

Status of Corporate Governance

Evaluation Item	Implementation Status		Reason for Non-implementation	
	Yes	No		Abstract Illustration
1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”?	✓		The Company has established the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and approved of Board of Directors on 08/19/2009. The information has been disclosed on the MOPS website and Company’s website.	None
2. Shareholding structure & shareholders’ rights				None
(1) Does the company establish an internal operating procedure to deal with shareholders’ suggestions, doubts, disputes and litigations, and implement based on the procedure?	✓		The Company established internal procedures and assigned designated departments to handle shareholder suggestions, doubts, disputes and litigations.	
(2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares?	✓		The Company tracks the shareholdings of directors, officers and shareholders’ holding more than 10% of the Company’s outstanding shares.	
(3) Does the company establish and execute the risk management and firewall system within its conglomerate structure?	✓		The Company has established internal control system and Procedures to Supervision and Management of Subsidiaries to establish and execute the risk management and firewall system within its conglomerate structure.	
(4) Does the company establish internal rules against insiders trading with undisclosed information?	✓		<p>The Company established “Codes of Ethical Conduct”, “Employees for Code of Ethical Conduct” and “Standards of Behavior Regarding Insider Trading”, strictly prohibiting staffs and managers from insider trading with material nonpublic information. Violators are subject to punishment, investigation, and legal liability.</p> <p>The Company carries out regular training and propaganda of ethical for its directors and employee every year. For new employees, training on personnel rules, management systems, business ethics, prevention of insider trading, and all other ESG-related subjects are carried out on their first day of work.</p> <p>The Company's implementations of prevention of insider trading in 2025</p> <ol style="list-style-type: none"> 1. New employees sign the “Code of Ethic Commitment” on their first day of work. 2. A total of 3 person-times participated in the insider trading prevention training. 3. Notify directors and managers that trading in stocks is prohibited 30 days before the announcement of the financial report. 4. The Company does not any matters about discipline of insider trading conduct in 2025. 	
3. Composition and Responsibilities of the Board of Directors				None
(1) Does the Board develop and implement a diversified policy for the composition of its members?	✓		Members of the Board are diversified, with different nationalities, genders, skills and professional backgrounds, to form a well-balanced structure. The diversity of composition of the Board of Directors, please refer to page 5.	

Evaluation Item	Implementation Status		Reason for Non-implementation
	Yes	No	
(2) Does the company voluntarily establish other functional committees in addition to the Remuneration Committee and the Audit Committee?	✓		None
(3) Does the company establish a standard to measure the performance of the Board, and implement it annually?	✓		None
(4) Does the company regularly evaluate the independence of CPAs?	✓		None

Evaluation Item	Implementation Status		Reason for Non-implementation	
	Yes	No		Abstract Illustration
			<p>director, manager or in a position of the Company that could significantly influence the audit work either currently or in the past two years.</p> <p>3. Whether the CPA acts as a defender of the Company or resolves conflicts with a third party on behalf of the Company.</p> <p>4. Whether the CPA has close relationship with the Company's directors, managers or persons in a position that could significantly influence the audit work.</p> <p>5. Whether the CPA has created intimidation threats with actual or perceived pressures of the Company.</p> <p>6. Whether the CPA Independence is influenced of result from the non-assurance services.</p> <p>7. AQIs are referenced to ensure that CPAs possess audit expertise, training hours and professional support superior to average industry standards. CPAs must not have any external inspection deficits and penalties. The accounting firm should also continue to integrate digital audit tools to enhance audit quality.</p>	
4. Does the company set up a corporate governance unit or appoint personnel responsible for corporate governance matters (including but not limited to providing information for directors and supervisors to perform their functions, handling work related to meetings of the Board of Directors and the shareholders' meetings, filing company registration and changes to company registration, and producing minutes of board meetings and shareholders' meetings)?	✓		<p>The Board of Directors appointed financial director as Company Secretary, the corporate governance team under the president office as the department responsible for corporate governance and business integrity, to safeguard shareholder rights and strengthen the Board's functioning. Primary duties are to provide the Board directors with information needed for executing their roles, conducting and producing meeting minutes Board Meetings, Audit Committee Meetings, and Shareholder Meetings, assisting in on boarding and continuous development of directors and to assist the Board Directors with legal compliance. The company secretary is an officer of the Company and has been in financial officer for at over three years in a public company.</p> <p>The Company's implementations of corporate governance in 2025:</p> <ol style="list-style-type: none"> 1. Conducted matters relating to Board Meetings and Shareholder Meeting. 2. Recorded minutes of Board Meetings and Shareholder Meeting. 3. Regularly conduct performance evaluation pursuant to the rules for "Board of Directors Self-Assessment of Performance". 4. Assisting continuous development of directors. 	None
5. Does the company establish a communication channel and build a designated section on its website for stakeholders (including but not limited to shareholders, employees, customers, and suppliers), as well as handle all the issues they care for in terms of corporate social responsibilities?	✓		<p>The Company set up telephone numbers and email addresses in the "Stakeholder Area" of the corporate website for communication with stakeholders. Designated personnel and contact information are available to handle all enquiries and respond to any key issues raised by stakeholders. Please refer to the Company's ESG report and corporate website for issues of concern and communication channel of stakeholders.</p>	None
6. Does the company appoint a professional shareholder service agency to deal with shareholder affairs?	✓		<p>The Company has appointed the professional agency "Transfer Agency Department, Tai-shin Securities Co., Ltd" to deal with shareholder affairs.</p>	None

Evaluation Item	Implementation Status		Reason for Non-implementation	
	Yes	No		Abstract Illustration
<p>7. Information Disclosure</p> <p>(1) Does the company have a corporate website to disclose both financial standings and the status of corporate governance?</p> <p>(2) Does the company have other information disclosure channels (e.g. building an English website, appointing designated people to handle information collection and disclosure, creating a spokesman system, webcasting investor conferences)?</p> <p>(3) Does the company complete the disclosure and filing of its annual, quarterly, and monthly financial / operating reports ahead of the statutory deadlines?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>The Company has set up website (www.axc.com.tw) to disclose information regarding the Company's financial standings, business, corporate governance and sustainable development status.</p> <p>The Company has set up its website, and has assigned an appropriate person to handle information collection and disclosure. The Company has designated the spokesperson and deputy spokesperson in charge of making external statements. All investor conference materials are transparently disclosed on the corporate website.</p> <p>The company has announces and files its annual financial reports within two months after the end of each fiscal year. Furthermore, quarterly financial reports and monthly operating results are disclosed ahead of the regulatory deadlines</p>	None
<p>8. Is there any other important information to facilitate a better understanding of the company's corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?</p>	✓		<p>Employee rights and employee wellness: Please refer to the "Labor Relations" section of annual report.</p> <p>Investor relations: To achieve openness and information transparency, the Company has delegated specific personnel to announce information including finance and business, on the MOPS website and corporate website on a timely basis in compliance with the related regulations.</p> <p>Supplier relations and rights of stakeholders: The Company has maintain channels of communication with its banks, other creditors, employees, consumers, suppliers, community, or other stakeholders of the Company, respect and safeguard their legal rights and interests, and designate a stakeholders area on its website. When any of a stakeholder's legal rights or interests is harmed, the Company has handled the matter in a proper manner and in good faith.</p> <p>Directors' training records: Please refer to the "Continuing Education of Directors" section of annual report.</p> <p>The implementation of risk management policies and risk evaluation measures: Please refer to the "Review of Financial Conditions, Financial Performance, and Risk Management" of annual report.</p> <p>The implementation of customer relations policies: The Company normally maintains close contact with its customers, and ensures products can achieve the expected reliability and quality. Moreover, the Company also actively participates in the customers' ESG and ethical policies.</p> <p>The company places great emphasis on privacy protection. To ensure the availability, integrity, and confidentiality of data, the Human Resources Department has established the "Personal Data Security Protection Policy." The scope of policy covers the personal data of employees, customers, and suppliers. Regarding the collection, processing, and use of personal data during business operations, the company</p>	None

Evaluation Item	Implementation Status		Reason for Non-implementation
	Yes	No	
			<p>strictly complies with regulatory requirements and utilizes information only within the scope of individual authorization. We do not provide, sell, or disclose personal data to third parties in any form. Furthermore, to manager privacy-related risk more effectively, the company conducted a personal data inventory and review in 2025 and provided 30 hours of education and training for employees.</p> <p>Purchasing insurance for directors: To reduce and spread the risk of material harm to the Company and shareholders arising from the wrongdoings or negligence of a director, the Company purchaser liability insurance for directors each year.</p>

9. Please explain the improvements which have been made in accordance with the results of the Corporate Governance Evaluation System released by the Corporate Governance Center, Taiwan Stock Exchange, and provide the priority enhancement measures: None.

10. The diversity of composition of the Board of Directors

(1) The Company's diversity policy of the Board of Directors:

The Board of Directors shall have least three independent directors, least one director from another country, and least one female director. All members of the board shall have the knowledge, skills, and experience necessary to perform their duties.

(2) State of implementation:

Diversity item Name	Basic requirements			Professional background			Professional skills, and industry experience					
	Nationality	Gender	Independent	Ceramics	Engineering	Management	Business Judgment	Leadership and Decision-making	Industry Knowledge	Crisis Management	International Outlook	Accounting and Financial
Chien-Wen Kuo	R.O.C.	Male			✓	✓	✓	✓	✓	✓	✓	✓
Chih-Chun Kuo	R.O.C.	Male				✓	✓	✓	✓	✓	✓	✓
Te-Ti Han	R.O.C.	Female				✓	✓	✓	✓	✓	✓	✓
Cheng-Hsin Kuo	R.O.C.	Male				✓	✓	✓	✓	✓	✓	✓
John Darko Petrincec	US	Male		✓		✓	✓	✓	✓	✓	✓	✓
Theodore C. Heil	US	Male			✓	✓	✓	✓	✓	✓	✓	✓
Shiuh-Kao Chiang	R.O.C.	Male	✓	✓		✓	✓	✓	✓	✓	✓	✓
Shang-Ming Chin	R.O.C.	Male	✓			✓	✓	✓	✓	✓	✓	✓
Chiu-Feng Lien	R.O.C.	Male	✓			✓	✓	✓	✓	✓	✓	✓
Yu-Hui Ning	R.O.C.	Female	✓			✓	✓	✓	✓	✓	✓	✓
Wei-Chiao Chen	R.O.C.	Female	✓			✓	✓	✓	✓	✓	✓	✓

11. Succession Planning and operation for Board Member and key Management

A. Succession Planning and operation for Board Member

- (1) The company adopts a candidate nomination system for director elections in accordance with its “Article of Incorporation.” Furthermore, the “Corporate Governance Best Practice Principles” defined a diversity policy for Board composition. This policy considers the Company’s operations, business model, and development needs, including but not limited to standards in two major dimensions: basic requirements and values, and professional knowledge and skills.
- (2) The company’s director succession plan establishes a database of director candidates based on the following criteria:
 - i. Compliance with legal requirements and restrictions on director qualification.
 - ii. Integrity and honesty, aligning with the Company’s management philosophy and core values.
 - iii. Possession of industry experience or knowledge relevant to the Company’s business operation.
- (3) The company has established the “Rules for Performance Evaluation of the Board or Directors.” Evaluation metrics, including mastery of corporate level of participation in operations, awareness of responsibilities, level of participation in operations, management of internal relationships and communication, professional expertise and continuing education, and internal controls, are used to ensure the effective operation of the Board and to assess performance during their term. These results serve as a reference for the future selection or nomination of directors.
- (4) Furthermore, to enhance the professional knowledge, skills, and literacy of directors, the company annually arranges for external professional institutions to provide continuing education courses for Board members on corporate governance-related topics, such as finance, risk management, business, commerce, accounting, law, corporate social responsibility, internal control systems, and financial reporting responsibilities. In 2025, the company arranged more than 6 hours of continuing education for directors.
- (5) The term of office for the Company’s directors is three years. In 2028, new Board members will be reelected and a chairman will be appointed. It is expected that the Board will consist of 10 members (including 4 independent directors, 1 foreign director, and 3 female directors), all of whom meet the criteria of the succession plan.

B. Succession Planning and operation for key Management

- (1) Succession for key management (including the President) must possess integrity, honesty, high execution capability, and crisis management skills. They must uphold the Company’s management philosophy and core values and their guiding principles, striving to achieve the goal of total satisfaction for customers, shareholders, and employees.
- (2) Regarding succession for the key management, in addition to external recruitment, the company continuously implements training plans for existing management. Through the execution of various project tasks, they cultivate three major skills: management knowledge, skills, and leadership, while identifying gaps during the development process. Furthermore, management competencies (such as strategic analysis, target management, integration skills, communication skills, conflict management, performance enhancement, and organizational development) and professional abilities (such as operational judgment, business management, leadership succession, industry knowledge, crisis management, international market perspective, and financial accounting), along with personal development, are strengthened through internal and external professional courses. On the other hand, senior executives’ shares leadership practices regarding corporate culture and

business management based on their years of leadership experience. From 2023 to 2025, the Company completed the training and promotion of one female manger, in alignment with the Company's training and succession plans.