



6. Happy Workplace

6.1 Human Capital

6.1.1 Human Resource Management

Pan-International Group values its employees as the Company's most important asset. Therefore, based on the labor laws and regulations of the locations where the Company operates, we develop human resource management procedures, compensation mechanisms, and work rules. We also regularly review the latest regulatory requirements to protect employees' labor rights. The Group clearly stipulates the prohibition of child labor, discrimination, workplace sexual harassment, forced labor, and other related incidents. We establish independent complaint channels to provide employees with a safe, equal, and free working environment.

The Group focuses on educational background, professional skills, integrity and enthusiasm in hiring, and legally hires people with disabilities to protect their work rights. Employees of the same job level (ability) receive the same welfare measures, salary standards and education and training systems, regardless of gender, age, nationality, and other factors. Annual performance evaluations are conducted as a basis for employee retention, promotion, salary adjustment or bonus allocation.

6.1.2 Talent Recruitment

(GRI 2-7, 2-8, 202-2, 401-1, 405-1)

• Year-end Employee Composition

As of the end of 2023, Pan-International Group had a total of 3,210 employees within **the scope of this disclosure**, comprising 3,209 permanent employees and one temporary employee. Classified by employment type, there were 3,209 permanent employees and one part-time employee, with no employees working under non-guaranteed hours. In addition, some of the Company's affairs are undertaken by **dispatch companies**, about 50 people, such as **office and plant security, cleaning personnel, employee cafeteria contractors, employee dormitory managers, transportation drivers**, etc. There have been no significant **structural** changes in the workforce in the past three years. The number of employees in 2023 decreased by approximately 40% compared to 2022, primarily due to workforce reductions at various locations (except for a slight increase in personnel at CJ Electric Systems, Wuhu's expansion).

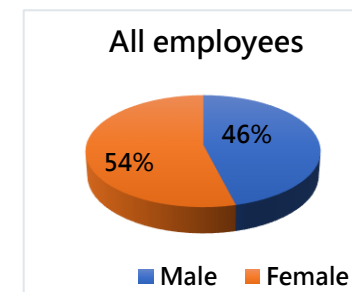


▼ Employee Structure at the End of 2023 (Unit: Person)

Employment Type	Gender	Region			Total
		Taiwan	China	United States	
All employees	Male	38	1,435	4	1,477
	Female	23	1,707	3	1,733
	Subtotal	61	3,142	7	3,210
Permanent Employees	Male	38	1,435	4	1,477
	Female	23	1,707	2	1,732
	Subtotal	61	3,142	6	3,209
Temporary Employees	Male	0	0	0	0
	Female	0	0	1	1
	Subtotal	0	0	1	1
Full-time Employees	Male	38	1,435	4	1,477
	Female	23	1,707	2	1,732
	Subtotal	61	3,142	6	3,209
Part-time Employees	Male	0	0	0	0
	Female	0	0	1	1
	Subtotal	0	0	1	1

Definition: This table is the statistics within the scope of this disclosure

- Permanent employees: Employment contracts with no fixed term (indefinite contracts).
- Temporary employees: Employment contracts with a fixed term (fixed-term contracts).
- Full-time employees: Employees whose weekly working hours meet the requirements of full-time status as defined by local regulations.
- Part-time employees: Employees whose weekly working hours below the requirements of full-time status as defined by local regulations.



▼ Number of Employees in the Past Three Years (Unit: Person)

Year	End of 2021	End of 2022	End of 2023
Number of Male Employees	2,359	2,397	1,477
Number of Female Employees	2,658	2,870	1,733
Total Number of Employees	5,017	5,267	3,210



• Employee Diversity

Within **the scope of this disclosure** of the Group, the proportion of male and female employees is 46% and 54%, respectively, with employees aged 30 to 50 being the majority, accounting for 78.2% of the total number. In addition, 21 people with disabilities are employed according to law. To support the Group’s concept of diversity and equality, 80 employees with indigenous and minority ethnic identities are also part of the workforce.

To promote employee diversity, we recruit overseas talents, and the workforce is composed of **multiple** nationalities. While focusing on diverse employment and expanding into overseas markets, our employees are mainly local nationals, with overseas employees accounting for approximately 0.2% of the total workforce. When recruiting non-local employees and overseas employees, the Group complies with relevant domestic and foreign regulations and carefully assesses potential risks that may arise (such as immigration and visa regulations). We assist in effectively managing visas, work permit, residential relocation, and other work-related regulations and rights. Additionally, we try to cooperate with local organizational units to gather local living conditions to help employees quickly adapt to their new environment and provide a comprehensive workplace. The Group’s senior managers are mainly local employees. This year, 95.8% of senior managers are residents, with only one senior executive being a foreign national.

▼ Total Number of Employees by Level and Diversity Indicators at the End of 2023 (Unit: Person)

Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	Total
Total Number of Employees at Each Level		24	257	481	2,448	3,210
Percentage of Total Employees at Each Level (%)		0.7 %	8.0 %	15.0 %	76.3 %	100.0 %
Diversity Indicator						
Gender	Male	21	161	288	1,007	1,477
	Female	3	96	193	1,441	1,733
Age	29 years old and below	0	72	24	472	568
	30 to 50 years old	17	167	447	1,879	2,510
	51 years old and above	7	18	10	97	132
Indigenous identity		1	0	2	77	80
Whether with Disabilities		0	0	0	21	21
Education Level	PhD	0	0	0	0	0
	Master’s	3	4	1	9	17
	Higher Education	17	144	118	362	641
	Secondary Education	4	109	204	827	1,144
	Primary Education	0	0	158	1,250	1,408
Nationality	Taiwanese	23	254	480	2,445	3,202
	Foreign	1	3	1	3	8



▼ Percentage of Employees by Level and Diversity Indicators at the End of 2023 (Unit: %)

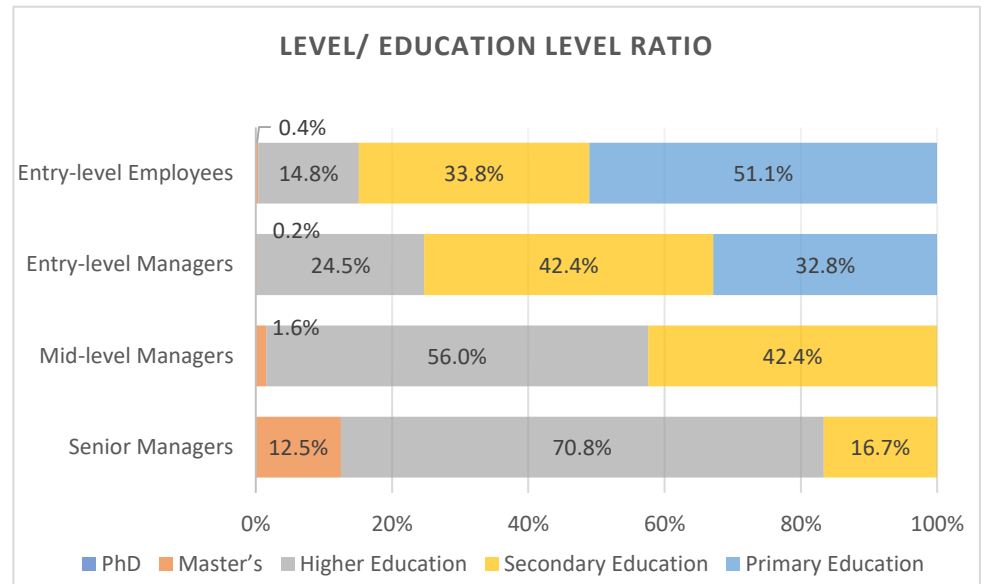
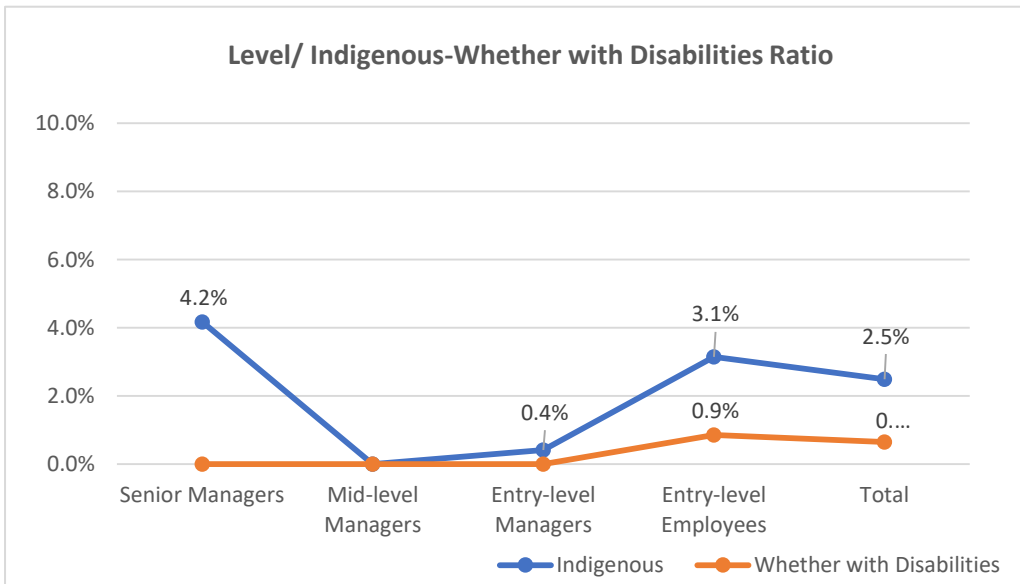
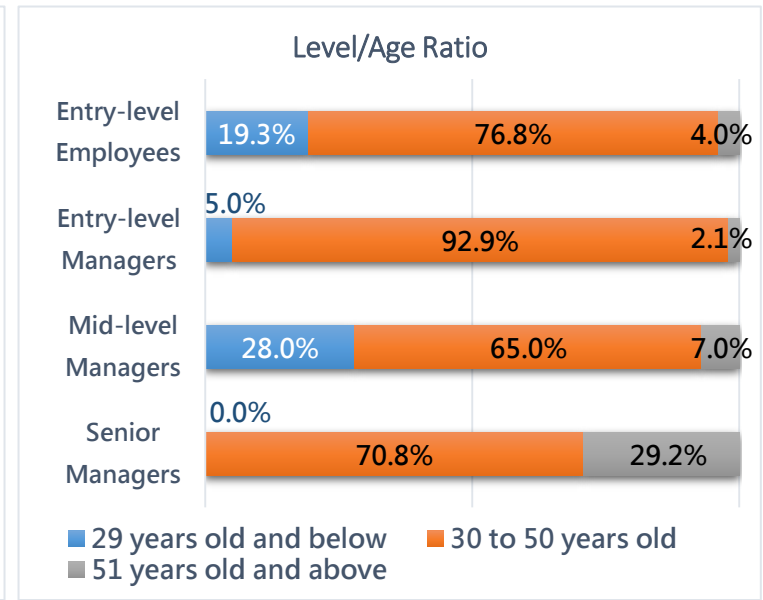
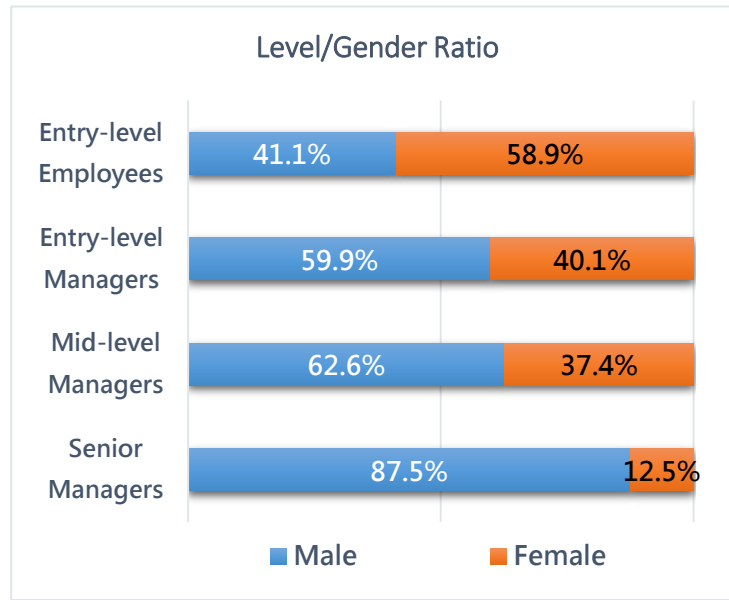
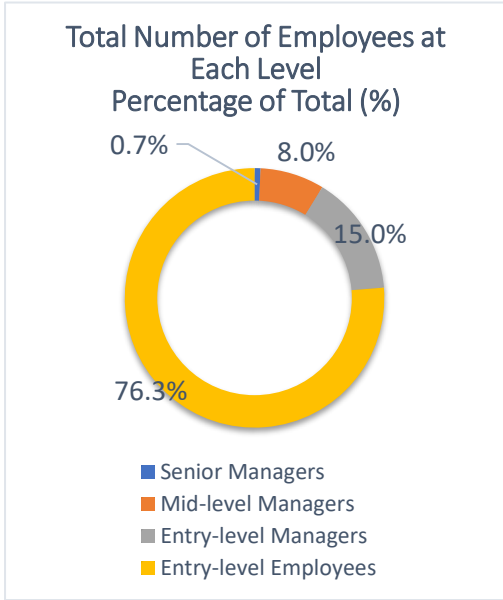
Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	All employees
Gender	Male	87.5 %	62.6 %	59.9 %	41.1 %	46.0 %
	Female	12.5 %	37.4 %	40.1 %	58.9 %	54.0 %
Age	29 years old and below	0.0 %	28.0 %	5.0 %	19.3 %	17.7 %
	30 to 50 years old	70.8 %	65.0 %	92.9 %	76.8 %	78.2 %
	51 years old and above	29.2 %	7.0 %	2.1 %	4.0 %	4.1 %
Indigenous identity		4.2 %	0.0 %	0.4 %	3.1%	2.5%
Whether with Disabilities		0.0 %	0.0 %	0.0 %	0.9%	0.7%
Education Level	PhD	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
	Master's	12.5 %	1.6 %	0.2 %	0.4 %	0.5 %
	Higher Education	70.8 %	56.0 %	24.5 %	14.8 %	20.0 %
	Secondary Education	16.7 %	42.4 %	42.4 %	33.8 %	35.6 %
	Primary Education	0.0 %	0.0 %	32.8 %	51.1 %	43.9 %
Nationality	Taiwanese	95.8 %	98.8 %	99.8 %	99.9 %	99.8 %
	Foreign	4.2 %	1.2 %	0.2 %	0.1 %	0.2 %

Note: The percentages in this table are calculated based on employees of the same level and type. For example, the percentage of male entry-level employees = number of male entry-level employees ÷ total number of entry-level employees

Note: This table is the statistics within the scope of this disclosure



▼ At the end of 2023 - Chart by Level and Diversity Indicators





• **Personnel Turnover**

We have a comprehensive recruitment system and hope that employees will cooperate with the Company. We also respect employees’ career change choices. In 2023, the Group recruited a total of 740 new employees, including 342 males and 398 females, mainly aged 30 to 50. Additionally, 930 employees left (including 58 employees who retired), including 342 males and 588 females. Reasons for leaving include family care, relocation, career change, and other factors. To protect employee rights and improve the recruitment system, the heads of responsible units conduct interviews with all departing employees to understand the specific reasons for leaving, as a reference for subsequent human resource management improvements.

◆ Pan-International Group’s Severance Notice Period

If the company encounters major operational changes, such as operational organization adjustments, changes in manpower demand, force majeure factors, or considers employees to be unsuitable, it must notify the employees in advance according to the notice period stipulated by the Labor Standards Act, and provide severance pay.

- - Worked for more than three months but less than one year: ten days in advance
- - Worked for more than one year but less than three years: 20 days in advance
- - Worked for more than three years: 30 days in advance

▼ Total Number and Percentage of New Hires in 2023

Gender	Age	Region			Total	New Hire Rate (%)
		Taiwan	China	United States		
Male	29 years old and below	0	203	0	203	23.2%
	30 to 50 years old	2	130	0	132	
	51 years old and above	0	7	0	7	
	Subtotal	2	340	0	342	
Female	29 years old and below	1	148	0	149	23.0%
	30 to 50 years old	3	246	0	249	
	51 years old and above	0	0	0	0	
	Subtotal	4	394	0	398	
Total		6	734	0	740	23.1%

Note: This table is the statistics within the scope of this disclosure

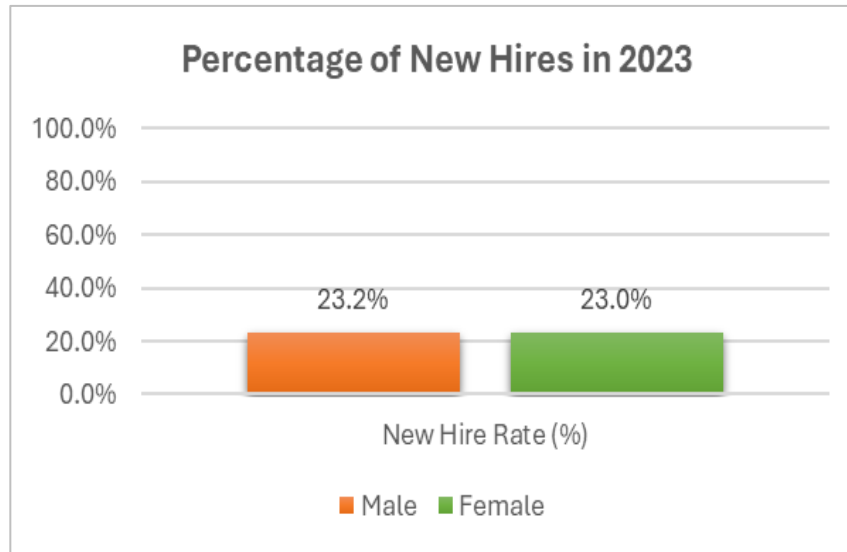
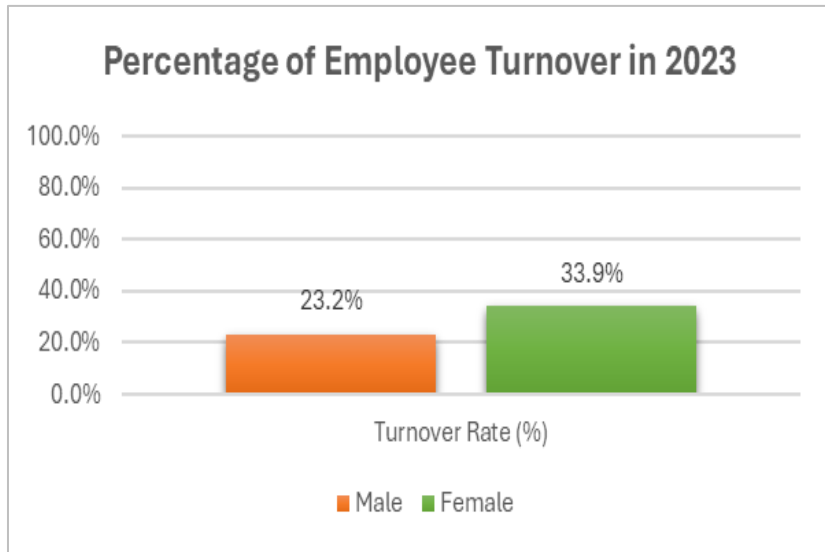
Note: The percentages in this table are calculated based on new hires of the same type and total employees of the same type. For example, the percentage of males = number of new male hires ÷ total number of males



▼ Total Number and Percentage of Employee Turnover in 2023

Gender	Age	Region			Total	Turnover Rate (%)
		Taiwan	Taiwan	United States		
Male	29 years old and below	0	147	0	147	23.2%
	30 to 50 years old	2	177	0	179	
	51 years old and above	9	6	1	16	
	Subtotal	11	330	1	342	
Female	29 years old and below	0	134	0	134	33.9%
	30 to 50 years old	0	444	0	444	
	51 years old and above	0	10	0	10	
	Subtotal	0	588	0	588	
Total		11	918	1	930	29.0%

Note: This table provides the statistics for the boundaries of this disclosure Note: The percentages in this table are calculated based on departing employees of the same type and total employees of the same type, for example, the percentage of males = number of departing male employees ÷ total number of males





6.1.3 Labor-Management Agreement

(GRI 2-30)

Pan-International Group strives to create a harmonious and equal communication platform between employees and the Company. We establish diverse and effective communication channels, including **labor-management meetings, employee welfare committee, employee opinion mailbox, employee opinion surveys**, etc., to protect the rights and obligations of both labor and management while improving the labor environment and labor-management regulations in a timely manner.

▼ Types of Employee Communication Channels

Communication Channels	Description
Labor-Management Meetings	Labor representatives for all previous labor-management meetings were formally elected by all employees, and together with management representatives appointed by the Company, a total of one labor-management meeting was held this year. (Each company has different regulations, meetings must be held at least once)
Employee Welfare Committee Meetings	According to relevant laws and regulations, as well as the Group's employee welfare regulations and the organizational charter of the Employee Welfare Committee, meetings are held regularly every three months to formulate or revise various employee welfare plans. A total of four Employee Welfare Committee meetings were held this year. (Each company has different regulations; meetings must be held at least once per quarter)
Employee Opinion Mailbox	Provide internal email mailboxes or establish care centers to allow employees to reflect their opinions or suggestions in a timely manner.

▼ 2023 Employee Feedback Statistics

Communication Channels	Number of Opinions	Primary Content of Feedback	Number of Cases Processed	Number of Cases Not Processed
Employee Opinion Mailbox	17	Wages, meals, privacy, salary adjustments, order	17	0



• Labor Union

Within the scope of this disclosure, Dongguan Pan-International, Honghuasheng, Yantai, and New Ocean Precision Component, Jiangxi have established labor unions.

At Honghuasheng, Yantai, all employees, except Taiwanese managers, are eligible to join the union as members. The union has signed a collective agreement with the Company that outlines work rules and labor conditions. This agreement is valid for **three** years, and representatives from both the union and the Company negotiate renewal or a new agreement **one** month before each term expires. The current agreement is effective from September 22, 2023, to September 21, 2026.

For New Ocean Precision Component, Jiangxi, all personnel can join the union as members. The union has signed a collective agreement with the Company that stipulates work rules and labor conditions. The agreement is valid for **three** years, and representatives of the union and the company negotiate renewal or a new agreement **three** months before each term expires.

For Dongguan Pan-International, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company according to the guidance of the general union, stipulating work rules and labor conditions. The agreement is valid for five years, and representatives of the union and the company negotiate renewal or a new agreement three months before each term expires.

In **2023**, 99.75% of employees joined labor unions, and all union members benefited from the protections provided by collective agreements.



6.2 Remuneration and Benefits

Material Topic Management Approach: Employee Benefits and Compensation

Corresponding GRI Indicators: GRI 3-3, GRI 202-1, GRI 401-2, GRI 401-3

Impact Description		1. Remuneration does not meet legal standards and violates laws 2. Employees are unable to receive their rightful benefits 3. Poor remuneration or benefits diminish employee satisfaction 4. Damage to corporate image				
Location		Pan-International, Taipei (Parent Company)	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Policies or Commitments Established or Followed	Internal Regulations	√	√	√	√	√
	Government Regulations	√	√	√	√	√
Responsible Units		Sustainability Committee / Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)
Management Actions		<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <pre> graph TD A[Sustainability Committee - Carbon Reduction (Sustainability) Group] --> B[Board of Directors] A --> C[Chairperson] C --> D[Management Executive] C --> E[Deputy Chairperson] E --> F1[Promoting Committee Member Procurement] E --> F2[Promoting Committee Member Manufacturing/Quality Assurance] E --> F3[Promoting Committee Member Plant Affairs/Environmental Safety Department] E --> F4[Promoting Committee Member General Affairs/Accounting] E --> F5[Promoting Committee Member R&D/Human Resource/IT...] </pre> </div> <div style="flex: 2; padding-left: 20px;"> <ul style="list-style-type: none"> ▪ Establish Sustainability Committee: The Corporate Governance Unit regularly discusses the implementation and planning of related work (remuneration and benefits), and then reports to the Board of Directors annually. ▪ Review and improve annually </div> </div>				



Process for Monitoring the Effectiveness of Actions

- Sustainability Committee: For key subsidiaries (with production plants), the Group has established a management organization chaired by the Chairman, who serves as the Chairperson. The Committee meets regularly (quarterly) to discuss corporate governance, social care, and environmental protection.
- This topic is related to the implementation and planning of social care work, which is then reported to and reviewed by the Board of Directors annually.
- The Board of Directors supervises.
- Through the Sustainability Committee, develop guidelines and goals, and coordinate and integrate relevant strategies and plans of each subsidiary. Regular meetings are held to confirm and review goal achievement rates and challenge new energy-saving milestones.

Management Performance Indicators

Indicators	2023 Achievement	Short-term Goal (2024)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
The salary exceeds the local minimum wage	Achieved 100% in 2023			
Benefits superior to local basic benefits	Achieved 100% in 2023			

6.2.1 Equal and Competitive Remuneration

(GRI 2-21, 202-1)

• Male-Female Compensation Ratio

Pan-International Group focuses on talent retention and development, committing to providing competitive salaries and comprehensive employee benefits. The Group's salary standards are set based on local regulations, industry trends, and local living conditions, with the principle of being superior to the minimum requirements. Salary and remuneration are not affected by gender, race, language, religion, age, party affiliation, marital status, and other conditions. In this equal and inclusive workplace, the starting salaries for women and men are the same. However, the final compensation (basic salary plus remuneration) differs based on years of service, experience or job allowances. The salaries of the Group's employees include basic salary, meal allowance, various bonuses or allowances. Annual salary adjustments are made based on operating conditions, while bonuses are awarded based on employee performance to motivate employees and encourage talents to grow with the Company.



In 2023, the ratio of the highest individual annual total remuneration to the median annual total compensation of the Company (excluding the highest-compensated individual) was 5.86. In addition, the ratio of the percentage increase in the highest compensated individual’s annual total compensation to the median percentage increase in average total compensation (excluding the highest compensated individual) was -0.64. The above statistics may show positive or negative fluctuations since the change in the highest remuneration is directly related to the Company’s profits. (Calculation conditions: 1. Employees who have worked for less than twelve months are not included in the calculation. 2. The highest paid person is at the assistant vice GM level. 3. New hires during the year do not receive a bonus, so there is a larger remuneration gap. 4. This data only applies to Taiwan)

In 2023, the average and median salaries of non-managerial permanent employees of the Group increased by 14.53% and 7.04%, respectively, compared to 2022. Despite a slight decline in company profits, the Group prioritized improving the salary levels of entry-level employees to protect their quality of life, considering inflation and changes in the overall economic environment.

• **Ratio of Entry-level Employee Salaries to Local Minimum Wage**

The Group adheres to the relevant requirements of local labor laws in its operations. According to the functions of each plant in the Company’s operating system, a legal and compliant salary structure is established. In Taiwan, the standard starting salary exceeds the basic salary stipulated by the “Labor Standards Act.” In other operating regions, local regulations on minimum wages are also followed. In 2023, the average monthly basic salary of entry-level employees at major operating locations was about 1-1.5 times higher than the legal minimum wage.

▼ **Ratio of Entry-level Employee Salaries to Legal Minimum Salaries at Major Operating Locations**

Major Operating Location	Country	Multiple Times Above the Minimum Wage
Pan-International, Taipei (Parent Company)	Taiwan	1.52
Dongguan Pan-International	Mainland China	1.05
New Ocean Precision Component, Jiangxi	Mainland China	1.00
Honghuasheng, Yantai	Mainland China	1.02
CJ Electric Systems, Wuhu	Mainland China	1.00
PIU	United States	1.50

Note: In 2023, the local legal monthly basic salary in Taiwan was NT\$26,400. In mainland China, it was RMB 1,900 in Dongguan, RMB 1,740 in Jiangxi, RMB 2,200 in Yantai, and RMB 1,930 in Wuhu. In California, USA, the local legal was USD 17.3/hr.



6.2.2 Comprehensive Welfare Measures

(GRI 401-2)

• Welfare Measures

To enhance employee cohesion and improve market competitiveness, Pan-International Group has developed various welfare measures, such as generous performance bonus systems, insurance, marriage/funeral/childbirth allowances, and various subsidies. In addition, the Group has established an Employee Welfare Committee responsible for promoting and planning these welfare measures. All full-time employees are eligible for these benefits. The welfare funds is contributed monthly by the Company and employees, with funds allocated to the Employee Welfare Committee account. These funds are used for various activities or subsidies. The Committee regularly tracks the usage of the welfare funds and gathers employee feedback to ensure its proper utilization.

▼ Pan-International Standard Benefits

Items	Pan-International, Taipei (Parent Company)	US Subsidiary	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Insurance	<ul style="list-style-type: none"> Enroll in labor insurance and national health insurance in compliance with legal grade tables Plan group comprehensive insurance, including coverage for life insurance, accident insurance, medical insurance, cancer insurance, and other protections Overseas travel insurance (for business travelers) 	<ul style="list-style-type: none"> Enroll in labor insurance and commercial health insurance in compliance with local regulations Travel insurance (for business travelers) 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations
Leave Benefits	<ul style="list-style-type: none"> Provide annual leave in accordance with the Labor Standards Act 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations
Marriage/Funeral/Childbirth and Holiday Allowances	<ul style="list-style-type: none"> Childbirth subsidy Three festival bonuses Birthday gift 	<ul style="list-style-type: none"> Birthday gift Thanksgiving bonus 	<ul style="list-style-type: none"> Three festival gifts 	<ul style="list-style-type: none"> Childbirth subsidy Birthday gift Marriage and funeral allowances 	<ul style="list-style-type: none"> Childbirth subsidy Three festival bonuses Birthday gift 	<ul style="list-style-type: none"> Childbirth subsidy



Items	Pan-International, Taipei (Parent Company)	US Subsidiary	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Subsidies or Allowances	<ul style="list-style-type: none"> • Marriage and funeral allowances 	<ul style="list-style-type: none"> • Christmas bonus 		<ul style="list-style-type: none"> • Injury and illness condolences 	<ul style="list-style-type: none"> • Marriage and funeral allowances • Injury and illness condolences 	
	<ul style="list-style-type: none"> • Health check subsidy • Travel allowance • Education and training subsidy (for courses arranged by employees themselves, not the courses held by the Company) 	<ul style="list-style-type: none"> • Retirement pension subsidy 	<ul style="list-style-type: none"> • Health check subsidy 	<ul style="list-style-type: none"> • Health check subsidy 	<ul style="list-style-type: none"> • Health check subsidy • Health check subsidy • Travel subsidy • Hospital condolences • Assistance for employees in difficulty • Assistance for employees' immediate family members • Assistance for employees and their families in the event of disasters 	<ul style="list-style-type: none"> • Health check subsidy
Benefit Activities	<ul style="list-style-type: none"> • Employee trips • Year-end party • Club activities • Meal subsidies 	<ul style="list-style-type: none"> • Holiday gatherings 	<ul style="list-style-type: none"> • Year-end party 	<ul style="list-style-type: none"> • Year-end party • Club activities • Employee trips 	<ul style="list-style-type: none"> • Year-end party • Club activities • Senior employee condolences 	
Others	<ul style="list-style-type: none"> • Flexible Working Hours 	<ul style="list-style-type: none"> • Flexible Working Hours 	<ul style="list-style-type: none"> • Employee Dormitories 	<ul style="list-style-type: none"> • Employee Dormitories • Plant Shuttle Buses 	<ul style="list-style-type: none"> • Employee Dormitories • Plant Shuttle Buses 	<ul style="list-style-type: none"> • Employee Dormitories

• Retirement Benefit System

To protect the rights and interests of retired employees, the Group's bases adopt retirement pension systems in accordance with local regulations and legally contribute to retirement pensions. When employees are about to retire, farewell parties are also to express appreciation for their dedication and hard work. In Taiwan, for employees who adopt the old pension system, when they meet the retirement conditions and apply for retirement pensions, they are paid from the "Labor Retirement Reserve Fund Account". For those who adopt the new pension system, they are paid from the "Labor Pension Individual Account."



Location	Retirement System		Contribution Status
Pan-International, Taipei (Parent Company)	Old System	Employees in Taiwan who joined on or before June 30, 2005, are entitled the retirement pension benefits under the old system, in accordance with Taiwan’s Labor Standards Act and Labor Pension Act. Employees who joined on or after July 1, 2005 are entitled the retirement pension benefits under the new system.	According to the “Labor Standards Act,” 6% of employees’ total salary is contributed monthly to the “Labor Retirement Reserve Fund Account” at the Bank of Taiwan.
	New System		According to the “Labor Pension Act,” 6% of their total salary is contributed monthly to the “Labor Pension Individual Account” at the Bureau of Labor Insurance.
US Subsidiary	According to local tax regulations, employees participate in the 401(K) tax plan, contributing fixed amounts to tax-free accounts for use after retirement.		Based on each employee’s preference, contributions are made to the 401(K) plan, and the Company adds an additional 30% of the employee’s contribution to the plan.
Dongguan Pan-International	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated, and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
New Ocean Precision Component, Jiangxi	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated, and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
Honghuasheng, Yantai	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated, and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
CJ Electric Systems, Wuhu	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated, and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.

Note: For detailed retirement pension contribution amounts, please refer to page 70 of this year’s annual report.

Note: Annual report link: https://www.panpi.com.tw/tw/investor_service/financial/reportsor refer to the content announced on the Market Observation Post System of the Taiwan Stock Exchange Corporation.



6.2.3 Family-Friendly Workplace

(GRI 401-3)

We are committed to creating a family-friendly environment. In addition to allowing statutory parental to leave without pay, to be considerate of the hard work of parenting parents, the Group also provides **childbirth subsidies, family care leave that is superior to regulations, flexible work hours and other mechanisms**. Cozy breastfeeding rooms equipped with refrigerators, freezers and other facilities are also set up in offices to allow female colleagues who are breastfeeding to be free from worries.

In 2023, the Group's reinstatement rate for employees applying for parental leave was 100%, with all employees returning to the Company after their parental leave. The retention rate of those still employed one year after reinstatement was 90%. The retention rate was not 100% because some employees left due to their personal career planning factors.

▼ 2023 Parental Leave Personnel Analysis

Category	Male	Female	Total
Number of employees eligible for parental leave this year (A)	2	27	29
Number of employees applying for parental leave this year (B)	0	26	26
Number of employees due to return from parental leave this year (C)	0	19	26
Number of employees returning to work after parental leave this year (D)	0	19	26
Number of employees returning to work after parental leave in the previous year (E)	17	31	48
Number of employees still employed twelve months after returning from parental leave in the previous year (F)	16	27	43
Parental leave application rate (%) (=B/A)	0%	96%	90%
Reinstatement rate (%) (=D/C)	NA	100%	100%
Retention rate (%) (=F/E)	94%	87%	90%

Note: In mainland China, parental leave is referred to as maternity leave together with maternity leave, with varies in durations in each province, such as 180 days of maternity leave in Dongguan (must have worked for two years) (starting fifteen days before childbirth). The above parental leave data is calculated according to local regulations.



6.3 Diverse Development

6.3.1 Training and Development

(GRI 404-1)

Pan-International Group attaches great importance to employee competency development, believing that only continuous and up-to-date education and training can lead employees and the Company to grow together. We provide diverse learning channels and training courses with both depth and breadth to enhance employee skills and knowledge. Please see below for learning channels and training courses.

Learning Channels	Training Courses
On job training	New employee training
Physical courses	Professional competency courses
Online courses	General courses
External education and training	Language enhancement courses
Job rotation	Management and leadership courses
Others	Others

▼ Number of Training Courses and Participants/Hours in 2023

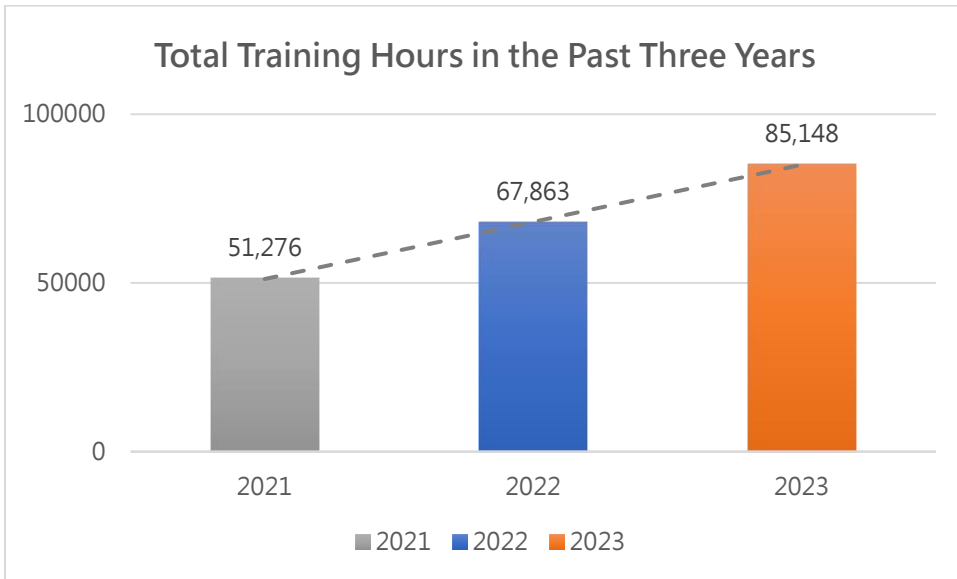
Course Category	Number of Classes	Total Participants	Total Number of Participants and Training Hours
New employee training	145	15,496	30,633
Professional competency courses	13	279	1,939
General courses	105	26,206	52,536
Language enhancement courses	0	0	0
Management Leadership Courses	7	17	40
Total	270	41,998	85,148



▼ Training Participants/Hours in the Past Three Years

Year	End of 2021	End of 2022	End of 2023
Total Training Participants	4,991	3,717	41,998
Total Training Hours	51,276	67,863	85,148

In 2023, a total of 270 classes were conducted, training 41,998 participants and accumulating 85,148 training hours. Overall, the average training hours per employee was 27 hours. Compared to 67,863 person-hours in 2022, this represents a 25.47% increase, highlighting a significant growth trend and underscoring the Company’s commitment to investing in employee education and training.





Average Training Hours by Gender

Our employee education and training policy does not differ by gender. In 2023, the average training hours for males was 33.66 hours, and for females was 20.44 hours. The reason for higher average training hours for males is that special operation training hours are longer, and most operators are male.

▼ Average Training Hours by Gender (Unit: Hours)

Gender	2023
Male	33.66
Female	20.44

Note: Average training hours = Total training hours for each gender ÷ Number of employees of each gender at year-end

• Average Training Hours by Job Level

The average training hours for each job level in 2023 are presented in the table below. Compared to the previous two years, the average training hours for each level have shown steady growth, reflecting the Company’s increasing investment in employee education and training year by year. This commitment supports employees’ career development and creates a win-win situation for both the Company and its employees.

▼ Average Training Hours by Job Level

Job Level	2023
Senior Managers	0.6
Mid-level Managers	12.99
Entry-level Managers	40.18
Entry-level Employees	25.52


Note: Average training hours = Total training hours for each job level ÷ Number of employees at each job level at year-end



6.4 Workplace Safety

Material Topic Management Approach: Occupational Health and Safety

Corresponding GRI Indicators: GRI 3-3, GRI 403 (all)

Impact Description		1. Affects personnel physical health 2. Violates labor safety laws, subject to government fines or work stoppages 3. Damages company and customer image 4. Increases the risks of workplace safety				
Location		Pan-International, Taipei (Parent Company)	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Policies or Commitments Established or Followed	Internal Regulations	√	√	√	√	√
	Government Regulations	√	√	√	√	√
Responsible Units		Sustainability Committee / Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)	Deputy Chairperson (Corporate Governance Unit)
Management Actions						<ul style="list-style-type: none"> ▪ Sustainability Committee: The occupational safety units of each plant in the Social Care Issue Unit regularly discuss the implementation and planning of related work, and then report the results to the Board of Directors annually. ▪ Review and improve quarterly



Process for Monitoring the Effectiveness of Actions

- Each plant has its own occupational safety unit tailored to its needs, responsible for formulating safety-related matters suitable for the plant.
- Sustainability Committee: For key subsidiaries (with production plants), the Group has established a management organization chaired by the Chairman, who serves as the Chairperson. The Committee meets regularly (quarterly) to discuss corporate governance, social care, and environmental protection.
- This topic is related to the implementation and planning of social care work, which is then reported to and reviewed by the Board of Directors annually.
- The Board of Directors oversees the Sustainability Committee, which formulates guidelines and goals, and coordinates and integrates relevant strategies and plans of each subsidiary. Regular meetings are held to confirm and review goal achievement rates and challenge new energy-saving milestones.

Management Performance Indicators				
Indicators	2023 Achievement	Short-term Goal (2024)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Timely improvement rate of safety hazards: 99%	Achieved 100% in 2023			
Number of occupational safety incidents: 1	Not achieved in 2023, corrective actions have been reviewed and implemented			
Occupational disease rate: 0	Achieved 100% in 2023			

6.4.1 Occupational Health and Safety Management

(GRI 403-1~403-8)

As a group that values employee well-being, Pan-International Group considers employee safety and health one of our top priorities. To ensure employee safety and health in the workplace, we insist on regularly evaluating workplace safety measures, occupational health management, and employee welfare measures. In addition, we also provide subsidies for employees to have annual health check-ups. We provide the best working environment and support for our employees to achieve their personal and professional goals.



Pan-International Taipei, US subsidiary are only offices, and Dongguan Pan-International, CJ Electric Systems, Wuhu are smaller in scale. These four locations have not yet established ISO 45001:018 occupational health and safety management systems, but they follow the internally established occupational health and safety management regulations and implement them effectively. The US location has no relevant regulations and has not conducted risk assessments due to the small number of personnel and its office-only environment. The implementation includes: (1) Workplace safety measure assessment: Regularly assess workplace safety measures, including inspecting facilities, equipment, and operating procedures to ensure compliance with relevant safety standards and regulations. We also conduct risk assessments to identify areas that may pose potential risks to employee health and safety and take appropriate measures to reduce risks. (2) Occupational health management: We value employee occupational health management and provide them with relevant support and services. This includes providing occupational health check-ups, encouraging healthy lifestyles, and providing mental health support. Our goal is to ensure employees physical and mental health at work and provide necessary resources and guidance to support their health needs.

Honghuasheng, Yantai and New Ocean Precision Component, Jiangxi have established occupational health and safety management systems based on relevant local regulations and ISO 45001:2018 occupational health and safety management system standards, adopting the PDCA cycle concept - Plan, Do, Check, Act as the management framework basis. They have set up occupational health and safety committees to identify all possible risks in the workplace, formulate management methods and control procedures, and regularly conduct internal audits to effectively prevent various accidents and protect workers' health and safety.

Note: External workers refer to all workers other than employees who perform work designated by the Group within or outside the Group's premises, such as raw material suppliers, equipment maintenance contractors, external consultants, etc.

• **Scope of Occupational Health and Safety Management System**

The following operating locations of the Group have established occupational health and safety management systems and passed external third-party verification. The management system standards adopted by each operating location and the number and proportion of workers covered are shown in the table.

Operating Location	Occupational Health and Safety Management System Certification Standard	Applicable Area	Scope of Workers Covered ^{Note 1}				Types of Workers Excluded
			Employees (persons)	Percentage (%) ^{Note 2}	External Workers (persons)	Percentage (%) ^{Note 3}	
New Ocean Precision Component, Jiangxi	ISO 45001	Whole plant	1047	100%	42	100%	None
Honghuasheng, Yantai	ISO 45001	Whole plant	1240	100%	-	-	None

Note 1: The above table reflects the number of people covered by the occupational health and safety management system, which has undergone internal audits and external verification.

Note 2: Percentage of employees covered = **All employees must participate**

Note 3: Percentage of workers covered = **External workers of New Ocean Precision Component, Jiangxi must participate; Honghuasheng, Yantai has no external workers**



• Occupational Health and Safety Committee

The Occupational Health and Safety Committee of New Ocean Precision Component Jiangxi is composed of both labor and management, with a total of 65 members. A senior manager serves as the chairman, and there are 29 labor representatives, accounting for 50% of all committee members. **The Occupational Health and Safety Committee includes labor representatives.** It is responsible for reviewing the Company's occupational health and safety management methods, assessing the effectiveness of implementing various management procedures, evaluating occupational health and safety education and training plans, and analyzing occupational accident investigation reports.

A management group is formed under the Occupational Health and Safety Committee, responsible for regularly conducting risk assessments and planning and promoting occupational health and safety policies. The group also arranges annual education and training, occupational health services, and health promotion activities. The methods for managing occupational health and safety are published on the company website and occupational health and safety management policies are promoted. Multi-language public procedure documents are provided for foreign employees, ensuring that all employees clearly understand the Company's occupational health and safety policies.

• Worker Communication and Reporting Mechanism

The management group of New Ocean Precision Component, Jiangxi has an independent reporting mechanism. Workers can anonymously provide feedback, communicate and consult on occupational health and safety related matters through dedicated lines and a mailbox at ya-chu.quan@fit-foxconn.com. When foreign employees need assistance with communication or consultation, employees who are fluent in foreign languages or commissioned translators serve as intermediaries to facilitate effective two-way communication.

In addition, according to the **Occupational Safety and Health Act**, we encourage employees, suppliers, or contractors to proactively report safety and health concerns in the workplace. If there is an immediate risk, workers can stop work and move to a safe location without jeopardizing the safety of others. They should also report to the department head and occupational health and safety management unit. After receiving a report, the management group must conduct an immediate investigation, assessing the likelihood and severity of the hazard. They will formulate handling measures and report to the Occupational Health and Safety Committee for review. The investigation and resolution results will be announced to all workers in the Company. Employees or external workers who actively report can receive outstanding awards to encourage workers to report potential occupational health and safety risks and jointly supervise to reduce the occurrence of dangerous incidents.

• Occupational Health and Safety Risk Assessment

Pan-International Group's subsidiary, New Ocean Precision Component, Jiangxi, has developed a hazard identification and risk assessment management document in accordance with local occupational health and safety regulations. This document is implemented by the occupational health and safety management unit under the Occupational Health and Safety Committee. In**2023**, professional training on hazard identification and assessment was conducted for the occupational health and safety management unit, and members were encouraged to obtain external relevant licenses.



The occupational health and safety management unit conducts an **annual** review of the work areas at each operating location, as well as those of upstream and downstream suppliers. They classify these areas into **four levels of high risk, medium-high risk, medium risk, and low risk** based on the severity of danger, likelihood of occurrence, and existing protective facilities. They assess the possible types of major occupational accidents or occupational diseases and set up risk reduction control measures for **medium and high risk** items (no high risk items were identified after assessment). External personnel are regularly assigned to audit the effectiveness of control measures. To ensure the effectiveness of implementation, New Ocean Precision Component compares the external audit results with the original goals. External audit personnel, who have received professional training in hazard identification and risk assessment and obtained relevant certifications at the local site, conduct the audits. They hold regular meetings to review deficiencies and track effectiveness, thereby formulating subsequent improvement directions.

In addition to routine assessments, New Ocean Precision Component conducts additional risk assessments for such non-routine events, such as major changes to the equipment or operating procedures, serious occupational accidents, or major complaints from workers. These assessments involve revising the original risk level judgments and preventive measures to ensure a prompt response and to prevent future incidents.

▼ **Risk Levels of Operating Locations**

Operating Location	Location Risk Level	Number of Audits	Number of Audits with Major Violations
New Ocean Precision Component, Jiangxi	Low Risk Level	6 times	0 times

▼ **Risk Level Classification and Corresponding Management Mechanisms**

Risk Level	Management Mechanism
High Risk	Establish operating control procedures and supervise measurement requirements, review the effectiveness of control and supervision every six months, and list them as key inspection and improvement items for supervisors.
Medium-high Risk	Establish operating control procedures and supervise measurement requirements and review the effectiveness of control and supervision annually.
Medium Risk	Conditionally accept, with appropriate procedures, controls and safety protection in place, and establish control measures as needed.
Low Risk	Accept status, no measures need to be taken.

▼ **Pan-International Group’s High-risk Items in the Workplace and Control Measures**

Operating Location	Risk Item	Hazard Type	Control Measures
No High-Risk Items			

Note: The above information is within the scope of this disclosure: Pan-International, Taipei, Dongguan Pan-International, New Ocean Precision Component, Jiangxi, Honghuasheng, Yantai, CJ Electric Systems, Wuhu



• Occupational Health and Safety Education and Training

Occupational health and safety education and training and promotion are the foundation for enhancing the safety and health awareness of employees and contractor. All employees of **Pan-International Group** must receive general occupational safety education and training every year, and appropriate occupational safety education and training is formulated according to the nature of each plant. The following is the occupational safety education and training situation of New Ocean Precision Component, Jiangxi: All employees must receive general occupational safety education and training every year, and knowledge and skill training for employees and external workers is conducted separately according to the work types and work environments of different departments to enhance employee safety awareness and prevent accidents from occurring.

Category	Course Content	Trainees	Training Hours/Times
General Training	General occupational safety education and training, including regulatory overview, occupational health and safety concepts and work rules, standard operating procedures, emergency incident response handling, fire safety and first aid knowledge, etc.	All employees	8hours/4times
Occupational Hazards	Occupational accident and disease prevention, such as workplace hygiene management training, emergency response training, PPE selection management and wearing training, and hazardous chemical warehouse standardized management training, etc.	All employees	8hours/4times
Dangerous Activities	Education and training for high-risk activity operating procedure, such as occupational health and safety management training, transportation safety management training, electrical safety training, and industrial safety training, etc.	Occupational Health and Safety	8 hours/4 times
Dangerous Situation Training	Emergency response training for dangerous situations, such as fire drills, earthquake drills, special operation management training, chemical spill drills, and forklift drills, etc.	Occupational health and safety and outsourced construction	8 hours/4 times

• Occupational Health Services and Health Promotion Activities

The Group evaluates noise, chemicals, lasers as factors that may pose major risks to employees based on the work environment and the nature of work. All operating locations of **Pan-International Group** provide employees with appropriate protective equipment to wear during different operation processes to prevent excessive exposure to harmful substances, noise, lasers and other hazards in accordance with local and national occupational safety regulations. In addition, annual physical health examinations are arranged for employees working in special work environments, and employee physical conditions are regularly tracked for early treatment. The Group also cooperates with medical clinics and institutions. If employees show symptoms related to occupational diseases, they can go to cooperating medical units for testing and treatment.

In addition, New Ocean Precision Component, Jiangxi has established a safety risk grading control system, establishing one diagram, one card, and three lists for control. It conducts annual physical examinations for all employees, provide protective equipment to minimize risks for positions with inherent hazards. Further, it performs pre-job, on-the-job, and post-job physical examinations for employees, creating employee health management files for each employee, to identify and handle problems promptly.

In terms of personal health, all operating locations of Pan-International Group offer full-time employees a subsidy for one general health examination every year. Additionally, the Company monitors and manages employees who receive moderate to high abnormal results in their health checks. Considering



factors such as employee age, health check results from the past three years, and common major diseases identified by the Health Department, Pan-International Group recognizes several prevalent personal health risks. These include cancer, lack of exercise, unhealthy diets, psychological stress, and other physical and mental risk factors. To address these issues, the Company organizes annual health lectures, cancer screenings, on-site doctor consultations, and similar services. Additionally, Pan-International Group hosts weight loss competitions, marathons, and walking events to promote physical activity. These initiatives aim to enhance employees’ knowledge of physical care and encourage them to adopt regular exercise habits for improved physical and mental well-being.

▼ **2023 Physical Health Examination**

Operating Location	Pan-International, Taipei	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu	Total (persons)
Items	Health Examination	Health Examination	Health Examination	Health Examination	Health Examination	1177
Frequency	Annual	Annual	Annual	Annual	Annual	
Number of People Examined This Year	34	119	299	608	117	

Note: Implementation method: Employees make appointments for annual health examinations at hospitals contracted by the Group.

▼ **Health Promotion Activities Held in 2023**

Health Promotion Activities	Activity Description and Effectiveness
March 8 Women’s Day Health Consultation	Care for employees and promote their health
Expert Health Consultation & Lecture on March 8 Women’s Day	Care for employees and promote their health
Supervisors’ Development	Enhance leadership skills and facilitate communication among supervisors
Tug of War Competition	Strengthen employee relationships and promote their health
Fishing Competition	Strengthen employee relationships and promote their health
Fun Sports Meet	Strengthen employee relationships and promote their health
Safety Knowledge Competition	Enhance employee relationships and strengthen their safety awareness
Sending Blessings and Spring Festival Couplets to Employees	Care for employees
Caring for Employees with Disabilities and Sending Benefits	Care for employees
Visiting Hospitalized Employees	Care for employees

Health Promotion Activities	Activity Description and Effectiveness
Fun Hand and Foot Activity	Strengthen employee relationships and promote their health
Fun Pitching Activity	Strengthen employee relationships and promote their health
Fun Basketball Shooting Activity	Strengthen employee relationships and promote their health
Fun Sandbag Activity	Strengthen employee relationships and promote their health
Fun Ring Toss Activity	Strengthen employee relationships and promote their health
Summer Cool Delivery Activity	Strengthen employee relationships and promote their health
Winter Warmth Delivery Activity	Care for employees
Senior employee condolences	Care for employees
Badminton Club Activity	Strengthen employee relationships and promote their health



• Supplier Occupational Health and Safety Audit

In addition to requiring all operating locations under **Pan-International Group** to strictly comply with local occupational health and safety regulations, we also require suppliers to follow the Group’s supplier code of conduct, which includes occupational health and safety regulations. Each plant continues to conduct an annual audit on key suppliers to confirm compliance with the Group’s occupational health and safety regulations and investigates the number of occupational injuries and occupational diseases that occurred that year to assess supplier occupational health and safety management deficiencies. For non-serious cases, the plant proposes improvement items and suggested improvement actions, giving suppliers a **3-month** improvement period. After **3 months**, a re-audit is conducted to confirm that there are no major occupational safety risks in their workplace. **All key suppliers passed the Group’s occupational health and safety audit** this year.

In addition, the Group holds multiple occupational health and safety education and training sessions for both new and existing suppliers, such as explaining **Pan-International’s** occupational health and safety regulations, general safety and health training, high-risk contractor operation emergency response drills, etc., and shares the Group’s experience in managing a safe and healthy workplace, fostering a collaborative effort to create a safe and healthy work environment throughout the supply chain.

▼ Occupational Health and Safety Risk Assessment

Location	Whether Occupational Health and Safety Risk Assessment Has Been Conducted	Assessment of High-Risk Occupational Health and Safety Items and Response Measures
Pan-International, Taipei	No High-Risk Items	No High-Risk Items
US Subsidiary	None	None
Dongguan Pan-International	Occupational health and safety risk assessment has been conducted	No High-Risk Items
New Ocean Precision Component, Jiangxi	Occupational health and safety risk assessment has been conducted	No High-Risk Items
Honghuasheng, Yantai	Occupational health and safety risk assessment has been conducted	No High-Risk Items
CJ Electric Systems, Wuhu	Occupational health and safety risk assessment has been conducted	No High-Risk Items



Occupational Health and Safety Education and Training

Category	Course Content	Trainees and Total Training Hours/Times				
		Pan-International, Taipei	Dongguan Pan-International	New Ocean Precision Component, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
General training, work-related hazard, dangerous activities, dangerous situation training	General occupational safety education and training, including regulatory overview, occupational health and safety concepts and work rules, standard operating procedures, emergency incident response handling, fire safety and first aid knowledge, etc.	90 hr 1 time	63.5 hr 11 time	16 hr 8 time	18415 hr 16 time	160 hr 7 time
	Occupational accident and occupational disease prevention, such as workplace hazards and protection, etc.					
	Education and training on high-risk activity operating procedure, such as electrical fire prevention and mechanical safety training, confined space safety training, forklift safe driving, special facility safety management qualification and operation certificate, etc.					
	Emergency response training for dangerous situations, such as fire drills, earthquake drills, etc.					



6.4.2 Occupational Injuries and Occupational Diseases

(GRI 403-2, 403-9, 403-10)

• Incident Investigation Process

Pan-International Group has established standard occupational health and safety incident reporting procedures. When an incident occurs, the injured person, workplace supervisor, or other personnel present should respond immediately according to the safety and health management process. On-site personnel should promptly report to the occupational accident reporting system under the **Occupational Health and Safety Committee**, providing details such as nature of the incident, identity of injured personnel, incident location, incident cause, and the extent the injuries. After receiving the report, the **Occupational Health and Safety Committee** will classify the severity level of the incident and notify the human resources unit, **Occupational Health and Safety Committee**, or medical institution. They will jointly investigate whether there were any deficiencies or abnormalities in the work environment, personnel operation, and standard operating procedures at the time of the incident. Once the cause of the accident is determined, the Committee needs to report the accident investigation results and improvement plan to the head of the accident department and the **Occupational Health and Safety Committee**. They will decide on measures to improve work environment or standard procedure and announce the post-investigation handling and subsequent improvement results to all employees and suppliers. Within three months of the accident, training and promotion of new control guidelines will be strengthened.

• Occupational Accident Records

Pan-International Group employees experienced a total of one occupational accident in 2023, which was a serious incident.

Serious or Fatal Accident Incidents	Description	Improvement Measures
Toe fracture	A new employee was independently using a stacker in the warehouse for loading and unloading when improper operation (reckless operation) caused the stacker to rapidly reverse and crush the foot, resulting in a toe fracture.	<ol style="list-style-type: none"> 1. The use of stackers requires the wearing of protective equipment, and independent operation is prohibited. 2. Operation of stackers requires supervision, and the shift supervisor must ensure that all group members have left the warehouse area at the end of each shift. 3. Strengthen patrols, promotion, and education training.



• The accident rates this year increased compared to previous years

Pan-International Group’s employees experienced a total of **one** serious occupational accident in**2023**, with no fatalities occurring. The occupational accident rate this year was **0.1**, which is higher than the **recordable accident rates of 2021 and 2022**. The Company’s Occupational Health and Safety Committee reviewed the reasons and found that it was due to **employees not wearing protective equipment as required and new employees improperly operating alone against regulations**, causing this year’s accident rate to increase. Therefore, the committee will re-examine management deficiencies and strengthen promotion and education training to improve workplace safety and employee safety awareness. **Pan-International Group** will continue to optimize management measures with the goal of reducing the recordable accident rate to **zero by 2025**.

◆ Employee Occupational Injury and Occupational Disease Statistics Table

Location	Total Working Hours (hours)			Number of High-Consequence Work-Related Injury (Times) ^{Note 1}			High-Consequence Work-Related Injury Rate ^{Note 2}			Number of Recordable Accidents (Times) ^{Note 3}			Recordable Accident Rate ^{Note 4}		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Pan-International, Taipei (Parent Company) and the US Subsidiary ^{Note 5}	108,300	112,100	135,548	0	0	0	0	0	0	0	0	0	0	0	0
Dongguan Pan-International	1,575,100	1,573,200	1,104,984	0	0	0	0	0	0	0	0	0	0	0	0
New Ocean Precision Component, Jiangxi	4,928,000	3,466,400	3,460,040	0	0	0	0	0	0	0	0	0	0	0	0
Honghuasheng, Yantai	5,453,300	4,531,000	2,929,158	0	0	0	0	0	0	0	0	0	0	0	0
CJ Electric Systems, Wuhu	NA ^{Note 6}	2,344,000	5,553,016	0	0	1	0	0	0.18	0	0	1	0	0	0.18
Total	12,064,700	12,026,700	13,182,746	0	0	1	0	0	0.1	0	0	1	0	0	0.1

Location	Number of Occupational Diseases (cases)			Occupational Disease Rate ^{Note 6}		
	2021	2022	2023	2021	2022	2023
Pan-International, Taipei (Parent Company) and the US Subsidiary ^{Note 5}	0	0	0	0	0	0
Dongguan Pan-International	0	0	0	0	0	0
New Ocean Precision Component, Jiangxi	0	0	0	0	0	0
Honghuasheng, Yantai	0	0	0	0	0	0
CJ Electric Systems, Wuhu	0	0	0	0	0	0
Total	0	0	0	0	0	0



Note 1: High-consequence work-related injuries refer to occupational injuries that cause employees to be unable or difficult to recover to their pre-injury health status within six months, excluding fatalities.

Note 2: High-consequence work-related injury rate = Number of high-consequence work-related injuries ÷ Total working hours × 1,000,000.

Note 3: Number of recordable accidents refers to all occupational injury incidents that occurred that year, including the number of high-consequence work-related injuries and occupational injury fatalities. However, there have been no occupational injury fatalities in the past three years.

Note 4: Recordable accident rate = Number of recordable occupational injuries ÷ Total working hours × 1,000,000.

Note 5: Occupational disease rate = Number of occupational diseases ÷ Total working hours × 1,000,000.

Note 6: No information for CJ Electric Systems Wuhu in 2021. The Group acquired CJ Electric Systems, Wuhu in 2022.

Note 7: From 2023, the Group included Pan-International Electronic (USA) Inc. in the calculation.

Note 8: This table presents the statistics within the scope of this disclosure

• Close Call

The Group has not experienced any reportable incidents in the past three years. Note: This is the statistics within the scope of this disclosure

• External Workers - Zero Accident Rate for the Past Three Years

Through education and training promotion, safety control and supplier audits in recent years, Pan-International Group's recordable accident rate for external workers this year and in 2021 and 2022 were all zero accidents. Pan-International Group will continue to strengthen promotion and training for suppliers, with the goal of maintaining zero accidents for external workers' recordable accident rate each year.

• External Workers - Zero Occupational Injury and Occupational Disease Rate for the Past three Years

For the Group: The number of recordable occupational injuries and occupational diseases for external workers at Pan-International, Taipei, Dongguan Pan-International, New Ocean Precision Component, Jiangxi, Honghuasheng, Yantai, and CJ Electric Systems, Wuhu from 2021 to 2023 was 0.