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INTEGRITY | PRAGMATISM | AGILITY | INGENUITY

Corporate Culture Handbook



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Letter from the Presidents

Dear colleagues,

2021 was a remarkable year for UMC. Our monthly revenue exceeded NT\$20 billion for the first time, bringing full-year sales to more than NT\$200 billion. We ranked no. 1 among semiconductor peers in the 2021 Dow Jones Sustainability Indices (DJSI), one of the top global benchmarks for ESG investing. We demonstrated resilience and our strong performance this year has changed how others perceive UMC. You should all be incredibly proud of what we have achieved together.

In this era of rapid technological changes, semiconductors are not only essential building blocks of modern society, but they have also become a matter of strategic importance for many countries. Against this backdrop, we must embrace challenges and be quick to adapt in order to maintain sustainable growth. Building the right company culture will be key as we navigate an increasingly complex environment.

We invite all of you to help shape the new UMC culture by putting our core values into action. **Integrity** defines our personal conduct and is critical to the long-term sustainability of the company. **Pragmatism** is how we work; objective facts and data form the basis of our discussions and decisions. **Agility** is how we stay one step ahead in a fast moving market. Finally, **ingenuity** means to work smarter and plan better by balancing near-term performance with the long-term view; it helps us win battles as well as the war.

Ingenious decision making is based on pragmatic conclusions drawn from objective facts and data. We execute those decisions with agility while integrity keeps us on the right path. These four words go hand in hand, and together they serve as the bedrock of the culture we aspire for. In a way, the right company culture functions like a highway, efficiently propelling us towards our destination. We believe it will guide us towards our new company vision: **To unleash the power of technology for a better world.**

We look forward to working alongside all of you to take UMC to the next level.

All the best,



UMC Co-presidents
Issued on January 27, 2022



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Vision, Mission, and Culture

Vision : To unleash the power of technology for a better world

Mission :

We strive for corporate sustainability by providing reliable and innovative semiconductor foundry services, creating value for our customers and shareholders, and contributing to global economic development.

We are committed to minimizing our environmental footprint by leading value chain partners in adopting green manufacturing technologies and practices.

We aim to create a workplace in which employees feel respected and valued, have opportunities to grow and thrive, and can share in the company's successes.



Corporate Culture : Values and Behavior



Integrity

- Follow government regulations and company policies at all times
- Deliver on your commitments
- Speak up, have constructive discussions, and respect differing opinions



Pragmatism

- Clearly define problems and facilitate fact-based discussions
- Begin with the end in mind, take ownership, and do the right thing
- Aim high, be a team player, and have determination to reach your goals



Agility

- Think ahead and plan ahead
- Accurately assess and respond to changes in market dynamics
- Act swiftly to seek effective solutions when issues arise



Ingenuity

- Stay hungry, stay foolish: Let curiosity lead you to explore new possibilities
- Continuously innovate to enhance our competitiveness
- Be relentless about process improvement and embrace digital tools to boost performance

UMC Culture in Action

Culture is created when a group of people share the same set of beliefs and values. Therefore, we need all employees on board to realize the new UMC culture.

The world is changing, and so is the environment. In this era of constant change, UMC must also adapt in order to keep pace, stay resilient, and sustain growth. The right company culture plays a critical role in how well we respond to external changes.

Our company values – integrity, pragmatism, agility, ingenuity – work together to make up the new UMC culture. We encourage employees to think critically and with foresight in order to make ingenious decisions. Decisions must also be rooted in pragmatism and executed with agility. Integrity is the foundation of everything.

We hope our new corporate culture can bring new perspectives and motivation, better prepare us for future challenges, and put UMC on the fast track to achieving our next milestone.

Integrity is at the heart of everything we do.
Pragmatism defines how we work.
 We carry out actions with **agility**.
Ingenuity determines where we are going.
 By **integrating** our values into our everyday work, we can elevate UMC to the next level.



“Integrity” is not only a personal code of conduct, but also the enforcement of rules critical to a company’s long-term sustainability.

We deliver on our commitments, and we don’t shy away from responsibilities. We engage in constructive debates and we never conceal. We don’t try to get ahead by taking shortcuts. By keeping our promises, we earn the trust of all UMC stakeholders.

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INTEGRITY



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AGILITY

“Agility” means to move fast and to be decisive.

We anticipate changes in the market and respond quickly to changes in our rapidly shifting environment. We work efficiently to find solutions through data analysis and take prompt action in order to maintain our competitive advantages.



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PRAGMATISM

“Pragmatism” means to be rooted in facts. We base our discussions and arguments on factual information and data.

By taking a fact-based approach, we clearly define problems through analyzing objective information and data, which also helps us make purposeful decisions and form innovative strategies.



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INGENUITY

“Ingenuity” is the ability to think critically and to think outside the box. We make decisions based on a macro view and forward-looking perspective.

We maintain our lead by anticipating changes in market dynamics and customer demand, and positioning ourselves to take advantage of opportunities. We care about near-term performance, but we also plan for the long term. We not only want to win battles, but ultimately we want to win the war.



What UMC Culture Means for You

As employees:

You share the same values as your colleagues and you strive towards the same vision for the company. You respect the code of conduct defined by UMC's culture and incorporate it in your everyday work. You bring determination and teamwork to the workplace, and you are not afraid to tackle challenges. You seek to define problems with facts and you follow the company's standard procedures at all times. You fully comply with rules and regulations, and you never cut corners.

As managers:

You lead by example by delivering on your commitments and promises. You demonstrate the spirit of the UMC culture and guide your team towards achieving ambitions. You continue to stay curious and hungry for knowledge, even if it is a field you are familiar with. You are not afraid to speak up and provide constructive suggestions for issues in the company's interest. You think strategically and plan in advance to achieve your goals. You understand the strengths of each member of your team, and you help them exercise their potential. You encourage collaboration with other departments in order to maximize impact and enhance the company's competitiveness.



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