABLE Club e-newsletter is issued on a weekly basis, health promotion or spiritual articles are irregularly published in the ABLE Club e-newsletter, and the ESR e-newsletter is issued on a quarterly basis.
	In-person meetings	- Employee kick-off meetings are held twice a year to announce important development strategies and visions, ensuring that employees can understand our future prospects, and grow together with Advantech. - Quarterly labor-management meetings are held at the Advantech Headquarters (Neihu) and Linkou Industrial Park to discuss the coordination of labor-management relations, matters requiring labor-management cooperation, and labor conditions. Employee welfare planning, work efficiency improvement, etc., to facilitate communication and negotiation between labor and management, protect the rights and interests of employees, and establish good long-term relationships. - Each department holds internal communication meetings on its own, including department direction, work progress, and new knowledge exchange and sharing, to facilitate smooth communication and interaction within the department.
	Periodic information release by PR	Advantech's official website (important information on company operations, business, products, and financial position is updated whenever appropriate), press releases (HQ/RBU), media interviews, press conferences, investor conferences, shareholders’ meetings, material information, and annual reports allow all employees better understand overall company information.
	Social media	ABLE Club FB, IG: Announcement of event information, event photo albums, employee happiness feedback, and other text, videos, and highlights.
Employee grievance	Other	- Advantech's corporate culture and spirit and announcements are made on digital bulletin boards. - In addition to learning courses, the e-learning website also has numerous videos to communicate Advantech's core values and culture. - Communication with migrant workers: Important internal messages are posted in English at the migrant workers’ dormitory to increase the exposure of messages and keep migrant workers informed of Advantech's policies. Migrant workers are also encouraged to sign up for ABLE Club activities.
		Grievance channels: Complaint hotline, e-mail, suggestion box, and HR units of business groups. Please refer to Figure 5.4.2 Whistleblowing and Grievance Mechanism for details.

Employee Communication

Life is more than just work. We want employees to stay physically and mentally healthy and enjoy a wonderful life with their families. Therefore, we offer various benefits, such as: marriage subsidies, childbirth subsidies, childcare subsidies for 0- to 3-year-olds, hospitalization allowance, funeral subsidies, emergency relief funds, and holiday benefits (Dragon Boat Festival/Mid-Autumn Festival/birthday). We also provide various insurance in accordance with the law, including pension contributions and group insurance to protect employees’ safety at work and in life. In addition, the Employee Welfare Committee and the ESW Department continue to plan various activities, including sports, LOHAS, health, arts and culture, education, and public welfare, and also plan forums related to retirement issues and sports events. All interested employees are invited and encouraged to participate, so that they can understand the life they will face in the future before they retire, and make arrangements and plans in advance, helping employees obtain balanced care for their physical and mental health.



*The events above are mainly based on the actual dates, which are announced in advance in the weekly e-newsletter.

• Employee Welfare Committee Activities

Overview of Benefits by Region

Advantech provides social welfare programs that exceed legal requirements across all global locations of operation. We have established the “Advantech and Affiliates Emergency Relief Fund” to provide immediate assistance to employees and their families when they encounter severe incidents. This system exceeds the scope of social insurance specified in current regulations, and reflects Advantech’s emphasis on employee well-being and our commitment to providing more comprehensive support to strengthen their security in the face of emergencies.

	Headquarters	Advantech China	Advantech Japan	Advantech Korea	Advantech Europe	Advantech USA	Other regions
Employee group insurance	- Term life insurance - Medical insurance - Accident insurance	- Accident injury insurance - Public transport accident insurance - Employer liability insurance	Does not provide employee group insurance (the government has labor insurance), but subsidies are provided for health insurance	Accident insurance	EU business travel insurance	Group insurance	Group insurance provided
Health benefits	- Employee health examinations are provided once a year, better than required by law.* - Subsidies for health examinations are provided to management level supervisors and above once every 2 years.	- Annual employee health examination - Kunshan: Assistant manager level and above employees enjoy additional items in health examinations.	Employees receive health examinations once a year and different health examination subsidies based on their seniority.	Annual employee health examination	The UK has health insurance that covers 100% of emergency medical expenses.	Health examinations that meet local regulations and requirements are provided to all employees.	Health examinations that comply with local regulations and requirements are provided to all Advantech employees based on the location of the subsidiary.

	Headquarters	Advantech China	Advantech Japan	Advantech Korea	Advantech Europe	Advantech USA	Other regions
Marriage subsidies	☑	☑	☑	☑	-	-	☑
Childbirth subsidies	☑	☑	☑	☑	-	-	☑
Hospitalization allowance	☑	☑	☑	-	-	-	-
Funeral subsidies	☑	☑	☑	☑	-	-	☑
Emergency relief fund	The Charity Club Committee provides emergency relief funds (within NT\$200,000) based on the situation of each case.	[Advantech China] ■ Poverty relief fund: A one-time subsidy of RMB2,000-20,000 is provided to full-time employees or their immediate family members in severe financial difficulty due to major illness. ■ Emergency relief fund for critical illness: Employees, their spouse, or children suffering from a critical illness will receive RMB10,000-100,000 per person based on their condition. In the event of death due to illness or an accident, the employee/spouse/child will receive an emergency relief fund of NT\$10,000 per person. [Advantech Kunshan Manufacturing Center] ■ If an employee, child, or spouse encounters a major injury or illness or an emergency, the Foundation will provide emergency relief funds (within RMB10,000).	Accident/Illness subsidy is 15% of daily salary x number of days	-	We are currently gathering information on group accident insurance to provide coverage for all European employees.	-	Internal units of Advantech worked together to hold a fundraiser. In the event of a natural disaster, Advantech's local subsidiaries and the Human Resources Department will provide emergency relief funds for employees affected by the disaster.
Holiday benefits (Dragon Boat Festival/ Mid-Autumn Festival/ Birthday)	☑ Indigenous employees can also apply for the “Indigenous Annual Festival Leave” according to the time of various tribal ceremonies.	☑	-	☑	☑ Christmas in Europe - Dutch and German Carnival	-	☑

*Note:

(1) According to Taiwan's Regulations of the Labor Health Protection, employers shall regularly provide general health examinations for active employees according to the following provisions:

- 1. One examination per year for employees who are 65 years old and above.
- 2. One examination every 3 years for employees who are 40-65 years old.
- 3. One examination every 5 years for employees who are under 40 years.

Advantech provides employees with one health examination opportunity per year, better than required by law.

(2) Other locations that are not major locations of operations (headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, and Advantech USA) include Indonesia, Mexico, India, Czech Republic, Australia, Malaysia, Singapore, Thailand, Russia, Turkey, Brazil, United Arab Emirates, Vietnam, Canada, and Israel. “Other regions” all have the same definition when mentioned below.

Cash Gifts for Marriage and Childbirth

- 1. All regular employees of Advantech, regardless of gender, are entitled to a cash gift of NT\$10,000 per person for legally getting married by submitting their wedding invitation or marriage certificate. **This policy protects the rights of employees of different genders to get married.** A total of 40 people at the headquarters applied for cash gifts for marriage in 2025, totaling NT\$400,000.
- 2. The ESW Department conducts due diligence and regularly reviews the benefits of Advantech and excellent companies in the market. The department made a proposal in September 2022 to increase the cash gift for childbirth from NT\$3,600 to NT\$10,000, providing a cash gift for childbirth that is better than required by law. Employees only need to submit the newborn's birth certificate to apply for a cash gift for childbirth. The cash gift for each child is NT\$10,000 (it is NT\$20,000 for twins). In 2025, 68 employees at the headquarters applied for the cash gift for childbirth, totaling NT\$680,000. Furthermore, considering the burden of childcare, Advantech further approved the childcare allowance for 0- to 3-year-old children of employees in October 2025. Each employee can apply for a child care subsidy of NT\$9,000 per quarter for 0-3-year-old. In the fourth quarter of 2025, there were a total of 228 applicants, and the application amount totaled NT\$1,824,000, enabling employees to balance work and family responsibilities simultaneously while easing the burdens of childcare. Currently, Advantech China, Advantech Japan, and Advantech Korea all provide cash gifts for marriage and childbirth.

Parental Leave

According to Article 16 of Taiwan's Act of Gender Equality in Employment, after being in service for 6 months, employees may apply for parental leave without pay before any of their children reach the age of 3. The period of this leave is until their children reach the age of 3, but it may not exceed 2 years in length. Employees at the Advantech Headquarters (Taiwan) are entitled to parental leave in accordance with the law, which may not exceed 2 years. In addition to statutory maternity and paternity leave in China, employees with children under the age of one may apply for up to 6 months of paid breastfeeding leave (75-80% of their wages). Breastfeeding leave: After female employees take maternity leave, they are given one hour of breastfeeding time each working day. For employees who have multiple babies, they will be given an additional one hour of breastfeeding time each day. Employees will continue to receive their full regular salary until the child reaches one year of age. Japan's labor laws also stipulate that employees may apply for unpaid parental leave if they have children under the age of 2, and the Japanese government will subsidize their salaries during the unpaid parental leave period. In South Korea, employees with children under the age of 8 may apply for unpaid parental leave for up to 2 years.

The unpaid parental leave application rate of all employees (including male and female employees) at the Advantech Headquarters (Taiwan) in 2025 was 18%, a slight decrease compared to the 2024 application rate (20%).The reinstatement rate from unpaid parental leave in 2025 was 83%, a slight decrease compared to the 86% in 2024. The percentage of employees who continued to work for more than one year after reinstatement from unpaid parental leave (retention rate) was 92%. This was a significant increase of 32% compared with the retention rate of 60% in the previous year. The data of unpaid parental leave at Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, and Advantech USA in 2025 is shown in the table below.

* Note: The unpaid parental leave application rate among all employees was 20% in 2024, with a reinstatement rate of 86%. The percentage of employees who continued to work for more than one year after reinstatement from unpaid parental leave (retention rate) in 2023 was 60%.



• Parental Leave statistics are shown in the table below:

Parental leave (by region)	Headquarters			Advantech China			Advantech Japan			Advantech Korea			Advantech Europe			Advantech USA		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
(a) Number of employees eligible for parental leave in 2025	81	72	153	65	61	126	4	4	8	15	5	20	11	8	19	291	160	451
(b) Number of employees who applied for parental leave in 2025	2	26	28	63	43	106	2	1	3	2	2	4	3	5	8	3	2	5
(c) Number of employees expected to be reinstated after parental leave in 2025	6	24	30	63	43	106	2	0	2	0	0	0	3	1	4	3	2	5
(d) Number of employees reinstated after parental leave in 2025	4	21	25	63	42	105	2	0	2	0	0	0	3	1	4	3	2	5
(e) Number of employees who were reinstated after applying for parental leave in 2024	5	20	25	48	45	93	2	0	2	1	0	1	0	3	3	0	2	2
(f) Number of employees who continued to work for one year after being reinstated from parental leave in 2024	4	19	23	45	43	88	2	0	2	1	0	1	0	0	0	0	2	2
Parental leave application rate (b) / (a)	2%	36%	18%	97%	70%	84%	50%	25%	38%	13%	40%	20%	27%	63%	42%	1%	1%	1%
Reinstatement rate after parental leave (d) / (c)	67%	88%	83%	100%	98%	99%	100%	-	100%	-	-	-	100%	100%	100%	100%	100%	100%
Retention rate after parental leave (f) / (e)	80%	95%	92%	94%	96%	95%	100%	-	100%	100%	-	100%	-	0%	0%-	-	100%	100%

Family Care Leave/Work from Anywhere (WFA) System

Advantech formulated the WFA mechanism to help employees maintain the flexibility to balance work and family responsibilities as society returns to normal routines. Indirect employees may apply for WFA for one day per week. Under special circumstances, supervisors can adjust the number of WFA days depending on the team’s manpower.

The provisional pandemic family care leave system established during the pandemic was discontinued after the pandemic control measures were lifted. In 2025, family care leave was listed as a formal leave category in accordance with regulations and is now counted towards personal leave days.

Family care leave	Headquarters				Advantech China				Advantech Japan				Advantech Korea				Advantech Europe				Advantech USA			
Ratio	Male	Female	Not disclosed	Total	Male	Femal	Not disclosed	Total	Male	Female	Not disclosed	Total	Male	Female	Not disclosed	Total	Male	Female	Not disclosed	Total	Male	Female	Not disclosed	Total
Total number of indirect employees	1,914	1,224	0	3,138	1,062	812	15	1,889	142	66	12	220	71	46	0	117	290	165	3	458	289	167	0	456
Number of employees who applied for family care leave	24	40	0	64	-	-	-	-	1	2	0	3	-	-	-	-	5	11	0	16	3	2	0	5
Percentage of employees who applied for family care leave (%)	1.3%	3.3%	-	2.0%	-	-	-	-	0.7%	3.0%	0.0%	1.4%	-	-	-	-	1.7%	6.7%	0.0%	3.5%	1.0%	1.2%	-	1.1%
Number of employees who applied for WFA	331	382	0	713	-	-	-	-	1	1	0	2	-	-	-	-	262	158	0	420	230	121	0	351
Percentage of employees who applied for WFA (%)	17.3%	31.2%	-	22.7%	-	-	-	-	0.7%	1.5%	0.0%	0.9%	-	-	-	-	90.3%	95.8%	0.0%	91.75%	79.6%	72.5%	-	77.0%

* Note:

(1) Advantech China (including Kunshan) did not have a family care leave or WFA mechanism. During the pandemic, a mandatory WFA system was implemented in accordance with local government regulations. Advantech Korea does not have a family care or WFA application mechanism in place.

(2) Advantech Taiwan, Advantech Japan, Advantech Europe, and Advantech USA have family care leave and WFA mechanisms.

(3) The numerator is the number of applications and the denominator is the total number of indirect employees in the region when calculating the percentages (%) in the table above.

(4) Advantech Europe does not include AURES.

Pension System

[Headquarters]

There are 2 types of pension contributions. Monthly contributions shall be made in full according to the law.

- Under the old pension scheme, a monthly retirement reserve is allocated in accordance with regulations, which is managed by the Supervisory Committee of the Labor Retirement Reserve and deposited into a dedicated account in Bank of Taiwan in the committee's name.
- Under the new pension scheme, Advantech contributes 6% of the employee's monthly salary to their pension account. Employees may also voluntarily contribute 0%-6% of their monthly wages to their individual pension account. Advantech will deduct the corresponding contribution amount from the employee's wage on a monthly basis on behalf of the employee.

[Advantech China]

Handled in accordance with China's retirement-related laws and regulations. Employees who have paid the statutory social insurance for 15 years can receive monthly pension after retirement. Retirement age in accordance with the Labor Law: The retirement age of male employees is 60 years old, 55 years old for female managers, and 50 years old for female employees. Starting from January 1, 2025, for male employees and female employees whose statutory retirement age was originally 55 years old, the retirement age will be raised by one month every 4 months until it reaches 63 years old and 58 years old, respectively. For female employees whose statutory retirement age was originally 50 years old, the retirement age will be raised by one month every 2 months until it reaches 55 years old.

In addition, Advantech China established the Deferred Retirement Management Policy. Female non-management level employees can postpone their retirement to the age of 55 years old. Female managers and female non-management level employees can apply for re-employment after retirement at the age of 55 years old, while executive level supervisors can apply for re-employment after reaching 60 years old.

[Advantech Japan]

9.15% is allocated to the government's pension account on a monthly basis in accordance with the law, and 1.73-2% of the total monthly salary is transferred into a dedicated pension account at a bank.

[Other overseas locations of operations]

Handled in accordance with the labor pension system set forth in local laws and regulations.

[Priority for participation in retirement-related workshops]

When planning events, priority will be given to employees who are 55 years old and above if the topics and events are suitable for retirement preparation.

Employee Stock Ownership

To attract and retain outstanding talent, enhance employees' sense of belonging and loyalty, and jointly create benefits for Advantech and shareholders, we established the Employee Stock Option Issuance and Subscription Regulations in accordance with the "Regulations Governing the Offering and Issuance of Securities by Securities Issuers" enacted by the Securities and Futures Bureau of the Financial Supervisory Commission (Taiwan, ROC), Executive Yuan, in accordance with Article 28-3 of the Securities and Exchange Act. Please refer to the annual report for relevant information.

Employee Assistance Program (EAP):

In recent years, companies have mainly assisted employees in facing work, life, making plans and arrangements for life after retirement, and health problems through the "Employee Assistance Program (EAP)," in hopes that the establishment of service systems and resource integration will help employees solve their problems. Advantech introduced EAP services in December 2021, and provides a 24-hour toll-free hotline and e-mail consultation services (completely confidential), allowing employees to receive assistance through consultations when they encounter emotional and mental health-related difficulties. Advantech cares about the mental health of employees!

- [Health] Employee Assistance Program (EAP) – Advantech ABLE Club

Advantech Employee Assistance Program (EAP)

研華科技

The world keeps moving forward, and so should we. Facing difficulties takes courage, but you don't have to navigate them alone. Embrace a brighter future with our professional, confidential, and one-on-one consultation services.

How to schedule an EAP consultation

24-hour toll-free hotline:

0800-025-008

E-mail:

service@ffceap.com.tw

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Employee Health Promotion (Headquarters):

I. Health Examination and Disease Prevention

1. Health Examination Services

- Free health examinations are provided every year with 10 sessions organized in 2025. Advantech closed off a section of a hospital this year to provide employees with the option of more advanced examinations and greater privacy (a total of 108 employees participated). A total of 3,922 people (including family members) completed health examinations.
- Health examinations are provided to supervisors once every 2 years. We plan to increase the health examination budget per management level and above supervisor in 2026 to provide even greater care for the health of supervisors.

2. Advanced Examination and Disease Prevention

- Health examination items that are better than those required by law include ultrasound scanning, cancer screening, eye pressure inspection, ECG, and inbody.
- Each health examination provides screening services for 5 types of cancer, including pap smear, mammography, oral cancer screening, and fecal occult blood test. A total of 711 people (including family members) participated in 2025.
- After health examinations, we provide comprehensive tracking and management of abnormal results, including: (1) arranging follow-up consultations with occupational physicians to assess health risks; (2) occupational nurses providing individual health education leaflets to encourage healthy behavior.

II. Employee Participation and Family-inclusive Activities

1. Employee Participation in Sports

- Employee participation in health and sports activities reached a record high of 17,642 participants.
- A total of 1,176 people **participated in the Taipei Technology Run**, ranking No. 1 among the nearly 7,000 companies in Neihu Technology Park.
- [Advantech Cup Enterprise Badminton Tournament] Deepening Partnerships Through Friendly Matches
- We held the 2nd “Advantech Cup Enterprise Badminton Tournament” and attracted teams from well-known enterprise partners such as Micron, WT Microelectronics, Inventec, NXP, and ST. The executive director personally led the team to promote physical and mental health through the competition, building deeper friendships and chemistry with ecosystem partners through sports events after work.



Link to event record

2. Health Promotion Activities

- “Start! Summer Transformation Project” weight loss and muscle gain competition: A total of 136 people participated and lost a total of 312.4 kg. The event helped employees cultivate healthy eating and workout habits, focusing on losing weight while gaining strength. It also provided a team of nutritionists to teach contestants with high blood pressure, high blood sugar, and high cholesterol the correct dietary habits to effectively lose fat and build muscle.



3. Family and Diverse Group Activities

■ [Advantech Baseball Day@Taipei Dome] Thousands of People Gathered Together for An Exciting Baseball Game

In 2025, more than 3,500 employees, family members, and business partners participated in the most anticipated baseball day of the year at Taipei Dome. The exciting professional baseball game not only strengthened employees' sense of belonging, but also provided work-life balance with the participation of family members.



Link to event record

■ [Maternal Health, Exclusive Lectures for Middle-aged and Elderly People, and Physical Fitness Activities] A total of 9 lectures were held for the elderly with 925 participants.

Lectures	Number of participants
Age-friendly series - Understanding and care for middle-aged and elderly depression	109
Age-friendly series - Chinese medicine for fatty liver	107
Age-friendly series - Healthy aging for a better later stage of life	165
Age-friendly series - Dementia-friendly workplace	195
(Testing in Neihu) Age-friendly lecture series - Sleep apnea	30
(In-person lecture in Neihu) Age-friendly lecture series - Sleep apnea	84
Bone density preservation from an early stage for less health concerns	161
(Testing in Linkou) Age-friendly lecture series - Sleep apnea	30
(In-person lecture in Linkou) Age-friendly lecture series - Sleep apnea	44
Total	925

■ [Advantech Summer Camp for Students] Diverse Learning to Inspire the Next Generation of Creativity

Advantech organized numerous summer camps in Linkou Park for the children of employees, including the "Science Game Camp" that inspires logical thinking, the "Detective Puzzle-solving Camp" that trains observation, and the "Summer Sports Camp" with professional coaches partnering with the Foundation. With more than 100 Advantech employees' children participating in these camps to date, the initiative offers essential family support while educating future generations through engaging, entertaining methods.



Link to event record

■ [Parent-Child Ecology Day] Seeds of Sustainability for Family Education

We invited professional ecology teachers to Linkou Park for the Parent-Child Ecology Day event with 2 sessions a day. Over 500 employees and their family members participated in the event. Special topic lectures, sustainability DIY courses, and animal observations and interactions extended the spirit of ESG environmental sustainability from within Advantech to employees' families to practice sustainable lifestyles.



Link to event record

■ [Parent-Child Arts and Culture Day] Parents and Children Sharing Arts and Culture

We invited the arts and culture team of the Advantech Foundation – Tien Circus Theatre to organize a circus performance and immersive interactive experiences. A total of more than 250 Advantech employees and their children participated in the morning and afternoon sessions, enjoying an artistic and cultural circus performance with games and learning!



Link to event record

■ [Advantech Talent Show] Shining on Stage with Talent

We organized the 2025 talent show with dozens of individuals and groups participating from the first to the final round, performing singing, dance, martial arts, and cross-unit bands. The winner also went on the stage to perform in front of a thousand people at the annual dinner party, showcasing the vitality and diverse talents of Advantech employees beyond their professional competencies, and supporting employees in realizing their self-worth.



First round record



Final round record



Backstage with contestants

III. Convenient Health Services and Emergency Response

1. Convenient Pharmaceutical Services

- We collaborated with the "Upfarm" platform for delivering medications to the office and picking up refill prescriptions on behalf of employees. A total of 74 employees used the service throughout the year. This effectively reduced the need for external hospital visits, meeting employees' healthcare needs within their busy work schedules.

2. First Aid, Emergency Response, and Training

- Plants have automated external defibrillators (AEDs).
- AED training is organized every year. A total of 143 people participated in the courses (including courses fully taught in English) in 2025.

An Abundance of Club Activities:

To promote diverse interactions and work-life balance among employees, Advantech has long supported club development and encouraged employees to form various clubs. In 2025, 31 clubs were established at the headquarters (with the addition of the Linkou Basketball Club), covering sports, LOHAS, arts and culture, and charity, with a total of 2,483 participants. Advantech China (including its offices) has a total of 89 clubs with over 2,300 participants. The Kunshan Plant has 7 clubs with 137 participants.



[ABLE]
#Advantech
Blood Donation
Day Achieves
Outstanding
Results for
Public Welfare in
August!



Charity Club Blood Donation Event in 2025

Sports Clubs in 2025



Hiking Club



Basketball Club



Music Club



Road Running Club

Corporate Volunteers in 4 Areas:

Upholding the corporate spirit of “giving back to society,” Advantech encourages employees to participate in volunteer services, and aims to promote social inclusion and cultivate diverse employee skills, thereby fulfilling our corporate social responsibility. To encourage more employees to participate in public welfare initiatives, Advantech officially implemented the “Volunteer Leave System” in 2023. Each employee can enjoy 2 days (16 hours) of paid volunteer leave each year, focusing on 4 core areas of ESG: energy conservation, public welfare (including environment), education, and arts and culture to encourage employees to jointly build a sustainable society through practical actions and promote mutual prosperity between enterprises and the environment. Advantech employees actively participate in volunteer activities. A total of 12 corporate volunteer activities were held in Taiwan in 2025, and cumulative service hours reached 1,381.5 hours. This year, Advantech showed even greater love as 54 employees volunteered for a total of 450 hours in the Hualien disaster area. Along with employees’ passionate involvement in volunteer initiatives, the events have raised awareness of volunteerism among their families and enhanced parent-child relationships. The involvement of employees and family members in public welfare actions not only deepens the social impact of volunteer services, but also facilitates parent-child interactions and family connections, showing that Advantech’s corporate culture emphasizes “balance between work, life, and social responsibility.” Volunteer activities cover diverse areas of sustainable development, including:

- **Social welfare:** Blood donations and food bank support are organized twice a year to provide substantial assistance to vulnerable groups.
- **Environmental protection:** Removal of invasive species, stream cleaning activities, local community ecological regeneration, afforestation, beach cleanup initiatives, and working together with the community to protect natural resources.
- **Education promotion:** Health seminars and sharing of relevant ecological knowledge to raise public health awareness.



2025/06/06 Advantech Coastal Cleanup



2025/06/06 Advantech Coastal Cleanup



2025/04/13 Earth Day Wetland Conservation and Mountain Cleanup



2025/06/22 World Environment Day – Repair the Shuangxi Arboretum Trail

5.2.2 Employee Living Wage

Advantech believes that a living wage is essential to improving employees' living conditions. Adhering to the core philosophy of "people first," we have included giving employees a living wage as an important management indicator in the overall remuneration system, and ensured that employees' remuneration from standard working hours is sufficient to meet their basic needs and maintain a reasonable living standard. A living wage is not only an important basis for assessing the fairness of remuneration, but also one of our key measures to implement responsible management, promote sustainable development, and protect labor rights.

Advantech referenced the definition of living wage of the International Labor Organization (ILO) and combined it with the 11 core indicators in the "Well-being Framework" proposed by the Organisation for Economic Co-operation and Development (OECD) in 2011, including income & wealth, work & job quality, health, knowledge & skills, environmental quality, subjective well-being, safety, work-life balance, social connection, and civic engagement. Advantech regards a living wage as an important basis for employees to receive fair compensation, support family life, and respond to basic risks. Advantech is committed to ensuring that the remuneration system is transparent, science-based, and sustainable, and continues to respond to changes in the cost of living and economy in different regions.

Advantech introduced the living wage methodology in 2022 based on this principle, and promoted it at the 6 major locations of operations (including the Advantech Headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech USA, and Advantech Europe). Living wage promotion plans suitable for the living standards in each country are formulated through internal cross-functional seminars on living wages, ensuring that employees receive fair wages within basic working hours. We continue to provide internal employees with training for setting and implementing living wages, so as to drive economic growth and sustainable development. Advantech is also committed to extending the living wage methodology to major suppliers and contractors, and requires suppliers and contractors to pay their employees a living wage, in order to further raise the salary level in the industry.

Scope of Living Wage and Evaluation Results

In 2025, Advantech reviewed the monthly salary (excluding bonuses and overtime pay) of all employees based on the living wage at each location of operations. The scope of evaluation covered the 6 major locations of operations around the world (excluding Advantech AURES), totaling 8,741 employees. In addition to considering the basic cost of living in each region, fixed bonuses, fixed allowances, and emergency reserve funds are also included in the calculation of living wage, so as to ensure that the basic needs of workers and their families, including food, clothing, and housing expenses, can be met, and that they will be able to pay the minimum expenses and costs required for everyday life. This will make the standard for living wages more aligned with employees' actual needs in everyday life, and reflect the real economic pressure of supporting a family after adjusting for inflation. The evaluation results are as follows:



100% of full-time employees met the standard for a living wage.

A total of **459** employees did not meet the standard, all of whom are contract employees.

We will continue to review our remuneration structure and hiring system, and gradually optimize the design of salary and benefits to improve the fairness and consistency of overall remuneration.

In addition, Advantech conducted a living wage questionnaire survey on key Tier-1 suppliers in 2024 to jointly promote and implement living wages with business partners. A total of 407 questionnaires were collected. Analyzing the suppliers that were surveyed, approximately 99% (403 suppliers) have assessed the living wage for their employees (the next survey is in 2026). According to the results of the survey, our suppliers are working hard to improve the wages of their employees. Currently, only less than 0.01% of suppliers' employees receive a wage lower than the living wage in their market. We will invite more suppliers to implement the living wage system through continued external advocacy to increase the achievement rate of a living wage for employees.

Calculation Method and Assumptions

Advantech adopted the Anker Living Wage Methodology as the core method for calculating the living wage. We also evaluated statistics of international organizations and local governments to determine the living wage for “each person to support a family of 1.97 people” at major locations of operations based on the cost of living index of the 2024 household income and expenditures of the Department of Budget, Accounting and Statistics of Taiwan and international databases. The calculation process and main factors are described as follows:

- 1. **Basic cost of living:** Includes food, transportation, utilities, communication, and rent.
- 2. **Fixed bonuses and fixed allowances:** Included in local policies and regulations and the organization’s fixed payment system.
- 3. **Emergency reserve funds:** 5% of the basic cost of living is set as the buffer for coping with unexpected expenses.
- 4. **Adjusting for inflation:** Adjustments are made based on the 2025 Consumer Price Index (CPI) and inflation in each country.
- 5. **Family support coefficient:**
 - China: Each employee supports 1.45 people.
 - Other locations: Each employee supports 1.97 people.

This approach ensures that the living wage reflects actual living conditions, and is comparable, verifiable, and consistent over the long term.



Method Governance and Management Principles

Advantech's principles for living wage management are as follows:

- **Transparency:** The calculation method and assumptions are clearly disclosed, and include fixed bonuses, fixed allowances, and emergency reserve funds.
- **Science-based:** The Anker Living Wage Methodology, official CPI data, and family support coefficient are used for calculation.
- **Fairness:** All full-time employees meet the standard for a living wage, and the remuneration for contract employees continues to be optimized.
- **Global consistency:** The evaluation covers all locations of operation in the 6 major regions, ensuring the consistency of global remuneration policies.

Short-, Medium-, and Long-term Plans

Aspect	Short term (2026–2027)	Medium term and long term (2030)
Stakeholder engagement	Collect feedback from employees in Taiwan and China (accounting for over 76% of employees) on the cost of living, and gradually expand it locations of operations worldwide.	Expand questionnaires and conduct in-depth interviews to systematically collect employees’ needs.
Employee compensation and benefits	Optimize the remuneration structure to ensure that all employees (including direct and indirect employees) are earning a living wage. Introduce “daily wages + 10% emergency reserve fund” as the internal reference standard to improve employees’ security in the event of an emergency.	Conduct in-depth analysis of main expenses to improve the accuracy of remuneration and benefits.
Value chain initiatives	Collaborate with international living wage-related NGOs and data platforms to introduce diverse sources of data on cost of living to increase the accuracy of evaluation.	Publish the “Living Wage and Impact” Report and obtain third-party verification.

Conclusion:

Advantech conducts regular assessments of living wage conditions and adjusts the remuneration system each year to ensure that employee wages adequately reflect local cost of living standards in response to changes in the economy and inflation in different regions. We strive to implement the living wage initiative in each location of operations through continued stakeholder engagement, optimization of the remuneration system, and actions under the initiative, further expanding the core value of living wages to all locations of operations and supply chain partners worldwide, ensuring employees’ labor rights and realizing fair pay.

Work Hours and Wage Management

Advantech provides employees with diverse skills training to improve work efficiency, reduce the need to work overtime, and avoid excessive overtime hours, thereby strengthening work hour management. The number of overtime hours per month may not exceed the limit specified in Advantech's Work Rules, and overtime pay is in accordance with the Work Rules. In addition, Advantech provides paid annual leave in accordance with the law to protect employees’ right to rest. We also continue to strengthen work hour control and compliance with labor conditions through system optimization. Supervisors are asked to monitor employees’ overtime work situation, provide immediate employee care and support, and strive to create a healthier and more efficient work environment.

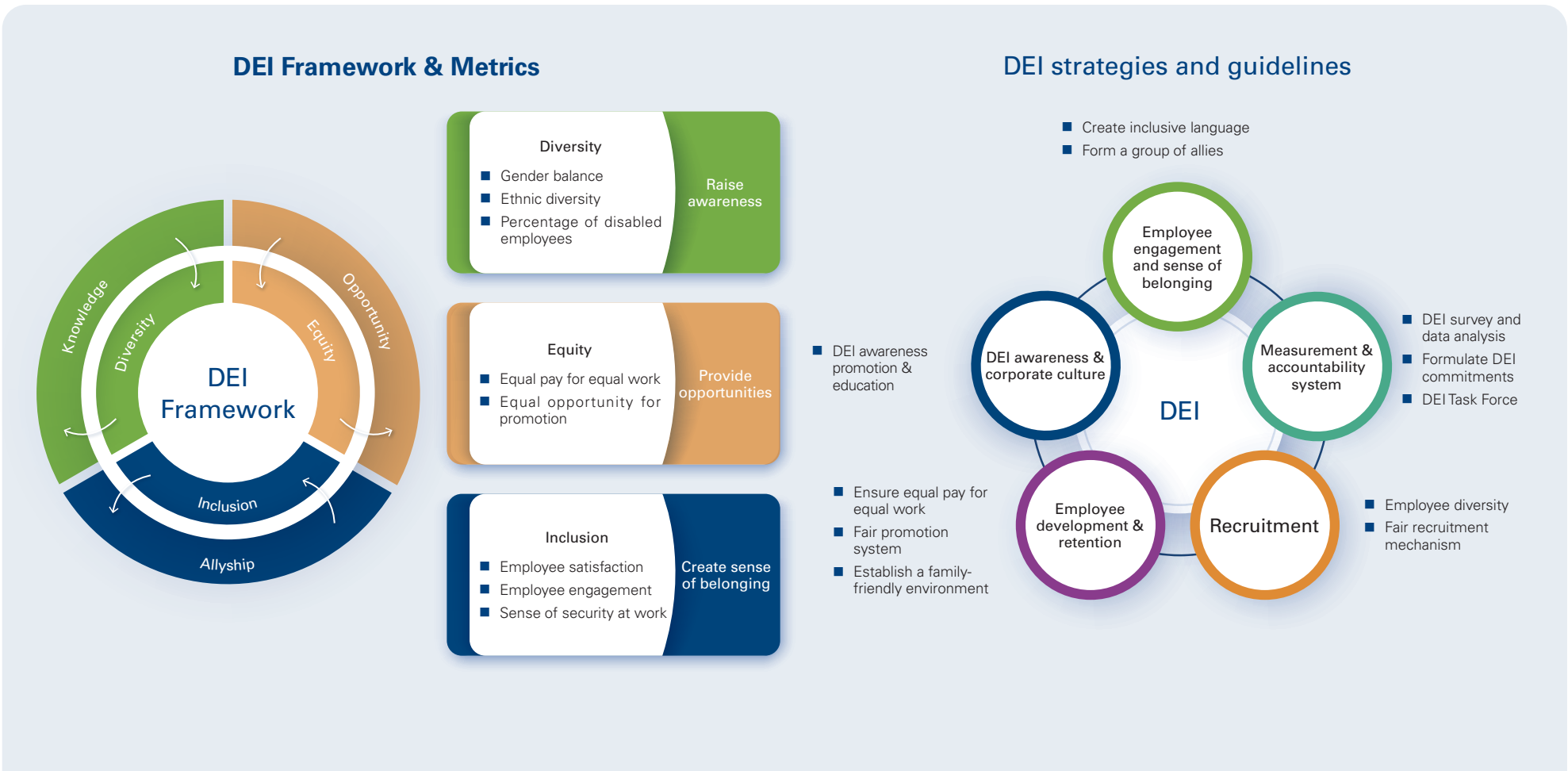
5.3 Diverse, Equal, and Inclusive Workplace

Advantech Global Diversity and Equality Policy

To promote diversity and equality in the workplace, Advantech has actively promoted gender equality in the workplace worldwide with actions such as: eliminating the gender pay gap, establishing fair and impartial performance evaluations and promotion systems, providing flexible work hours and support for women in management positions, and valuing family care provided by women. We also continue to enhance our friendly workplace initiatives by: increasing maternity leave to 9 weeks (full pay) and paternity leave to 10 days (full pay) in 2024.

We ensure that the terms of employment are not affected by gender, race, religion, political position, or marital status, and that these factors do not result in differences in salary. Advantech established clear recruitment strategies to increase employee diversity worldwide, and uses internal diversified training and talent development channels to gradually eliminate the fundamental differences caused by employees' physical or psychological conditions. We also regularly review the compensation-related indicators of each region, various types of work, and job bands to ensure the implementation and creation of a diverse and equal workplace environment.

Advantech formed the Diversity, Equity, and Inclusion (DEI) Task Force in 2023, and launched the DEI implementation strategy and blueprint.



Message from the Executive Management

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02 Corporate Management and Governance

03 Innovation and Services

04 Green Operations

05 Talent and Employee Relations

5.1 Talent Cultivation and Development

5.2 Employee Communication and Benefits

5.3 Diversity, Equality and Inclusive Workplace

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5.5 Occupational Health and Safety

06 Altruism and Social Welfare

Appendix

Advantech regularly reviews the goals and progress of the DEI Task Force through quarterly ESG implementation meetings, and sets implementation goals for 1-3 years. Please refer to the following table for Advantech's current DEI initiatives:

DEI category	Indicator	2025 implementation plan
Diversity Inclusion	[Ethnic diversity] [Employees' sense of belonging]	Cultural communication training seminar: Advantech organizes cross-cultural communication and management seminars to enhance supervisors' cross-cultural collaboration abilities, especially their understanding and respect for colleagues from different backgrounds. This is especially important for multinational teams.
Diversity	[Ethnic diversity] LGBT	Regardless of gender, employees enjoy cash gifts for marriage in accordance with the law.
Diversity Equity	[Parent friendly] Measures to help employees start a family	We increase the flexibility of working hours and support employees in starting a family through flexible working hours and the WFA policy, ensuring that employees can achieve a balance between family and career. We planned parent-child seminars in 2025 and invited female employees around the world to share their workplace experience online on International Women's Day. Friendly workplace benefits better than required by law: increasing maternity leave to 9 weeks (full pay) and paternity leave to 10 days (full pay) in 2024.
Inclusion	[Employees' sense of belonging] Migrant workers	Regarding the hiring and care of migrant workers in Advantech's manufacturing centers, we subsidize pre-employment expenses (including handling fees and airfares) for foreign migrant workers to lift the financial burden of applying for a job in Taiwan. Advantech plants have a bilingual policy to maintain smooth communication with foreign employees, and also plan Chinese language courses to achieve better communication with foreign migrant workers. We organize Christmas parties for Filipino migrant workers in plants to create a festive atmosphere.
Inclusion	[Employees' sense of belonging] Indigenous peoples	Indigenous employees can apply for leave according to the time of their respective tribal festivals.
Diversity Inclusion	[Ethnic diversity] [Employees' sense of belonging] Persons with disabilities	Advantech meets or exceeds the legally mandated quota for hiring employees with disabilities and actively supports their career development.

Employee Composition (Nationality and Management Level)

Country	Number of employees	Percentage of employees	Number of supervisors	Percentage of supervisors
			(Manager level and above)	(Manager level and above)
Taiwan	3489	36.7%	594	53.7%
China	3405	35.9%	127	11.5%
United States of America	616	6.5%	148	13.4%
Philippines	468	4.9%	1	0.1%
Japan	232	2.4%	34	3.1%
Germany	153	1.6%	25	2.3%
South Korea	126	1.3%	21	1.9%
Netherlands	116	1.2%	20	1.8%
India	79	0.8%	11	1.0%
France	74	0.8%	20	1.8%
Czech Republic	68	0.7%	8	0.7%
Brazil	67	0.7%	6	0.5%
Poland	64	0.7%	3	0.3%
United Kingdom	60	0.6%	12	1.1%
Malaysia	57	0.6%	7	0.6%
Italy	45	0.5%	9	0.8%
Australia	34	0.4%	7	0.6%
Singapore	33	0.3%	7	0.6%
Vietnam	31	0.3%	4	0.4%
Thailand	28	0.3%	4	0.4%
Türkiye	25	0.3%	2	0.2%
Mexico	24	0.3%	3	0.3%
Indonesia	16	0.2%	2	0.2%
Do Not Declared	63	0.7%	5	0.5%
Others	121	1.3%	26	2.4%
Total	9,494	100.0%	1,106	100.0%

* Note: The total employee in 2025 was 9,494, including full-time permanent employees, full-time contract employees, and interns.

Distribution of Advantech USA Employees by Ethnicity/Nationality

The distribution of employees in Advantech USA is disclosed according to regulations of the Sustainability Accounting Standards Board (SASB).

Advantech USA		Asian	White	Hispanic or Latino	Nat HI or Oth Pac Island	Black or African American	Two or more races	Declined to identify	Total
Management level	Number of women	15	12	2	0	0	0	3	32
	Number of men	35	66	6	1	0	1	9	118
	Number of non-disclosed gender	0	0	0	0	0	0	0	0
	Number of people	50	78	8	1	0	1	12	150
	Percentage	9.5%	14.8%	1.5%	0.2%	0.0%	0.2%	2.3%	28.5%
Technical personnel (R&D personnel)	Number of women	5	2	0	0	0	0	0	7
	Number of men	28	16	4	1	0	0	6	55
	Number of non-disclosed gender	0	0	0	0	0	0	0	0
	Number of people	33	18	4	1	0	0	6	62
	Percentage	6.3%	3.4%	0.8%	0.2%	0.0%	0.0%	1.1%	11.8%
Other personnel	Number of women	71	26	18	0	5	3	22	145
	Number of men	111	26	6	2	3	3	18	169
	Number of non-disclosed gender	0	0	0	0	0	0	0	0
	Number of people	182	52	24	2	8	6	40	314
	Percentage	34.6%	9.9%	4.6%	0.4%	1.5%	1.1%	7.6%	59.7%
Total	Number of people	265	148	36	4	8	7	58	526
	Percentage	50.4%	28.1%	6.8%	0.8%	1.5%	1.3%	11.0%	100.0%

Percentage of Female Employees/Supervisors

The scope of statistics was expanded to locations of operations worldwide in 2023, disclosing more complete and representative data. The scope of statistics was expanded to Advantech's 6 major regions (including South Korea, Europe, and the United States) in 2022, and a stricter definition of supervisors was adopted compared to 2021. The job band of junior/management level supervisors was adjusted from D (section chief/assistant manager) to E (manager level) and above.

Among the management team at Advantech's global headquarters, more than one-fifth are female supervisors, including Ms. Linda Tsai, who was promoted to the position of Advantech's President of Industrial IoT in 2017, becoming the highest-ranking female supervisor and one of the 3 presidents, showing the succession and gender equality of professional managers.

Among the 6 indicators, we achieved the target set for 3 indicators in 2025, namely "Percentage of female employees," "Percentage of female executive level supervisors," and "Percentage of female employees in STEM-related positions." We achieved a slight improvement in the other 3 indicators compared to the previous year, namely "Percentage of female supervisors," "Percentage of female management level supervisors," and "Percentage of female supervisors in profit-generating units." Statistics for AURES, which was acquired by Advantech, were included in 2025. Due to the company's employee composition, Advantech's "Percentage of female executive level supervisors" and "Percentage of female employees in STEM-related positions" slightly decreased compared with the previous year.

At present, 42.3% of employees are female, 22.1% of supervisors are female, 23.5% of management level supervisors are female, and 16.4% of supervisors in profit-generating units are female. We expect to maintain the percentage of female employees at 42% in 2026, increase the percentage of female managers to 24%, increase the percentage of female management level supervisors to 24%, and increase the percentage of female supervisors in profit-generating units to 17%.

Region	Year	2022	2023	2024	2025	2026 Target
Advantech	Percentage of female employees	42.7%	41.8%	41.5%	42.3%	42.0%
	Percentage of female supervisors	21.2%	22.1%	21.6%	22.1%	24.0%
	Percentage of female junior/management level supervisors	23.6%	23.7%	22.7%	23.5%	24.0%
	Percentage of female executive level supervisors	12.8%	15.9%	17.0%	16.7%	16.0%
	Percentage of female supervisors in profit-generating units (excluding HR, IT, legal, and other support units)	16.0%	16.9%	15.9%	16.4%	17.0%
	Percentage of female employees in STEM positions (Science/Technology/Engineering/Mathematics)	25.1%	23.4%	24.3%	24.0%	23.5%

* Note:

1. Advantech disclosed data for the headquarters, China, and Japan in 2021.The scope of disclosure was expanded to South Korea, Europe, and the United States in 2022, covering 6 major regions. The scope of disclosure was expanded to include all locations of operations worldwide in 2023.
2. All job bands at Advantech worldwide are divided into A to H and aligned with the Global Job Band in 2022. The job band of junior/management level supervisors (managers) is E, and executive level supervisors (assistant vice president and above) are F and above.
3. The scope of disclosure was expanded to the entire world starting in 2023, and included other regions (Indonesia, Mexico, India, Czech Republic, Australia, Malaysia, Singapore, Thailand, Russia, Turkey, Brazil, United Arab Emirates, Vietnam, Canada, and Israel).

Diverse Employment

Region	Employee diversity indicator		Number of employees	Percentage of employees
Advantech Taiwan	Age distribution	Number of people with disabilities	36	0.9%
		30 years old and under	560	14.5%
		31-49 years old	2,528	65.6%
		50 years old and above	768	19.9%
		Not disclosed	0	0.0%
		Total	3,856	100.0%
Advantech China	Age distribution	Number of people with disabilities	6	0.2%
		30 years old and under	511	14.9%
		31-49 years old	2,701	78.8%
		50 years old and above	200	5.8%
		Not disclosed	15	0.4%
		Total	3,427	100.0%
Advantech Japan	Age distribution	Number of people with disabilities	0	0.0%
		30 years old and under	14	5.2%
		31-49 years old	109	40.2%
		50 years old and above	135	49.8%
		Not disclosed	13	4.8%
		Total	271	100.0%
Advantech Korea	Age distribution	Number of people with disabilities	3	2.3%
		30 years old and under	37	28.9%
		31-49 years old	69	53.9%
		50 years old and above	22	17.2%
		Not disclosed	0	0.0%
		Total	128	100.0%

Region	Employee diversity indicator		Number of employees	Percentage of employees
Advantech Europe	Age distribution	Number of people with disabilities	4	0.5%
		30 years old and under	107	13.2%
		31-49 years old	449	55.3%
		50 years old and above	256	31.5%
		Not disclosed	0	0.0%
		Total	812	100.0%
Advantech USA	Age distribution	Number of people with disabilities	0	0.0%
		30 years old and under	46	8.7%
		31-49 years old	268	51.0%
		50 years old and above	200	38.0%
		Not disclosed	12	2.3%
		Total	526	100.0%
Total	Age distribution	Number of people with disabilities	49	0.5%
		30 years old and under	1,275	14.1%
		31-49 years old	6,124	67.9%
		50 years old and above	1,581	17.5%
		Not disclosed	40	0.4%
		Total	9,020	100.0%

* Note:

1. Data on persons with disabilities is not investigated and disclosed in response to the GDPR.

2. This table does not include regions other than Advantech's 6 major locations of operations.

Employment of Persons with Disabilities

According to Taiwan’s “People with Disabilities Rights Protection Act,” the number of employees with disabilities may not be less than 1% of a company’s total number of employees. If the weighted total value does not meet the standard, the company is required to regularly pay difference subsidies to the Disability Employment Fund of the competent labor authority. Advantech is required to hire 39 people with disabilities in accordance with the law. As of the end of 2025, Advantech has hired 36 people with disabilities, and is still 3 short to meet the weighted average percentage. We attach great importance to the employment of people with disabilities. To maintain the required employment of 1% employees with disabilities regardless of any changes that may occur, we will hire an additional 2 people with disabilities after reaching 1%. We will actively pay attention to the resumes of people with disabilities through government employment guidance institutions, and continue to maintain the percentage of employees with disabilities to fulfill our corporate social responsibility.

In addition, employees with disabilities are all involved in actual operations. Before employees with disabilities report for duty, Advantech helps them understand how to commute to work and the actual workflow. After they report for duty, we provide the appropriate staff support, equipment, and workplace environment to ensure they can fully leverage their expertise with complete peace of mind.



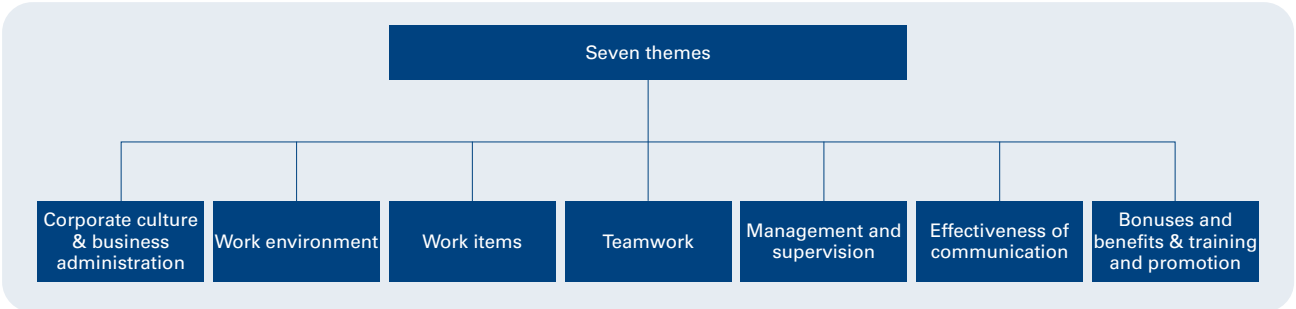
Employee Satisfaction Survey

Advantech upholds the business philosophy of actively caring for employees, values the opinions and feedback of every employee, and is committed to creating an open, inclusive, safe, and healthy work environment. We have always been guided by our core values, and continue to pay attention and improve practices for employee well-being from 4 major aspects: people-oriented environment, integrity and honesty, excellence and innovation, and altruistic contributions. We conduct annual employee satisfaction surveys to improve two-way communication between the organization and employees, and create a people-oriented work culture and a complete benefits system, creating a corporate culture that taps into employees’ potential and respects diversity.

To monitor employee needs and overall engagement, Advantech first introduced the annual employee satisfaction survey mechanism in China in 2018, laying the foundation for two-way dialogue between the organization and employees. The scope of the survey was further expanded to include Europe (including all non-management level employees) and Taiwan (a representative sample of 50 people were surveyed) in 2021, gradually establishing a global survey framework. Since the survey was launched, the annual engagement index has remained stable above 90%, and the global coverage rate reached 72.1% in 2021, making it an important basis for Advantech to optimize employee relations and the workplace environment.

In 2023, Advantech integrated and optimized survey mechanisms around the world, and designed a standardized questionnaire that covers 7 major themes and 35 items. The questionnaire is provided in 4 languages and the scope of the survey covers 20 countries around the world, including the 6 major locations of operations: Advantech Headquarters, China, Japan, South Korea, Europe, and the United States. In 2024, we further refined the survey plan, rebuilt the evaluation framework, and commissioned a well-known consulting company to conduct an employee engagement survey. The questionnaire was designed with 4 main themes and 12 aspects, and the survey was conducted in 10 languages and covered the 6 major locations of operations, surveying the opinions and feedback from employees of all plants/units around the world. The targets and results analyzed by the survey were disclosed and used as an important reference to continue improving employee engagement and organizational cohesion. We plan to commission a third-party survey company to serve as an external consultant and assist in conducting employee engagement surveys every 3 years.

In 2025, Advantech integrated and optimized survey mechanisms around the world based on the employee satisfaction survey in the past few years, and designed a standardized questionnaire that covers 7 major themes (Figure 5.3.1) and 36 items. The questionnaire is provided in 10 languages, and the scope of the survey covers 20 countries around the world, including the 6 major locations of operations: Advantech Headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, and Advantech USA. The coverage of the employee satisfaction survey in 2025 was 100% with 9,403 people participating and 8,050 people responding, which is a response rate of 86% (6% higher than the employee satisfaction survey in 2023).



• Figure 5.3.1 Themes of the 2025 Employee Satisfaction Survey

We will convene cross-departmental/plant meetings for review and follow-up to improve satisfaction, showing the importance attached by Advantech to employees’ opinions, and our determination to create a high-quality work environment. Please see “Table 5.3.1 Response to the Employee Satisfaction Survey in Each Region: by Gender” for the response rate of each region. For follow-up feedback, please see Table 5.3.2.

• Table 5.3.1 Response to the Employee Satisfaction Survey in Each Region: by Gender

Region	Total number of employees	Number of respondents	Male	Female	Non-disclosed gender	Response rate	Satisfaction %
Headquarters (Taiwan)	3,860	3,468	1,704	1,736	28	90%	80%
Advantech China	3,397	3,214	1,596	1,618	0	95%	89%
Advantech Japan	262	238	145	85	8	91%	69%
Advantech Korea	130	121	81	38	2	93%	76%
Advantech Europe	482	184	117	59	8	38%	75%
Advantech USA	540	202	129	63	10	37%	77%
Other regions	732	623	425	167	31	85%	80%
Total	9,403	8,050	4,197	3,766	87	86%	83%

* Note:

- Overall satisfaction statistics are weighted results from calculating: The sum of (satisfaction in each region * number of respondents in each region) / Total number of respondents.
- The total number of employees includes all Advantech employees, interns, and cooperative education students. (Included in the scope for the first time in the 2025 employee satisfaction survey)
- The method for calculating satisfaction at the Kunshan Plant in China was revised in 2024.

Satisfaction Survey Results and Improvement Plan for Advantech’s Headquarters

Item	Description
Satisfaction	The overall satisfaction rate slightly decreased by 1% for the same items in 2023 v.s. 2025. The scores for <Work environment> and <Work items> slightly decreased.
Work environment	The flexible work system (WFA/flexible working hours) was mentioned more frequently this year, and is also a key factor in talent retention. Improvement plan: Re-adjust the management of flexible working hours.
Training and promotion	Response from senior and key professionals: “Efforts and feedback must reflect the market and individual contributions.” Improvement plan: Optimize the development plan and remuneration system for mid-level and senior talents and key professionals.

In addition, in conjunction with the Corporate Strategy Transformation 2030 (CST2030) vision, we are developing a structured training system based on competencies, so that talents can be better utilized.



5.4 Human Rights Protection

5.4.1 Employee Human Rights and Employee Rights Protection

Human Rights Management and Commitment

Advantech established the “Advantech Human Rights Policy and Commitment,” which was reviewed and approved by the highest-level management to protect the basic human rights of all employees, suppliers, customers, and stakeholders. We take into account the international human rights framework, corporate development strategies, and external trends, including the “Universal Declaration of Human Rights,” the “United Nations Global Compact,” and the International Labor Organization’s “Declaration of Fundamental Principles and Rights at Work,” and comply with local laws and regulations of our locations of operations. We then established the Advantech Human Rights Policy on the “UN Guiding Principles on Business and Human Rights.”

Advantech has also established human rights management procedures and mechanisms (Figure 5.4.1), and conducts regular impact assessments and management improvements for stakeholders. For human rights risk surveys, internal audit committees select relevant risk topics (including “human rights risks”), and then examine the risk rating of each topic and identify high-risk groups for management.

At the same time, Advantech employees are also required to abide by the “Advantech Business Conduct Implementation Rules,” which include labor standards, humane treatment, prohibition of child labor, prohibition of employee discrimination, and prohibition of any discrimination or other human rights violations. We organize annual training on the “Advantech Code of Ethics and Business Conduct” and compliance to ensure that all employees understand and abide by the aforementioned policy. The contents include proper channels provided by Advantech for whistleblowing, punishment of employees, and maintaining the confidentiality of whistleblowers’ identity and the contents of the report. In 2025, coverage of training on the “Advantech Code of Ethics and Business Conduct” was 100% (indirect employees), and the training completion rate was 95.8% (6,307 indirect employees worldwide). For employees who did not complete the training, the system will notify the employees and their direct supervisors at the beginning of each month, allowing direct supervisors to instruct their subordinates to complete the training as soon as possible.

For direct employees, Advantech’s Taiwan Manufacturing Center (plant) organizes annual training on the “Employee Code of Conduct,” including anti-discrimination and anti-harassment, achieving a coverage rate of 100%.

Freedom of Association

We support a wide range of employee self-organized clubs and unions at different levels (e.g., Advantech has established labor unions in Germany, the Netherlands, and Japan, as well as labor

representatives in Japan and France) to promote equal rights for employees in various regions. In 2025, the coverage of freedom of association worldwide reached 100%, and 58% of Advantech locations actually established unions. In addition, all employees understand that Advantech supports employees establishing a variety of associations and organizations on their own to express their opinions. Regions without a union have associations and organizations at different levels (e.g., the National Federation of Labor Union, Chinese Federation of Occupation Labour R.O.C., etc.) or channels for complete and smooth communication to protect the rights and interests of employees. The resolutions of related meetings apply to all employees in the region.

- In Europe, employees formed work councils in some regions in Germany (Advantech Europe B.V. and Advantech GmbH) and the Netherlands, and regularly elect labor union representatives. The representatives of labor unions regularly attend labor-management meetings with Advantech on employee-related issues. Advantech France also regularly elects labor representatives to speak out on employee-related issues and attend labor-management meetings.
- In the United States, employees of Advantech USA are free to form a labor union, but have not exercised this right as Advantech USA is exerting every effort to treat its employees well and communicates and collects feedback from employees through e-mails regularly sent by HR.
- In Asia, all employees of Advantech Japan have freedom of association. Among them, Advantech Technologies Japan Corp. (ATJ) has established a labor union and Advantech Japan. Co., Ltd. (AJP) regularly elects labor representatives to speak out on employee-related issues and attend labor-management meetings. Advantech China (including plants) regularly discusses and resolves employee benefits-related issues through representatives of the Employee Welfare Committee. Advantech Headquarters has an Employee Welfare Committee and convenes quarterly labor-management meetings at various locations (Neihu Ruiguang Headquarters, Neihu Yangguang Building, and Linkou Plant) to communicate labor rights (including salary, attendance, and benefits), listen to employees’ opinions, and discuss and make resolutions on key matters.

Advantech aims to minimize human rights conflicts and has therefore implemented the following management measures for employees, suppliers, and customers, as well as publicly disclosed related regulations. After conducting an investigation, there are currently no operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.

*Note: Other locations that are not major locations of operations (headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, and Advantech USA) include Indonesia, Mexico, India, Czech Republic, Australia, Malaysia, Singapore, Thailand, Russia, Turkey, Brazil, United Arab Emirates, Vietnam, Canada, and Israel. “Other regions” all have the same definition when mentioned below.

Whistleblowing and Grievance Mechanisms

Advantech formulated the “Prevention Plan for Unlawful Infringement During the Performance of Duties” according to guidelines of the Occupational Safety and Health Administration (OSHA), Ministry of Labor (MOL) in 2015. The plan aims to prevent employees from being subjected to unlawful infringement by their employers, supervisors, colleagues, or customers while performing their duties in the workplace (including commuting), and to protect them from physical or mental harm due to external attacks, whether physical, verbal, psychological, or sexual harassment (hereinafter referred to as “workplace violence”).

- Grievance mechanism: When employees experience unlawful physical or mental harm while performing their duties, they should fill out and submit the Workplace Unlawful Infringement Report and Handling Form to supervisors at all levels (or the HR unit), or file a complaint through the grievance channels (telephone, fax, e-mail) on the company policy page of Advantech's intranet website, and it will be handled by dedicated personnel.
- Reporting and handling: The grievance or reporting process must ensure objectivity, fairness, and impartiality, as well as protect the rights, interests, and privacy of victims, complainants, and whistleblowers. Upon receiving a report, supervisors at all levels, HR units, and labor safety personnel must complete the Workplace Unlawful Infringement Report and Handling Form within 24 hours, and handle the matter according to the flowchart for handling physical or mental harm caused by unlawful infringement while performing duties (as shown in Figure 5.4.2 Reporting and Grievance Process).
- In 2025, investigations were opened into a total of 3 cases of discrimination and harassment complaints. A task force was subsequently established, which conducted an investigation, handled matters, and closed each case in accordance with the “Reporting and Grievance Process.” Although 0 cases were substantiated, Advantech still conducted relevant reviews and discussed how we could improve preventive measures, so as to provide all employees with a better working environment.



Figure 5.4.1 Human Rights Management Process and Mechanisms



Figure 5.4.2 Reporting and Grievance Process

5.4.2 Human Rights Due Diligence

Employees are the foundation for realizing corporate values and an essential driving force behind Advantech's sustainable development. Advantech complies with international human rights standards, such as the "United Nations 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's Declaration on Fundamental Principles and Rights at Work," in order to fulfill our corporate social responsibility and respond to the international emphasis on corporate human rights governance. We regularly conduct "human rights due diligence" to identify potential human rights risks to Advantech and stakeholders (including employees, suppliers, customers, and communities), and take appropriate preventive and response measures. The survey results can serve as an important basis for identifying potential human rights risks, implementing mitigation measures, and strengthening the management system, ensuring compliance and the management of regulatory changes.

Advantech has clearly established the frequency and targets of due diligence: Assessments are conducted once every 3 years for employees, contractors, and joint ventures, and human rights risk assessments are conducted once every 2 years for key Tier-1 suppliers. Since the first comprehensive human rights due diligence was performed in 2022, we have gradually deepened our human rights governance practices, and further expanded the scope of human rights due diligence in 2025.

Human Rights Due Diligence: Employees

First, Advantech prepared a list of human rights risks of stakeholders that were identified according to the United Nations and international human rights topics, including forced labor, child labor, privacy, freedom of association, protection of labor conditions, and non-discrimination, diversity, and inclusion.

List of Human Rights Risks (Employees)

Forced labor	Protection of the right to work	Protection of labor conditions	Right to freedom of speech
Human trafficking/ Child labor	Equal pay for equal work	Right to health and occupational safety	Personal freedom and safety
Non-discrimination, diversity, and inclusion	Freedom of association and employee communication channels	Privacy and personal data protection	

■ Questionnaire Design and Scope

We conducted the evaluation in the form of a questionnaire survey, covering 2 core evaluation aspects: "Probability of occurrence of human rights risks" and "Severity of impact." We systematically identified and evaluated 11 risks to compile a risk matrix as the basis for subsequent governance.

Item	Description		
Assessment aspect	1. Probability of occurrence	2. Severity of impact	
Description	Please refer to Table 5.4.3 and Table 5.4.4		
Survey subjects	1. The number of employees surveyed at each location of operations worldwide (headquarters, Advantech China, Advantech Japan, Advantech Korea, Advantech Europe, Advantech USA, and other regions) is determined based on the “number of employees at each location as a percentage” of all Advantech employees. 2. Stratified sampling is then carried out within each region based on “job band (executive level supervisor/ management level supervisor/general employee) × gender (male/female/not disclosed).”		
Response rate	100 %	Global region coverage rate	100 %

• Table 5.4.3 Human Rights Risks - Probability of Occurrence

Grade	Likelihood	Probability	Description
1	Extremely low	<10%	Almost never occurs under normal circumstances and is allowed to occur less than once a year.
2	Low	10%~30%	Occurs in rare circumstances and may occur more than once every 6 months.
3	Moderate	30%~70%	Occurs in certain circumstances and can be observed more than once a quarter.
4	High	70%~90%	Occurs in relatively more circumstances and occurs more than once a month.
5	Extremely high	>90%	Occurs almost normally and occurs more than once a week.

• Table 5.4.4 Human Rights Risks - Severity

Grade	Severity	Probability	Description
1	Extremely mild	<10%	Minimal impact, usually does not have a significant negative impact on Advantech or stakeholders, and will take less than one year to recover from or eliminate the negative impact.
2	Mild	10%~30%	The impact is small in scale, only a few stakeholders are impacted, and will take 1-3 years to recover from or eliminate the impact.
3	Moderate	30%~70%	The impact has a moderate scope, involves most stakeholders, and will take 3-5 years to recover from.
4	Severe	70%~90%	The impact is severe and has a large scope, most stakeholders suffer damages, and will take 5 to 10 years to recover from or significantly reduce the impact.
5	Extremely severe	>90%	The impact may cause permanent physical and mental harm or severely impact communities. It even might cause death or significant social impact, and the organization is less likely to fully recover from.

The results of this survey indicate that the probability of human rights risks occurring among Advantech employees is low (average probability of occurrence is below 2) and not severe (average severity is below 3), especially at major manufacturing sites (Linkou Plant in Taiwan, Kunshan Plant in China, and locations in Japan). They have all obtained the Responsible Business Alliance (RBA) Code of Conduct certification, further verifying that we have a sound and practical system for human rights protection at locations of operations.

To better visualize the risk analysis, Advantech calculates the average probability of occurrence and severity of impact for each human rights risk, and then uses them as the X-axis (probability of occurrence) and Y-axis (severity) of a risk matrix. The relative position of each risk within this risk matrix is used to determine its relative risk level and identify high-priority management items.

Despite the relatively low overall risk, Advantech exercises prudence. The 3 topics with relatively high-risk scores are summarized below:

Risk topic	Description of risk scenario
Protection of labor conditions	The work environment or labor conditions do not comply with regulations or are unequal, resulting in employees' basic work rights (e.g., working hours, wages, health and safety, and equal pay for equal work) not being protected, or inappropriate use of other labor contracts (e.g., mass hiring of contract workers, temporary workers, and migrant workers) to deprive employees of legitimate work needs.
Equal pay for equal work	Employees with the same skills and experience are treated differently due to gender, age, or region, resulting in different pay for the same work.
Right to freedom of speech	Failure to set up safe and effective channels for employees to express their opinions, or the use of lawsuits, intimidation, or threats to control or suppress the opinions of various parties, threatening the lives, work, or everyday life of those who speak up.

According to the survey results, Advantech has established a comprehensive human rights risk management system, which is being extended to locations of operation and value chain partners worldwide, in order to reinforce overall protection and response mechanisms.

In 2025, Advantech did not discover any employee human rights violations or disputes and did not need to take compensatory actions, indicating that existing systems can effectively serve preventive and protective functions.

Human Rights Due Diligence: Suppliers

Investigation Method

To ensure the sustainable resilience of the supply chain and fulfill our human rights responsibilities, we actively identify and manage potential human rights topics of PVL suppliers. The investigation is conducted by the Supplier Sustainability Management Purchasing Department in accordance with international human rights standards and the “United Nations’ Guiding Principles on Business and Human Rights.” Below is a list of human rights risk topics identified in the supply chain (excerpted from the Advantech Supplier ESG Risk Assessment Form). Potential human rights risks have been integrated into the supplier ESG self-evaluation form to further understand suppliers’ management methods and improvement actions concerning human rights topics.

List of Human Rights Risks (Suppliers)		
A0. Commitment, management system, and compliance	A2. Young workers (includes the topic of child labor)	A4. Salary and benefits
A1. Freedom to choose an occupation (includes the topic of freedom of association)	A3. Working hours (includes the topic of forced labor)	A5. Humane treatment and non-discrimination

Suppliers are required to conduct self-assessment of the aforementioned topics, describe their preventive measures and mitigation plans, and provide supporting documents. The survey subjects include all Tier-1 suppliers, and the Advantech Quality Team conducts document audits and risk verification one by one.

Subjects/Coverage Rate

Advantech re-assesses the human rights risks of suppliers once every 2 years and performs human rights due diligence. The scope of ESG evaluation was expanded to include all Tier-1 suppliers in 2024. A total of 1,127 Tier-1 suppliers were subjected to the evaluation, accounting for 100% of Tier-1 suppliers in 2024. A total of 873 responses were received, accounting for 77.5% of Tier-1 suppliers in 2024. 284 key/strategic Tier-1 suppliers were evaluated (the response rate was 100%).

Year	Evaluation subjects	Total number of suppliers	Coverage rate
2024	Key tier 1 suppliers	1,127 suppliers	100%

Survey Results and Improvements

Based on the 2024 survey results, 3 suppliers (accounting for 0.34%) were assessed as having high human rights risks. Their main deficiencies are described below:

Item code	Main deficiencies
A1.1	There are no requirements prohibiting the use of forced, bonded (including debt bondage), or compulsory labor, nor are there prohibitions against involuntary or exploitative prison labor, slavery, or human trafficking.

- All of the deficiencies above have been effectively improved and closed.
- Advantech will continue to conduct on-site audits of high-risk suppliers to ensure that they take action to address human rights risks.

Human Rights Due Diligence: Contractors

Advantech places great importance on the protection of human rights for all partners involved in our operations. In response, we include contractors in our human rights due diligence to ensure that outsourced operations comply with regulations and respect labor rights.

■ Investigation Method

First, Advantech's Corporate Quality and Management Department identifies a list of human rights risks relevant to contractors based on the United Nations and relevant international human rights topics. Contractors are required to conduct self-assessments of their preventive measures and mitigation plans for these risks and provide supporting documents. These documents are then audited and reviewed by the Advantech Quality Team.

List of Human Rights Risks (Contractors)

Forced labor	Protection of the right to work	Protection of labor conditions	Right to freedom of speech
Human trafficking/ Child labor	Equal pay for equal work	Right to health and occupational safety	Personal freedom and safety
Non-discrimination, diversity, and inclusion		Freedom of association and employee communication channels	Privacy and personal data protection

Potential human rights risks have been integrated into the ESG self-assessment form for contractors, in order to gain a better understanding of the management methods and improvement actions taken by contractors to address human rights topics.

■ Subjects/Coverage Rate

Year	Scope of evaluation subjects	Response rate	Global coverage rate
2025	Contractors with a transaction amount exceeding NT\$1 million in 2024. (702 in total, 186 in Taiwan, 516 in China)	37% (258 in total, 78 in Taiwan, 180 in China)	100%

■ Survey Results and Improvements

Results up to the most recent survey show that all evaluated contractors do not have any human rights-related risks. Advantech will continue to increase the frequency of audits and strengthen the risk early warning mechanism to ensure that human rights responsibilities are extended into every aspect of implementation.

Human Rights Due Diligence – Joint Ventures (JV)

In light of the increasing complexity of corporate investment activities, Advantech has actively integrated human rights initiatives into the governance of our joint ventures, utilizing structured risk identification and investigations to ensure our corporate values are consistently upheld in cross-company operations.

■ Investigation Method

First, Advantech's Corporate Quality and Management Department identifies a list of human rights risks relevant to joint ventures based on the United Nations and relevant international human rights topics. Joint ventures are required to conduct self-assessments of their preventive measures and mitigation plans for these risks and provide supporting documents. These documents are then audited and reviewed by the Advantech Quality Team.

List of Human Rights Risks (Joint Venture)

Forced labor	Protection of the right to work	Protection of labor conditions	Right to freedom of speech
Human trafficking/ Child labor	Equal pay for equal work	Right to health and occupational safety	Personal freedom and safety
Non-discrimination, diversity, and inclusion		Freedom of association and employee communication channels	Privacy and personal data protection

■ Subjects/Coverage Rate

Year	Scope of evaluation subjects	Response rate	Global coverage rate
2025	Joint ventures that meet the following two conditions. (18 JVs in total) 1. Advantech holds 10% or more of shares and the JV has more than 10 employees. 2. Advantech invested over NT\$100 million in the JV.	78% (14 JVs responded)	100%

■ Survey Results and Improvements:

Among the JVs that were assessed, no company was identified as having human rights risks. Going forward, we will continue to ensure that cross-organizational governance responsibilities and human rights protection are implemented simultaneously.

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Appendix

Human Rights Risk Management (Mitigation and Compensation)

The table provides a global overview with supplementary information for specific regions.

Target audience	Topic identification	Current status of human rights topics	Mitigation actions	Target management	Location of voluntary disclosure
Employees	Protection of labor conditions	Applicable to Taiwan Advantech has established the “Work Rules” in accordance with the law, stipulating working hours, limit on overtime, wages, and various types of leave. Applicable worldwide Advantech has implemented the “living wage” methodology worldwide to ensure that employees’ income can cover basic living expenses.	Applicable to Taiwan - Control overtime: No more than 4 hours per day and no more than 46 hours per month, and prior approval is required. - Provide a complete leave system (14 types of leave, including annual leave, family care leave, and volunteer leave) to maintain employee health and work-life balance. - Implement equal pay for equal work, cultivate diverse competencies, and avoid unequal pay due to gender or identity.	Applicable worldwide Comprehensively implement a “living wage” in locations of operations and supply chains worldwide to improve the fairness of labor conditions. Continue to reduce the percentage of overtime to ensure reasonable working hours and maintain employee health. Regularly track the remuneration structure to ensure equal pay for equal work and employee diversity.	Applicable worldwide - Advantech’s “Human Rights Commitment and Policy” - Advantech’s “Labor Practice Commitment” - Advantech’s “Work Rules”
	Equal pay for equal work	Applicable worldwide Advantech’s remuneration policy is based on employees’ job responsibilities and duties, and complies with local government labor laws and regulations. Salary standards do not differ due to gender. In the case of Taiwan, these include: the “Labor Standards Act,” “Gender Equality in Employment Act,” and “Employment Service Act.” Advantech has also established the DEI Workplace Promotion Task Force, which reports to the Sustainable Development Committee on a quarterly basis.	Applicable worldwide - If new employees have work experience, their job band and salaries may be assessed based on current employees with similar education and experience. - Annual raises & bonuses: The Human Resources Department prepares annual salary budgets and operating principles and submits them to the president for approval. Once approved, department heads adjust salaries fairly based on individual performance evaluations.	Applicable worldwide The salary and job band system is designed to align with our long-term strategies. It also provides supervisors with greater room for offering salaries based on performance and ability. This system evaluates work rather than people, and takes into account 7 factors to achieve equal pay for equal work.	Applicable to Taiwan - Advantech’s Sustainability Report - Announcements of Advantech on recruitment websites (104 Job Bank, etc.) - Remuneration and Bonus Management and Implementation Regulations - Recruitment and Employment Management Regulations - Performance Management and Ranking Regulations
	Freedom of speech	Applicable worldwide Established employee clubs, labor unions/ labor representatives, and labor-management meetings to protect the freedom of association and communication rights.	Applicable to Taiwan Regularly convene labor-management meetings to protect employees’ right to express their opinions, while maintaining clear grievance channels and strictly prohibiting retaliation.	Applicable worldwide Ensure that all employees have smooth channels for expressing their opinions, and that all complaints are immediately handled and there is no retaliation.	Applicable worldwide “Advantech Business Conduct” - Advantech’s “Labor Practice Commitment”
	Sexual harassment prevention & zero discrimination in the workplace	Applicable worldwide Advantech regularly conducts internal and external audits and supplier audits in accordance with the RBA Validated Assessment Program (VAP) Operations Manual. Applicable to Taiwan Annual Employee Workplace Health Questionnaire Survey - Includes items of the [Workplace Violence Hazards and Risk Survey] to monitor the risk of sexual harassment and discrimination in the workplace.	Applicable to Taiwan - The Gender Equality in Employment Committee was established in accordance with the Advantech “Gender Equality in Employment Act,” and the “Guidelines for Handling Complaint and Punishment of Workplace Sexual Harassment” were also established. The regulations are promoted during meetings and through e-mails. - Labor (occupational) safety and health and occupational care personnel organizations ensure the implementation of Advantech’s “Environmental, Occupational Health and Safety Policy” and “Prevention Plan for Unlawful Infringement During the Performance of Duties.”	Applicable worldwide In 2025, investigations were opened into a total of 3 cases of discrimination and harassment complaints. A task force was subsequently established, which conducted an investigation, handled matters, and closed the case in accordance with the “Reporting and Grievance Process”; 0 cases were substantiated.	Applicable worldwide “Advantech Employee Code of Conduct” Applicable to Taiwan “Guidelines for Handling Complaint and Punishment of Workplace Sexual Harassment” “Prevention Plan for Unlawful Infringement During the Performance of Duties” and Workplace Unlawful Infringement Report and Handling Form

Target audience	Topic identification	Current status of human rights topics	Mitigation actions	Target management	Location of voluntary disclosure
Indigenous peoples	Non-discrimination, diversity, and inclusion	Applicable to Taiwan Advantech's remuneration policy is based on employees' job responsibilities and duties, and complies with local government labor laws and regulations. Salary standards do not differ due to race.	Applicable to Taiwan Advantech provides indigenous employees with official leave for the Harvest Festival in accordance with the Labor Standards Act.	Applicable to Taiwan There were no complaints of discrimination against indigenous peoples.	Applicable to Taiwan 1. Labor Standards Act 2. 5.3 Diverse, Equal, and Inclusive Workplace in Advantech's Sustainability Report
Child labor & forced labor	Prohibition of child labor & no forced labor/human trafficking	Applicable worldwide Advantech regularly conducts internal and external audits and supplier audits in accordance with the RBA Validated Assessment Program (VAP) Operations Manual.	Applicable worldwide 1. Advantech conducts internal inspections of CVs and actual age before hiring. Candidates will not be hired if they are under the age of 18. 2. All key suppliers and new suppliers of Advantech must sign the "Advantech Supplier Code of Conduct," which includes the supplier's commitment to protecting labor rights in accordance with internationally recognized standards.	Applicable worldwide 1. Advantech or our suppliers did not use any child or forced labor in 2025. 2. All key suppliers and new suppliers of Advantech were required to sign the "Advantech Supplier Code of Conduct" in 2025. 3. Passed all internal and external audits of Advantech and audits of existing suppliers in 2025.	Applicable worldwide 1. Advantech's ESG Official Website - "Advantech Human Rights Policy and Commitment" 2. Advantech Supplier Code of Conduct 3. RBA Validated Assessment Program (VAP) Operations Manual
Persons with disabilities	Hiring persons with disabilities	Applicable to Taiwan The number of employees with disabilities is tracked on a monthly basis in accordance with labor laws and regulations.	Applicable worldwide Advantech respects equal employment and career development opportunities for employees. Employees are not treated differently due to gender, race, religious belief, party affiliation, sexual orientation, job band, nationality, and age. The opportunity of individuals to be hired by Advantech is not affected by any form of discrimination.	Applicable to Taiwan According to Taiwan's "People with Disabilities Rights Protection Act," the number of employees with disabilities may not be less than 1% of a company's total number of employees. If the weighted total value does not meet the standard, the company is required to regularly pay difference subsidies to the Disability Employment Fund of the competent labor authority.	Applicable worldwide 1. Advantech's ESG Official Website - "Advantech Human Rights Policy and Commitment" 2. 5.3 Diverse, Equal, and Inclusive Workplace in Advantech's ESG Report
Foreign migrant workers	Zero discrimination in hiring Hiring in accordance with the law	Applicable worldwide Advantech regularly conducts internal and external audits in accordance with the RBA Validated Assessment Program (VAP) Operations Manual.	Applicable worldwide Advantech hires foreign migrant workers based on individual ability standards, and does not treat them differently due to gender, race, religious belief, party affiliation, sexual orientation, job band, nationality, and age. The opportunity of individuals to be hired by Advantech is not affected by any form of discrimination.	Applicable worldwide 1. Zero discrimination in hiring foreign migrant workers 2. Passed the external RBA audit	Applicable worldwide 1. Advantech's ESG Official Website - "Advantech Human Rights Policy and Commitment" 2. Advantech Employee Manual 3. 5.3 Diverse, Equal, and Inclusive Workplace in Advantech's Sustainability Report
Employees of third-party contractors	Compliance with the Supplier Code of Conduct	Applicable worldwide Advantech regularly conducts key supplier and new supplier audits in accordance with the RBA Validated Assessment Program (VAP) Operations Manual.	Applicable worldwide 1. Comply with different social responsibility standards and regulations of local competent authorities. 2. Prohibition of child labor and forced labor. 3. Provide a healthy and safe work environment. 4. Promote labor-management cooperation. 5. We do not accept metals (Au, Ta, Sn, W, and Co) from conflict-affected and high-risk areas (CAHRAs), and trace the source and smelters of metals used in parts. 6. Reject any corruption, extortion, blackmail, and bribery.	Applicable worldwide Sign the Supplier Code of Conduct with third party contractors.	Applicable worldwide "Advantech Supplier Code of Conduct"

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Appendix

5.5 Occupational Health and Safety



Name of material topic	Importance of this material topic to Advantech	
Occupational health and safety	Advantech views occupational health and safety as an important cornerstone of sustainable development. We protect the health and safety of employees through systematic management, while improving our operational efficiency, reputation, and sustainability value at the same time.	
Policy or commitment	We are committed to exert every effort in occupational health and safety, and strive to achieve zero workplace accidents and total healthcare. We will fulfill our responsibilities as a global citizen, and work tirelessly to achieve sustainable development.	
Positive impacts	Improves crisis management capabilities. The implementation of effective health and safety measures significantly reduces the occurrence of occupational injuries and work-related ill health, and further improves work efficiency and morale. It can also improve our reputation and brand image.	
Negative impacts	Improper management may also cause negative effects, such as: asset losses resulting in higher costs, employee resentment, lower work efficiency, and impacts on Advantech's reputation.	
Actions in response to negative impacts that occur	The actions taken by Advantech in response to negative impacts are as follows: ■ All major production plants have established and obtained the ISO 45001 management system certification. ■ Provide mandatory occupational health and safety training and require participants to complete tests. Irregularly organize occupational safety and health-related seminars and briefings.	
Overview of target achievement in 2025	■ No major occupational accidents. ■ No records of penalties/fines imposed by the competent authority for labor safety incidents.	■ No major nonconformities found in external audits. ■ AKMC established and obtained the ISO 45001 management system certification.
2026 targets	■ No major occupational accidents. ■ Major production plants establish and obtain the ISO 45001 management system certification.	
2030 targets	■ No major occupational accidents.	
Key action plans or programs in 2025	■ The headquarters (Linkou Plant in Taiwan) implemented the Earthquake Business Continuity Plan, and improved response capabilities through scenario simulations and drills. It also evaluated and introduced an earthquake real-time notification system to establish a standardized reporting channel, avoiding inconsistent response decisions due to an information gap. ■ For hidden risks (falling), we identified areas in each office/plant where falling can easily occur, set up electronic fences and surveillance cameras, and used the real-time push notification function of mobile phones to improve safety when working at heights and reduce the risk of falling accidents.	
Effectiveness evaluation	■ We identified operations with relatively high-risk through safety and health risk identification, and proposed feasible management plans for improvement. The headquarters (Linkou Plant in Taiwan) proposed a total of 9 management plans and completed improvements. ■ Passed the external audit of a third-party verification company to maintain compliance with requirements of ISO 45001:2018. ■ The headquarters (Taiwan) holds quarterly occupational health and safety management review meetings and invites the president and COO to participate.	
Stakeholders affected by this material topic and actions taken by Advantech	■ Employees: Provide mandatory occupational health and safety courses and require participants to complete tests. Irregularly organize occupational safety and health-related seminars and briefings to ensure smooth internal communication. ■ Customers: Respond to customer questionnaires and audits, and provide supporting records as needed. ■ Suppliers and contractors: All suppliers are required to fill out the EHS commitment, and training and audits are conducted to inform contractors of hazards when they enter plants to perform work. ■ Shareholders and investment institutions: Advantech's occupational health and safety performance is disclosed in the annual report and sustainability report. ■ Partners: Respond to inquiries from partners and provide supporting records as needed. ■ Competent authority: Respond to inquiries from government agencies and provide supporting records as needed.	

5.5.1 Creating a Happy Workplace: Sustainable Safety and Health Practice

Advantech views occupational health and safety (OHS) as a core strategy and is committed to building a solid OHS culture. We effectively prevent workplace accidents by raising employees' safety awareness and creating a high-quality safety atmosphere. We not only abide by Taiwan's laws and regulations, but also align ourselves with global occupational safety issues, and have incorporated fire safety management. By establishing a comprehensive management system and combining it with risk management, we ensure that all employees have a healthy, safe, and harmless work environment, thereby fulfilling our commitment to zero occupational accidents and comprehensive healthcare in the workplace.

■ Occupational Health and Safety Management System (ISO 45001:2018)

Advantech is committed to providing a safe and healthy work environment, and has established and implemented the ISO 45001 Occupational Health and Safety Management System(OHSMS) (including fire safety management). We further required all plants to implement systematic management in accordance with ISO 45001 in 2025. At the same time, the Board of Directors approved the “Occupational Health and Safety Management Policy,” which has been implemented and announced on the official website. The OHSMS covers all workers, including Advantech employees and non-employee workers. We have implemented the system from the top down to OHS personnel in each region, who comply with the ISO 45001 management system and are responsible for planning, implementing, supervising, and auditing system operations.

• Table 5.5.1 Certifications Obtained by Advantech's Main Locations of Operations and Production Sites Worldwide

Factory	Headquarters (Taiwan)	Advantech Kunshan	Advantech Japan	Advantech Korea	Advantech USA	Advantech Europe
ISO 45001:2018	■	■	-	■	■	■

■ Occupational Health and Safety Performance Indicators/Measures

Regulatory Identification	Regulatory identification is carried out on a quarterly basis to identify new or revised regulations, the suitability and compliance of plants, and track and confirm the improvement status. Regulations include occupational health and safety, fire safety, waste, and energy.
Occupational Injury Reporting	With the goal of “zero workplace accidents,” accidents are reported and filed on a monthly basis. A total of 13 occupational accidents were reported in Taiwan this year (excluding commuting accidents), and internal investigations and necessary improvement measures were completed in the month of the accident.
Audits by competent authorities	There were no violations of laws and regulations that required improvements within a specified time limit or resulted in a fine this year.

Internal/External audits	The internal audit this year found 12 nonconformities and made 26 observations. The external audit made a total of 8 observations, and responsible units continue to implement improvements based on the deficiencies and observations.
Monitoring of working environment	The actual situation in the working environment and the exposure of workers is assessed every 6 months, including the monitoring of chemical factors: isopropanol, acetone, dimethylbenzene, n-Hexane, and carbon dioxide. Physical factor monitoring: noise, lighting, etc.
Contractor management	For contractors, standard operating procedures (SOPs) and inspection forms have been formulated for various stages, including plant entry applications, personnel hazard notifications, work applications, high-risk operation applications, as well as before-, during-, and after-work inspections. These procedures are also incorporated into routine inspection and audit checklists. There was a fire-related near-miss incident involving a contractor this year..
Occupational safety and health (including fire safety) education and training	The validity of the certificates of supervisors at all levels and professional licensed personnel was verified (including: occupational health and safety management personnel, waste management personnel, healthcare personnel, first aid personnel, supervisors of organic solvent operations, fire safety management personnel, forklift operators). Safety and health training is organized for new and current employees, with courses including: 6S management, hazardous chemical management, AED training, etc. A total of 10,010 participants completed 13,139.5 hours of training.
Chemicals management	To strengthen chemical safety governance, we implemented the transition from “periodic review” to “real-time monitoring.” We integrated on-site self-inspections and classified management assessments through the introduction of an online chemical management system, and achieved dynamic control of chemicals inventory and hazards.
Regular inspection of equipment and machinery	Regular, key, and operational inspections of machinery and equipment, as well as related processes are conducted. Early detection of deficiencies is achieved through these inspections, and preventive measures are taken to prevent occupational accidents from occurring, thereby protecting the safety and health of workers.
Occupational health and safety inspections	Occupational safety inspections are divided into 6 categories: (1) contractor management, (2) chemical handling safety, (3) electrical safety, (4) work environment safety, (5) 6S environmental management, and (6) emergency preparedness (including fire safety). Inspections conducted from time to time help identify and rectify deficiencies, providing a safer work environment.
Occupational Health and Safety Management Review Meeting	Management review meetings are regularly convened, and occupational health and safety management performance and relevant improvement measures in each region are reported to supervisors in accordance with the ISO 45001 management system (including fire safety).



• **Figure 5.5.1 Occupational safety and health education, training and promotion**

■ **Hazard Identification and Risk Assessment**

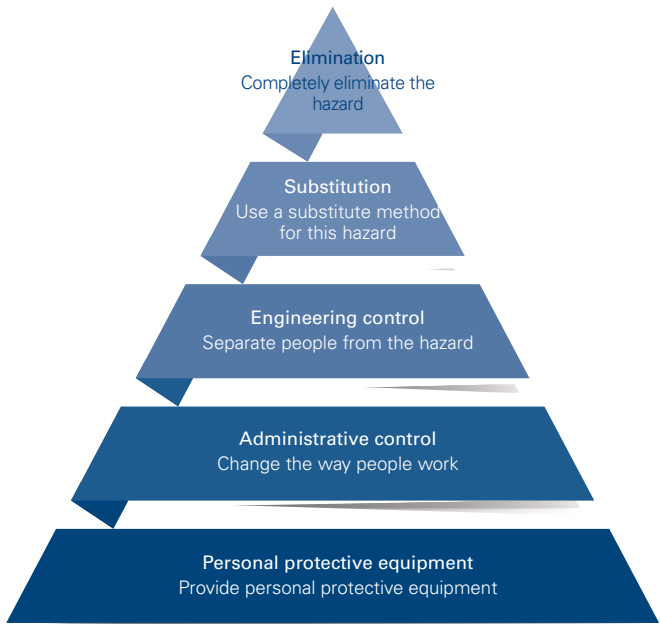
To prevent the occurrence of occupational hazards, Advantech has established procedures for identifying environmental considerations and safety and health risks and opportunities, assessing the hazards and risks arising from operation activities (including routine and non-routine) to employees, stakeholders, or the work environment, and identifying risks that need to be controlled and opportunities for improvement. We analyze the impact on safety and health based on the parameters used for identification, and rank the risks that are identified. Based on the results of the risk identification and assessment, prioritize the risk and identify those requiring action plans, feasible and optimal control measures are determined in the following order: elimination, substitution, engineering control, operation control, and personal protective equipment, and then establish management plans and targets for monitoring, control, and improvement. Based on the workplace environmental risk assessment results, fire is identified as a high-risk factor, while hazardous chemicals, noise, and ionizing radiation are categorized as medium risks, with the remainder classified as low risks. To address high-risk environments such as fire, comprehensive fire protection equipment is provided. For medium-risk environments involving hazardous chemicals, noise, and ionizing radiation, personal protective equipment (PPE) is supplied, and regular special health examinations are arranged to track and ensure the workplace health of operators.

Regarding potential hazards and risks in the workplace, we also comply with Article 18 of the Occupational Safety and Health Act and Article 25 of the Enforcement Rules of the Occupational Safety and Health Act concerning the criteria for “potential imminent danger.” Employees are informed and educated that if they encounter a situation posing an imminent danger during work (including abnormalities that occur in the early stages of a fire accident), in addition to immediately reporting the incident, they may evacuate to a safe location without penalty. This policy further ensures employee safety and health.

Advantech arranges fire safety and chemical leakage drills for each plant each year, and regularly inspects areas with potential fire risks to ensure the effectiveness of response mechanisms. Complete drill records include: the exact date of the drill, customized response scripts, the participation of all members of the fire self-defense team, and post-drill review meetings. We attach importance to every feedback we receive for improvement, and view it as an important basis for improving the safety of plants.

■ **Occupational Health and Safety Committee**

Advantech adheres to the requirements of the ISO 45001 Occupational Health and Safety Management System. Each Regional Business Unit (RBU) is required to hold regular management review meetings to implement worker participation, consultation, and communication regarding occupational health and safety (OHS) affairs. The OHS Committee comprises management representatives, department heads, OHS personnel, medical staff, and labor representatives. The labor representatives are elected through a regular re-election process, encouraging employees to spontaneously participate in OHS matters. The Committee meets quarterly, driving initiatives that cover health and safety management, education and training, health promotion, hazard prevention, and incident investigation, while ensuring legal updates and communication. Finally, through management actions, the company implements auditing, equipment hazard prevention, and proposal execution, as well as education and training (including fire safety), company-wide fire drills, emergency response team (ERT) drills, and employee health management activities.



Advantech USA

Installing reflectors in loading and unloading areas

Forklifts used in loading and unloading areas pose a potential risk (collision) to drivers and employees when cargo is stacked too high, blocking the driver's field of vision. The risk of collisions can be mitigated by improving drivers' visibility through **engineering controls** (such as installing convex mirrors) and **employee training**.



Advantech Headquarters

Production machinery engineering improvement



In the production areas, we conducted safety reviews on machinery to assess prospective hazards to employees, such as pinching and entanglement injuries. Without disrupting production workflows, we mitigate employee injury risks through **engineering controls** (installing acrylic shields) and **employee training**.



Incident Reporting and Investigation Procedures

With the ultimate goal of achieving zero workplace accidents, Advantech formulated the “Occupational Incident Investigation and Handling Regulations” to clearly regulate the process of incident reporting, responsibilities for incident investigation, subsequent improvement actions, and prevention of recurrence. (In 2025, a near-miss fire incident occurred during a contractor's acetylene welding operation. The fire was extinguished immediately, resulting in no casualties or property damage. Nevertheless, the contractor was required to conduct a Root Cause Analysis (RCA), implement corrective and preventive actions, and strengthen their emergency response capabilities moving forward.)

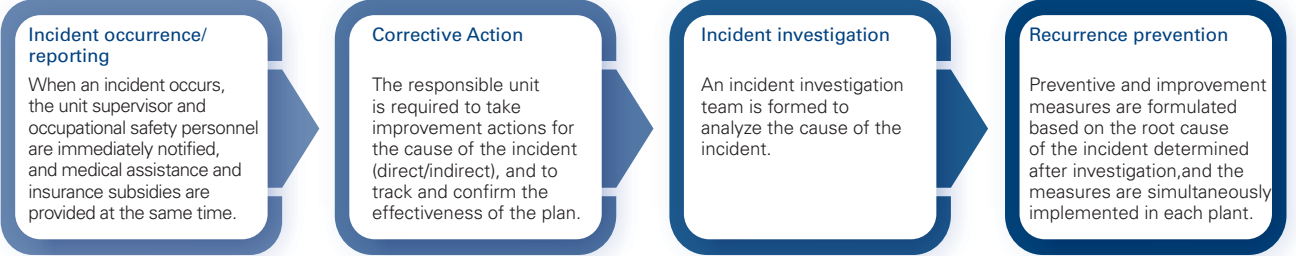


Figure 5.5.2 Advantech Incident Reporting and Investigation Procedures

Business Continuity Management Establishment and Practices

Advantech introduced business continuity management (BCM) in 2025 to effectively transform risk awareness into real resilience. Its core advantage is that it minimizes losses caused by unexpected disasters through systematic early warning and response mechanisms, ensures the safety of the core business and assets during crises, and maintains the trust and business reputation of stakeholders. At present, the headquarters has completed the BCP (Business Continuity Plan) for both fire and earthquake scenarios. The drill simulates resource allocation and recovery pathways for critical plants after disasters through risk assessment results, ensuring that they can immediately respond to risks and reduce the damage to stakeholders and company operations.

Exercising & Maintenance

- Exercise and validation of BCM Arrangement
- Auditing, Maintenance & Regular Update

BCP Development & Document

- Incident Response Team Building
- Development of BCM Response
 - Incident Management (IMP)
 - Business Continuity (BCP)
 - Business Recovery (BRP)

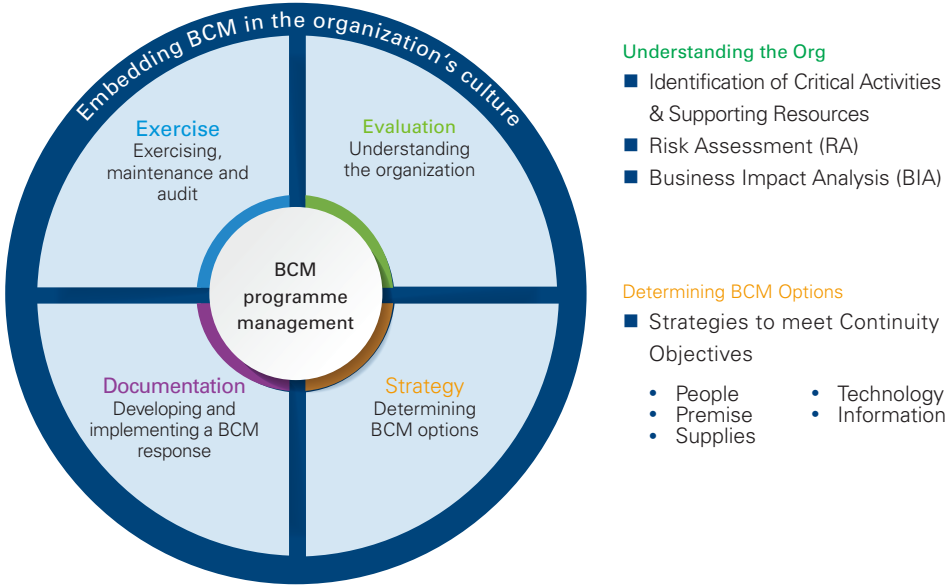


Figure 5.5.3 Business Continuity Management Lifecycle

Message from the Executive Management

01 Sustainability Vision and Goals

02 Corporate Management and Governance

03 Innovation and Services

04 Green Operations

05 Talent and Employee Relations

5.1 Talent Cultivation and Development

5.2 Employee Communication and Benefits

5.3 Diversity, Equality and Inclusive Workplace

5.4 Human Rights Protection

5.5 Occupational Health and Safety

06 Altruism and Social Welfare

Appendix

Statistics on Work-related Injuries of Advantech Employees

2025	Headquarters (Taiwan)	Advantech China	Advantech Japan	Advantech Korea	Advantech Europe	Advantech USA	Total
Total working hours	7,781,312	6,785,280	464,520	247,968	1,041,809.6	1,098,288	17,419,178
Total Number of Occupational Injuries	13	4	0	0	1	1	19
Occupational injury categories	Cuts/Falling/ Other	Cuts/ Collision	None	None	Other	Other	Cuts/Falling/ Collision/ Other
Working days lost due to occupational injuries	46	209.4	0	0	3	26	284.4
Disabling injury frequency rate (FR)	1.67	0.59	0.00	0.00	0.96	0.91	1.09
Disabling injury severity rate (SR)	6	31	0	0	3	24	16
Occupational injury fatality rate	0	0	0	0	0	0	0
Occupational disease fatality rate	0	0	0	0	0	0	0
Serious occupational injury rate	0	0	0	0	0	0	0
Total Recordable Incident Rate (TRIR)	0.33	0.11	0	0	0.19	0.18	0.21

*Note:

1. Total working hours (headquarters): Total working hours are based on monthly data from the Occupational Safety and Health Administration, Ministry of Labor.
2. Total working hours (other regions): Number of employees in each region * Number of working days in the year * Number of working hours per day.
3. FR = (Total number of injury losses × 1,000,000) ÷ Total hours worked (rounded to the second decimal place).
4. SR = (Total number of days lost due to injury × 1,000,000) ÷ Total hours worked (rounded down to the nearest whole number).
5. Occupational injury fatality rate = Number of fatal work-related injuries ÷ Total number of work-related injuries.
6. Occupational disease fatality rate = Number of fatalities as a result of work-related ill health ÷ Number of cases of work-related ill health.
7. Occupational diseases: Determined by an occupational medicine specialist, local competent labor authority, or the Occupational Safety and Health Administration, Ministry of Labor.
8. Occupational Injury Absenteeism Rate = (Total days absent due to work-related injuries and ill health/Total number of workdays) x 100%.
9. Serious occupational injury rate: The worker cannot fully recover from the injury within 6 months, excluding fatalities.
10. The data above exclude commuting accidents.
11. Statistics on the number of employees up to December 31, 2025.

Statistics on Work-related Injuries of Non-Advantech Workers

2025	Headquarters (Taiwan)	Advantech China	Advantech Japan	Advantech Korea	Advantech Europe	Advantech USA	Total
Total working hours	72,144	29,712	115,656	1,584	1,968	0	221,064
Total Number of Occupational Injuries	0	0	0	0	0	0	0
Occupational injury categories	None	None	None	None	None	None	None
Working days lost due to occupational injuries	0	0	0	0	0	0	0
Disabling injury frequency rate (FR)	0	0	0	0	0	0	0
Disabling injury severity rate (SR)	0	0	0	0	0	0	0
Occupational injury fatality rate	0	0	0	0	0	0	0
Occupational disease fatality rate	0	0	0	0	0	0	0

* Note:

1. Non-Advantech workers: Security, cleaning, catering, and temporary workers.
2. Total working hours (headquarters): Total working hours are based on monthly data from the Occupational Safety and Health Administration, Ministry of Labor.
3. Total working hours (other regions): Number of employees in each region * Number of working days in the year * Number of working hours per day.
4. Occupational injury absentee rate: (Total number of days absent (occupational injury leave)/Total number of workdays) x 100%.
5. Serious occupational injury rate: The worker cannot fully recover from the injury within 6 months, excluding fatalities. The Serious occupational injury rate for the reporting period was 0.
6. The Total Recordable Injury Rate (TRIR) is calculated as follows: Number of recordable occupational injuries × 200,000 ÷ total hours worked. The TRIR for the reporting period was 0.
7. Occupational diseases: Determined by an occupational medicine specialist, local competent labor authority, or the Occupational Safety and Health Administration, Ministry of Labor.
8. Statistics on the number of employees up to December 31, 2025.

Categories of Work-related Injuries Suffered by Advantech Employees

2025	Headquarters(ACL)		Advantech China		Advantech Europe		Advantech USA	
Type of work-related injury	Number of injuries	Percentage of injuries	Number of injuries	Percentage of injuries	Number of injuries	Percentage of injuries	Number of injuries	Percentage of injuries
Falls	2	0.05429%	0	0.00000%	0	0.00000%	0	0.00000%
Collisions	0	0.00000%	2	0.05836%	0	0.00000%	0	0.00000%
Cuts and lacerations	3	0.08143%	2	0.05836%	0	0.00000%	0	0.00000%
Contusions	0	0.00000%	0	0.00000%	0	0.00000%	0	0.00000%
Other	8	0.21716%	0	0.00000%	1	0.18762%	1	0.19011%
Monthly average number of employees/Number of employees	3,684		3,427		533		526	

*Note:

- Headquarters injury rate: Number of injuries/Average monthly headcount
- Injury rate in other regions: Number of injuries/Number of employees
- No occupational injuries occurred at Advantech Korea and Advantech Japan.

Absentee Rate Statistics of Advantech Employees

2025	Headquarters (Taiwan)	Advantech China	Advantech Japan	Advantech Korea	Advantech Europe	Advantech USA	Total
Total number of workdays	946,680	848,160	58,065	30,750	2,504.35	137,286	2,023,445
Days lost due to occupational injury leave	246.57	373.56	0	0	3	26	649.13
Days lost due to illness	3,248.86	7,714.155	0	0	1	0	10,964.015
Total lost work days	3,495.43	8,087.715	0	0	4	26	11,613.145
Absentee[2.1] rate	0.37%	0.95%	0.00%	0.00%	0.16%	0.02%	0.57%

*Note:

- Absentee rate calculation method: (Total days of absence (occupational injury leave + unpaid sick leave)/Total work days) x 100%.
- Absentee rate calculations do not include leave that was planned or approved in advance, such as: personal leave, annual leave, maternity leave, paternity leave, and official leave.

5.5.2 Comprehensive Response Mechanisms: Deepening Employees' Fire Safety Knowledge and Abilities

Advantech is committed to creating a safe workplace. In addition to conducting fire drills in accordance with the law, we also use evacuation simulations to improve the accuracy of evacuation. In 2025, we planned a fire drill with real fire to strengthen employees' mental resilience and disaster relief capabilities in emergencies. We transform safety awareness into voluntary actions, build a comprehensive line of defense against disasters, and fulfill our commitment to employee safety and well-being through systematic empowerment.

Advantech Headquarters not only conducts regular fire drills and evacuation drills for all employees, but also planned a "real fire simulation" for employees to experience what it is like to be in a fire in a safe and controlled environment, and for them to practice using fire extinguishers. This "immersive" drill broke the boundaries of traditional awareness campaigns, and significantly improved employees' mental resilience and disaster mitigation capabilities in the event of an emergency, ensuring the best protection for Advantech's assets and employees' lives.



Advantech China supported the "Fire Prevention Month" by launching a series of fire safety awareness campaigns and activities, including emergency evacuation drills for all employees to evacuate to an emergency gathering point, inspections of key electrical equipment lines and firefighting facilities, and fire extinguisher techniques. This not only raises employees' fire safety awareness and abilities to help themselves and each other, but also creates a corporate safety culture.

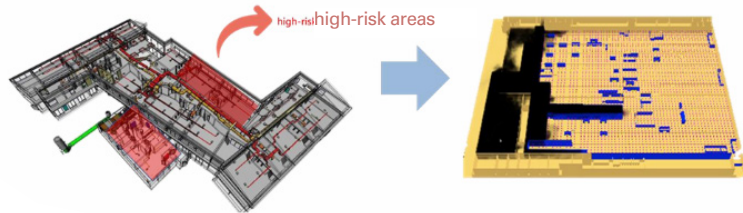


Advantech USA actively engages in cross-sector cooperation with local fire departments to enhance its emergency response capabilities. This year's visit included a guided tour of fire safety facilities, on-site equipment operations, and provided OHS training through fire drills. This not only significantly improved employees' professional knowledge of disaster prevention, but also strengthened the communication mechanism between Advantech and local emergency response systems.



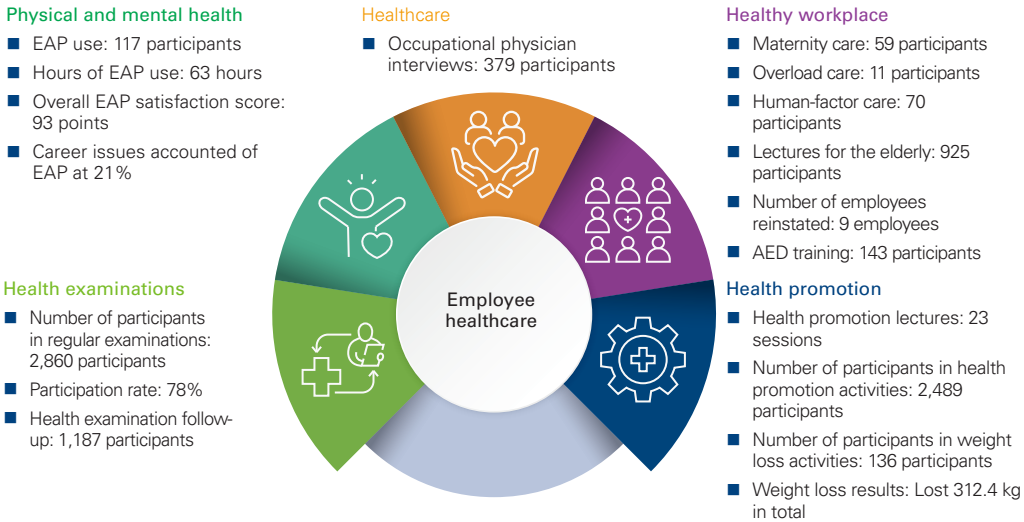
Encountering and Science-based Response to Fire Risks – Collaboration
with Taoyuan City Fire Department in a Disaster Prevention Project

Advantech Headquarters and the Taoyuan City Fire Department jointly implemented the “Corporate Disaster Prevention Project” in 2025. We introduced the Fire/Smoke Flow Simulation (FDS) system in high-risk areas to simulate the impact of 7 different factors (e.g., air conditioning system, fire alarm-linked exhaust equipment, and automatic sprinkler) to analyze the flow of smoke and temperature changes. This simulation assessment not only made the fire response process more effective, but also provided a scientific basis for upgrading and improving existing firefighting facilities. We will subsequently focus on equipment optimization and revise the response process.



5.5.3 Occupational Health Services and Management

Due to the rapid changes in the global business environment, Advantech firmly believes that talent maintenance has shifted from basic labor conditions to comprehensive welfare management. Employees’ physical and mental balance is the key to corporate resilience and operational efficiency. Our health services encompass health examinations (including special health check-ups), health promotion activities, Employee Assistance Programs (EAPs), onsite physician consultations, and the tracking of four major health management plans. We provide employees with comprehensive health information through various channels, such as seminars, activities, competitions, and newsletters. Health hazards can be identified through health examinations and questionnaires, and subsequent risks can be minimized through health management and health promotion initiatives..



• **Figure 5.5.4 Results of Healthcare Actions for Advantech Employees in 2025**

■ **Health Promotion: Integration of Physical and Mental Protection**

The headquarters has hired 4 Occupational Health Nurse in accordance with the law, while the Kunshan Plant exceeds regulatory requirements with 2 occupational health management personnel. Moreover, Advantech's Taiwan, USA, and Kunshan Plants provide health examinations to employees of all ages on an annual basis, exceeding the frequency required by the Occupational Safety and Health Act. In addition to employee health examinations and dividing them by physiological risk, we also actively provide mental health education and stress relief courses. Our Occupational Health Nurse apply the mental health knowledge they acquire from external professional training to practices in the workplace, creating a thoughtful psychological safety net with depth. This improvement in competency from the “inside out” allows health service personnel to more accurately identify workplace psychological risks, thereby creating a sustainable workplace environment with high resilience and humanistic care.

- **Health Management: Integration of Diverse Health Resources**

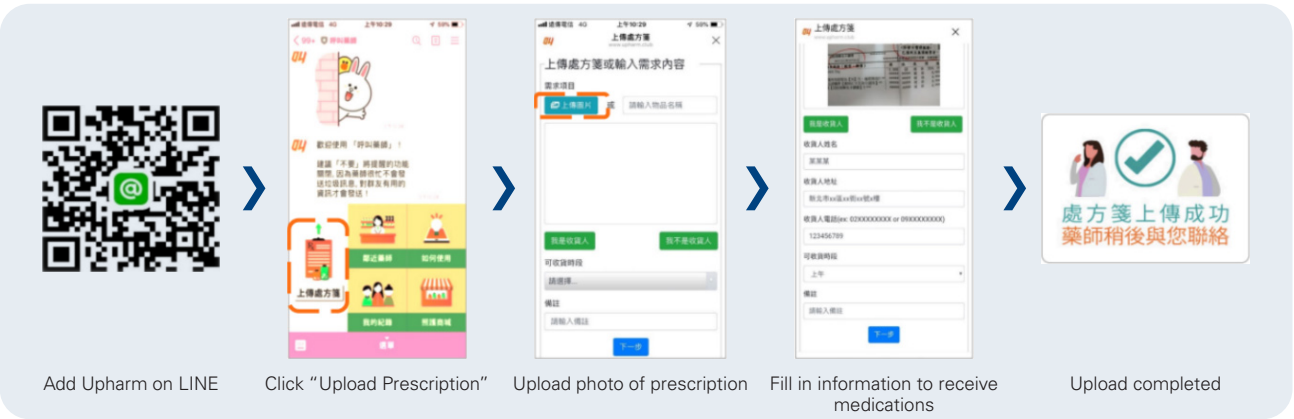
Advantech firmly believes that the well-being of employees is the cornerstone of a company. We utilize resources from different channels to not only provide employees with comprehensive physical health knowledge, but also internalize and implement the knowledge and skills of professionals, integrating psychological protection into routine management, ensuring that healthcare reaches every corner of the organization. Advantech continues to implement diverse health management measures, from health examinations, consultations with physicians, disease prevention, to digital health services, building a support system that places equal emphasis on employees' physical and mental health.

In terms of digital health management, in response to the trend of digitalization for workplace health, employees can access their personal health examination reports, make an appointment with an on-site physician, access consultation records, and review physiological measurement results on Line. In addition, physicians are arranged to provide health consultations on site every month, providing individual health guidance to high-risk employees, and continuing to implement health tracking and care.

In terms of disease prevention, Advantech has implemented a health education system based on seasonal health risks to achieve more effective disease prevention. In 2025, Advantech integrated the information of external hospitals and designed the “influenza vaccination map” to help employees quickly search for vaccination resources in different regions to prevent the flu from spreading, improving the convenience of vaccination and the resilience of public health in the workplace. This action combines health management and technology applications to comprehensively strengthen the resilience of public health in the workplace.

We partnered with the “Upfarm” platform to launch the exclusive service “Receive medication at the company with one click” to make it more convenient to fill prescriptions for chronic diseases. Employees only need to upload their chronic disease prescription through the exclusive LINE account, and a pharmacist will prepare the medications and directly deliver them to Advantech. This service also extends care to employees’ families, saving employees the hassle of traveling to hospitals and queuing for medication, while ensuring family members can conveniently access their required treatments. Advantech has created a thoughtful workplace environment through digital health services, fulfilling our commitment to deliver mutual benefits for employees and their families.

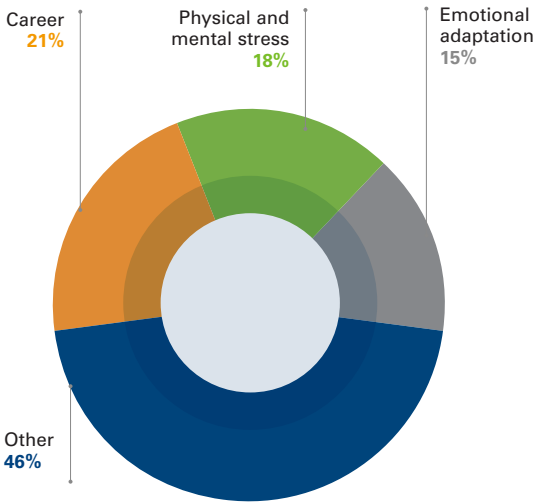
In addition to healthcare measures, we also attach importance to the overall well-being of employees, and incorporate mental health, work-life balance, and friendly support culture into the scope of workplace health management. In addition, for middle-aged and elderly employees, we follow the “Safety and Health Guidelines for Middle-Aged and Elderly Workers” of the Occupational Safety and Health Administration when organizing age-friendly activities and support measures, and continue to create a more friendly and inclusive work environment.



- **Figure 5.5.5** Process of Using the “Upharm” Platform

- **Healthy Workplace Certification: Badge of Accredited Healthy Workplace**

By analyzing annual health examination data, Advantech formulated an Employee Assistance Program (EAP) to provide comprehensive care for employees' physical, mental, and spiritual well-being. The overall satisfaction score for EAP users reached 93 points. The main reason for use was "Career," while other reasons include physical and mental stress and emotional adaptation.



The Advantech Headquarters and Linkou Plant received the "Healthy Workplace Certification – Badge of Accredited Healthy Workplace" from the Health Promotion Administration, Ministry of Health and Welfare this year.

