第一化成控股(開曼)股份有限公司
IKKA HOLDINGS(CAYMAN) LIMITED

Stock code：2250

2025
SUSTAINABILITY REPORT

Release Date: July 31, 2026

This English version is a translation based on the original Chinese version. Where any discrepancy arises between the two versions, the Chinese version shall prevail.

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Concerning this report.

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1、Concerning this report

1.01 The owner's words

Partners concerned with the sustainable development of First Chemical Holdings.
In 2025, consumer spending became more cautious due to the impact of US tariff policies, leading to a contraction in the overall automotive market. Coupled with the impact of price wars among Chinese car manufacturers, our revenue fell slightly to 3.388 billion yuan. Nevertheless, through effective response strategies and management mechanisms, and by making good use of the Group's resources, IKKA achieved a net profit after tax of 124 million yuan in 2025, and an EPS of 3.99 yuan. We would like to extend our special thanks to all our colleagues and supply chain partners for their collective efforts. Faced with the challenges of shifting global economic conditions, we will demonstrate even greater operational resilience, lay the foundations for steady future development, and continue to create value for our stakeholders.

Actively improve corporate governance, create a people-centred working environment, and promote the concept of a 'happy workplace'
Since IKKA-KY was listed five years ago, we have been committed to complying with regulatory requirements and upholding a business philosophy centred on integrity. We have continuously strengthened our corporate governance framework and operational mechanisms to ensure that our operations are underpinned by an effective governance structure, thereby safeguarding the interests of our shareholders and key stakeholders. To mitigate the operational information security risks that may arise during our digital transformation, we have proactively implemented information security management measures. By adopting the ISO/IEC 27001:2022 Information Security Management System, we have established a more comprehensive information security protection framework. Our employees are our most valuable business partners; we are committed to providing diverse and appropriate training programmes to enable every employee to fulfil their potential. At the same time, we prioritise employee welfare and the promotion of physical and mental well-being, fostering a workplace environment that supports continuous professional development.

Delivering on our commitment to sustainability
In practice, the Taiwan Holding Office has actively adopted the ISO 14064-1 greenhouse gas inventory standard and conducted 100 per cent employee satisfaction surveys to listen to staff feedback, thereby implementing measures to enhance employee satisfaction and promote diverse CSR initiatives. At the governance level, the Board of Directors undergoes a performance assessment

conducted by an external body every three years to strengthen the Board's supervisory functions, deepen communication with stakeholders, and link senior management remuneration to ESG indicators. In terms of social welfare, the organisation utilises its corporate resources and local connections to participate in charitable and community-focused activities, transforming ESG principles into concrete actions that align with the United Nations Sustainable Development Goals (SDGs) and support social inclusion and sustainable development.

Committed to Sustainability, Striving for the Common Good

Faced with major challenges such as the global push for net-zero carbon emissions, supply chain restructuring, digital transformation driven by AI, and geopolitical risks, the business environment is changing rapidly. Whilst prioritising operational management, we continue to expand our global footprint and seek suitable investment opportunities. By effectively utilising and integrating the Group's various resources, we are continuously building operational resilience and strengthening our long-term competitiveness. We respond to market dynamics with flexibility and prudence to ensure we maintain our competitive edge amidst these changes and continue to generate long-term, sustainable growth momentum.

IKKA Holdings (Cayman) Limited

Chairman

1.02 About this company

About First Chemical

Since 1963, the company has been in operation for over 60 years. To strengthen its global presence, IKKA HOLDING (CAYMAN) LIMITED was established in the British Cayman Islands in March 2016, becoming a wholly-owned subsidiary of First Chemical Holdings (Cayman) Co., Ltd. The Company operates across Japan, China, Vietnam, Malaysia and Thailand, and possesses decades of experience in the research, development and manufacture of plastic automotive components and assemblies.

Together with its subsidiaries, including Daiichi Kasei Co., Ltd. (referred to as 'IKKA Japan'), IKKA Technology Dongguan Co., Ltd. (hereinafter referred to as 'Dongguan IKKA'), IKKA Technology (Vietnam) Co., Ltd. (hereinafter referred to as 'Vietnam IKKA'), M.A.C Technology (Malaysia) Sdn Bhd (hereinafter referred to as 'Malaysia IKKA') and IKKA (Hong Kong) Co., Ltd. (hereinafter referred to as 'Hong Kong IKKA'), are collectively referred to as 'the Group'. The Group's main products can be categorised into precision plastic injection-moulded components and modules for motor vehicles and electric vehicles, office equipment components, residential equipment components and others. The Group has consistently drawn upon its extensive manufacturing experience and outstanding product development capabilities to uphold a philosophy spanning design, development and mass production, thereby providing services that satisfy its customers. On 30 June 2022, with a view to combining the respective strengths of the parties, fully leveraging their complementary strengths in terms of products and markets, and accelerating the Group’s entry into the electric vehicle supply chain, the Board of Directors of the Company resolved to acquire 100 per cent of the share capital of Sol-Plus (HK) Co., Limited (hereinafter referred to as ‘Sol-Plus’) through a cash and share swap (hereinafter referred to as ‘the Acquisition’), and to indirectly acquire two subsidiaries: Sol-plus Co., Ltd. in Japan and Hiraiseimitsu (Thailand) Co., Ltd. in Thailand. Through this closer partnership, the companies intend to jointly capture the electric vehicle supply chain market.

On 1 November 2025, the Company acquired 100 per cent of the share capital of SHINE TRADE INTERNATIONAL LIMITED from its associated company, Li Xing Plastics Co., Ltd., thereby indirectly acquiring 100 per cent of the share capital of Dongguan Ashine Precision Plastics Co., Ltd.; Furthermore, as the Company’s Dongguan IKKA is set to take up a new lease on a factory site in January 2026, it is planned that Dongguan Ashine will relocate to the new Dongguan IKKA site. This move aims to create a larger market and effectively control management costs through the integration of resources, thereby enabling both parties to accelerate their development in the current era of rapid technological advancement.

Company introduction

Date: 31 December 2025

Company Name	IKKA Holdings (Cayman) Limited
Company Type	Limited by Shares
Organization establishment time	March 31, 2016
Headquarters Location	The company is registered in the Cayman Islands, with its operational headquarters at a Japanese factory. The general management office is the "IKKA Holdings (Cayman) Ltd. Taiwan Branch" established in Taiwan.
Industry Category	Automobile sector stocks
Main products and services	Manufacturing and sales of automobile parts and smart home appliances.
Paid-in capital	363,882 thousand yuan
Net sales	3,388,172 thousand yuan
Number of employees	1,762 people (including subsidiaries in the consolidated accounts)

The Company’s consolidated operating results for the 2025 financial year are set out in the table below:

Unit: NT$ thousand

Project	2025	2024	Increase or decrease the amount	Percentage increase or decrease (%)
Revenue	3,388,172	3,687,628	(299,456)	(8.12)

Gross profit	576,264	721,934	(145,670)	(20.18)
Net profit after tax	123,680	169,528	(45,848)	(27.04)

1.03 Report information

1.03.1 Basis for Preparation

This report has been prepared in accordance with the GRI Standards published by the Global Reporting Initiative (GRI) and the Taiwan Stock Exchange's 'Regulations Governing the Preparation and Filing of Sustainability Reports by Listed Companies', amongst other relevant guidelines. Please refer to the Appendix for the relevant cross-reference tables.

1.03.2 Reporting period, frequency

This report is the second report published by First Chemical. First Chemical Holdings (Cayman) Limited publishes its Sustainability Report annually, disclosing financial and non-financial information for the 2025 financial year (1 January 2025 to 31 December 2025), including management policies, key themes, performance, value chain management and environmental and social initiatives. The report is also published on the Company's website.

Date of publication of the previous report: August 2025
Date of publication of this report: July 2026

The reporting period for this report is consistent with that of the consolidated financial statements. To ensure the completeness and comparability of the report, certain sections may include information relating to periods prior to 1 January 2025 and after 31 December 2025; this will be explained in the notes to the relevant sections.

1.03.3 Report Boundaries and Scope

The content of this report covers the Company and its subsidiaries included in the consolidated financial statements, and is consistent with the scope of the consolidated financial statements; any discrepancies in scope will be explained in the notes.
In this report, the term 'the Company' refers to the Cayman Islands parent company of First Chemical Holdings and its Taiwan branch established in Taiwan; it does not include subsidiaries included in the consolidated financial statements.

Basis for the Calculation of Statistical Data in the Report

Financial data	The table on the distribution of economic income is based on data from the audited consolidated financial statements. Unless otherwise stated, all financial figures are in ‘New Taiwan Dollars’.
Environmental data	Greenhouse gas emissions figures are based on data compiled in accordance with ISO 14064-1:2018 or other inventory standards (please specify); environmental statistics on water, waste and energy are based on data compiled independently by each operating site.
Other data	A summary of the data compiled independently by each operating site.

1.03.4 Information Reorganisation

First Chemical Holdings (Cayman) Co., Ltd. 2025 Sustainability Report: No restatements of information

1.03.5 Circumstances involving external assurance/guarantees

This report has not been verified by an independent third-party verification body.

1.03.6 Department responsible for the sustainability report

Contact person

Should you have any comments or suggestions regarding this report or First Chemical's sustainability roadmap, please contact:

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2

Sustainable Operation

2.01. Sustainable Development Strategy

2.02. Promoting sustainable development mechanisms

2.03.Board of Directors and Functional Committees

2、Sustainable operation

2.01 Sustainable development strategy

First Chemical's Blueprint for Sustainable Development

Sustainability Vision – Proactively Driving a Better Future

Guided by the United Nations Sustainable Development Goals (SDGs), we integrate environmental, social and corporate governance (ESG) principles into our corporate culture and operational strategies, pooling internal and external resources to strive to provide appropriate returns to all stakeholders, whilst continuously improving, innovating and actively working towards a better future.

Commitment to Sustainability – Implementing Sustainability Goals and Progress

By acknowledging the risks, opportunities and challenges posed by climate and social change, we adopt sustainability performance indicators as the benchmark for our corporate development and communication with clients. We focus on long-term planning and systematic, effective measures, and commit to initiatives that have a positive impact on society and the environment, thereby demonstrating our commitment to sustainability through the achievement of our sustainability goals and progress.

Core Values

The core value of our corporate culture lies in 'providing services that satisfy our customers' in order to enhance shareholder value. Whilst striving to develop our business and generate profits, we also place great emphasis on positive progress in areas such as corporate governance, customer rights, employee welfare, environmental sustainability and social responsibility.

Setting sustainability targets: implementing sustainable development across five key areas

To promote sustainability initiatives across five key areas: corporate governance, customer rights, employee welfare, environmental sustainability and social responsibility.

2.02 Promoting sustainable development mechanisms

Please refer to section 2.02.1 'Governance Framework for Sustainable Development' and section 2.02.2 'Explanation of Operational Performance' for further details.

2.02.1 A Governance Framework for Promoting Sustainable Development

On 8 May 2024, the Company's Board of Directors passed a resolution to establish the Sustainability Committee, which serves as the highest governing body for the Company's sustainability governance operations. All members are directors, comprising two directors and three independent directors. Mr Hu Xiangqi, the Chairman, serves as the Convenor. The Committee plans to initially use the holding company's Taiwan Liaison Office as a development hub to progressively and effectively drive the setting and implementation of the Group's overall sustainability objectives, thereby integrating ESG principles into business strategy. The Committee has established four functional sub-groups: the 'Corporate Governance Sub-group', the 'Environmental Sustainability Sub-group', the 'Social Welfare Sub-group' and the 'Sustainability Disclosure Sub-group'. Heads of the relevant functional units are responsible for driving forward various projects or measures to address material issues across all dimensions, whilst effectively integrating resources and implementing these initiatives into day-to-day operations.

Members of the First Sustainable Development Committee

Date of appointment	Members of the Sustainable Development Committee		Professional competence
2024.05.08	Director	Mr Hu Shiang-Chi (Convener)	Business management, industry knowledge, international market perspective, decision-making skills, corporate governance
2024.05.08	Director	Mr Tong Chun - Jen (Note)	ESG expertise (Note), business management, industry knowledge, international market perspective, decision-making ability, corporate governance
2024.05.08	Independent Director	Mr Lin, Tien- Sung	Business management, industry knowledge, international market perspective, decision-making skills, corporate governance
2024.05.08	Independent Director	Mr Chen Wei-Yu	Finance and accounting expertise, business management, international market perspective, decision-making skills, corporate governance
2024.05.08	Independent Director	Mr Chen Che-Sheng	Business management, industry knowledge, international market perspective, decision-making skills, corporate governance

(Note): Director Dong Junren holds a Corporate Sustainability Management Professional certification from the 'Taiwan Sustainable Energy Research Foundation'.

2.02.2 Operational Status

The Company's Sustainability Committee reports annually (at least once a year) to the Board of Directors on its ESG implementation plan and progress. In the 2025 financial year, the Sustainability Committee convened twice. On 28 January 2026, the Convenor of the Sustainability Committee reported to the Board on the ESG implementation results for the current (2025) financial year and the work objectives for the 2026 financial year. Board members then assessed and reviewed the progress and put forward recommendations for adjustments.

The 2025 Sustainable Development Committee held a total of two meetings, with an average attendance rate of 100 per cent amongst its members.

For details of the operations of the Company's Board of Directors and Audit Committee, please refer to pages 26 to 31 of the Company's 2025 Annual Report.

The Sustainability Committee held two meetings in 2025; attendance figures are as follows:

Job title	Name	Number of actual attendances	Number of times attended by proxy	Actual attendance rate (%)	Notes
Director	Hu Shiang-Chi	2	0	100	None
Director	Tong Chun - Jen	2	0	100	None
Independent Director	Chen Wei-Yu	2	0	100	None
Independent Director	Lin, Tien- Sung	2	0	100	None
Independent Director	Chen Che-Sheng	2	0	100	None

Communication and Implementation of the Sustainability Committee in 2025

Date of the meeting	Communication Matters	Voting Results
2025/01/14	Report on the Committee's Operations in 2024	All members of the Sustainability Committee unanimously approved the proposal as presented and submitted it to the Board of Directors.
2025/12/24	1. Proposed amendments to the 'Code of Practice on Sustainable Development'. 2. Draft Work Plan for the Sustainable Development Committee for the year 2026.	All members of the Sustainability Committee unanimously approved the proposal as presented and referred it to the Board of Directors for discussion and resolution.

2.03 Board of Directors and Functional Committees

For further details, please refer to sections 2.03.1 ‘Structure and Operation of the Board of Directors’ and 2.03.2 ‘The Board’s Role and Achievements in Sustainable Governance’, amongst others.

2.03.1 Structure and Operation of the Board of Directors

For further details, please refer to sections 2.03.2.1 ‘Membership and Diversity’ and 2.03.2.2 ‘Operational Performance’, amongst others.

2.03.1.1 Membership and Diversity

The term of office for the Company’s third Board of Directors runs from 30 June 2023 to 29 June 2026. The Board comprises nine directors, including six non-independent directors (67 per cent) and three independent directors (33 per cent). Collectively, they possess capabilities in business judgement, leadership and decision-making, operational management, international market insight and crisis management, as well as industry experience and expertise in sustainable development; Among them, Director Dong Junren holds a Corporate Sustainability Management Professional certification from the ‘Taiwan Sustainable Energy Research Foundation’; independent director Mr Chen Wei-yu holds a chartered accountant qualification and possesses practical professional and managerial experience; independent director Mr Lin Tien-sung previously served as Chief Executive Officer of Chung Fei Shipping, bringing cross-border management experience and expertise in international transport and logistics; and independent director Mr Chen Che-sheng holds a PhD in Materials Science from the University of Tokyo, a Master’s degree from the University of Tokyo, and a Master of Industrial Management from Stanford University in the United States, and possesses practical management expertise in the industry. All three independent directors are currently serving their second term, and all are nationals of the Republic of China; With the exception of Mr Dong Junren and Mr Dong Junyi, who are brothers, there are no spousal relationships or kinship ties within the second degree of consanguinity amongst the remaining directors; therefore, the circumstances specified in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act do not apply.

For details regarding individual members (such as gender, age, and concurrent positions held with the Company or other companies), please refer to page 7 of the Company’s 2025 Annual Report for the Annual General Meeting.

Composition of the Board of Directors

Project	Categories	proportion
Gender	Man	100%
	Women	0%
Age	Aged 29 or under	0%
	Aged 30–50	11%
	Aged 51 or over	89%

2.03.1.2 Operational Status

The Board of Directors is the highest governing body of First Chemical, led by the Chairman, who oversees the implementation of all corporate governance matters. In addition to appointing independent directors, the Board has established various committees responsible for major operational issues; the Board bears supervisory responsibility for the Company's overall operations and affairs, and makes decisions on matters such as major investments and mergers and acquisitions. The Board of Directors also oversees the management team and keeps abreast of changes in domestic and international legislation. The responsibilities of the Chairman and the Managing Director are clearly delineated; the Managing Director, who is the President of the Japanese plant—the company's principal operational base—implements the Board's decisions and is accountable for operational performance within the scope of his authorisation.

In principle, the Company holds a board meeting once every quarter. A total of seven board meetings were held in 2025, with an average attendance rate of 96.8 per cent (excluding attendance by proxy). Directors' conflicts of interest were managed in accordance with regulatory requirements. For further information regarding the Board of Directors, please refer to page 25 of the Company's 2025 Annual Report for the Annual General Meeting.

2.03.1.3 Nominations and Selection

The selection and nomination of members of the Company's Board of Directors are conducted in accordance with the provisions of the Articles of Association, the Rules for the Election of Directors and the Corporate Governance Code, utilising a candidate nomination system to appoint directors through a fair, impartial and transparent process. The Company has established 'Procedures for the Election of Directors' and has set out a policy on the diversity of the Board's composition in the 'Corporate Governance Code of Practice'. Taking into account the nature of the Company's operations and its development needs, and considering the perspectives of stakeholders, the Company determines the professional background, specialist skills, industry experience, gender, age and nationality that directors should possess, and plans the appropriate composition of the Board and the selection of successors.

2.03.1.4 Conflict of Interest

The day-to-day duties of the members of the Company's Board of Directors primarily involve attending Board meetings. To prevent conflicts of interest and safeguard the Company's interests, Article 16 of the Company's Rules of Procedure for Board Meetings clearly sets out the relevant provisions regarding the avoidance of conflicts of interest. For details of the implementation of conflict of interest avoidance measures during Board meetings in 2025, please refer to the section on 'Corporate Governance Practices' in the Company's 2025 Annual Report for the Annual General Meeting. To ensure the proper execution of transactions with stakeholders, uphold the principle of fairness, and promote the safe and sound operation of the Company, the Board of Directors has resolved to adopt the 'Code of Integrity' and the 'Code of Ethical Conduct'. These codes stipulate that transactions must adhere to the principles of integrity, prioritisation of the Company's interests, confidentiality and fair dealing, whilst preventing conflicts of interest and avoiding opportunities for self-dealing; Furthermore, a dedicated email address for independent directors has been set up in the Stakeholders section of the Company's official website, with the Audit Committee—comprising independent directors—acting as the body responsible for receiving and handling suggestions and complaints from stakeholders, thereby establishing a channel of communication with them. No such incidents were received during the 2025 financial year.

2.03.1.5 Remuneration Policy

The Company's remuneration policy is structured around a comprehensive remuneration framework comprising 'fixed pay' and 'variable remuneration'; 'variable remuneration' is allocated on the basis of operational performance and special contributions, serving as an incentive to encourage staff to strive for high performance, whilst also reflecting the Company's annual operational performance.

I. Directors' Remuneration:

The remuneration package currently provided by the Company to its directors comprises salaries for independent directors, remuneration for ordinary directors and travel and subsistence allowances, all of which are administered in accordance with the Company's Articles of Association. Pursuant to Article 34.1 of the Company's Articles of Association, should the Company make a profit in any financial year, it shall set aside no more than 5 per cent for directors' remuneration. The Company has also established the 'Remuneration Regulations for Directors and Functional Committees', and reasonable remuneration is awarded taking into account the Company's operating results, as well as the directors' level of involvement in the Company's operations and the value of their contributions. The reasonableness of such remuneration is reviewed by both the Remuneration Committee and the Board of Directors.
For details of directors' remuneration for 2025, the remuneration scale and the criteria for payment, please refer to the Company's 2025 Annual Report.
II. Directors' Remuneration
In accordance with Article 34.1 of the Company's Articles of Association, employee remuneration shall be distributed at a rate of not less than 8 per cent and not more than 15 per cent of the net profit before tax for the current financial year, prior to the deduction of employee remuneration and directors' remuneration; the Company has also established the 'Salary Management Regulations' and the 'Performance Appraisal Management Regulations'. In accordance with the aforementioned regulations, the remuneration of the Company's managers comprises salary and bonuses. Salaries are determined on the basis of length of service and job grade; bonuses, which include staff remuneration and year-end bonuses, are determined in accordance with performance as set out below:
(1) Employee remuneration: Employee remuneration is allocated based on the Company's annual profits, taking into account criteria such as position, responsibilities, length of service and special contributions to the Company, whilst ensuring alignment with the Company's long-term development.
(2) End-of-year bonus:
1. Departmental performance or financial performance: revenue and profit, achievement of budget targets, growth and new markets; effective financial management and risk management.
2. Talent development: Development of high-calibre talent; staff retention rates.
3. Quality and Risk: Compliance with laws and regulations.
In addition to the three aspects mentioned above, the assessment is further broken down, based on individual performance evaluations, into personality traits and work attitude (qualitative) and the outcomes of routine and project-based work (quantitative), with the final result calculated as a weighted average of 30 per cent and 70 per cent respectively. In line with standard industry practices regarding remuneration, and

taking into account the rationale for allocating remuneration based on the interrelationship between individual performance, the company's operational performance and future risks, the remuneration system will be reviewed as and when necessary in light of actual operating conditions and relevant legislation, with a view to striking a balance between the company's sustainable operation and risk management. Please refer to pages 20–22 of the Company's 2025 Annual Report for the 2025 remuneration and pay scale for senior management.

2.03.2 The Board's Role and Achievements in Sustainable Governance

For further details, please refer to sections 2.03.1.1 'Role and Oversight of Sustainability Governance' and 2.03.1.2 'Performance Assessment of Sustainability Management Oversight', amongst others.

2.03.2.1 Roles and Oversight in Sustainable Governance

The Company's Sustainability Committee reports annually (at least once a year) to the Board of Directors on its ESG implementation plan and progress. Two meetings of the Sustainability Committee were held during the 2025 financial year. On 28 January 2026, the Convenor of the Sustainability Committee reported to the Board on the ESG implementation results for the current (2025) financial year and the work objectives for 2026. Board members then assessed and reviewed the progress and put forward recommendations for adjustments.

2.03.2.2 Performance Assessment of the Oversight of Sustainable Management

Board Performance Assessment

To implement corporate governance and enhance the functioning of the Board of Directors, the Company has established a set of guidelines for the performance appraisal of the Board. Each year, self-assessments of the Board and its functional committees (including the Audit Committee, Remuneration Committee and Sustainability Committee) are conducted, alongside performance appraisals of individual directors. These assessments cover aspects such as commitment to sustainable business practices, professional competence, understanding of responsibilities, engagement with company operations, internal controls and continuing professional development. The results of the 2024 self-assessments for both the Board as a whole and the functional committees were all rated 'Excellent', and these were reported to the Board meeting held on 28 January 2026. Furthermore, the Company engages an external assessment organisation to conduct a Board performance assessment at least once every three years; the most recent assessment took place in 2023. The recommendations arising from the assessment and the measures the Company intends to implement are set out in the table below, with a view to continuously improving the Board's operational performance and creating greater overall value in corporate governance.

Recommendations in the assessment report. The Company intends to implement the following measures:

Project	Recommendations in the assessment report	The company plans to implement measures
1	In order to actively address sustainability issues, your company has established a Code of Practice on Sustainability and has engaged an external consultancy firm, with effect from March 2024, to assist the company in preparing its sustainability report and conducting its greenhouse gas inventory. It is recommended that your company draw upon the 'Action Plan for Sustainable Development of Listed and OTC Companies' issued by the Financial Supervisory Commission to formulate a phased sustainable development strategy. Depending on actual requirements, independent directors should be invited to participate in relevant meetings to provide guidance, thereby integrating ESG issues with the company's medium- to long-term business development strategy. This will also enable the Board of Directors to keep abreast of the company's risk profile and further demonstrate the company's commitment to sustainable governance.	Based on the 'Action Plan for the Sustainable Development of Listed and OTC Companies (2023)' issued by the Financial Supervisory Commission, the Company has formulated its short-, medium- and long-term sustainable development strategies. We have sought professional advice from independent directors through meetings and correspondence, ensuring that the Company's future sustainability reports are aligned with ESG issues and the Company's development strategies. This enables the Board of Directors and investors to gain an understanding of the Company's day-to-day operations, thereby actively fulfilling our corporate responsibility for sustainable business practices.
2	The annual performance of your company's Head of Audit is assessed by the Chairman; it is recommended that your company consider having the Audit Committee first express its views on the Head of Audit's performance, before submitting the matter to the Chairman for approval. Furthermore, to further strengthen the independence of internal and external audits and their mutual oversight functions, we recommend that your company arrange for internal audit staff and the external statutory auditors to hold separate meetings with the Audit Committee, and that written records of these meetings be kept, in order to enhance the effectiveness of the Audit Committee's independent oversight.	The Company will, in accordance with the recommendations, work with the independent directors to formulate the independent directors' views and procedures regarding the performance appraisal of internal audit staff. On 21 December 2023, the Company arranged for the internal audit staff and the external auditors to hold separate meetings with members of the Audit Committee, and kept written records of these meetings, with a view to enhancing the effectiveness of the Audit Committee's independent oversight.

3	Your company has not yet established procedures for reporting material contingencies. We recommend that you establish a clear reporting system for material contingent information, setting out the types of information to be reported, reporting deadlines, reporting methods and reporting levels, so as to ensure that all members of the Board of Directors are kept fully and promptly informed of the company's significant developments, thereby enabling directors to fulfil their duties more effectively.	The Company will draw up 'Procedures for Reporting Unforeseen Major Incidents' in accordance with the recommendations, clearly defining the standard operating procedures for handling such incidents, and will report these to the Board of Directors to ensure that all Board members are promptly informed and kept abreast of important information.
4	Your company took part in the corporate governance assessment for the first time in 2022. Whilst there is still room for improvement in the assessment results, we recommend that you regularly review the areas where no marks were awarded in the assessment and submit the assessment results and an action plan to the Board of Directors to facilitate the Board's oversight and guidance.	In accordance with the recommendations, the Company will conduct a regular review of the items for which no marks were awarded in the current year's corporate governance assessment, and will submit an improvement plan to the Board of Directors to facilitate the Board's oversight and guidance, with a view to improving the Company's corporate governance assessment results.

The performance appraisal covers the following three areas:

I. Professional Competence and Decision-Making Effectiveness: There are three independent directors, whose backgrounds span a range of professional fields, including accountancy and industry.

II. Oversight of the Company's Internal Controls: An Audit Committee has been established to regularly discuss development strategies, operational performance and significant matters, enabling the Board of Directors to monitor and assess the implementation of the company's operational objectives more effectively, thereby strengthening risk management and oversight.

III. Approach to Sustainable Operations: A Sustainability Committee has been established, comprising two directors and three independent directors, to drive sustainability initiatives and report regularly to the Board on their implementation, thereby facilitating the execution of strategies and ensuring ongoing oversight. Furthermore, ESG audit indicators have been incorporated into managers' performance appraisals to strengthen the pursuit of ESG objectives.

For further information, please refer to the corporate governance section of our 2025 Annual Report.

2.03.2.3 Continuing Professional Development in Sustainable Development

Board Training

The Company organises annual training programmes for directors to enhance their knowledge of corporate governance, economic, environmental and social issues, and to strengthen the Board's capacity to manage risks. In 2025, the total number of training hours for all Board members reached 88 hours, with an average of over 9.7 hours per director. This exceeds the 6-hour requirement stipulated in the 'Guidelines for the Implementation of Training for Directors of Listed and OTC-listed Companies'. Further details regarding the Board's training activities can be found on the Market Observation Post System > Individual Company > Corporate Governance > Directors/Independent Directors/ Supervisors > Summary Table of Directors' Attendance at Board Meetings and Continuing Education.

The directors' participation in training on sustainability-related topics in 2025 is as follows:

Directors' Participation in Sustainability-Related Training

Date	Course/Seminar Title	Hours
2025/4/1	Carbon Credit Trading and the Verification Process	3
2025/7/9	2025 Cathay Sustainable Finance and Climate Change Summit	6
2025/7/30	Out with Workplace Harassment, In with DEI – A Case Analysis and Preventive Measures for 'Unlawful Workplace Harassment (Sexual Harassment + Workplace Bullying)' from Legal, Academic and Practical Perspectives	12
2025/8/14	Corporate Sustainability and Risk Management	3
2025/8/21	The Impact of Carbon Pricing on Business Operations	3
2025/10/28	Carbon Pricing and the Transition to a Green Economy	3
2025/11/12	How the Board of Directors Ensures the Sustainable Operation of a Business – Starting with the Identification and Development of Talent	3
2025/11/19	Green Supply Chain	3
2025/12/23	Business Operations and the Financial Impact of Sustainability – An Analysis of the IFRS Sustainability Disclosure Standards	3

2.03.3 Structure and Operation of Functional Committees

The term of office for all functional committees in this term runs from 30 June 2023 to 29 June 2026. For details of the Audit Committee's operations, please refer to pages 28–30 of the 2025 Annual Report of the Annual General Meeting; for details of the Remuneration Committee's operations, please refer to pages 41–42 of the 2025 Annual Report; for the Sustainability Committee, please refer to the summary of sustainability initiatives on page 43 of the 2025 Annual Report.

1. Remuneration Committee

On 20 March, Republic of China Year 109, the Company's Board of Directors resolved to establish a Remuneration Committee and adopted the 'Remuneration Committee Organisational Regulations'. The Company's Remuneration Committee comprises all independent directors; the Committee's responsibilities are to ensure the soundness of the remuneration systems for the Company's directors and senior management. In 2025, the Remuneration Committee held a total of three meetings, with an attendance rate of 100 per cent.

2. Audit Committee

Comprising three independent directors, the Audit Committee is tasked with assisting the Board in fulfilling its duty to oversee the quality and integrity of the Company's accounting, auditing, financial reporting processes and financial controls. In 2025, the Audit Committee held a total of five meetings, with an attendance rate of 100 per cent.

3. Sustainable Development Committee

On 8 May 2024, the Company's Board of Directors passed a resolution to establish the Sustainability Committee, which serves as the highest governing body for the Company's sustainability governance operations. All members are directors; the Committee comprises two directors and three independent directors, with Mr Hu Xiangqi, Chairman of the Board, serving as Convenor. The plan is to initially use the holding company's Taiwan Liaison Office as a development hub to progressively and effectively drive the setting and implementation of the Group's overall sustainability objectives, thereby integrating ESG principles into business strategy. The Committee reports to the Board of Directors on a regular basis (at least once a year), presenting ESG implementation plans and progress reports. In 2025, the Sustainability Committee held a total of two meetings, with a 100 per cent attendance rate.

3

Stakeholders and Major Topics

3.01 Stakeholder Consultation

3.02The process for deciding on major themes

3.03 List of Major Themes

3.04 Management of Significant Issues

3、Stakeholders and Major Topics

3.01 Stakeholder Consultation

Our company values the interests and views of our stakeholders, maintains multi-directional channels of communication with all stakeholders, and listens attentively to their voices. We believe that stakeholders are the driving force behind the Company's growth and the foundation for achieving sustainable corporate development. We aim to understand the issues of concern to our stakeholders and to use their needs and expectations of the Company as a reference for decision-making, with the hope of co-creating and sharing the greatest possible benefits with our stakeholders across the diverse aspects of our business operations.

1. Identifying stakeholders	Representatives from each department within the company have identified five stakeholder groups relevant to us: Financial institutions Shareholders Employees Suppliers Local communities
2. Understanding sustainability issues	Drawing on the GRI Guidelines published by the Global Reporting Initiative and issues of concern to industry peers both domestically and internationally, we focus on sustainability issues relevant to our company's operations.
3. Analysing Key Issues	By involving internal managers and external stakeholders in completing the materiality questionnaire, analysing and collating the data, and drawing up a materiality matrix, we identified the material topics.
4. Synthesis of Considerations and Communication	Incorporate key themes into the Company's key points for engagement and communication with stakeholders, and set these out in this report.

Channels for stakeholder communication

Stakeholders	Priority Issues	The significance of key stakeholders to the Company	Channels of communication / Frequency	Stakeholder Engagement Performance in 2025
Financial institutions	● Operating performance ● Risk management ● Customer Service ● Product quality and innovation research ● Corporate governance	Only by establishing close lines of communication with financial institutions can we ensure that they have a clear and up-to-date understanding of the Company's operational performance, thereby enabling us to achieve our corporate objectives.	● Hold an investor briefing: at least once a year ● Disclosure of information on the official website or the Public Information Observatory: on a regular basis	● An investor briefing will be held on 25 March. ● When applying for additional credit facilities or contract renewals, the Company provides operational and corporate information to assist financial institutions in understanding the Company's development, operational performance and potential risks, and promptly discloses its operational results to the public through investor briefings.
Shareholders	● Operating performance ● Risk management ● Health and Safety at Work ● Customer privacy and information security	Shareholders are the source of a company's capital and play a vital role in its day-to-day operations; we must therefore be accountable to them.	● Convening of the Annual General Meeting: annually ● Hold an investor briefing: at least once a year ● Annual report published: annually ● Disclosure of information on the official website or the Public Information Observatory: on a regular basis ● Establish a dedicated point of contact to respond to enquiries from investors and analysts: in real time ● Set up a reporting section on the official website: on an ongoing	● Held its Annual General Meeting and Investor Briefing on 30 June and 25 March respectively, and uploaded its annual report to the Public Information Observation Station on 11 June ● Through annual general meetings and investor briefings held on a regular basis, we help shareholders and investors understand the company's development strategies and operational performance; we also engage in two-way communication by taking on board suggestions put forward by shareholders and investors, which serve as a reference for the company's future decision-making.

Stakeholders	Priority Issues	The significance of key stakeholders to the Company	Channels of communication / Frequency	Stakeholder Engagement Performance in 2025
			basis	
Staff	● Customer Service ● Health and Safety at Work ● Customer privacy and information security ● A diverse and inclusive workplace	Our staff are the cornerstone of the company's stable development and the key to its long-term sustainability; we therefore value every member of our team.	● Company email: Routine ● Internal meetings: held from time to time ● Employee satisfaction survey: annually	● Employee satisfaction survey to be conducted on 16 December ● In addition to holding internal meetings from time to time, we also use our internal email platform and staff satisfaction surveys to gauge staff needs on a day-to-day basis. We take staff suggestions and the difficulties they encounter in their roles seriously and listen carefully to their concerns, treating staff as a vital asset to the company and fostering a sense of unity.
Supplier	● Health and Safety at Work ● Product quality compliance ● • Intelligent asset management and protection ● Information Security and Data Privacy ● Attracting and retaining talent	Work closely with suppliers to further develop our business operations, assist in expanding our reach to a diverse range of customers, and provide a comprehensive range of products and technical services	● Interviews: held from time to time ● Telephone: Irregular ● E-MAIL: From time to time ● Written correspondence: from time to time	● Maintain open channels of communication and contact (such as email, telephone and face-to-face meetings) to ensure smooth cooperation with suppliers

Stakeholders	Priority Issues	The significance of key stakeholders to the Company	Channels of communication / Frequency	Stakeholder Engagement Performance in 2025
Community	● Health and Safety at Work	Through partnerships with various non-profit organisations, we give back to the community by sharing the benefits of our operations; we strengthen the ties between our company and local communities through our activities; we provide resources to schoolchildren in remote areas and those from disadvantaged backgrounds; and we foster a virtuous cycle of goodwill.	● Charity initiatives: from time to time ● Local participation and feedback: from time to time	● Discussions with Miaoli Dahu Agricultural and Industrial Vocational School regarding an industry-academia collaboration training programme ● Donations for community support

3.02 The process for deciding on major themes

Through regular and ad hoc engagement with stakeholders to understand their areas of concern, we categorised sustainability issues into three key areas—governance, environment and society—and compiled a list of 20 sustainability issues. These were distributed via a questionnaire to external stakeholders with whom various departments come into contact as part of their business operations, in order to quantify and analyse the stakeholders' potential level of concern regarding these issues. In 2025, a total of 16 valid questionnaires were returned from stakeholders (financial institutions, shareholders, employees, suppliers and local communities), whilst seven questionnaires completed by internal managers were returned.

Sustainability issues

Scope of governance	Environmental aspects	Social Affairs
Operating Performance	Climate Policy and Carbon Reduction Measures	Customer Service
Regulatory Compliance	Energy Resource Management	Recruitment and Development
Risk Management	Water Resource Management	Employment Relations
Supplier Management	Waste and Hazardous Substances Management	A Diverse and Inclusive Workplace
Product Quality and Innovative Research and Development	Green/Local Procurement	Health and Safety at Work
Customer Privacy and Information Security	Ecology and Environmental Conservation	Employee Remuneration and Benefits
Business Conduct Based on Integrity		Protection of Employees' Human Rights

3.03 List of Major Themes

We have compiled a materiality matrix based on the results of internal management and stakeholder surveys to identify the key issues for 2025. We have assessed the importance of these issues according to their scores, categorising them as high, medium or general priority issues,

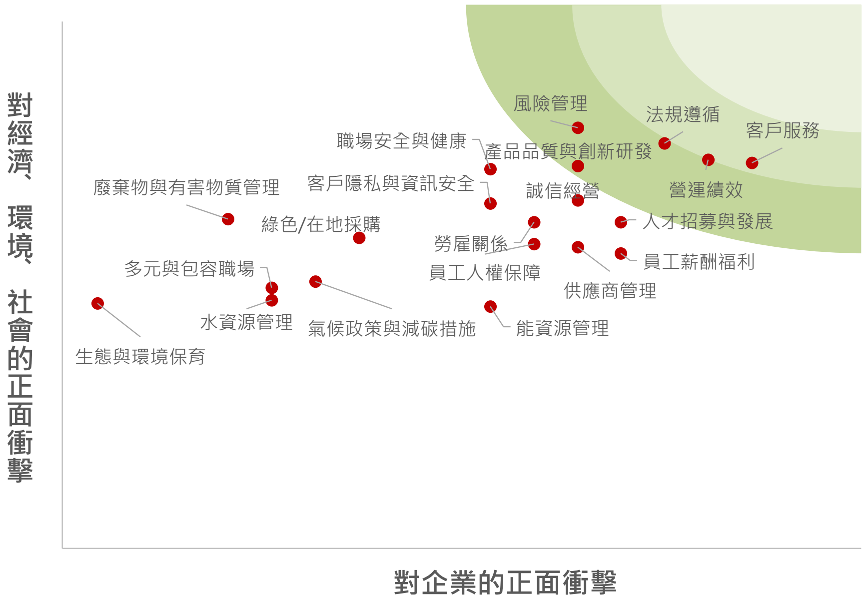
On the matrix diagram, the X-axis represents 'degree of impact on the organisation' (internal manager questionnaire), whilst the Y-axis represents 'Degree of Impact on the Economy, Environment and Society' (external stakeholder questionnaire). These were analysed and consolidated, taking into account the union of the top five factors for both positive and negative impacts, following feedback from managers. This resulted in the identification of six key themes: customer service, operational performance, regulatory compliance, risk management, product quality and innovation, and customer privacy and information security.

Furthermore, as the three key dimensions—governance, environment and society—are all indispensable, the topic with the highest ranking in the environmental dimension—energy and resource management—has been included, bringing the total number of major themes to seven.

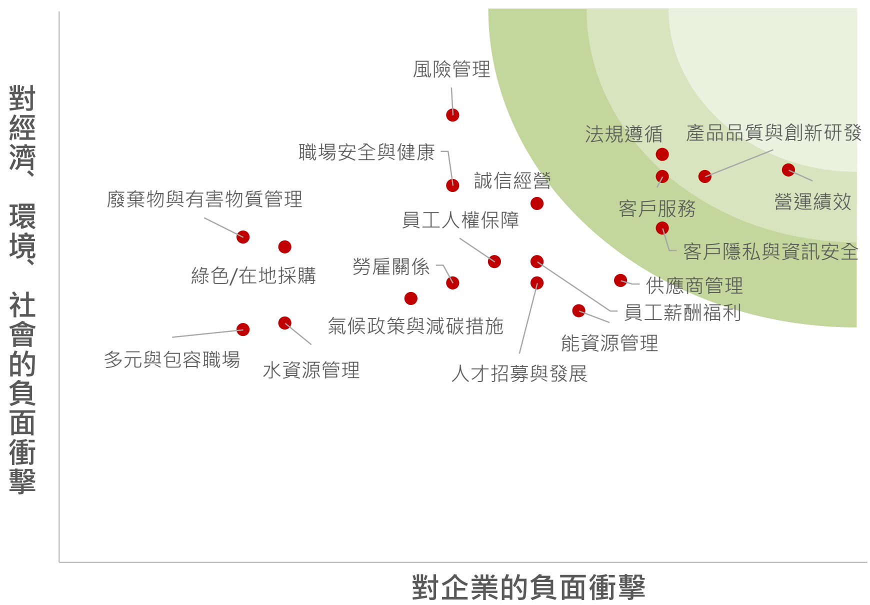
Compared with the previous year, this year has seen the addition of 'Customer Privacy and Information Security' and 'Energy and Resource Management', reflecting current societal concerns regarding information security issues and fears of rising energy and resource prices in the wake of the war in Iran. By contrast, 'Workplace Health and Safety' and 'Climate Policy and Carbon Reduction Measures' have not been included among this year's key themes.

Ranking	Positive impact		Adverse effects	
1	Society	Customer Service	Economy	Operating Performance
2	Economy	Operating Performance	Economy	Product Quality and Innovative Research and Development
3	Economy	Regulatory Compliance	Economy	Regulatory Compliance
4	Economy	Risk Management	Society	Customer Service
5	Economy	Product Quality and Innovative Research and Development	Economy	Customer Privacy and Information Security
In addition, the following are included	Environment	Energy Resource Management	Environment	Energy Resource Management

Frontal Impact Matrix Diagram



Negative Impact Matrix Chart



3.04 Management of Significant Issues

Key Theme - Operational Performance		
Explanation of Direct Impact		Stable profits lead to positive effects such as steady market growth and increased employment opportunities
Explanation of Adverse Impacts		Negative consequences such as market decline, market instability or mass unemployment resulting from poor management
Policy/Commitment		1. Maintain sound financial management and deliver local sales and services; furthermore, establish a performance bonus scheme aligned with the company’s overall strategy, using key performance indicators to measure the performance of individual departments and employees, thereby serving as a strategy and guiding principle for enhancing the company’s overall operational performance. 2. Maintain sound financial management and minimise operational risks; increase turnover and market share, and achieve the annual operational targets.
Management Actions and Monitoring Mechanisms		At the monthly Group Management Meeting, the previous month’s operational performance results are presented to review operational effectiveness on a monthly basis
Objectives	Short-term	Continue to strengthen cost control and improve gross profit margins
	Medium to long term	Steady growth in performance and increased profitability By leveraging our existing customer base and pooling the Group’s resources, we have expanded into the robotics sector to boost turnover; in March 2025, we jointly invested with other Group affiliates in Mantis Robotics Inc, a robotics start-up based in Silicon Valley, USA.
Communication Channels for Stakeholders		● Hold an investor briefing at least once a year ● Hold an annual general meeting ● Disclosure of information on the official website or the Public Information Observatory ● Establish a point of contact to respond to enquiries from investors and analysts

Key Theme – Risk Management	
Explanation of Direct Impact	A robust risk management framework can have positive effects such as enabling a swift return to stability in the event of a crisis, safeguarding assets and maintaining the stability of financial markets

Explanation of Adverse Impacts		Failure to implement risk management measures in advance may result in an operational crisis leading to mass unemployment, or other negative consequences such as an inability to report and handle emergencies
Policy/Commitment		In order to improve corporate governance and implement risk management in business operations, and to manage uncertainties that may threaten the Company's operations, the Company operates through a risk management organisational structure, clearly defining the division of responsibilities amongst departments, whilst the Audit Department ensures the effective implementation of the risk management mechanisms.
Management Actions and Monitoring Mechanisms		The audit department regularly reviews whether the internal control and audit plans of each operational unit are being implemented, submits follow-up and improvement reports based on the audit findings, and attends Board meetings on a quarterly basis to present these reports.
Objectives	**Short-term**	In 2026, there were 0 days of production disruption due to climate, natural disasters and labour shortages
	Medium to long term	In 2027, there were 0 days of production disruption due to climate, natural disasters and labour shortages Zero days of production disruption in 2030 due to climate, disasters and labour shortages
Communication Channels for Stakeholders		● Hold an investor briefing at least once a year ● Hold an annual general meeting ● Set up a reporting section on the official website

Key Theme – Regulatory Compliance	
Explanation of Direct Impact	Compliance with regulations has positive effects such as stabilising market order, protecting the natural environment and safeguarding the interests of stakeholders
Explanation of Adverse Impacts	Human rights violations against stakeholders resulting from illegal acts, or negative impacts such as environmental pollution caused by environmental offences
Policy/Commitment	To ensure that all IKKA employees conduct themselves appropriately and eliminate unlawful business practices, we adopt a zero-tolerance approach towards any conduct that breaches professional or business ethics, implement our anti-corruption policy, uphold integrity and honesty as our core values, and fulfil our corporate social responsibility.

Management Actions and Monitoring Mechanisms		1. Establishing Standards: Code of Ethical Conduct and Code of Business Integrity 2. Educational Campaign: Training Course on Ethical Business Practices
Objectives	Short-term	Compliance with laws and regulations was ensured, and there were no significant breaches of the law in the 2025 financial year.
	Medium to long term	Maintain open channels for reporting by both internal and external personnel, and strengthen the whistleblower protection system
Communication Channels for Stakeholders		● Has established a 'Code of Ethical Business Conduct', 'Operational Procedures and Guidelines for Ethical Business Conduct' and a 'Code of Ethical Conduct for Directors and Managers', and discloses the 'Status of Implementation of Ethical Business Conduct' on the company's official website ● Set up a reporting section on the official website

Key Theme – Customer Privacy and Information Security		
Explanation of Direct Impact		Positive impacts include enhancing the information security defences, raising staff awareness of information security, preventing hacker intrusions and breaches of customer privacy, and safeguarding the rights and interests of stakeholders
Explanation of Adverse Impacts		Data breaches, theft or loss of customer data may infringe upon the privacy rights of stakeholders or expose them to the risk of extortion; such incidents may constitute a breach of legislation and subject the company to negative consequences such as the risk of litigation.
Policy/Commitment		By maintaining ISO 27001 certification, we are embedding information security practices into our staff's daily work routines, with a view to achieving sustainable business operations.
Management Actions and Monitoring Mechanisms		All staff members (including information security personnel) are to undertake information security awareness training
Objectives	Short-term	No major information security incidents have occurred; the company has not been penalised by the relevant regulatory authorities for information security breaches; nor has there been any infringement of the privacy of suppliers, customers or relevant stakeholders, nor any complaints from suppliers or customers.

	Medium to long term	1. Regularly review information security performance indicators, implement improvement measures, and enhance the effectiveness of information security practices. 2. Extend the scope of information security management to subsidiaries and strengthen the Group's information security defences.
Communication Channels for Stakeholders		● The company's official website publishes its 'Information Security Policy' ● Complete the ISO 27001 Information Security Management System annually, obtain external verification, and publish the results on the company's official website

Key Themes – Product Quality and Innovative Research and Development		
Explanation of Direct Impact		Developing more competitive products and generating corporate profits, amongst other positive effects
Explanation of Adverse Impacts		Lack of research and development or inadequate quality control may give rise to product safety risks and jeopardise consumer rights, leading to negative consequences such as order cancellations and after-sales compensation.
Policy/Commitment		With over 60 years' experience in module manufacturing and research and development, we provide services that satisfy our customers, from design and development through to mass production.
Management Actions and Monitoring Mechanisms		1. Review whether the 'Intellectual Property Management Plan' requires revision 2. Continue to implement intellectual property management and control processes, consolidate the various intellectual property management regulations, and clearly establish the interrelationships between the various operational procedure documents relating to intellectual property, in order to avoid management loopholes 3. To explore the full digitisation of development records in order to strengthen the management and protection of R&D processes, and to provide product development units with insights into the current state of the industry and technological trends.
Objectives	Short-term	Continuously securing patents to maintain our technological edge (In 2025, the Japanese subsidiary was granted 13 patents and the Chinese subsidiary was granted 22 patents, making a total of 35)
	Medium to long term	Guided by the principle of 'providing customer-satisfying service' and drawing on over 60 years of expertise in mould development, we continue to deliver high-quality products and services, demonstrating the company's capabilities and competitiveness in the automotive and robotics sectors.
Communication Channels for		● The company's official website has published a 'Statement on Greenhouse Gas Management Policy' ● Complete an annual ISO 14064 greenhouse gas inventory, obtain external verification, and

Stakeholders	publish the results on the company's official website

Key Theme – Energy and Resource Management		
Explanation of Direct Impact		Improving efficiency can reduce costs and has positive effects such as helping to reduce carbon emissions and mitigate the greenhouse effect.
Explanation of Adverse Impacts		A lack of proper energy planning has led to negative consequences such as carbon levies and rising energy prices, resulting in a significant increase in costs.
Policy/Commitment		IKKA fully recognises the importance of environmental protection. To effectively promote and implement environmental management, its factories in Tokyo, Japan, as well as those in Thailand, China, Malaysia and Vietnam, have all obtained ISO 14001 environmental management system certification, thereby establishing a comprehensive organisational framework, policies and relevant management procedures. Office operations are guided by the principles of energy conservation, carbon reduction and the efficient use of resources, with various management measures planned and implemented to minimise the environmental impact of its operations.
Management Actions and Monitoring Mechanisms		Obtained external verification of the ISO 14001 Environmental Management System and drawn up an energy management plan
Objectives	**Short-term**	1 per cent reduction in office space in Taiwan
	Medium to long term	Medium term: 1.5 per cent reduction in office space in Taiwan Medium term: 2 per cent reduction in office space in Taiwan
Communication Channels for Stakeholders		● Annual General Meeting (every year) ● Company Annual Report (annually) ● Sustainability Report (annual)

4

Scope of governance

4.01Economic Performance

4.02 Business Conduct Based on Integrity

4.03 Channels of Communication and Complaints Procedures

4.04 Risk Management

4.05 Information Security

4.06 Participation in various societies and organisations

4.07 Product Management

4.08 Supplier Management

4、 Scope of governance

4.01 Economic Performance

Revenue performance

In 2025, First Chemical Holdings' total revenue stood at 3.388 billion yuan, representing a slight decline of 8.12 per cent compared with 2024. Net profit after tax for the year was 120 million yuan, with earnings per share of 3.99 yuan. For further details and analysis of other financial performance indicators, please refer to the Company's consolidated financial statements.

Unit: NT$ thousand

Financial Performance	
Total assets	3,567,682
Debt-to-asset ratio	41%
Equity ratio	59%
Direct economic value	
Revenue	3,388,172
The Economic Value of Allocation	
Costs of sales	2,811,908

4.02 Business Conduct Based on Integrity

For further details, please refer to section 4.02.1, 'Principles, Policies and Codes of Conduct for Ethical Business Practices', and related sections.

4.02.1 Business Ethics: Philosophy, Policies and Code of Conduct

The Company has established the 'Code of Ethical Business Conduct', the 'Operational Procedures and Guidelines for Ethical Business Conduct' and the 'Code of Ethical Conduct for Directors and Managers', which come into force upon approval by the Board of Directors and are reported to the General Meeting of Shareholders; the same applies in the event of any amendments.

Policy on Ethical Business Practices

We will prevent dishonest conduct by establishing comprehensive rules and regulations, and organise awareness-raising activities to promote and educate all staff on the principles of integrity. By fostering shared values from the top down, we will shape our corporate culture, establish ourselves as a company of integrity, implement a business philosophy aimed at preventing dishonest conduct, and move towards sustainable operations.

On 3 May 2024, the Company designated the 'Administration Department' as the unit responsible for promoting ethical business practices. This department is tasked with formulating policies and preventive measures relating to ethical business practices, overseeing their implementation, and reporting regularly to the Board of Directors.

The report on the implementation of ethical business practices for the 2025 financial year is to be submitted to the Board of Directors on 28 January 2026.

Implementation of Ethical Business Practices in 2025:

I. Internal Training

The Company promotes the principle of ethical business conduct to all staff through internal training programmes, reminding them to guard against unethical behaviour whilst carrying out their duties. This year, a total of 1,477 staff members attended training sessions on ethical business conduct, amounting to a total of 4,431 hours.

II. Participation in external training

Arrangements were made for directors and managers to attend relevant external training courses, including those on the legal basis for insider dealing, regulations relating to insiders, corporate governance, trade secrets, internal control regulations, and the design of internal controls and audit techniques to prevent false corporate financial reporting, corruption and fraud. This year, all directors have completed more than six hours of continuing education training for directors and supervisors, whilst the head of corporate governance, the head of audit and their deputies, and the head of accounting and their deputies have completed 12 hours of continuing professional development.

III. Regular Checks

A risk assessment regarding matters relating to ethical business conduct has been carried out in respect of the business activities at all operational units and locations of the Group's subsidiaries. Furthermore, the internal control system is reviewed by the audit department and the auditing firm through regular audits of financial statements, to ensure the effective operation of the overall mechanism and to prevent unethical conduct. No breaches of ethical business conduct were identified during the current financial year.

IV. Whistleblowing Scheme

The Company has set up a Stakeholder Section on its website (https://www.ikka.com.tw/). In addition to providing channels for reporting and lodging complaints, this section also features a web-based email address for independent directors (Independent Directors' Email: supervisor@ikka.com.tw). Independent directors can use this email address to receive correspondence regarding relevant issues and the handling process. In addition to Chinese and English, the Company's website also features a Japanese version to accommodate our Japanese supply chain, thereby facilitating access for stakeholders.

V. Ongoing communication with stakeholders

IKKA is committed to sustainable business practices and strives to establish effective and diverse channels of communication with its stakeholders in order to understand their needs and expectations of IKKA, which serve as reference points for the development of its sustainability policies and management guidelines. Stakeholders may provide valuable suggestions and feedback via the company's dedicated email channel. For each category of stakeholder, the company has established corresponding functional units within the organisation to collect and provide feedback on stakeholder input.

Commitment to a Policy of Ethical Business Practices

We will prevent dishonest conduct by establishing comprehensive rules and regulations, and organise awareness-raising activities to promote and educate all staff on the principles of integrity. By fostering shared values from the top down, we will shape our corporate culture, establish ourselves as a company of integrity, implement a business philosophy aimed at preventing dishonest conduct, and move towards sustainable operations.

4.02.2 Anti-corruption

No significant incidents of corruption occurred at the Company during the 2025 financial year.

4.03 Channels of Communication and Complaints Procedures

The Group is committed to sustainable operations and strives to establish effective and diverse channels of communication with its stakeholders in order to understand their needs and expectations of IKKA, which serve as reference points for the development of its sustainability policies and management guidelines. Stakeholders with an interest in our company may provide valuable suggestions and feedback via the dedicated email channel (as described below). For each category of stakeholder, the Company has established a corresponding functional unit within the organisation to collect and provide feedback on stakeholder views and information.

CTBC Bank Co., Ltd.
Agency Department

Add: 5th Floor, No. 83, Section 1, Chongqing South Road, Zhongzheng District, Taipei City 100

Tel: (02)663-65566

Fax: (02)2311-6723

Web:http://www.ctbcbank.com/

Spokesperson

Chief Strategy Officer
Mr Hu Shiang-Chi

Tel: (03)587-0928

E-mail:ikka@ikka.com.tw

Acting Spokesperson

Chief Financial Officer
Mr Chiang Shou-yen

Tel: (03)587-0928#2100

E-mail:chris.chiang@ikka.com.tw

Investor Relations Contact

Head of Administration

Miss Chuang ya-hui

Tel: (03)587-0928#2101

E-mail:karan.chuang@ikka.com.tw

Clients

IKKAK and its subsidiaries pool the Group's resources, expertise and product ranges to provide services that satisfy our customers; we value customer feedback and continuously work with our customers to create shared value.

Contact: Mr Hayashi, Head of the Business Planning Department, Japan

E-mail: bryan.lin@ikka.co.jp

General supplier

IKKAK and its subsidiaries pool the Group's resources, expertise and product ranges to provide services that satisfy our customers; we value customer feedback and continuously work with our customers to create shared value.

Contact: Mr Hayashi, Head of the Business Planning Department, Japan

E-mail: bryan.lin@ikka.co.jp

Staff

IKKA adopts a people-centred approach, fostering a positive and constructive working environment and workforce, maintaining harmonious relations between management and staff, and enabling employees to fully express their views via their dedicated email accounts.

Contact: Chuang ya-hui

Tel: (03)587-0928#2101

E-mail:karan.chuang@ikka.com.tw

Sustainable Development

The Company is committed to promoting sustainability and implementing a business philosophy centred on sustainable development. All stakeholders are invited to contact us via this dedicated email address to share their views and suggestions.

Contact: Chuang ya-hui

Tel: (03)587-0928#2101

E-mail:karan.chuang@ikka.com.tw

Data Protection and Privacy Enquiry Mailbox

Our company places great importance on compliance with and the implementation of personal data protection regulations. If data subjects have any queries or suggestions, they may contact us via this dedicated email address.

Contact: Miss Ku

Tel: (03)587-0928#2109

E-mail: yajhen.ku@ikka.com.tw

Intellectual Property Protection Enquiry Box

Our company respects and protects the intellectual property (including patents, copyright and trade secrets) of itself, the original manufacturers, our customers and all our partners. Should you have any queries or comments in this regard, please contact us via this dedicated email address.

Contact: Miss Ku

Tel: (03)587-0928#2109

E-mail: yajhen.ku@ikka.com.tw

Channels for stakeholders to report concerns or lodge complaints:

- To safeguard the interests of all stakeholders, the Company has established a code of conduct, which sets out a whistleblowing system and procedures.
- Should any member of staff or external party become aware of unlawful (including corruption) or unethical conduct, they should report or lodge a complaint with the relevant department of the Company, providing information such as the name of the person being reported and specific evidence to support the investigation.
- The Company undertakes to protect whistleblowers from any unfair treatment arising from their reports.
- Appropriate rewards will be given for reports that are found to be true upon investigation and which help the company avoid losses.

- • In order to fulfil our commitments to all stakeholders (including employees, customers, suppliers, shareholders, investors and banking partners), and to respect and safeguard their legitimate rights and interests, the Company is committed to maintaining good relations with its stakeholders and implementing various internal and external communication initiatives. Issues of concern to each stakeholder group are incorporated into the respective departments' responsibilities and work plans. Furthermore, the Company addresses broader environmental trends, economic developments and legislative amendments through inter-departmental discussions and collaboration, thereby meeting the expectations of all stakeholders.
- The company has established communication and complaints channels, which are managed in accordance with the principle of integrity to ensure prompt handling and responses. In addition to ensuring that the relevant tasks are completed, it is also necessary to maintain clear and effective lines of communication across departments.
- By establishing channels of communication to understand the issues that concern you, we aim to respond promptly and proactively to your needs, using this as a basis for the gradual implementation of our social responsibility initiatives in the future.

The Company did not receive any reports of misconduct during the 2025 financial year.

4.04 Risk Management

For further information, please refer to sections such as 4.04.1 'Risk Management Mechanisms'.

4.04.1 Risk Management Mechanism

The Company's risk management policy and metrics are implemented through the following risk management organisational structure.

Key Risk Assessment Considerations	Direct Risk Control Unit (Event Organiser)	Risk Assessment and Control	Board of Directors and Audit Office
	First Mechanism	The Second Mechanism	The Third Mechanism
I. Interest Rate, Exchange Rate and Financial Risks	Finance Department	Finance Department Managing Director	Audit Office: Responsible for the

II. High-risk, high-leverage investments; lending funds to others; trading in derivatives; and financial investment products		Chief Strategy Officer	examination, assessment, supervision, improvement, follow-up and reporting of risks. Board of Directors: The decision-making body and ultimate controlling authority for risk assessment and management.
III. Benefits of Investment, Re-investment and Mergers and Acquisitions			
IV. Policy and Legal Changes	Administration Department	Administration Department Managing Director Chief Strategy Officer	
V. Litigation and Non-litigation Matters			
VI. Changes to the Corporate Image			
VII. Changes in Shareholdings of Directors, Supervisory Board Members and Major Shareholders	Administration Department and Share Registrar		
VIII. Changes in Control			
IX. Environmental, Health and Safety	Administration Department		
X. Changes in the Industry	Business Unit	Business Unit Managing Director Chief Strategy Officer	

4.04.2 Regulatory Compliance

The Company did not experience any material regulatory breaches in the 2025 financial year (where 'material' is defined as an incident that relates to the core of the Company's operations and has a significant impact on its reputation or financial position).

4.05 Information Security

For further details, please refer to 4.05.1 'Information Security Management'.

4.05.1 Information Security Management

Information Security Risk Management Framework

The Administrative Department is the unit responsible for information security within the Company; it is tasked with formulating the Company's information security policy, planning information security measures and implementing relevant information security procedures. The Company's Audit Department acts as the oversight body for information security. Should an audit identify any shortcomings, it will immediately require the unit under audit to submit a relevant improvement plan to the Board of Directors, and will regularly monitor the effectiveness of these improvements to mitigate internal information security risks. The Company implemented the ISO/IEC

27001: Information Security Management System in 2025 and conducts annual information security audits; should any shortcomings be identified, a third-party certification body will require corrective action and monitor the results of such improvements.

No significant information security incidents occurred at the Company during the 2025 financial year.

Information Security Policy

'Security is the foundation of information development; security safeguards information operations.'

To strengthen the Company's information security management, we shall establish the principle that 'security is the foundation of information development; security safeguards information operations', thereby ensuring the confidentiality, integrity and availability of data processed for our clients and staff. This will guarantee that the Company's data processing is secure throughout the entire process, enabling us to provide secure, stable and highly efficient information services.

Specific Management Plan

1. Security Management of IT Equipment

   (1) The Company's mainframe computers, application servers and other equipment are all housed in a dedicated server room. Access to the server room is controlled by a contactless card system, and access logs are retained for future reference.

   (2) The server room is equipped with a dedicated air-conditioning system to maintain the computer equipment at an appropriate operating temperature; it also contains chemical fire extinguishers suitable for use in the event of fires caused by general sources or electrical equipment.

2.Network security management

   (1)Strengthen network control and configure enterprise-level firewalls at the entry points for connecting to external networks to block illegal intrusion by hackers.

   (2)Employees who log in remotely to the company's intranet to access data must apply for a database VPN account; they can only log in and use the system via the secure VPN connection, and all usage records are retained for audit purposes.

3.Virus Protection and Management

(1) Endpoint protection software is installed on both the server and staff workstations; virus definitions are updated automatically to ensure that the latest viruses are blocked, whilst also detecting and preventing the installation of potentially threatening system executables.

(2) The email server is configured with anti-virus and anti-spam filtering mechanisms to prevent viruses and spam from reaching users' PCs.

(3) In addition to immediately quarantining or deleting any viruses detected or intercepted, the anti-virus system proactively issues risk reports on infected and at-risk computers to enable administrators to take appropriate action.

4. System Access Control

(1) Employees wishing to use any of the application systems must follow the company's internal procedure for requesting system access rights. Once approved by the relevant line manager, the information security officer will instruct the external service provider to create a system account, and access will only be granted in accordance with the functional permissions requested.

(2) Password settings for accounts must meet the specified requirements regarding strength and length, and must include a combination of letters, numbers and special characters in order to be accepted.

(3) When staff members complete their resignation or retirement procedures, they must liaise with the Administration Department to have their accounts deleted from the relevant systems.

5.Ensuring the sustainable operation of the system

(1) System backups: An off-site backup system has been established, operating on a daily backup schedule. In addition to uploading one copy of the system and database to the off-site backup location, a copy is retained at the computer room to ensure absolute security.

(2) Disaster recovery drills: Each system undergoes a drill once a year. After selecting a reference point for the recovery date, data is restored to the system host from the backup media, following which the user department confirms in writing that the restored data is correct, thereby ensuring the accuracy and validity of the backup media.

6.Information Security Awareness and Training

(1) Regular awareness campaigns: Staff are required to change their system passwords at regular intervals to ensure account security; information security managers and staff undertake 12 hours of information security-related training each year.

(2) Awareness-raising seminars: Information security training courses are delivered to internal staff on an ad hoc basis throughout the year.

(3) The Company's information security manager and staff have joined the Information Software Association of the Republic of China and, through interaction and exchange within the CISO Networking Group, are gaining further relevant knowledge and experience.

Resources allocated to information and communications security management

In order to implement our information security policy, the Company continues to work towards the implementation of the ISO 27001 (ISMS) standard system. In the 2025 financial year, a total of NT$570,000 was allocated to ensure compliance with the relevant controls set out in the information security audit:

1. Network hardware such as firewalls, managed network switches, Wi-Fi devices for application visibility and control, email antivirus, spam filtering and web behaviour analysis.
2. Software systems such as Active Directory domain controllers, backup management software, VPN authentication, logging and monitoring functions, identity management and security functions, and information protection and access control mechanisms.
3. Telecommunications services such as intrusion protection systems and intrusion

detection services.

4. Allocation of human resources, such as: daily checks on the status of each system; weekly routine backups and the off-site storage of backup media; annual information security awareness training; annual disaster recovery drills; annual internal audits of the information lifecycle; and audits by chartered accountants and third-party verification bodies.
5. Information Security Staff: Appoint one Information Security Manager and one Information Security Officer, making a total of two staff members, who will be responsible for the design of the information security architecture, the operation and monitoring of information security systems, the response to and investigation of information security incidents, and the review and revision of information security policies.
6. An information security management review meeting was held on 11 December 2025 to confirm the feasibility of the information security maintenance plan and to ensure its effective implementation.

4.06 Participation in various societies and organisations

The Company maintains political neutrality and does not participate in political election campaigns or make any political donations in the Company's name; however, it encourages its employees to fulfil their civic duties. In 2025, the Company did not incur any expenditure relating to political donations.
The external organisations in which the Company participated in 2025 are listed below:

Participation in business-related trade associations and professional bodies

Organisation	Membership status	Purpose
Taiwan Association of Listed and OTC Companies	Member	A platform for listed and over-the-counter companies to exchange ideas, pool wisdom and learn from one another, thereby broadening participants' horizons and enhancing their competitiveness.

Association of Share Registrars for Publicly Listed Companies of the Republic of China	Member	With the aim of researching the relevant regulatory framework governing the securities issuance market and promoting the sound development of the capital markets, the organisation provides members with advice on share-related matters from a legal perspective.
China Corporate Governance Association	Member	To strengthen the company's internal and external corporate governance mechanisms and realise its vision of 'aligning with international standards'.

4.07 Product Management

For further details, please refer to 4.07.1 'Customer Health and Safety'.

4.07.1 Customer Health and Safety

Guided by our corporate philosophy of 'Acting with goodwill, sincerity and passion at all times' to provide services that satisfy our customers, the Group is committed to offering a diverse range of high-quality products and services. To safeguard our customers' rights and interests, we have established the following Customer Rights Policy, which applies to all subsidiaries and affiliated companies within the Group:

Data Security and Privacy Protection

1. The Group strictly complies with the Personal Data Protection Act and relevant regulations, and applies the highest level of confidentiality measures to the personal data and transaction information provided by customers.
2. All data shall be used solely within the scope of lawful business activities authorised by the client and shall not be disclosed, transferred or used for any other purpose without authorisation.

Transparent Transactions and Fair Treatment

1. The Group is committed to providing fair, reasonable and consistent service to all

clients, regardless of their size, geographical location or sector.

2. Regularly review internal processes to prevent any form of discrimination, undue advantage or commercial manipulation.

Transparency of Information and Communication Mechanisms

1. All terms and conditions relating to products and services, fee structures and entitlements are disclosed openly and presented in clear, plain language to avoid any misrepresentation or information gaps.
2. Customers may make enquiries or lodge complaints via the official website, the customer service helpline or at physical branches; the Group has a dedicated department responsible for handling and tracking these matters centrally.

After-sales Service and Dispute Resolution

1. Each public-sector organisation has established after-sales service procedures and response mechanisms to ensure that customer enquiries are dealt with promptly.
2. In the event of any dispute arising from our products or services, the Group will work with customers to resolve the matter in good faith and, where appropriate, provide compensation or make improvements.

Complaints Channels and Procedures

The Group has established a comprehensive customer complaints mechanism to ensure that all feedback is treated with respect and handled appropriately, and that it serves as a basis for the continuous improvement of service quality. The complaints procedure is as follows:

Complaints procedures:

Customers may submit complaints via the Stakeholder Section on the company's official website: Email: ikka@ikka.com.tw

Independent Directors' Enquiries E-mail: supervisor@ikka.com.tw

Procedure:Acceptance stage: Once a customer has lodged a complaint, the designated department will register it and respond within three working days to confirm whether it has been accepted and provide a preliminary explanation.

Investigation and Resolution: If the complaint relates to internal procedures, product defects or service disputes, the relevant department will conduct an internal investigation and propose a recommendation or solution within seven working days.

Response and Case Closure: The Group will provide a formal response in writing or electronically. Once the customer has confirmed that the response is correct, the complaint will be closed. If the customer is dissatisfied with the outcome, they may request a review, which will be re-examined by senior management.
Complaint Tracking: All complaint records will be retained for at least three years to serve as a basis for internal review and improvement.

There were no customer complaints in 2025.

4.08 Supplier Management

As our company's head office is based in Taiwan, we enter into confidentiality undertakings and non-disclosure agreements with vendors involved in information security operations to ensure that confidential documents are not disclosed and that confidentiality obligations are fully met.
The remaining business partners are suppliers for general administrative procurement; we value long-term partnerships and work collaboratively with them to pursue sustainable, mutually beneficial growth.

5

Social Affairs

5.01 Human Resources Development
5.02 Occupational Safety and Health
5.03 Community involvement

5、 Social Affairs

5.01 Human Resources Development

For further information, please refer to the sections on 'Commitment to Human Rights' and 'Workforce Structure', amongst others.

5.01.1 Human Rights Policy and Commitments

In order to uphold and safeguard fundamental human rights, the Company and its subsidiaries included in the consolidated financial statements recognise and support the *Universal Declaration of Human Rights*, the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights, and to fulfil our responsibility to respect and protect human rights whilst complying with labour-related legislation in the jurisdictions where the Company operates, we have hereby established this 'Human Rights Policy'.

In order to provide all staff with a diverse, equitable and inclusive working environment, we conduct regular internal training sessions each year to promote our human rights policy. In 2025, a total of 1,477 staff members participated in human rights awareness training courses, amounting to a total of 2,215 hours.

Human Rights Policy Statement

The Company's recruitment practices comply with its human rights policy and relevant statutory provisions to ensure equal opportunities in employment. The employer shall not discriminate against job applicants or employees on the grounds of race, social class, language, ideology, religion, political affiliation, place of origin, place of birth, gender, sexual orientation, age, marital status, physical appearance, facial features, physical or mental disability, or previous trade union membership.

The Company did not employ any child labour in the 2025 financial year.

5.01.2 Workforce Structure

For further information, please refer to the sections on 'Staff Structure' and 'Non-staff Structure', amongst others.

5.01.2.1 Staff Composition

Staff Composition

As at the end of 2025, the Company, including its consolidated subsidiaries, had a total workforce of 1,762, comprising 38 per cent men and 62 per cent women, whilst female managers accounted for 24 per cent of all managerial staff. There have been no significant changes in the Company's workforce, including its consolidated subsidiaries, over the past two years.

Employee structure and numbers by region at the end of 2025 (in persons)

Annual	Gender	Region						Total number of employees
		Taiwan	Japan	Malay	China	Vietnam	Thailand	
2025	Women	7	154	64	200	263	399	1,087
	Male	6	227	61	138	74	169	675
Total		13	381	125	338	337	568	1,762
2024	Women	7	153	68	185	267	407	1,087
	Male	5	227	80	81	107	192	692
Total		12	380	148	266	374	599	1,779

Number of staff in each region

Annual	Age	Women	Male	Number of people
2025	Aged 29 or under	351	120	471
	Aged 30–49	592	335	927
	Aged 50 and over	144	220	364
Total		1,087	675	1,762
2024	Aged 29 or under	323	108	431
	Aged 30–49	657	377	1,034
	Aged 50 and over	107	207	314
Total		1,087	692	1,779

Gender and age distribution of staff turnover rates by region in 2025

	Women		Male	
	Number of people (person)	Proportion (%)	Number of people (person)	Proportion (%)
Aged 29 or under	93	5.28	69	3.92
Aged 30–49	137	7.78	52	2.95
Aged 50 and over	0	-	1	0.06
Total	230	13.06	122	6.93
Proportion of departures by gender	65%		35%	

Gender and Age Distribution of Turnover Rates by Region in 2024

	Women		Male	
	Number of people	Proportion (%)	Number of people	Proportion (%)

	(person)		(person)	
Aged 29 or under	23	1.29	41	2.30
Aged 30–49	19	1.07	24	1.35
Aged 50 and over	3	0.17	7	0.39
Total	45	2.53	72	4.04
Proportion of departures by gender	38%		62%	

Note 1: Proportion of staff who left the organisation (%) = Number of staff who left in each period / Total number of staff at year-end

Note 2: Gender breakdown of employees who left the company (%) = Number of employees who left by gender / Total number of employees who left

Trends in staff turnover and their causes:

The staff turnover rate for the 2025 financial year increased compared with 2024, due to a decline in sales revenue in 2025, which led to workforce adjustments across all regions to reduce headcount; However, the total headcount for the two-year period remained largely unchanged, as the Company acquired 100 per cent of the shares in SHINE TRADE INTERNATIONAL LIMITED from its associated company, Li Xing Plastics Co., Ltd., on 1 November 2025, thereby indirectly acquiring 100 per cent of the shares in Dongguan Ashine Precision Plastics Co., Ltd., and the transfer of Dongguan Ashine Precision Plastics Co., Ltd.'s workforce meant that the total headcount remained largely unchanged.

5.01.2.2 Non-staff structure

Certain aspects of the Company's operations are outsourced to staffing agencies or contractors, such as [tasks handled by staffing agencies or contractors, including office and factory security, cleaning staff and production staff]. There has been no significant change in the number of non-staff workers at the Company over the past two years.

5.01.3 Diversity, Inclusion and Equality in the Workplace

The Company and its subsidiaries (hereinafter referred to as 'the Company'), in order to uphold and safeguard fundamental human rights, recognise and support the *Universal Declaration of Human Rights*, the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights, and to fulfil our responsibility to respect and protect human rights whilst complying with labour-related legislation in the jurisdictions where the Company operates, the Company hereby establishes this 'Human Rights Policy'.

In order to provide all staff with a diverse, equitable and inclusive working environment, we conduct regular annual internal training sessions on human rights policy and antidiscrimination and anti-harassment measures. In 2025, a total of 1,477 staff members participated in human rights awareness training courses, amounting to a total of 2,215 hours.

Diversity Profile and Distribution of Staff

Project	Women	Male	Total
Management staff (Note)	47	99	146
Non-management staff	1,040	576	1,616
Total	1,087	675	1,762
Female manager	Women	Male	Total
Women account for a proportion of the total workforce	1,087 62%	675	1,762
Women account for all managerial posts	47 24%	99	146
Women in managerial positions at departmental level and above	8 17%	40	48
Disability	Women	Male	Total
Employment of People with Disabilities	3	1	4
Race	Women	Male	Total
Zhuang people	5	2	7
Miao people	1	0	1
The Dong people	3	0	3
Han Chinese	171	98	269
Korean ethnic group	0	1	1
The She people	1	2	3
Tujia people	1	1	2
Yao people	0	2	2

The Yi people	1	0	1

(Note) ‘Management staff’ refers to staff at section level or above.

The proportion of local residents employed in senior management roles

	Male	Women
Number of senior executives	10	0
Number of senior executives who are local residents	6	0
Taiwan	3	0
Mainland China	1	0
Hong Kong	0	0
Japan	2	0
Thailand	0	0
Vietnam	0	0
Malaysia	0	0

5.01.4 Employee Rights and Benefits

1. Employee Welfare Measures and Their Implementation

The Company’s employee benefits scheme is administered in accordance with the relevant laws and regulations of the jurisdictions in which each company is based, and includes social (employee/health) insurance and annual health check-ups. The Company’s subsidiaries also plan and administer relevant employee benefits, including birthday gifts, festive gift vouchers, subsidies for weddings, funerals and other special occasions, team-building activities and other events.

2. Staff Development and Training

To ensure that all employees understand the functions, operational objectives and relevant administrative procedures of the Company’s various departments, and are familiar with the working environment and relevant rules and regulations, the Company requires all new recruits to undergo pre-employment training in accordance with regulations. Furthermore, to continuously enhance staff performance and professional competence, the Company conducts assessments and reviews, and cultivates technical and managerial reserve cadres at all levels of the organisation. It also arranges in-house and external training programmes on an ongoing basis to leverage its human resources and strengthen the Company’s competitiveness.

3. Pension Schemes and Their Implementation

Our company's branch in Taiwan was established on 16 March, Republic of China Year 109. In accordance with the Labour Pension Act, we make monthly contributions of 6 per cent towards pension funds, which are deposited into employees' individual pension accounts to safeguard their rights and interests. Employees may also choose to contribute between 0 and 6 per cent of their monthly salary to their individual pension accounts. Upon reaching the statutory retirement age as stipulated by the government, employees may apply to the Labour Insurance Bureau of the Ministry of Labour for a monthly pension or a lump-sum retirement payment. Furthermore, all other branches of the Company operate in accordance with the relevant local laws and regulations.

4. Labour-management agreements and measures to safeguard employees' rights and interests

Our company operates within an industry subject to the Labour Standards Act, and all our operations are conducted in accordance with this legislation. To promote cooperation between management and staff and enhance work efficiency, we hold regular weekly management meetings to facilitate communication and mutual collaboration between both parties. Furthermore, we place great emphasis on our employees' career development and are committed to talent development, actively encouraging staff to participate in various training programmes, including both in-house and external courses. In-house training programmes are designed to facilitate the exchange of specialist technical knowledge within the company and to enhance staff productivity. As for external training programmes, staff may be sent to attend external seminars as required by the company, thereby providing our employees with excellent opportunities for specialised training.

5.Comprehensive insurance and cover

In accordance with government regulations, the company takes out Labour Insurance for its employees and arranges National Health Insurance for employees, their dependants and retired staff. It also provides employees with free group insurance and discounted group insurance for their dependants, including term life insurance, critical illness cover, personal accident cover, accident medical cover with a fixed limit, hospitalisation cover and cancer cover.

6. Measures to Safeguard Employees' Working Environment and Personal Safety

Both the Company and its subsidiaries have appointed dedicated health and safety managers or established specialist departments to continuously improve all health and safety measures, thereby creating a high-quality working environment. We strengthen health and safety awareness campaigns and promote health-enhancing activities to effectively enhance employees' ability to protect themselves, thereby safeguarding their safety at work and looking after their physical and mental well-being. In order to fulfil our corporate social responsibility and protect the safety of our staff, we have made the provision of a safe, healthy and comfortable working environment our primary objective, and we promote health and safety management to help our staff develop sound health awareness and maintain their physical and mental wellbeing. The Company is committed to the following:

(1) The office's central air-conditioning system undergoes routine maintenance and cleaning twice a year to ensure the air in the office remains fresh; the premises are disinfected from time to time to maintain cleanliness.

(2) Carry out regular testing of the office working environment, such as water quality testing, etc.

(3) The entrances and exits to the communal meeting rooms are disinfected daily with an antibacterial solution, and antibacterial hand sanitiser is provided at the washbasins to prevent the spread of infectious diseases and safeguard staff health.

(4) All new recruits must first undertake induction training to familiarise themselves with the working environment and receive guidance on workplace safety.

(5) Conducting health education campaigns from time to time to reduce the likelihood of accidents.

(6) Annual staff health checks shall be carried out once a year. The health check shall cover three indicators: high blood pressure, high blood glucose and high blood lipids. Where the results of the health check indicate that any of these indicators require follow-up, the occupational health and safety manager shall ensure that appropriate health management follow-up is carried out. The date of the 2025 health check is 12 June 2025.

(7) Organise health promotion activities to encourage staff to develop healthy exercise habits.

(8) Smoking is prohibited in the office to ensure a smoke-free working environment for staff.

(9) Promote energy conservation, reduce waste of resources, and implement an office-wide environmental protection campaign.

(10) Provide outpatient and surgical insurance cover for staff entering and leaving the office premises to ensure a safe working environment for every employee.

(11) Install and regularly maintain fire safety facilities and equipment in compliance with fire safety regulations.

(12) The Company regularly collaborates with the Hsinchu County Fire Bureau, where it is based, to organise on-site fire drills and training sessions. On 23 January 114, the Company invited personnel from the Guanxi Sub-station of the Third Brigade of the Hsinchu County Government Fire Bureau to conduct an in-house fire drill at the premises. The details of the drill are set out in the table below:

Project	Exercise Items	Time
1	Fire-fighting training	9:00~9:30
2	Briefing and Training	9:30~10:00
3	Evacuation Drill	10:00~12:00

(13) The Office implements the Gender Equality in Employment Act and relevant regulations on the prevention of sexual harassment in accordance with the law.

(14) Creating a child-friendly workplace to enhance the company's competitiveness
The company currently provides a maternity allowance of NT$3,000 per child and fosters a pregnancy-friendly environment by offering taxi subsidies for antenatal check-ups and facilitating applications for children's education grants. This aims to increase the proportion of female employees returning to work after maternity leave, ensuring that these benefits serve as incentives to encourage childbirth and retain staff.

(15) Creating a green and sustainable office environment not only enhances the aesthetic appeal of the workplace but also, by fostering a comfortable atmosphere through decorative elements that purify the air and help alleviate staff stress, effectively puts workplace wellbeing into practice.

5.01.5 Collective Agreement

The company does not have a collective bargaining agreement, but is committed to promoting labour-management consultation meetings.

5.01.6 Talent Development and Cultivation

The Company has established an 'Employee Training and Development Programme'.

Each year, in accordance with the Education and Training Procedures Manual and the training schedule, the programme focuses primarily on induction training for new recruits, continuing professional development for existing staff, training for management trainees, and self-directed career development, with the aim of helping employees embody the Company's core values whilst aligning with its development strategy and vision. In the 2025 financial year, a total of NT$3,853,000 was spent on training programmes covering new recruit induction, professional development and management training. Each employee receives approximately 6 hours of training per year.

5.02 Occupational Safety and Health

For further information, please refer to the sections on 'Occupational Safety and Health Policy' and 'Work-related Injuries'.

5.02.1 Occupational Health and Safety Policy

Health Promotion Programme

With a view to fostering harmonious relationships between staff and their families, and to achieve the objective of 'labour and management working in unison towards a win-win outcome', the company organised its annual Staff Family Day trip—a two-day tour of the Yilan Traditional Arts Centre—from 18 to 19 July 2025. Seven staff members and 12 family members took part, with the company's total expenditure amounting to NT$53,375.

When appointing new staff, the Group provides medical examinations for new recruits and conducts regular health checks for existing staff. To address occupational health and safety training, relevant courses are held annually, covering topics such as electrical safety, the use and management of hazardous chemicals, and first aid training. In 2025, a total of 1,198 person-times participated, with a total of 536 hours of training delivered. With regard to fire safety, the Group regularly organises fire drills and seminars, either independently or in collaboration with local fire services, to help employees enhance their awareness of fire safety and their ability to respond to emergencies.

5.02.2 Occupational injuries

The Company did not experience any occupational injury incidents in the 2025 financial year.

本社工場（A 棟）での避難訓練の状況②

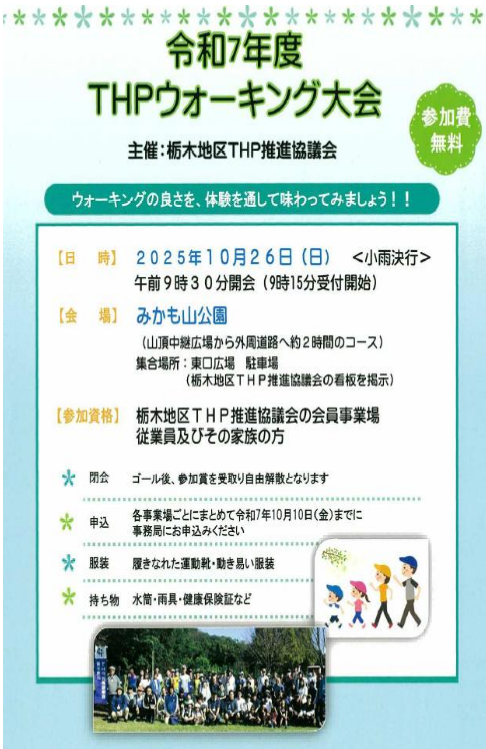

本社工場（経営棟）での避難訓


消火器の取り扱い訓練の

The Malaysian subsidiary included in the consolidated financial statements operates a staff canteen which provides nutritious and balanced meals every day. The meals are designed to include a combination of high-protein and high-fibre foods to help staff maintain good eating habits and good health. In addition, the drinking water in the canteen is supplied via filtration systems (brands: Cuckoo/Coway) to ensure water safety and hygiene, thereby further safeguarding staff's daily health needs.


Our subsidiaries in Japan and Vietnam regularly organise sports and hiking events, as well as team-building activities, to promote staff well-being and team spirit.





5.02.2 Occupational injuries

The Company did not experience any significant occupational injury incidents in the 2025 financial year.

5.03 Community involvement

For further details, please refer to the sections on ‘Investment in Infrastructure and Support Services’ and ‘Local Communities’, amongst others.

5.03.1 Investment in infrastructure and support services

We are actively responding to the United Nations Sustainable Development Goals (SDGs) and the ‘Taiwan Sustainable Development Goals’ established by the National Council for Sustainable Development under the Executive Yuan through specific targets and actions. By identifying, prioritising and selecting appropriate goals and taking action, the Company has, from multiple perspectives including corporate strategy and the operations of Group affiliates, identified the two indicators most relevant to its business: ‘SDG 4: Quality Education’ and ‘SDG 3: Good Health and Well-being’. In this way, it supports national sustainable development and actively fulfils its corporate social responsibility.

5.03.2 Local community

Community Engagement and Social Responsibility Activities

The Company’s Taiwan Holding Office, located in Guanxi Township, Hsinchu County, promotes various initiatives to foster good relations with the local community. By engaging with the local residents’ religious beliefs, the office donates bottled water bearing the ‘IKKA’ logo each year and participates in temple festivals, with the aim of creating a harmonious relationship where ‘the factory and the township are one family’. By the end of 2025, the holding office had a total of 10 staff members (including two seconded to overseas subsidiaries), five of whom were from Guanshi Township and neighbouring areas such as Longtan and Daxi in Taoyuan, accounting for 50 per cent of the workforce and demonstrating a strong sense of community belonging. Furthermore, on 28 November 2025, the company donated NT$10,000 to the Beishan Community Development Association in Guanxi Township, Hsinchu County, to make a modest contribution to promoting community development. It also participates from time to time in community birthday celebrations for senior citizens, thereby fostering close ties with neighbours.

Creating New Value Through Collaboration Between Industry, Government and Academia

Discussions were held with the ‘National Dahu Senior Agricultural and Industrial Vocational School’ to establish an industry-academia collaboration programme aimed at nurturing future industry talent, and to actively promote the Code of Sustainable Development.

國立
高級農工職業學
百週年校
ANNIVERSA

大湖創世紀
工立天地
湖農工百週年校慶
我的青春在湖農
我❤湖農
我❤湖農
我愛母校

6

Environmental aspects

6.01Climate Change Management

6.02Greenhouse Gas Management

6.03Energy Management

6.04Water Resource Management

6.05Waste Management

6.06 Biodiversity

6、 Environmental aspects

6.01 Climate Change Management

6.01.1Climate Policy and Emissions Reduction Commitments

In the face of the global warming crisis, as members of the global community, we are committed to supporting international efforts to reduce greenhouse gas emissions and Taiwan's 2050 reduction targets. We are actively carrying out a greenhouse gas inventory as the first step towards implementing reduction measures; by conducting this inventory, we aim to gain a clear understanding of the current situation, which will serve as the foundation for formulating concrete carbon reduction strategies. We hope that, by joining global efforts, our company can help mitigate the threats posed by climate change and minimise the impact of these changes on our business.

Policy Statement on Greenhouse Gas Management
In response to the global call for 'green and low-carbon' environmental protection, and as a responsible corporate citizen, our company is committed to fulfilling its corporate social responsibility. We are therefore actively conducting an organisational greenhouse gas inventory to accurately monitor and manage our current greenhouse gas emissions. Based on the results of this inventory, we are further advancing a greenhouse gas verification programme to demonstrate the importance we attach to the environmental and climatic impacts of greenhouse gas emissions on global warming. Our company is committed to supporting international efforts to reduce greenhouse gas emissions and to supporting the government's reduction targets, fulfilling our corporate social responsibility and complying with the environmental regulations set by both our customers and the government. We also educate our staff to ensure they understand these commitments and can proactively take effective measures to support them.

6.01.2Climate Governance

IKKA monitors the impact of climate change on its operational activities, integrates ESG principles (including climate-related issues) into its business strategy, and has established a Sustainability Committee, which reports to the Board of Directors at least once a year on significant progress made in sustainability during the year, as well as related discussions and resolutions. Please refer to section 2.03.1, 'The Board's Role and Achievements in Sustainability Governance'.

6.01.3 Assessing the impact of climate risks and opportunities on operations

To gain an understanding of climate-related risks and opportunities, IKKA, in accordance with the principles of the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations, has identified the impacts of climate-related risks and opportunities on its business, strategy and financial planning, and is actively developing solutions with a view to mitigating the operational and financial impacts of climate change and enhancing the organisation's climate resilience.

IKKA's current list of self-assessed physical risks, transition risks and climate opportunities is as follows:

Type	Short term (1–3 years)	中期（3～5 年）	長期（5 年以上）
Physical risk	● Extreme heavy rainfall events ● Drought and water shortages	● Supply chain disruptions caused by natural disasters	● Rise in average temperature
Transition risks	● Levying a carbon charge/carbon tax	● Tighter energy efficiency regulations and standards ● Requirement to use renewable energy or green electricity	● Requirement for net-zero emissions
Climate Opportunities	● Developing sustainable products and processes ● Improving energy efficiency ● Water use	● Renewable energy and green electricity ● Recycled materials	● Enhance IKKA's reputation

A review of past experience indicates that there have been two instances where the response was affected by the weather:

- Rising temperatures have led to an increase in air-conditioning electricity bills
- The factory premises were flooded due to heavy rainfall; sandbags were deployed as an emergency measure, and no damage or losses were incurred.

IKKA uses the TCFD framework as the basis for its management approach, combining it with the principle of materiality to examine the climate risks and potential opportunities facing the organisation, assess their impact, and formulate corresponding response strategies, with a view to enhancing the company's resilience and ability to adapt to the impacts of climate change. At the same time, IKKA continues to promote the institutionalisation of its risk management system and the standardisation of its processes. Through regular reviews and monitoring of the implementation of improvement measures, the company optimises management efficiency, mitigates the impact of future unforeseen climate events, and strengthens its capacity for sustainable operations.

Type	Contents	Financial implications	Response strategy
Physical risk	Extreme heavy rainfall has caused flooding	Revenue fell due to damage to equipment and production stoppages at the subsidiary's operational sites	● Regularly review the emergency facilities at the subsidiaries' operational sites
	Drought and water shortages	May affect production processes and day-to-day requirements	● Strengthen water management and water-saving measures ● Assess the use of alternative water sources and reclaimed water
	Natural disasters have caused supply chain disruptions	Revenue fell due to a decline in production at a subsidiary	● Developing alternative raw materials ● Find suppliers in other regions
	Rise in average temperature	The rise in electricity consumption has led to an increase in operating costs	● Regularly review the performance of the air-conditioning system ● Assess the thermal insulation performance of the external walls
Transition risks	Levying a carbon charge/carbon tax	Paying carbon charges or carbon taxes increases operating costs	● Promoting greenhouse gas reductions in conjunction with energy-saving schemes
	Tightening of energy efficiency regulations and standards	Replacing equipment that meets the standards has led to an increase in operating costs	● Review energy efficiency ● Strengthening green R&D and innovation
	Requirement to use renewable energy or green electricity	Increased operating costs due to the installation of renewable energy systems and the procurement of green electricity	● Improving energy efficiency ● Expanding the use of renewable energy
	Requirement for net-zero emissions	Operating costs have increased due to equipment replacement and the purchase of renewable energy certificates and carbon credits	● Strengthening green R&D and innovation ● Reducing carbon emissions from production processes
Opportunity	Developing sustainable products and processe	Increase the proportion of low-carbon products sold to attract customers and boost revenue	● Continued investment in the research and development of low-carbon products ● Emphasise the environmental benefits to clients
	Improving energy efficiency	A reduction in electricity costs	● Procurement of energy-efficient equipment ● Regularly monitor energy consumption
	Water Use	A reduction in water costs	● Procure water-saving equipment. ● Regularly monitor water usage

	Renewable Energy and Green Electricity	Reducing carbon emissions, attracting customers and boosting revenue	● Setting targets for the use of renewable energy and green electricity
	Recycled materials	Attracting customers and boosting revenue	● Invest in research and development to assess the feasibility of introducing recycled materials
	Enhancing IKKA's reputation	Improving access to finance and reducing the cost of capital	● Strengthening corporate climate governance ● Improve sustainability rating scores and build a positive image

For details of IKKA's greenhouse gas inventory and the proposed energy-saving and carbon reduction plan, please refer to Section 6.02, 'Greenhouse Gas Management'.

6.02 Greenhouse Gas Management

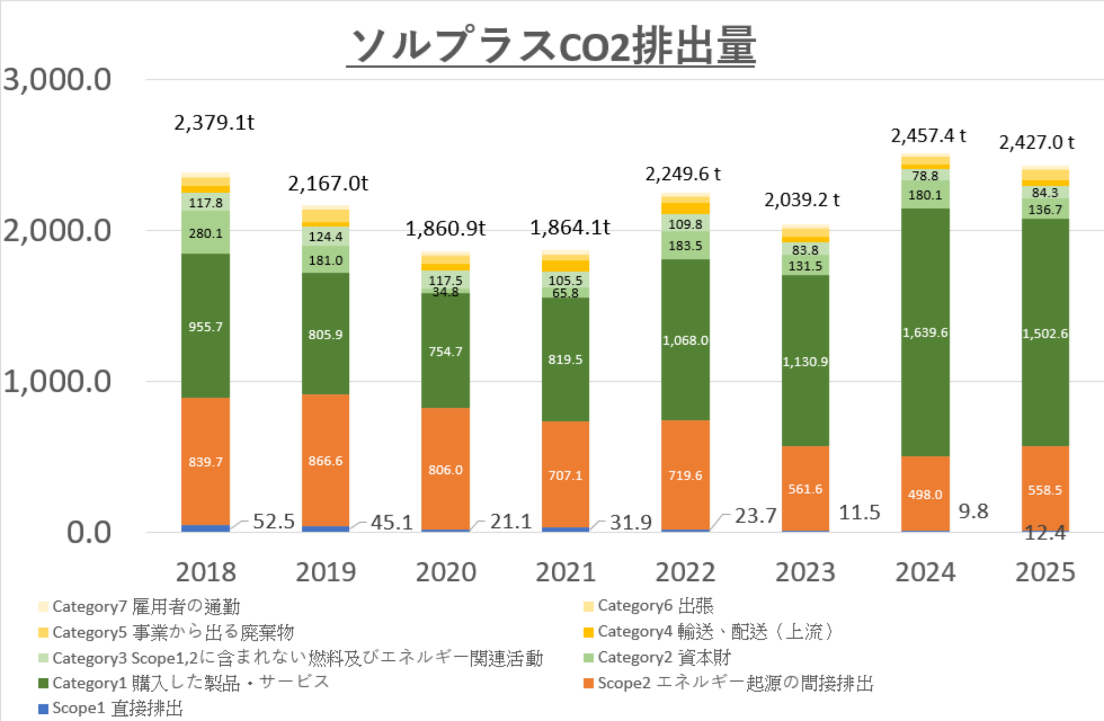
For further information, please refer to the sections entitled 'Strategies, Methods and Targets for Greenhouse Gas Management' and 'Greenhouse Gas Emissions', amongst others.

6.02.1 Strategies, Methods and Targets for Greenhouse Gas Management

1. Greenhouse gas management and reduction targets
In July 2025, our company (sole trader) completed the verification of its 2024 greenhouse gas emissions for the first time and obtained a verification report in accordance with the requirements of the ISO 14064-1:2018 standard. We plan to complete the verification of the 2025 inventory data against the ISO 14064-1 standard by late August 2026.

The greenhouse gas reduction management policies of our Japanese subsidiary, Sol-Plus Co., Ltd. (hereinafter referred to as 'SPJ'), and our Thai subsidiary, HIRAISEIMITSU (THAILAND) CO., LTD. (hereinafter referred to as 'HST'), including reduction targets, implementation measures and progress towards these targets, are set out below:
Environmental Policy: SBTi* (Science-Based Targets initiative): An initiative launched by international non-governmental organisations that requires private companies and various organisations to set greenhouse gas reduction targets based on scientific evidence, with a view to achieving the objectives of the Paris Agreement. It is operated by CDP, the World Resources Institute and the World Wide Fund for Nature. The SBTi certifies greenhouse gas reduction targets that are consistent with the Paris Agreement as science-based targets.

Reduction target: For Scope 1 and 2, the target is to achieve a 50 per cent reduction in GHG emissions by 2030, compared with 2018 levels.
Achievement status:



2. Greenhouse Gas Strategy and Specific Action Plan

In response to the global call for 'green and low-carbon' environmental protection, and as a responsible corporate citizen, our company is committed to fulfilling its corporate social responsibility. We are therefore actively conducting an organisational greenhouse gas inventory to accurately monitor and manage our current greenhouse gas emissions. Based on the results of this inventory, we are further advancing a greenhouse gas verification programme to demonstrate the importance we attach to the environmental and climatic impacts of greenhouse gas emissions on global warming.
Our company is committed to supporting international efforts to reduce greenhouse gas emissions and to supporting the government's reduction targets, fulfilling our corporate social responsibility and complying with the environmental regulations set by both our customers and the government. We also educate our staff to ensure they understand these commitments and can proactively take effective measures to support them.

6.02.2 Greenhouse gas emissions and emission intensity

Information on Greenhouse Gas Inventories：

Category	Project Description	2025	
		Emissions (metric tonnes of CO_2e)	Emissions intensity (Note 1)

Category 1	Direct greenhouse gas emissions	719.8661	0.0397
Category	Indirect greenhouse gas emissions from energy	12,721.8466	
Total		13,441.7127	

Note 1: Metric tonnes of CO_2e per 10,000 yuan of revenue for the current year (revenue for 2025 was 338,817 million yuan).

Note 2: Scope 3 emissions for 2025 are 8,971.477 CO2e.

Source: The Company and its subsidiaries in Malaysia, Soplus in Japan and Thailand included in the consolidated financial statements; other subsidiaries have not yet been included due to delays in data collection.

With the exception of the third-party audit report obtained by the Company for the 2024 financial year, the information set out above consists entirely of data derived from the Company's own internal audits conducted in accordance with the regulations of the relevant environmental protection authorities, and has not been verified by an accredited body.

6.03 Energy Management

For further information, please refer to the sections on 'Energy Use Policy' and 'Energy Consumption', amongst others.

6.03.1 Energy Use Policy

Energy Management Plan

IKKA fully recognises the importance of environmental protection. To effectively promote and implement environmental management, its factories in Tokyo, Japan, as well as those in Thailand, China, Malaysia and Vietnam, have all obtained ISO 14001 environmental management system certification, thereby establishing a comprehensive organisational framework, policies and relevant management procedures. Office operations are guided by the principles of energy conservation, carbon reduction and the efficient use of resources, with various management measures planned and implemented to minimise the environmental impact of its operations.

Energy Management Targets and Progress Towards Achieving Them

Region	Short-term	Mid-term	Long-term
Taiwan Office	1 per cent reduction	1.5% cumulative reduction	2% cumulative reduction

Note: 2025 is taken as the base year.

Implementation Status

As the energy management plan is to be drawn up in 2025, with 2025 serving as the base year, it is not yet possible to assess the extent to which the targets have been met.

Energy-saving measures

To improve energy efficiency and reduce our carbon footprint, the Company is implementing the following energy-saving measures at all its operational venues:

Procure electrical equipment bearing the Energy Saving Label.

Set the air conditioning temperature to between 26 and 28 degrees; encourage people to close doors behind them to prevent cool air from escaping.

Clean the air conditioning filters and the air conditioning unit regularly to maintain operational efficiency and avoid excessive electricity consumption.

All electrical lighting equipment has been fully replaced with LED luminaires.

Continue to promote energy-saving practices and display reminder notices.

Promote energy-saving policies, such as ensuring lights are switched off in public areas whenever possible and setting office equipment to energy-saving mode.

Future Plans

We plan to introduce a smart energy monitoring system to enable real-time monitoring and analysis of electricity consumption. The aim is to use data to improve the accuracy of energy management decisions and, by gradually expanding the scope of energy-saving measures, to actively move towards low-carbon operations.

6.03.2 Energy consumption

Types of energy		Unit	2024 年	2025 年
Non-renewable energy	Petrol	litre	33,873.71	28,327.49
		gigajoule (GJ)	1,107.67	926.31
	Diesel	litre	67,977.62	74,739.93
		gigajoule (GJ)	2,447.19	2,690.64
	Natural gas	cubic meter	-	-
		gigajoule (GJ)	-	-
	Heavy oil, fuel oil	kiloliter	-	-
		gigajoule (GJ)	-	-
	Purchased	kW·h	32,251,498	31,393,952

	electricity	gigajoule (GJ)	116,105.39	113,018.23
Renewable energy	Solar power	kW·h	174,099	173,295.72
		gigajoule (GJ)	626.76	623.86
Total energy consumption		gigajoule (GJ)	120,287	117,259
Percentage of electricity in the grid			96.52%	96.38%
Percentage of renewable energy			0.52%	0.53%

Source: Parent and subsidiary companies included in the consolidated financial statements.

6.04 Water Resource Management

For further information, please refer to the sections on 'Water Resource Management or Reduction Targets' and 'Water Consumption', amongst others.

6.04.1 Water resource management or reduction targets

Water Resource Management

Conserving water and protecting water resources are among the environmental issues that IKKA prioritises. Our Taiwan office is a holding company and generates only domestic wastewater; water consumption is not a material issue for the company.

Promote the concept of water conservation among staff and encourage them to take practical steps such as turning off taps when not in use.

An immediate reporting mechanism ensures that any damage or leaks in the water supply equipment are repaired straight away, thereby preventing water wastage.

Adjust the flow rate of the water supply fitting or the water-saving valve, and use sanitary ware bearing the water-saving certification mark.

6.04.2 Water usage

Water Consumption Audit

Unit: tonnes

Year/Project	The company's water consumption	Water consumption by subsidiaries	Total
2025	45	94,581	94,626
2024	13	89,470	89,483

Source: Parent and subsidiary companies included in the consolidated financial statements.

Project		2024	2025
	Tap water	49,121	53,989

Water intake	consumption		
	Surface water consumption	-	-
	Groundwater consumption	40,362	40,637
Recovered water volume		-	-
Total water consumption		89,483	94,626
Gross tonnage		38,301	33,468
Total water consumption		51,182	61,158

Water resource management or reduction targets:
Using 2024 as the base year, the target is to reduce water consumption per unit of turnover by an average of 1 per cent annually.
In 2025, the Company's water consumption rose due to a burst water pipe that could not be repaired in time; meanwhile, the subsidiary's water consumption increased as it sprayed water onto the factory roof to cool the building during the summer heatwave.

6.05 Waste Management

For further information, please refer to the sections on 'Waste Management or Reduction Targets' and 'Waste Generation', amongst others.

6.05.1 Waste management or reduction targets

Using 2024 as the base year, the target is to reduce the volume of household waste by 1 per cent annually. All commercial waste must be handed over to waste management operators approved by the Ministry of the Environment for processing. Operators are required to recycle, reuse or incinerate the waste, thereby achieving zero landfill and a waste transfer rate of 100 per cent.

Waste Reduction Management Policy
Our Taiwanese office is a holding company, whose primary function is to support the operations of our stakeholders. General household waste is entrusted to professional, accredited waste collection companies for transport to waste-to-energy plants for incineration; recyclable materials are handed over to recycling contractors for processing and reuse, thereby reducing pollution and harm to the environment.

Promotional measures
Promoting staff participation: Through training and awareness-raising activities, we encourage staff to play an active role in waste management, raise awareness and work together to promote environmental protection.

Enhancing resource recovery: Strengthening the recovery and reuse of materials such as paper, plastic and metal, and establishing effective recovery channels with specialist contractors.
Waste and Plastic Reduction: Moving step by step towards a complete ban in 2030, in line with the government's initiative to reduce the use of four types of single-use plastic items—plastic straws, beverage cups, shopping bags and disposable cutlery—by using reusable cups or reusable containers bearing an eco-label.

6.05.2 Waste Generation

Unit: tonnes

Types of waste	Disposal methods	2024	2025
General waste	Outsourced waste collection	577.702	518.059
	Reuse	42.000	67.500
	Other (Note)	18.700	10.800
General commercial waste	Outsourced waste collection	155.500	175.000
	Incineration	40.000	28.100
	Burial	105.000	54.200
	Heat treatment	58.270	84.350
	Physical treatment	-	-
	Reuse	308.405	385.647
	Store at current location	80.760	0.786
	Other	-	-
Hazardous industrial waste	Outsourced waste collection	1.761	1.754
	Incineration	-	-
	Burial	-	-
	Heat treatment	-	-
	Physical treatment	-	-
	Reuse	-	-
	Store at current location	0.202	0.165
	Other	-	-
Total		1,388.30	1,326.36
Proportion of hazardous waste		0.01455%	0.01244%
Percentage of recycling		25.240%	34.165%

(Note): Offcuts from mould machining.

Source: Parent and subsidiary companies included in the consolidated financial statements, excluding the Thai factory

6.06 Biodiversity

For further details, please refer to the sections on 'Biodiversity Policy and Impact

Management' and 'Results of the Biodiversity Impact Assessment'.

6.06.1 Biodiversity Policy and Impact Management

Biodiversity Policy

Our company fully recognises the crucial role that biodiversity and the prevention of deforestation play in maintaining ecological balance and climate stability. Whilst expanding the scale of our operations, we strictly adhere to the principles of preserving biodiversity and preventing deforestation, and actively promote positive actions for nature.

Biodiversity Impact Management

When planning and implementing renewable energy projects, the Group carefully assesses the potential impacts on biodiversity prior to the commencement of each project and, wherever possible, avoids carrying out operational activities in ecologically sensitive areas. Where this cannot be entirely avoided, every effort is made to minimise disturbance or damage to species' habitats and ecosystems through measures such as engineering design and construction scheduling.

6.06.2 Results of the biodiversity impact assessment

IKKA's global operational sites are primarily located in industrial estates, and none of them carry out operational activities within areas of high biodiversity importance. Nevertheless, we attach great importance to the ecological resources surrounding our sites; we conduct ecological surveys of the areas adjacent to our sites and propose measures to avoid, restore and offset the impacts of our operational activities on biodiversity.

7

Appendix

7.01Appendix 1: GRI Content Index Table
7.02 Appendix 2: Climate-related information
7.03 Appendix 3: SASB Content Index

7、Appendix

7.01 Appendix 1: GRI Content Index Table

GRI content index table description

Terms of Use	IKKA-KY has reported on the period from 1 January to 31 December 2025 in accordance with the GRI Guidelines.
GRI Standard 1 applied	GRI 1: Core 2021
Applicable GRI Sector Guidelines	None

GRI Content Index

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
General Disclosure				
GRI 2: General Disclosure 2021				
2-1	Organizational details	1.02 About the Company	4	
2-2	Entities included in organizational sustainability reporting	1.03.3 Reporting Boundaries and Scope	6	
2-3	Reporting period, frequency and contact person	1.03.2 Reporting Period and Frequency 1.03.6 Responsible Entity for Perpetual Reporting	5 6	
2-4	Information Recompilation	1.03.4 Information Recompilation	6	
2-5	External guarantee/assurance	1.03.5 External Assurance/Warranty Situation	6	
2-6	Activities, value chains and other business relationships	1.02 About Us 4.08 Supplier Management	4 36	
2-7	Staff	5.01.2.1 Staff Structure	38	
2-8	Non-staff workers	5.01.2.2 Non-staff structure	40	
2-9	Governance Structure and Composition	2.02.1 Governance Framework for Promoting Sustainable Development 2.03.2.1 Membership and Diversity	8 12 15	

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
		2.03.3 Structure and Operation of Functional Committees		
2-10	Nomination and Selection of the Highest Governing Body	2.03.2.3 Nominations and Selection	14	
2-11	Chair of the highest governing body	2.03.2.2 Operational Status 2.03.2.4 Avoidance of Conflicts of Interest	10 11	
2-12	The Role of the Highest Governing Body in Overseeing Impact Management	2.03.1.1 Roles and Oversight in Sustainability Management	12	
2-13	Head of Impact Management	2.02.1 Governance Framework for Promoting Sustainable Development	8	
2-14	The Role of the Highest Governing Body in Sustainability Reporting	2.03.1.1 Roles and Oversight in Sustainable Governance	12	
2-15	Conflict of interest	2.03.2.4 Avoidance of Conflicts of Interest	11	
2-16	Communicating Key Events	2.02.2 Operational Status	8	
2-17	Collective wisdom of the highest governing body	2.03.1.3 Continuing professional development in sustainable development	11	
2-18	Performance Assessment of the Highest Governing Body	2.03.1.2 Performance Assessment of the Oversight of Sustainable Management	12	
2-19	Remuneration Policy	2.03.2.5 Remuneration Policy	11	
2-20	Remuneration Decision-Making Process	2.03.2.5 Remuneration Policy	11	
2-21	Annual Total Remuneration Ratio	2.03.2.5 Remuneration Policy	11	Due to confidentiality restrictions, we are unable to disclose this information at present.
2-22	Statement on Sustainable	2.01 Sustainable Development Strategy	8	

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
	Development Strategy			
2-23	Policy Commitments	4.02.1 Business Ethics Philosophy, Policies and Code of Conduct 5.01.1 Human Rights Policy and Commitment	28 37	
2-24	Inclusion in policy commitments	4.03.1 Business Ethics Philosophy, Policies and Code of Conduct 5.01.1 Human Rights Policy and Commitment	28 38	
2-25	Procedures for mitigating negative impacts	4.03 Communication Channels and Appeals Mechanisms	30	
2-26	Mechanisms for seeking advice and raising concerns	4.03 Communication Channels and Appeals Mechanisms	30	
2-27	Regulatory Compliance	4.04.2 Regulatory Compliance	32	
2-28	Membership of trade associations and professional bodies	4.06 Participation in various societies and organisations	34	
2-29	Stakeholder Engagement Policy	3.01 Stakeholder Consultation	17	
2-30	Collective Agreement	5.01.5 Collective Agreements	43	
Key Themes				
GRI 3: Material Topics 2021				
3-1	The process for deciding on major themes	3.02 The Process for Determining Major Themes	20	
3-2	List of Major Themes	3.03 List of Major Themes	21	
3-3	Management of Major Themes	3.04 Management of Significant Issues	23	
GRI 201: Economic Performance 2016				
201-1	The direct economic value generated and distributed by the organisation	4.01 Economic Performance	28	
201-2	The financial implications of climate change and other associated risks and opportunities	6.01 Climate Change	49	
GRI 202: Market Position 2016				
202-2	The proportion of local residents employed in senior management roles	5.01.3 Diversity, Inclusion and Equality in the Workplace	40	

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
GRI 203: Indirect Economic Impacts 2016				
203-1	Investment in Infrastructure and the Development and Impact of Support Services	5.03.1 Investment in Infrastructure and Support Services	46	
GRI 205: Anti-corruption 2016				
205-1	Operational sites where a corruption risk assessment has been carried out	4.02.1 Business Ethics Philosophy, Policies and Code of Conduct 4.02.2 Anti-corruption mechanisms	28 29	Promoting integrity through ethical business practices
205-2	Communication and training on anti-corruption policies and procedures	4.02.1 Business Ethics Philosophy, Policies and Code of Conduct 4.02.2 Anti-corruption mechanisms	28 29	Promoting integrity through ethical business practices
205-3	Confirmed cases of corruption and actions taken	4.02.1 Business Ethics Philosophy, Policies and Code of Conduct 4.02.2 Anti-corruption mechanisms	28 29	Promoting integrity through ethical business practices
Environmental aspects				
GRI 302: Energy 2016				
302-1	Energy consumption within the organisation	6.03.2 Energy consumption	54	
GRI 303: Water and Effluent 2018				
303-3	Water intake	6.04.2 Water consumption	55	
303-4	Water intake	6.04.2 Water consumption	55	
303-5	Water intake	6.04.2 Water consumption	55	
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) greenhouse gas emissions	6.02.2 Greenhouse gas emissions	53	
305-2	Indirect (Scope 2) greenhouse gas emissions from energy	6.02.2 Greenhouse gas emissions	53	
305-3	Other indirect (Scope 3) greenhouse gas emissions	6.02.2 Greenhouse gas emissions		53
305-4	Greenhouse gas emission intensity	6.02.2 Greenhouse gas emissions	53	

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
305-5	Reduction in greenhouse gas emissions	6.02.1 Strategies, Methods and Targets for Greenhouse Gas Management	52	
305-6	Emissions of ozone-depleting substances	6.02.2 Greenhouse gas emissions	(Omitted)	Zero emissions
GRI 306: Waste 2020				
306-1	Waste generation and significant impacts associated with waste	6.05.1 Waste management or reduction targets	56	
306-2	Management of Significant Impacts Related to Waste	6.05.1 Waste management or reduction targets	56	
306-3	Waste generation	6.05.2 Waste Generation	56	
306-4	Disposal and Transfer of Waste	6.05.2 Waste Generation	56	
306-5	Direct disposal of waste	6.05.2 Waste Generation	56	
GRI 308: Supplier Environmental Assessment 2016				
308-2	Negative environmental impacts within the supply chain and the actions taken	Negative environmental impacts within the supply chain and measures taken	36	
Social Affairs				
GRI 401: Labour-Management Relations 2016				
401-1	New recruits and departing staff	5.01.3 Diversity, Inclusion and Equality in the Workplace	40	
401-2	Benefits provided to full-time staff (excluding temporary or part-time staff)	5.01.4 Employee Rights and Benefits	41	
GRI 403: Occupational Health and Safety 2018				
403-6	Workplace Health Promotion	5.02.1 Occupational Health and Safety Policy	44	
GRI 404: Training and Education 2016				
404-1	Average number of training hours per employee per year	5.01.6 Talent Development and Training	43	
GRI 405：Workforce Diversity and Equal Opportunities 2016				
405-1	Diversity in Management and the Workforce	2.03.2.1 Membership and Diversity 5.01.3 Employee Diversity, Inclusion and Equality	10 40	
GRI 406 Non-discrimination 2016				
406-1	Incidents of discrimination and corrective measures	5.01.3 Diversity, Inclusion and Equality in the Workplace	40	

serial number	Exposure Project	Corresponding chapters	page number	Notes/Omitted Explanation
	taken by the organisation			
GRI 408 Child Labour 2016				
408-1	Significant risks of child labour at operational sites and among suppliers	5.01.1 Human Rights Policy and Commitment	38	
GRI 413: Local Communities 2016				
GRI 416: Customer Health and Safety 2016				
416-1	Assessing the impact of product and service categories on health and safety	4.07.1 Customer Health and Safety	35	
416-2	Incidents involving breaches of health and safety regulations relating to products and services	4.07.1 Customer Health and Safety	35	

7.02 Appendix 2: Climate-related information

Project	Contents	Corresponding chapter	Page number
1	Describe the Board's and management's oversight and governance of climate-related risks and opportunities.	6.01 Climate Change	49
2	Explain how the identified climate risks and opportunities affect the company's operations, strategy and finances (in the short, medium and long term).	6.01 Climate Change	49
3	Describe the financial impact of extreme weather events and transition measures.	6.01 Climate Change	50
4	Explain how the processes for identifying, assessing and managing climate risks are integrated into the overall risk management system.	6.01 Climate Change	50
5	Where scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analytical factors and key financial impacts employed should be disclosed.	6.01 Climate Change	50
6	If there is a transition plan to address climate-related risks, please describe the content of that plan, as well as the indicators and targets used to identify and manage both physical and transition risks.	6.01 Climate Change 6.02.1 Strategies, Methods and Targets for Greenhouse Gas Management	49 52
7	If internal carbon pricing is used as a planning tool, the basis for setting the price should be explained.	The company does not currently use internal carbon pricing as a planning tool.	-

8	Where climate-related targets have been set, details should be provided regarding the activities covered, the scope of greenhouse gas emissions, the planning timeframe and annual progress towards these targets; where carbon offsets or Renewable Energy Certificates (RECs) are used to meet such targets, the source and quantity of the carbon reductions offset, or the quantity of Renewable Energy Certificates (RECs), should be specified.	6.01 Climate Change 6.02.1 Strategies, methods and targets for greenhouse gas management	50 52
9-1-1	Information on the company's greenhouse gas inventories for the last two financial years.	6.02.2 Greenhouse gas emissions	53
9-1-2	Confirmed greenhouse gas data for the company for the last two financial years.	6.02.2 Greenhouse gas emissions	53
9-2	Greenhouse gas reduction targets, strategies and specific action plans.	6.02.1 Strategies, Methods and Targets for Greenhouse Gas Management	52

7.03 Appendix 3: SASB Content Index

I IKKA adheres to the Sustainability Accounting Standards Board (SASB) – Transportation/Auto Parts sector-specific standards as the basis for its disclosure items.

Topic	Indicator Number	Category	Units of measurement	Response
1. Energy Management				
1.1 Total energy consumption	TR-AP-130a.1	Quantification	GJ	117,259
1.2 Percentage of Electricity in the Grid	TR-AP-130a.1	Quantification	%	96%
1.3 Recycling rate	TR-AP-130a.1	Quantification	%	0.53%
2. Waste Management				
2.1 Total weight of waste generated from manufacturing	TR-AP-150a.1	Quantification	m.t	1,326.36
2.2 Percentage of harmful substances	TR-AP-150a.1	Quantification	%	0.01244%
2.3 Percentage of recycling	TR-AP-150a.1	Quantification	%	34.165%
3. Product Safety				
3.1 Number of recall announcements and total number of units recalled	TR-AP-250a.1	Quantification	Quantity	Not applicable
4. Design for Fuel Efficiency				
4.1 Revenue from products designed to improve fuel efficiency or reduce emissions	TR-AP-410a.1	Quantification	Currency of denomination	Not applicable
5. Acquisition of materials				
5.1 Description of risk	TR-AP-440a.1	Quantification	Not applicable	For further details,

Topic	Indicator Number	Category	Units of measurement	Response
management relating to the use of critical materials				see 4.04 Risk Management
6. Material efficiency				
6.1 Percentage of recyclable products sold	TR-AP-440b.1	Quantification	%	60%
6.2 Percentage of recycled or remanufactured content in the input materials	TR-AP-440b.2	Quantification	%	25%
7. Competitive behaviour				
7.1 The total monetary loss resulting from legal proceedings relating to anti-competitive conduct legislation	TR-AP-520a.1	Quantification	Currency denomination	0
8. Activity Indicators				
8.1 Number of parts produced	TR-AP-000.A	Quantification	PCS	270,271
8.2 Weight of manufactured parts	TR-AP-000.B	Quantification	Not applicable	Not applicable
8.3 Area of the manufacturing premises	TR-AP-000.C	Quantification	square metres	181,132.44