

6. Happy Workplace

6.1 Diversity and Inclusion

6.1.1 Human Resource Management



Safety



Equality



Freedom



Diversity and Inclusion



Pan-International Group considers employees as the most core and valuable assets of the enterprise. Based on local labor regulations where we operate, we have established comprehensive human resource management systems, compensation mechanisms, and work rules. These are regularly reviewed and updated to ensure compliance with the latest regulatory requirements and protect employees' basic labor rights. The Group explicitly prohibits the employment of child labor, any form of discrimination, workplace sexual harassment, and forced labor. We have established independent and confidential grievance channels to ensure employees can excel in a work environment that is safe, equal, free, and embraces diversity and inclusion.

In terms of talent recruitment and employment, the Group values educational and professional background, professional skills, integrity, and work enthusiasm. We also legally employ persons with disabilities to protect their employment rights. Employees of the same job level (capability) enjoy the same benefits, salary standards, and educational training resources, without any differentiation based on gender, age, nationality, or other factors. Additionally, the Group conducts regular performance evaluations annually, which serve as important criteria for employee retention, promotion, salary adjustment, and reward distribution, to motivate employees' continuous growth and promote sustainable organizational development.



6.1.2 Cultural Diversity

To promote employee diversity, we recruit global overseas talent, with employees coming from multiple nationalities. We also diversify our employment practices while developing overseas markets, which not only expands our global perspective but also promotes organizational innovation and cross-cultural exchange.

SDGs Corresponding Goals:

SDG 8: Decent Work and Economic Growth

SDG 10: Reduced Inequalities





6.1.3 Diverse and Inclusive Employee Composition

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

• Year-end Employee Composition

As of the end of 2024, Pan-International Group's total workforce within the disclosed boundary was 4,158 employees, including 3,140 permanent employees, 1,018 temporary employees, 0 guaranteed-hours employees; by employment type, there were 4,157 full-time employees and 1 part-time employee. In addition, some of the Group'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 hired in the past three years. In 2024, the number of employees increased by approximately 29.53% compared to 2023, mainly due to the expansion of the Wuhu Plant and increased workforce at the Yantai Plant.

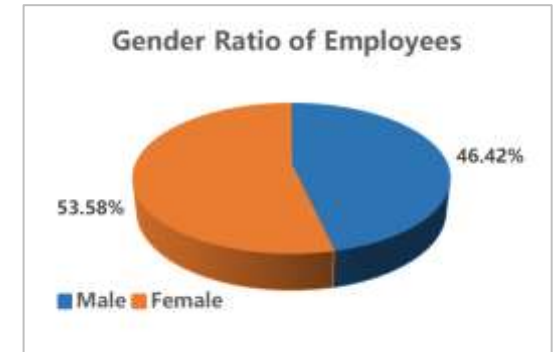
▼ Employee Structure at the End of 2024 (Unit: Person)

Employment Type	Gender	Region			Total
		Taiwan	China	United States	
Total Employees (Total)	Male	38	1,888	4	1,930
	Female	25	2,200	3	2,228
Permanent Employees	Male	38	1,408	4	1,450
	Female	25	1,663	2	1,690
Temporary Employees	Male	0	480	0	480
	Female	0	537	1	538
No Guaranteed-Hours Employees	Male	0	0	0	0
	Female	0	0	0	0
Full-time Employees	Male	38	1,888	4	1,930
	Female	25	2,200	2	2,227
Part-time Employees	Male	0	0	0	0
	Female	0	0	1	1

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



- Permanent Employees (Full-time employees): Employees with labor contracts that have no fixed term (indefinite contracts).
- Temporary employees: Employment contracts with a fixed term (fixed-term contracts).
- No Guaranteed-Hours Employees: Employees with no guaranteed fixed working hours.
- 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 are 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 2022	End of 2023	End of 2024
Number of Male Employees	2,397	1,477	1,930
Number of Female Employees	2,870	1,733	2,228
Total Number of Employees	5,267	3,210	4,158

• Employee Diversity

Within the scope of this disclosure of the Group, the proportion of male and female employees is 46.42% and 53.58% respectively, with employees aged 30-50 being the majority, accounting for 70.83% of the total number. In addition, one person with disabilities is a Group employee. To implement the Group's commitment to diversity and equality, 79 employees of Indigenous and ethnic minority backgrounds are also employed.

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 visa, work permit, residential relocation, and other work-related regulations and rights. Additionally, we try to cooperate with local organizational units to gather local living condition to help employees quickly adapt to their new environment and to ensure a comprehensive workplace. The Group's senior managers are mainly local employees. This year, 96.67% of senior managers are local residents, with only one senior executive being a foreign national.



▼ Total Number of Employees by Level and Diversity Indicators at the End of 2024 (Unit: Person)

Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	Total
Total Number of Employees at Each Level		30	115	276	3,737	4,158
Percentage of Total Employees at Each Level (%)		0.72 %	2.77 %	6.64 %	89.87 %	100.00 %
Diversity Indicator						
Gender	Male	23	73	124	1,710	1,930
	Female	7	42	152	2,027	2,228
Age	29 years old and below	0	5	24	947	976
	30 to 50 years old	24	95	241	2,585	2,945
	51 years old and above	6	15	11	205	237
Indigenous identity		0	1	3	75	79
Whether with Disabilities		0	0	0	1	1
Education Level	PhD	0	0	0	0	0
	Master's	2	5	8	7	22
	Higher Education	21	62	115	495	693
	Secondary Education	5	35	69	863	972
	Primary Education	2	13	84	2,372	2,471
Nationality	Nationals of Country	29	112	275	3,734	4,150
	Foreign	1	3	1	3	8

▼ Percentage of Employees by Level and Diversity Indicators at the End of 2024 (Unit: %)

Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	All employees
Gender	Male	76.67 %	63.48 %	44.93 %	45.76 %	46.42 %
	Female	23.33 %	36.52 %	55.07 %	54.24 %	53.58 %
Age	29 years old and below	0.00 %	4.35 %	8.70 %	25.34 %	23.47 %
	30 to 50 years old	80.00 %	82.61 %	87.32 %	69.17 %	70.83 %
	51 years old and above	20.00 %	13.04 %	3.98 %	5.49 %	5.70 %



Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	All employees
Indigenous identity		0.00%	0.87%	1.09%	2.01%	1.90%
Whether with Disabilities		0.00 %	0.00 %	0.00 %	0.03 %	0.02 %
Education Level	PhD	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
	Master's	6.67 %	4.36 %	2.90 %	0.19 %	0.53 %
	Higher Education	70.00 %	53.91 %	41.67 %	13.25 %	16.67 %
	Secondary Education	16.67 %	30.43 %	25.00 %	23.09 %	23.38 %
	Primary Education	6.66 %	11.30 %	30.43 %	63.47 %	59.42 %
Nationality	Nationals of Country	96.67 %	97.39 %	99.64 %	99.92 %	99.81 %
	Foreign	3.33 %	2.61 %	0.36 %	0.08 %	0.19 %

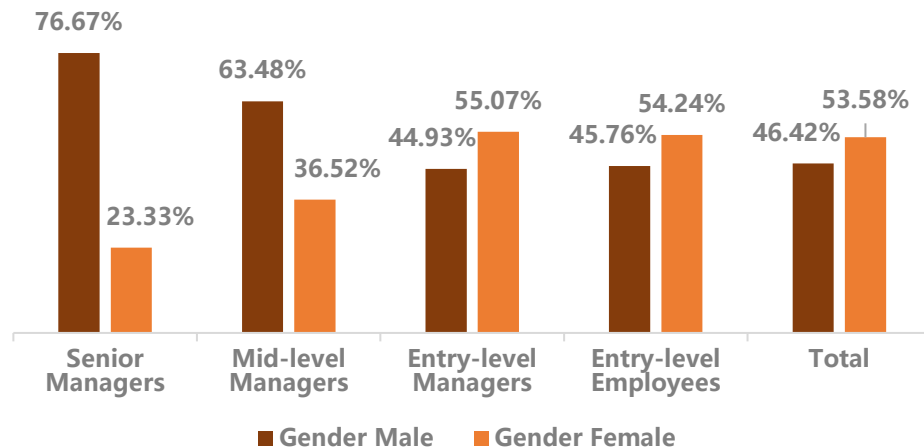
Note:

1: This table presents the statistics within the scope of this disclosure

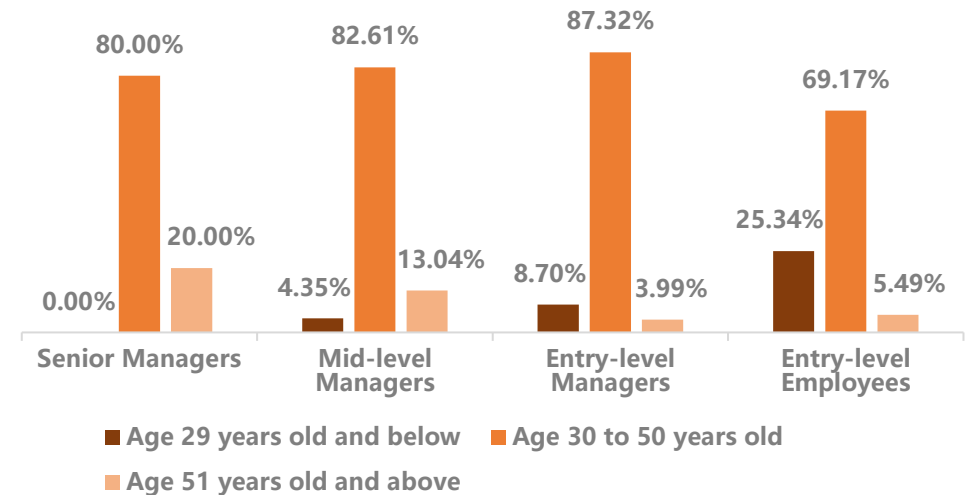
2: The percentages in this table are calculated based on employees of the same level and type. For example, the percentage of male entry-level employees = number of male entry-level employees ÷ total number of entry-level employees

▼ At the end of 2024 - Chart by Level and Diversity Indicators

Level/Gender Ratio

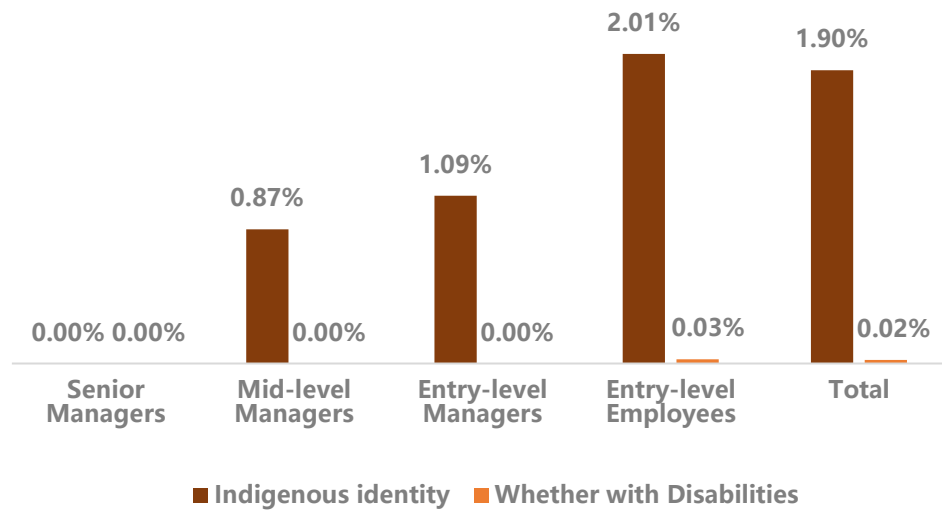


Level/Age Ratio

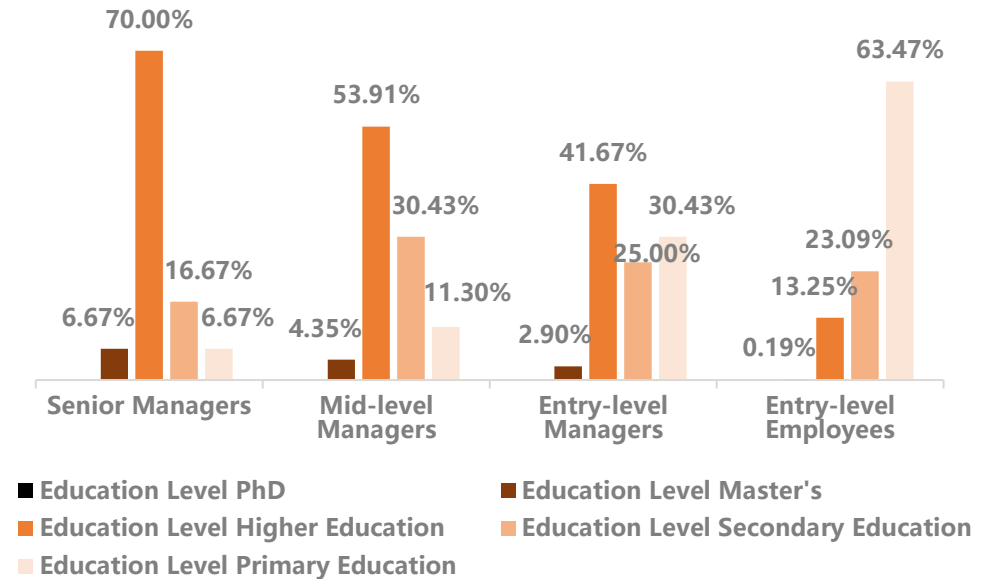




Level/Indigenous Peoples Percentage-Whether with Disabilities Ratio



Level/Education Level Ratio



• Personnel Turnover

We have a comprehensive recruitment system and hope that employees will cooperate with the Company. We also respect employees' career choices. To ensure data accuracy, since most temporary workers are hired on fixed-term contracts to meet seasonal demands, this data would distort the hour values, therefore it is excluded from calculations. The following data and tables exclude temporary employees. In 2024, the Group recruited a total of 725 new employees (excluding temporary workers), including 434 males and 291 females, primarily under the age of 50. Additionally, 920 employees left the company (including 46 employees who reached retirement age), comprising 486 males and 434 females. Reasons for resignation included family care responsibilities, relocation, career changes, 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 of New Hires and Departures in 2024 (Excluding Temporary Employees)

Gender		Age	Region			Total	Turnover Rate (%)
			Taiwan	China	United States		
New Hires	Male	29 years old and below	1	292	0	293	22.49%
		30 to 50 years old	4	129	0	133	
		51 years old and above	1	6	1	8	
	Female	29 years old and below	2	111	0	113	13.06%
		30 to 50 years old	4	173	0	177	
		51 years old and above	1	0	0	1	
	Total		13	711	1	725	17.44%
Departures	Male	29 years old and below	0	264	0	264	25.18%
		30 to 50 years old	2	201	0	203	
		51 years old and above	4	15	0	19	
	Female	29 years old and below	0	119	0	119	19.48%
		30 to 50 years old	3	298	0	301	
		51 years old and above	2	12	0	14	
	Total		11	909	0	920	22.13%

Note: This table presents statistics within the current disclosure boundary. To ensure data accuracy, new hires and departures (excluding temporary employees)

Note: The current disclosure boundary covers Taiwan, China, and United States regions.

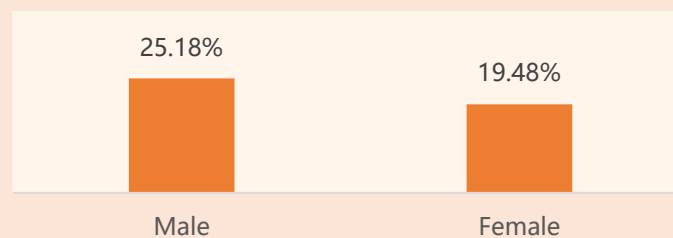
Note: The percentages in this table are calculated based on departures within the same category divided by the total number of employees in that category. For example, male percentage = number of male departures ÷ total number of male employees.

Note: Since most temporary workers are hired on fixed-term contracts to meet seasonal demands, their data would skew the hourly figures, thus they are excluded from the calculations.

Percentage of New Hires



Percentage of Employee Turnover





6.1.4 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, and employee opinion surveys**, 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.

▼ 2024 Employee Feedback Statistics

Communication Channels	Number of Opinions	Primary Content of Feedback	Number of Cases Processed	Number of Cases Not Processed
Employee Opinion Mailbox	12	Wages, meals, privacy, salary adjustments, order	12	0

• Labor Union

Within the scope of this disclosure, Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai;

- For Dongguan Pan-International, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company in accordance with 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.
- For New Ocean Precision Component Jiangxi, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company, stipulating 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 Honghuasheng Yantai, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company, stipulating 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 one month before each term expires; the current agreement is from September 22, 2023 to September 21, 2026.

The Group respects and protects employees' legal rights to organize and participate in labor unions, and is committed to establishing harmonious, transparent and two-way communication between labor and management to ensure effective protection of workers' rights. In 2024, 100.00% of employees joined labor unions, and all employees who joined unions enjoyed the protection of collective agreements. As for Pan-International Taipei, PIU (USA) subsidiary, and CJ Electric Systems Wuhu, they have not yet established labor unions at this stage, therefore no collective bargaining agreements have been signed. This is mainly due to the relatively small employee scale, and existing labor-management communication mechanisms and welfare systems have been established, which protect employee rights no less than what would be included in collective bargaining agreements. We continue to collect employee feedback through regular labor-management meetings, suggestion boxes, and HR channels as a basis for optimizing working conditions and improving workplace well-being.

The Group will continue to monitor organizational scale and employee needs, and assess the timing for promoting union establishment and collective bargaining agreement signing when appropriate.

6.1.5 Employee Satisfaction

Starting from 2024, Pan-International Group conducts an annual "Employee Engagement Survey" for all employees to understand their level of satisfaction with the work environment, management approach, and corporate vision. This survey consists of 31 questions covering seven major aspects, collecting employee feedback through questionnaires. In 2024, the survey response rate reached 85.85%, with an average employee satisfaction rate of 78.75%, indicating high levels of employee engagement and identification with the company.

According to the survey results, Pan-International Group employees showed higher satisfaction levels with job content, work environment, compensation and benefits, leadership style, colleague cooperation, communication, and work stress management measures. However, there are still some areas that need improvement. To further enhance overall employee satisfaction and workplace well-being, the company plans to complete general education training courses and increase charitable activities in 2025 to promote employees' physical and mental health.

In response to employees' suggestions and feedback, the company will optimize relevant policies and measures one by one, striving to enhance employees' work experience and sense of well-being. Pan-International Group believes that through continuous improvement and innovation, we can create a more attractive and supportive work environment where every employee can realize their self-worth and jointly promote the company's sustainable development.





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, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Policies or Commitments Established or Followed	Internal Regulations	V	V	V	V	V
	Government Regulations	V	V	V	V	V
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		<pre> graph TD A[Sustainability Committee-Carbon Reduction (Sustainability) Group] --> B[Board of Directors] B --> C[Chairperson] C --> D[Deputy Chairperson] D --> E[Promoting Committee Member Procurement] D --> F[Promoting Committee Member Manufacturing/Quality Assurance] D --> G[Promoting Committee Member Plant Affairs/Environmental Safety Department] D --> H[Promoting Committee Member General Affairs/Accounting] D --> I[Promoting Committee Member R&D/Human Resource/IT...] </pre> - 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				

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	2024 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 2024	 		
Benefits superior to local basic benefits	Achieved 100% in 2024			

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 2024, the ratio of the highest individual annual total remuneration to the median annual total compensation of the Group (excluding the highest-compensated individual) was 4.69. 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 -0.13. 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 bonus, so there is a larger remuneration gap. 4. This data only applies to Taiwan)

In 2024, the average and median salaries of non-managerial full-time employees of the Group decreased by 9.37% and 8.06%, respectively, compared to 2023. Despite a slight decline in company profits and considering inflation and changes in the overall economic environment, the Group continues to strive to improve the salary levels of frontline employees to safeguard their quality of life.

• 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 2024, 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)(Office)	Taiwan	1.56
Dongguan Pan-International	Mainland China	1.05
New Ocean, Jiangxi	Mainland China	1.00
Honghuasheng, Yantai	Mainland China	1.16
CJ Electric Systems, Wuhu	Mainland China	1.30
PIU (USA) (Office)	United States	1.60

Note: In 2024, the local legal monthly basic salary in Taiwan was NT\$27,470. In mainland China, it was RMB 1,900 in Dongguan, RMB 1,740 in Jiangxi, RMB 2,250 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 has formulated various welfare measures for employees, 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 various employee welfare measures; all full-time employees enjoy the above benefits. The welfare funds are supplemented 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)	Dongguan Pan-International	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu	PIU (USA)
Insurance	- 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)	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	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	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	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	- Enroll in labor insurance and commercial health insurance in compliance with local regulations - Travel insurance (for business travelers)
Leave Benefits	- Provide special leave in accordance with the Labor Standards Act - Health check-up leave	Provide holidays in accordance with local regulations	Provide holidays in accordance with local regulations	Provide holidays in accordance with local regulations	Provide holidays in accordance with local regulations	Provide holidays in accordance with local regulations
Marriage/Funeral/Childbirth and Holiday Allowances	- Childbirth allowance subsidy - Child-raising allowance subsidy - Three festival bonuses - Birthday gift - Marriage and funeral allowances	- Three festival gifts - Childbirth subsidy - Injury and illness condolences	- Childbirth subsidy - Birthday gift - Marriage and funeral allowances - Injury and illness condolences	- Childbirth subsidy - Holiday bonuses - Marriage and funeral allowances - Injury and illness condolences	Childbirth subsidy	- Birthday gift - Thanksgiving bonus - Christmas bonus



Items	Pan-International, Taipei (Parent Company)	Dongguan Pan-International	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu	PIU (USA)
Subsidies or Allowances	- Emergency assistance - Employee family group insurance subsidy - Education and training subsidy (self-arranged courses by employees) - Nutritional health subsidy for pregnant female employees	- Health check subsidy - Hospital condolences	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	- High temperature allowance - Transportation allowance - Health check subsidy	Retirement pension subsidy
Benefit Activities	Year-end and spring banquet events	Year-end party	- Year-end party - Club activities - Employee trips	- Year-end party - Club activities - Senior employee condolences	Three major festival allowances	Holiday gatherings
Others	Emergency assistance	Employee Dormitories	Employee Dormitories	- Employee Dormitories - Work resumption gift package - Love and harmony gifts - Holiday gifts - Plant Shuttle Buses	- Employee Dormitories - Plant Shuttle Buses	Flexible Working Hours

• 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 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 to 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 to 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.
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, 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.
PIU (USA)	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.

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/reports or 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 leave without pay, to be considerate of the demanding work of parenthood, the Group also provides **childbirth subsidies, family care leave that is superior to regulations, flexible work hours and other mechanisms**. Comfortable 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 2024, 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 100%. The retention rate was not 100% because some employees left due to their personal career planning factors.

2024 Parental Leave Personnel Analysis

Category	Male	Female	Total
Number of employees eligible for parental leave this year (A)	5	17	22
Number of employees applying for parental leave this year (B)	0	17	17
Number of employees due to return from parental leave this year (C)	0	9	9
Number of employees returning to work after parental leave this year (D)	0	9	9
Number of employees returning to work after parental leave in the previous year (E)	0	19	19
Number of employees still employed twelve months after returning from parental leave in the previous year (F)	0	19	19
Parental leave application rate (%) (=B/A)	0.00%	100.00%	77.27%
Reinstatement rate (%) (=D/C)	NA	100.00%	100.00%
Retention rate (%) (=F/E)	NA	100.00%	100.00%

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

▼ 2024 Education and Training Statistics Category Summary

Category	Hours	Percentage (%)	SDGs Corresponding Goals
Integrity	10,987.00	6.27%	SDG 16: Peace, Justice and Strong Institutions
Human Rights	7,762.50	4.42%	SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities
Information Security	5,597.50	3.19%	SDG 9: Industry, Innovation and Infrastructure
Occupational Safety	34,541	19.69%	SDG 3: Good Health and Well-being, SDG 8: Decent Work and Economic Growth
ESG/ Other Dedicated Units	116,548.10	66.43%	SDG 12: Responsible Consumption and Production, SDG 13: Climate Action

In 2024, a total of 682 classes were conducted, training 85,329 participants and accumulating 175,436 training hours. Overall, the average training hours per person was 42.19 hours, showing an increasing trend compared to 2023, which demonstrates the company's emphasis and investment in employee education and training. Person-hours increased by 106.04%, showing a significant growth trend, which demonstrates the company's emphasis and investment in employee education and training.

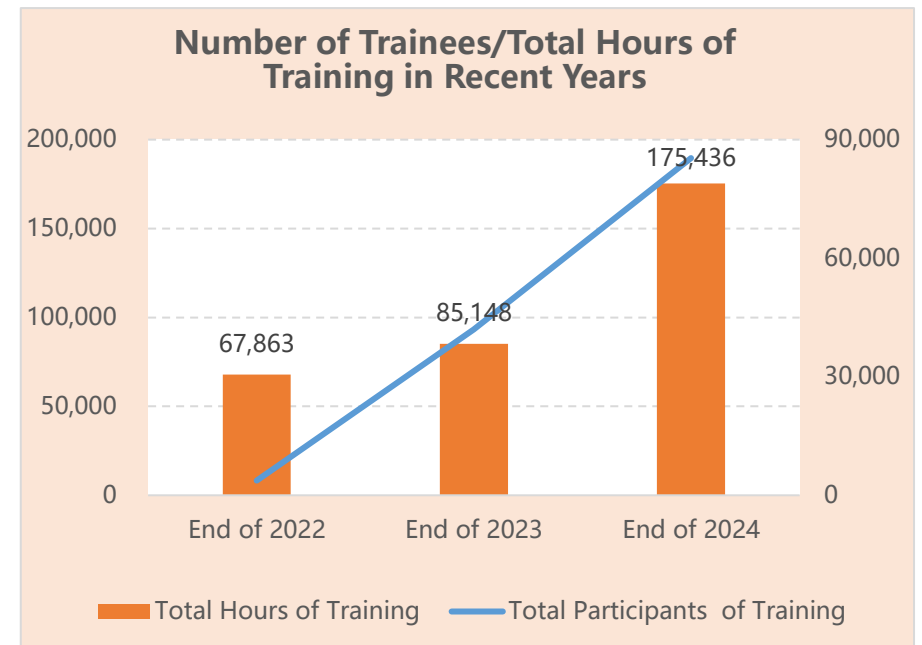


▼ **Number of training courses offered, number of trainees, and person-hours in 2024:** This table shows the updated results after the Group completed the integration of data from subsidiaries in mainland China in July 2025.

Course Category	Number of Classes	Total Participants	Total Number of Participants and Training Hours
New employee training	161	11,990	24,411.5
Professional competency courses	228	38,116	78,720.1
General courses	214	29,566	60,796.5
Language enhancement courses	0	0	0.0
Management Leadership Courses	22	707	1,610.0
Others	57	4,950	9,898.0
Total	682	85,329	175,436.1

▼ **Training Participants/Hours in the Past Three Years**

Year	2022	2023	2024
Total Training Participants	3,717	41,998	85,329
Total Training Hours	67,863	85,148	175,436





• Average Training Hours by Gender

Our employee education and training policy does not differ by gender. In 2024, the average training hours for males was 56.35 hours, and for females was 29.93 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	2024
Male	33.66	56.35
Female	20.44	29.93

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 2024 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	2024
Senior Managers	0.6	22.75
Mid-level Managers	12.99	40.5
Entry-level Managers	40.18	45.85
Entry-level Employees	25.52	42.13

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



6.3.2 Performance Evaluation

(GRI 404-3)

To ensure organizational function management and human capital development, the Group has established a systematic and transparent performance evaluation system to promote synchronous improvement of individual and organizational performance.

The company has established a systematic and transparent performance management mechanism, adhering to the principles of fairness, impartiality, and objectivity, conducting at least one evaluation of work results and overall performance for all full-time employees annually. This mechanism does not differ based on gender, age, job level, or other identity factors, ensuring that all employees are evaluated under equal conditions. Performance evaluation results serve as important basis for employee career development, training planning, salary adjustments, job promotions, and performance rewards, thereby strengthening organizational effectiveness, achieving talent sustainability, while implementing workplace culture of gender equality and inclusive diversity.

▼ Percentage of Employees Receiving Regular Performance and Career Development Reviews

Gender		Age	Number of Employees Receiving Regular Performance Reviews	Number of employees actually evaluated for performance	Percentage
Regular Performance and Career Development Reviews for Employees	Male	29 years old and below	2	2	100.00%
		30 to 50 years old	23	23	100.00%
		51 years old and above	13	13	100.00%
	Female	29 years old and below	2	2	100.00%
		30 to 50 years old	14	14	100.00%
		51 years old and above	9	9	100.00%

Note: Data scope covers employees in Taiwan region



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, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu
Policies or Commitments Established or Followed	Internal Regulations	V	V	V	V	V
	Government Regulations	V	V	V	V	V
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		▪ 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	2024 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 2024	100%		
Number of occupational safety incidents: 2	Zero severe incidents achieved in 2024. review and improvements implemented	100%	Recordable incidents: 2 targets not achieved,	
Occupational disease rate: 0	Achieved 100% in 2024	100%		





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 health and safety one of our top priorities. To ensure employee health and safety 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.

• Occupational Health and Safety Management Structure and Implementation

Pan-International Taipei, US subsidiary PIU (USA) are only offices, and Dongguan Pan-International, CJ Electric Systems Wuhu are smaller in scale. These four locations have not yet established ISO 45001: 2018 occupational health and safety management systems, but follow 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, 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, Jiangxi	Whole plant	1028	100%	42	100%	None	Whole plant
Honghuasheng, Yantai	Whole plant	1716	100%	-	-	None	Whole plant



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, Jiangxi must participate; Honghuasheng, Yantai has no external workers**

• Occupational Health and Safety Committee

The Occupational Health and Safety Committee of New Ocean, Jiangxi is jointly formed by labor and management representatives, consisting of 65 members in total. The committee is led by a Senior Manager as the Chairperson, with 29 labor representatives accounting for 50% of all committee members. The Occupational Safety and Health Committee of Honghuasheng, Yantai is jointly formed by labor and management representatives, consisting of 13 members in total. The committee is led by a Senior Assistant Vice President as the Chairperson, with 2 labor representatives accounting for 15% 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 trainings, 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 team 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 dedicated mailbox ya-chu.quan@fit-foxconn.com. When foreign employees raise communication and consultation needs, employees with foreign language abilities or commissioned translators serve as intermediaries to achieve effective two-way communication.

In addition, according to the **Occupational Safety and Health Act**, we encourage employees, suppliers, or contractors to proactively report health and safety 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 of 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.

Honghuasheng, Yantai's management team has established an independent reporting mechanism where workers can anonymously provide feedback, communicate, and consult on occupational health and safety-related matters through a dedicated hotline and email address (py-ga1c@mail.foxconn.com). For foreign employees, the company also arranges employees with foreign language abilities or designated translators to serve as communication liaisons, ensuring language does not become a barrier to participation and achieving effective two-way communication.

Furthermore, according to Honghuasheng, Yantai's occupational health management system, workers can actively report or suggest improvements if they discover potential hazards in the workplace. When encountering immediate risks, workers can initiate self-protection actions according to regulations and report to supervisors and the management team. After receiving a report, the team will quickly conduct



on-site assessment, develop corresponding handling measures, and submit them to the Occupational Health and Safety Committee. The handling results will also be disclosed to all personnel. The company provides positive rewards and recognition to workers who actively participate in reporting and improvement initiatives.

• Occupational Health and Safety Risk Assessment

Pan-International Group's subsidiary, New Ocean, Jiangxi, Honghuasheng, Yantai have 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 2024, 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, Jiangxi	Low	6 times	0 times
Honghuasheng, Yantai	Medium	2 times	0 times

▼ Risk Level Classification and Corresponding Management Mechanisms

Risk Level	Management Mechanism
High	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	Establish operating control procedures and supervise measurement requirements, and review the effectiveness of control and supervision annually.
Medium	Conditionally accept, with appropriate procedures, controls and safety protection in place, and establish control measures as needed.
Low	Accept current 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
New Ocean, Jiangxi	No High-Risk Items	No High-Risk Items	No High-Risk Items
Honghuasheng, Yantai	Noise	Hearing Loss	Provide Earplugs
Honghuasheng, Yantai	Hazardous Chemicals	Burns, Harmful Gas Inhalation	Protective Clothing, Ventilation System

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

• Occupational Health and Safety Education and Training

Occupational health and safety education and training and awareness campaigns are the foundation for enhancing the health and safety awareness of employees and contractors. All employees of **Pan-International Group** must receive general occupational safety education and training every year, with additional training programs tailored to the specific nature of each site. The following is the occupational safety education and training situation of New Ocean, 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	Total 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	8 hours/4 times
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	8 hours/4 times
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	6 hours/3 times



• Occupational Health Services and Health Promotion Activities

The Group evaluates noise, chemicals, and lasers as elements 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, 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, and provides 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.

▼ 2024 Physical Health Examination

Operating Location	Pan-International, Taipei*	Dongguan Pan-International	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu	Total (persons)
Items	Health Examination	Health Examination	Health Examination	Health Examination	Health Examination	1423
Frequency	Annual	Annual	Annual	Annual	Annual	
Number of People Examined This Year	26	129	466	678	123	

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

Note*: In 2024, at Taipei Headquarters, the total number of people for health examination was 61 people, 48 people were eligible for health examination, and 26 people completed examination.



▼ Health Promotion Activities Held in 2024

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
Health Seminar	Organized two health seminars, with topics including exercises for preventing hypertension and reducing diabetes risks, with a total of 152 participants	
Hiking and Walking	Care for employees and promote their health	
Dragon Boat Festival Celebration	Approaching the Dragon Boat Festival, the Company distributes zongzi to employees as a gesture of good wishes	
Mid-Autumn Festival Blessings	During the Mid-Autumn Festival, the Company distributes exquisite gifts to employees to share joy	

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
Taipei Zhonghe New Site Relocation Tea Party	Organized a tea party to celebrate the office relocation, bringing colleagues together to encourage interaction and enhance sense of belonging.	
Retirement Dinner Gathering	Organize retirement farewell dinner gatherings to thank colleagues for their years of hard work and create a warm and positive workplace atmosphere.	
Lunar New Year Work Resumption Activity	On the first workday after the Lunar New Year, a group gathering activity was held to share blessings and positive energy, boost team morale, and kick off the new year on a strong note.	
Spring Banquet Event	Hosted a spring banquet gathering to recognize outstanding employees, enhance team cohesion, and promote cross-departmental communication and collaboration.	



• Supplier Occupational Health and Safety Audit

In addition to requiring all operational sites within the Pan-International Group to strictly comply with local occupational health and safety regulations, Pan-International also actively extends occupational safety and health concepts to the supply chain. Through systematic management mechanisms, we work with partners to ensure that they implement workplace safety and health.

The Group has established a Supplier Code of Conduct that clearly stipulates the occupational safety and health principles that suppliers should follow. This includes workplace safety, hazard prevention, health management, emergency response, and educational training. All suppliers are required to commit to full compliance. For key suppliers, the Group conducts annual audits at each plant site, focusing on examining whether they comply with the Group's occupational health and safety regulations. These audits also investigate occupational injuries and occupational diseases reported during the year to evaluate the effectiveness of suppliers' safety management and identify potential deficiencies.

If non-major violations are found during audits, the Group will propose specific improvement items and recommended measures, and give suppliers a maximum of three months to improve. After the improvement period expires, a re-audit will be conducted to confirm that no significant occupational safety risks remain in the workplace. All key suppliers included in the audit scope this year have passed the Group's occupational safety and health review.

To enhance the overall occupational safety and health management capabilities of the supply chain, the Group also regularly organizes educational training and experience sharing activities, covering both new and existing suppliers, with content including:

- Briefing sessions on the Group's occupational safety and health regulations
- General health and safety training courses
- Emergency response drills at high-risk contractor operation sites
- Sharing practical experience in workplace safety management

Through the above measures, Pan-International Group works in collaboration with upstream and downstream supply chain partners to build a safe, healthy, and sustainable operating environment, fulfill corporate responsibilities to ensure labor rights and occupational health and safety, and strengthen the risk management capabilities and sustainable resilience of the entire 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
Dongguan Pan-International	Occupational health and safety risk assessment has been conducted	No High-Risk Items
New Ocean, 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
PIU (USA) (Office)	None	None



▼ Occupational Health and Safety Education and Training

Category	Course Content	Trainees and Total Training Hours/Times				
		Pan-International, Taipei	Dongguan Pan-International	New Ocean, 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.					
	Occupational accident and occupational disease prevention, such as workplace hazards and protection, etc.	90 hr	63.5 hr	16 hr	18415 hr	160 hr
	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.	1 time	11 times	8 times	16 times	7 times
	Emergency response training for dangerous situations, such as fire drills, earthquake drills, etc.					



6.4.2 Occupational Injuries and Occupational Diseases



(GRI 2-1, 2-7, 2-28)

Pan-International Group's Occupational Health and Safety Management - Implementing SDG Sustainability Goals

• Accident investigation process (corresponding to SDG 3, SDG 8)

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 health and safety 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 of the injuries. After receiving the report, the Occupational Health and Safety Committee classifies the severity level of the incident and notifies the human resources unit, Occupational Health and Safety Committee, or medical institution. They 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 must report the accident investigation results and improvement plan to the head of the accident department and the Occupational Health and Safety Committee. They 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 are strengthened.

• Occupational accident records (corresponding to SDG 3, SDG 8) The severe occupational injury rate decreased to 0 this year, but the recordable incident rate increased to 0.16

- In 2024, Pan-International Group experienced two occupational accidents in total, both of which were recordable incidents but were neither serious accidents nor fatal accidents. The recordable occupational accident rate for this year is 0.16, which shows a slight increase compared to 2022 and 2023 (which were 0 and 0.08 respectively).
- The severe occupational injury rate has decreased to 0 this year, showing significant improvement compared to 2023 (which was 0, 0.08), achieving the goal of zero severe occupational injuries.
- Hazard factor types: Physical hazard incident rate was 0.16, other categories: Chemical hazards, biological hazards, ergonomic hazards, and psychosocial hazards incident rates were 0

※The Group's occupational accidents are categorized by hazard factor types into: Physical hazards, chemical hazards, biological hazards, ergonomic hazards, psychosocial hazards



• Occupational Accident Records

▼ Occupational Accident Records

Category	Hazard Factor Classification*	Injury Conditions	Incident	Improvement Measures
Recordable Accidents	Physical hazards	Cuts, Lacerations, Abrasions	While cutting wires, right hand was scraped by the machine	1. Replace aging parts such as machine slides, detectors, belts, and bearings 2. Enhance equipment inspection frequency 3. Strengthen on-site safety promotion and educational training
Recordable Accidents	Physical hazards	Cuts, Lacerations, Abrasions	During wire changing operation, left hand was cut by the wire pulling lever and wire changing blade	1. Regularly inspect wire changing equipment 2. Establish and implement standard wire changing operation procedures 3. Strengthen inspection and operator educational training

There were two recordable incidents this year. Following review by the Occupational Safety and Health Committee, the main cause was determined to be mechanical failure. To prevent similar incidents from recurring, the Committee has resolved to implement the following improvement measures:

- Review machine equipment management system and maintenance procedures
- Strengthen regular inspection of equipment and maintenance frequency
- Strengthen safety promotion and educational training to enhance employee risk identification and response capabilities
- Implement pre-operation risk assessment system

• Near-miss incidents, occupational diseases (corresponding to SDG 3)

No near-miss incidents have occurred in the past three years. The occupational disease incidence rate has been 0 for the past three years.

Note: Statistics within the scope of this disclosure boundary.

• Metrics and Goals

Pan-International Group continues to optimize workplace safety management and is committed to building a safer work environment. We will continue to progress toward the goal of achieving zero recordable incident rate and zero severe occupational injury rate by 2025, taking concrete actions to fulfill our corporate commitment to employee health and well-being, and implementing SDG 3 Good Health and Well-being and SDG 8 Decent Work and Economic Growth.

▼ Employee Occupational Injury Rate 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}		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Pan-International, Taipei ^{Note 7}	112,100.00	135,548.00	108,408.00	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Dongguan Pan-International	1,573,200.00	1,104,984.00	1,132,869.50	0	0	0	0.00	0.00	0.00	0	0	2	0.00	0.00	1.77
New Ocean, Jiangxi	3,466,400.00	3,460,040.00	2,880,683.50	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Honghuasheng, Yantai	4,531,000.00	2,929,158.00	4,946,313.75	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
CJ Electric Systems, Wuhu	2,344,000.00	5,553,016.00	3,693,764.20	0	1	0	0.00	0.18	0.00	0	1	0	0.00	0.18	0.00
PIU (USA) ^{Note 7}	-	Merged into parent company	11,053.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Total	12,026,700.00	13,182,746.00	12,773,091.95	0	1	0	0.00	0.08	0.00	0	0	2	0.00	0.08	0.16

▼ Employee Occupational Injury and Occupational Disease Statistics Table

Location	Number of Occupational Diseases (cases)			Occupational Disease Rate ^{Note 6}		
	2022	2023	2024	2022	2023	2024
Pan-International, Taipei (Parent Company) ^{Note 7}	0	0	0	0	0	0
Dongguan Pan-International	0	0	0	0	0	0
New Ocean, 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
PIU (USA) ^{Note 7}	0	0	0	0	0	0
Total	0	0	0	0	0	0



Note 1: Fatal occupational injury rate = Number of fatal occupational injuries ÷ Total working hours × 1,000,000.

Note 2: 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 3: high-consequence work-related injury rate = Number of high-consequence work-related injuries ÷ Total working hours × 1,000,000.

Note 4: 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.

Note 5: Recordable accident rate = Number of recordable occupational injuries ÷ Total working hours × 1,000,000.

Note 6: Occupational disease rate = Number of occupational diseases ÷ Total working hours × 1,000,000.

Note 7: *In 2023, the total working hours (hours) for Pan-International, Taipei includes PIU(USA). Starting from 2024, these two will be separated.

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

▼ External Worker Safety Performance (Corresponding to SDG 8, SDG 17)

• External worker incident rate: Zero incidents for the past 3 years from 2021-2024

Due to recent supplier management efforts, the Group's external workers maintained a zero recordable incident rate in both 2022 and 2024. 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 worker occupational injury and occupational disease rates: Zero occupational injuries and occupational diseases for the past 3 years

The number of recordable occupational injuries and occupational diseases for the Group's external workers was 0.

• Metrics and Goals

The Group continues to ensure a safe and healthy working environment for external workers during operations through supplier training, safety controls, and supplier audits. In the future, we will also strengthen supplier partnership mechanisms through promotion and training, extending our safety culture outward. The goal is to maintain zero recordable incidents, occupational injuries, and occupational disease rates for external workers each year. **Realize SDG 17 Partnerships for Sustainable Development.**