

## Employee Benefits, Satisfaction, Retirement System and Implementation

### 1. Employee Benefits Measures

- (1) All employees of the Company participate in labor insurance and national health insurance, and apply for it in accordance with the relevant management regulations.
- (2) The Company established the Employee Welfare Committee on April 1, 1968, and the Company and its employees shall allocate welfare funds in accordance with the law to plan, promote and implement various welfare measures. Such as: including employee's wedding and funeral congratulations and condolences, birthday cash gifts, maternity cash gifts, Lunar New Year gift certificates, Dragon Boat Festival gift certificates, Mid-Autumn Festival gift certificates, hospital condolences, retirement congratulations and optional benefits, etc.

- (3) The Company offers a number of benefits, listed as follows:

- Pay the cost of outsourcing employee health examination every year.
- Provide free shuttle bus to and from Aircraft Maintenance Division, Pingtung.
- Distribute cash gifts such as Lunar New Year, Dragon Boat Festival, Mid-Autumn Festival and Labor Day.
- Advance payment system for employee annual leave.
- The Company grants menstruation leave, maternity leave, pregnancy checkup accompaniment and paternity leaves, parental leave in accordance with laws and regulations, among which the application for parental leave and reinstatement of employees over the years are as follows:



Years	Male		Female		Reinstatement rate
	Number of applicants	Number of reinstatements	Number of applicants	Number of reinstatements	
2023	3	1	2	2	60%
2024	3	2	2	1	60%
2025	4	2	0	0	50%
Total	10	5	4	3	57%

- (4) The Labor Union has formulated a number of subsidy and welfare measures for its members in relation to marriage, funeral, hospitalization and travel, which are listed as follows:

- From 2019 to 2025, the Company has participated in the 100% Work Safety Walk and the Labor and Management Sports Competition held by the Bureau of Labor Affairs, Tainan City Government.
- The 2025 Labor and Management Sports Competition won various awards:
  - i. The Fun Races project won one 3<sup>rd</sup>-place finish, one 4<sup>th</sup>-place finish, one 5<sup>th</sup>-place finish, and two 6<sup>th</sup>-place finishes.

ii. The 3<sup>rd</sup> place in the Women's Tug of War, 4<sup>th</sup> place in the Men's Tug of War, 6<sup>th</sup> place in Men's Dodgeball, and 5<sup>th</sup> place in the Women's Relay Race. Collectively, these efforts earned us 6<sup>th</sup> place in the Overall Fitness Championship.



- In 2023, four family-day events have been held in different regions.
- In 2024, four family-day events have been held in different regions.
- In 2025, five family-day events have been held in different regions.



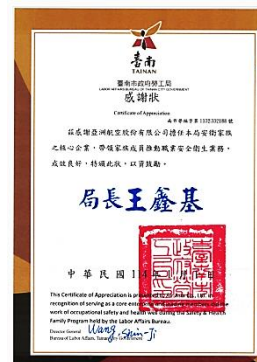
(5) The Company signed a collective contract with the Labor Union for the first time on Nov. 24, 2016, signed for the second time on Sep. 17, 2020, and for the third time on Sep. 17, 2023. It has been revised 6 times on Nov. 10, 2017, Jun. 15, 2018, Dec. 18, 2018, Nov. 14, 2019, Aug. 24, 2022, and Feb. 14, 2023. It is applicable to all full-time employees of the Company, with a coverage rate of 100%. New additions to the annual contract include long-term bonuses based on service years, an increase in the amount of holiday bonuses, and adjustments to Labor Union activity funding subsidies. We continued to optimize the content of the contract, and work together to build a happy enterprise.

- Recognized as an Exemplary Unit for Harmonious Labor-Management Relations since 2017, we have proudly achieved the highest 'Distinction Award' for the past three consecutive years from the Tainan City Government.





- From 2018 to 2025, the Company won the honorable mention award for Safety and Health Family performance for 8 consecutive years.



## 2. Employee Engagement Survey

In June 2025, the Administration Division conducted an Employee Engagement Survey to gather staff perspectives on job content, management, and the workplace. The results serve as a foundation for fostering a superior office atmosphere and work environment. The survey covers five key dimensions: Leadership, Working Conditions, Colleague Relations, Work Rewards, and Training & Development.

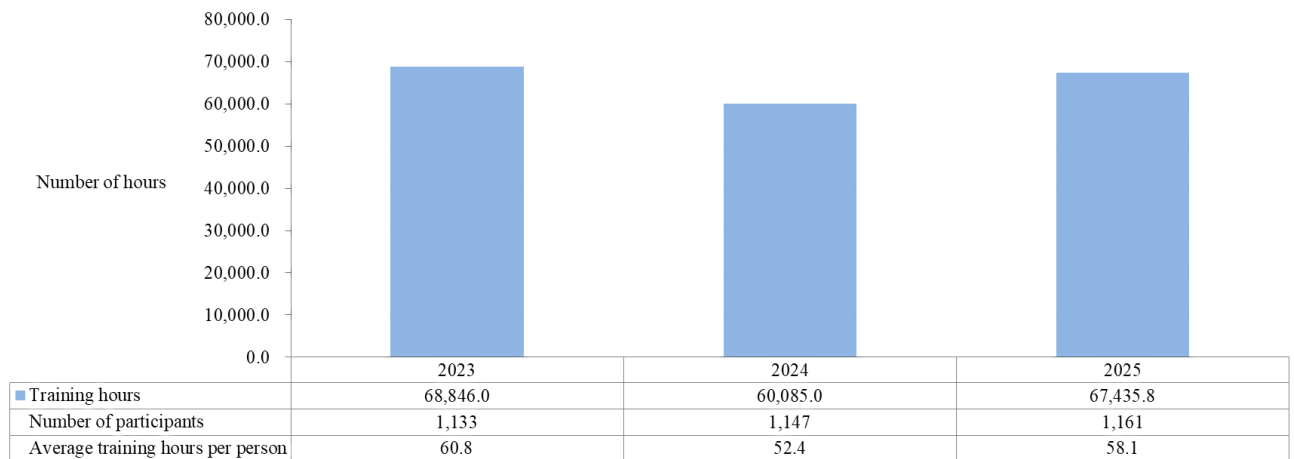
Target Audience	All employees
Survey Dimensions	Leadership, Working Conditions, Colleague Relations, Work Rewards, and Training & Development
Respondents	1,129 people
Response Rate	63%
Conducting Division	Administration Division
Survey Frequency	Annually
Survey Period	June 23 - June 27, 2025
Overall Satisfaction Score	69%
Survey Results	2025 marks the Company's inaugural survey, achieving an overall employee satisfaction rate of 69%
Improvement Initiatives	Based on the survey results, the following improvement plan was implemented in 2025: The survey indicated lower satisfaction regarding "Work Rewards." To address this, the Company revised the "Incentive Bonus Distribution Policy" in September 2025. Key updates include optimizing the eligibility criteria and distribution ratios to ensure greater flexibility and fairness

### **3. Overall Compensation Reward Policy**

- (1) The Company has "Regulations for Year End Bonus", which provides employees with year-end bonuses based on the Company's overall profitability conditions and individual performance appraisal assistance. When the Company's overall operating performance reaches its annual target, there is a provision for issuing additional year-end bonuses. In addition, the "Collective Agreement" signed with the Labor Union stipulates that if the profit target for the year is achieved by more than 120%, non-executive employees below a certain grade will enjoy special performance-based salary increases in the following year, achieving the goal of creating a win-win situation and sharing profits.
- (2) According to the "Articles of Incorporation" regulations, if there is a profit in the year, 1% to 3% should be allocated as employee compensation and 1% as compensation for non-executive employees. However, if the Company still has accumulated losses, it should reserve the compensation amount in advance.
- (3) In order to enhance employee well-being, increase employees' attachment to the Company, and ensure employees' life after retirement. Starting from 2024, qualified colleagues can voluntarily participate in the shareholding trust committee. Employees will allocate a fixed self-withdrawal amount from their monthly salary, and the Company will allocate a fixed proportion of public allocation funds every month and jointly deposit them into the trust account for investment.
- (4) In order to encourage Departments and employees to exceed original performance targets to increase corporate profits, and to reward those who have made significant contributions to the Company, the Company has established an "Incentive Bonus Payment Method". KPI bonuses will be issued quarterly based on performance, and special achievements of individuals or units will be rewarded monthly based on different indicators.
- (5) In response to the trend of rising prices, in order to take care of employees' living expenses, the Company has increased food allowances in January 2024 and completed a comprehensive salary increase in August, thereby achieving a happy workplace where the Company can sustainably operate.

#### 4. Education and Training

- (1) The Company complies with the relevant Civil Aviation Act regulations and trains employees with the knowledge, experience and expertise of a repair station to perform maintenance, preventive maintenance or modification.
- (2) In order to enable employees to fully understand aviation and other related laws and regulations, Air Asia Technical Training regularly and irregularly arranges various training courses and exam counseling. If it is required by international aviation or OEM technology, it will also send personnel to foreign countries to receive relevant training courses.
- (3) According to the operational needs of each unit's professional fields, professional courses such as relevant regulations, information, finance, and quality assurance are planned to ensure that relevant staff have sufficient professional knowledge and technical capabilities to perform their jobs. In order to enhance the aircraft maintenance skills of our employees and encourage them to obtain certification in professional fields, The Company has established a certificate bonus system. In 2025, a total of NT\$1.81 million in certificate bonuses have been issued.
  - The Company has conducted education and training in the past three years, with an average annual total training hours of 65,455.6 hours.



- (4) In addition to cultivating technical manpower, industry-university cooperation also provides professional knowledge and technicians to partner schools to serve as industry teachers to expand their career development.

## **5. Retirement System and Implementation**

- (1) In order to truly take care of the living guarantee of employees after they leave the workplace, the Company has established a Labor Retirement Reserve Supervision Committee in accordance with the relevant provisions of the Labor Standards Act to coordinate and manage related businesses. The employees' pension seniority has been settled. From Dec. 18, 2018 to Jan. 31, 2020, a total of 259 people were fully settled in three stages, and the total settlement amount was NT\$330,424,742 (Taiwan Bank special account paid NT\$208,048,781; the Company paid NT\$122,375,961). The Tainan City Government issued a letter on Mar. 8, 2023 (Letter No. 1120285446 of Nanshi Labor Reeducation Code) to our Company, allowing the Labor Retirement Reserve Supervisory Committee to close its accounts.
- (2) Adopt the government's new retirement regulations: 6% of the total salary of workers will be allocated to the employees' personal pension accounts; for those who voluntarily contribute to their pensions, additional voluntary contributions will be deducted from the employees' monthly wages to the Bureau of Labor Insurance's personal pension account. The Company has allocated pension expenses of NT\$41,563 thousand to the Bureau of Labor Insurance in 2025.
- (3) Employee Stock Ownership Trust: Starting from 2024, full-time employees can purchase company stocks by depositing a fixed monthly amount of NT\$1,000 at their own discretion after one year of service. The Company also allocates 40% every month as a provision fund to allow employees to have a wider range of funds to use after retirement. Participation has grown from 249 employees at its inception in early 2024 to 290 employees by the end of 2025, representing a 16.5% increase.