

Keystone  
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Bridge  
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SynnexGroup

Stock Code : 2347

2025

## ANNUAL REPORT

Synnex Technology International Corporation

Published on March 31, 2026

 [www.synnex.com.tw](http://www.synnex.com.tw) [mops.twse.com.tw](http://mops.twse.com.tw)

**Spokesperson**

Tu, Shu-Chyuan  
Global Corporate Senior Vice President  
(02) 2506-3320  
evelynchen@synnex.com.tw

**Acting Spokesperson**

Chen, Yi-Ju  
Finance Director  
(02) 2506-3320  
evelynchen@synnex.com.tw

**Headquarters**

27 F., No. 205, Sec. 8, Civic Blvd., Nangang Dist., Taipei 115,  
Taiwan (R.O.C.)  
(02) 2506-3320

**Linkou logistics center**

No. 15, Dinghu 9th St., Guishan Dist., Taoyuan City  
(02) 2508-5948

**Taichung logistics centers**

No. 35, Gongyequ 24th Rd., Nantun Dist., Taichung City  
(04) 2350-3456

**Kaohsiung logistics centers**

No. 312-8, Renxin Rd., Renwu Dist., Kaohsiung City  
(02) 8978-9300

**Australia logistics centers**

Melbourne, Sydney

**Indonesia logistics center**

Jakarta

**Common Stock Transfer Agency**

Transfer Agency Department, CTBC Bank Co., Ltd.  
5F., No. 83, Sec. 1, Chongqing S. Rd., Taipei City  
(02) 6636-5566  
www.ctcbank.com

**Auditing CPA of the most recent year**

PwC Taiwan  
Huang, Shih-Chun, Liang, Yi-Chang  
27F., No. 333, Sec. 1, Keelung Rd., Taipei City  
(02) 2729-6666  
www.pwc.tw

**Global Depositary Receipts (GDR) Stock Exchange**

Luxembourg Stock Exchange  
For GDR trading information, please contact the London  
Stock Exchange.  
The website is [www.londonstockexchange.com](http://www.londonstockexchange.com) and the  
stock code is SYXZF

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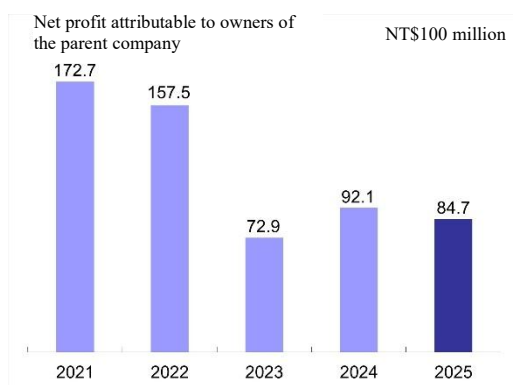
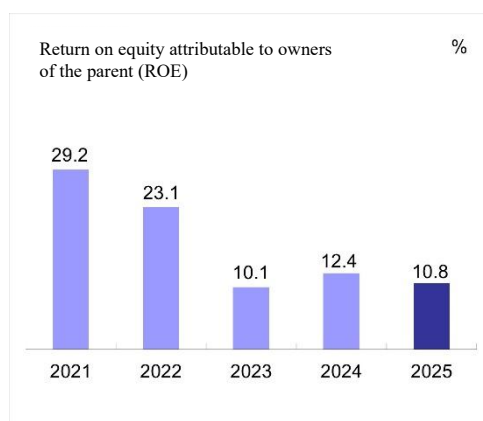
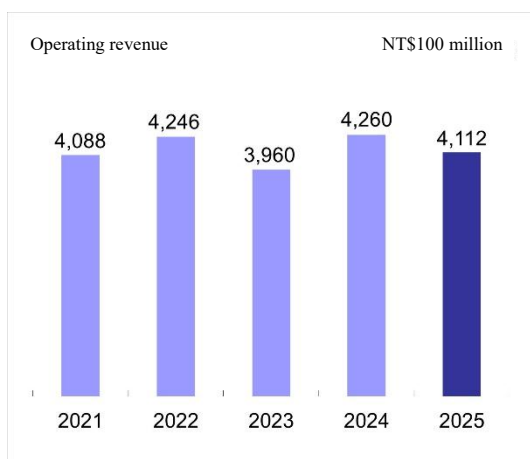
*Notice to readers*

This English version annual report is a summary translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.

# 2025 Consolidated Financial Performance

Unit: NTD

Item/Year	2024	2025	Net change
Operating revenue (NT\$100 million)	4,260	4,112	-3.4%
Net income before tax (NT\$100 million)	123.5	118.1	-4.4%
Net income attributable to owners of the parent (NT\$100 million)	92.1	84.7	-8.1%
EPS (after retroactive adjustment) (NT\$)	5.52	5.08	-8.0%
Gross profit margin (%)	4.4	4.3	
Operating expense ratio (%)	2.0	2.2	
Operating profit margin (%)	2.4	2.1	
Return on equity attributable to owners of the parent (ROE) (%)	12.4	10.8	
Average collection days	68	69	+1 day
Inventory turnover (days)	46	43	-3 day
Average payment turnover days	34	37	+3 day



# Table of Contents

01

**Letter to Shareholders ----- P03**

02

**Corporate Governance Report----- P05**

- I. Information on Directors, General Managers, Vice-General Managers, Assistant Vice-Presidents, and Department and Branch Directors ----- P05
- II. Implementation of corporate governance ----- P16
- III. Information on CPAs----- P37
- IV. Changes in shareholdings of Directors, Supervisors, managers, and principal shareholders ----- P37
- V. The relationships between the top ten shareholders: ----- P38
- VI. Comprehensive shareholding ratio of investment entities ----- P38

03

**Capital overview ----- P39**

- I. Capital and shareholding ----- P39
- II. Dividend policy and implementation status ----- P40
- III. Information on employee bonus and director remuneration----- P40
- IV. Company buyback of shares ----- P40
- V. Issuance of global depositary receipts, bonds, preferred shares, and employee stock option----- P41
- VI. Mergers, acquisitions, or issuance of new shares for acquisition of shares of other companies----- P41
- VII. Implementation of capital allocation plan----- P41

04

**Business overview ----- P42**

- I. Scope of business ----- P42
- II. Business model ----- P46
- III. Core competencies ----- P46
- IV. Business strategy ----- P46
- V. Market and sales conditions----- P47
- VI. Employees ----- P52
- VII. Environmental protection expenditure information ----- P52
- VIII. Labor relations ----- P52
- IX. Information security management ----- P54
- X. Important contracts ----- P55

# 05

## Financial Overview, Performance Analysis, and Risk

### Management ----- P56

- I. Review and analysis of financial status and financial performance ----- P56
- II. Risk management----- P59
- III. Other important matters ----- P60

# 06

## Special disclosures ----- P61

- I. Profiles of affiliated enterprises ----- P61
- II. Progress of private placement of securities ----- P61
- III. Other supplemental information----- P61
- IV. Corporate events with material impact on shareholders' equity or stock prices set forth in Article 36, Paragraph 2, Subparagraph 2 of Securities and Exchange Act in the past year and up to the date of report----- P61

# Letter to Shareholders

## Dear Shareholders,

In 2025, the global economy weathered a confluence of factors, including geopolitical changes, extreme tariffs imposed by the United States, and the adjustment of industry business cycles. This made overall terminal demand become more cautious. The recovery of the consumer electronics market remained modest, and corporate investment in information technology stayed conservative. However, AI applications have rapidly expanded into data centers, cloud computing, and high-performance computing, becoming a crucial structural driver of productivity and new investment.

Synnex adheres to the core philosophy of prudent operations. Over the past six years, the Company has built the Management Service Platform (MSP) with AI to actively connect with external vendors and customers via digital means while improving transparency and collaboration efficiency. Through process digitalization and smart management, Synnex has reduced unnecessary operational losses, thereby enabling a more efficient allocation of resources in high-efficiency business areas. Internally, the Company has integrated its functions and streamlined its operations, achieving comprehensive and significant improvement in operational efficiency. The overall revenue and profit remained stable despite high uncertainty and volatility in the external environment. The Company's performance in the first half of the year was partially dragged down by factors such as reciprocal tariffs, sharp appreciation of TWD, and the high baseline of the previous year. However, as these unfavorable conditions gradually subsided in the second half of the year, the Company's operations recovered sequentially and peaked in Q4.

Synergy Intelligent Logistics is driven by dual engines: the Cloud Warehouse and the In-Home Service. The Cloud Warehouse Platform has established over 70 logistics centers across the Asia-Pacific region, with a total area equivalent to 100 football fields. Moreover, Synergy Intelligent Logistics has built a digital network for its cloud warehouse using the digital MSP. By implementing an innovative ownership transfer model that updates inventory records without physical movement, Synergy Intelligent Logistics has significantly minimized handling loss and shrinkage across all delivery nodes. With Synergy Intelligent Logistics' wide-reaching logistics network, owners (typically manufacturers or distributors) can allocate goods to distribution centers closer to end-users. This strategy reduces the need for extensive goods movement, effectively lowering delivery costs and minimizing the risk of product damage. Furthermore, cloud warehouse services help owners manage seasonal demand fluctuations by adjusting inventory capacity to balance peak and off-peak volumes. The innovative Cloud Warehouse Platform will serve as a critical capability to reshape distribution models. Meanwhile, the In-Home Service Platform delivers premium at-home installation and maintenance services through a standardized framework of seven service processes and 37 operational procedures. It has completed over 1.8 million service visits to households to date.

The technical service business across Taiwan and Mainland China is a key emerging focus of Synnex's business expansion. A team of 600 engineers provides one-stop services for data centers installation, maintenance, operation, and relocation. Furthermore, 200 engineers offer on-site services for government and enterprises, supporting data center deployment, security management, and system upgrades. The project leverages the technical service digital platform to optimize work assignment and scheduling management. Over the past three years, the cross-strait service revenue has grown by 24% and profits have increased multifold. Synnex will expand its technical service business, further unleashing structural benefits and economies of scale in 2026.

In 2026, Synnex will further tap into AI-driven opportunities and actively build a platform to promote AI applications. Supported by Synnex Group's wide-ranging AI product line, the Company will partner with AI software developers and system integrators to jointly build an AI application ecosystem. We believe that 2026 will be a pivotal year for AI applications to take root across various industries and generate enormous business opportunities. Synnex has planned ahead to seize these chances in collaboration with its distribution partners

Below are the key operational highlights of 2025:

### 1. Revenue and profit

Synnex's 2025 consolidated revenue totaled NT\$411.2 billion, representing a 3% decrease from the NT\$426 billion in 2024. The net profit after tax was NT\$8.47 billion, a decrease of 8% from the NT\$9.21 billion in 2024. The EPS after tax reached NT\$5.08, down 8% from NT\$5.52 in 2024.

### 2. Budget execution

As the Company has not announced a financial forecast for 2025, information regarding budget execution status is not available.

### 3. Business results

- (1) The annual revenue from semiconductor and enterprise solution businesses both set their respective second-highest records, while the revenue from the mobile device business also reached a new high since 2018. In terms of regional markets, Australia & New Zealand and Indonesia all achieved record-high annual revenues.
- (2) In addition to the significant growth in sales of cloud-based high-performance computing products, we also actively expanded our business opportunities in AI applications.

- (3) The new logistics center in Melbourne, Australia began operations and has significantly increased its operational capacity, boosting Synnex's business growth in Australia.
- (4) Consumer digital product lines, including smart home applications, wearable devices, and drones, have seen strong performance with steady growth in sales volume and profits.

#### **4. R&D status**

Leveraging the digital MSP at the core, Synnex continued to develop digital platforms for various business operations to cater to different business models and operating strategies. In 2025, the Company successfully developed business operation platforms for annual contracts with large-scale users and government procurement. In response to the expansion of the cloud service business, we have also produced a new version of the cloud service platform.

The important production and marketing policies for 2026 are respectively described as follows:

1. Build an AI application enablement platform, integrating upstream manufacturers with downstream software developers and system integrators to jointly establish an AI application ecosystem and capture emerging AI-driven opportunities.
2. Leveraging the digital MSP at the core, we will continue to enhance digital integration internally and externally. We provide effective solutions tailored to the characteristics of different business areas and customer pain points, thereby deepening our collaboration with our partners and driving business expansion.
3. Continue to expand our technical services, increasing our business scale in Beijing and Taipei.
4. Continue to expand the application of AI and smart tools, especially in business decision-making, operational risk control, and operational quality management, in order to reduce inefficiencies and losses. This helps us to focus resources on high-performing services and improve operating efficiency.

#### **Future development strategies**

As a channel service provider in the industrial supply chain, Synnex is strategically positioned as a digital Management Service Platform (MSP), linking upstream and downstream manufacturers and third parties through digital connections. By integrating various internal high-efficiency operating mechanisms and the smart management mechanism, the Company enables vendors and customers with services spanning business development, commercial operations, and data-driven management insights. Going forward, the Company will continue to implement the MSP strategy and use new strategic thinking and vision to create greater value and a greater room for development through service.

#### **Environmental, Social, and Governance (ESG)**

Synnex has established a Sustainability Committee to promote Environmental, Social, and Governance (ESG) initiatives and fully disclose relevant information, in order to fulfill its corporate social responsibility and play a more active role in the sustainable development of the environment and society. Synnex has officially signed on as a supporter of the Task Force on Climate-Related Financial Disclosures (TCFD) and is the first electronic channel service provider in Taiwan to adopt TCFD disclosures. In recent years, the Company has also obtained ISO 14001 Environmental Management System and ISO 14064 Greenhouse Gas Inventory certifications, demonstrating its commitment to mitigating the impacts of climate change. The Company has supported global sustainable development by participating in multiple sustainability-linked loan arrangements with banks. At the same time, the Company has increased its disclosure of policies and results related to supply chain management, conflict minerals management, and green products, further strengthening its ESG initiatives.

While the external environment is fraught with uncertainties and challenges, new technological breakthroughs also herald huge business opportunities. With the solid foundation built on many years of steady operations and enthusiastic innovation, Synnex believes that 2026 will be a pivotal year for achieving new breakthroughs and unlocking the next phase of growth. The Company sincerely appreciates the continued support and guidance of its shareholders.

Warm regards,

Chairman: Miao, Matthew Feng Chiang

President: Tu, Shu-Wu

## I. Information on Directors, General Managers, Vice-General Managers, Assistant Vice-Presidents, and Department and Branch Directors

### (I) Information on Directors

#### • Basic Information of Directors

2026.03.31

Title Name	Gender Age	Nationality or place of registration	Date elected	Term (Year)	First elected date	Shares held during election		Current shareholding		Current shares held by spouse and underage children		Shareholding by nominee arrangement		Remarks
						Shares	%	Shares	%	Shares	%	Shares	%	
Chairman/ Miau, Matthew Feng Chiang	Male 70-79	USA	2024.5.31	3	2021.7.20	3,283,000 (註)	0.20	3,283,000 (註)	0.20	-	-	-	-	Representative of Mei-Feng Investment Corporation
Director/ Tu, Shu-Wu	Male 70-79	ROC	2024.5.31	3	1988.9.1	36,156,381	2.17	18,656,381	1.12	1,587,245	0.10	-	-	
Director/ Ong, Kee Hoon	Male 60-69	ROC	2024.5.31	3	2015.6.12	260,521,054 (註)	15.62	260,521,054 (註)	15.62	-	-	-	-	Representative of MiTAC Inc. Reassigned on January 17, 2026
Director/ Yang, Hsiang-Yun	Female 60-69	ROC	2024.5.31	3	2024.5.31	8,217,974 (註)	0.49	8,217,974 (註)	0.49	-	-	-	-	Representative of Tsu Fung Investment Co., Ltd.
Director/ Tu, Shu-Chyuan	Male 60-69	ROC	2024.5.31	3	2022.5.30	17,690,053 (註)	1.06	17,690,053 (註)	1.06	-	-	-	-	Representative of Hong Ding Investments Corp.
Director/ Miau, Scott Matthew	Male 50-59	ROC	2024.5.31	3	2024.5.31	3,218,250 (註)	0.19	3,218,250 (註)	0.19	-	-	-	-	Representative of Y.S. Education Foundation
Independent Director/ Hsuan, Chien-Shen	Male 80-89	ROC	2024.5.31	3	2021.7.20	-	-	-	-	-	-	-	-	
Independent Director/ Shen, Ling-Long	Male 70-79	ROC	2024.5.31	3	2021.7.20	-	-	-	-	-	-	-	-	
Independent Director/ Chung, Hui-Min	Male 60-69	ROC	2024.5.31	3	2024.5.31	-	-	-	-	-	-	-	-	

Note: It is the shareholding of a corporate shareholder.

Title Name	Main experience (education)	Other current positions within the Company	Spouse or relatives of second degree or closer acting as directors, supervisors, or other department heads			
			Title	Name	Relationship	
Chairman Miau, Matthew Feng Chiang	General Manger, UPC Technology Corp. General Manger, Lien Hwa Industrial Co., Ltd. Chairman, Synnex Corp. US Director, TD SYNnex Corporation Independent Director, Galileo Independent Director, BOC Independent Director, The Linde Group Corporate Consultant, APEC Representative, ABAC Convener, NICI civil advisory committee Chairman, Chinese National Federation of Industries Independent Director, Cathay Financial Holdings	Honorary Doctorate, National Chiao Tung University MBA, Santa Clara University (USA) B.S., Electrical Engineering, the University of California at Berkeley (USA) ITRI Laureate	Chairman, Lien Hwa Industrial Corp. Chairman, UPC Technology Corp. Chairman, MiTAC Holdings Corp. Chairman, MiTAC Inc. Director, Getac Holdings Corporation Director, CTCI Foundation	Director	Miau, Scott Matthew	Father and son
Director Tu, Shu- Wu	General Manager, Micro Electronics Corp. Vice-President, MiTAC Inc. Adjunct Professor, National Chiao Tung University	B.S., Department of Electrical and Control Engineering, National Chiao Tung University ITRI Laureate Honorary Doctoral Degree, National Chiao Tung University	President, Synnex Technology International Corp. Chairman, Seper Technology Corp. Director, Bestcom Infotech Corp. Chairman, E-Fan Investments Corp. Director, Synergy Intelligent Logistics Corp. Director, Synergy Intelligent Technology Co., Ltd. Supervisor, MiTAC Information Technology Corp. Supervisor, MiTAC Inc. Director, Tunghai University Director, Synnex (Thailand) Public Company Ltd. Commissioner, PT. Synnex Metrodata Indonesia	Director	Tu, Shu- Chyuan	Brother

Title Name	Main experience (education)	Other current positions within the Company	Spouse or relatives of second degree or closer acting as directors, supervisors, or other department heads		
			Title	Name	Relationship
Director Ong, Kee Hoon	Software R&D Engineer, MiTAC Holdings Corporation Product Manager, MiTAC Europe Head of Product Planning Division, Synnex Australia President, Synnex Australia & New Zealand Business Group Senior Vice President of the Quality Management Office, Synnex HQ	B.S., Department of Information Engineering, National Chiao Tung University	CEO, Synnex Technology International Corp.		
Director Yang, Hsiang-Yun	Chief Financial Officer, MiTAC International Corp. Corporate Governance Officer, MiTAC Holdings Corp. Supervisor, Waffer Technology Corp. Chairman, Health Food Co., Ltd.	MBA, National Taiwan University	Executive Assistant to Chairman, MiTAC Holdings Corp. Director, Getac Holdings Corporation Director, Ares International Corp. Director, MiTAC Digital Technology Corporation Director and Vice President of Investment Director, MiTAC Inc. Director, Y.S. Education Foundation		
Director Tu, Shu-Chyuan	President, Product Planning Division of Synnex Technology International Corp.	Master of Computer Engineering from California State University B.S., Department of Computer Engineering, National Chiao Tung University	Vice-President, Synnex Technology International Corp. Chairman, Bestcom Infotech Corp. Chairman, Synergy Intelligent Technology Co., Ltd. Director, Inforcom Technology Inc. Director, Asgard System, Inc. Director, Jetwell Computer Co., Ltd. Independent Director, Nuvoton Technology Corp. Director, Digitimes Inc. Director, Seper Technology Corp. Director, Synnex (Thailand) Public Company Ltd. Director, Redington Ltd. Director, Synnex FPT Joint Stock Company Ltd. Commissioner, PT. Synnex Metrodata Indonesia		
Director Miao, Scott Matthew	Vice President, IoT Business Group, MiTAC Information Technology Corp. Special Assistant to Chairman, MiTAC-SYNEX Group	Ph.D., Department of Management Information Systems, College of Commerce, National Chengchi University	Vice-President, MiTAC Inc. Chairman, MiTAC Hikari Corporation Chairman, Mei-Feng Investment Corporation Vice Chairman, Linde Lienhwa Industrial Gases Co. Ltd. Issuer, GLOBALinks MiTAC-SYNEX Group		
Independent Director Hsuan, Chien-Shen	Project Manager, General Electric Vice President, Pepsi Taiwan Vice President, Sesoda Corporation Vice President, Pen Holdings Taiwan President of Overseas Operations, Admiral Oversea Corporation President, TPV Technology Group	Ph.D. in Systems Engineering, Tandon School of Engineering, NYU, USA Master's degree in System Engineering, Boston University, USA Bachelor's degree in Electrical Engineering, National Cheng Kung University	Chairman and CEO, TPV Technology Co., Ltd. Director, Standard Foods Co., Ltd. Chairman, Shanghai Standard Foods Co., Ltd. Chairman, Standard Investment (China) Co., Ltd. Chairman, Standard Foods (China) Co., Ltd. Chairman, Standard Foods (Xiamen) Co., Ltd. Chairman, Shanghai Le Bonta Wellness Co., Ltd. Chairman, Shanghai Xin-Huo-Li Health Technology Co, Ltd. Chairman, Jiangsu Huashan Health Technology Co., Ltd.		
Independent Director Shen, Ling-Long	Director of the Department of Insurance, Ministry of Finance Chairman of Mega Asset Management Corp. Chairman of Chung Kuo Insurance Co., Ltd. Chairman of the Taiwan Asset Management Corporation Chairman of Taiwan Cooperative Financial Holding Co., Ltd. and Taiwan Cooperative Bank	Ph.D. in Economics, University of Paris, France Adjunct Professor, National Cheng Chi University	Vice Chairman, The Appacus Foundation		
Independent Director Chung, Hui-Min	Dean, College of Management, National Yang Ming Chiao Tung University Director, EMBA Program, National Yang Ming Chiao Tung University CEO, Biomedical EMBA Program, National Yang Ming Chiao Tung University Member, Corporate Governance Evaluation Committee, TWSE	Ph.D. in Economics, Michigan State University, USA B.S., Department of Management Science, National Chiao Tung University	Dean, College of Management, National Yang Ming Chiao Tung University Professor, Department of Information Management and Finance, National Yang-Ming Chiao Tung University Director, EMBA Program, National Yang Ming Chiao Tung University Member of the Management Committee, Industry Academia Innovation School, National Yang-Ming Chiao Tung University Editor-in-Chief, Review of Securities and Futures Market Director, Taiwan Futures Exchange Co., Ltd.		

● **Major shareholders of the institutional directors**

2026.03.31

Name of institutional director	Major shareholders of the institutional directors (Note 1)
Mei-Feng Investment Corporation	Miau, Matthew Feng Chiang 43.10% Hsu, Ai-Chen 38.20% Miau, Scott Matthew 14.15% Other 4.55%
MiTAC Inc. (Note 2)	Lien Hwa Industrial Holdings Corp. 35.66% Synnex Technology International Corp. 18.58% Mei-An Investment Corp. 10.67% MiTAC International Corp. 8.80% Tsu Fung Investment Co., Ltd. 5.42% Hsu, Ai-Chen 2.00% Hua Cheng Investment Corp. 1.94% Miau, Matthew Feng Chiang 1.09% Yi Feng Investment Corp. 0.76% Hong Ding Investments Corp. 0.75%
Hong Ding Investments Corp.	Tu, Ying-Rong 41.88% Tu, Ying-Hsuan 41.88% Tu, Shu-Wu 8.55% Tu, Hai-Zhen 7.69%
Tsu Fung Investment Co., Ltd.	MiTAC International Corp. 100.00%
Y.S. Education Foundation	MiTAC International Corp. 10% Getac Holdings Corporation 10% Synnex Technology International Corp. 20% Lien Hwa Industrial Holdings Corp. 20% UPC Technology Corp. 20% Mix System Holdings Ltd. 20%

Note 1: If the major shareholder is a legal person, then fill in the top ten shareholders, as detailed in the table below.

Note 2: This information is as of the record date for ex-dividend distribution, July 23, 2025.

● **Major shareholders who are institutional directors and their major shareholders**

2026.03.31

Name of major shareholders of the institutional directors	Their major shareholders
Lien Hwa Industrial Holdings Corp.	UPC Technology Corp. 9.68% Yih Yuan Investment Corp. 9.26% Yi Feng Investment Corp. 4.86% Miau, Matthew Feng Chiang 3.19% Miau, Feng-Chuan 3.01% Y.S. Education Foundation 3.00% Lien Hwa Industrial Holdings Corp. Employee Welfare Committee 2.82% MiTAC International Corp. 2.79% Chou, Tsu-An 2.38% Miau, Feng-Cheng 2.23%
Synnex Technology International Corp.	MiTAC Inc. 15.62% Yuanta Taiwan Dividend Plus ETF account 4.87% Morgan Stanley & Co International PLC investment account held in custody by HSBC Bank (Taiwan) Limited 3.91% Lien Hwa Industrial Holdings Corp. 3.57% Nan Shan Life Insurance Company, Ltd. 2.65% Yuanta Taiwan High Dividend Low Volatility ETF account 2.25% Rong Syuan Investments Co., Ltd. 2.16% Goldman Sachs Group, Inc. investment account held in custody by HSBC Bank (Taiwan) Limited 1.75% Miau, Matthew Feng Chiang 1.71% Farglory Life Insurance Co., Ltd. 1.60%
Mei-An Investment Corp.	Vision Quest Overseas Ltd. 82.25% JumpStart Investments Ltd. 16.67% Other 1.08%
MiTAC International Corp.	MiTAC Holdings Corp. 100%
Tsu Fung Investment Co., Ltd.	MiTAC International Corp. 100%
Hua Cheng Investment Corp.	Lien Hwa Industrial Holdings Corp. 100%
Yi Feng Investment Corp.	Rich Cycle Ltd. (British Virgin Islands) 100%
Hong Ding Investments Corp.	Tu, Ying-Rong 41.88% Tu, Ying-Hsuan 41.88% Tu, Shu-Wu 8.55% Tu, Hai-Zhen 7.69%

Name of major shareholders of the institutional directors	Their major shareholders
Getac Holdings Corporation	<p>MiTAC International Corp. 30.50%</p> <p>Yuanta Taiwan Dividend Plus ETF account 4.98%</p> <p>Mei-An Investment Corp. 2.55%</p> <p>Taishin Life Insurance Co., Ltd., discretionary investment account (Phase II) managed by Taishin Securities Investment Trust Co., Ltd. 2.33%</p> <p>Yuanta Taiwan Value High Dividend ETF Securities Investment Trust Fund Account with Hua Nan Commercial Bank Ltd. acting as custodian 2.15%</p> <p>Fuh Hwa Taiwan Technology Dividend Highlight ETF Securities Investment Trust Fund Account with Taipei Fubon Commercial Bank Co., Ltd. acting as custodian 2.11%</p> <p>Taiwan Cooperative Bank – First Discretionary Investment Mandate (2016) Managed by Taiwan Cooperative Securities Investment Trust Co., Ltd. 1.79%</p> <p>New Labor Pension Fund 1.53%</p> <p>Tsu Fung Investment Co., Ltd. 1.46%</p> <p>United Taiwan High Dividend Recovery 30 ETF Securities Investment Trust Fund Account with Taiwan Business Bank, Ltd. acting as custodian 1.31%</p>
UPC Technology Corp.	<p>Lien Hwa Industrial Holdings Corp. 31.05%</p> <p>Synnex Technology International Corp. 5.04%</p> <p>Mei-An Investment Corp. 1.80%</p> <p>Yih Yuan Investment Corp. 1.57%</p> <p>Liberty Stationery Corp. 1.51%</p> <p>Tsu Fung Investment Co., Ltd. 1.28%</p> <p>MiTAC International Corp. 1.18%</p> <p>Tong Da Investment Corporation 1.06%</p> <p>Yi Feng Investment Corp. 0.96%</p> <p>JPMorgan Chase Bank N.A. Taipei Branch in Custody for Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds 0.66%</p>
Mix System Holdings Ltd.	MiTAC Inc. 100%

## ● Disclosure of the Professional Qualifications of Directors and Independence of Directors

Name	Qualifications	Independence (Note 1)	Number of other public companies concurrently in which the director also serves as an independent director
	Professional qualifications and experience		
Miau, Matthew Feng Chiang	Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations. Demonstrates strong expertise in IT channel strategy, global manufacturing, enterprise logistics, joint ventures and strategic alliances, venture investment, as well as other relevant capabilities.	<p>Compliance of independence: (6)(8)(9)(11)</p> <p>Non-compliance of independence:</p> <p>(1) Manager of the Company.</p> <p>(2) Chairman of the Company.</p> <p>(3) A natural-person shareholder who holds an aggregate amount of 1% or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders.</p> <p>(4) A manager referred to in (1) above</p> <p>(5) Chairman or employee of corporate shareholders who directly holds more than 5% of the total issued shares of the Company, in the top five for shareholdings, or appointed a representative as a director or supervisor of the Company in accordance with Paragraph 1 or 2, Article 27 of the Company Act.</p> <p>(7) The chairman, president or equivalent position of the Company and other company are the same person or spouse thereof, or a director or employee of the other company.</p> <p>(10) Father and son with Director Miau, Scott Matthew.</p> <p>(12) A representative of a juridical person as defined under Article 27 of the Company Act.</p>	0
Tu, Shu-Wu	Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations. Demonstrates strong expertise in IT channel strategy, global manufacturing, enterprise logistics, joint ventures and strategic alliances, venture investment, as well as other relevant capabilities.	<p>Compliance of independence: (6)(8)(9)(11)(12)</p> <p>Non-compliance of independence:</p> <p>(1) Manager of the Company.</p> <p>(2) A director of the Company or affiliates.</p> <p>(3) A natural-person shareholder who holds an aggregate amount of 1% or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders.</p> <p>(4) A manager referred to in (1) above</p> <p>(5) A supervisor who directly holds 5% or more of the Company's shares, is one of the top five shareholders or, in accordance with Article 27, Paragraph 1 or 2 of the Company Act, a corporate shareholder who designates a representative to serve as a director or supervisor of the Company.</p> <p>(7) The chairman, president or equivalent position of the Company and other company are the same person or spouse thereof, or a director or employee of the other company.</p> <p>(10) Brothers with Director Tu, Shu-Chyuan.</p>	0
Yang, Hsiang-Yun	Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations.	<p>Compliance of independence: (1)(2)(3)(4)(6)(7)(8)(9)(10)(11)</p> <p>Non-compliance of independence:</p> <p>(5) A supervisor who directly holds 5% or more of the Company's shares, is one of the top five shareholders or, in accordance with Article 27, Paragraph 1 or 2 of the Company Act, a corporate shareholder who designates a representative to serve as a director or supervisor of the Company.</p> <p>(12) A governmental, juridical person, or its representative as defined under Article 27 of the Company Act.</p>	0
Ong, Kee Hoon	Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations. Demonstrates strong expertise in cross-border management, enterprise logistics, as well as other relevant capabilities.	<p>Compliance of independence: (2)(3)(5)(6)(7)(8)(9)(10)(11)</p> <p>Non-compliance of independence:</p> <p>(1) Manager of the Company.</p> <p>(4) A manager referred to in (1) above</p> <p>(12) A representative of a juridical person as defined under Article 27 of the Company Act.</p>	0

Qualifications Name	Professional qualifications and experience	Independence (Note 1)	Number of other public companies concurrently in which the director also serves as an independent director
Tu, Shu-Chyuan	H Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations. Demonstrates strong expertise in IT channel strategy, global manufacturing, enterprise logistics, joint ventures and strategic alliances, venture investment, as well as other relevant capabilities.	Compliance of independence: (3)(5)(6)(7)(8)(9)(11) Non-compliance of independence: (1) Manager of the Company. (2) A director of the Company or affiliates. (4) A manager referred to in (1) above (10) Brothers with Director Tu, Shu-Wu. (12) A representative of a juridical person as defined under Article 27 of the Company Act.	1
Miau, Scott Matthew	Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations.	Compliance of independence: (1)(2)(3)(5)(6)(8)(9)(11) Non-compliance of independence: (4) A spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of any of the persons listed in Paragraph 3 above. (7) The chairman, president or equivalent position of the Company and other company are the same person or spouse thereof, or a director or employee of the other company. (10) Father and son with Chairman Miao, Matthew Feng Chiang. (12) A representative of a juridical person as defined under Article 27 of the Company Act.	0
Hsuan, Chien-Shen	Holds the qualification of lecturer or above at a public or private college or university in disciplines related to business, law, finance, accounting, or other disciplines relevant to the Company's operations. Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to the Company's operations.	Compliance of independence: (1) ~ (12) For the two years prior to their election and during their term of office, the independent directors have all met the qualification requirements stipulated in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies issued by the Financial Supervisory Commission (FSC) and Article 14-2 of the Securities and Exchange Act. Furthermore, the independent directors have been granted the right to participate fully in decision-making and to express their opinions in accordance with Article 14-3 of the Securities and Exchange Act, thereby have independently exercised their relevant powers.	0
Shen, Ling-Long	Holds a lecturer-level or higher qualification at a public or private college or university in disciplines related to risk management and insurance. Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to corporate operations.		0
Chung, Hui-Min	Holds the qualification of lecturer or above at a public or private college or university in disciplines related to business, law, finance, accounting, or other disciplines relevant to the Company's operations. Has more than 5 years of professional experience in business operations, legal affairs, finance, accounting, or other areas relevant to the Company's operations.		0

Note 1: Compliance of independence is as follows:

- (1) Not an employee of the Company or any of its affiliates.
- (2) Not a director or supervisor of the Company or any of its affiliates (except where the person is concurrently an independent director of the Company and its parent company, a subsidiary, or another subsidiary of the same parent company appointed pursuant to the Act or local regulations).
- (3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of 1% or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders.
- (4) Not a manager listed in (1) or a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship or closer to anyone listed in (2) or (3).
- (5) Not a director, supervisor, or employee of an institutional shareholder who holds directly 5% or more of the Company's shares, is one of the top five shareholders, or is a representative appointed as director or supervisor of the Company pursuant to Paragraph 1 or 2, Article 27 of the Company Act (except where the person is concurrently an independent director of the Company and its parent company, a subsidiary, or another subsidiary of the same parent company appointed pursuant to the Act or local regulations).
- (6) Not a director, supervisor, or employee of another company that has the same directors as the Company or is controlled by the same person that has more than half of the voting power in the Company (except where the person is concurrently an independent director of the Company or its parent company, a subsidiary, or another subsidiary of the same parent company appointed pursuant to the Act or local regulations).
- (7) Not a director, supervisor, or employee of another company or institution that has the same chairman, president, or person with the equivalent rank as the Company, or a spouse in one of these roles (except where the person is concurrently an independent director of the Company and its parent company, a subsidiary, or another subsidiary of the same parent company appointed pursuant to the Act or local regulations).
- (8) Not a director, supervisor, manager, or shareholder holding 5% or more of the shares of a specific company or institution that has a financial or business relationship with the Company (except where that specific company or institution holds 20% or more but no more than 50% of the Company's shares and is concurrently an independent director of the Company and its parent company, a subsidiary, or another subsidiary of the same parent company appointed pursuant to the Act or local regulations).
- (9) Not a professional who provides audit or received no more than NT\$500,000 in cumulative compensation in the last two years for commercial, legal, financial, or accounting services to the Company or its affiliates, nor an owner, partner, director, supervisor, or manager of a sole proprietorship, partnership, company, or organization that provides such services to the Company or its affiliates; or the spouse of any of the above. However, exception applies to members of a remuneration committee, a take-over bid review committee, or a special committee for merger and acquisition exercising their authority pursuant to provisions of the Securities and Exchange Act or the Business Mergers and Acquisitions Act.
- (10) Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.
- (11) Not been a person of any conditions defined in Article 30 of the Company Act.
- (12) Not a governmental, juridical person, or its representative as defined under Article 27 of the Company Act.

- **Diversity and Independence of the Board**

- I. **Diversity of Members of the Board:**

The diversity policy for members of the Board of Directors is established in Article 20 of the Company's Corporate Governance Best Practice Principles:

1. The Company's Board of Directors shall direct company strategies, supervise the management, and be responsible to the Company and the shareholders' meeting. The various procedures and arrangements of the corporate governance system shall ensure that, in exercising its authority, the Board of Directors complies with laws, regulations, the Articles of Incorporation, and the resolutions adopted by shareholders' meetings.
2. The organization of the Company's Board of Directors shall be commensurate with the Company's size and shareholding structure and be based on business needs. The appropriate number of directors has been determined to be seven or more.
3. The composition of the Board of Directors shall be determined by taking diversity into consideration, except for the number of directors who are also managers of the Company shall not exceed one-third of the Board of Directors, and formulating an appropriate policy on diversity based on business operations, operating dynamics, and development needs. It is advisable that the policy include, without being limited to, the following two general standards:
  - (1) Basic requirements and values: Gender, age, nationality, and culture.
  - (2) Professional knowledge and expertise: A professional background (e.g., law, accounting, industry, finance, marketing, or technology), professional skills, and industry experience.
4. The members of the Board of Directors shall be balanced between the genders and they shall possess the knowledge, skills, and experience necessary for performing their duties. To achieve the ideal goal of corporate governance, the Board of Directors shall possess the following abilities:
  - (1) Operational judgment.
  - (2) Ability to perform accounting and financial analysis.
  - (3) Management ability.
  - (4) Crisis management.
  - (5) Industrial knowledge.
  - (6) An international market perspective.
  - (7) Leadership ability.
  - (8) Decision-making ability.

A diverse Board of Directors with various opinions and insights will improve the quality of decisions and benefit the Company's shareholders and other stakeholders.

The Board of Directors and management attach importance to inclusiveness and diversity to support the Company's values.

## II. Diversity management goals and achievement status:

1. The Company focuses on operational judgment, operational management, and crisis management capabilities. More than half of the directors should have the relevant core capabilities: Operational judgment: 9/9 (100%), Management ability: 9/9 (100%) and crisis management 9/9 (100%).
2. More than half of the independent directors cannot be re-elected more than 3 terms in order to maintain independence: Proportion of independent directors: 3/9(33.33%); one member whose term of office is less than one term, none of which has served more than three terms.
3. More than half of the directors are not concurrently employees or managers for the purpose of supervision: Proportion of directors of the Company with employee status: 4/9 (44.44%) .
4. Members of the board of directors have rich experience and expertise in the fields of finance, business, and management. Implementation is as follows:

Title	Core parameter Name	Gender	Age	Nationality	Professional background	Concurrently an employee	Length of the terms of service of independent directors			Operational judgment	Ability to perform accounting and financial analysis	Management ability	Crisis management	Industrial knowledge			An international market perspective	Leadership ability	Decision-making ability	Number of other public companies concurrently in which the director also serves as an independent director
							Fewer than three years	Three to nine years	More than nine years					Technology	Finance	Telecommunications				
Chairman	Miau, Matthew Feng Chiang	Male	70-79	USA	Industry	V				V		V	V	V	V	V	V	V	V	0
Director	Tu, Shu-Wu	Male	70-79	ROC	Industry	V				V		V	V	V	V	V	V	V	V	0
Director	Yang, Hsiang-Yun	Female	60-69	ROC	Industry					V	V	V	V	V	V	V	V	V	V	0
Director	Ong, Kee Hoon	Male	60-69	ROC	Industry	V				V		V	V	V	V	V	V	V	V	0
Director	Tu, Shu-Chyuan	Male	60-69	ROC	Industry	V				V		V	V	V	V	V	V	V	V	1
Director	Miau, Scott Matthew	Male	50-59	ROC	Industry					V		V	V	V	V	V	V	V	V	0
Independent Director	Hsuan, Chien-Shen	Male	80-89	ROC	Industry			V		V	V	V	V	V	V	V	V	V	V	0
Independent Director	Shen, Ling-Long	Male	70-79	ROC	Finance and accounting			V		V	V	V	V	V	V	V	V	V	V	0
Independent Director	Chung, Hui-Min	Male	60-69	ROC	Commerce and finance		V			V	V	V	V	V	V	V	V	V	V	0

5. Currently, the proportion of directors of either gender on the Company's Board of Directors is less than one-third, mainly because the list of female director candidates is relatively limited. To promote a gender-balanced strategy, the Company is already actively seeking for more female directors to join us. In addition, during all subsequent director selection process, the Company will give priority to gender diversity and establish an annual review mechanism to ensure the gradual achievement of gender diversity goals.

## III. Independence of the Board:

The Company's Board of Directors has 9 members, including 3 independent directors (accounting for 33% of all directors). None of the directors are spouses, and no more than half of the directors are relatives within the second degree of kinship to any other director of the Company. No conditions stipulated in Article 26-3, Paragraph 3 and Paragraph 4 of the Securities and Exchange Act.

To ensure the independence of the functions of the Board of Directors, pursuant to "Rules of Procedure for Board of Directors Meetings", a director may offer his opinion and answer related questions but is prohibited from participating in discussion of or voting on any proposal of a Board of Director meeting where the director or any institution that the Director represents is an interested party, and such participation is likely to prejudice the interests of the Company; neither shall a Director vote on such proposal as proxy for any other director in such circumstances.

The Company's Board of Directors directs company strategies, supervises the management, and are responsible to the Company and the shareholders. The Board of Directors shall comply with laws, regulations, and the Articles of Incorporation, and the resolutions adopted by shareholders' meetings in all procedures and arrangements of the corporate governance system. The Company's Board of Directors emphasizes the functions of independent operation and transparency. Directors and independent directors are all independent individuals and exercise their powers independently. The three independent directors also comply with relevant laws and regulations, coordinate with the powers of the Audit Committee, review the management and control of the Company's existing or potential risks, etc., so as to ensure the effective implementation of the Company's internal controls, the selection (removal) and independence of CPAs, as well as the appropriate preparation of financial statements. In addition, in accordance with the Company's Rules for Election of Directors, a candidate nomination system is adopted for the selection of directors and independent directors, and shareholders are encouraged to participate. Shareholders holding more than a certain number of shares can submit a list of candidates, and the qualifications of the candidates will be reviewed to confirm whether there are any violations of the circumstances listed in Article 30 of the Company Act. Relevant candidate acceptance procedures are carried out and announced in accordance with the law to protect the rights and interests of shareholders and to avoid monopolization or deluging of nomination rights so as to maintain independence.

## (II) Information on the General Managers, Vice-General Managers, Assistant General Managers, and Department and Branch Directors

2026.03.31  
Unit: Shares/%

Title Name	Gender	Nationality	Date of appointment (Note 1)	Shareholding (Note 2)		Shares held by spouse and underage children (Note 2)		Main experience (education)	Current positions in other companies	Managerial officer who is a spouse or a relative within second degree		
				Shares	%	Shares	%			Title	Name	Relationship
President Tu, Shu-Wu	Male	ROC	1988.9.12	18,656,381	1.12	1,587,245	0.10	Honorary Doctoral Degree, National Chiao Tung University ITRI Laureate B.S., Department of Electrical and Control Engineering, National Chiao Tung University General Manager, Micro Electronics Corp. Vice-President, MiTAC Inc. Adjunct Professor, National Chiao Tung University	Chairman, Seper Technology Corp. Director, Bestcom Infotech Corp. Chairman, E-Fan Investments Corp. Director, Synergy Intelligent Logistics Corp. Director, Synergy Intelligent Technology Co., Ltd. Supervisor, MiTAC Information Technology Corp. Supervisor, MiTAC Inc. Director, Tunghai University Director, Synnex (Thailand) Public Company Ltd. Commissioner, PT. Synnex Metrodata Indonesia	Vice-President	Tu, Shu-Chyuan	Brother
CEO Ong, Kee Hoon	Male	ROC	2023.9.1	-	-	458,330	0.03	B.S., Department of Information Engineering, National Chiao Tung University Software R&D Engineer, MiTAC Holdings Corporation Product Manager, MiTAC Europe Head of Product Planning Division, Synnex Australia President, Synnex Australia & New Zealand Business Group Senior Vice President of the Quality Management Office, Synnex HQ	-	None	None	None
Vice-President Tu, Shu-Chyuan	Male	ROC	2022.3.10	-	-	-	-	Master of Computer Engineering from California State University B.S., Department of Computer Engineering, National Chiao Tung University President, Product Planning Division of Synnex Technology International Corp.	Chairman, Bestcom Infotech Corp. Chairman, Synergy Intelligent Technology Co., Ltd. Director, Inforcom Technology Inc. Director, Asgard System, Inc. Director, Jetwell Computer Co., Ltd. Independent Director, Nuvoton Technology Corp. Director, Digitimes Inc. Director, Seper Technology Corp. Director, Synnex (Thailand) Public Company Ltd. Director, Redington Ltd. Director, Synnex FPT Joint Stock Company Ltd. Commissioner, PT. Synnex Metrodata Indonesia	President	Tu, Shu-Wu	Brother
Vice-President Hsuse, Lien-Jen	Male	ROC	2011.12.26	100,787	0.01	-	-	Manager, Micro Electronics Corp. B.S., Industrial Management Department, National Taiwan University of Science and Technology	-	None	None	None
Vice-President Su, Chih-Ching	Male	ROC	2019.5.10	3,150	0.00	-	-	Bachelor of Law, National Chengchi University	Director, Seper Technology Corp. Director, E-Fan Investments Corp. Director, Synergy Intelligent Logistics Corp. Supervisor, Bestcom Infotech Corp. Director, Synnex (Thailand) Public Company Ltd.	None	None	None
Overseas Operation CEO Miau, Matthew Feng Chiang	Male	USA	2005.4.1	28,452,004	1.71	-	-	Honorary Doctorate, National Chiao Tung University MBA, Santa Clara University (USA) B.S., Electrical Engineering, the University of California at Berkeley (USA) ITRI Laureate General Manger, UPC Technology Corp. General Manger, Lien Hwa Industrial Co., Ltd. Chairman, Synnex Corp. US Director, TD SYNnex Corporation Independent Director, Galileo Independent Director, BOC Independent Director, The Linde Group Independent Director, Cathay Financial Holdings ABAC Representative, APEC Convener, NICI civil advisory committee Chairman, Chinese National Federation of Industries	Chairman, Lien Hwa Industrial Corp. Chairman, UPC Technology Corp. Chairman, MiTAC Holdings Corp. Chairman, MiTAC Inc. Director, Getac Holdings Corporation Director, CTCI Foundation	None	None	None
Senior Director of Finance Lin, Tai-Yang	Male	ROC	2020.7.1	-	-	-	-	B.S., Department of Accounting and Statistics, National Chengchi University Manager of PwC Taiwan	Director, E-Fan Investments Corp. Director, Bestcom Infotech Corp. Supervisor, Seper Technology Corp. Supervisor, Synergy Intelligent Logistics Corp. Supervisor, Synergy Intelligent Technology Co., Ltd. Director, Synnex (Thailand) Public Company Ltd.	None	None	None

Note 1: Start date indicates the date on board; no indication will be made if the title changed during the period.

Note 2: All shares are registered under stockholders' own name.

Note 3: There is no instance where the Company's general manager or equivalent executive (chief executive officer) is the same person as the Chairman, or is the Chairman's spouse or a first-degree relative.

### **(III) Remuneration of directors and managers and employees' bonuses**

#### **● Remuneration policy**

The Company's policies, standards and combinations of remuneration for directors, presidents and vice presidents, the procedures for determining remuneration and its correlation with operating performance and future risks:

##### **I. Remuneration policy, standard, and package:**

1. The remuneration of the Company's directors is handled in accordance with Articles 23 and 38 of the Articles of Incorporation, and remunerations shall be determined by the board of directors and based on the general standards of the industry. In case the Company makes a profit, the Company's net income before tax before deducting remuneration to employees and directors and after making up for losses should be applied to pay remuneration to directors for an amount not more than 1% of the balance.

The evaluation indicators according to the "Performance Evaluation of the Board of Directors" include: (1) Familiarity with the goals and missions of the Company, (2) understanding of a director's duties; (3) level of involvement in the Company's operations; (4) internal relations management and communication, (5) professionalism and continuing education of a director, and (6) internal control.

2. The Company's managers' remuneration is based on comprehensive evaluation results such as industry salary levels, personal qualifications, leadership and management capabilities, implementation of corporate business philosophy, and relevant operating performance indicators, and reasonable remuneration is given. According to Article 38 of the Company's Articles of Incorporation, if the Company was profitable during the year, no more than 10% of the profit, and no less than 0.01% may be allocated as remuneration for employees (with at least 1% allocated as compensation distributions for non-executive employees).

Evaluation criteria of the manager operational performance include financial performance indicators (profit achievement, growth and innovation, etc.), operational management indicators (talent cultivation, pioneering planning, etc.), and then takes into account the Company's overall profitability, goal achievement rate, operating efficiency, and level of contribution and more. In addition, risk management, legal compliance and ESG sustainable development strategies, as well as other special deeds and contributions, are also included in the evaluation.

##### **II. Procedure for determining remuneration:**

To regularly evaluate the remuneration of directors and managers, the Company has established a Remuneration Committee to assist the Board of Directors in formulating the remuneration of the Company's directors and managers and the Company's remuneration policies. Relevant performance evaluations, reasonableness of remuneration, and actual remuneration distribution for directors and managers are all executed after recommendations are made by the Remuneration Committee and approved by the Board of Directors.

##### **III. Correlation with business performance and future risks:**

1. The review of payment standards and systems related to the Company's remuneration policy takes the Company's overall operating conditions as the main consideration, and determines payment standards based on status of goal achievement and levels of contribution. At the same time, we refer to the industry's compensation standards and conduct regular competitive analysis to ensure that the compensation level of our management is in line with or better than the average level of the industry, so as to attract and retain outstanding management talents and enhance cohesion.
2. The performance goals of the Company's managers are integrated with "risk management" to ensure that potential risks within the scope of their responsibility can be managed and prevented. Important decisions of the management level are made after balancing various risk factors. The performance of relevant decisions is reflected in the Company's profitability, and the remuneration of the management level is also correlated with the performance of risk management.
3. In order to balance the Company's sustainable operation and risk control, the Company will review the director and managers' remuneration system in a timely manner based on changes in the overall environment and relevant laws and regulations. In addition, we have also purchased liability insurance for directors and managers to mitigate the unknown risks borne by the Company.

## ● Remuneration of directors

2025  
Unit: %/in NTS thousand

Title	Name	Director's remuneration (Note 1)				Total remuneration (A+B+C+D) and its ratio to net income in individual financial reports	Pay received as an employee (Note 1)				Total remuneration (A+B+C+D+E+F+G) and its ratio to net income in individual financial reports	Remuneration from investments other than subsidiaries or the parent company (Note 1)	
		Remuneration (A)	Severance payment and pension (B)	Director's remuneration (C) (Note 8)	Fees for conducting business (D)		Salary, bonuses and allowances (E)	Severance payment and pension (F) (Note 9)	Remuneration for employees (G) (Note 8)				
									Cash dividends	Share dividends			
Director	Chairman	Miau, Matthew Feng Chiang											
	Director	Tu, Shu-Wu											
	Director	Chou, Teh-Chien (Note 2)											
	Director	Yang, Hsiang-Yun (Note 3)	-	-	7,200	576	7,776 0.09%	74,702	2,761	-	-	85,239 1.01%	None
	Director	Tu, Shu-Chyuan (Note 4)											
	Director	Miau, Scott Matthew (Note 5)											
Independent Director	Independent Director	Hsuan, Chien-Shen											
	Independent Director	Shen, Ling-Long	-	-	3,600	1,456	5,056 0.06%	-	-	-	-	5,056 0.06%	None
	Independent Director	Chung, Hui-Min											

Note 1: The Company's remuneration paid to directors and relevant remuneration received by directors who are also employees is consistent with the companies in the financial report.

Note 2: Representative of MiTAC Inc.

Note 3: Representative of Tsu Fung Investment Co., Ltd.

Note 4: Representative of Hong Ding Investments Corp.

Note 5: Representative of Y.S. Education Foundation.

Note 6: This is the estimated amount of the proposed earnings distribution for the most recent year approved by the Board of Directors before the shareholders' meeting.

Note 7: Proposed appropriation, not actually paid.

Remuneration scale applicable to the Company's directors	Name of Director			
	Total amount for the 4 preceding remunerations (A+B+C+D)		Total amount for the 7 preceding remunerations (A+B+C+D+E+F+G)	
	The Company	All companies included in the financial report	The Company	All companies included in the financial report
Below NTS1,000,000	-	-	-	-
NTS1,000,000 (inclusive) to NTS2,000,000	Miau, Matthew Feng Chiang, Tu, Shu-Wu, Chou, Teh-Chien (Note 1), Yang, Hsiang-Yun (Note 2), Tu, Shu-Chyuan (Note 3), Miau, Scott Matthew (Note 4), Hsuan, Chien-Shen, Shen, Ling-Long, Chung, Hui-Min	Miau, Matthew Feng Chiang, Tu, Shu-Wu, Chou, Teh-Chien (Note 1), Yang, Hsiang-Yun (Note 2), Tu, Shu-Chyuan (Note 3), Miau, Scott Matthew (Note 4), Hsuan, Chien-Shen, Shen, Ling-Long, Chung, Hui-Min	Chou, Teh-Chien (Note 1), Yang, Hsiang-Yun (Note 2), Miau, Scott Matthew (Note 4), Hsuan, Chien-Shen, Shen, Ling-Long, Chung, Hui-Min	Chou, Teh-Chien (Note 1), Yang, Hsiang-Yun (Note 2), Miau, Scott Matthew (Note 4), Hsuan, Chien-Shen, Shen, Ling-Long, Chung, Hui-Min
NTS2,000,000 (inclusive) to NTS3,500,000	-	-	-	-
NTS3,500,000 (inclusive) to NTS5,000,000	-	-	-	-
NTS5,000,000 (inclusive) to NTS10,000,000	-	-	Tu, Shu-Chyuan (Note 3)	Tu, Shu-Chyuan (Note 3)
NTS10,000,000 (inclusive) to NTS15,000,000	-	-	-	-
NTS15,000,000 (inclusive) to NTS30,000,000	-	-	Miau, Matthew Feng Chiang	Miau, Matthew Feng Chiang
NTS30,000,000 (inclusive) to NTS50,000,000	-	-	Tu, Shu-Wu	Tu, Shu-Wu
NTS50,000,000 (inclusive) to NTS100,000,000	-	-	-	-
Greater than NTS100,000,000	-	-	-	-
Total	9	9	9	9

Note 1: Representative of MiTAC Inc.

Note 2: Representative of Tsu Fung Investment Co., Ltd.

Note 3: Representative of Hong Ding Investments Corp.

Note 4: Representative of Y.S. Education Foundation.

● **Remunerations to president and vice-president**

2025  
Unit: %/in NTS thousand

Title	Name	Salary (A)		Severance payment and pension (B) (Note 4)		Bonuses and allowances (C)		Employee remuneration (D) (Note 3)				Total remuneration (A+B+C+D) and its ratio to net income in individual financial reports		Remuneration from investments other than subsidiaries or the parent company
		The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company		All companies included in the financial report		The Company	All companies included in the financial report	
								Cash dividends	Share dividends	Cash dividends	Share dividends			
President	Tu, Shu-Wu (Note 1)	123,667	123,667	4,571	4,571	-	-	-	-	-	-	128,238 1.51%	128,238 1.51%	-
CEO	Ong, Kee Hoon													
Vice-President	Tu, Shu-Chyuan													
Vice-President	Lee, Chien-Tsung (Note 2)													
Vice-President	Hsuse, Lien-Jen													
Vice-President	Su, Chih-Ching													
Overseas Operation CEO	Miau, Matthew Feng Chiang													
Senior Director of Finance	Lin, Tai-Yang													

Note 1: The cost of transportation vehicles is NT\$9,870 thousand with a book value of NT\$4,651 thousand.

Note 2: Vice-President Lee, Chien-Tsung retired on March 31, 2025.

Note 3: This is the estimated amount of the proposed earnings distribution for the most recent year approved by the Board of Directors before the shareholders' meeting.

Note 4: Proposed appropriation, not actually paid.

Range of remuneration paid to the Presidents and Vice-Presidents	Name of Presidents and Vice-Presidents	
	The Company	All companies included in the financial report
Below NT\$1,000,000	Lee, Chien-Tsung (Note 1)	Lee, Chien-Tsung (Note 1)
NT\$1,000,000 (inclusive) to NT\$2,000,000	-	-
NT\$2,000,000 (inclusive) to NT\$3,500,000	-	-
NT\$3,500,000 (inclusive) to NT\$5,000,000	-	-
NT\$5,000,000 (inclusive) to NT\$10,000,000	Tu, Shu-Chyuan, Su, Chih-Ching, Lin, Tai-Yang	Tu, Shu-Chyuan, Su, Chih-Ching, Lin, Tai-Yang
NT\$10,000,000 (inclusive) to NT\$15,000,000	Hsuse, Lien-Jen	Hsuse, Lien-Jen
NT\$15,000,000 (inclusive) to NT\$30,000,000	Miau, Matthew Feng Chiang, Ong, Kee Hoon	Miau, Matthew Feng Chiang, Ong, Kee Hoon
NT\$30,000,000 (inclusive) to NT\$50,000,000	Tu, Shu-Wu	Tu, Shu-Wu
NT\$50,000,000 (inclusive) to NT\$100,000,000	-	-
Greater than NT\$100,000,000	-	-
Total	8	8

Note 1: Vice-President Lee, Chien-Tsung retired on March 31, 2025.

● **Manager's name and the distribution of employee bonus**

2025  
Unit: %/in NTS thousand

	Title	Name	Share dividends	Cash dividends	Total	Ratio of total to net income (%)
Manager	President	Tu, Shu-Wu	-	-	-	-
	CEO	Ong, Kee Hoon				
	Vice-President	Tu, Shu-Chyuan				
	Vice-President	Lee, Chien-Tsung (Note 1)				
	Vice-President	Hsuse, Lien-Jen				
	Vice-President	Su, Chih-Ching				
	Overseas Operation CEO	Miau, Matthew Feng Chiang				
	Senior Director of Finance	Lin, Tai-Yang				

Note 1: Vice-President Lee, Chien-Tsung retired on March 31, 2025.

● **Ratio of total remuneration to net income of the Company's directors, general managers, and vice-presidents in recent two years**

Unit: NTS thousand

Year	Total remuneration amount				Ratio to net income in individual financial reports			
	2024		2025		2024		2025	
	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report	The Company	All companies included in the financial report
Director's remuneration	12,905	12,905	12,832	12,832	0.14%	0.14%	0.15%	0.15%
Remunerations to general managers and vice-presidents	132,979	132,979	123,667	123,667	1.44%	1.44%	1.46%	1.46%

## II. Implementation of corporate governance

### (I) Board of Directors operating status

In the most recent year (2025), the Board of Directors met 4 times (A). The attendance of Directors was as follows:

Title	Name	Attendance (voting and non-voting) in person (B)	Attendance by proxy	Actual attendance (voting and non-voting) rate (%) [B/A]	Remarks
Chairman	Representative of Mei-Feng Investment Corporation: Miao, Matthew Feng Chiang	4	0	100.00%	
Director	Tu, Shu-Wu	4	0	100.00%	
Director	Representative of MiTAC Inc.: Chou, Teh-Chien	4	0	100.00%	
Director	Representative of Tsu Fung Investment Co., Ltd.: Yang, Hsiang-Yun	4	0	100.00%	
Director	Representative of Hongding Investment Co., Ltd.: Tu, Shu-Chyuan	4	0	100.00%	
Director	Representative of Y.S. Education Foundation: Miao, Scott Matthew	4	0	100.00%	
Independent Director	Hsuan, Chien-Shen	2	2	50.00%	
Independent Director	Shen, Ling-Long	4	0	100.00%	
Independent Director	Chung, Hui-Min	4	0	100.00%	

Attendance of the independent directors for the 6th term of Board of Directors meeting in 2025:

Name	1st	2nd	3rd	4th
Hsuan, Chien-Shen	Attendance in person	Attendance by proxy	Attendance in person	Attendance by proxy
Shen, Ling-Long	Attendance in person	Attendance in person	Attendance in person	Attendance in person
Chung, Hui-Min	Attendance in person	Attendance in person	Attendance in person	Attendance in person

#### ● Other Disclosures:

- I. (I) Items specified in Article 14-3 of the Securities and Exchange Act: The Company has established an Audit Committee, and the provisions of Article 14-3 of the Securities and Exchange Act do not apply. For relevant information, please refer to "Operations of the Audit Committee" in this Annual Report.
- (II) Other resolutions adopted by the Board of Directors to which an independent director has a dissenting or qualified opinion that is on record or stated in a written statement: No
- II. When there are recusals of directors due to conflicts of interests, names of the directors, contents of resolutions, reasons of recusal, and voting participation should be stated:

Board of Directors Date/Term	Name of director avoiding a conflict of interest	Content of agenda item	Reasons of avoidance of interest	Voting situation
2025.11.11 4th meeting in 2025	Miao, Matthew Feng Chiang Tu, Shu-Wu Tu, Shu-Chyuan	2026 remuneration plan for managers	Serve concurrently as managers	Approved as proposed by all directors in attendance with voting rights.

- III. The Company's implementation status of the Board of Directors self-evaluation:

Evaluation cycle	Evaluation period	Scope of evaluation	Evaluation method	Evaluation content
Implemented once a year	From January 1, 2025 to December 31, 2025	1. The Board of Directors 2. Individual members of the Board 3. Remuneration Committee 4. Audit Committee	1. Self-evaluation of the Board of Directors 2. Self-evaluation of the Board members 3. Self-evaluation of functional committee members	I. Performance evaluation of the Board of Directors: 1. Degree of participation in company operations 2. Improvement of the quality of Board decisions 3. Composition and structure of the Board of Directors 4. Selection and continuous training of directors 5. Internal control II. Performance evaluation of individual Board members: 1. Control of the Company's goals and tasks 2. Understanding of director's responsibilities 3. Degree of participation in company operations 4. Internal relationship management and communication 5. Professional and continuing education of directors 6. Internal control III. Functional committees (Remuneration Committee, Audit Committee): 1. Degree of participation in company operations 2. Understanding of the roles and responsibilities of the functional committee 3. Improvement of the quality of committee decisions 4. Composition of the functional committee and the selection of its members 5. Internal control

- IV. Programs this year and in the most recent year for strengthening the functionality of the Board (for example, set up an auditing committee, improve transparency, etc.) and assessment of execution.
  1. The Company has established and strictly adheres to the "Rules of Procedure for Board of Directors Meetings" and discloses material Board resolutions on its website.
  2. The Company regularly discloses directors' attendance and continuing education status in the Corporate Governance section of the Market Observation Post System (MOPS) to ensure timely and transparent information disclosure.
  3. The Company attaches great importance to corporate governance. Since 2015, the election of supervisors has been changed to candidate nomination. In June of the same year, the Audit Committee was set up to replace the supervisors. Relevant important proposals are first reported to the Audit Committee for review.
  4. Directors and Officers Liability Insurance:  
Since 1999, the Company has procured Directors and Officers Liability Insurance for its directors, supervisors, and key officers. The policy is reviewed annually to ensure that coverage limits and scope remain adequate to meet the Company's needs.
  5. To implement corporate governance and enhance the functions of the Board of Directors in order to establish performance targets and strengthen their operational efficiency, the Company established the Board of Directors' performance evaluation method on November 8, 2019. Internal performance evaluations will be implemented once a year and reported to the Board of Directors before the end of the first quarter of the following year.
  6. In the coming years, the Company will continue to comply with applicable laws and regulations and corporate governance requirements, and further enhance the functions of the Board of Directors as needed.

## (II) State of Operations of the Audit Committee

The Audit Committee convened a total of 4 meetings (A) in the most recent year (2025). The attendance of independent directors was as follows:

Title	Name	Attendance in person (B)	Attendance by proxy	Actual attendance rate (%) [B/A]	Remarks
Independent Director	Hsuan, Chien-Shen	4	0	100.00%	
Independent Director	Shen, Ling-Long	2	2	50.00%	
Independent Director	Chung, Hui-Min	4	0	100.00%	

### ● Professional qualifications and experience of Audit Committee members:

- I. The convener, independent director Chung, Hui-Min, has served in the following positions: Dean of the College of Management, Professor at the Department of Information Management and Finance, Dean of EMBA Program at National Yang Ming Chiao Tung University, Editor-in-Chief, Review of Securities and Futures Market, and Director at the Taiwan Futures Exchange Co., Ltd. He has expertise in finance and corporate governance. Independent Director Hsuan, Chien-Shen has an abundance of industry qualifications and expertise in multinational corporate management; Independent Director Shen, Ling-Long has served as the Director of the Department of Insurance, Ministry of Finance, Chairman of Mega Asset Management Corp., and Chairman of Taiwan Cooperative Financial Holding Co., Ltd. and Taiwan Cooperative Bank. Shen has expertise in insurance, finance, and corporate governance. All three members possess the professional competence required for the Committee.
- II. Please refer to Pages 5-11 of the Annual Report.

### ● Annual work focus and state of operations of the Audit Committee:

- I. The Company selected three independent directors and established the Audit Committee at the shareholders' meeting on June 12, 2015.
- II. The annual work focus of the Audit Committee is on assisting the Board of Directors in fulfilling their supervisory responsibilities in the Company's implementation of the quality and integrity of accounting, auditing, financial reporting processes, and financial controls. The matters considered by the Audit Committee mainly include: financial statements; audit and accounting policies and procedures; internal control systems and relevant policies and procedures; major assets or derivatives transactions; major fund loans and endorsements or guarantees; raising or issuing securities; derivative financial products and cash investments status; regulatory compliance; information security; corporate risk management; auditor qualifications, independence, and performance evaluation; auditor appointment, dismissal, or remuneration; appointment and dismissal of finance, accounting, or internal auditing managers, and status of performance of Audit Committee duties.
  1. Review financial report: The Board of Directors has prepared and submitted the 2024 business report, financial reports, and earnings distribution proposal. The Board of Directors have appointed PwC Taiwan to audit the financial statements and submit an audit report. The Audit Committee has reviewed the business report, the financial reports, and the earnings distribution proposal and did not find any instances of noncompliance.
  2. Evaluating the effectiveness of the Company's internal control: The Audit Committee believes that the Company's risk management and internal control systems are effective, and the Company has adopted the necessary control mechanisms to monitor and correct violations.
- III. Should any of the following occur during the Audit Committee's operations, the date and number of the meeting, the content of proposal, independent director's opinions and the Company's response to such opinions should be recorded:
  - (I) Items specified in Article 14-5 of the Securities and Exchange Act:

Audit Committee Date/Term	Details of the meeting and subsequent developments	
2025.03.12 3rd session of 4th term	1. Declaration on Internal Control 2. The Company's 2024 financial statements 3. 2024 Business Report 4. The Company's 2024 earnings distribution proposal 5. Proposal to evaluate the independence and competence of CPAs	Audit Committee's opinions: None Actions taken by the Company in response to Audit Committee's opinions: None Resolution: Approved by all committee members in attendance, and reported to the Board of Directors for discussion
2025.05.06 4th session of 4th term	1. The Company's consolidated financial report for Q1 2025 2. Provision of loan facilities to the Company's wholly-owned subsidiary, BestCom Infotech Corp.	Audit Committee's opinions: None Actions taken by the Company in response to Audit Committee's opinions: None Resolution: Approved by all committee members in attendance, and reported to the Board of Directors for discussion
2025.08.07 5th session of 4th term	1. The Company's consolidated financial report for Q2 2025 2. Amendment to the Company's Internal Control System and Internal Audit System. 3. Provision of loan facilities to the Company's wholly-owned subsidiary, E-Fan Investments Co., Ltd.	Audit Committee's opinions: None Actions taken by the Company in response to Audit Committee's opinions: None Resolution: Approved by all committee members in attendance, and reported to the Board of Directors for discussion
2025.11.11 6th session of 4th term	1. 2026 audit plan of the Company 2. The Company's consolidated financial report for Q3 2025 3. Proposal for the provision of loan facilities to Seper Technology Corp. 4. Proposal for the provision of loan facilities to Synnex Global Ltd.	Audit Committee's opinions: None Actions taken by the Company in response to Audit Committee's opinions: None Resolution: Approved by all committee members in attendance, and reported to the Board of Directors for discussion

(II) In addition to matters above, other resolutions that have not been approved by the Audit Committee but have been passed by a vote of two-thirds or more of the entire Board of Directors: None.

- I. Independent directors' recusal from matters involving conflicts of interest, including the names of the directors, the content of the proposals, the reasons for recusal, and their participation in voting: None.
- II. Communication between independent directors and internal auditors and accountants (including substantial matters regarding the financial and business conditions of the Company and the methods as well as results of the communication):
  1. Communication policy between independent directors and internal audit manager:  
The Company's internal audit manager regularly submits audit reports to independent directors for review, and regularly attends the Audit Committee and the Board of Directors meeting every quarter to report on the auditing status, communicate audit results and improvement status of internal control deficiencies, and perform audit work in accordance with instructions to ensure the effectiveness of the internal control system. In case of special circumstances, internal audit manager will also immediately report to the members of the Audit Committee. In addition, the internal audit manager also maintains ongoing two-way communication with the independent directors by telephone and email. In addition to the Audit Committee, communication meetings with independent directors are also held from time to time in accordance with the needs of the Company or at the request of independent directors.
  2. Communication between independent directors and internal audit manager in 2025:

Date	Main points of communication	Results	Implementation of recommendations from independent directors:
2025.03.12 First meeting in 2025 Audit Committee	1. The internal auditor's report and communication for 2024 Q4. 2. The results of self-evaluation on the internal control system in 2024 and the Statement of Internal Control System.	Agreed by all members of the Audit Committee present.	No objections at this meeting.
2025.05.06 2nd meeting of Audit Committee in 2025	1. The internal auditor's report and communication for 2025 Q1.	Agreed by all members of the Audit Committee present.	No objections at this meeting.
2025.08.06 Telephone communication between the independent directors and internal auditing manager	1. Independent directors' request to strengthen risk assessment and management of audit operations. 2. Strengthen corporate governance-related operations.	1. Strengthen operational risk evaluation. 2. Strengthening of corporate governance training	
2025.08.07 Third meeting in 2025 Audit Committee	1. The internal auditor's report and communication for 2025 Q2. 2. Amendment of the Internal Control System and Regulations of Internal Audit.	Agreed by all members of the Audit Committee present.	No objections at this meeting.
2025.11.11 4th meeting of Audit Committee in 2025	1. The internal auditor's report and communication for 2025 Q3. 2. 2026 audit plan	Agreed by all members of the Audit Committee present.	No objections at this meeting.
2025.12.09 Communication meeting between independent directors and internal auditor manager	1. Reported on audit work and related planning. 2. On-site audit plan for Mainland China and Hong Kong. 3. Two-way communication and discussion with CPAs on material matters. 4. Discussion on the recruitment and training of auditors. 5. Discussion of corporate governance and ESG practices.	1. Planning of on-site audits. 2. Strengthened two-way communication and discussion with CPAs on material matters. 3. Accelerated the recruitment of internal auditors and strengthened their training. 4. Strengthened corporate governance and ESG practices.	

3. Communication policy between independent directors and CPAs:

The Company's certified public accountants (CPAs) report financial statement review or audit results, internal control audits, the impact of the revision and release of IFRSs bulletins on the Company, and other relevant legal requirements to the Audit Committee and the Board of Directors (including independent directors). They also fully communicate whether there are any significant changes in accounting standards or laws that will have a significant impact on the Company.

4. Summary of communication between the Audit Committee and the CPAs in 2025:

Date	Main points of communication	Results
2025.03.12 1st meeting in 2025 Audit Committee	1. Review results of 2024 financial statement 2. CPAs' qualifications, performance, independence and audit quality indicators	After the independent directors further inquired about the relevant content and details of the report and received answers and explanations from the CPAs, the independent directors had no other opinions.
2025.05.06 2nd meeting of Audit Committee in 2025	1. Review results of Q1 2025 financial report	After the independent directors further inquired about the relevant content and details of the report and received answers and explanations from the CPAs, the independent directors had no other opinions.
2025.08.07 3rd meeting in 2025 Audit Committee	1. Review results of Q2 2025 financial report 2. Audit plan for 2025	After the independent directors further inquired about the relevant content and details of the report and received answers and explanations from the CPAs, the independent directors had no other opinions.
2025.11.11 4th meeting of Audit Committee in 2025	1. Report on the review results of Q3 2025 financial report	After the independent directors further inquired about the relevant content and details of the report and received answers and explanations from the CPAs, the independent directors had no other opinions.
2025.12.09 Communication meeting between CPAs and independent directors	1. Updated audit plan for 2025. 2. CPA discussed and communicated on issues raised by meeting participants	After the independent directors further inquired about the relevant content and details of the report and received answers and explanations from the CPAs, the independent directors had no other opinions.

### (III) Operation of Remuneration Committee

#### ● Remuneration Committee

The Company has established the Remuneration Committee, which is comprised of three external members who meet the required professional qualifications and independence. The members shall convene at least twice a year in professional and objective positions and faithfully perform the following duties, and submit the recommendations to the Board for discussion:

- (1) Establish and conduct regular review of the policies, systems, standards, and structures for performance appraisal and remuneration of the Company's directors and managers.
- (2) Regularly review and establish remuneration of directors and managers.

#### ● Information on Remuneration Committee members

Identity	Name	Professional qualifications and experience	Independence	Number of other public companies in which the member also serves as a member of their Remuneration Committee
Independent Director (Convener)	Hsuan, Chien-Shen			0
Independent Director (Committee member)	Shen, Ling-Long	Please refer to Pages 5-11 of the Annual Report.		0
Independent Director (Committee member)	Chung, Hui-Min			0

#### ● Operation of Remuneration Committee

I. Company's Remuneration Committee is comprised of three persons.

II. The Remuneration Committee has convened 2 meetings (A) in the most recent year (2025). The attendance of committee members was as follows:

Title	Name	Attendance in person (B)	Attendance by proxy	Actual attendance rate (%) [B/A]	Remarks
Convener	Hsuan, Chien-Shen	1	1	50.00%	
Committee member	Shen, Ling-Long	2	0	100.00%	
Committee member	Chung, Hui-Min	2	0	100.00%	

#### ● Other Disclosures

I. If the Board of Directors did not adopt or revise the recommendations of the compensation committee, it should describe the date of the Board meeting, term of the Board, agenda item, resolutions adopted by the Board, and actions taken by the Company in response to the opinion of the compensation committee: None.

II. If a member opposes a resolution the Committee has adopted or has reservations with a written record or a statement, the date and session of the meeting, the resolution, opinions of all the members, and the handling of their opinions shall be indicated: None.

III. The discussion of the Remuneration Committee and the resolutions, and the Company's processing of the members' opinions:

Remuneration Committee Date/Term	Agenda item and resolutions
2025.03.12 First meeting in 2025	1. The implementation of the Company's 2024 remuneration plan for managers. 2. Proposal of discussion on the Company's 2024 payment of the remuneration to the employees and directors.
2025.11.11 Second meeting in 2025	1. Proposal of discussion on the Company's 2026 remuneration plan for managers.

**(IV) Corporate governance implementation status and departure from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons**

Assessed areas	Implementation status		Summary	Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No		
I. Has the Company set and disclosed principles for practicing corporate governance according to the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies"?	V		The Company has set the principles for practicing corporate governance according to the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" and disclosed the principles on the Company's website.	In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies."
II. The Company's shareholding structure and shareholders' rights and interests				
(I) Has the Company set internal operations procedures for dealing with shareholder proposals, doubts, disputes, and litigation as well as implemented those procedures through the proper procedures?	V	(I)	The Company has set and implemented the procedures for handling major inside information in 2015. In addition, the Company has a spokesperson system established to properly handle the shareholders' proposals, doubts, disputes, and litigation matters.	In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies."
(II) Does the Company have a list of major shareholders of companies over which the Company has actual control and the list of ultimate owners of those major shareholders?	V	(II)	The Company has a list of major shareholders of companies over which the Company has actual control and the list of ultimate owners of those major shareholders; the shares held by the directors and major shareholders are filed on a monthly basis in accordance with Securities and Exchange Act.	
(III) Has the Company established and implemented risk control/management and firewall mechanisms between it and affiliated corporations?	V	(III)	The Company has established related regulations on internal control mechanisms in accordance with relevant regulations. In addition to actually handling the self-inspection process, the Board of Directors and management also regularly and occasionally review the self-inspection results of each department and the audit reports of the audit unit, substantiate the Company's internal control system, establish profound financial, business, and accounting management system and strengthen the management of the affiliated companies in accordance with the relevant provisions for the public companies, and implement the necessary control mechanism in order to reduce operational risk. Rules of financial and business operation with the related companies are based on fair and reasonable principle with documented rules established.	
(IV) Does the Company have internal regulations in place to prevent its internal staff from trading securities based on information yet to be public on the market?	V	(IV)	The Company has established a "Code of Conduct", "Procedures for Handling Major Inside Information", and "Ethical Corporate Management Best Practice Principles" to regulate internal personnel's obligation to keep important information confidential, and shall not use it to obtain undue benefits for itself or anyone, and promote the implementation of these systems to directors, managers, and others who have learned about the Company's major inside information because of their identity, position, or control.	
III. Composition and responsibilities of the Board of Directors				
(I) Has the Board of Directors formulated diversity policies and specific management objectives and does it implement them?	V	(I)	<p>1. The diversity policy for members of the Board of Directors is established in Article 20 of the Company's Corporate Governance Best Practice Principles: The Company's Board of Directors shall direct company strategies, supervise the management, and be responsible to the Company and the shareholders' meeting. The various procedures and arrangements of the corporate governance system shall ensure that, in exercising its authority, the Board of Directors complies with laws, regulations, the Articles of Incorporation, and the resolutions adopted by shareholders' meetings.</p> <p>The organization of the Company's Board of Directors shall be commensurate with the Company's size and shareholding structure and be based on business needs. The appropriate number of directors has been determined to be 7 to 12.</p> <p>The composition of the Board of Directors shall be determined by taking diversity into consideration, except for the number of directors who are also managers of the Company shall not exceed one-third of the Board of Directors and formulating an appropriate policy on diversity based on business operations, operating dynamics, and development needs. It is advisable that the policy include, without being limited to, the following two general standards:</p> <p>I. Basic requirements and values: Gender, age, nationality, and culture.</p> <p>II. Professional knowledge and expertise: A professional background (e.g., law, accounting, industry, finance, marketing, or technology), professional skills, and industry experience.</p> <p>The members of the Board of Directors shall be balanced between the genders and they shall possess the knowledge, skills, and experience necessary for performing their duties. To achieve the ideal goal of corporate governance, the Board of Directors shall possess the following abilities:</p> <p>I. Operational judgment.</p> <p>II. Ability to perform accounting and financial analysis.</p> <p>III. Management ability.</p> <p>IV. Crisis management.</p> <p>V. Industrial knowledge.</p> <p>VI. An international market perspective.</p> <p>VII. Leadership ability.</p> <p>VIII. Decision-making ability.</p> <p>A diverse Board of Directors with various opinions and insights will improve the quality of decisions and benefit the Company's shareholders and other stakeholders. The Board of Directors and management attach importance to inclusiveness and diversity to support the Company's values.</p> <p>2. The current members of the Board of Directors comprise 6 directors and 3 independent directors. The specific management objectives of member diversity and their achievement are as follows:</p> <p>(1) The Company focuses on operational judgment, operational management, and crisis management capabilities. More than half of the directors should have the relevant core capabilities: Operational judgment: 9/9 (100%), Management ability: 9/9 (100%) and crisis management 9/9 (100%).</p> <p>(2) More than half of the independent directors cannot be re-elected more than 3 terms in order to maintain independence: Proportion of independent directors:</p>	<p>(I) In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies."</p> <p>(II) For the consideration of the law and regulations or the actual operations, if any, it is to be handled in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" and the related law and regulations.</p>

Assessed areas	Implementation status		Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No	
(II) In addition to establishing a Remuneration Committee and an Audit Committee, which are required by law, is the Company willing to also voluntarily establish other types of functional committees?	V		<p>3/9 (33.33%); one member whose term of office is less than one term, none of which has served more than three terms.</p> <p>(3) More than half of the directors are not concurrently employees or managers for the purpose of supervision: Proportion of directors of the Company with employee status: 4/9 (44.44%) -</p> <p>3. Members of the board of directors have rich experience and expertise in the fields of finance, business, and management. Implementation is described on page 11 of the annual report.</p> <p>(II) The Company is committed to pursue corporate governance and to strengthen the mechanism of organization and operation continuously. The Remuneration Committee was formed in 2012, and the Audit Committee was established in 2015; more functional committees will be set up as needed.</p>
(III) Has the Company established and implemented methods for evaluating the performance of the Board of Directors, conducted performance evaluation annually, and reported the results to the Board, and used the results as a reference for the remuneration, nomination, and reelection of individual directors?	V		<p>(III) The Board of Directors passed the "Board of Directors Performance Evaluation Regulations" on November 8, 2019. The scope of the evaluation includes the performance of the overall Board of Directors, individual members of the Board, and functional committees. The evaluation methods include internal self-evaluation of the Board of Directors, self-evaluation of members of the Board, peer evaluation, and appointment of external professional institutions, experts, or other appropriate methods for performance evaluation.</p> <p>The Board of Directors' performance evaluation measures include the following five aspects:</p> <p>I. Degree of participation in company operations.  II. Improvement of the quality of Board decisions.  III. Composition and structure of the Board of Directors.  IV. Selection and continuous training of directors.  V. Internal control.</p> <p>The measures for the performance evaluation of Board members include the following six aspects:</p> <p>I. Control of the Company's goals and tasks.  II. Understanding of director's responsibilities.  III. Degree of participation in company operations.  IV. Internal relationship management and communication.  V. Professional and continuing education of directors.  VI. Internal control.</p> <p>The functional committee performance evaluation measures include the following five aspects:</p> <p>I. Degree of participation in company operations.  II. Understanding of the roles and responsibilities of the functional committee.  III. Improvement of the quality of committee decisions.  IV. Composition of the functional committee and the selection of its members.  V. Internal control.</p> <p>The Company's Business Planning &amp; Management Div. is responsible for the implementation. After the end of the year, the division will evaluate the overall performance of the Board of Directors and will use the results as a basis for the remuneration, nomination, and reelection of individual directors. The performance evaluation results of the company's 2025 Board of Directors and functional committees have been submitted to the Board on March 10, 2026, and the evaluation results have been placed on the corporate governance section of the company website for review.</p>
(IV) Does the Company periodically evaluate the level of independence of the CPA?	V		<p>(IV) The Company selects professional, responsible and independent CPAs to conduct audits on the Company's financial status and internal control, and regularly evaluates the independence and competence of the appointed CPAs once per year, which is reviewed and approved by the Audit Committee and submitted to the Board of Directors for discussion.</p> <p>The company's Audit Committee and Board of Directors conducted an independent assessment of the CPAs' independence on March 10, 2026. After passing the CPAs' financial interests, business relationships, employment relationships, and referencing the five major aspects of "Audit Quality Indicators (AQIs)" – professionalism, quality control, independence, supervision, innovation ability and the 13 indicators to evaluate the competency and independence of accountants, the CPAs have also issued a "Statement of Independence".</p> <p>The Company confirmed that the CPAs have not consecutively provided auditing services for the Company for seven years, and the CPAs and the Company have no other financial interests or business interactions with the Company except for auditing and taxation. CPAs are only appointed if their family members do not violate the independence requirements, and meet the Company's evaluation standard for independence and competence. Refer to Note 1 for details regarding the evaluation status of the independence and suitability of the CPAs.</p>
IV. For TWSE/TPEX listed companies, are there suitable persons in an appropriate number and designated supervisors for corporate governance to take charge of related matters (including but not limited to providing directors and supervisors with materials required for them to carry out their tasks, helping directors and supervisors comply with the law, taking care of Board of Directors' meetings and shareholders' meetings as required by law, preparing minutes of Board of Directors' meetings and shareholders' meetings)?	V		<p>(I) To implement corporate governance and promote the Board of Directors to perform its due functions to protect the rights and interests of investors, the Company's Board has approved the appointment of Su, Chih-Ching, the Assistant General Manager of the Risk &amp; Management &amp; Planning Div., as the supervisor of corporate governance on May 10, 2019. He is the chief executive responsible for corporate governance related matters, and the Risk &amp; Management &amp; Planning Div. is responsible for reporting directly to him. Su, Chih-Ching, the Assistant General Manager of the Risk &amp; Management &amp; Planning Div. of the Group headquarters, is a manager of the Company and has more than five years of experience in legal affairs, stock affairs, or procedures management in public companies. The main responsibilities of the corporate governance supervisor are to handle matters related to the Board of Directors and shareholders' meetings in accordance with the law, to produce the minutes of the Board of Directors and shareholders' meetings, to assist the directors to take office, to continue to study and comply with laws and regulations, and to provide information required by directors and insiders to perform business.</p> <p>(II) 2025 business implementation focus:</p> <p>1. The procedural matters unit of the Board of Directors and committees, including consolidating the agenda of the meeting, stating the reason for convening, sending the convening notice to the directors or members seven days before the meeting, and providing sufficient meeting materials so that the participants can truly understand the relevant information of the proposal. When the meeting agenda is of interest to the directors or their legal representatives, the unit also reminds them to avoid</p>

Assessed areas	Implementation status		Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons	
	Yes	No		Summary
			<p>conflicts of interests. Finally, the unit sends the minutes of the meeting to the directors or members for retention within 20 days after the meeting.</p> <ol style="list-style-type: none"> <li>The unit is responsible for issuing important information or announcements of important resolutions after the Board of Directors and the shareholders' meetings on the day of to ensure the legality and accuracy of the disclosed information, so as to protect the investors by giving them equal information related to the transaction.</li> <li>The unit shall handle the advance registration of the date of the shareholders' meeting according to law, and prepare and file the meeting notice, the procedures manual, and the meeting minutes by the deadline.</li> <li>Change registration of various operations of the Company.</li> <li>Evaluate and purchase of liability insurance for directors and key persons of the appropriate amount, and report the content of the insurance coverage at the Board of Directors meeting.</li> <li>Periodically provide relevant continuing education information for directors and remind them to complete and file the required number of hours of continuing education in accordance with the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies.</li> <li>Periodically provide Board members with information on new ordinances or amendments related to directors' business implementations, corporate governance, or business operations.</li> <li>Each year, review the compliance status of the corporate governance evaluation indicators one by one, and propose improvement plans and corresponding measures for the un-scored items.</li> <li>According to the needs of directors, provide company business or financial and other operational information to maintain smooth communication and communication between directors and business supervisors.</li> </ol> <p>(III) For continuing education of corporate governance supervisors in 2025, see Note 2.</p>	
V. Has the Company established channels for communicating with stakeholders (including but not limited to shareholders, employees, customers and suppliers), set up a dedicated stakeholder section on the Company website, as well as appropriately responded to important corporate and social responsibility issues of concern to stakeholders?	V		<p>The Company has set a stakeholder section on the Company's website and has designated personnel to process and answer questions. The sustainability report is also placed on the Company's website for stakeholders to download. A dedicated section for stakeholders: <a href="https://www.synnex-grp.com/tw/Communication-with-Stakeholders">https://www.synnex-grp.com/tw/Communication-with-Stakeholders</a> Sustainability Report can be downloaded from: <a href="https://www.synnex-grp.com/tw/ESG-Report">https://www.synnex-grp.com/tw/ESG-Report</a></p>	In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies."
VI. Has the Company hired a professional agency to handle tasks and issues related to holding the shareholder's meeting?	V		<p>The Company commissions CTBC Bank Co., Ltd. Transfer Agency Department to handle matters related to holding the shareholders' meeting.</p>	In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies."
VII. Information disclosure (I) Has the Company established a corporate website to disclose information regarding the Company's financial, business, and corporate governance status? (II) Has the Company adopted other means of information disclosure (such as establishing a website in English, appointing specific personnel to collect and disclose company information, implementing a spokesperson system, and disclosing the process of investor conferences on the Company's website)? (III) Does the Company announce and declare the annual financial report within two months after the end of the fiscal year, and announce and declare the first, second, and third quarter financial reports and operating status of each month within the prescribed deadline?	V	V	<p>(I) The company has set up a website (<a href="https://www.synnex-grp.com">https://www.synnex-grp.com</a>) and discloses relevant information on financial, business, and corporate governance in the investors and corporate governance sections.</p> <p>(II) As required by law, relevant information of the Company is disclosed in a timely manner in the "Market Observation Post System" for the understanding and inquiry of the investors. The Company has a spokesman and a deputy spokesman appointed. The Company has the Chinese and English corporate governance information disclosed in the investors section on the Company's website with the information updated in a timely manner.</p> <p>(III) The Company announces and declares our annual financial report and the first, second, and third quarter financial reports and operating status of each month within the prescribed period.</p>	<p>(I) In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies." (II) For the consideration of the law and regulations or the actual operations, if any, it is to be handled in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" and the related law and regulations.</p>
VIII. Does the Company have other information that is helpful for understanding its status of corporate governance (including but not limited to employee rights and interests, employee well-being, investor relations, supplier relations, rights of interested parties, further education sought by directors and supervisors, implementation of risk management policies and risk evaluation standards, implementation of customer policies, the taking out of liability insurance for directors)?	V		<p>(I) Employee benefits: The Company firmly believes that employees is the driving force of business growth; thus, the Company appreciates the importance of employee benefits and is committed to fulfill all the statutory rights and interests of employees according to law.</p> <ol style="list-style-type: none"> <li>System: <ol style="list-style-type: none"> <li>Labor and health insurance, pension appropriation, employee education and training, employee health seminars from time to time.</li> <li>Continuing to provide employees with a variety of benefits, such as: life insurance with a coverage of at least NT\$3 million (far better than general companies), free health checkup, weddings, funeral, and maternity subsidies, interest-free loans, and external training subsidies.</li> </ol> </li> <li>Implementation status: <ol style="list-style-type: none"> <li>Statutory rights and interests of employees are handled according to law.</li> <li>Various employee benefits are handled by the designated personnel.</li> <li>The Company's group insurance has provided sufficient coverage to the employees who had suffered severe injuries or sickness in the recent years,</li> </ol> </li> </ol>	In compliance with the concept and implementation of the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies"

Assessed areas	Implementation status		Summary	Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons												
	Yes	No														
			<p>providing 3-5 years of economic security to the employees' families. Considering the needs of the employees' families for insurance coverage, the Company provides the employees and their spouses with preferential life insurance and accident insurance policy.</p> <p>(II) Investor relations: The Company insists on the principle of integrity and information disclosure fairness and exercises corporate governance transparency, regularly publishes company operational and financial information to the shareholders, and sets the spokesman and deputy spokesman system to fulfill the Company's information disclosure responsibility and obligations. The Company's website has an "Investor Section" and dedicated personnel and e-mail are designated to handle recommendations and issues of investors.</p> <p>(III) Supplier relationships and stakeholder interests: The Company and its suppliers have maintained long-term and close cooperation relations. the Company has set a stakeholder section on the Company's website and has designated personnel to process to protect stakeholders' rights.</p> <p>(IV) Continuing education of directors: The directors of the Company have a background in industry and have their continuing education disclosed in the "Market Observation Post System" for the reference of the shareholders and investors. Refer to Note 3 for details related to advanced studies.</p> <p>(V) Implementation of risk management policies and risk assessment: The Company established various internal regulations in accordance with the law. The Risk Management Team was formed in 2022, and the president serves as the convener of the Risk Management Team, which identifies and manages risk factors and facilitates command and dispatch, assessment, and implementation of the risk management policy by the risk management organization. The Risk Management Team has reported risk evaluation and risk management policy, and climate risk management operating status to the Audit Committee and the Board of Directors on November 11, 2025.</p> <p>(VI) Recusals of directors due to conflicts of interest: The directors of the Company must be recused from voting on any motions they are against.</p> <p>(VII) The implementation of customer relations policies: The Company and its customers maintain a stable and good relationship to create profits for the Company.</p> <p>(VIII) The purchase of liability insurance for the directors: The Company has acquired liability insurance for the directors and managers in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" and it has been disclosed in the "Market Observation Post System".</p> <table border="1"> <thead> <tr> <th>Insured subject</th> <th>Insurance company</th> <th>Insured amount (NT\$: thousand)</th> <th>Insurance period</th> </tr> </thead> <tbody> <tr> <td>All directors and managers</td> <td>Fubon Insurance Co., Ltd.</td> <td>637,200</td> <td>From September 1, 2024 To September 1, 2025</td> </tr> <tr> <td>All directors and managers</td> <td>Fubon Insurance Co., Ltd.</td> <td>613,300</td> <td>From September 1, 2025 To September 1, 2026</td> </tr> </tbody> </table> <p>(IX) The directors of the Company have fulfilled responsibilities truthfully and exercised the due care of a good administrator.</p> <p>(X) The Company has the "Rules of Procedure for Board of Directors Meeting" stipulated and implemented.</p> <p>(XI) The Company's Board meeting has been convened at least once a quarter to strengthen corporate governance.</p>	Insured subject	Insurance company	Insured amount (NT\$: thousand)	Insurance period	All directors and managers	Fubon Insurance Co., Ltd.	637,200	From September 1, 2024 To September 1, 2025	All directors and managers	Fubon Insurance Co., Ltd.	613,300	From September 1, 2025 To September 1, 2026	
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IX. Please describe improvements in terms of the results of the Corporate Governance Evaluation System in recent years and propose areas and measures to be given priority where improvement will be needed.																
(I) Improvements that have been made according to the results of the Corporate Governance Evaluation System in the most recent year:	12th term evaluation indicators		Improvements already made													
4.27 Has the Company disclosed the types of Scope 3 greenhouse gases and their annual emissions over the past year?	The relevant information has been disclosed in the Company's 2024 Annual Report and Sustainability Report as well as the Group website.															
(II) Priority matters that require improvement and measures according to the results of the Corporate Governance Evaluation System of the most recent year: The Company conducts self-evaluation of corporate governance in accordance with the regulations established by the competent authority and has proposed priority improvement measures based on the Company's current situation for various indicators that were not achieved, and gradually improves corporate governance to enhance the corporate governance image.																

Note 1: Evaluation of the independence and suitability of the CPAs.

Assessed areas	Important assessment content	Evaluation result	Whether it is compliant with independence
Review of independence requirements	1. Does the CPA or the spouse or minor children of the CPA have any investment, financial interest, or lending relationship with the Company?	No	Yes
	2. Is the CPA or member of the audit service team currently or has it in the last two years been a director or manager of the Company or has served in a position that has a significant impact on the audit case?	No	Yes
	3. Does the CPA or member of the audit service team have a spouse, direct blood relative, direct relative by marriage, or collateral blood relative within the second degree of kinship with relation to a director, manager, or person in the Company who has a significant impact on the audit case?	No	Yes
Review of independent operations	1. Does the CPA perform professional services with an attitude of honesty and rigor and maintain a position of fairness and objectivity?	Yes	Yes
	2. Have the CPAs recused themselves and not undertaken matters for which they have been entrusted in which they have a direct or significant indirect interest that affects their impartiality and independence?	Yes	Yes
	3. Do members of the audit service team, other co-practicing CPAs, or shareholders of corporate accounting firms, accounting firms, firms affiliated with those firms, and allied firms also maintain independence with respect to the Company?	Yes	Yes
Competency review	1. Does the accounting firm have sufficient scale, resources, and regional coverage to handle corporate audit services?	Good	Yes
	2. Does the accountant have a disciplinary record from the Disciplinary Committee in the last two years, or has the accounting firm been involved in a major lawsuit in the last two years or now?	Good	Yes
	3. Does the accounting firm timely inform the Board of Directors on risk management, corporate governance, financial accounting, and related risk control?	Good	Yes

Note 2: Continuing education of corporate governance supervisor:

Corporate Governance Supervisor		Educational institutions	Course title	Training period	Hours
Corporate Governance Supervisor	Su, Chih-Ching	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	2025.07.09	6.0
Corporate Governance Supervisor	Su, Chih-Ching	Corporate Operating and Sustainable Development Association	Understanding Company Fraud or Operating Crises from Financial Statements	2025.08.20	3.0
Corporate Governance Supervisor	Su, Chih-Ching	Securities and Futures Institute	2025 Annual Promotional Conference on Prevention of Insider Trading	2025.09.26	3.0
Corporate Governance Supervisor	Su, Chih-Ching	Securities and Futures Institute	2025 Insider Equity Transaction Legal Compliance Awareness Briefing	2025.10.31	3.0

Note 3: Status of Directors' continuing education

Director		Educational institutions	Course title	Training period	Hours
Representative of Institutional Director	Miau, Matthew Feng Chiang	Taiwan Institute of Directors	Co-creating a Sustainable Future: Seminar on Global ESG Trends	2025.06.25	3.0
Representative of Institutional Director	Miau, Matthew Feng Chiang	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	2025.07.09	6.0
Representative of Institutional Director	Miau, Matthew Feng Chiang	Taiwan Institute of Directors	Co-creating a Sustainable Future: AI-enabled Digital Transformation	2025.10.15	3.0
Director	Tu, Shu-Wu	Taiwan Institute of Directors	Co-creating a Sustainable Future: Seminar on Global ESG Trends	2025.06.25	3.0
Director	Tu, Shu-Wu	Securities and Futures Institute	2025 Annual Promotional Conference on Prevention of Insider Trading	2025.10.03	3.0
Representative of Institutional Director	Chou, Teh-Chien	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	2025.07.09	6.0
Representative of Institutional Director	Chou, Teh-Chien	Taiwan Corporate Governance Association	The Miracle of NVIDIA's Three Trillion Empire: The Semiconductor Industry Revolution Behind Artificial Intelligence. Trends in Applications and Governance of Generative AI	2025.07.11	3.0
Representative of Institutional Director	Yang, Hsiang-Yun	Securities and Futures Institute	Enterprise Risk Management and Crisis Management—from the Perspective of Directors and Supervisors	2025.02.21	3.0
Representative of Institutional Director	Yang, Hsiang-Yun	Taiwan Institute of Directors	Co-creating a Sustainable Future: Seminar on Global ESG Trends	2025.06.25	3.0
Representative of Institutional Director	Yang, Hsiang-Yun	Securities and Futures Institute	MiTAC Digital Technology Corp.'s Training Program - Advanced Seminar for Directors and Supervisors (Including Independent Supervisors): "Corporate Governance and Securities Regulations"	2025.08.12	3.0
Representative of Institutional Director	Tu, Shu-Chyuan	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	2025.07.09	6.0
Representative of Institutional Director	Miau, Scott Matthew	Taiwan Institute of Directors	Courses on Family Office	2025.06.12	3.0
Representative of Institutional Director	Miau, Scott Matthew	Taiwan Institute of Directors	Co-creating a Sustainable Future: Seminar on Global ESG Trends	2025.06.25	3.0
Representative of Institutional Director	Miau, Scott Matthew	Taiwan Institute of Directors	Co-creating a Sustainable Future: AI-enabled Digital Transformation	2025.10.15	3.0
Independent Director	Hsuan, Chien-Shen	The Greater China Financial Development Association	Trump's New Tariff Policy and Global Economic Changes	2025.02.24	3.0
Independent Director	Hsuan, Chien-Shen	The Greater China Financial Development Association	Industrial Development and Future Opportunities of Generative AI	2025.10.22	3.0
Independent Director	Shen, Ling-Long	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	2025.07.09	6.0
Independent Director	Shen, Ling-Long	Taiwan Institute of Directors	Co-creating a Sustainable Future: AI-enabled Digital Transformation	2025.10.15	3.0
Independent Director	Chung, Hui-Min	Securities and Futures Institute	2025 Insider Equity Transaction Legal Compliance Awareness Briefing	2025.10.31	3.0
Independent Director	Chung, Hui-Min	Securities and Futures Institute	New Mindset on Corporate Risk Aversion: Seminar on Addressing Exchange Rate Challenges and Asset Management Trends	2025.12.05	3.0

**(V) Implementation status of sustainable development promotion and deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons**

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons																								
	Yes	No		Summary																							
I. Has the Company established a governance structure to promote sustainable development, and has it set up a unit which specializes (or is involved) in promoting sustainable development and run by senior managerial officers authorized by the Board of Directors, and does the Board of Directors supervise its implementation status?	V		<p>In order to implement sustainable management concepts, the Company established its CSR Committee in 2015 for the management of sustainable issues; it has since been renamed the Sustainability Committee. With the President as the convener. We also set up four ESG-oriented work teams according to the issues under the jurisdiction of each department, which selected the appropriate functional supervisor and employees to form the teams. The various working groups are responsible for the following projects:</p> <p>(1) Corporate governance and economics team: Responsible for corporate governance, integrity management, risk management, and regulatory compliance related matters related to the Company's operational governance and financial aspects.</p> <p>(2) Employee and social team: Responsible for Synnex employees' rights and interests, building an effective occupational health and safety system, and community care and public welfare matters.</p> <p>(3) Environment team: Review and plan Synnex's environmental management policy guidelines and events team.</p> <p>(4) Product team: Responsible for product quality links, product liability control, and consumer rights. Synnex's sustainability policies and activities are coordinated, managed, and implemented by the sustainability working group; implementation results are tracked to ensure that the sustainable development strategies are fully implemented in the Company's daily operations. And on November 11, 2025, the Sustainability Committee reported to the Board about implementation of sustainable development and stakeholder engagement. The Board also gave timely suggestions and adjustments on the contents and strategies reported by the Sustainability Committee.</p>	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"																							
II. Does the Company perform assessments of risks in environmental, social, and corporate governance issues relevant to its business activities and devise risk management policies and strategies accordingly?	V		<p>To establish robust risk management operations and raise risk awareness, the Company established identification, assessment, control, and supervision processes for potential risks, thereby ensuring the Company's healthy operations and strengthening corporate governance. The Company established the Risk Management Policy and Procedures, which was passed by the Board of Directors in 2022 as the highest guiding principles of the Company's risk management.</p> <p>The Company identifies risk factors through the Risk Management Team every year, and identifies risks that may impact the Company's sustainable development, selecting the scope of risk management on this basis. The boundary of the Company's risk assessment is Taiwan Synnex Technology International Corporation, including wholly-owned subsidiary Synergy Intelligent Logistics Corp. Risk-related units in the organization were integrated into the Risk Management Team, and the president serves as the convener of the Risk Management Team. The team identifies and manages risk factors based on the materiality principle, and in accordance with environmental, social, or governance (ESG) issues related to the Company's operations, and facilitates command and dispatch, assessment, and implementation of the risk management policy by the risk management organization, as described below:</p> <table border="1" data-bbox="478 1008 1276 2105"> <thead> <tr> <th>Material issues</th> <th>Assessed areas item</th> <th>Risk management policy</th> </tr> </thead> <tbody> <tr> <td>Environment</td> <td>Climate Change and Environment</td> <td>In response to local environmental control regulations, SYNEX continuously conducts comprehensive procurement/repair/replacement for deficiencies or areas that can be improved. We also regularly review the impact of the climate on the Company in order to review and improve the rights and benefits of investors and consumers.</td> </tr> <tr> <td rowspan="3">Society</td> <td>Labor-management and employment relations</td> <td>In the implementation of employee care, based on the employee-oriented concept, Synnex has constructed a diversified, equal, warm, and sound workplace in which employee safety and training and development is important. It has also established clear channels for communication.</td> </tr> <tr> <td>Salary levels and employment status</td> <td>Synnex provides competitive salary levels and provides a differentiated total compensation according to difference in contribution, so that people who work hard can obtain relatively higher compensation, and so that salary and ability performance are well matched.</td> </tr> <tr> <td>Human rights of employees</td> <td>The Company protects employees' legitimate rights and eradicates discrimination based on the management policies stipulated in accordance with the "Universal Declaration of Human Rights", "International Bill of Human Rights", "Global Compact", and "Labor Standards Act".</td> </tr> <tr> <td rowspan="3">Corporate Governance</td> <td>Occupational safety</td> <td>SYNEX raises safety awareness and prevents unsafe conduct through education and training, so as to create a health and safe workplace. Physicians are scheduled to provide on-site services and provide health consultation and care. The environment is regularly inspected to ensure that facility and equipment functions are normal and safe.</td> </tr> <tr> <td>Legal and regulatory compliance</td> <td>The Company has formulated its "Corporate Governance Code of Conduct", "Code of Conduct", "Integrity Management Code", "Sustainable Development Code" and other internal company norms, which each logistics management unit continuously reviews and amends according to its responsibilities and professional scope to comply with current company policies and operating procedures.</td> </tr> <tr> <td>Ethical corporate management</td> <td>The Company has established its internal Integrity Management Code and Code of Conduct and promotes its corporate culture and values of integrity management. It requires its employees to abide by this code of ethics and behavior in all matters of business ethics, labor relations, internal control, corporate governance, and community participation.</td> </tr> <tr> <td></td> <td>Information security</td> <td>A Chief of Information Security has been appointed and a dedicated unit, the "Information Security Division", has been set up to ensure that information security management can be thorough, continuous, and stable. Information security policies, management methods and related operating procedures are established as the basis for various information operations, so that relevant personnel can follow them and reduce the possibility and impact of any information security incidents. In addition, we have also passed and obtained the ISO 27001 Information Security Management System certification.</td> </tr> </tbody> </table>	Material issues	Assessed areas item	Risk management policy	Environment	Climate Change and Environment	In response to local environmental control regulations, SYNEX continuously conducts comprehensive procurement/repair/replacement for deficiencies or areas that can be improved. We also regularly review the impact of the climate on the Company in order to review and improve the rights and benefits of investors and consumers.	Society	Labor-management and employment relations	In the implementation of employee care, based on the employee-oriented concept, Synnex has constructed a diversified, equal, warm, and sound workplace in which employee safety and training and development is important. It has also established clear channels for communication.	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	Human rights of employees	The Company protects employees' legitimate rights and eradicates discrimination based on the management policies stipulated in accordance with the "Universal Declaration of Human Rights", "International Bill of Human Rights", "Global Compact", and "Labor Standards Act".																									
Corporate Governance	Occupational safety	SYNEX raises safety awareness and prevents unsafe conduct through education and training, so as to create a health and safe workplace. Physicians are scheduled to provide on-site services and provide health consultation and care. The environment is regularly inspected to ensure that facility and equipment functions are normal and safe.																									
	Legal and regulatory compliance	The Company has formulated its "Corporate Governance Code of Conduct", "Code of Conduct", "Integrity Management Code", "Sustainable Development Code" and other internal company norms, which each logistics management unit continuously reviews and amends according to its responsibilities and professional scope to comply with current company policies and operating procedures.																									
	Ethical corporate management	The Company has established its internal Integrity Management Code and Code of Conduct and promotes its corporate culture and values of integrity management. It requires its employees to abide by this code of ethics and behavior in all matters of business ethics, labor relations, internal control, corporate governance, and community participation.																									
	Information security	A Chief of Information Security has been appointed and a dedicated unit, the "Information Security Division", has been set up to ensure that information security management can be thorough, continuous, and stable. Information security policies, management methods and related operating procedures are established as the basis for various information operations, so that relevant personnel can follow them and reduce the possibility and impact of any information security incidents. In addition, we have also passed and obtained the ISO 27001 Information Security Management System certification.																									

Promotion item	Implementation status		Summary	Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No		
III. Environmental topics				
(I) Has the Company established a proper environmental management system based on the characteristics of the industry?	V		(I) The Company is a channel integration service provider for the high-tech industry. It is a low-energy-consuming non-manufacturing enterprise, and most of our energy usage is concentrated in offices and storage centers. Despite the fact that the Company has limited direct control over our energy consumption, we are aware that an enterprise is fully responsible of mitigating and adapting to the threat of climate change. Hence, we have included energy conservation and the adoption of low-energy solutions as key objectives in promoting energy management. To promote energy sustainability projects in practice, the Company has established the Environment Team of the Sustainability Committee (the "ESG Environment Team") to be in charge of relevant implementations. Its management unit is the Logistics Quality Management Division of the Group's head office. The specific management structure and policy implementation are as follows: <ul style="list-style-type: none"> <li>● Introducing international standards and certifications: Since 2022, the ESG Environment Team has been actively promoting the implementation of the ISO 14001 Environmental Management System and the ISO 14064-1 Greenhouse Gas Inventory, and has continued to obtain third-party certification from the British Standards Institution (BSI).</li> <li>● Announcing the environmental policies: The Company has formulated six major environmental policies, including (1) Energy conservation and carbon reduction, (2) Sustainable operation, (3) Commitment to operations, (4) Awareness of all employees, (5) Risk management, and (6) Compliance. These policies are officially announced to upstream and downstream suppliers and distributors, as we aim to work with partners to build a low-carbon supply chain and achieve the goal of co-prosperity.</li> <li>● Climate governance framework: Synnex Group fully complies with the Task Force on Climate-related Financial Disclosures (TCFD) framework. The ESG Environment Team serves as the relevant operation and monitoring unit, and requests all operations and operating sites to regularly review the on-site operation standards and, under the decision-making level of each local management, to implement various improvement and control operations.</li> <li>● Supervision and auditing mechanisms: Each site must regularly report its progress to head office, which also conducts ad hoc inspections and audits to ensure that the overall operational process is cost-effective and achieves the expected environmental objectives.</li> </ul>	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
(II) Is the Company committed to improving the efficiency of the various resources and using recycled materials which have a low impact on the environment?	V		(II) The Company strives to improve the efficiency of resource utilization, and utilizes our operating characteristics of integrated channel services to actively promote the core ESG concept of "low-carbon operations". Specific promotional measures and implementation results are described below: <ol style="list-style-type: none"> <li>1. Digitalization of business procedures: The Company is actively developing software research and development competencies to fully digitalize business processes. The goal of which is to effectively replace traditional paper consumption with digital tools. Since the launch of the digital transformation projects in 2022, by the end of 2025, the total paper consumption has been reduced by 60%, resulting in cumulative savings of approximately NTS\$620,000 in operating costs. <ol style="list-style-type: none"> <li>(1) Digital operations: By continuously streamlining warehousing operations and promoting electronic processes, the use of digital tools has significantly reduced paper consumption, resulting in continued environmental and energy-saving benefits.</li> <li>(2) Digital signature: The Company continues to invest in system R&amp;D, and encourages customers to replace paper files with digital signatures under the premise of complying with regulations and protecting the rights and interests of customers. Going forward, we will continue to expand its application scope to maximize the energy-saving benefits of going paperless.</li> </ol> </li> <li>2. Integrated application of smart warehousing and smart transportation scheduling: The Company actively invests in digital technology R&amp;D, and has formulated an integrated platform for "smart warehousing" and "smart transportation scheduling". Through the smart management of operational processes, we can maximize resource utilization efficiency and implement a low-carbon business strategy. Moreover, we are also committed to establishing a big data database that compiles the optimal shipping model to achieve the precise allocation of logistics resources. At the execution level, we fully promote order aggregation and batch shipment. By aggregating transportation, we can increase the scale of operations, more effectively reduce the number of shipments to decrease vehicle fuel consumption and warehouse power consumption, and thus achieve the goal of reducing greenhouse gas and carbon emissions.</li> <li>3. Carton re-use and recycling: 93,645 in total in 2025, accounting for 16% As Synnex Group's business scale and shipment volume continue to grow, we improve energy efficiency and reduce the burden on the environment through reusing and recycling packaging materials. By establishing a recycling mechanism, the Company continues to increase the reuse rate of recycled cardboard boxes. (Accounted for 16% in 2025, and 15% in 2024) For details, please refer to page 105 of the 2024 Sustainability Report.</li> <li>4. Worn and inefficient printers and office machines have been phased out, and an "ID-based printing" system has been introduced. This management measure aims to establish a monitoring mechanism over the printing volume per person. By assisting employees in practicing self-management, we can strengthen the ESG sustainability awareness of all employees.</li> </ol>	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
(III) Does the Company evaluate the potential risks and opportunities in climate change with regard to the present and future of its business, and take appropriate action to counter climate change issues?	V		(III) The Company has incorporated climate change issues into its overall sustainable governance and risk management affairs to demonstrate its determination to promote sustainable development. The Sustainability Committee is directly responsible for supervising and managing the Company's overall sustainability issues and climate-related risks and opportunities; it regularly reports its implementation results to the General Manager (Chairman of the Sustainability Committee). The environment team will promote and provide guidance on specific actions to deal with climate change.  To effectively respond to the possible impact of climate change, the Company has disclosed in its sustainability report its annual work progress and achievements in accordance with the framework recommended by TCFD since 2019. Identified risks are: Regulatory requirements on carbon reduction, suppliers transferring cost, supply chain jointly pursuing green sustainability (GHG reduction management), and increase in electricity or water consumption due to global warming. In order to reduce the risk factors mentioned above, the Company also simultaneously identifies feasible opportunities and develops countermeasures: It will continue to pay attention to market demand and low-carbon risks, implement energy management, replace and update energy-consuming equipment, purchase products that fit low-carbon trends, and enhance digital services. A detailed description of the Company's climate change risk and opportunity analysis has been disclosed in the its sustainability report, available at ( <a href="http://www.synnex.com.tw/tw/esg-report">http://www.synnex.com.tw/tw/esg-report</a> ).	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"

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(IV) Does the Company take inventory of its greenhouse gas emissions, water consumption, and total weight of waste in the last two years, and implement policies on energy efficiency and carbon reduction, greenhouse gas reduction, water reduction, or waste management?	V		<p>(IV) Although the Company is in the high-tech product distribution service industry and is not a part of the high-energy-consuming industry, we still pay close attention to the environmental impact of our operations. The sources of the Company's direct greenhouse gas emissions are mainly from vehicles used by the logistics centers, while indirect emissions are mostly from purchased electricity used by the headquarters office and the logistics centers.</p> <p>The Company continues to promote the replacement of worn logistics vehicles. Since 2021, our logistics fleet has fully adopted "eco-friendly vehicles in line with Phase 5 emission standard" that comply with Taiwan's environmental protection regulations. According to a comparison between the formal technical specifications of the car manufacturers and the emission standards of the Ministry of Environment, the emission limit of nitrogen oxides (NOx) for Phase 5 eco-friendly vehicles has been reduced from 3.5 g/kWh to 2.0 g/kWh compared with the previous standard (Phase 4) vehicles. The pollutant emissions of each vehicle can be effectively reduced by up to 43%. Through this measure, we can ensure that while we continue to sustain the growth of the Company's "home delivery service", we can also substantially reduce the impact on the environment. To further implement energy conservation and carbon reduction, the Company also implements strict factory site management, requiring all logistics vehicles to turn off their engines and prohibiting the use of air conditioning while idling after returning to the sites.</p> <p>1. Greenhouse gas (GHG) emissions (fuel consumption and electricity): A decrease of 16.88% compared to the previous year</p> <p style="text-align: right;">Unit: Tons CO<sub>2</sub>e</p> <table border="1"> <thead> <tr> <th>GHG emissions</th> <th>Scope 1: Fuel consumption</th> <th>Scope 2: Electricity</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>1,860</td> <td>1,925</td> <td>3,785</td> </tr> <tr> <td>2024</td> <td>1,708</td> <td>1,540</td> <td>3,248</td> </tr> <tr> <td>2025</td> <td>1,451</td> <td>1,249</td> <td>2,700</td> </tr> </tbody> </table> <p>Note: Covering Synnex Group and its subsidiary Synergy Intelligent Logistics Corp. and all Taiwan factory information</p> <p>(1) Transportation emissions management and optimization: Greenhouse gas emissions from fuel used in logistics vehicles in 2025 was 1,454 metric tons of CO<sub>2</sub>e, a decrease of approximately 254 metric tons from 1,708 metric tons of CO<sub>2</sub>e in 2024. The reduction can be mostly attributed to the improved synergy of delivery routes from our fleet scheduling integrations, which also effectively reduced energy consumption from making empty trips.</p> <p>(2) Energy Efficiency Improvement and Energy-saving Measures: Greenhouse gas emissions in 2025, converted from electricity consumption, has been reduced by 455 metric tons of CO<sub>2</sub>e compared with 2024. The Company continued the implementation of energy-saving and power-saving action plans, including full replacement of energy-saving LED lighting fixtures, and precisely planning the starting hours of air-conditioning. At the same time, we also promoted a space conservation project by closing floors with ineffective equipment. By integrating work areas to improve space utilization, and encouraging employees to turn off lights to reduce unnecessary power consumption, we practiced energy conservation in day-to-day operations.</p> <p>(3) International environmental management system certifications: Since implementing the ISO14001 Environmental Management Systems in 2022, we have adhered to the Plan-Do-Check-Act (PDCA) cycle method to carry out self-inspection and improvement, and have obtained certification from the British Standards Institution (BSI). In the same year, ISO 14064-1 Greenhouse Gas Inventory was introduced, and dual ISO international standard certification has been maintained every year thereafter.</p> <p>(4) Expanding the coverage of GHG inventory: To implement sustainable governance within the Group, the Company independently completed a greenhouse gas inventory of the operating sites of the Synnex Group's domestic and overseas subsidiaries in 2024, taking tangible steps toward the comprehensive and transparent management of operational information.</p> <p>(5) In 2024, the GHG emissions from vehicle oil was 1,708 metric tons CO<sub>2</sub>e, a slight decrease of 152 metric tons compared to the 1,860 metric tons CO<sub>2</sub>e of emissions in 2023, due to the integration of fleet dispatch resources, which improved route efficiencies and reduced losses from unnecessary routes.</p> <p>2. Water usage</p> <p style="text-align: right;">Unit: Tons</p> <table border="1"> <thead> <tr> <th>Water consumption</th> <th>Taipei Headquarters</th> <th>Taipei logistics centers</th> <th>Taichung logistics centers</th> <th>Kaohsiung logistics centers</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>10,083</td> <td>5,104</td> <td>3,284</td> <td>554</td> <td>19,025</td> </tr> <tr> <td>2024</td> <td>8,563</td> <td>4,262</td> <td>2,532</td> <td>380</td> <td>15,737</td> </tr> <tr> <td>2025</td> <td>4,445</td> <td>4,901</td> <td>2,421</td> <td>550</td> <td>12,317</td> </tr> </tbody> </table> <p>The Company's operating bases mainly use circulating water for regional air conditioning and domestic water use from employees. Our operating processes do not produce any commercial wastewater from manufacturing operations. To ensure the proper use of water resources, we continuously promote the concept of water conservation among all employees and conduct regular inspections and maintenance of all water-using equipment.</p> <p>Since moving our headquarters to the new office building in Nangang in August 2024, the Company has fully implemented smart, touchless designs. Sensors have been installed in bathrooms, kitchens, faucets, and soap dispensers, greatly reducing water waste during their use.</p> <p>In 2025, the overall water consumption of the parent company in Taiwan has decreased significantly by 22% compared to 2024, with a total reduction of 3,420 metric tons. The increased water consumption at the Linkou logistics center was mostly attributable to the water pipe repairs. The Company has completed the relevant repairs and strengthened surveillance to prevent resource loss, and continues to improve various water-saving measures to achieve environmental sustainability goals.</p> <p>3. Waste management</p> <p>(1) Operational waste</p> <p style="text-align: right;">Unit: Tons</p> <table border="1"> <thead> <tr> <th>Total amount of waste</th> <th>General waste</th> <th>General industrial waste</th> <th>Announcement that it should be recycled or reused (class R)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>123</td> <td>8</td> <td>63</td> <td>194</td> </tr> <tr> <td>2024</td> <td>122</td> <td>8</td> <td>55</td> <td>185</td> </tr> <tr> <td>2025</td> <td>133</td> <td>11</td> <td>59</td> <td>203</td> </tr> </tbody> </table> <p>Synnex classifies and manages waste based on their respective locations</p> <ul style="list-style-type: none"> <li>Taipei Operating Headquarters: Predominantly consists of domestic waste from employees, which can be divided into "general waste" and "waste that should be recycled or reused (class R)".</li> </ul>	GHG emissions	Scope 1: Fuel consumption	Scope 2: Electricity	Total	2023	1,860	1,925	3,785	2024	1,708	1,540	3,248	2025	1,451	1,249	2,700	Water consumption	Taipei Headquarters	Taipei logistics centers	Taichung logistics centers	Kaohsiung logistics centers	Total	2023	10,083	5,104	3,284	554	19,025	2024	8,563	4,262	2,532	380	15,737	2025	4,445	4,901	2,421	550	12,317	Total amount of waste	General waste	General industrial waste	Announcement that it should be recycled or reused (class R)	Total	2023	123	8	63	194	2024	122	8	55	185	2025	133	11	59	203
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	Yes	No		
			<ul style="list-style-type: none"> <li>Logistics centers: In addition to the aforementioned category, "general industrial waste" generated from product repair and auxiliary material disposal is also entrusted to qualified waste disposal companies licensed by the government for disposal. Regarding waste management, in the 2024 relocation plan for the new headquarters in Nangang, to ensure that the relocation process did not impose additional burdens on the environment, we also advocated for "office supplies reduction". By disposing of existing documents and office supplies monthly, not only did we clean up office space, but also effectively dispersed the waste generated during the relocation process. In terms of the waste generated by the logistics centers (such as product repair waste and auxiliary materials), a "classification followed by centralized management" approach is adopted. Although general industrial waste has increased slightly by 11 metric tons in 2025 due to business volume, by partnering with qualified waste disposal companies, we ensure that all waste is disposed of in a transparent and legal manner. Synnex continues to advocate the corporate culture of "environmental protection is everyone's responsibility". In addition to promoting the policy of reusing packaging materials, we also encourage employees to extend their environmental awareness to their personal lives and to practice carbon reduction and waste reduction from the source, thereby moving towards the goal of net-zero operations.</li> <li>(2) Commissioned recycling - scrapping of four specific machines (refrigerators, televisions, air conditioners washing machines) for environmental protection: A total of 6,129 machines were recycled by 2025. Synnex Group actively fulfills our extended producer responsibility. We have been adhering to the Ministry of Environment's recycling policy of the four specific machines since 2013. By offering convenient home appliance installation services, we proactively assist consumers in recycling and replacing worn appliances such as televisions, refrigerators, washing machines, and air conditioners.</li> </ul> <p>Moreover, the strategies that SYNnex established for energy conservation and carbon and greenhouse gas reduction are as follows:</p> <ul style="list-style-type: none"> <li>The new Nangang Building uses smart energy-saving design to achieve green building design and to continuously evolve. <ol style="list-style-type: none"> <li>The "Four No" Designs in Office Areas: Touchless, wireless, paperless, and waste-free space (garbage is moved to the garbage collection point at kitchens, reducing garbage and waste).</li> <li>DOAS intelligent elevator dispatching system is used. The intelligent calculation dispatches the closest elevator, while taking into account transportation efficiency, energy conservation, and security.</li> <li>The office is equipped with a 32 cm thick "Double Skin" glass curtain system to directly extract hot air to the outside. Achieves a high thermal insulation effect that maximizes energy saving.</li> <li>The automated sun-tracking blinds installed can automatically open and close and varies according to the different times of sunrise and sunset and the angle of sunlight, thus achieving good heat insulation effect when combined with the above-mentioned glass curtain system. The heat recovery ventilation in the office area further reduces energy consumption from air conditioning, achieving energy conservation and carbon reduction.</li> <li>Lighting and air conditioning is controlled centrally to improve energy management efficiency and save energy.</li> </ol> </li> <li>SYNNEX's parent company in Taiwan is committed to thorough energy-saving and carbon-reduction plan <ol style="list-style-type: none"> <li>All air conditioners are turned on and off on a timed basis to avoid operating in empty rooms to save electricity.</li> <li>Replaced all T5 lighting fixtures with LED energy-saving lamps. We planned and arranged lighting in effective arrays in the logistics centers to provide effective lighting and save electricity.</li> <li>All distribution vehicles must turn off engine when parked in the factory site, and the use of air conditioning is prohibited when idling.</li> <li>Planned and designed more effective logistics distribution routes and trips so as to reduce inefficient routes and thus, reduce fuel consumption.</li> </ol> </li> </ul>	
IV. Social topics				
(I) Has the Company formulated appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	V	(I)	<p>The Company treats its employees with integrity and provides a safe and secure working environment. The Company has formulated its Sustainable Development Code and other related management policies in accordance with the "Universal Declaration of Human Rights", "International Bill of Human Rights", "Global Compact", and "Labor Standards Act" and other human rights standards and labor conditions norm, and has published them on its official website. In accordance with the Code, the Company complies with internationally recognized labor rights, such as freedom of association, right to collective bargaining, care for vulnerable groups, prohibition of child labor, elimination of all forms of forced labor, elimination of discrimination against the employed and job seekers. It also confirms that its human resources policies do not treat people differently based on their race, socioeconomic class, age, marital or family status, etc., for the purpose of implementing equal and fair employment of job seekers, employment conditions, remuneration, benefits, training, evaluation, and promotion opportunities. For situations that endanger labor rights, the Company provides an effective and appropriate grievance mechanism to ensure the equality and transparency of the grievance process. Grievance channels should be simple and clear, convenient and unobstructed, and appropriate responses should be given to employees' grievances.</p> <p>In addition, we regularly keep up-to-date with the latest laws and regulations, and promote compliance with laws and regulations on human rights and anti-discrimination and more.</p>	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
(II) Does the Company establish and implement reasonable employee benefits (including remuneration, leave, and other benefits) and ensure business performance or results are reflected adequately in employee remuneration?	V	(II)	<p>The Company attaches great importance to providing employees with sufficient security and a work environment where they can feel at ease, and encourages employees to commit to creating an intelligent and balanced work lifestyle. As a result, employees will not need to worry about their health, economic situation, and family care outside of work.</p> <ol style="list-style-type: none"> <li>Employee Compensation Policy Synnex provides market-competitive salaries. In addition to fixed salaries, there are different performance evaluation benchmarks for professional functions of different job types based on the Company's business performance as well as departmental and individual goals. The focus of logistics staff work is on daily operational performance, so they are evaluated on a monthly basis; For business personnel, the management of long-term relationships with customers adopts the quarterly evaluation method; Headquarters logistics administration and R&amp;D functional personnel adopt the annual performance evaluation system.</li> </ol>	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No	
(III) Does the Company provide a safe and healthy working environment and provide employees with regular safety and health training?	V		<p>In addition, in order to provide incentive to employees and the management team, employee compensation follows the regulations of the Company; the Company's net income before tax before deducting remuneration to employees and Directors and after making up for losses should be applied to pay remuneration to employees in an amount not exceeding 10% and not less than 0.01% of the balance (with at least 1% allocated as compensation distributions for non-executive employees), and is issued after approval by the Board of Directors.</p> <p>2. Peace of mind and security</p> <ol style="list-style-type: none"> <li>(1) Emphasizing the creation of an intelligent and balanced work lifestyle to encourage colleagues to take adequate vacations. In addition to the annual leave required by law, new recruits with less than a year seniority are entitled leave that is better than the standards stipulated in the Labor Standards Act.</li> <li>(2) All full-time employees enjoy term life insurance of at least NTS\$3 million, providing basic security for their families.</li> <li>(3) Employees are eligible for interest free loans to reduce the financial burden of employees who are dealing with major life events. Types of applications include house purchase, marriage, childbirth, car purchase, emergency aid, arrangements for new employees, etc.</li> <li>(4) The Company cares for employees by providing cash gifts or gift certificates for marriage, funeral, hospitalization, childbirth, and birthday.</li> <li>(5) Enrollment in labor insurance for full salary, labor retirement pension contribution, and enrollment in National Health Insurance as required by the law.</li> </ol> <p>3. Workplace diversity and equality</p> <ol style="list-style-type: none"> <li>(1) The Company selects and promotes talent regardless of gender, with 47% of management positions being held by women, demonstrating our consistent principle of promoting outstanding talent based on ability and merit, regardless of gender or other factors.</li> <li>(2) A comfortable and private breastfeeding room is provided so that female employees will not be disturbed or have pressure while breastfeeding.</li> <li>(3) We provide employees with a friendly flexible unpaid parental leave environment. According to the statistics, over 70% of female employees (also a number of male employees) had applied for parental leave right after maternity leave. This has helped reduce the conflict between work and family care for employees, so that employees do not have to cut their careers short due to the need for short-term family care!</li> </ol> <p>(III) Employees are key assets to our sustainable development. We believe that the safety and mental and physical health of employees are our key concerns. We are committed to the continuous improvement of workplace environment and sees the enhancement of employees' health and safety awareness as our goal. To this effect, the Company has stipulated the following relevant management mechanisms and operation methods:</p> <ol style="list-style-type: none"> <li>1. Occupational health and safety management systems To implement occupational safety and health, the ISO 45001 Occupational Safety and Health Management Systems operating procedures were introduced in 2023, and the Company obtained IAS certification from ARES International Certification in 2024. The certificate is currently valid from December 24, 2024 to December 23, 2027. External certificate renewal assessment will be conducted annually and re-assessment will be conducted every three years. The system will continue to operate effectively through continuous improvement and maintenance of internal management, and by helping relevant stakeholders to gain a clear understanding of rights and obligations related to occupational health and safety through education, training, and advocacy, we can reduce related risks.</li> <li>2. Occupational health and safety policies and goals <ol style="list-style-type: none"> <li>(1) Sustainable operation: Effectively operate the occupational health and safety management systems and continuously improve it to fulfill our responsibilities to customers, employees, shareholders and society.</li> <li>(2) Hazard prevention: Commit to injury and disease prevention, health examination and promotion to reduce the occurrence of harmful incidents, in order to ensure the safety of employees and suppliers, contractors and visitors when entering the Company, and to build a safe, healthy and zero-disaster environment.</li> <li>(3) Regulatory compliance: Continue to promote systems and procedures that comply with occupational safety and health laws, regulations, standards and their objectives.</li> <li>(4) Full engagement: Occupational safety and health awareness is integrated into education and training and actively promoted, so as to strengthen all employees' awareness and adaptability to occupational safety and health.</li> <li>(5) Operational commitment: Supervisors at all levels commit to provide necessary resources and implement occupational safety and health management to ensure the suitability, adequacy and effectiveness of the management system.</li> </ol> </li> <li>3. Occupational Safety and Health Committee The Occupational Safety and Health Committee is established to conduct quarterly reviews, coordination, and recommendations on occupational safety and health management matters. Workplace safety and health issues are promptly addressed through regular communication mechanisms, enabling representatives from various departments to jointly participate in building a safer and healthier working environment. The proportion of worker representatives is 55%, meeting the statutory requirement that employee representatives account for at least one third of the number of members in the committee.</li> <li>4. Specific occupational health and safety measures <ol style="list-style-type: none"> <li>(1) Occupational hazard prevention and management <ul style="list-style-type: none"> <li>● Regularly inspect the workplace and data center, and arrange necessary equipment maintenance and testing. The scope includes daily inspections of electromechanical equipment and air quality, quarterly water quality testing and semi-annual lighting and illumination level assessments., etc.</li> <li>● Regularly maintain the air conditioner hosts and blowers to ensure the stable operation and air circulation of the air conditioning system.</li> <li>● Conduct safety inspection of the building structure, check the structural inclination and structural reinforcement of the shaft, and inspect the ceiling structures.</li> <li>● File public safety inspections of buildings and firefighting facilities to the competent authority on a timely basis, and annually inspect firefighting facilities and other building facilities to ensure that all safety equipment is functioning properly to strengthen the overall workplace safety.</li> <li>● In terms of the logistics center, according to the annual automatic inspection plan, regular inspection and maintenance are carried out for equipment such as fork lifts, fire-fighting facilities, electrical equipment, generators, elevators, automatic warehouse cranes, air compressors and air-conditioning equipment; storage cabinets are installed</li> </ul> </li> </ol> </li> </ol>

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No	
(IV) Has the Company established an effective career development and capability training program for employees?	V		<p>for flammable materials, reinforced and heightened guardrails are installed to prevent falls, and safety standards for equipment maintenance by employees are enhanced.</p> <ul style="list-style-type: none"> <li>To protect the safety of employees and visitors, the Company has purchased public accident liability insurance for all workplaces to reduce the risk of accidents to personnel and property. In accordance with relevant laws and regulations, the Company has submitted public safety inspection results on buildings and firefighting equipment to the competent authorities on a timely basis to ensure that all facilities meet safety standards. The Company's dedicated personnel have obtained the fire prevention management personnel certificate, and they formulate and regularly update the fire protection plan for the workplace in accordance with the law to ensure that the firefighting facilities are always in good operating condition and can function quickly and effectively during emergency.</li> </ul> <p>(2) Hazard identification and risk evaluation management procedures</p> <ul style="list-style-type: none"> <li>The Company has formulated a "Hazard Identification and Risk Evaluation Management Procedure" to regularly perform safety and health hazard identification work every year. Hazard identification and risk evaluation management is conducted on business operations of each unit, including routine and non-routine work contents. The risk level is determined through factors such as risk frequency, probability of occurrence, and severity, so as to identify the chance and severity of such occurrence and to classify the risk as either tolerable or intolerable risk. Further analysis will be conducted on major occupational safety and health risks that will have an impact on stakeholders, and the hazards that can be improved will be listed. The control methods, improvement measures, and target management plans for planning countermeasures are proposed, which will not only help strengthen workplace safety management, but also promote the Company's sustainable development and employee well-being.</li> </ul> <p>(3) Establishing safety and health management personnel</p> <ul style="list-style-type: none"> <li>Personnel are arranged to participate in external training. Internal safety and health education and training is also carried out, in which occupational safety regulations and management matters are promoted using the Company's website and app. In order to further enhance employees' safety awareness, the Company not only arranges safety and health education and training for new employee orientation, but also provides continuous training for current employees to strengthen their attention to workplace safety. Furthermore, work environment facilities and work processes are also continuously improved to further reduce the risk of occupational hazards. Two fire safety education and training sessions were held in 2025 in accordance with regulatory requirements. In addition, we also made sure that all required training for occupational safety and health related personnel, such as refresher training for Type A occupational safety and health business supervisors, refresher training for Class B occupational safety and health managers, fire prevention manager training, and first aid personnel training are all within the validity period.</li> <li>In addition, the logistics centers also targeted specific work characteristics, such as: Teaching the correct posture for lifting heavy objects, and performing gymnastics warm-up exercises every morning to prevent ergonomic hazards and repeated musculoskeletal injuries.</li> </ul> <p>5. Promoted a friendly workplace environment and employee health enhancement</p> <ol style="list-style-type: none"> <li>Promote regular health checkups, actively track and provide assistance for any abnormalities to safeguard the health of employees.</li> <li>We organize health enhancement activities irregularly, such as walking 10,000 steps daily and blood drives to promote health and healthcare related issues, thereby promoting health awareness in our employees and helping them learn proper health concepts.</li> <li>Four major plans are implemented, including ergonomic hazard prevention plan, the abnormal workload-induced disease prevention plan, the duty-related illegal infringement prevention plan, and the maternal health protection plan, to protect the physical and mental health of workers.</li> <li>We are committed to establishing a friendly and equal workplace without illegal infringements, providing channels for complaints to be handled by dedicated personnel, and maintaining a safe workplace environment.</li> </ol> <p>6. Occupational accident statistics</p> <p>The Company collects statistics on occupational accident cases every month and reports them according to the requirements of the competent authority. In 2025, there was a total of 5 occupational accidents involving 5 employees, accounting for 0.6% of the total number of employees. All of these accidents were caused by employees' negligence in their own safety while performing duties.</p> <p>In 2025, the frequency rate of disabling injuries is 3.00, the rate of lost work days is 40.18 (calculated in calendar days), and the number of deaths due to work is 0.</p> <p>There were 14 traffic accidents that occurred during employees' commutes to and from work. Therefore, in order to improve employees' safety awareness and reduce the risk of similar incidents, we actively enhance both internal education and training and our safety awareness.</p> <p>7. Statistics on fire incidents</p> <p>There were no fire incidents.</p> <p>(IV) Synnex firmly believes: "Good employees make good departments, and good departments make a good company." Synnex's talent training involves refining knowledge and experience into a series of systematic systems and formulating them on computer systems. When we recruit promising talents externally, we have a complete set of operational knowledge ready to teach them. This also enables existing employees to keep abreast with the times and improve their capabilities. Synnex recognized early on that humanity would inevitably enter a highly digitized society in the future, and our employees can work professionally and efficiently through sophisticated and convenient computer operating systems. In addition, these systems provide management analysis information to help employees make decisions, enabling them to reduce a large amount of "routine" work and significantly increase the proportion of "knowledge-based non-routine" work, so as to fully utilize their talents and create strong competitiveness and performance. It can be said that Synnex's business strategy is built on a "synergistic framework" of "talent" × "systems" × "operational knowledge".</p> <p>Synnex is committed to long-term promotion of its diversified learning mechanism. New employee training, functional professional training and supervisor training are planned according to different career stages and training needs. Through methods including the Synnex EMBA column, monthly meetings, and project report meetings, a diverse, on-the-job learning process has been established that allows employees to develop professional capabilities needed throughout all stages. Each functional specialty is also coordinated with training on the new system mechanisms and functions to enhance practical application and knowledge updates, helping employees keep up with the times and meet work challenges.</p>

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons	
	Yes	No		Summary
(V) Do the Company's products and services comply with relevant laws and international standards in relation to issues such as customer health and safety, customer privacy, and marketing and labeling of products and services, and are relevant consumer or customer protection and grievance procedure policies implemented?	V		(V) The company is a high-tech product distribution and service industry and mainly serves consumers in accordance with the service specifications of the manufacturers and government laws and regulations. Synnex attaches great importance to consumer rights and satisfaction of various after-sales services. The Company provides five major service networks to satisfy all types of customers, namely the Synnex service centers around the nation, telephone customer service centers, APP/SMS information system, maintenance pick-up and delivery, and home delivery service. We completed the real-time customer evaluation system for home delivery services in 2020, so that customers can directly provide their feedback and service rating. We improve customer service quality and quickly understand customer feedback and deal with their concerns. Synnex takes customer privacy very seriously and performs every step of our operations carefully to guarantee customer privacy. There were no incidents of customer privacy violations in 2024. 1. information security management system The Company uses computer information systems heavily to provide high-efficiency and high-quality services. In 2016, to ensure the safety of customer data, the Company has introduced the ISO/IEC 27001 Information Security Management System (ISMS) and continuously obtained the certification to ensure that the access and use of information are protected and comply with the regulations. All fields and categories that use customer personal information have introduced and follow the specifications of the ISO27001 information security management standard. 2. Customer service: (1) The employee work code includes the signing of agreements pertaining to customer privacy rights. (2) If there is a need for customers to provide their personal data (such as to third parties or product suppliers), it will surely stem from customer requirements and consent will be obtained from customers. (3) Consumers are reminded to have their personal information deleted from their electronic products before recycling. 3. Service query result privacy code masking The results of the query for at-home installation, at-home maintenance, and other service business progress query pages all cover personal information, protect the privacy of customers' personal information, and abide by information security management standards. 4. The company has the marketing and labeling of products and services handled in accordance with the Commodity Labeling Act and the IT and Telecom (3C) labeling standard and other requirements published by the Department of Commerce, MOEA. Moreover, the Company has applied for electromagnetic waves and other inspections of the products by the Bureau of Standards, Metrology and Inspection, MOEA so that consumers can understand the products fully.	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
(VI) Does the Company implement supplier management policies, requiring suppliers to observe relevant regulations on environmental protection, occupational health and safety, or labor and human rights? If so, describe the results.	V		(VI) As a distributor for the high-tech industry chain, the products sold by Synnex span across four major fields, namely commercial IT, home IT, ICT, and semiconductors. In terms of selecting partners, the company's focus is in fulfilling sustainable development as an important indicator for long-term cooperation. In the implementation of vendors' sustainable development, the Company mainly evaluates the following items: 1. "Honesty and integrity, clean transaction": Link with the vendors and customers through our role as a distributor to jointly create a harmonious trading environment. In addition to honoring the commitment to integrity, the company shall also comply with the related laws and regulations as a law-binding and practical enterprise. 2. "Green and environmental, recycle energy": When selecting vendors and suppliers, the Company pays attention to whether the vendors and suppliers comply with the requirements of EU environmental standards and national environmental laws and regulations; also, aim for sustainable development and expand the overall green supply chain performance. After reviewing the top 20 key suppliers, 100% declared on their official websites, sustainability reports, or product statements, that their products all comply with international environmental regulations and national environmental protection laws. 3. The Company attaches great importance to human rights issues. As an integrated channel service provider in the high-tech industry, even though Synnex is not directly involved in the product manufacturing and production process, we promise not to intentionally purchase conflict minerals whether indirectly or directly, and also actively pays attention to the conflict mineral policies of its suppliers. If a supplier violates any matters related to environment, occupational safety and health or labor and human rights conditions or regulations, the Company will reevaluate its partnership with the supplier.	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
V. Does the Company prepare sustainability reports and other reports that disclose non-financial information by following international reporting standards or guidelines? Does the Company obtain third-party assurance or qualified opinion for the reports above?	V		The Company prepares its annual sustainability report in accordance with the GRI Standards issued by GRI. The Company commissioned PwC Taiwan to establish limited assurance on our sustainability report in accordance with the Statement of Assurance Principles No. 3000, "Audit and Review of Non-financial Information" issued by the Accounting Research and Development Foundation.	In compliance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies"
VI. If the Company has established corporate social responsibility principles based on "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies", please describe any difference between the principles and their implementation: no difference.				
VII. Other important information to facilitate a better understanding of the Company's implementation of sustainable development: Implementation status of environment-related issues: <b>1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.</b> As the occurrence of extreme weather incidents become more frequent worldwide, domestic and foreign climate-related laws and regulations become more rigorous, and even changes in consumer behaviors, could all potentially impact our revenue, product value, and even reputation. Therefore, Synnex actively responds to climate change risks and continues to promote climate governance to achieve low-carbon operations and environmental sustainability. The Board of Directors is the highest-ranking supervisory unit on climate change in Synnex, and it is responsible for approving, reviewing and supervising risk strategies and risk policies. ● On July 5, 2022, with the approval of the president, a risk management team was established under the supervision of the president. ● On August 4, 2022, upon resolution from the Board of Directors, risk management policy and procedures were formulated, and a dedicated (concurrent) risk management unit (Risk Management team) was also set up to promote risk management. Synnex's president serves as the convener of the Risk Management Team and conducts regular risk assessments and follow-up analyses and processing. In addition, it also reports annual risk evaluation results and risk management operations to the Audit Committee and the Board of Directors.				

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No	

- By classifying the risks through their characteristics, with the exception of Risk Management Team, which oversees all risk management-related matters, each functional unit is also responsible for the preliminary risk identification, risk assessment and risk control. This promotes the efficiency in command and dispatch, self-assessment, and executions in the risk management organization. Projects involving major risks are submitted to each project review group for review in accordance with the Company's regulations based on the nature of the risk and the monetary value involved. Those that meet the required standards will be sent to the Audit Committee and the Board of Directors for approval.

**2. Describe how the identified climate risks and opportunities affect the Company's business, strategy, and short, medium, and long-term financing.**

Item	Risk Type	Opportunity Type	Impact on operation	Impact time	Level of impact
Impact from extreme weather incident (Typhoon/flood)	Long-term risk/physical risk	Product / Service	Operation/market risks	Short-/Mid-/Long-term	High
Impact of extreme temperature changes (Drought)	Long-term risk/physical risk	Product / Service	Operation/market risks	Short-/Mid-/Long-term	High
Impact from policy and regulations	Policy risks	New energy	Operational/market/policy risks	Short term	Medium
Global economic changes	Market risk	Market	Market risk	Short-/Mid-/Long-term	Medium
Investment target impact	Market risk	Market	Market risk	Short term	Medium

Definition of impact time: Short-term is within 3 years (inclusive); Medium term is more than 3 years to 10 years (inclusive); And long term is more than 10 years

**3. Describe the financial impact of extreme weather events and transformative actions.**

Synnex is a channel distributor, and the physical risks and transformative risks brought by climate change, have no potentially significant financial impact on the Company. If water and electricity consumption increases due to global warming, it has been evaluated that if water and electricity bills increase by 10%, the operating expense rate will only increase by 0.002%. Other potential risks have no significant impact as the Company has already implemented relevant response mechanisms.

Type	Aspect	Topics	Description of potential risk	Expected impact time frame	Potential financial impact	Response strategies
Physical risk	Global warming	Increased use of electricity or water	Increased use of electricity or water due to climate warming may result in increased operating costs.	Mid-/Long-term	Increased costs But no significant impact	1. Promote energy conservation and carbon reduction measures at our operating sites 2. The new headquarters building has adopted a composite glass curtain system with a built-in sun tracker system that automatically adjusts lighting and air-conditioning to conserve energy, aiming to achieve the LEED Gold certificate. 3. Actively replace and upgrade office equipment in various operating sites; new offices will all use wireless phones, wireless Internet, and LED lighting, etc.
	Extreme climate events	Disruptions in supply chain	As climate change intensifies, the occurrence of extreme weather events also increases. This may lead to disruptions in our supply chain that will cause delays in delivery, which may decrease our revenue and damage our reputation.	Mid-term	Decline in revenue But no significant impact	1. Develop various emergency response standard operating procedures (SOPs) 2. A remote backup mechanism has been established to prevent business operations from being interrupted by climate change or other factors. 3. Synnex's product strategy involves multiple categories and brands, and operations take place in multiple international markets, which effectively diversifies risks and reduces the impact of a single extreme weather event on the Group's overall operations.
Transition risk	Policy and regulations	Continued development of climate change-related policies and actions	To limit any adverse effects that may contribute to climate change and to promote adaptation to climate change, related policies and regulations may increase the Company's operating costs. As losses from climate change increase, the risk of climate-related litigation may also increase accordingly.	Mid-term	Increased operating costs Increase in penalties and litigations But no significant impact	1. The Company pays attention to the potential impact of policy and regulatory changes on our operations. Policies such as electricity price increases, power rationing measures, and carbon fee collection may all put pressure on operating costs and supply stability. However, as the Company belongs to a low-carbon emission industry, our carbon emissions are far below the current carbon fee collection threshold. Therefore, we have not incurred any direct carbon fee expenditure at this stage. Nevertheless, we continue to optimize energy efficiency to reduce the long-term impact of policy risks on our operations. 2. Establish an internal inventory of electricity and water consumption, carbon emissions, and other data, and regularly inspect the effectiveness of environmental protection measures 3. Actively undertake stakeholder engagements including discussion with the competent authority and relevant organizations, and pay close attention to changes in domestic and foreign laws and regulations
	Supply chain management	Green supply chain	Our supply chain jointly pursues green sustainability, and greenhouse gas reduction management has become necessary evaluation criteria in the procurement process. It is SYNEX's responsibility to satisfy the needs of our customers and to seize the ESG trends together with customers.	Mid-term	Increased costs But no significant impact	1. For newly introduced suppliers, we have added reviews of their environmental sustainability measures to the supplier introduction review mechanism. 2. We reviewed and assessed all existing vendors in our partnerships to understand each vendor's policies and measures regarding environmental sustainability and low-carbon products.
		Transferred-in costs from suppliers	The impact of climate change has led to an increase in the overall operating costs of the supply chain, affecting product circulation efficiency and industry profitability.	Long term	Increased costs But no significant impact	1. The business model in our supply chain is shifting to direct price negotiation between the original manufacturer and downstream customers, so that costs will be directly transferred to the downstream. The operations and services provided by Synnex can mitigate the increase in the overall operating cost of the supply chain. 2. Optimize investment portfolio of digital products and services 3. Purchase from multiple brands and expand business scale 4. Improve the flexibility of the overall supply chain
	Reputation risk	Reputation management	Failure to actively address stakeholders' issues of concern related to climate change will affect the Company's image and credibility	Long term	Decreased revenue But no significant impact	1. We will continue to monitor regulatory changes, implement relevant information disclosure, and enhance information transparency and credibility, while at the same time ensuring the Company's continued alignment with international standards to enhance stakeholder trust and recognition and further improve our business reputation.
	Technology risk	Support low-carbon, high-performance technological improvements and innovations	There may be lower-carbon substitute products or services, or an increase in operating costs by switching to low-carbon technologies and renewable energies	Mid-/Long-term	Increased operating costs But no significant impact	1. Promote the digitization of operational processes (digital signature, digital operations, electronic invoices) 2. Continue to promote low-carbon operations, implement cardboard box recycling and reuse, and digitization of operations

Promotion item		Implementation status				Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and reasons
		Yes	No	Summary		
Type	Aspect	Topics	Description of potential risk	Expected impact time frame	Potential financial impact	Response strategies
Products and services	Supply chain sustainability	Increased customer demand for low-carbon products and services	Implement connectivity of digital information in the service process to integrate the upstream, midstream and downstream supply chain into a highly digitalized and energy-saving green supply chain and satisfy the needs of vendors and customers for low-carbon services, thereby achieving coexistence, synergy, and co-prosperity in the industry ecosystem!	Mid-term	Increased revenue	<ol style="list-style-type: none"> <li>1. Launch the Management Service Platform (MSP)</li> <li>2. Synnex actively plays the role of a digital integrator, providing exclusive customized apps for hundreds of vendors, customers, and partners. We have also expanded our digital connectedness to financial service providers, logistics service providers, etc. to provide various business opportunity development services and business operations, and information analysis and management services and more. Our services help to boost the operational efficiency of the industrial chain, thereby further reducing resource wastage and carbon emissions in supply chain operations.</li> <li>3. Collaborate with partners to promote the application and development of clean technology solutions, meeting the needs of various industries for high-efficiency, low-energy products.</li> </ol>
Products and services	Supply chain sustainability	By emphasizing supply chain sustainability and operational resilience, we will build a cloud warehouse operation mechanism that reduces carbon emissions and conserve energy through maximizing resource utilization efficiency.	Short-chain logistics has become a prominent part of the supply chain. By reducing the physical logistics nodes in the upstream and downstream of the supply chain and simplifying the supply chain process, we are striving toward optimizing the efficiency of the use of the planet's resources, and this is also an excellent opportunity for Synnex to seize important logistics resources.	Mid-term	Decreased costs Increased revenue	<ol style="list-style-type: none"> <li>1. Information transparency: By comprehensively connecting the value information in business operation, important business information such as transaction flow, cargo flow, and cash flow are made clear and transparent, allowing</li> <li>2. Mutual benefits in cloud warehouse: The "cloud warehouse mechanism" is focused on resource sharing and mutual benefit. By gathering the necessary logistics needs of supply chain participants to share warehousing space and distribution resources, cloud warehouse participants are able to share the operational benefits and resource utilization benefits brought by economies of scale.</li> <li>3. Energy-saving logistics: Focus on managing "cargo rights" and reducing deliveries.</li> <li>4. Direct delivery of goods: Goods are delivered directly to consumers, solving the multi-node logistics of traditional transaction models and reducing order processing time, distance, and logistics costs.</li> <li>5. Automate business processes and connecting system information.</li> </ol>

**4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system. GHG emissions, product requirements and supervision, low-carbon t management.**

The Company integrates the identification of risks and opportunities on climate issues with the ISO 14001 process to effectively integrate the risk management system. The Company engages in annual internal and external risk evaluation on environmental issues. All risk units under the Risk Management Team jointly collect information on relevant climate risk issues, which serves as the basis of the risk evaluation. All risk units will review and assess the correlation between each issue and the Company's operating risks as well as the level of risks.

(1) Evaluation method

Risk scenario analysis is conducted with reference to the TCFD reporting recommendations, and the main concerns are transformation risks (policies and regulations/supply chain management) and physical risks (climate warming and extreme climate events); When the financial impact is significant, it is classified as a company-level risk (when a risk poses substantial and significant financial impact).

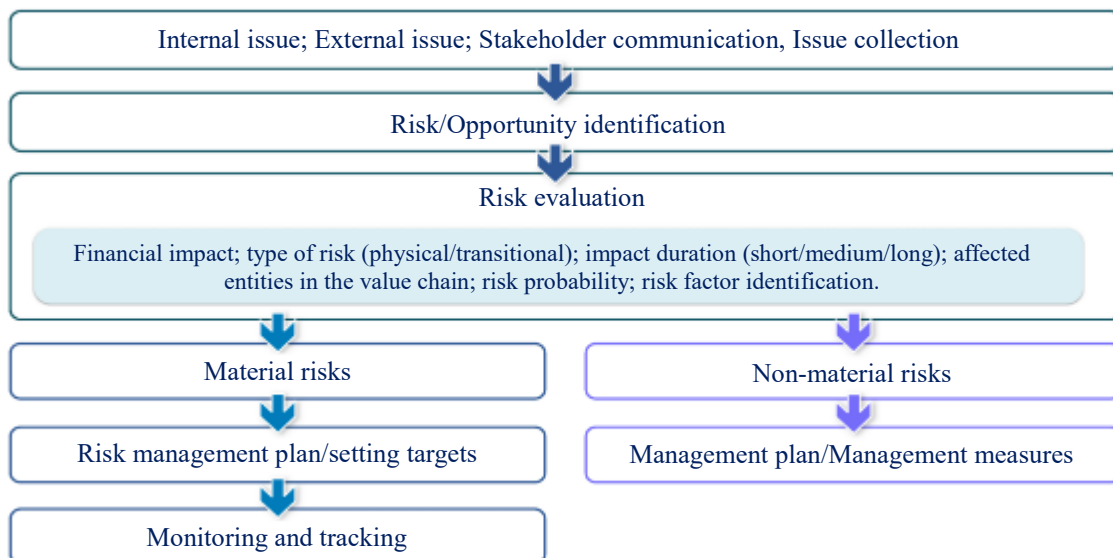
(2) Material risk management

For events that are judged as company-level risks, corresponding management plans must be prepared to reduce the losses caused by such risks. After analyzing all possible management plans and formulating indicators, which can be divided into risk elimination, risk reduction, and risk diversification, etc., meetings will be held to determine the final plan of action. These management plans are all regularly supervised and integrated into the Group's multi-faceted risk management.

(3) Implementation status

- The Company actively supports the Task Force on Climate-related Financial Disclosures (TCFD). It has disclosed annual work-in-progress and results according to the TCFD's recommended framework since 2019, and officially signed on as a supporter in October 2021 to continue to promote climate governance to achieve low-carbon operations and environmental sustainability.
- The Group adheres to the TCFD framework. Our operation and monitoring unit is the Logistics Quality Management Division of the group headquarters. Each operation and operation base must regularly review the on-site operation standards and, implement various improvement and control operations under the decision of local management; they also make reports to the headquarters unit on a regular basis.

(4) Climate-related risk evaluation process



5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described: N/A.
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks: N/A.
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated: N/A.
8. If climate-related goals are set, information such as the activities covered, the scope of greenhouse gas emissions, the planning period, and annual achievement progress should be explained; if carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.

Promotion item	Implementation status		Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	

Synnex Group's business model is mainly based on channel integration services, and our energy use is concentrated in the daily electricity consumption of offices and warehouses. Even though Synnex operates outside of the manufacturing industry, we adhere to the spirit of sustainable operation and regard energy conservation and carbon reduction as our undisputed mission.

To address the global climate challenge, Synnex actively incorporates an energy-saving mindset into our operating strategies. Although the absolute amount of energy that can be controlled is limited, as corporate citizens, we are fully aware that it is our responsibility to mitigate and adapt to the threat of climate change. Therefore, one of our most important goals is to strive to conserve electricity and use low-energy solutions.

(I) Since 2022, Synnex's parent company in Taiwan has achieved verification by the third-party certification agency BSI, continues to obtain ISO14064-1 designation, and is even more focused on controlling operational carbon emissions.

As of 2025, the Taiwanese parent company's Category 1 and Category 2 carbon emissions have achieved a significant 42% reduction compared to the baseline year of 2022.

(II) Synnex Group actively responds to the challenges of climate change. Starting from 2024, we expanded the self-inventory scope to include carbon emissions from all subsidiaries in the consolidated financial statements, and set the baseline year for the Group's emissions inventory in 2023.

Synnex Group's recent climate goals: Committed to controlling the temperature rise below 2°C.

As of 2025, Synnex Group's Scope 1 and Scope 2 carbon emissions have been reduced by 17% compared to the 2023 baseline year.

Synnex Group has set the following interim carbon reduction targets for 2030: Carbon emissions in both Scope 1 and Scope 2 are expected to decrease by 15% compared to the 2023 baseline year.

By establishing an annual rolling review mechanism, the implementation effectiveness will be regularly inspected to ensure that our operational growth is aligned with set targets, thereby realizing our commitment to environmental sustainability in practice.

## 9. Greenhouse gas inventory and assurance, reduction targets, strategies and specific action plans

### 1-1 Greenhouse Gas Inventory and Assurance Status in the Past Two Years

#### 1-1-1 Information on greenhouse gas inventories

Describe the emission volume (metric tons CO2e), intensity (metric tons CO2e/NTD million) and data coverage of greenhouse gases in the past two years.					
(I)	The Taiwanese parent company of Synnex Group has implemented and completed ISO14064-1 greenhouse gas inventory since 2022, and emission volumes have been certified by a third-party certification institution, BSI. Please refer to the table below.				
	(1) Parent company began self-inventories in 2022 and verified its greenhouse gas usage and emissions through a third-party verification agency.				
	(2) The subsidiaries within the consolidated financial statements began to conduct their own emissions inventories starting from 2024.				
	Since 2024, Synnex's consolidated companies have followed the ISO 14064-1 greenhouse gas inventory standard and framework published by the International Organization for Standardization (ISO), and implemented a self-inspection mechanism in accordance with the operational control approach.				
	We continued to practice the aforesaid guideline and methods in 2025 to ensure the integrity of the carbon management scope.				
	The greenhouse gas emissions data of the Taiwan parent company and all subsidiaries in the consolidated financial statements have been summarized, and the carbon inventory results are explained below:				
	Year	2024		2025	
	Item (Unit)	Emission volume	Intensity	Emission volume	Intensity
		Metric tons CO2e	Metric tons CO2e/NTS million revenue	Metric tons CO2e	Metric tons CO2e/NTS million revenue
Taiwanese parent company	Scope 1: Direct GHG emissions	1,351.9301		1,132.5610	
	Scope 2: Indirect GHG emissions	1,508.8446		1,217.1172	
	Subtotal	2,860.7747		2,349.6782	
All subsidiaries included in the consolidated financial report	Scope 1: Direct GHG emissions	989.7518		735.9738	
	Scope 2: Indirect GHG emissions	3,258.9791		3,484.8165	
	Subtotal	4,248.7309		4,220.7903	
	Total	7,109.5056	0.0163	6,570.4685	0.0156
(II)	The Group's total carbon emissions (Taiwanese parent company and all subsidiaries in the consolidated financial statements) decreased by 7.58% in 2025 compared to 2024, with a total reduction of 539.0371 metric tons of CO2e.				
	Scope of emissions covered in the assurance: Synnex Taiwanese parent company has a total of 5 locations				
	(1) Synnex Group-Taipei Headquarters, includes subsidiaries Synergy Intelligent Logistics Corp., Synergy Intelligent Technology Co., Ltd., Seper Technology Corp., and E-Fan Investments Corp.				
	(2) Synnex Technology International Corp. - Linkou, including subsidiary Synergy Intelligent Logistics Corp.				
	(3) Synnex Technology International Corp. - Hsinchu, includes subsidiaries Synergy Intelligent Logistics Corp. and Bestcom Infotech Corp.				
	(4) Synnex Technology International Corp. - Taichung, includes subsidiaries Synergy Intelligent Logistics Corp. and Bestcom Infotech Corp.				
	(5) Synnex Technology International Corp. - Kaohsiung, includes subsidiary Bestcom Infotech Corp.				

#### 1-1-2 GHG Assurance Information

Describe the assurance status in the last two years as of the publication date of the Annual Report, including the scope of assurance, assurance body, the assurance principle and the assurance opinion.		
(I)	Description of assurance	
	(1) Starting from 2024, the parent company should disclose the greenhouse gas inventory verification of the previous year (2023) in the annual report it announces.	
	The Company has taken the initiative to move this timeline up to 2022, in which we obtained assurance from third-party verification agency and disclosed the assurance status in our Sustainability Report.	
	(2) Starting from 2025, subsidiaries included in the consolidated financial statements should disclose in their annual reports the greenhouse gas inventory information for the previous year (2024) and disclose the greenhouse gas reduction targets, strategies and specific actions for the current year (2025).	
	They should also disclose the verification information and assurance status of the previous year (2026) starting in 2027.	
	The Taiwanese parent company of Synnex Group has deployed ISO14064-1 since 2022, and the BSI was commissioned to carry out third-party external verification and to continue to obtain certification each year.	
	The verification operations and scope follow ISO14064-1:2018, which standardizes the quantification and reporting of greenhouse gas emissions and removals at the organizational level (Greenhouse gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals).	
	The scope of the verification is the Taiwanese parent company of Synnex Group (For details, please refer to 1-1-1 Description of Boundaries)	
	The verification assurance level is set as: Direct emissions and indirect energy emissions are at reasonable guaranteed levels; Others are set for limited guarantee levels.	
	To confirm the scope and organization, please refer to 1-1-1	
(II)	Assurance opinion	
	Synnex Headquarters moved to new building in Nangang district in Q3 2024. The scope of emissions and the baseline year will be reset, and the scope of activities and equipment to be replaced at the previous location must be noted.	
	The implementation status of greenhouse gas inventory of the Company and certain subsidiaries included in the consolidated financial statements in the past two years is as follows:	
	Scope of emissions covered by the assurance:	2024 emissions
	Taiwanese parent company	(Metric tons CO2e)
	Scope 1: Direct GHG emissions	1,351.9301
	Scope 2: Indirect GHG emissions	1,508.8446
	Total	2,860.7747
	Ratio accounted in preceding inventories disclosed in 1-1-1	100%
	Assurance body	BSI
	Description of assurance	ISO14064-1
		Direct emissions and indirect emissions are at reasonable guaranteed levels
		ISO14064-1
		Direct emissions and indirect emissions are at reasonable guaranteed levels
	Assurance opinion/conclusion	None
		None

Promotion item	Implementation status		Summary	Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No		
	Certain subsidiaries in consolidated financial statements		2024 emissions	2025 emissions
	Scope 1: Direct GHG emissions			
	Scope 2: Indirect GHG emissions			
	Total			
	Ratio accounted in preceding inventories disclosed in 1-1-1		0%	0%
	Assurance body		Not yet introduced, researching for an assurance agency and we are expected to execute 2026 data assurance in 2027	
	Description of assurance			
	Assurance opinion/conclusion			

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

##### Describe the baseline year for greenhouse gas reduction and its data, reduction goals, strategies, specific action plans and current achievement of reduction goals.

- (I) **Baseline year for GHG reductions and reduction goals**  
 As of 2025 the Scope 1 and Scope 2 carbon emissions of Synnex's parent company in Taiwan have achieved a 38% reduction compared to the baseline year of 2022, showing a reduction volume of 511.0965 metric tons CO<sub>2</sub>e compared with the previous year.  
 And starting from 2024, Synnex expanded the self-inventory scope to include carbon emissions from subsidiaries in the consolidated financial statements. Hence, the baseline year for the Group's emissions inventory was set at 2023.  
 As of 2025 Synnex Group's Scope 1 and Scope 2 carbon emissions have been reduced by 15% compared to the 2023 baseline year.  
 Hence, Synnex Group's recent climate goals are: Control the temperature rise well below 2°C.  
 We expect to achieve the goal of reducing SYNnex's Scope 1 and Scope 2 carbon emissions by 25% by 2030 compared to the baseline year of 2023 through the following reduction strategies.
- (II) **Greenhouse gas reduction strategies and specific action plans**
- (1) The Taiwanese parent company of Synnex Group has deployed ISO14064-1 greenhouse gas inventory at operating sites since 2022. It has been certified by external assurance body and continues to obtain certificates every year.
  - (2) In 2024, we voluntarily completed inventory of Taiwan subsidiaries and overseas subsidiaries in: GHG emissions inventory at operating sites including Mainland China, Hong Kong, Australia, New Zealand and more.
  - (3) Smart operations at headquarters: Nangang New Headquarters Building (entered use in August 2024)  
 The Group headquarters officially moved into the new Nangang building in August 2024, and fully implemented a smart, energy-saving architecture to achieve precise control of water and electricity consumption. On top of implementing green building standards, it also continuously optimizes energy consumption through data, achieving significant energy-saving results.
  - (4) Upgrading overseas logistics centers: Established the new headquarters and logistics center in Melbourne, Australia.  
 The new logistics center and office in Melbourne were completed and began operation in April 2025. By combining an Automated Storage and Retrieval System (ASRS), the architecture has achieved the dual goals of high efficiency and low carbon emissions:
    1. High-density storage and carbon reduction: By maximizing storage capacity through making use of vertical spaces, the size of the building can be effectively reduced, thus reducing the amount of cement used and carbon emitted during its development process.
    2. Reduced burden on infrastructure: By reducing the building's floor area, we simultaneously lowered the environmental pressure from operation and maintenance, such as lighting and roof maintenance. ASRS provides unlit operating spaces, significantly reducing power consumption for warehouse lighting.
    3. Optimized picking and shipping: We continue to develop and plan smart and efficient product pickup routes to significantly reduce power consumption from automated machinery and vehicles.
  - (5) Energy self-sufficiency and resource cycling:
    1. Logistics center in Sydney, Australia: The solar panel deployment was completed in May 2025, and the energy storage and power generation system was officially commenced to achieve green energy recycling and reuse.
    2. Logistics center in Melbourne, Australia: We continued to conduct assessments on solar panel installations to expand green energy coverage.
  - (6) Continuously conduct inventories on the Company's energy-consuming equipment, and to replace old and worn equipment based on energy conservation and carbon reduction goals.
- (III) **Current reduction achievement status**  
 The Group will continue to digitize operations to achieve energy conservation and carbon reduction. Develop smart warehousing systems and smart transportation scheduling to effectively improve operational efficiency, reduce waste, and improve efficiency.  
 The energy-saving and emission-reduction projects will be gradually promoted from Synnex's parent company in Taiwan to all subsidiaries at home and abroad.  
 Water usage from Taiwanese parent company: In 2025, water use has decreased by 22% compared with 2024, and the total volume was reduced by 3,420 metric tons.  
 Achievements in operational waste reduction, recycling, and reuse at Taiwanese parent company: In 2025, waste has decrease by 1% compared with 2024, and the total volume was reduced by 2 metric tons.  
 Carton re-use and recycling at Taiwanese parent company: 93,645 in total in 2025, accounting for 19%.  
 Group operational carbon reduction achievement:  
 The Group's total carbon emissions decreased by 7.58% in 2025 compared to 2024, with a total reduction of 539.0371 metric tons of CO<sub>2</sub>e.  
 In 2025, Scope 1, total direct greenhouse gas emissions, has decreased by 20% compared with 2024. The total reduction amounted to 473.1471 metric tons of CO<sub>2</sub>e.  
 In 2025, indirect greenhouse gas emissions from energy input, or Scope 2 emissions, have decreased by 1.4% compared to 2024. The total reduction amounted to 65.89 metric tons of CO<sub>2</sub>e.

For the operation of the sustainable development of the Company, please refer to the Sustainability Report uploaded to the ESG area of the Synnex Group website (<http://www.synnex.com.tw/tw/esg-report>).

**(VI) Implementation of ethical corporate management and measures and departure from "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies" and reasons**

Assessed areas	Implementation status			Deviations from Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and reasons
	Yes	No	Summary	
<p>I. Establishment of ethical corporate management policy and approaches</p> <p>(I) Has the Company implemented a board-approved ethical corporate management policy and stated in its regulations and external correspondence the ethical corporate management policy and practices, as well as the active commitment of the Board of Directors and management towards enforcement of such policy?</p> <p>(II) Does the Company have mechanisms in place to assess the risk of unethical conduct, and perform regular analysis and assessment of business activities with higher risk of unethical conduct within the scope of business? Does the Company implement programs to prevent unethical conduct based on the above and ensure the programs cover at least the matters described in Paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies?</p> <p>(III) Does the Company provide clearly the operating procedures, code of conduct, disciplinary actions, and appeal procedures in the programs against unethical conduct? Does the Company enforce the programs above effectively and perform regular reviews and amendments?</p>	V		<p>(I) The Company's Board of Directors has passed and established the "Ethical Corporate Management Best Practice Principles" on March 17, 2011, passed the revisions in response to the regulations on March 16, 2015 and March 13, 2020, which have already been disclosed on the Company's website: In addition, since 2013, the Company's sustainable development report has been issued annually, conveying the Company's efforts and contributions to fulfilling social responsibilities to stakeholders. The Group's senior management and the members of the Board of Directors are responsible for supervising business conduct while the upholding of the concept of integrity in order to create an operational environment that is conducive to sustainable development.</p> <p>(II) In the "Ethical Corporate Management Best Practice Principles", the Company clearly establishes the prevention of unethical conduct such as bribery and accepting bribes, offering or accepting improper benefits, offering or promising facilitation fees, offering illegal political donations, engaging in unfair competition, providing improper charitable donations or sponsorships, disclosing confidential information, and damaging the rights and interests of stakeholders. The Company has taken preventive measures and conducted education and promotion to implement the ethical corporate management policy.</p> <p>(III) The Company set up the "whistleblowing system" on December 12, 2018. The disciplinary actions and complaint systems are established to prevent bribery and taking bribes and prohibit providing illegal political contributions, improper charitable donations or sponsorship, and offering or accepting unreasonable gifts, entertainment, or other improper benefits for the operating activities stated in Article 7 Paragraph 2 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX-Listed Companies" or other business activities subject to higher risk of fraud. In December 2025, a total of 790 current employees in Taiwan were given online training courses on insider trading prevention, ethical business management and anti-corruption, sustainable operation, and the Personal Data Protection Act. The presentation files were also placed in the Company's internal system for employees to access and refer to. Newly appointed directors and managers provide relevant information on norms to promote prevention of insider trading when they take office. In order to prevent insiders from violating relevant laws and regulations on securities trading, we inform insiders of the common violations listed in the letters and documents of the Taiwan Stock Exchange from time to time, and remind them that they shall handle them in accordance with the regulations.</p>	In compliance with the concept and implementation of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX-Listed Companies".
<p>II. Full Implementation of Ethical Management Principles</p> <p>(I) Does the Company evaluate the integrity of all counterparties it has business relationships with? Are there any integrity clauses in the agreements it signs with business partners?</p> <p>(II) Does the Company have a dedicated unit responsible for business integrity under the board of directors which reports the ethical management policy and programs against unethical conduct regularly (at least once a year) to the board of directors while overseeing such operations?</p> <p>(III) Has the Company established policies to prevent conflicts of interests, implemented such policies, and provided adequate channels of communications?</p> <p>(IV) Does the Company have effective accounting and internal control systems in place to implement business integrity? Does the internal audit unit follow the results of unethical conduct risk assessments and devise, to audit the systems accordingly to prevent unethical conduct, or hire outside accountants to perform the audits?</p> <p>(V) Did the Company regularly provide internal and external training programs on integrity management?</p>	V		<p>(I) The contract signed with important suppliers of the Company already contain a commitment to integrity clause.</p> <p>(II) On July 5, 2022, the Company established an Ethical Corporate Management Team, in which the Group CEO serves as its convener. Based on the duties and scope of each unit, the Ethical Corporate Management Team is responsible for assisting the Board of Directors and management in formulating and supervising the implementation of preventive measures under the ethical corporate management policy. The Ethical Corporate Management Team reported the situation of its operations to the board of directors on November 1, 2025.</p> <p>(III) The Company has established the ethical corporate management best practice principles and whistleblowing system, which have clearly defined the policy to prevent conflicts of interest and all units are required to implement it. The Company and the Company's website provide unobstructed channels for employees to express their opinions. Moreover, situations where a proposal at a given the Company's Board of Directors meeting concerns the personal interest of any of the directors have been processed in accordance with the relevant director conflicts of interest regulations of the Rules of Procedure for Board of Directors Meeting.</p> <p>(IV) The Company has established and follows effective accounting systems and internal control systems, and conducts reviews regularly so as to ensure that the design and enforcement of the systems continue to be effective. The Company's internal audit unit shall regularly and irregularly review the status of the Company's internal control systems compliance and prepare audit reports for submission to the Board of Directors.</p> <p>(V) We held diversified advocacy courses on ethical corporate management, promoted core concepts through smartphone apps, and conducted internal and external promotion of ethical corporate management, anti-corruption, and sustainable management. In 2025, a total of 790 current employees at our Taiwan operations received online courses on insider trading prevention advocacy, ethical business management, anti-corruption and sustainable management, and the Personal Data Protection Act for a total of 395 training hours. The presentation files are also placed in the Company's internal system for employees to review and reference. The external training on new financial and tax knowledge and internal audit and internal control reached a total of 164 hours.</p>	In compliance with the concept and implementation of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX-Listed Companies".

Assessed areas	Implementation status			Deviations from Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
III. Operation of whistleblowing system (I) Has the Company established concrete whistleblowing and reward system and have a convenient reporting channel in place, and assign an appropriate person to communicate with the accused? (II) Does the Company have in place standard operating procedures for investigating and processing reports, as well as follow-up actions and relevant post-investigation confidentiality measures? (III) Did the Company adopt measures for protecting the whistleblower from improper treatment or retaliation?	V		(I) The Company has established the whistleblowing system, formulated the reporting and reward mechanism, and established and announced an internal independent reporting mailbox (anti-corruption@synnex.com.tw) for internal and external personnel to use. The Risk & Management & Planning Div. processes and investigates the reported cases. (II) The Company has established a whistleblowing system and created an independent reporting mailbox for processing the whistleblowing procedures. The Company has also established standard operating procedures for investigating reported cases and related confidentiality mechanism to ensure the confidentiality of investigation operations and audit documents of the reported cases. (III) The identity of the whistleblower and the content of the report shall be kept confidential, and no information sufficient to identify the whistleblower shall be disclosed. The whistleblower shall not be terminated, dismissed, demoted, reduced in salary, or have her legal rights, contractual rights, or customary rights and interests harmed, or otherwise be placed at a disadvantage due to the case reported by the whistleblower. The relevant personnel who processes the reported case shall strictly keep secret the identity of the informer and the contents of the report. The Company shall impose internal penalties according to the seriousness of the circumstances on those in violation of the previous two provisions.	In compliance with the concept and implementation of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies".
IV. Enhancing information disclosure Has the Company disclosed its integrity principles and progress onto its website and MOPS?	V		The Company has established the Ethical Corporate Management Best Practice Principles and disclosed the principles in the "Corporate Governance" section of the Market Observation Post System, as well as the Company's website <a href="https://www.synnex-grp.com/tw/hoest-business">https://www.synnex-grp.com/tw/hoest-business</a> . The Company also discloses the operations of the Ethical Corporate Management Best Practice Principles in the annual reports.	In compliance with the concept and implementation of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies".
V. The Company shall establish its own Ethical Corporate Management Best Practice Principles based on the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies" and clearly articulate the differences between its operations and the established code: The Company has established our Ethical Corporate Management Best Practice Principles and is in compliance with the concept and implementation of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies".				
VI. Other important information to facilitate a better understanding of the Company's implementation of ethical corporate management: (such as review and amendment of ethical management rules) 1. In response to the amendments to the laws and regulations, the Company's "Ethical Corporate Management Best Practice Principles" has been submitted to the Board of Directors on March 13, 2020 for discussion and revision to enhance the effectiveness of the Company's integrity management. 2. The Company has defined the system for recusal of directors for conflict of interests in the Rules and Procedures for Board of Directors Meetings. If a director, or a corporate entity that the director represents, is considered an interested party in the discussed agenda, a full disclosure is required during the current meeting session. The director shall recuse himself/herself from all discussions and voting if it is in conflict against the Company's interests. In which case, the director shall not exercise voting rights on behalf of other directors.				

**(VII) Other significant information which may improve the understanding of the implementation of corporate governance:**

● **Operational Objectives and Intellectual Property Management**

- I. Intellectual property management plan
  1. Plan and objectives: An intellectual property management plan linked with operational objectives has been developed, including trade secrets and trademark rights.
  2. Trade secret management: Established mechanisms for personnel management, access control, and information security management.
  3. Trademark management: The Risk Management Department is responsible for trademark application, authorization, and rights protection and management, and uniformly manages intellectual property rights related to trademarks.
- II. Implementation status
  1. Under the premises of having signed confidentiality agreements, we exchange key information with business partners or suppliers and collaborate on projects to provide Synnex customers with more diverse solutions and services.
  2. In 2016, Synnex implemented the international standard ISO27001 Information Security Management Systems (ISMS) and obtained the ISO27001 certification. Every year, Synnex conducts ISMS information security awareness and training for our employees to enhance their awareness and ability to identify and respond to hackers.
  3. As of October 31, 2025, Synnex has registered a total of 298 trademarks, including 179 trademarks in Taiwan and 119 abroad, which span 17 countries worldwide. This includes trademark rights for companies such as SYNEX in Chinese, Synergy Intelligent Logistics Corp., SYNEX, LEMEL, SYN Logistic, and SYN Technical.
  4. In each year, we report on intellectual property management and the relevant implementations at least once annually to the Board of Directors. The most recent report to the Board of Directors was on November 11, 2025.

● **For more information, please visit:**

Please refer to "Investor Relations/Corporate Governance" on Synnex's website: <https://www.synnex-grp.com/tw/board-of-directors>

**(VIII) Status of implementation of internal control system:**

The information can be found in the "Corporate Governance" section of the Market Observation Post System at <https://mops.twse.com.tw/>

**(IX) Important resolutions of Shareholders' Meeting and Board of Directors**

● **Shareholders' Meetings**

Date of meeting	Summary of important resolutions	Result	Implementation status
2025.05.29	1. Approved 2024 financial statements. 2. Approved 2024 earnings distribution. Shareholder's dividend: NTS\$4.0 cash dividend per share. 3. Partial revision of the Company's Articles of Incorporation.	Adopted. Adopted. Adopted.	Complied with the resolution. Set June 29, 2025 as the record date for distribution of cash dividends, and distributed cash dividends on July 18, 2025. Uploaded on the Company's website and processed in accordance with the amended Articles of Incorporation and Rules of Procedure for Shareholders' Meetings.

● **Board of Directors**

Date of meeting	Summary of important resolutions	Result
2025.03.12	<ol style="list-style-type: none"> <li>2025 operating plan of the Company.</li> <li>Declaration on Internal Control.</li> <li>The Company's scope of grass-roots employees.</li> <li>The Company's 2024 payment of the remuneration to the employees and Directors.</li> <li>The Company's 2024 financial statements.</li> <li>2024 Business Report.</li> <li>The Company's 2024 earnings distribution proposal.</li> <li>Authorization of the Chairman to determine the Company's 2024 cash dividend distribution base date.</li> <li>Convention of the 2025 annual shareholders' meeting.</li> <li>Proposal to evaluate the independence and competence of CPAs.</li> </ol>	<p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p>
2025.05.06	<ol style="list-style-type: none"> <li>The Company's consolidated financial report for Q1 2024.</li> <li>The provision of loan facilities to Bestcom Infotech Corp., the Company's directly wholly-owned subsidiary.</li> </ol>	<p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p>
2025.08.07	<ol style="list-style-type: none"> <li>The Company's 2024 Sustainability Report.</li> <li>The Company's consolidated financial report for Q2 2025.</li> <li>Partial revision of the Company's "Internal Control System" and "Internal Audit System".</li> <li>The provision of loan facilities to E-Fan Investments Corp., the Company's directly wholly-owned subsidiary.</li> </ol>	<p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p>
2025.11.11	<ol style="list-style-type: none"> <li>The Company's 2026 audit plan.</li> <li>The Company's consolidated financial report for Q3 2025.</li> <li>The loan to Seper Technology Corp.</li> <li>The loan to SYNEX GLOBAL LTD.</li> <li>The company's 2026 remuneration plan for managers.</li> </ol>	<p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p>
2026.03.10	<ol style="list-style-type: none"> <li>2026 operating plan of the Company.</li> <li>Declaration on Internal Control.</li> <li>The Company's 2025 payment of the remuneration to the employees and Directors.</li> <li>The Company's 2025 financial statements.</li> <li>2024 Business Report.</li> <li>The Company's 2025 earnings distribution proposal.</li> <li>Authorization of the Chairman to determine the Company's 2025 cash dividend distribution base date.</li> <li>Discussion on releasing directors of the Company from non-competition restrictions.</li> <li>Convention of the 2026 annual shareholders' meeting.</li> <li>Proposed to increase loan provision and credit line to the Company's wholly-owned subsidiary, BestCom Infotech Corp. to meet its short-term capital needs.</li> <li>Proposal for the change of the Company's certified public accountant (CPA) in coordination with the CPA accounting firm's internal rotations, and evaluation of the independence and competence of the newly appointed CPA.</li> </ol>	<p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p> <p>Adopted by all the present directors without objection</p>

**(X) Director objections**

In 2025 and in 2026 up to the date of this year's annual report, no Directors had different opinions.

**III. Information on CPAs**

**(I) Information on Fees to CPAs:**

Unit: NT\$ thousand

Name of accounting firm	Name of Accountants	Accountant's duration of audit	Audit fee	Non-audit fee (Note 2)	Total	Remarks
PwC Taiwan	Huang, Shih-Chun	2025.01.01~2025.12.31	21,005	7,150 (Tax services 5,435, others 1,715)	28,155	None
	Liang, Yi-Chang					

Note 1: It includes service fees for domestic and overseas subsidiaries.

Note 2: Non-audit fee service content:

- Corporate main file, and country report project services.
- Tax audit and consulting services
- ISO27001 Information Security consulting services, etc.

Note 3: If the Company changes accounting firm and the amount of audit fee paid is less than that in the year before, the amount and reason of audit fees before and after the change: None.

Note 4: If the audit fees decreased more than 10% from that of the prior year, the amount, percentage, and reasons for the decrease in audit fees shall be disclosed: None.

**(II) Information on the change of CPAs: None.**

**(III) The Chairman, president, and financial or accounting manager of the Company who had worked for the CPA or the affiliate in the past year: None.**

**IV. Changes in shareholdings of Directors, Supervisors, managers, and principal shareholders**

Please refer to the "Directors, Supervisors, Managers and Major Shareholders with Equity Differences of 10% or More" section of the Market Observation Post System (MOPS) at <https://mopsplus.twse.com.tw/mops/#/web/IRB110>

## V. The relationships between the top ten shareholders:

2025.03.31

Name	Shares held in this person's name		Shares held by spouse and underage children		Total shareholding by nominee arrangement		Titles, names and relationships between top 10 shareholders (related party, spouse, or kinship within the second degree according to SFAS No. 6).		Remarks
	Shares	Percentage of shares	Shares	Percentage of shares	Shares	Percentage of shares	Name	Relationship	
MiTAC Inc. Representative: Miao, Matthew Feng Chiang	260,521,054	15.62	-	-	-	-	Miao, Matthew Feng Chiang Lien Hwa Industrial Holdings Corporation	Chairman The Chairman himself	
Yuanta Taiwan Dividend Plus ETF account	81,152,468	4.87	-	-	-	-	-	-	
Morgan Stanley & Co International PLC investment account held in custody by HSBC Bank (Taiwan) Limited	65,202,730	3.91	-	-	-	-	-	-	
Lien Hwa Industrial Holdings Corporation Representative: Miao, Matthew Feng Chiang	59,526,125	3.57	-	-	-	-	Miao, Matthew Feng Chiang MiTAC Inc.	Chairman The Chairman himself	
Nan Shan Life Insurance Company, Ltd. Representative: Chung Yao Yin	44,280,000	2.65	-	-	-	-	-	-	
Yuanta Taiwan High Dividend Low Volatility ETF account	37,569,000	2.25	-	-	-	-	-	-	
Rong Syuan Investments Co., Ltd. Representative: Tu, Ying-Hsuan	35,970,086	2.16	-	-	-	-	-	-	
Goldman Sachs Group, Inc. investment account held in custody by HSBC Bank (Taiwan) Limited	29,263,391	1.75	-	-	-	-	-	-	
Miao, Matthew Feng Chiang	28,452,004	1.71	-	-	-	-	MiTAC Inc. Lien Hwa Industrial Holdings Corporation	Chairman Chairman	
Farglory Life Insurance Co., Ltd. Representative: Mengz Chia Ren	26,617,000	1.60	-	-	-	-	-	-	

## VI. Comprehensive shareholding ratio of investment entities

2025.12.31

Investment entities	Investment by the Company		Investments in enterprises directly or indirectly controlled by the Company		Investments by directors, supervisors, and managerial officers of the Company		Comprehensive investment	
	Shares	%	Shares	%	Shares	%	Shares	%
Redington Ltd.	188,591,880	24.12	-	-	-	-	188,591,880	24.12
Synnex (Thailand) Public Company Ltd.	338,939,513	40.00	-	-	-	-	338,939,513	40.00
Synnex FPT Joint Stock Company	-	-	55,854,748	47.11	-	-	55,854,748	47.11

# 03 Capital overview

## I. Capital and shareholding

### (I) Share capital source

2026.03.31  
Unit: Share/thousand NTS

Share capital source	Amount	Shares	Percentage (%)
Authorized capital	202,312	20,231,233	1.21
Issuance of common stock	923,772	92,377,176	5.54
Profit to capital Increment	13,513,221	1,351,322,076	81.02
Capital surplus transferred to capital	542,000	54,200,000	3.25
Exchange of shares	224,120	22,412,000	1.34
Employee stock options	215,780	21,578,000	1.29
Convertible bonds	1,058,265	105,826,483	6.35
Total	16,679,470	1,667,946,968	100.00

### (II) Category of shares

2026.03.31  
Unit: Share

Category of shares	Authorized shares			Remarks
	Current outstanding shares (listed)	Unissued shares	Total	
Registered ordinary shares	1,667,946,968	732,053,032	2,400,000,000	-

### (III) List of major shareholders

2026.03.31

Name of major shareholder	Shares held	Shareholding percentage (%)
MiTAC Inc.	260,521,054	15.62
Yuanta Taiwan Dividend Plus ETF account	81,152,468	4.87
Morgan Stanley & Co International PLC investment account held in custody by HSBC Bank (Taiwan) Limited	65,202,730	3.91
Lien Hwa Industrial Holdings Corp.	59,526,125	3.57
Nan Shan Life Insurance Company, Ltd.	44,280,000	2.65
Yuanta Taiwan High Dividend Low Volatility ETF account	37,569,000	2.25
Rong Syuan Investments Co., Ltd.	35,970,086	2.16
Goldman Sachs Group, Inc. investment account held in custody by HSBC Bank (Taiwan) Limited	29,263,391	1.75
Miau, Matthew Feng Chiang	28,452,004	1.71
Farglory Life Insurance Co., Ltd.	26,617,000	1.60

## II. Dividend policy and implementation status

### (I) Divided policy

According to the Company's Articles of Incorporation, the Company's annual earnings at the end of the accounting year shall be first subject to taxation, reimbursement of previous losses, followed by a 10% provision for legal reserve and special reserve or reversal by law. The Board of Directors shall draft distribution proposals for any remainder plus any accumulated undistributed surplus. Where dividends are distributed in the form of stocks, the distribution shall be subject to the approval of the shareholders' meeting. Where dividends are distributed in the form of cash, the board of directors is authorized make such distribution by approval of more than half of the directors present at the meeting, where more than two-thirds of the directors are present, and shall also be reported at the shareholders' meeting. The cash dividend ratio may not be less than 15% of the total current dividend distributed to shareholders.

Since the company adopts the "active and stable dividend distribution" policy, distribution has exceeded 65% of the year's profits for the most recent three years. This will continue to be our goal in the future, so that Synnex's shareholders will have long-term and stable income from dividends. If there is an increase in the need for funds due to business growth and mergers and acquisitions, the company will independently seek funding methods without affecting dividend distribution.

### (II) Surplus distribution in the most recent three years

Periods	Earnings per share (NTD)	Distribution date	Cash dividend per share (NTD)	Total amount of surplus distribution (in NTD thousand)	Earnings distribution ratio
2023	4.37	2024.07.19	3.00	5,003,841	69%
2024	5.52	2025.07.18	4.00	6,671,788	72%
2025	5.08	- (Note 1)	4.20 (Note 2)	7,005,377	83%

Unit: NTD

Note 1: The chairman is authorized to set the dividend distribution date for the Company's 2025 cash dividend, which has not been set as of the date of publication.

Note 2: The Company's 2025 earnings distribution proposal was approved by the Board of Directors on March 10, 2026.

### (III) Uncompensated distribution of shares and its impact on company operation and EPS: Not applicable since the current shareholder's meeting did not propose uncompensated distribution of shares.

## III. Information on employee bonus and director remuneration

### ● Provisions of the Articles of Incorporation

According to the Company's Articles of Incorporation, the Company's net income before tax before deducting remuneration to employees and directors and after making up for losses should be applied to pay remuneration to employees for an amount not exceeding 10% and not less than 0.01% (in which no less than 1% shall be allocated as remuneration for entry-level employees) of the balance, and to directors for an amount not more than 1% of the balance.

### ● Estimation criterion and difference treatment

1. The employee bonus and remuneration to directors for 2025 is estimated with reference to the profitability of the current period on a basis of 1 ten-thousandths and 9 thousandths, respectively.
2. It will be recognized as next year's profit/loss if difference between the actual distribution and estimated amount is shown after resolution of the shareholder meeting.

### ● Information on proposed distribution approved by Board of Directors

1. On March 10, 2026, the Board of Directors approved the 2025 proposed distribution of employee cash dividend of NT\$1,200 thousand, of which NT\$400 thousand is allocated to entry-level employees and the remuneration for directors and supervisors of NT\$10,800 thousand. This is consistent with the 2025 estimate.
2. The proposed distribution of stock dividends for employees is NT\$0.
3. Impact of the proposed distribution of remuneration for employees, directors, and shareholders to earnings per share: None.

### ● Actual distribution of the preceding year and treatment of differences

The 2024 distribution of employee cash dividend was NT\$1,000 thousand and the remuneration for directors and supervisors reached NT\$10,800 thousand. This is consistent with the 2024 estimate.

### ● Summary of 2024 (distributed in 2025) employee stock bonus information: None.

## IV. Company buyback of shares: None.

## V. Issuance of global depositary receipts, bonds, preferred shares, and employee stock option

### (I) Global depositary receipts

Issue date		1997.07.03	1999.09.22
Areas issued		Asia, Europe, and the US	Asia, Europe, and the US
Issuance and listing		Luxembourg Stock Exchange	Luxembourg Stock Exchange
Total amount issued (US\$)		139,382,100	245,380,125
Issue price per unit (US\$)		22.23	18.93
Total units issued (unit)		6,270,000	12,962,500
Underlying securities		1. Capital increase by cash and issuance of new shares 2. Release shareholder: MiTAC Inc., Lex Service (Guernsey) Ltd.	1. Capital increase by cash and issuance of new shares 2. Release shareholder: Lex Service (Guernsey) Ltd.
Common shares represented (shares)		25,080,000	51,850,000
Rights and obligations of GDR holders		Rights and obligations consistent with common shares	Rights and obligations consistent with common shares
Trustee		None	None
Depositary bank		Citibank, N.A.	Citibank, N.A.
Custodian bank		Citibank, N.A., Taipei branch	Citibank, N.A., Taipei branch
March 31, 2025 outstanding (unit)		7,070	
Apportionment of expenses for issuance and maintenance		Issuing expense is paid by release shareholder and issuing company on the pro rata basis, duration expense is paid by depositary institution	Issuing expense is paid by release shareholder and issuing company on the pro rata basis, duration expense is paid by depositary institution
Important notes on depositary agreement and custodian agreement		See depositary agreement and custodian agreement for details	See depositary agreement and custodian agreement for details
Market price per unit (US\$)	2025	Highest	9.96
		Lowest	7.12
		Average	8.50
	202601.01~2026.03.31	Highest	10.16
		Lowest	7.40
		Average	8.75

(II) Corporate bonds: None

(III) Preferred stocks: None

(IV) Employee stock option certificate: None

(V) Restricted stock awards: None

**VI. Mergers, acquisitions, or issuance of new shares for acquisition of shares of other companies: None.**

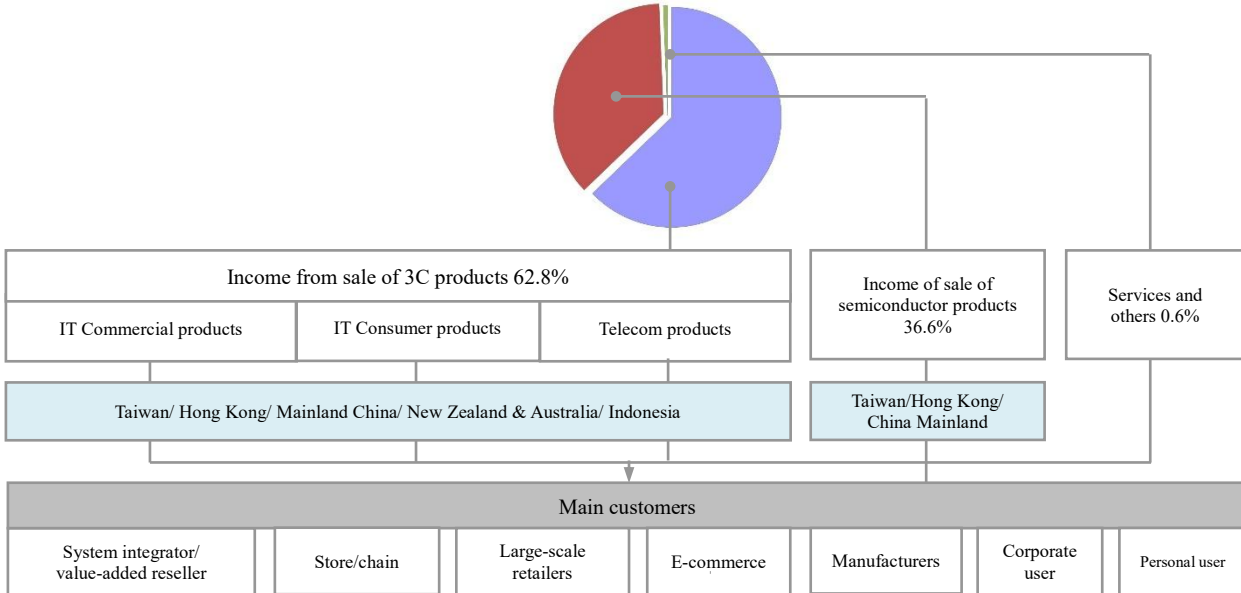
## VII. Implementation of capital allocation plan

(I) Previously issued or privately held securities that have not been completed: None.

(II) Completed in the latest three years and the planned benefits have not yet appeared: None.

## I. Scope of business

### (I) Main areas of business operation and revenue distribution for 2025



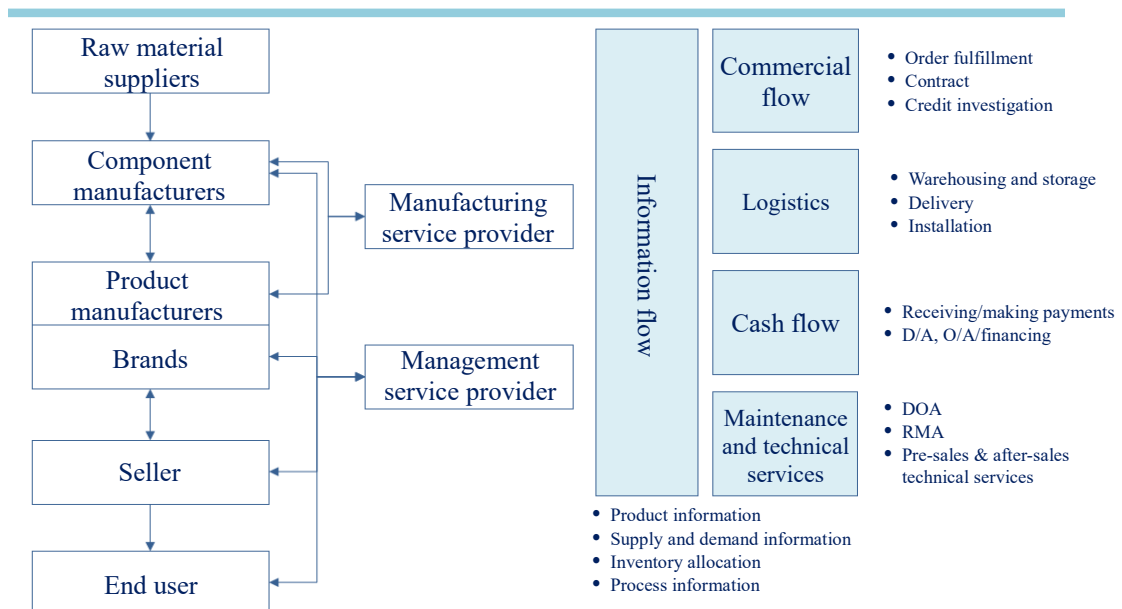
### (II) Developing new products (services)

New product	New service
<ul style="list-style-type: none"> <li>● Expansion of AI-related product portfolio</li> <li>● Continue to introduce smart life related products</li> </ul>	<ul style="list-style-type: none"> <li>● AI application acceleration platform</li> <li>● Cloud services digital intelligence platform</li> <li>● Government procurement of digital intelligence platform</li> <li>● Digital intelligence platforms for large enterprises long-term contracts</li> </ul>

### (III) Industry overview

In order to improve the operational efficiency and quality of the supply chain and reduce overall operation costs, the division of labor and operational processes between the upstream and downstream of the supply chain will evolve various modes, forming a diversified industrial ecology.

## Technology industry supply chain



## The evolution and development trends of the technology industry supply chain revolve around two major axes:

### 1. Economy of scale

Technology industry R&D (including technology R&D and operating system R&D) entail extremely high costs, and it is necessary to constantly pursue a larger economic scale to support high R&D costs, and thereby reduce product prices and promote popularization.

Considerations of economic scale drive the supply chain to continue towards a finer division of professional labor. Each component has a manufacturer that specializes in R&D and design, and the finished product is assembled by a professional manufacturing service provider. Brands focus on product planning and marketing promotion. The commercial flow, logistics, cash flow, maintenance flow, etc. of the chain are the responsibility of the operation service provider. At the same time, these manufacturers that have division of labor and respective responsibilities have continued to integrate horizontally, and have become centralized and maximized in their respective fields to form a larger economic scale. This development trend has greatly raised the industry's threshold for competition.

### 2. Smooth operation of the supply chain

The supply chain has formed a tightly knit and dense network of division of labor as a result of the professional division of labor. Information transparency among members and efficiency and stability of collaborative operations form the biggest problems faced by the supply chain; they also offer the largest room for improvement of overall operation costs of the supply chain.

Synnex's strategic transformation into a "Management Service Digital Intelligence Platform (MSP)" focuses on this. From the perspective of the overall supply chain, it gives full play to its own foundation in digital capabilities, actively connects information with upstream, downstream, and partners, removes operational barriers between manufacturers, achieves process transformation of the overall supply chain, and provides platform members with "stable operation services."

## Industry development trend and competition

2026 will be the "Year 2.0 of AI Infrastructure Development": The shift of AI from cloud training to hyper scale inference deployment will comprehensively drive key aspects such as data centers, advanced processes and packaging, HBM memory, optical communication, third-generation power semiconductors, liquid cooling, and 800V HVDC power supplies. At the same time, technology competition between the U.S. and Mainland China is turning supply chains into matters of national security, prompting countries to accelerate the localization and investment in technology sovereignty. The latest insights from multiple professional research institutions are integrated herein, and the landscape and development priorities of the technology and electronics industry in 2026 are systematically analyzed:.

### 1. Overall and IT Spending: The AI Infrastructure-driven Supercycle Continues to Expand

Global IT spending will surpass US\$6 trillion for the first time in 2026, with data center systems growing at a double-digit rate annually, which will definitely be driven by AI infrastructure. Despite market concerns about whether AI investment is becoming saturated, enterprises and cloud service providers (CSPs) are still increasing their capital expenditure on AI servers and related hardware and software.

In the semiconductor sector, Deloitte has pointed out that global chip sales will approach US\$1 trillion in 2026, with AI chips accounting for nearly half of the revenue. Most of the growth is concentrated in high-priced, low-volume accelerators and advanced memory, widening the gap with the growth of traditional PC, mobile phone, and automotive chips.

Overall, capital flows are shifting from "widespread growth" to "concentrated" AI infrastructure. For the supply chain, it is more effective to build bargaining power through delivery certainty, yield, and power consumption/performance (PPA) optimization than simply expanding production capacity.

### 2. Semiconductor Focus: A Three-pronged Approach of 2nm, High Bandwidth Memory (HBM), and Advanced Packaging

#### 2.1 Advanced manufacturing processes: The industry turnaround of the 2nm GAAFET

The year 2026 will be a pivotal one for the transition from FinFET to GAA. The introduction of the 2nm node will bring about a simultaneous increase in performance and energy efficiency, freeing up more PPA space for AI training and inference platforms, while also raising the investment threshold for Extreme ultraviolet (EUV)/High Numerical Aperture (High-NA) and materials/equipment.

Omdia and PwC's semiconductor outlook also emphasizes: The AI-driven demand for advanced manufacturing processes will overlap with manufacturing policies tied to geopolitical sovereignty, promoting more "localized" production capacity and long-term contract models.

#### 2.2 High Bandwidth Memory (HBM): Structural shortages will continue into 2026

With the expansion of AI infrastructure, demand for HBM, along with DDR5/enterprise-grade SSDs, continues to rise. According to Electronic Engineering Times, the memory market in 2026 will experience a "structural shortage," with high-end products facing price increases due to limitations in advanced manufacturing processes and packaging capacity. Alternatively, TrendForce predicts that HBM4 will further increase bandwidth and I/O to meet the needs of larger-scale AI clusters.

#### 2.3 Accelerated growth in advanced packaging (2.5D/3D, CPO)

The 2.5D/3D (such as CoWoS/Foveros) market is rapidly expanding due to the demand for AI/HPC modularization. Supply capacity, yield, and delivery time will determine which company will be able to secure high-margin orders. Meanwhile, CPO/SiPh is being incorporated into the roadmap for switches and accelerators, and optoelectronic integration at the data center IC level and packaging level has become an inevitable trend.

In terms of the overall competitive landscape, TSMC has strengthened its dominant position in packaging through deep integration with Foundry and OSAT. Intel is opening up the commercialization of advanced packaging and advancing 3D hybrid bonding. Furthermore, Samsung is catching up through a two-pronged approach: advanced manufacturing processes and packaging. In the High Bandwidth Memory (HBM) sector, SK Hynix, Samsung, and Micron are the three major players.

### **3. The Battle Between Power and Heat Dissipation in Data Centers: Liquid Cooling, 800V HVDC, and Third-generation Semiconductors**

As the thermal design power (TDP) of a single NVIDIA chip increases from H100/H200 to B200/B300, cooling technology is also shifting from air cooling to liquid cooling. By 2026, the penetration rate of liquid cooling is expected to reach 47%. Advanced solutions such as microfluidics cooling are starting to be adopted at the wafer/packaging level.

At the same time, the data center power supply architecture has been shifting toward 800V HVDC. On top of improving efficiency, this also reduces copper consumption and supports megawatt-level cabinets. This will directly drive the penetration rate of SiC/GaN to 17% in 2026, and is expected to exceed 30% by 2030.

On the other hand, "Energy Storage Systems (ESS)" are evolving from backup to core energy assets. The accelerated penetration of 2–4 hour medium-to-long-term energy storage helps to mitigate the high volatility of AI cluster loads, engage in grid services, and facilitate arbitrage.

**Supply chain focus:** Power semiconductors (Infineon, ST, Wolfspeed, etc.) and liquid cooling (cold plates, Cooling Distribution Units (CDUs), fluid materials) will reach historical growth. Energy and heat dissipation capacity have become the primary bottlenecks in the overall expansion of data centers.

### **4. AI Stack in the Cloud and Edge: From "Model Competition" to "Agentic AI and Total Cost of Ownership (TCO)"**

Research consistently indicates that by 2026, the focus of enterprise AI will shift from "model competitiveness" to "operationalization and proof of impact." Agentic AI will penetrate process automation and software lifecycles, making the total cost of ownership (TCO), manageability, and platform integration key factors in the selection process.

IDC also predicts that "composite AI", "multi-agent systems", and "AI-native cloud architecture" will become mainstream, and the task of a Chief Information Officer (CIO) will shift from system maintenance to intelligent ecosystem command, as well as making forward-thinking strategic layout in post-quantum security and cloud sovereignty.

**Structure of competition:** The cloud remains the main battleground for AI inference, but sovereign cloud and edge inference are also growing in tandem. Cloud service providers' self-developed Application Specific Integrated Circuits (ASICs) are gaining strength, and the platform war with NVIDIA/AMD is shifting from performance metrics to a long-term structural battle involving "whole rack solutions, ecosystem, and total cost of ownership (TCO)".

### **5. Communication and Interconnection: Optical Interconnects Become the "Second Heart" of the AI Era**

TrendForce has pointed out that in order to overcome the bandwidth and energy efficiency bottlenecks between clusters and across racks, 800G/1.6T pluggable optical modules will be mass-produced, and the CPO SiPh platform will be introduced to AI switches starting in 2026. Co-packaged optics and glass substrates will be the next step in packaging and interconnection.

In Taiwan, the government and industry are promoting 6G, satellite communications, and telecom self-sufficiency, creating a next-generation communications supply chain that spans telecommunications, satellites, chips, and manufacturing, and is aligned with the long-term needs of AI infrastructure.

### **6. Embodied Intelligence and Humanoid Robots: From Proof of Concept to Field Scaling**

The market size of embodied intelligence will exceed US\$1 trillion in 2026, with a five-year CAGR of approximately 25%, and industrial/logistics/special rescue scenarios will be the first to achieve large-scale deployment. Meanwhile, shipments of humanoid robots are expected to grow by 700% to over 50,000 units, becoming the most symbolic product category of "AI utilization in the physical world".

This will resonate across multiple supply chains, including high-torque actuators, low-latency sensing/edge computing, AI vision and motion control, batteries and battery management systems (BMS), and lightweight materials.

### **7. Displays and Near-eye: Iterative Development of OLED, LEDoS, and AR Devices**

In terms of panels and displays, the expansion of Gen 8.6 AMOLED production is accelerating the penetration of OLED into laptops and foldable phones. Near-eye displays are gaining popularity due to the commercialization of AR glasses, and the LEDoS technology route is becoming increasingly popular.

For IC and packaging companies, the integrations between high bandwidth/low power consumption of display driver ICs with sensing and AI on display will form new points of interest from 2026–2028.

### **8. Geopolitics and Supply Chains: "Localization and Security" are Combined with "Efficiency"**

TechInsights has pointed out that 2026 will be a year of rapid technological evolution as well as an acceleration of geopolitical changes, as tariffs and export controls may escalate. PwC has emphasized that technological sovereignty, supply chain risk mitigation, and diversification will become core strategies for businesses and governments.

This has driven the adoption of dual sourcing, regionalized manufacturing, and long-term contract models. Additionally, the increased demand for third-party certification of carbon emissions and energy has impacted the list of suppliers and bidding specifications.

### **9. From Taiwan's Perspective: The "Four-axis Opportunity" in Computing Power, Packaging, Communication, and Energy**

Deloitte has noted that in 2026, Taiwan's economic growth will slow to 2.6%–3.5%. However, benefiting from the AI investment cycle and the structural demand for high-performance computing, semiconductors, cloud, and communications will remain the core growth drivers. The government is promoting the "Ten Major AI Infrastructure Projects" and the self-sufficiency of 6G/satellite communications to solidify the long-term foundation.

ITRI has proposed the "Top 10 Innovative Trends for 2026", covering quantum computing and semiconductors, computing power finance, soft robots, marine economy and energy integration, etc., to guide the development of Taiwan's DeepTech industry.

## 10. Risk and Watchlist (2026–2027)

- 10.1 Structural shortages → stockpiling cycle:** High Bandwidth Memory (HBM) / laser optics / key materials may trigger a second inventory cycle, amplifying volatility.
- 10.2 Energy constraints:** Data centers are facing increasing pressure regarding their electricity consumption and carbon management, making access to the power grid/energy storage and green energy a prerequisite for expansion.
- 10.3 Geopolitics and controls:** There is a risk of escalating two-way export restrictions on Mainland China and the West. Sovereign cloud/digital sovereignty has increased the cost of localization.
- 10.4 Uncertainties in technology nodes:** The yield and mass production schedule of 2nm/GAA, CPO, and glass substrates need to be continuously verified.

## (IV) Overview of Technology and R&D

### Research and development operations

Synnex's is strategically positioned as a " Management Service Digital Intelligence Platform". In addition to expanding operational capabilities and management experience accumulated over the decades, the research and development of operational management technology will also focus resources on the connection and integration of external information and the development of service platforms. Key operational management technologies in staged planning, R&D, or rollout include:

1. Cloud service platform and recruitment service digital intelligence platform
2. Government procurement digital platform
3. Large enterprises annual digital intelligence platform
4. Stable supply chain digital intelligence service platform
5. Panel business digital intelligence platform
6. Delivery fulfillment service digital intelligence platform

The Company has invested a fair amount of human resources and funds; it has continually refined its services and systems to satisfy requirements of the industry supply chain. However, the Company primarily focuses on innovation in operational mechanisms, and thus does not invest in R&D.

## (V) Long- and short-term business plans

### Short-term business development plan

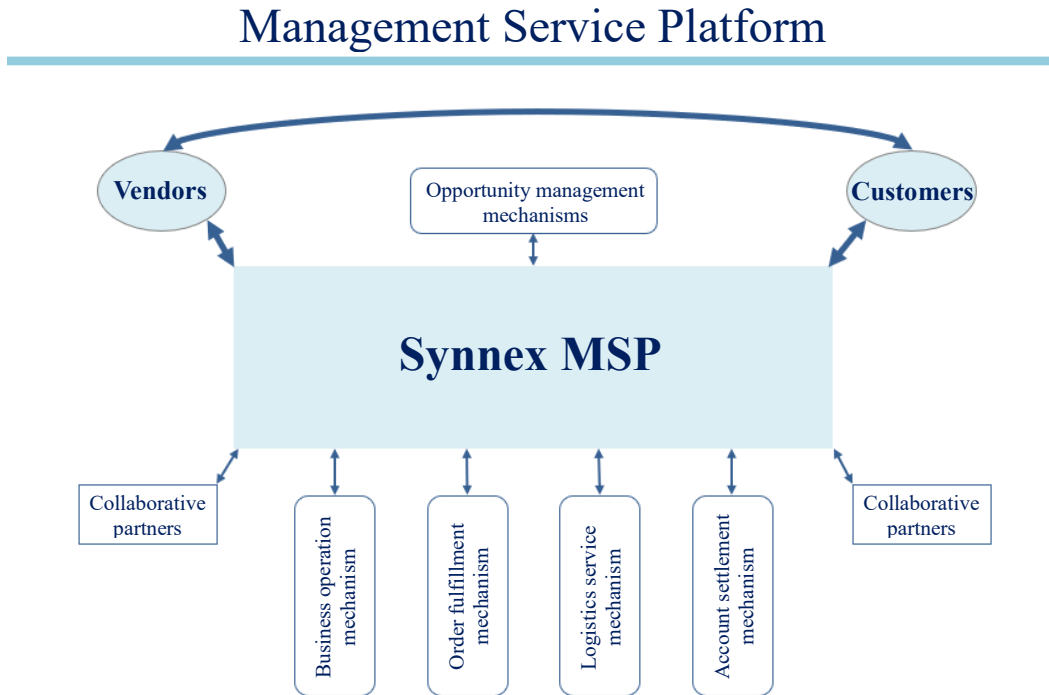
The Company is clearly positioning itself as a Management Service Digital Intelligence Platform that has insight into various problems and pain points of supply chain operation and actively targets the six fields of consumer business, commercial business, semiconductor business, recruitment business, technical services business, and intelligent logistics services. Furthermore, the Company provides upstream and downstream manufacturers with "stable operation services". Customer trust will help us to expand business development space and drive a leap forward in performance scale.

### Long-term business development plan

Be perceptive as to industry development trends and supply chain ecological evolution, adjust strategic positioning in a timely manner, continue to develop and innovate supply chain operation models, and seek greater space for value creation.

## II. Business model

Synnex's Management Service Digital Intelligence Platform (MSP) is a digital platform that builds an entire supply chain operation service system through serial integration of information, providing platform members with business opportunity development services, business operation services, analysis and management information services, and solving supply chain operation problems and pain points, and achieving the goal of smooth and efficient operation of the supply chain. Its members include core members of the technology industry supply chain, such as brands, manufacturers, sellers, and users, as well as operators and partnering suppliers that provide basic services related to operations, technical services, maintenance services, and financial services for the supply chain. At the same time, we will expand cross-industry partners to include different fields to form an ecosystem that jointly participates in value creation.



## III. Core competencies

### Long-term and stable upstream and downstream cooperation

Synnex has been intensely involved in the technology and electronics industry for decades, and has generally established long-term and stable cooperative relations with major global manufacturers of components and semi-conductors, as well as major sales channels in various areas. Through its good corporate reputation and excellent operation management, it continues to provide original manufacturers and customers with stable and efficient services, jointly create market opportunities, jointly face and solve industry problems, and win the trust of original manufacturers and customers, all of which provide an important foundation for the stable and sustainable development of Synnex.

### Digital capabilities

Synnex has long invested in the construction of internal information infrastructure and has established four major information and communication networks: the management information system (MIS) network, logistics remote monitoring network, video conference network, and telecommunication network to build the foundation of Synnex's international management capabilities. In recent years, its self-developed probe technology has been used to comprehensively improve the intelligence of decision-making, management, and operations, and greatly enhances the Company's overall digital capabilities. At the same time, it extends outward to connect information with original manufacturers, customers, and partnering manufacturers, and cross the information barriers between upstream and downstream. Digital capability is the most important market weapon for Synnex.

### Intelligent logistics network

Synnex has established dozens of logistics centers in major cities of the Asia Pacific region, which altogether form an extensive logistics network coverage. Through smart, professional, disciplined, and efficient operation management, we provide stable, high-quality, and efficient logistics services for high-tech industrial supply chains.

### Research and development capabilities of operations management technology

Synnex Group Headquarters' six major quality control functions combined with the Software Development Center are together responsible for business model planning, establishing the management policy, developing systems, and conducting various operational analyses and inspection and quality management, letting Synnex Group develop and innovate various operations technologies and adapt to changes in response to the evolution of the industrial ecosystem, and thereby achieve performance of the Group's strategy.

## IV. Business strategy

In order to create more space for business development, Synnex strategically positioned itself as a "Management Service Digital Intelligence Platform (MSP)" with entirely-new strategic thinking and vision, allowing it to build and develop operational capabilities and operating system mechanisms over the years, produce greater multiples of benefits, and create greater space for enterprise development.

## V. Market and sales conditions

### (I) Sales regions of main commercial electronics products (services)

Unit: NTS100 million

Region/Year	2024		2025	
	Operating revenue	%	Operating revenue	%
Taiwan	417	15%	509	19%
Hong Kong/ Mainland China	1,257	47%	1,095	42%
New Zealand, Australia, Indonesia	1,025	38%	1,005	39%
Total	2,699	100%	2,609	100%

### (II) Supply and growth of market in the future

The global economic environment in 2025 remained highly uncertain. Although the impact of the pandemic has gradually subsided and global inflationary pressures have eased compared to the previous period, the business environment remained complex. Geopolitical conflicts continued to affect the international economic and trade order, the global supply chain structure continued to adjust and restructure, and tariff policy risks, trade restrictions, and technology control measures continued to add variables to the market. The significant fluctuations in exchange rates across Asia-Pacific countries in the first half of the year also caused pressure to business operations and cost control.

While the overall environment remained challenging, technological innovation-driven industrial enhancements and increased applications are gradually transforming into substantial growth momentum. The year 2025 could be seen as a crucial stage for the accelerated implementation of AI applications. As the application of AI models continued to deepen and the accelerated digital transformation of enterprises, generative AI technology has entered the stage of commercialization and diffusion. AI computing is gradually extending from cloud data centers to enterprise application scenarios, driving a new wave of IT infrastructure investment. Increased demand for AI servers, high-performance computing devices, storage devices, and networking infrastructure gradually heated up the enterprise market, and became the most important growth driver for the IT industry in 2025.

The development of AI is also having a structural impact on the semiconductor industry. In response to increased market demand, relevant companies are accelerating their investment in the research and development and capacity expansion of products such as High Bandwidth Memory (HBM), nonvolatile memory express (NVMe) high-speed SSDs, and large-capacity hard drives, and driving the supply chain demand. However, product structure upgrades may also exacerbate fluctuations in the short-term supply and demand.

As for the personal computer (PC) market, the demand for new computers has continued to grow, driven by the official end of support for the Windows 10 operating system. and coupled with the fact that equipment purchased during the pandemic is entering its upgrade cycle. These factors are driving the demand for replacements in the enterprise and commercial markets. Furthermore, with the integration of AI functionality into terminal devices, the launch of new products is helping to increase added value, thereby boosting market demand.

Looking ahead to 2026, despite the continued uncertainties in the global political and economic environment, the growth prospects of the IT and semiconductor industries, driven by the widespread adoption of AI applications, are expected to become clearer this year. Overall, as a result of the continued expansion of AI applications and the demand for data center construction, the global server market continues to show growth momentum. While the PC and smartphone markets are experiencing a demand for replacements, driven by device upgrade cycles and the introduction of AI features, the supply and price fluctuations of key components such as memory and SSDs have been affected by production capacity allocation, which may lead to a significant increase in overall device costs and potentially impact end-user demand to some extent.

Synnex, as one of the world's top three professional high-tech supply chain distributors, has been using AI technology to build the Synnex's Management Digital Intelligence Platform (MSP) for many years. It actively connects brand vendors and customers digitally, helping vendors and customers to focus on high-efficiency business. Internally, we promote functional integration and streamlined operations to comprehensively and significantly improve operational efficiency. By employing high-value-added strategies and strengthening digital operational capabilities, we have successfully transformed environmental fluctuations into growth drivers. Currently, Synnex maintains a leading position in the Taiwan market, and our overseas subsidiaries and joint ventures also rank among the top performers in the Asia-Pacific and Middle East/African markets. In 2026, we will continue to cultivate our strategic regional layout and commercial value-added service capabilities, optimize our product portfolios, increase the proportion of high value-added businesses, and strengthen risk management and operational resilience in order to seize the long-term growth opportunities brought about by the AI and digital transformation trends, thereby creating robust and sustainable value for our shareholders.

Basic information of each region:

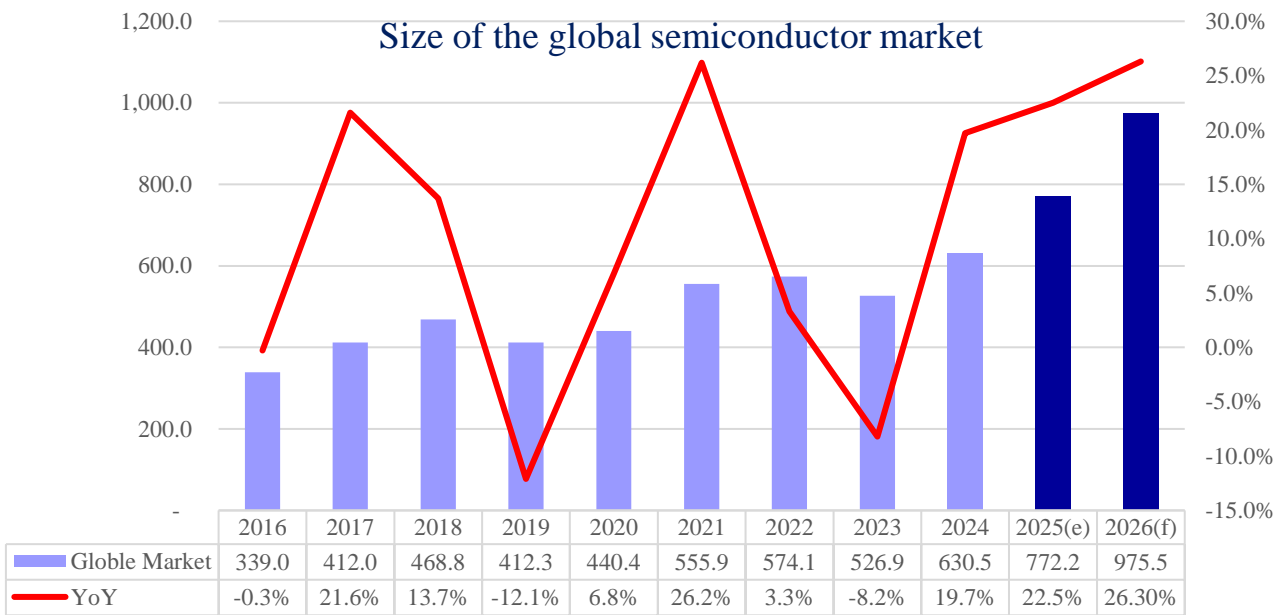
Region	Population (in millions)	Per capita GDP (US\$)	2025 economic growth rate (%)	Source
Taiwan	23.3	39,477	8.7	National Statistics, R.O.C. (Taiwan)
Mainland China	1,405.1	13,806	5.0	IMF
Hong Kong	7.5	56,844	3.5	IMF
Australia	27.7	65,946	2.0	IMF
Indonesia	284.4	5,074	5.1	IMF
Vietnam	102.2	4,745	8.0	IMF
Thailand	70.3	7,942	2.4	IMF
India	1,463.9	2,818	7.6	IMF

## Semiconductor products market

To ensure highly efficient operation of the semiconductor industry supply chain, upstream semiconductor component manufacturers are gradually outsourcing the product and technical services currently provided to downstream manufacturers to semiconductor IC distributors for support. Although semiconductor IC distributors do not have R&D capabilities, they can effectively coordinate the entire supply chain through their strong supply chain management and fulfillment business capabilities, thus ensuring smooth product circulation and providing direct customers with fast and flexible solutions. Distributors play a key role as facilitators in the supply chain, providing competitive payment terms, optimizing inventory management, shortening supply cycles, and further enhancing the synergistic benefits of the supply chain. On this basis, distributors are continuing to promote innovation in operating models and are committed to providing comprehensive supply chain solutions, thereby promoting corporate sustainable development and profitable growth.

In an era where the global semiconductor industry chain has become highly specialized and precisely divided, the roles of IC distributors have evolved from simple material transfer stations into key hubs that combine supply chain management, financial buffering, and technology value-added functions. According to the latest data, the scale of the global semiconductor market would reach \$US772 billion by 2025. This not only reflects the rapid pace of technological iteration, but also highlights the important role of distributors in ensuring the smooth flow of products when dealing with increasingly complex fluctuations in the global supply chain.

In particular, when faced with structural changes caused by the explosive growth in the demand for AI computing power in 2025, distributors utilized their strong fulfillment business capabilities to effectively bridge the gaps in supply and demand between upstream and downstream of the supply chain. This "solution-driven" model has become an important force in stabilizing market sentiment in modern supply chains.



Source: World Semiconductor Trade Statistics (WSTS)

### 2024 Market Review: The First Year of a Strong Market Rebound

2024 is seen as a turning point for the global semiconductor industry, which was seeking to make a strong rebound from the cyclical downturn that began in 2023. With the completion of inventory adjustments and breakthroughs in artificial intelligence technology, the market has demonstrated a growth potential that exceeded expectations.

According to final data from World Semiconductor Trade Statistics (WSTS), global semiconductor product sales reached \$US 630.549 billion in 2024, representing a 19.7% increase compared to 2023. The key drivers for such growth were the AI server-driven recovery in the demand for High Bandwidth Memory (HBM) and prices, with memory sales reaching US\$165.516 billion, a significant increase of 79.3% compared to 2023.

Regionally speaking, the Americas performed the best, with annual sales growth reaching 45.2%. The Asia-Pacific region grew by 16.4%. Europe, on the other hand, was faced with an 8.1% decline.

### 2025 Market Status: AI-driven High-growth Cycle

As we entered 2025, WSTS significantly revised its growth outlook upward in its fall report. Due to better-than-expected performance in the third quarter (Q3), the global semiconductor market is projected to grow by 22.5% to reach US\$772.243 billion in 2025. Logic chips and memory are projected to grow by 37.1% and 27.8%, respectively.

Regional market trends are projected to show that the Americas (29.1% growth) and Asia Pacific (24.9% growth) will continue to be forerunners, Europe is expected to turn positive with a 5.6% growth, while Japan is expected to decline by 4.1%.

### 2026 Market Outlook: Working Toward the US\$1 Trillion Benchmark

Looking ahead to 2026, the global semiconductor market is expected to experience even stronger expansion. WSTS predicts that the market will achieve a high growth rate of 26.3% in 2026, with a total output value of US\$975.46 billion, officially approaching the US\$1 trillion mark. Key Growth Indicators for 2026:

- (1) Expansion in all directions: Growth is expected across all regions and product categories.
- (2) Core growth drivers: Memory and logic chips will once again lead the market, with both growing at an annual rate of over 30%.
- (3) Achieving a balance across regions: While the Americas and Asia-Pacific remain the main growth contributors, Europe and Japan are expected to return to double-digit growth.

## Summary of WSTS Prediction Data (2024-2026)

Unit: In US\$ millions

Region/Product	2024 (Actual)	2025 (Prediction)	2026 (Prediction)	2025 Growth rate	2026 Growth rate
World total	630,549	772,243	975,460	22.5%	26.3%
The Americas	195,123	251,926	338,574	29.1%	34.4%
Asia-Pacific	337,437	421,354	526,293	24.9%	24.9%
Integrated circuits (ICs)	539,505	677,852	874,291	25.6%	29.0%
Logic chips	215,768	295,892	390,863	37.1%	32.1%
Memory	165,516	211,568	294,821	27.8%	39.4%

Source: WSTS 2025 Autumn Forecast

### The development of artificial intelligence (AI) applications and the key role that Taiwan plays.

The rapid development of artificial intelligence (AI) has become one of the key driving forces for the continued growth of the semiconductor market. With the widespread application of generative AI, machine learning (ML) and deep learning (DL) technologies, the demand for AI technology in fields such as high-performance computing (HPC), data centers, smart manufacturing, medical technology, smart cities and self-driving cars continues to rise. This demand has driven the rapid growth of semiconductor products such as high-performance GPUs, AI accelerators, and dedicated AI ICs (such as TPU and NPU), and further boosted the demand for memory capacity and computing performance.

Driven by this trend, semiconductor IC distributors play a key role in the AI supply chain, ensuring that AI-related products can be supplied to the global market quickly and stably through efficient supply chain management and fulfillment service capabilities. As the core manufacturing base of global AI servers and data centers, Taiwan's distributors, through their close collaborations with upstream IC manufacturers and downstream system integrators, help promote the rapid deployment and popularization of AI technical applications.

### ESG (Environment, Social and Governance) drives sustainable development of the semiconductor industry

As the world pays more attention to the Sustainable Development Goals (SDGs) and environmental, social and corporate governance (ESG) topics, the semiconductor industry is actively deploying sustainable business strategies to respond to challenges such as climate change, energy efficiency, and resource recycling. Although semiconductor IC distributors do not have manufacturing and R&D capabilities, they actively promote reductions in carbon footprint, improve transportation efficiency, and support customers to achieve sustainable supply chain management through optimizing the supply chain and implementing green logistics management.

For the social aspect, distributors are committed to building a diverse and inclusive corporate culture, promoting employee well-being and social charity and welfare programs, and actively engaging in local community development. In terms of the governance aspect, distributors strengthen the internal governance structure, implement risk management and regulatory compliance, and ensure that corporate operations are transparent and a good sustainable governance mechanism has been set in place.

In the future, semiconductor IC distributors will continue to integrate ESG concepts into their operating strategies, leverage their core advantages in supply chain management and fulfillment services, promote steady growth of companies in the global technology industry, and contribute to global sustainable development goals.

### (III) Favorable conditions for future development

As a major ICT and semiconductor distributor in the Asia-Pacific region, Synnex is entering a critical year in which structural growth opportunities coexist with receding adversities, and we are primed to enjoy a more advantageous position in the regional distribution ecosystem.

#### AI Infrastructure boom drives the expansion of high-growth product lines

Strong demand for AI servers is the primary driver of Synnex's operational growth. Starting in the second half of 2025, the Company has successively accepted AI server construction projects from markets such as Taiwan, Indonesia, and Hong Kong, and this will continue into 2026, with the commercial market becoming the core growth driver. These sales orders stem from the government and enterprises' continued efforts to strengthen digital infrastructure, reflecting the trend of AI infrastructure moving from "pilot projects" to "full deployment," which brings about a qualitative change to Synnex's product portfolio and gross profit structure. This AI infrastructure boom has not only boosted demand for server and data center equipment, but also has simultaneously driven the development of high-value-added product lines such as memory, storage devices, and high-performance components, forming a "technology upgrade cycle" for channel businesses. Compared to the past channel structure that mostly relied on PCs, home appliances, and consumer electronics for revenue, the shift to AI/HPC products is a clear structural advantage for Synnex.

#### Semiconductor distribution channel embraces a recovery in the business cycle

The semiconductor business is also an important growth engine for Synnex. Our management has pointed out that the high base effect that impacted semiconductor sales in 2025 has been gradually receding, and positive growth has returned by the third quarter (Q3). The memory market has seen a particularly significant recovery, with increased shipments and rising prices, and the positive trend is expected to continue to 2026. More notably, Synnex is actively expanding our distribution and supply of robotics-related components. This field is highly relevant to AI and automated manufacturing, and is expected to complement other high-tech products, further helping to expand our semiconductor distribution business.

#### Robust development in the Asia-Pacific market and risk diversion

One of Synnex's most core competitive advantages is our market foundation, secured with over 30 years of experience in the Asia-Pacific region. Our diversified business layout also provides us with high resilience. Most markets have shown significant improvement in 2026 compared to 2025. The simultaneous recovery in multiple markets has enabled Synnex to maintain a steady pace of business growth amid the economic recovery in the Asia-Pacific market, while also comprehending the structural differences in demand for consumer electronics, commercial equipment, and semiconductors across different countries.

## **Subsiding adversities including exchange rates and bad debts & improved operational structure**

Three major unfavorable factors that suppressed Synnex's profits in 2025: the appreciation of the New Taiwan Dollar (NTD), one-time bad debt, and the recession in the Mainland Chinese market, are all expected to improve by 2026. The reversal in the New Taiwan Dollar's exchange rate is expected to bring "exchange rate dividends" to the Company. The bad debt issue has been resolved in one go, and there will be no further related risks in 2026. In addition, the reduced volatility of Asian currencies against the US dollar is favorable for channel price management. These factors will improve Synnex's profitability and enhance our resistance to external changes.

## **Increased demand in the commercial market & replacement cycles driving equipment upgrades**

In addition to AI servers, the ongoing digital infrastructure, cloud upgrades, and Windows commercial replacement programs promoted by governments and enterprises around the world are also directly favorable for Synnex. The commercial market will see stronger demand in 2026, especially as the trend of equipment upgrades for enterprises gradually begins. In addition, the personal computer (PC) market began to stabilize in the third quarter (Q3) of 2025 and is expected to maintain a slight growth in 2026. This will help Synnex maintain the completeness of our channel products and sales volume.

## **Telecom industry benefiting from AI smartphones and demand in Southeast Asia**

Apple and Samsung, among Synnex's agency brands, both maintained strong sales in major markets, while Chinese mobile phone brands in Indonesia showed particularly impressive growth. With more next-generation smartphones equipped with AI features expected to be launched in 2026 and driving for a replacement cycle, the communications industry will continue to grow.

## **(IV) Unfavorable factors to future development and response measures**

Dealing with the rapidly changing environment of the technology industry in 2026, Synnex, while seizing the huge opportunities of the AI server and semiconductor market recovery, will inevitably encounter challenges from multiple aspects such as exchange rates, market structure, business cycles, channel competition, and supply chain.

The following is a systematic analysis of the unfavorable factors for Synnex and our corresponding strategies:

### **1. Exchange rate volatility remains the biggest uncertainty: Risk of Asian currency devaluation continues to increase**

Although the appreciation pressure on the New Taiwan Dollar will ease in 2026, the currency trends in other Asian markets have not yet fully stabilized, and exchange rates may still adversely affect gross profit.

**Response measures:** To mitigate the impact of exchange rate fluctuations, Synnex will continue to strengthen our hedging strategies on both the financial and operational sides, including increasing the proportion of natural hedging, using forward contracts to control exposure risk, and increasing the proportion of high-margin, high-tech products to reduce the impact of exchange rates on overall gross profit.

### **2. Limited recovery in the Chinese market may render the overall operating pace sluggish**

Although the decline in the Mainland Chinese market has eased somewhat, unstable demand remains a major source of pressure for Synnex. Although the revenue ratio from Mainland China has decreased, as one of the largest IT consumer markets in the Asia-Pacific region, a sluggish Chinese market may still affect Synnex's overall operational pace.

**Response measures:** Synnex will continue to strengthen our presence in high-growth markets such as Southeast Asia (e.g., Indonesia) and Taiwan, while reducing the reliance on the Chinese market. At the same time, to reduce operational volatility, risk management will be reinforced in the Chinese market, with measures including shortening accounts receivable cycles, tightening credit lines, and strengthening channel audits at the distribution level.

### **3. Repetitive global economic cycles: Business and household IT spending may slow down**

The distribution industry itself is highly interconnected with the economic cycle. Despite the strong performance of the commercial market driven by AI servers, the overall consumer market experienced a sluggish period. For example, the personal computer market only saw a slight recovery, indicating that demand for economically sensitive products remained weak. If the global economy performs worse than expected in 2026, corporate and government capital expenditures may be delayed, affecting the scheduling of major IT projects such as servers, storage, and network equipment.

**Response measures:** In our business dealings, Synnex places greater emphasis on commercial needs with more economic resilience, such as government tender projects and enterprise AI infrastructure projects. At the same time, our focus is shifting from simply selling hardware to providing "integrated solutions". By increasing project stickiness and budget priority, we can reduce the impact of economic fluctuations.

### **4. Supply chain uncertainties: Logistics and supply may become operational bottlenecks**

Although the distribution industry does not directly manufacture products, it is highly dependent on the international supply chain. Supply delays, logistical disruptions, and international political and economic risks can all lead to product shortages or delivery delays, thereby affecting Synnex's revenue recognition.

**Response measures:** Synnex mitigates risk by adopting a more thorough multi-sourcing strategy and through enhancing regional warehousing capabilities. We have also incorporated AI inventory forecasting and more precise demand planning to reduce inventory pressure caused by supply fluctuations.

## (V) Major applications and production of key products

### ● Major applications of key products

The products and services sold by the Company span four major fields, namely value-added distribution, IT consumer, telecommunications, and semiconductors.

Within the 3C segments, including commercial value-added, IT consumer, and telecommunications, offerings can be categorized by application into. The Company's main products and services are as follows:

Main applications and products	
Enterprise Solution	Server & Storage, AI Solution, Networking & Security, Data Center Infrastructure, Cloud Service, Surveillance, Productivity/Tools/BI, Database & Management, Large-Format Display & Printing
Device & Consumer	Client Device, Smart Phone, PC Components, Smart Device & Home Appliance, eSports & Gaming, Peripheral & Accessory

Once sold, semi-conductors are used for production; the products span across the following fields:

Main industries	
Semiconductor products	PC, Storage & Memory, Panel/Touch/LED, Networking, AIoT, Automotive, Power

### ● Production processes of key products: Not applicable (non-manufacturing).

## (VI) Supply status of primary raw materials: Not applicable (non-manufacturing).

## (VII) The Group's list of key clients and amounts in the past two years

### ● Procurements list

Unit: in NT\$ millions

Ranking	2024			2025		
	Name of supplier	Amount	Total annual net purchase ratio (%)	Name of supplier	Amount	Total annual net purchase ratio (%)
1	A Company (Note)	85,410	17	A Company (Note)	76,466	16
	Other	424,235	83	Other	400,872	84
	Net purchase	509,645	100	Net purchase	477,338	100

Note: Not a stakeholder.

The Group has maintained good relations with major suppliers for a long period of time. The situation of purchasing from major suppliers has changed slightly.

### ● Sales list

The Group's customers are scattered and there is no excessive concentration. Thus, in the past two years, there were no customers who accounted for more than 10% of the total sales.

## VI. Employees

Information of the number of employees, average years of service, and education in last two years and up to the date of publication of the Annual Report:

Year		2024.12.31	2025.12.31	2026.03.31
Number of employees	Sales	1,675	1,537	1,533
	Technology	1,113	1,043	977
	Computer	120	104	103
	Administrative	398	363	359
	Logistics	580	537	535
	Total	3,886	3,584	3,507
Average age		38.8	39.1	39.3
Average years of service		9.7	10.2	10.3
Academic qualification (%)	PhD	0.0	0.0	0.0
	Master's degree	6.7	7.0	7.1
	University/College	83.7	83.5	83.2
	High school	8.4	8.5	8.7
	Below high school	1.2	1.0	1.0

Note: Part-time employees are not included.

## VII. Environmental protection expenditure information

Though the Company is a channel services provider of high-tech products, which is not categorized as a highly polluted industry and poses no major environmental problems, based on the belief that earth is a part of life, the Company is still committed to actively fulfilling its environmental protection responsibility. For related measures, please refer to the description in the performance of sustainable development section.

## VIII. Labor relations

Synnex regards employees as important assets. We strive to build a diverse, equal, and positive workplace environment so that every employee can realize their potential and grow together in a safe and inspirational environment. The implementation of relevant employee welfare measures, retirement system, employee training, etc. is described as follows.

### Employee welfare

Synnex cares about the well-being of employees and is committed to providing them with proper protection and support. In addition to paying labor insurance and national health insurance in full according to the law in Taiwan, the Company also purchases group life insurance for its employees. An Employee Welfare Committee has also been established to actively promote various benefit measures in order to enhance the quality of employees' work and life. Benefits provided include cash gifts or gift certificates for marriage, funeral, hospitalization, childbirth, and birthdays. An interest-free employee loan system has also been set up. Categories include home purchase, marriage, childbirth, car purchase, emergency relief, or new job placement, etc., to provide support for employees dealing with major changes in life. In terms of overseas subsidiaries, the employee welfare system was established in accordance with the regulations and environment of the foreign country or region. Team-building events integrated with inclusive elements of local culture and characteristics are also organized to realize the Group's teamwork spirit and diversity in practice.

Synnex attaches great importance to its people. Considering that the office is a second home to the employees, in terms of the interior decoration of the Group headquarters building, which was completed and put into use in 2024, is focused on the restrooms and pantry that are frequently used by employees. All buttons are designed with touchless design, which takes into account both antibacterial and epidemic prevention, as well as energy-saving benefits. In addition, equipment such as PM2.5-grade air filters keep the office fresh and clean, while high-quality filtered drinking water is also provided daily. In addition, a Synnex Café has been set up to provide free coffee, creating a safe, healthy and comfortable working environment for employees.

To build group cohesion, we also organize diverse team-building activities including New Year Gala, movie nights, family days, and departmental travels to build employee cohesion and to improve the balance between work and family life. Furthermore, the Company has established a recognition mechanism and reward system for senior employees to show our appreciation for employee contributions, and to encourage colleagues to continue to develop their personal careers at Synnex.

### Retirement system

Retirement matters in Taiwan are handled in accordance with the requirements of the Labor Standards Act and Labor Pension Act. The Company has formed the Employee Pension Reserve Committee. The new pension system has been implemented in accordance with the Labor Pension Act since July 2005. For the new employees and the existing employees who choose to apply the new pension system, the Company pays 6% of their monthly salaries to their personal pension accounts with the Bureau of Labor Insurance. At the same time, the Company continues to retain the seniority of existing employees who choose to apply the old pension method and those who choose to apply the new pension method, and allocates the appropriate pension amount according to the payment standard of the old pension method to the account with Bank of Taiwan. In terms of overseas subsidiaries, pension reserves are appropriated and withheld regularly in accordance with the regulations and environment of the foreign country so that employees can work for the Company long term without any worries.

### Labor agreement

In addition to normal organizational systems, employee-employer relations can be communicated through regular competency assessment system, labor-management meeting, and Employee Welfare Committee in order to establish channel of communication between employees and management to build mutual understanding and promote a harmonious atmosphere in the Company. Moreover, we use the message function in the Company app to notify employees of systems, concepts, welfare activities, and information about company operations to ensure they

understand and agree with the company's philosophy, activities, and development direction. We have also established an unimpeded employee grievance mechanism, and any complaints received will be investigated and responded to in a confidential manner to ensure the rights and interests of the relevant personnel. No significant labor disputes or losses occurred in 2025 or have occurred as of the date of publication in 2026.

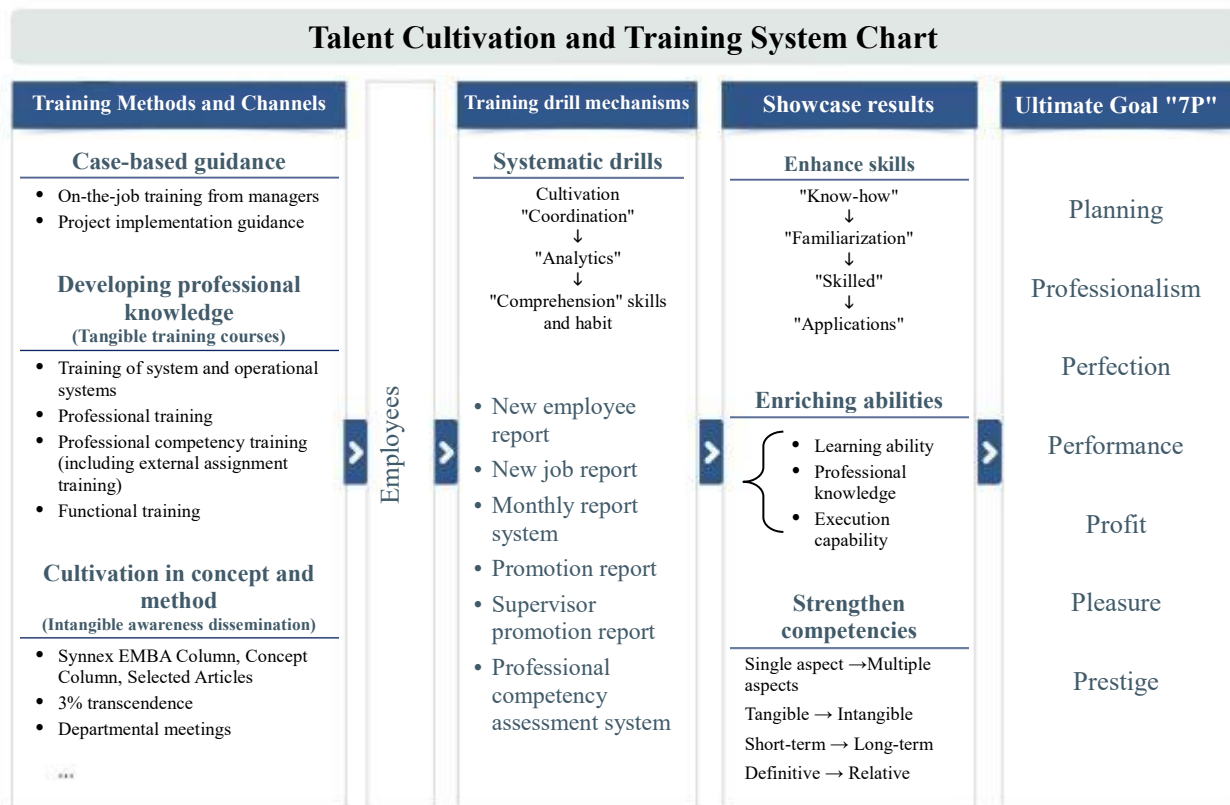
**Employee training**

Synnex firmly believes: "Good employees make good departments, and good departments make a good company." We attach great importance to employee training and development, and have established a complete employee training system (as shown in the figure below).

Synnex's talent training involves refining knowledge and experience into a series of systematic systems and formulating them on computer systems. When we recruit promising talents externally, we have a complete set of operational knowledge ready to teach them. This also enables existing employees to keep abreast with the times and improve their capabilities.

Synnex recognized early on that humanity would inevitably enter a highly digitized society in the future, and our employees can work professionally and efficiently through sophisticated and convenient computer operating systems. In addition, these systems provide management analysis information to help employees make decisions, enabling them to reduce a large amount of "routine" work and significantly increase the proportion of "knowledge-based non-routine" work, so as to fully utilize their talents and create strong competitiveness and performance. It can be said that Synnex's business strategy is built on a "synergistic framework" of "talent" × "systems" × "operational knowledge".

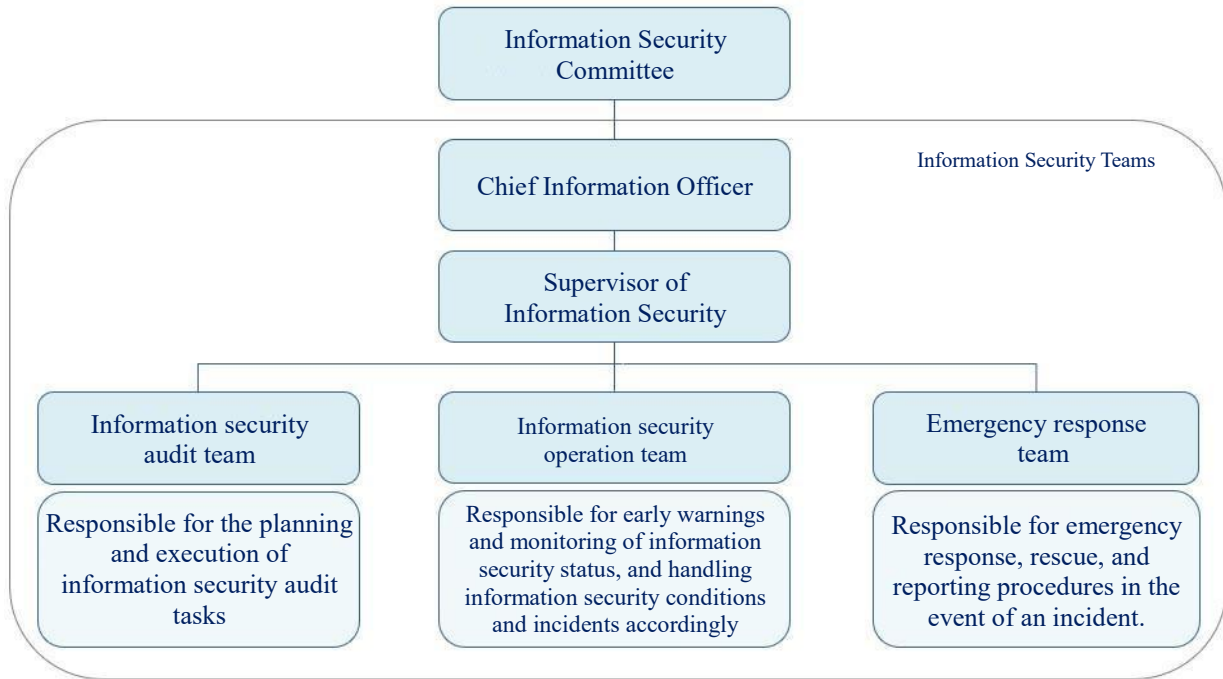
Synnex is committed to long-term promotion of its diversified learning mechanism. New employee training, functional professional training and supervisor training are planned according to different career stages and training needs. Through methods including the Synnex EMBA column, monthly meetings, and project report meetings, a diverse, on-the-job learning process has been established that allows employees to develop professional capabilities needed throughout all stages. Each functional specialty is also coordinated with training on the new system mechanisms and functions to enhance practical application and knowledge updates, helping employees keep up with the times and meet work challenges.



## IX. Information security management

### • Management organization

The Information Security Management Committee was established to strengthen the Company's information security management and ensure the security of its data, system, and network. The chief information security officer serves as the convener of the information security team and reports to the Board of Directors at least once a year. The chief information security officer duly reported to the Board on November 11, 2025. The organizational team includes the information security operation team, emergency response team, and information security audit team. The information security operation team is responsible for constructing the information security system, including network and system management. The emergency response team is in charge of business continuity planning, crisis management procedures, execution of emergency response actions, incident reporting, and post-event analysis and prevention. The information security audit team collaborates with the Company's audit unit to conduct information security audits, covering both internal and external audits.



### • Information security policy

The Company's information security policy aims to "maintain the confidentiality, integrity, availability, and legality of its information, and to prevent human negligence, deliberate destruction, and natural disasters that may lead to improper use, leakage, tampering, damage, or loss of information and assets, thereby affecting the Company's operations and harming its rights and interests." In 2016, the Company implemented the ISO 27001 Information Security Management Systems, obtained ISO 27001 certification, and has continuously maintained its validity. Through the introduction of the information security management system, the Company has strengthened its ability to respond to and handle information security incidents, thereby protecting the assets of both the Company and its customers.

### Risk management mechanisms

Item	Specific management measures
Information security team	The team, composed of 22 representatives from various functional units, is responsible for the promotion and operation of information security. Meetings related to information security are convened at least once per quarter.
Firewall protection	1. Set firewall connection rules. 2. Can only be opened with the approval of the responsible supervisor when there are special connection needs.
User Internet access control mechanism	1. Use an automatic website protection system to control users' online behavior. 2. Automatically filter users' Internet access to websites that may have links to Trojans, ransomware, or malicious programs.
Antivirus software	Use antivirus software and automatically update virus pattern files to reduce the chance of infection.
Updating of the operating system	The operating system is automatically updated. If it is not updated for some reason, the information center will assist in updating.
Email security control	1. There is automatic email threat scanning protection that prevents suspicious attachment files, phishing emails, spam emails, and expands the protection range against malicious links before users receive emails. 2. After a personal computer receives an email, the antivirus software also scans it for suspicious attachment files.
Data backup mechanism	Each important information system database is configured for daily backup.
Important file upload server	The important files of each department in the Company are stored on this server, which is backed up and saved by the information center.
Network transmission protection	1. Encryption of communication channels. 2. Encryption of data content and its verification through electronic signatures.
Data retention protection	1. Dynamic data masking: Access is restricted to authorized data only. 2. Encrypted data storage: Sensitive information is encrypted prior to being stored in the database and must be decrypted before use.

Item	Specific management measures
Information security insurance	The Company's customers are mainly enterprise clients, and there is no risk of custodianship of sensitive consumer personal data. After evaluating the insurance coverage and applicable industries of information security insurance products on the market, we have decided not to purchase information security insurance for the time being. In response to the challenges faced by information security, we continue to pay attention to the changing trends of the information environment and have implemented relevant software and hardware, such as firewalls, anti-virus software, and intrusion prevention systems. Additionally, we are actively strengthening our employees' awareness of information security crises and the ability of information security handlers to respond to such crises.

### Enhancing digital information security and upgrading customer privacy protection

To ensure comprehensive protection of customer data, the Company has established a customer data management system, beginning with aligning organizational management and operations from a corporate strategic perspective. By analyzing business processes and information systems, we examine access controls related to the collection, processing, transmission, and storage of personal data. A privacy statement regarding the disclosure of customer information is also published on our distributor website, clearly outlining the Company's commitment to safeguarding customer privacy and specifying the usage and security policies concerning customer data, thereby protecting customers' privacy rights. In 2025, the Company experienced no incidents of customer privacy violations or complaints related to breaches of customer privacy.

### Emergency notification procedure

We have established an information security incident reporting mechanism. When an information security incident occurs, it is reported to the emergency response team under the information security team to determine the type of incident, identify the issue, take immediate action, and keep a record.

- **Losses, possible impacts, and countermeasures due to material information security incidents: None**

## X. Important contracts

Nature of contract	Contract subject	Contract start and end dates	Main content	Restriction clauses
Construction contracts	Taiwan Daifuku Co., Ltd.	2020.02 until inspection and acceptance and the warranty expires	Sydney Phase II automated warehouse and auxiliary equipment construction	None
Construction contracts	Taiwan Daifuku Co., Ltd.	2024.01 until inspection and acceptance and the warranty expires	Construction and automated warehousing equipment engineering at Melbourne	None

Note: Most of the general distribution contracts are changed every year, and there are many distribution products and each item has little effect on the overall sales, so details will not be provided here.

## 05

# Financial Overview, Performance Analysis, and Risk Management

## I. Review and analysis of financial status and financial performance

### (I) Analysis of financial status

Unit: in NT\$ millions

Item/Year	2024	2025	Net change	
			Amount	%
Current assets	185,465	177,513	(7,952)	(4)
Equity-accounted investments	10,745	11,463	718	7
Property, plant and equipment	14,469	14,355	(114)	(1)
Intangible and other assets	14,288	14,092	(196)	(1)
<b>Total assets</b>	<b>224,967</b>	<b>217,423</b>	<b>(7,544)</b>	<b>(3)</b>
Current liabilities	116,583	117,635	1,052	1
Non-current liabilities	28,360	16,555	(11,805)	(42)
<b>Total liabilities</b>	<b>144,943</b>	<b>134,190</b>	<b>(10,753)</b>	<b>(7)</b>
Capital stock	16,679	16,679	-	-
Capital reserve	13,484	13,482	(2)	0
Retained earnings	53,734	56,755	3,021	6
Other interests	(6,810)	(6,724)	86	NA
Non-controlling interests	2,937	3,041	104	4
<b>Total equity</b>	<b>80,024</b>	<b>83,233</b>	<b>3,209</b>	<b>4</b>

Analysis:

#### **Total assets (↓NT\$7,544 million, 3%)**

The decrease in total assets was mostly attributable to reduced working capital requirements and the repayment of loans.

#### **Total liabilities (↓NT\$10,753 million, 7%)**

The decrease in total liabilities was mostly attributable to the decrease in the outstanding loans (short-term loans + short-term bills payable + long-term loans) by NT\$11,585 million (↓13%). After deducting cash and cash equivalents, financial products, and time deposits due in more than three months, the net loan balances in 2025 and 2024 were NT\$42,440 million and NT\$54,677 million, respectively. The Group pays attention to balancing its financial leverage risk and return on equity, and all solvency indicators remain good. There is also sufficient loan credit to support short-term peak funding needs at any time. There is no problem of capital turnover in the short to medium term.

#### **Total equity (↑NT\$3,209 million, 4%)**

The increase in total equity was mostly attributable to the increase in retained earnings by NT\$3,021 million (↑6%), which was mainly due to the continued increase in profit.

## (II) Analysis of financial performance

Unit: in NT\$ millions

Item/Year	2024	2025	Net change	
			Amount	%
Operating revenue	426,009	411,153	(14,856)	(3)
Operating costs	407,361	393,649	(13,712)	(3)
Net gross profit	18,648	17,054	(1,144)	(6)
Operating expenses	8,625	8,941	316	4
Operating profit	10,023	8,563	(1,460)	(15)
Non-operating income and expenses	2,331	3,250	919	39
Net income before tax	12,354	11,813	(541)	(4)
Income tax expense	2,425	2,716	291	12
Net income attributable to non-controlling interests	717	630	(87)	(12)
Net income attributable to owners of the parent	9,212	8,467	(745)	(8)

Analysis:

### Operating revenue (↓NT\$14,856 million, 3%)

In the first half of the year, the Company's operations were affected by reciprocal tariffs, the strong appreciation of the New Taiwan Dollar, and the high base period of the previous year, resulting in a year-on-year decrease in revenue for the whole year. However, with the popularization of AI applications, the recovery of the memory market, and the surge in PC replacements, the operating growth rebounded significantly in the second half of the year, with revenue in the fourth quarter (Q4) reaching a record high for a single quarter.

### Operating expenses (↑NT\$316 million, 4%)

The expected credit impairment loss of NT\$1,529 million was recorded this year, resulting in an increase in operating expenses compared to the previous year. However, benefiting from the long-term digital transformation and operational efficiency optimization, the Company has continued to effectively control costs. Excluding one-time bad debt provisions, the operating expense ratio has dropped to 1.8% in 2025, turning in a better performance than the previous year's 1.9%.

### Operating profit (↓NT\$1,460 million, 15%)

The decrease in operating profit this year was mostly attributable to a one-time provision for bad debts. The Company will continue to optimize our digital capabilities, cultivate regional operations, and promote upstream and downstream cooperation through the Management Service Digital Intelligence Platform (MSP). This will help us to further increase the proportion of commercial value-added business, focus on high value-added areas, and steadily strengthen operational resilience and improve long-term profitability.

### Non-operating income and expenses (↑NT\$919 million, 39%)

The Group acquired additional land in Melbourne to build a logistics center to support the continued expansion and growth of Synnex's Australian business, and disposed of the existing land and buildings, thereby recognizing a gain of NT\$849 million. In addition, the overall profitability of overseas joint ventures was better than the previous year, with total equity method investment income increasing by NT\$468 million. Redington, an important strategic partner in the Indian, Middle Eastern, and African markets, made a particularly significant contribution, with investment income increasing by NT\$387 million, which boosted non-operating income compared with the previous year.

## (III) Cash flow analysis

### ● Analysis on the cash flow changes of the most recent year:

Unit: in NT\$ millions

Item/Year	2024	2025
Cash and cash equivalents at the beginning of the year	11,156	25,818
Net cash inflow (outflow) from operating activities	23,415	11,446
Net cash inflow (outflow) from investing activities	(10,523)	6,922
Net cash inflow (outflow) from financing activities	(616)	(18,720)
Effect of exchange rate changes	2,386	(1,044)
Closing cash and cash equivalents at the end of the year	25,818	24,422

Analysis:

### Operating activities

Mostly attributable to the continuous inventory control, leading to an increase in cash inflow from liquidating the inventory.

### Investing activities

Mostly attributable to the cash inflow from the disposal of financial assets at fair value through other comprehensive income (publicly listed stocks).

### Financing activities

Mostly attributable to the net cash outflows from borrowing and repaying long-term and short-term loans and distributing cash dividends.

- **Improvement plan for insufficient liquidity: There is no situation of insufficient liquidity.**
- **Cash flow analysis for the coming year: N/A.**

**(IV) The effects that significant capital expenditures have on financial operations in the recent year**

- **Major capital expenditures and their source of funds**

Unit: in NT\$ millions

Planned item	Actual or estimated source of funds	Estimated end date of projects	Total funding needed	Actual or estimated capital expenditures				
				2022	2023	2024	2025	2026
Establish/expand logistics centers in each location	Own capital	Compile budget annually	Compile budget annually	243	983	1,767	442	14
Nangang office building	Own capital and short-term borrowings	2024	4,949	-	-	2,517	63	-

- **Anticipated benefits**

1. With effective and quality logistics operations as Synnex's core competitive advantage, the group prioritizes funds for its self-built logistics centers to ensure the growth and efficiency required by its businesses. Synnex will continue to invest in overseas capital expenditure to meet the needs of rapid growth of business in the future.
2. After signing a contract in 2019 to buy the commercial office space of the Nangang Global One as the location of the Company's headquarters, the new headquarter was finally put into use in October 2024 after six years of planning and construction. The location features the complete functions of both a transportation hub and a commercial area, which can effectively improve office space efficiency and intelligence. It symbolizes the solid foundation of Synnex's steady and continuous growth, and demonstrates the Company's determination to continue to expand and cultivate the global market.

**(V) Review and analysis of investment**

- **Investment policy in the most recent year**

The Company does not have any significant investment or disposition plans for its major investees Redington Group, Synnex Thailand, and Synnex FPT.

- **Major reason of operating profit or loss from investment and improvement plans**

Unit: in NT\$ millions

Item	2025.12.31 Percentage of shares	2025 investment gain	Major reason of operating profit or loss	Improvement plan
Redington Ltd. (India)	24.12%	1,533	This company is categorized as IT and telecom product channel service provider, mainly engaged in India, the Middle East, and Africa. The Company's net income after taxes reached NT\$6,356 million in 2025. The company recognized investment income under the equity method.	N/A
Synnex FPT Joint Stock Company (Vietnam)	47.11%	302	This company is categorized as IT and telecom product channel service provider, mainly engaged in Vietnam. This company's net income after taxes reached NT\$641 million in 2025. The company recognized investment income under the equity method.	N/A
Synnex(Thailand) Public Company Ltd. (Thailand)	40.00%	297	This company is categorized as IT and telecom product channel service provider, mainly engaged in Thailand. This company's net income after taxes reached NT\$731 million in 2025. The Company recognized investment income under the equity method.	N/A

- **Investment plan of the coming year**

The Company has no significant investment plans for this year up to the date of this year's annual report.

## II. Risk management

### (I) Impact of interest rate, exchange rate changes, and inflation on company's profit and response measures

Risk item	Risk factor	Impact on company's income	Response measures	
Interest rate	First taking into account operational stability, the Company adopts appropriate financial leverage operation by raising capital at low cost to replace capital injection from its own capital and effectively increase return on shareholder's equity. However, the fluctuation of interest rate may have certain impact on the Company's cost of capital.	Unit: in NT\$ millions		
		Item	2024	2025
		Average loan balance	82,940	75,948
		Interest expense	1,977	1,803
		Impact of 0.25% change in interest rate on net income before tax	207	187
			1. Financial leverage must be balanced with increase in return on equity; thus, when financial leverage reaches a set risk target, the Company must raise capital from the market to reduce risk.	
			2. Utilize the advantage of the Group's scale and good performance to negotiate prime rate from financial institutions.	
Exchange rate	The characteristics of each product line are described below: <b>3C products:</b> Certain percentage of this product line is imported (mostly denominated in US\$), sale of goods is mostly denominated in local currency, and there is certain exchange risk. <b>Semiconductor products:</b> This product line is mainly imported (mostly denominated in US\$), sale of goods is mostly denominated in US\$, but there still is certain exchange risk.	Unit: in NT\$ millions		
		Item	2024	2025
		Net exchange gains (losses)	113	(76)
			A certain proportion of the purchase of goods by both Taiwan and overseas subsidiaries are in US\$, which creates foreign exchange risks between NT\$ and local currencies against US\$. Purchase US\$ or forward exchange and transfer to term deposit when there is a purchase denominated in US\$ and use the term deposit or forward exchange to settle goods payable to obtain total hedge.	
Inflation	Electronic 3C products have become rigid demands, and the market is not highly sensitive to price. However, if the economy is seriously impacted by inflation, which will in turn affect the purchasing power both of enterprises and consumers, there will also be operational risks.	According to the IMF's inflation rate and average consumer prices data, the inflation (deflation) rate in 2025 of where the Company and its overseas subsidiaries are located are as follows:	The Company's sales derive mainly from multiple countries, and so areas of significant impact only cover a small proportion, meaning it has effectively diversified operational risks.	
		Taiwan: 1.7% Mainland China: 0.0% Hong Kong: 1.7% Australia: 2.6% Indonesia: 1.8% Description: As inflation is not significant in each country, there is no major impact on the Company's operations in 2025.		

### (II) High-risk, high-leveraged investments, lending, endorsement guarantees, and derivatives transactions

Risk item	2024 implementation status	Group policies and response measures
High risk and high leverage investments	None.	The operational policy of the Group focuses on the operation of regular business; thus, the Group does not invest in this type of product.
Lending to others	Lending exists only between parent-subsidiary relations in 2025.	1. Lending to others will require Board of Directors' resolution. 2. Lending to (1) Companies that have business relations with the Group. (2) Subsidiaries with short-term capital requirement. 3. The Group has stipulated "procedures for lending to others" to strictly control lending operation.
Endorsements and guarantees	1. Endorsements exist only between parent-subsidiary relations in 2025. 2. No endorsement loss in 2025.	1. Endorsements and guarantees will require Board of Directors' resolution. 2. Endorsements and guarantees for (1) Companies that have business relations with the Group. (2) Companies that directly and indirectly hold more than 50% voting interest. (3) Inter-company or co-builder endorsement due to contract requirement, or co-investment relationship and all shareholders endorse for the Company in accordance with their shareholding. (4) Companies that directly and indirectly hold 100% voting interest. 3. The Group has stipulated "procedures for endorsements and guarantees" for strict control.
Derivatives transactions	The Group has purchased forward exchange contracts to avoid foreign exchange risk in 2025, as gain/loss from hedging transactions have been offset by its gain/loss, no actual major gain/loss is generated.	The group does not carry out speculative derivative trading; trading of derivative products is for hedging purpose only. All transactions are strictly controlled in accordance with "procedures for derivative transactions" stipulated by the Group.

### (III) Other

Risk item	Risk factor	Impact on the Company in 2025	Response measures
R&D	The Company is positioned as a "Management Service Platform", and has invested a fair amount of human resources and funds; it has continually refined its services and systems to satisfy requirements of the industry supply chain. However, this investment is innovation of operation management and service, and does not apply to R&D investment.	None	The Company is positioned to provide technical services, and invests resources to provide services to customers. The risk of product R&D is concentrated solely on suppliers or customers.
Change of government policy and regulations	As the Company is a channel business with strong logistics capabilities, the risk of product R&D focuses solely on suppliers or customers. At present, the industrial policies of the governments of each country in which the Company is located tend to encourage the development of high value-added logistics operations, especially in Taiwan and Mainland China. Thus, the risk of change of government policies and regulations is limited at present.	There are no major changes in government policies and regulations.	The Company will continue to observe and analyze the future direction of government policies and regulations in order to facilitate immediate response.

Risk item	Risk factor	Impact on the Company in 2025	Response measures
Change of technology (such as information security risks) and industry	<p>1. The Company's product range is mostly high-tech products; thus, sales change triggered by change of technology will result in operational risk, for example, unable to become an agent for innovative products.</p> <p>2. The Company's business operations are highly dependent on the construction and development of information systems. If there are threats that affect the assets, processes, and operating environment of the entire organization, the enterprise as a whole may suffer a loss of information confidentiality, integrity, or availability.</p>	<p>The Company's product distribution rights have both increased and decreased.</p> <p>The Company has no major deficiencies in information security-related audits and has no major information security incidents resulting in leakage of customer information and fines.</p>	<p>The Company operates on its policy of "multi-brand, multi-products." The products that the Company distributes include well-known global brands. In general, most major brands have good control over their technological advantages; thus, the Group's operational risk is effectively reduced.</p> <p>The Company will continue to rigorously monitor and strengthen information security protection mechanisms, track information security threats and formulate response measures to control the risk events that may exist in the enterprise, and continue to track improvement.</p> <p>1. Strengthen information security awareness promotion and training to reduce personnel errors and enhance personnel's awareness of information security protection.</p> <p>2. Continue to pay attention to international trends and standard requirements, and conduct international standard verification through external third-party organizations every year (passed ISO 27001 information security verification for 9 consecutive years).</p>
Change of corporate image	As the end-user of the Company's IT and Telecom products are consumers, corporate image is very important to the Company's operation.	The corporate image of the Company remains positive and there is no event that significantly damaged the Company's image.	<p>1. Strengthen the service skills of the customer service department, and fully utilize the functions of customer feedback and consumer complaint mailbox.</p> <p>2. In case of major consumer disputes, an inter-departmental team shall be formed to keep the situation from worsening.</p>
Mergers and acquisitions	Mergers and acquisitions can facilitate the expansion of product distribution and range while expanding market share. However, there are risks of overpricing, undervaluing liability, and failure in integration.	The Company did not participate in any mergers and acquisitions.	N/A.
Expansion of plants	Synnex's core competitive advantage is effective and quality back office logistics operation that enhances value added services, expands market share, and enhances overall performance. However, there exists risks of poor cash flow resulting from over-expansion, low utilization, or idleness.	For expenditures related to new construction or expansion of the Company's logistics centers, please refer to relevant statistics in "Effects That Significant Capital Expenditures Have on Financial Operations in the Recent Year".	<p>Before expansion: Careful evaluation of investment effectiveness and cost.</p> <p>After expansion: Introduce successful operational experience and management to develop its effectiveness.</p>
Centralized purchasing or sales	The risk of centralized purchasing is the impact to the Company's performance when distribution rights or when the represented product has lost its competitiveness. The risk of centralized sales is the significant impact to the Company's performance when losing a customer.	The Company does not have over centralized purchasing and sales issues. See the statistics of the "Group's list of key clients and amounts in the past two years".	The Company operates on its policy of "multi-brand, multi-products" and "open channel management to establish dense reseller network" to develop markets, which can also effectively avoid risk of centralized purchasing and sales.
Mass transfer or change of shares of directors, supervisors, or shareholders holding more than 10% interest	May have significant impact to shareholder rights and Synnex's share price.	No significant equity transfer or change.	The Company has established reporting mechanism to effectively manage relevant situations and the disclosure of information.
Change in management rights	May have significant impact to shareholder rights and Synnex's share price.	There is no change in management rights.	The Company will promptly publish major information shall there be any change in management rights.
Litigation or non-litigation events	Major litigation and non-litigation events of the Company and the Company's Directors, Supervisors, President, actual owner, major shareholders with over 10% of shareholding, and subsidiaries will damage the Company's image, shareholder rights, and Synnex's share price.	Description below	With the established reporting system, the Company will minimize the damage through honest, fast, and open process.

The concluded or pending litigious, non-litigious, or administrative litigation event as of the date of report is described as follows:

- On November 13, 2017, the Suzhou Xiangcheng District People's Court in Jiangsu Province accepted the suit brought by Ziguang Digital (Suzhou) Group Co., Ltd. against Synnex Distributions (China) Ltd. for a dispute over a sale and purchase contract. Ziguang believed that the goods they received were not the target of the contract and requested a refund. The court dismissed the case on January 22, 2018 since it believed that the Public Security Bureau was investigating the case. In August 2020, on the grounds that the Public Security Bureau canceled the criminal investigation, lawsuits were successively renewed for RMB28,926 thousand, RMB17,401 thousand, RMB5,593 thousand, and liquidated damages. In March 2022, the Suzhou Xiangcheng People's Court in Jiangsu Province ruled against the Company in the aforementioned cases. The Company completed payment in full in May 2022. Filed for retrial in August 2022; however, the petition was dismissed in December 2025.
- On July 4, 2025, Syntech Asia Ltd. filed a lawsuit in the Shenzhen Intermediate People's Court against Sunniwell Co., Ltd. et al. for a sales contract dispute, requesting the defendants to pay for the goods and liquidated damages for overdue payment. The amount in dispute reaches approximately US\$31,973,159. The case was heard on November 7, 2025. Both parties have delivered the supplementary evidence and are currently awaiting notification from the court of a subsequent hearing date.

**(IV) Other significant risks and response measures: None.**

**III. Other important matters: None.**

## I. Profiles of affiliated enterprises

### (I) Organization chart and basic information of affiliated enterprises

Please refer to the "Single Company - Document Download - Affiliated Enterprise" section of the Market Observation Post System at [https://mopsov.twse.com.tw/mops/web/t57sb01\\_q10](https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

In addition, the Company does not have a company with control and affiliation as stipulated in Article 369-3 of the Company Act and the direct or indirect control of personnel, finances, or business operations of the Company as stipulated in Article 369-2, Paragraph 2 of the Company Act.

### (II) Information of common shareholders who are presumed to have a relationship of control and subordination: **None.**

### (III) Businesses covered by the affiliated enterprises' overall operations

The businesses of the Company and the Company's affiliated enterprises include IT for commercial use, IT for home-use, telecommunications, and semiconductor products channel businesses, warehousing and logistics services, maintenance and technical services, and professional investments.

### (IV) The names of the directors, supervisors and presidents of the affiliated enterprises and their shareholding or investment in the affiliated enterprises

Please refer to the "Single Company - Document Download - Affiliated Enterprise" section of the Market Observation Post System at [https://mopsov.twse.com.tw/mops/web/t57sb01\\_q10](https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

### (V) Business overview of affiliates

Please refer to the "Single Company - Document Download - Affiliated Enterprise" section of the Market Observation Post System at [https://mopsov.twse.com.tw/mops/web/t57sb01\\_q10](https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

### (VI) Consolidated financial statement of affiliates

For the year 2025, companies that should be included in the consolidated financial statement of affiliates as provided by the "Criteria Governing Preparation of Affiliation Reports, Consolidated Business Reports of Affiliated Enterprises, and Consolidated Financial Statements of Affiliated Enterprises" are the same as what should be included in the consolidated financial statements of parent and subsidiary companies as provided in IFRS No. 10, and the relevant information that should be disclosed in the consolidated financial statements of affiliates has been disclosed in the consolidated financial statements of the parent and its subsidiaries. The company shall not be required to prepare separate consolidated financial statements of affiliates. The company has issued the aforementioned declaration; please refer to the consolidated financial statements and audit report by the independent accountant.

## II. Progress of private placement of securities: **None.**

## III. Other supplemental information: **None.**

## IV. Corporate events with material impact on shareholders' equity or stock prices set forth in Article 36, Paragraph 2, Subparagraph 2 of Securities and Exchange Act in the past year and up to the date of report: **None.**



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