Stock Sode：2250
Search the annual on the below website: (Website：
https://mops.twse.com.tw/mops/#/web/home
http://ikka.com.tw)

IKKA HOLDINGS (CAYMAN) LIMTED

2025 ANNUAL REPORT

Date of publication: 15 May 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.

I. Names, titles, contact numbers, and email addresses of the spokesperson and acting spokesperson:

Speaker's Name:Hu Shiang-Chi Title: Chairman and Chief Strategy Officer

Contact number:886-3-5870928 Email address:ikka@ikka.com.tw

Acting spokesperson:CHIANG SHOU-YEN Title: Chief Financial Officer

Contact number:886-3-5870928 Email address:chris.chiang@ikka.com.tw

II. Addresses and telephone numbers of the head office, branch offices, and factories

(I) Head Office

Name: IKKA Holdings(Cayman) Limited.

Address:P.O.Box472,2nd.Floor,Harbour Place,103 South Church Street, George Town, Grand Cayman KY1-1106,Cayman Islands.

Website:http://www.ikka.com.tw

Tel:886-3-5870928

(II) Taiwan Liaison Office

Name: IKKA Holdings Corporation Taiwan Branch ("IKKA Taiwan Branch")

Address:No. 3-1, Shenkengzi, Guanxi Town, Hsinchu County

Tel: 886-3-5870928

(III) Japanese Subsidiary

Name: DaiichiKasei Co.,Ltd.

Address: Daiichi Kasei Co.,Ltd Japan plant: 154 Shimokoyama, Shimano City, Tochigi Prefecture

Tel: 0285-53-7211

Name: SOL-PLUS CO.,LTD.

Address: 22-9 Hirai Hinodemachi Nishitamagun Tokyo,JAPAN

Tel: 81-42-588-0731

(iv) Subsidiaries in Mainland China

Name:Technology DongGuan Co.,Ltd.

Address: No.15, Shilong Information Technology Industrial Park, Xihu District, Shilong Town, Dongguan City, China

Tel: 86-769-39018668

Name:Dongguan Ashine Precision Plastics Co.,Ltd.

Address: 8th Floor, Building 1, Factory No. 1, No. 78 Wenquan South Road, Shilong Town, Dongguan City, Guangdong Province, China.

(V) Vietnam Subsidiary

Name:IKKA Technology(Vietnam)Co.,Ltd.

Address:Lot 6.3,Tan Truong Industrial Zone Cam Giang,Hai Duong,Vietnam

Tel: 0320-357-0188

(VI) Malaysian subsidiary

Name:M.A.C Technology(Malaysia)Sdn.Bhd.

Address: Lot 16, Jalan Bunga Tanjung 2 Senawang Industrial Park 70400 Seremban Negeri Sembilan Darul Khusus

Tel: 606-678-1311

(VII)Thailand subsidiary

Name: Hiraiseimitsu(Thailand)Co.,Ltd.

Address:600/37 Moo 11,Sukhapiban 8 Road,Nongkham,Sriracha,Chonburi 20230.

Tel: +6638-481340-3

(VIII) Hong Kong Subsidiaries

Name: IKKA (Hong Kong) Co., Limited.

Address:UNIT A56, 29/F. LEGEND TOWER, 7 SHING YIP STREET, KWUN TONG KOWLOON HK

Tel: (852)2110-2990

III. **Name, address, website, and telephone number of the stock transfer agency:**

Name:Commercial Agency Department, CTBC Bank Co., Ltd.

Website:https://www.ctbcbank.com/

Address:5F., No. 83, Sec. 1, Chongqing South Road, Zhongzheng District, Taipei City 100, Taiwan

Tel: 02-6636-5566

IV. Name, firm name, address, website, and telephone number of the accountant who issued the most recent annual financial report:

Accountant Names: Man-Yu Juanlu (Accountant), CAI, YI-TAI (Accountant)

Firm Name: PricewaterhouseCoopers, Taiwan

Website:http://www.pwc.tw

地址：27F., No. 333, Sec. 1, Keelung Road, Xinyi District, Taipei City 110, Taiwan

Tel: 02-2729-6666

V. Names of trading venues for overseas securities and methods for accessing information about such overseas securities: Not applicable.

VI. Company website: http://www.ikka.com.tw

VII. List of the Company's Board of Directors

Job title	Name	Nationality or place of registration	Main experience (education)
Chairman	ABICO AVY Co., Ltd.	ROC	-
	Representative: Hu Shiang-Chi	ROC	MSc in International Business, National Taiwan University General Manager, Global Sales Business Group
Director	ABICO AVY Co., Ltd.	ROC	-
	Representative: Tong Chun - Jen	ROC	New Jersey Institute of Technology MSc in Computer Science Board Director, Canon International Co., Ltd.
Director	ABICO AVY Co., Ltd.	ROC	-

	Representative: Tong Chun-YI	ROC	MSc in LSI (Large Scale Integration), Waseda University BA in Economics, University of Southern California Vice Chairman of the Board, Ability Innovation Co., Ltd.
Director	ABICO AVY Co., Ltd.	ROC	-
	Representative: Obara Masami	JPN	Omiya Technical High School, Saitama Prefecture, Japan
Director	YUYA TAKAHASHI	JPN	Takarazuka University Graduate SchoolBA, Kansai Gaidai University
Director	SHIMPEI SUGIYAMA	JPN	LLB (Bachelor of Laws), Meiji University
Independent Directors	Chen Wei-Yu	ROC	MBA, University of California BA in International Trade, National Chengchi University Audit Partner, Deloitte & Touche
Independent Directors	Lin, Tien- Sung	ROC	BA in Business Administration, Soochow University Taiwan High Speed Rail Corporation (THSRC) Vice President, EVA Airways Corporation Assistant Vice President, Evergreen Marine Corp.
Independent Directors	Chen Che-Sheng	ROC	MSc & PhD in Materials Science, The University of Tokyo MS in Industrial Engineering and Management, Stanford University Board Director, China Steel Structure Co., Ltd.

VIII. Name, title, contact number, and email address of the litigation and non-litigation agents within the territory of the Republic of China.

Agent's Name: Hu Shiang-Chi Job Title: Chairman and Chief Strategy Officer

Tel: 886-3-5870928 Email：ikka@ikka.com.tw

IKKA Holdings (Cayman) Limited

Table Of Contents

I. Letter to Shareholders

Ladies and gentlemen, shareholders:

Looking back at 2025, the global economy faced sluggish demand in end-user markets due to escalating trade wars and expanding geopolitical risks, resulting in a slowdown in growth in both the Chinese and global markets. Despite the challenging external economic environment, thanks to the dedicated efforts of all our staff and the proactive implementation of production line automation, the Company maintained solid overall operating results. In 2025, First Chemical Holdings recorded consolidated revenue of NT$3.388 billion, net profit after tax of NT$124 million, and earnings per share (EPS) of NT$3.99. First Chemical Holdings continues to adjust its strategic direction to mitigate the impact of broader market shifts, developing long-term plans for the Group's automotive-related industrial layout. The company is fully committed to expanding production capacity and establishing a new energy vehicle R&D centre, whilst collaborating with major Japanese automotive manufacturers such as Toyota, Honda, Nissan and other major Japanese automotive manufacturers, to continue collaborating on the development of next-generation products and components for future electric vehicle models. Furthermore, by integrating the Group's high-quality resources in Taiwan within the fields of optics and electronic modules (such as the Driver Monitoring System (DMS)), the Company is introducing these solutions to its existing Japanese client base, thereby creating new added value for customers and expanding new business opportunities in automotive electronics driven by the development of electric vehicles. Furthermore, building upon our existing business foundations and client relationships, the Group has, through its affiliated companies, participated in investments within the robotics sector, jointly investing in the US collaborative robotics start-up Mantis Robotics. Amazon is currently the largest shareholder in Mantis. The primary aim of this investment is to establish relevant supply chains, serve a broader client base, expand product sales channels, and thereby enhance overall corporate value and shareholder returns. We hope that our shareholders will continue to offer their support and encouragement.

1. Operational Results for Y2024

(1) Business plan implementation results:

(In Thousands of New Taiwan Dollars)

Item	Y2025	Y2024	Amount Change	Percentage Change (%)
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%

(2) Budget implementation: As, in accordance with the "Regulations Governing the Publication of Financial Forecasts of Public Companies", the Company is not required to disclose financial information for Y2025, it is therefore not applicable.

(3) Analysis of Financial Results and Profitability:

Item		Y2025	Y2024
Financial Structure (%)	Debt to Assets Ratio(%)	41%	48%
	Long-term Capital to Fixed Assets Ratio(%)	364%	343%
Solvency (%)	Current Ratio(%)	244%	220%
	Quick Ratio (%)	207%	190%
Profitability (%)	Return on Assets(%)	3.62%	4.83%
	Return on Stockholders' Equity(%)	5.94%	9.16%
	Net Profit Ratio(%)	3.65%	4.60%
	Basic Earnings per Share	3.99	6.17

(4) Research and development status

Our Japanese factory was established in 1963 and has worked in the field of precision plastic injection molding for 60 years. Over the years, we have continued developing and refining our technologies in plastic injection molding, gear module assembly, product measurement and evaluation, and process improvement. Under the trend of the decreasing cost of parts in recent years, the market demand for compound molding is growing rapidly. To meet this demand, the need for production equipment to switch from horizontal to vertical molding machines is also increasing. The Company has gradually introduced vertical molding machine to build a production system to fulfill market demand. To continue to produce injection molding products with higher precision and a larger variety, the Company continues to conduct research and development in the automobile and housing industries, combining this with the Company Group's technological skills to conduct research and development in the design and manufacturing of production processes, molds, automated processes, and gear modules of high-performance materials to meet customer demands.

Research and Development Expenses for the Last Two Years

(In Thousands of New Taiwan Dollars)

Item \ Year	2025	2024
R&D Expenses (A)	33,729	36,372
Revenue (B)	3,388,172	3,687,628
(A)/(B)	1.00%	0.99%

2. Summary of the 2026 Business Plan

I. Research and development status

i. The Company maintains close partnerships with first-tier suppliers and continues to collaborate with them in the development and design of various products in response to the future trend of electrification, electronics, automation and light weighting in the automotive industry.

ii. Continue to deepen and develop product cooperation projects and actively compete for orders.

iii. Strengthen the management efficiency of the factory, optimize the production process and production technology to reduce costs and improve production yields.

iv. Continue to introduce operational automation to reduce labor requirements.

v. In response to global trends in the development of new energy vehicles, AI, robotics and other sectors, the Company will continue to integrate cross-sector development of related businesses by leveraging its industry networks and Group resources.
Building on the expertise of our Japanese subsidiaries in the development of mechanical systems, and capitalising on the flexibility and strengths of our Taiwanese subsidiaries in optical and electronic modules, we will simultaneously integrate new business opportunities arising from the interconnection between Japanese and Taiwanese enterprises across various industries.

II. Expected Sales Volume and its Basis:

In our automotive components and home appliance components businesses, we continue to maintain strong collaborative development relationships with our clients, sustaining a profit-sharing sales model. At the same time, we are deepening our engagement with the Japanese client market, expanding our development efforts in new energy vehicles and smart home appliances, whilst simultaneously enhancing our production processes to strengthen our competitive edge in the market. We anticipate steady growth in full-year sales, revenue and profits for 2026. We will also continue to implement sound financial planning to ensure the company has a robust financial structure capable of supporting future business growth.

3. The impact of the external competitive environment, the regulatory environment, and the overall business environment on the Company's future development strategy.

(1) Future Development: The Company is actively developing parts and modules for the automotive industry. As the global awareness of environmental protection is on the rise, lightweight and low fuel consumption are the future trends of the automotive industry. In the future, automotive parts and components will develop in light weight, automation, and electronics, and it is expected that the application of plastic materials in automotive parts and components will become more extensive. With its "Precision Plastic Injection Molding Technology" and "Plastic Gear Module Technology", the Company will be able to replace some metal parts

of automobiles. By actively laying out the automobile industry market in line with the future market application trend will contribute to the future operation and expansion of the Company.

(2)Impact of Regulatory Environment: The Company follows national policies and laws and regulations and has a firm grasp of important policies or legal changes in the financial, audit and legal affairs related units to comply with regulations and ensure smooth operations of the Company.

(3)Impact of the General Business Environment: Due to the increasing complexity of the general business environment, the Company will evaluate the resource investments and business strategies regarding the industry overview, general economic development observation, and integrate internal technology and development resources to seek the best business opportunities.

Chairman Hu, Shiang-Chi
General Manager Obara Masami
CFO Chiang, Shuo-Yen

II. Company Profile

1. Establishment Date and Group Overview

IKKA Holdings (Cayman) Limited (hereinafter referred to as "the Company" or "First Chemical") was established on March 31, 2016, in the Cayman Islands. The company's shares have a par value of NT$10 per share. In January 2020, the company acquired 100% of DaiichiKasei Holdings Co., Ltd. through a share exchange, becoming the holding company for listing in Taiwan. As of the date of this annual report, the company's operations span Japan, China, Vietnam, Malaysia, and Thailand, with decades of experience in the design, development, and manufacturing of plastic automotive parts and modules.

The company and its subsidiaries, including DaiichiKasei Co., Ltd. (Japan IKKA), Dongguan First Chemical Precision Injection Molding Co., Ltd. (Dongguan IKKA), IKKATechnology (Vietnam) Co., Ltd. (Vietnam IKKA), M.A.C Technology (Malaysia) Sdn. Bhd. (Malaysia IKKA), and IKKA (Hong Kong) Co., Limited (Hong Kong IKKA), are collectively referred to as "the Group". The Group's main products include precision plastic injection molded parts and modules for automobiles and electric vehicles, parts for office machinery, parts for residential equipment, and others. The group, with extensive manufacturing experience and exceptional product development capabilities, consistently adheres to a design-development-to-mass production approach to ensure customer satisfaction.

On June 30, 2022, the board of directors of the company approved the acquisition of 100% of Sol-Plus (HK) Co., Limited (hereinafter referred to as Sol Plus) from its parent company, Neng-Lǜ Innovative Inc. and Neng-Lǜ One Venture Investment Co., Ltd., and related company Neng-Lủ Asia Capital Co., Ltd., via a cash and share exchange transaction (hereinafter referred to as the Acquisition). The acquisition is designed to strengthen collaborative relationships in order to compete more effectively in the electric vehicle supply chain market. The total acquisition amount is approximately NT$300 million. This includes the planned issuance of no more than 2,105,408 new shares; the exchange ratio for ordinary shares is one IKKA ordinary share for 2.1611 Sol Plus shares; and the acquisition closing date is September 1, 2022. Upon completion of the acquisition, Sol Plus will become a wholly-owned subsidiary of IKKA.

At a board meeting held on 30 June 2022, the Company approved the acquisition of 100% of the equity in Sol-Plus (HK) Co., Limited (hereinafter referred to as "Sol Plus") through a cash and share swap arrangement (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. The aim is to jointly capture the electric vehicle supply chain market through a closer cooperative relationship. The total consideration for this acquisition is approximately NT$300 million, of which it is anticipated that no more than 2,105,408 new shares will be issued; the share exchange ratio is 2.1611 shares of Sol Plus for every one share of IKKA ordinary stock; the closing date for the acquisition is 1 September 2022. Upon completion of this acquisition, Sol Plus will become a wholly-owned subsidiary of IKKA.

On 1 November 2025, the Company acquired 100% of the equity in SHINE TRADE INTERNATIONAL LIMITED from its affiliate, Li Xing Plastics Co., Ltd., thereby indirectly acquiring 100% of the equity in Dongguan Yaxin Precision Plastics Co., Ltd. (hereinafter referred to as 'Dongguan Yaxin'); In January 2026, the Company's subsidiary, Dongguan IKKA, took up a new lease on a site. It is planned that Dongguan Yaxin will relocate to Dongguan IKKA's new premises. Through the integration of resources, this move aims to create a larger market and effectively control management costs. In this era of rapid technological development, this will enable both parties to accelerate their growth.

2. History of the Company and Group

(1) Corporate mergers and acquisitions: None.

(2) Affiliated companies: For details of the Group's affiliated companies, please refer to Section VI, Special Notes, Item 1, (1) 1. Organisation Chart of Affiliated Companies on page 109 of this Annual Report.

(3) Restructuring: None.

(4) Significant transfers or changes in the shareholdings of directors, supervisors or major shareholders holding more than 10 per cent of the shares: No such events have occurred in the last two financial years or up to the date of publication of this annual report.

(5) Changes in control: None.

(6) Significant changes in management practices or business operations: None.

(7) Other important matters that may affect shareholders' rights and their impact on the Company: None.

(8) Other: None.

(9) Significant events:

Year	Important Notes
1963	● Established "IKKA Japan".
1989	● Established "IKKA Holdings Japan". ● "Japan IKKA Holdings" holds 100% equity in "Japan IKKA".
1992	● IKKA Malaysia was established in 1992, originally named VALERO SDN BHD, and was acquired in 1993 through an investment by IKKA Japan.
1995	● "IKKA Hong Kong" was established in 1995, originally named "LATIMER INVESTMENTS LIMITED", and was acquired in 1996 through reinvestment by "IKKA Japan".
2008	● "Vietnam IKKA" was established through "Japan IKKA's" reinvestment.
2009	● "Hong Kong IKKA" was indirectly established through "Japan IKKA" to invest in "Dongguan IKKA".
2014	● AVY PRECISION TECHNOLOGY INC., Jabon International Co., Ltd and other companies of the ABICO Group jointly acquired shares of "IKKA Holdings Japan" from "ADVANEX, INC", and cumulatively obtained a 100% equity interest in "IKKA Holdings Japan" in 2015.
2015	● IKKA Vietnam expands its factory and adds new production lines. ● Japan IKKA awarded Panasonic ECO.VC Gold Award
2016	● The Company was incorporated in the Cayman Islands
2017	● Malaysia IKKA officially enters Bosch's supply chain. ● Dongguan IKKA was awarded the Sumitomo Wiring Systems Supplier of the Year Grand Prize.
2018	● IKKA Vietnam received the Sumitomo Wiring Systems Supplier Excellence Award.
2020	● The Company acquired 100% equity interest in "IKKA Holdings Japan" through a share swap with the original shareholders of "IKKA Holdings Japan". ● "Japan IKKA Holdings" merged with "Japan IKKA", with "Japan IKKA Holdings" being the dissolved company.

Year	Important Notes
	● The Company amended its Articles of Incorporation to revise the authorised capital to NTD 400 million, with a par value of NTD 10 per share, and share capital of NTD 200 million. ● Established "IKKA Taiwan Branch" to assist in promoting the Group's listing business. ● In August, the first proceeds from issuing shares for the year were processed, increasing the share capital to NTD 220 million.
2021	● The Company's application for listing in Taiwan was approved by a resolution of the Stock Exchange's Board of Directors on 23 February and was approved for listing on 26 February. ● The Company was approved as a public company by the Taiwan Stock Exchange (TWSE) on 26 April and officially listed on the Taiwan Stock Exchange (TWSE) on 31 May, with stock code 2250, abbreviated as IKKA-KY. ● On April 26, the Taiwan Stock Exchange (TWSE) approved the initial public offering of Proceeds from issuing shares, with 5,000 thousand shares issued, each with a par value of NTD 10, increasing the share capital to NTD 270 million. ● IKKA Vietnam received a certificate of appreciation from Sumitomo Electric Industries for its full cooperation in production capacity supply during COVID-19.
2022	● On 30 June, the Board of Directors approved the acquisition by way of cash and share exchange. Sol-Plus (HK) Co., Limited (hereinafter referred to as SolPlus) 100% equity interest, and indirectly acquired Sol-plus Co., Ltd. in Japan and Hiraiseimitsu in Thailand (Thailand) Co., Ltd. two subsidiaries, with the acquisition and settlement record date being 2022 September 1. ● On 10 August, the Board of Directors approved the subscription for shares in Cartek Technology Inc. (Emerging Stock Code: 2255). 1,000,000 ordinary shares newly issued by the limited company, with a subscription price per share NTD 39.5.
2023	● The Japanese subsidiary's Board of Directors approved the name IKKA Kabushiki Kaisha on 13 January. Furuya Plant Establishment Project.

Year	Important Notes
	● Japan IKKA received the Annual Supplier Award from Sumitomo Wiring Systems. ● Japan's IKKA was awarded the Annual Technical Excellence by Hosei Brake, a subsidiary of Advice. ● good awards.
2024	● Approved by the Financial Supervisory Commission (FSC) on January 4, the Company issued the first unsecured convertible corporate bonds in Taiwan, with a maximum of 2,500 bonds, each with a face value of 100 thousand, totaling NTD 250,000 thousand. ● On January 4, the Financial Supervisory Commission (FSC) approved the issuance of Proceeds from issuing shares, with 1,820 thousand shares issued at a par value of NTD 10 per share. ● IKKA Corporation's Nagoya Plant officially commenced operations on 25 March.
2025	● On 1 November, through IKKA (HONG KONG) CO., LIMITED (hereinafter referred to as ‘IKKA Hong Kong’), the Company acquired 100% of the equity interest in SHINE TRADE INTERNATIONAL LIMITED from its associated company, Li Xing Plastics Limited, thereby indirectly acquiring 100% of the equity interest in Dongguan Yaxin Precision Plastics Co., Ltd. (hereinafter referred to as ‘Dongguan Yaxin’).
2026	● On 22 January, ‘Dongguan IKKA Precision Injection Moulding Co., Ltd.’ (hereinafter referred to as ‘Dongguan IKKA’) signed a 10-year lease for factory premises at the China Meida Industrial New Park. ● On 10 April, we were honoured to receive the Supplier Award for the Special Prize for VE/VA Proposals of the Year from Donghai Li Hua.

III. Corporate Governance Report

1. Information on directors, supervisors, general manager, deputy general manager, assistant general manager, and heads of departments and branches.

(I) Information on Directors and Supervisory Board Members

1. Directors' Details

28 April 2026; Unit: thousands of shares; %

Title	Name	Gender Age	Nationality or registered place	Initial Election Date	Election Date	Term of office	at the time of appointment Holding Shares		Now Number of shares held		Shares currently held by spouse and minor children		Holding Shares in the Name of Others		Major Experience and Education	Currently holds positions in the Company and other companies	Other managers, Directors or supervisors who are spouses or within two degrees of kinship			Note
							Number of shares	Shareholding Percentage	Number of shares	Shareholding Percentage	Number of shares	Shareholdings Ratio	Number of shares	Shareholding Percentage			Title	Name	Relationships	
Chairman	ABICO AVY Co., Ltd.	-	Republic of China	2020.06.29 (Note)	2020.06.29	3	4,000	13.67	4,398	12.09	-	-	-	-	-	-	-	-	-	
	Representative: Hu, Hsiang-Chi	Male Ages 61-70	Republic of China	2020.06.29 (Note)	2020.06.29	3	-	-	250	0.69	-	-	-	-	Yageo Corporation Global Business Business Group General Manager Graduate Institute of International Business, National Taiwan University	Chairman, Ability Netcom Co., Ltd. Chairman, Positive Energy Intelligence Co., Ltd. Chairman, JetBong International Technology Co., Ltd. Chairman, Etek Precision Industry Co., Ltd. Chairman, M.A.C Technology (Malaysia) Sdn. Bhd. Director, Ability Innovation Co., Ltd. Director, Ability Asia Capital Co., Ltd. Director, Canon Enterprise Co., Ltd. Independent Director, Allied Power Co., Ltd. Independent Director, JSL Construction & Development Co., Ltd. Independent Director, Lao Sichuan Restaurant Management Consulting Co., Ltd. Independent Director, XIN Media International Multimedia Technology Co., Ltd. Director, Daiichi Kasei Co., Ltd. (Japan) Director, IKKA (Hong Kong) Co., Limited Director, Dongguan Yihua Precision Injection Molding & Mold Co., Ltd. Director, Sol-Plus (HK) Co., Ltd. Director, SOL-PLUS Co., Ltd. (Japan) Director, Hiraiseimitsu (Thailand) Co., Ltd.	-	-	-	None
Directors	ABICO AVY Co., Ltd.	-	Republic of China	2020.06.29 (Note)	2020.06.29	3	4,000	13.67	4,398	12.09	-	-	-	-	-	-	-	-	-	
	Representative: Tong ,Chun-Jen	Male Ages 61-70	Republic of China	2020.06.29 (Note)	2020.06.29	3	-	-	46	0.13	1	0.00	-	-	New Jersey Institute of Technology Master of Information Systems Ability Int'l Co., Ltd. Director	Chairman, Ability Innovation Co., Ltd. Chairman, Yinghua Industrial Co., Ltd. Vice Chairman, Ability Netcom Co., Ltd. Director, Canon Enterprise Co., Ltd. Director, JetBong International Technology Co., Ltd. Director, Etek Precision Industry Co., Ltd. Director, Precision Optical Co., Ltd. Director, Ability Venture Capital Co., Ltd. Director, Hongling Co., Ltd. Director, E. Power Optical Industrial Co., Ltd. Director, Sampo Corporation Director, Jiatai International Investment Co., Ltd.	Directors	Tong ,Chun-Yi	Brother	None
	ABICO AVY Co., Ltd.	-	Republic of China	2020.06.29 (Note)	2020.06.29	3	4,000	13.67	4,398	12.09	-	-	-	-	-	-	-	-	-	

Title	Name	Gender Age	Nationality or registered place	Initial Election Date	Election Date	Term of office	at the time of appointment Holding Shares		Now Number of shares held		Shares currently held by spouse and minor children		Holding Shares in the Name of Others		Major Experience and Education	Currently holds positions in the Company and other companies	Other managers, Directors or supervisors who are spouses or within two degrees of kinship			Note
							Number of shares	Shareholding Percentage	Number of shares	Shareholding Percentage	Number of shares	Shareholdings Ratio	Number of shares	Shareholding Percentage			Title	Name	Relationships	
	Representative: Tong ,Chun-Yi	Male Ages 51-60	Republic of China	2020.06.29 (Note)	2020.06.29	3	-	-	46	0.13	-	-	-	-	Bachelor of Arts in Economics, Un Southern California Master of Science in LSI, School of Science and Engineering, Waseda University Vice Chairman, Ability Enterprise Co.,	Chairman, Ability International Co., Ltd. Chairman, Ability Capital Co., Ltd. Chairman, Ability Venture Capital Co., Ltd. Chairman, Dongguan Chengguang Hardware Products Co., Ltd. Chairman, Dongguan Chengguang Precision Industry Co., Ltd. Chairman, Dongguan Chengguang Trading Co., Ltd. Chairman, Ability Investment Co., Ltd. Vice Chairman, Ability Innovation Co., Ltd. Director, JetBong International Technology Co., Ltd. Director, Canon Enterprise Co., Ltd. Director, Ability Pictures Co., Ltd. Director, Precision Optical Co., Ltd. Director, Jiawang Capital Co., Ltd. Director, Hongling Co., Ltd. Director, Etek Precision Industry Co., Ltd. Director, Jabo Co., Ltd. Director, Rocket Speed Co., Ltd. Director, Daiichi Kasei Co., Ltd. (Japan) Director, Sol-Plus (HK) Co., Ltd. Director, SOL-PLUS Co., Ltd. (Japan) Director, Hiraiseimitsu (Thailand) Co., Ltd.	Directors	Tong ,Chun-Jen	Brother	None
	ABICO AVY Co., Ltd.	-	Republic of China	2020.06.29 (Note)	2020.06.29	3	4,000	13.67	4,398	12.09	-	-	-	-	-	-	-	-	-	
	Representative: OBARA MASAMI	Male Ages 61-70	Japan	2020.06.29 (Note)	2020.06.29	3	-	-	78	0.21	-	-	-	-	Omiya Technical High School, Saitama Prefecture, Japan	General Manager, the Company President, Daiichi Kasei Co., Ltd. (Japan) President, SOL-PLUS Co., Ltd. (Japan) Director, M.A.C Technology (Malaysia) Sdn. Bhd. Director, IKKA Technology (Vietnam) Co., Ltd. Director, Dongguan Yihua Precision Injection Molding & Mold Co., Ltd. Director, Hiraiseimitsu (Thailand) Co., Ltd. Director, Yinghua Precision Metal Products (Suzhou) Co., Ltd.				None
Director	Yuya Takahashi	Male Ages 41-50	Japan	2020.03.20 (Note)	2020.03.20	3	-	-	-	-	-	-	-	-	Takarazuka University Graduate School Kansai Gaidai University	General Manager, Shih Pi Co., Ltd.	-	-	-	None
Director	Sugiyama Shimpei	Male Ages 51-60	Japan	2020.03.20 (Note)	2020.03.20	3	-	-	-	-	-	-	-	-	Department of Law, School of Law, Meiji University, Japan	President, FM Port Co., Ltd. Vice President, Independent Co., Ltd.	-	-	-	None
Independent Director	Chen Wei-Yu	Male Ages 61-70	Republic of China	2020.03.20 (Note)	2020.03.20	3	-	-	-	-	-	-	-	-	Master of Business Administration, University of California, Berkeley Bachelor of Arts in International Trade, National Chengchi University Partner, Deloitte & Touche	Representative, Husky International Co., Ltd. Independent Director, Soft-World International Corporation Independent Director, Taisun Enterprise Co., Ltd.	-	-	-	None

Title	Name	Gender Age	Nationality or registered place	Initial Election Date	Election Date	Term of office	at the time of appointment Holding Shares		Now Number of shares held		Shares currently held by spouse and minor children		Holding Shares in the Name of Others		Major Experience and Education	Currently holds positions in the Company and other companies	Other managers, Directors or supervisors who are spouses or within two degrees of kinship			Note
							Number of shares	Shareholding Percentage	Number of shares	Shareholding Percentage	Number of shares	Shareholdings Ratio	Number of shares	Shareholding Percentage			Title	Name	Relationships	
Independent Director	Lin Tian-Shiou	Male Ages 70-80	Republic of China	2020.03.20 (Note)	2020.03.20	3	-	-	-	-	-	-	-	-	Bachelor of Business Administration, Soochow University Senior Vice President, Taiwan High Speed Rail Corporation Vice President, EVA Air Assistant Vice President, Evergreen Marine Corporation Chief Executive Officer, Dimerco Express Group	Adjunct Professor, Soochow University Executive Committee Member, Taiwan Corporate Governance Association	-	-	-	None
Independent Director	Chen Che-Sheng	Male Ages 61-70	Republic of China	2020.03.20 (Note)	2020.03.20	3	-	-	-	-	-	-	-	-	Master's and Ph.D. in Materials Science, The University of Tokyo Master of Science in Industrial Engineering (Management Science), Stanford University	Director, China Steel Structure Co., Ltd. Chairman, Berlin Co., Ltd.	-	-	-	None

Note: Formerly elected at the 2020.3.20 shareholders' meeting. However, in order to comply with laws and regulations and meet the needs of the Company's application for a primary listing, he resigned and held the by-election on 2020.6.29, and he took office immediately after the election

2. Supervisor Information: The Company has set up an audit committee, so it is not applicable.
3. Major Shareholders of Corporate Shareholders

2026/04/28

Name of Corporate Shareholder	Major shareholders of corporate shareholders (the top ten in terms of shareholding percentage)	Shareholding (%)
ABICO AVY CO., LTD.	ABICO INTERNATIONAL CO., LTD.	13.08%
	ABILITY ENTERPRISE CO., LTD.	10.22%
	HENG NENG INVESTMENT CO., LTD.	4.67%
	AVY CO., LTD.	0.58%
	Lin Lai-Cheng	0.57%
	Citibank Custody Barclays Capital SBL/PB Investment Account.	0.54%
	Custodian Account of DFA Emerging Markets Core Securities 2 Portfolio, Citibank (Taiwan) Limited	0.49%
	Taishiba International Co., Ltd.	0.47%
	Chen Yu-Chuan	0.39%
	Yunchen Investment Co., Ltd.	0.36%

4. Major Shareholders who are Juristic Person Shareholders

2026/04/28

Name of Corporate Shareholder	Major shareholders of corporate shareholders (the top ten in terms of shareholding percentage)	Shareholding (%)
Abico International Co., Ltd.	CHIA MEI INVESTMENT CO., LTD.	100%
ABILITY ENTERPRISE CO., LTD.	ABICO AVY Co., Ltd.	11.51%
	CHIA NINE INVESTMENT CO., LTD.	1.49%
	PEGATRON CORPORATION	1.09%
	CHIA MEI INVESTMENT CO., LTD	0.77%
	Custodian Account of JPMorgan Advanced Star Global All Country Equity Index Fund, JPMorgan Chase Bank (Taiwan) Trust Account	0.71%

	Ju Chuan Investment Co., Ltd.	0.70%
	Wu Heng-Bin	0.56%
	Investment Account of Vanguard Emerging Markets Stock Index Fund Managed by The Vanguard Group, Inc. and Held in Custody by JPMorgan Chase Bank, N.A., Taipei Branch	0.54%
	Bank SinoPac as Trustee for the Restricted Stock Trust Account with Voting Rights and Dividend Rights for Employees of Canon Inc. under the 2024 Restricted Stock Issuance Plan	0.46%
	Jie-Shi-En Investment Co., Ltd.	0.43%
Hengneng Investment Co., Ltd.	Dong Yi-Nai	46%
AVY Co., Ltd.	ABICO AVY Co., Ltd.	100%
Taishiba International CO., LTD.	ABILITY INVESTMENT CO., LTD.	24.88%
	TOSHIBA TEC CORPORATION	12.64%
	Jia Nai Investment Co., Ltd.	12.28%
	CHIA MEI INVESTMENT CO., LTD.	10.67%
	ABICO AVY Co., Ltd.	9.07%
	Central Investment Co., Ltd.	6.30%
	Heng Neng Investment Co., Ltd.	4.41%
	Chen Tsang-Ku	2.49%
	Cheng Wang Mei-Eh	2.13%
	Qi Ying Co., Ltd.	2.11%
Yunchen Investment Co., Ltd.	Hu Shu-Li	99.80%
	Hu Chen-Wei	0.10%
	Hu Li-Yun	0.10%

5. Major Shareholders who are Juristic Person Shareholders

Name \ Criteria	Professional Qualifications and Experience (Note 1)	Independence (Note 2)	Number of independent directors of other public companies
ABICO AVY CO., LTD. Representative Director Hu, Hsiang- Chi	1. Master's degree in International Business from National Taiwan University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	4
ABICO AVY CO., LTD. Representative Director Tong, Chun-Jen	1. Master's degree in Information Systems from New Jersey Institute of Technology. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	-
ABICO AVY CO., LTD. Representative Director Tong, Chun-Yi	1. Master's degree in LSI from Waseda University, Japan; Bachelor's degree in Economics from University of Southern California, USA. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	-
ABICO AVY CO., LTD. Representative Director Obara Masami	1. Omiya Technical High School, Saitama Prefecture, Japan. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	-

Criteria / Name	Professional Qualifications and Experience (Note 1)	Independence (Note 2)	Number of independent directors of other public companies
Director : SHIMPEI SUGIYAMA	1. Graduate School of Takarazuka University; Kansai University of Foreign Studies. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	-
Director: YUYA TAKAHASHI	1. Faculty of Law, Meiji University, Japan. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	-	-
Independent Director Chen Wei-Yu	1. Master's/Ph.D. in Materials Science from the University of Tokyo; Master's in Industrial Management from Stanford University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	1. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship are serving as directors, supervisors, or employees of the Company or its affiliated enterprises. 2. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship (or using another person's name) hold any shares of the Company. 3. In the past two years, no compensation has been received for providing business, legal, financial, accounting, or other services to the Company or its affiliated enterprises. 4. the director is not serving as a director, supervisor, or employee of any specific related companies of the Company.	2

Criteria / Name	Professional Qualifications and Experience (Note 1)	Independence (Note 2)	Number of independent directors of other public companies
Independent Director Lin, Tien- Sung	1. Bachelor's degree in Business Administration from Soochow University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations. 3. No circumstances falling under Article 30 of the Company Act.	1. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship are serving as directors, supervisors, or employees of the Company or its affiliated enterprises. 2. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship (or using another person's name) hold any shares of the Company. 3. In the past two years, no compensation has been received for providing business, legal, financial, accounting, or other services to the Company or its affiliated enterprises. 4. the director is not serving as a director, supervisor, or employee of any specific related companies of the Company.	-
Independent Director Chen Che-Sheng	1. Master's in Business Administration from the University of California, Bachelor's degree in International Trade from National Chengchi University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate operations.Possesses an accountant license. 3. No circumstances falling under Article 30 of the Company Act.	1. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship are serving as directors, supervisors, or employees of the Company or its affiliated enterprises. 2. Neither the director, the director's spouse, nor any immediate family members within the second degree of kinship (or using another person's name) hold any shares of the Company. 3. In the past two years, no compensation has been received for providing business, legal, financial, accounting, or other services to the Company or its affiliated enterprises. 4. the director is not serving as a director, supervisor, or employee of any specific related companies of the Company.	-

6. Board Diversity and Independence

(1) Director diversification policy management objectives and achievements

The Company's Code of Practice stipulates that the composition of the Board of Directors should be guided by a policy of diversity. All of the Company's directors are executives with many years of practical business experience and possess the knowledge, skills and qualities necessary to perform their duties. The Company's diversity policy, specific management objectives and progress towards achieving them are as follows:

Management Objective	Achievement
At least one-third of the board members must have expertise in the computer industry, marketing or technology	Yes
At least one-third of the independent directors must possess expertise in law, finance and accounting, or technology	Yes
The number of directors who also serve as company managers should not exceed one-third of the total number of directors.	Yes
No independent director has served for more than three consecutive terms.	Yes

In accordance with the Articles of Association, the Company has established a Board of Directors comprising nine members. The current Board was elected at the General Meeting of Shareholders held on 30 June 2023 and includes three independent directors (representing one-third of the total number of directors). The members possess extensive experience and expertise in areas such as business management, industry knowledge, financial accounting, corporate governance and sustainable development. If the number of directors of either gender on the Company's Board of Directors falls below one-third, please state the reasons and outline the measures planned to enhance gender diversity on the Board:

I. Explanation of reason: The company has nine directors in accordance with its articles of association. The current directors were elected by the shareholders' meeting on June 30, 2023. Although they meet the relevant legal requirements at that time, there is still a situation where the number of directors of any gender does not reach one-third.

II. Measures taken: There are currently no female directors on the Company’s Board of Directors. This is primarily due to the low proportion of women in the traditional manufacturing sector, which makes it relatively difficult to identify highly qualified female candidates. Going forward, the Company will actively seek out female candidates with the necessary professional expertise and continue to promote gender diversity, gradually increasing the proportion of women on the Board to achieve its governance diversity objectives.

The achieved diversity of the current members of the Board of Directors in 2025 is as follows:

Diversity / Name of Director		Basic Composition								Industry Experience										Professional Competence			
				Age				Length of service as independent director															
	Nationality	Gender	Employee Status	40-50	51-60	61-70	seventy years or older	Less than 3 years	6-9 years	Metals and Machinery	Information and Technology	Investment Business	People's Livelihood Consumption & Catering	Sports and Leisure	Optical Manufacturing	Architecture and Engineering	transportation	Financial Securities	trading	Risk Management	Accounting	law	Sustainable Development
Hu Shiang-Chi	ROC	M	ˇ	-	-	ˇ	-	-	-	ˇ	ˇ	ˇ	ˇ	ˇ	ˇ	-	-	○	ˇ	ˇ	○	○	○
Tong Chun - Jen	ROC	M	-	-	-	ˇ	-	-	-	ˇ	ˇ	ˇ	ˇ	ˇ	ˇ	-	-	○	ˇ	ˇ	○	○	ˇ
Tong Chun-YI	ROC	M	-	-	ˇ	-	-	-	-	ˇ	ˇ	ˇ	ˇ	ˇ	ˇ	-	-	○	ˇ	ˇ	○	○	-
Obara Masami	Japan	M	ˇ	-	-	ˇ	-	-	-	ˇ	ˇ	ˇ	-	-	-	-	-	-	○	ˇ	○	○	-
YUYA TAKAHASHI	Japan	M	-	ˇ	-	-	-	-	-	-	-	-	○	-	-	-	-	-	ˇ	ˇ	-	-	-
SHIMPEI SUGIYAMA	Japan	M	-	-	ˇ	-	-	-	-	-	-	-	ˇ	-	-	-	-	ˇ	ˇ	ˇ	-	-	-
Chen Wei-Yu	ROC	M	-	-	-	ˇ	-	-	ˇ	-	-	-	-	-	-	-	-	○	-	ˇ	ˇ	○	○
Lin, Tien- Sung	ROC	M	-	-	-	-	ˇ	-	ˇ	-	-	-	-	-	-	-	ˇ	-	ˇ	ˇ	○	○	○
Chen Che-Sheng	ROC	M	-	-	-	ˇ	-	-	ˇ	ˇ	-	-	-	-	-	ˇ	-	-	○	ˇ	○	○	○

Note: ˇ indicates full capacity, ○ indicates partial capacity.

(2) Independence of the Board of Directors

The Company’s third Board of Directors consists of nine members, including six non-independent directors (67%) and three independent directors (33%). The board possesses strong business judgment, leadership decision-making, management skills, international market perspective, and crisis management capabilities, and has industry experience and expertise in sustainable development. Among them, Director Tung Chun-Jen holds a Corporate Sustainability Management Certification from the Taiwan Sustainable Energy Research Foundation; Independent Director Chen Wei-Yu holds an Accountant License and has practical professional and management experience; Independent

Director Lin Tien-Sung previously served as CEO of Chung-Philippines Bank, possessing multinational management experience and expertise in international transportation and logistics; and Independent Director Chen Che-Sheng holds a PhD and Master’s degree in Materials Science from the University of Tokyo and a Master’s degree in Industrial Management from Stanford University, possessing practical management experience in the industry. All three independent directors are currently serving their second term and are of Taiwanese nationality. Apart from Mr. Tung Chun-Jen and Mr. Tung Chun-Yi being brothers, the other directors are not related by marriage or within the second degree of kinship. Therefore, there are no circumstances as stipulated in Article 26-3, Paragraphs 3 and 4 of the Securities and Exchange Act.

2. Remuneration paid to directors, supervisors, general managers, and deputy general managers in the most recent annual payment.

2026.04.28 Unit: Thousand Shares

Job Title	Full Name	Gender	Nationality	Inaugura tion date	Shares Held		Shares held by Spouse, Minor Children		Shares Held by a Proxy Individual		Primary Career/Academic Experience	Positions Concurrently Held in Other Companies	Spouse/Secon d Degree Relatives Acting as Managers			Remark
					Number of Shares	Percen tage of Shares Held	Number of Shares	Percen tage of Shares Held	Numb er of Shares	Percenta ge of Shares Held			Job Titl e	Full Na me	Rel atio nshi p	
Group Chairman, Chief Strategy Officer	Hu Shiang-Chi	Male	ROC	2020.03.25	251	0.69	-	-	-	-	Global Business of Yageo Corporation Business Group General Manager Graduate Institute of International Business, National Taiwan University	Chairman of Ability Networks Co., Ltd. Chairman of Zhengnengliang Intelligent Co., Ltd. Chairman of Jebsen International Technology Co., Ltd. Chairman of Yijin Precision Co., Ltd. Chairman of M.A.C Technology (Malaysia) Sdn. Bhd. Director of Ability Innovation Co., Ltd. Director of Ability Asia Capital Co., Ltd. Director of Canon Enterprise Co., Ltd. Independent Director of Allis Electric Co., Ltd. Independent Director of JSL Construction & Development Co., Ltd. Independent Director of Lao Sichuan Catering Management Consulting Co., Ltd. Independent Director of Sintrans International Multimedia Technology Co., Ltd. Director of Daiichi Kasei Co., Ltd. Director of IKKA (Hong Kong) Co., Limited Director of Dongguan Yihua Precision Injection Molding Co., Ltd. Director of Sol-Plus (HK) Co., Ltd. Director of SOL-PLUS Co., Ltd. Director of Hiraiseimitsu (Thailand) Co., Ltd.	-	-	-	
Group General Manager, IKKA Japan Chairman	Obara Masami	Male	Japan	2008.06.23	78	0.21	-	-	-	-	Saitama Prefectural Omiya High School, Saitama Prefecture, Omiya Industrial High School	President of Daiichi Kasei Co., Ltd. President of SOL-PLUS Co., Ltd. Director of M.A.C Technology (Malaysia) Sdn. Bhd. Director of IKKA Technology (Vietnam) Co., Ltd. Director of Dongguan Yihua Precision Injection Molding Co., Ltd. Director of Hiraiseimitsu (Thailand) Co., Ltd. Director of Yinghua Precision Metal Products (Suzhou) Co., Ltd.	-	-	-	
Taiwan Branch General Manager Company Governance Officer	Yang, Chao- Yu	Male	ROC	2020.03.25	55	0.15	-	-	-	-	Chairman of SuperAlloy Industrial Co., Ltd. Department of Management, National Defense Management College	Director of Jebsen International Technology Co., Ltd. Director of Yijin Precision Co., Ltd. Chairman of Dongguan Qunsheng Powder Co., Ltd. Chairman of Dongguan Baishide Electric Tools Co., Ltd. Chairman of Qunsheng Technology (Suzhou) Co., Ltd. Director of M.A.C Technology (Malaysia) Sdn. Bhd.	-	-	-	

Job Title	Full Name	Gender	Nationality	Inaugura tion date	Shares Held		Shares held by Spouse, Minor Children		Shares Held by a Proxy Individual		Primary Career/Academic Experience	Positions Concurrently Held in Other Companies	Spouse/Secon d Degree Relatives Acting as Managers			Remark
					Number of Shares	Percen tage of Shares Held	Number of Shares	Percen tage of Shares Held	Numb er of Shares	Percenta ge of Shares Held			Job Titl e	Full Na me	Rel atio nshi p	
Chairman and General Manager of Dongguan IKKA	Tatsuo Kikuchi	Male	Japan	2024.11.07					3	0.01	Tochigi Prefectural Nasu Technical High School, Tochigi Prefecture	General Manager of Yinghua Precision Metal Products (Suzhou) Co., Ltd.	-	-	-	
General Manager of IKKA Dongguan Co., Ltd.	Katsumi Nakagawa	Male	Japan	2019.10.01 2026.02.28 dismissal	33	0.09	-	-	-	-	Tokyo School Academy – Business English Conversation Course General Manager, Sales Department of Daiichi Kasei Co., Ltd. Executive Officer of Daiichi Kasei Co., Ltd.	-	-	-	-	
Chairman and General Manager of IKKA Vietnam Co., Ltd.	TAKADA YOSHIRO	Male	Japan	2025.10.01	0	0	-	-	-	-	Graduated from Tochigi Prefectural Tochigi Commercial High School	-	-	-	-	
Chairman and General Manager of IKKA Vietnam Co., Ltd.	Hiroshi Aoki	Male	Japan	2018.04.26 2025.10.01 dismissal	57	0.16	-	-	-	-	Chiba Institute of Technology Department of Industrial Management Engineering, Faculty of Engineering Production Management Section Manager of Daiichi Kasei Co., Ltd.	-	-	-	-	
Group Chief Financial Officer (CFO)	Chisng shuo-yen	Male	ROC	2020.03.25	0	0	-	-	-	-	Chief Financial Officer (CFO) of Jebsen International Technology Co., Ltd. Master's Degree in Applied Mathematics, Roosevelt University, Chicago, USA	Director of Dongguan Qunsheng Powder Co., Ltd. Director of Dongguan Baishide Electric Tools Co., Ltd. Director of Qunsheng Technology (Suzhou) Co., Ltd.	-	-	-	
Chief Audit Executive (CAE), Group Internal Audit	Peng line chu	Female	ROC	2020.03.25	11	0.03	-	-	-	-	Internal Audit Manager of Jebsen International Technology Co., Ltd. National Taichung Institute of Technology	-	-	-	-	

(II) Chairman and General Manager or equivalent positions (the highest Executive) being the same person, spouses, or first-degree relatives, should explain the reasons, reasonableness, necessity, and corresponding measures: Our company's Chairman is Mr. Shiang-Chi Hu, and the General Manager is Mr. Masami Obara. There is no situation where the Chairman and the General Manager are the same person, and the two have no familial relationship

2. Details of directors, supervisors, the general manager, deputy general managers, assistant general managers, and heads of departments and branches:

(I) Remuneration paid to regular directors, independent directors

Unit: NT$ thousand

Job Title	Name	Directors Remuneration	A、B、C、D Total amount and percentage of net profit after tax	Concurrent Status as Employee, Receiving of Relevant Remunerations	The total amounts for items A, B, C, D, E, F and G, and their proportion of net profit after tax	Receipt of remuneration from an investee other than a subsidiary or from the parent company

			Compensatio n (A)		Retirement Pensions (B)		Director's Remuneratio n(C)		Functiona l Expense (D)				Salaries, Bonuses, Special Expenditures (E)		Retirement Pension (F)		Employee Compensation (G)						
			This Com pany	All Comp anies in the Finan cial Repor t This	Thi s Co mp any	All Comp anies in the Finan cial Repor t This	Thi s Co mp any	All Comp anies in the Finan cial Repor t This	Thi s Co mp any	All Co mp ani es in the Fin anc ial Re por t Thi s	This Com pany	All Com panie s in the Finan cial Repo rt This	This Com pany	All Comp anies in the Finan cial Repor t This	Thi s Co mp any	All Com panie s in the Fina ncial Repo rt This	This Company		All Companies in the Financial Report This		This Com pany	All Comp anies in the Financ ial Report This	
																	Cas h	Stoc ks Am ount	Cash	Sto cks Am oun t			
juridical person director		ABICO AVY Co., Ltd.	0	0	0	0	3,309	3,309	0	0	3,309 2.38%	3,309 2.38%	0	0	0	0	0	0	0	0	3,309 2.38%	3,309 2.38%	0
Chairm an /	ABICO AVY Co., Ltd.	Hu Shiang-Chi	0	0	0	0	0	0	20	20	20 0.01%	20 0.01%	1,538	3,537	0	0	5,186	0	5,186	0	6,744 4.84%	8,743 6.28%	72
Directo r		Tong Chun - Jen	0	0	0	0	0	0	20	20	20 0.01%	20 0.01%	0	1,199	0	0	0	0	0	0	20 0.01%	1,219 0.88%	72
Directo r		Tong Chun-YI	0	0	0	0	0	0	16	16	16 0.01%	16 0.01%	0	1,199	0	0	0	0	0	0	16 0.01%	1,215 0.87%	72
Directo r		Obara Masami	0	0	0	0	0	0	16	92	16 0.01%	92 0.07	0	5,814	0	0	3,530	0	3,530	0	3,546 2.55%	9,436 6.78%	0
Directo r		YUYA TAKAHASHI	0	0	0	0	529	529	16	16	545 0.39%	545 0.39%	0	0	0	0	0	0	0	0	545 0.39%	545 0.39%	0
Directo r		SHIMPEI SUGIYAMA	0	0	0	0	529	529	16	16	545 0.39%	545 0.39%	0	0	0	0	0	0	0	0	545 0.39%	545 0.39%	0
Independent Director		Chen Wei-Yu	680	680	0	0	0	0	53	53	733 0.53%	733 0.53%	0	0	0	0	0	0	0	0	733 0.53%	733 0.53%	0
Independent Director		Lin, Tien- Sung	680	680	0	0	0	0	53	53	733 0.53%	733 0.53%	0	0	0	0	0	0	0	0	733 0.53%	733 0.53%	0
Independent Director		Chen Che-Sheng	680	680	0	0	0	0	53	53	733 0.53%	733 0.53%	0	0	0	0	0	0	0	0	733 0.53%	733 0.53%	0

1. Please describe the payment policy, system, standard and structure of Independent Director Remuneration, and describe the relationship with the amount of Remuneration according to the responsibilities, risks, time invested and other factors: The Company's Independent Director Remuneration does not participate in the distribution of Director remuneration in accordance with Director on 17 December 2020. Resolution, and its annual salary is submitted to Director, Resolution for approval after the discussion and decision of the Company's Remuneration Committee.
2. Apart from what is revealed in the above spreadsheet, remunerations collected by this company's directors for their services (such as non-employee consultation work) at subsidiary companies listed in the financial report this year: None.

Remuneration Interval Sheet

Remuneration Interval Sheet

Interval of Remunerations Paid to Various Directors of this Company	Name of Directors			
	Sum of First 4 Remuneration Amounts (A+B+C+D)		Sum of First 7 Remuneration Amounts (A+B+C+D+E+F+G)	
	This Company	All Companies in the Financial Report (H)	This Company	Parent Company and All Invested Firms in the Financial Report (I)
Lower than 1,000,000	Hu Hsiang-Chi Tong Chun-Jen Tong Chun-Yi Obara Masami Yuya Takahashi, Sugiyama Shimpei Chen Wei-Yu Lin Tien-Sung Chen Che-Sheng	Hu Hsiang-Chi Tong Chun-Jen Tong Chun-Yi Obara Masami Yuya Takahashi, Sugiyama Shimpei Chen Wei-Yu Lin Tien-Sung Chen Che-Sheng	Tong Chun-Jen Tong Chun-Yi Yuya Takahashi, Sugiyama Shimpei Chen Wei-Yu Lin Tien-Sung Chen Che-Sheng	Yuya Takahashi Sugiyama Shimpei Chen Wei-Yu Lin Tien-Sung Chen Che-Sheng
1,000,000 (including) -2,000,000(Not including)	–	–	–	Tong Chun-Jen Tong Chun-Yi
2,000,000 (including) -3,500,000 (Not including)	–	–	–	–
3,500,000 (including) -5,000,000 (Not including)	–	–	Obara Masami	–
5,000,000 (including) -10,000,000 (Not including)	–	–	Hu Hsiang-Chi	Hu Hsiang-Chi Obara Masami
10,000,000 (including) -15,000,000 (Not including)	–	–	–	
15,000,000 (including) -30,000,000 (Not including)	–	–	–	–
30,000,000 (including) -50,000,000 (Not including)	–	–	–	–
50,000,000 (including) -100,000,000 (Not including)	–	–	–	–
100,000,000 (and above)	–	–	–	–
Total	9	9	9	9

(II) Supervisor Renumeration: Not applicable, this company has an audit committee installed.

(III) Remuneration for General Manager and Vice General Manager

Unit: New Taiwan Dollar (NTD), Thousand

Job Title	Full Name	Salaries (A)		Retirement Pensions (B)		Bonuses, Special Expenditures, etc (C)		Employee Compensation Amount (D)				Percentage of After Tax Net Profit that the 4 Items of A, B, C, and D Account For (%)		Parent Company and All Invested Businesses
								Our Company		All companies in the financial report				
		This Company	All Companies in the Financial Report	This Company	All Companies in the Financial Report	This Company	All Companies in the Financial Report	Cash Amount	Stock Amount	Cash Amount	Stock Amount	This Company	All companies in the financial report	
Chairman & Chief Strategy Officer	Hu Shiang-Chi	480	480	0	0	1,058	3,057	5,186	0	5,186	0	6,724 4.83%	8,723 6.26%	72
Group General Manager, IKKA Japan Chairman	Obara Masami	0	3,815	0	0	0	1,999	3,530	0	3,530	0	3,530 2.53%	9,344 6.71%	0
Taiwan Branch General Manager	Yang Chao-Yu	360	360	0	0	574	574	2,207	0	1,375	0	3,141 2.26%	3,141 2.26%	72
Chairman and General Manager of the Dongguan Plant	Tatsuo Kikuchi	0	1,606	0	0	0	231	1,412	0	1412	0	1,412 1.01%	3,249 2.33%	0
IKKA Hong Kong, IKKA Dongguan	Katsumi Nakagawa	0	3,255	0	0	0	380	484	0	484	0	484 0.35%	4,119 2.96%	0

President/General Manager 2026.02.28 dismissal														
IKKA Vietnam President/General Manager 2025.10.01 dismissal	Hiroshi Aoki	0	1,667	0	0	0	143	285	0	285	0	285 0.20%	2,095 1.50%	0

Remuneration Interval Sheet

Interval of Remunerations Paid to Various General, Deputy General Managers of this Company	Names of General, Deputy General Managers	
	This Company	All Companies in the Financial Report E
Lower than 1,000,000	Hiroshi Aoki Katsumi Nakagawa	-
1,000,000 (including)-2,000,000 (not including)	Tatsuo Kikuchi	-
2,000,000 (including)-3,500,000 (not including)	Obara Masami Yang Chao-Yu	Yang Chao-Yu Tatsuo Kikuchi Hiroshi Aoki
3,500,000 (including)-5,000,000 (not including)	-	Katsumi Nakagawa
5,000,000 (including)-10,000,000 (not including)	Hu Shiang-Chi	Hu Shiang-Chi Obara Masami
10,000,000 (including)-15,000,000 (not including)	-	-
15,000,000 (including)-30,000,000 (not including)	-	-
30,000,000 (including)-50,000,000 (not including)	-	-
50,000,000 (including)-100,000,000 (not including)	-	-
100,000,000 and above	-	-
Total	6	6

Manager names and distribution of employee remuneration

2024/12/31 Unit: New Taiwan Dollar (NTD), Thousand

Job Title		Name	Share	Cash	Total -	Ratio of Total Amount to Net Income
Manager	Chairman & Chief Strategy Officer	Hu Shiang-Chi	-	13,104	13,104	10.60%
	General Manager and IKKA, Japan	Obara Masami				
	Taiwan Branch General Manager	Yang Chao-Yu				
	Chairman of IKKA Dongguan Co., Ltd.	Tatsuo Kikuchi				
	IKKA Chairman and General Manager	Katsumi Nakagawa				
	IKKA Vietnam President/General Manager	Hiroshi Aoki				

(IV) The analysis compares and explains the proportion of total remuneration paid by the Company and all companies in the consolidated financial statements to the Company's directors, supervisors, general manager and deputy general manager in the most recent two years to the after-tax net profit of the individual or separate financial statements, and explains the policies, standards and combinations of remuneration, the procedures for determining remuneration, and their correlation with operating performance and future risks.

1. Analysis of the total remuneration of the Company’s directors, managing director and deputy managing directors, and its proportion of net profit after tax

Unit: Percentage (%)

Item	This Company		All Companies in the Financial Report	
	2024	2025	2024	2025
DirectorRemuneration	14,495	16,924	31,349	27,211
Proportion of total amount to net profit after tax (%)	7.56	12.15	16.36	19.54
Supervisor Remuneration	-	-	-	-
Proportion of total amount to net profit after tax (%)	-	-	-	-
General Manager and Vice General Manager Remuneration	9,543	15,576	27,508	30,671
Proportion of total amount to net profit after tax (%)	4.98	11.18	14.35	22.02
Net Profit (After tax)	191,666	139,271	191,666	139,271

From the above table, it can be seen that this company's Director and Presidents personnel Remuneration are all in line with the post-tax net profit and the following 2. Remuneration policy, standard.Combination, amount determination Remuneration process, and explanation of the relation to business performance and future risks change.

2. Remuneration policy, standard, combination, amount determination process, as well as KPI and relation to future risks:

(1). Director 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% for directors’ remuneration. The Company has also established the “Remuneration Payment Regulations for Directors and Functional Committees”, and reasonable remuneration is provided taking into account the Company’s operational performance, as well as the directors’ level of involvement and the value of their contributions to the Company’s operations. The reasonableness of such remuneration is reviewed by the Remuneration Committee and the Board of Directors. The Company has adopted the “Board of Directors Performance Evaluation Regulations” following approval by the Board of Directors. In January 2026, the Company completed the performance evaluation for the period from 1 January 2025 to 31 December 2025 for the Board of Directors as a whole, individual directors and functional committees, in accordance with the “Board of Directors Performance Evaluation Regulations”. The evaluation methods included internal self-assessments by the Board of Directors and functional committees, self-assessments by directors, and the results were presented at the Board meeting on 28 January 2026. The Company’s Board performance evaluation covers the following five key areas:

A. The extent of involvement in the company’s operations.
B. Improving the quality of the board’s decision-making.
C. The composition and structure of the board.
D. The appointment and ongoing professional development of directors.
E. Internal controls.

The performance assessment criteria for the Company’s directors cover the following six key areas:

A. Understanding of the company’s objectives and responsibilities.
B. Awareness of directors’ duties.
C. Level of involvement in the company’s operations.
D. Management of internal relationships and communication.
E. Directors’ professional expertise and continuing professional development.
F. Internal controls.

The performance evaluation criteria for the Company’s directors (covering six key areas) are outlined below, with a list of key items and their respective weightings:

Measurement aspect	Percentage	Explanation
Familiarity with the goals and missions of the Company	12%	Understand the characteristics and risks of the industry in which the Company (Group) operates, and the strategic goals at different stages (including finance and non-finance), and agree with the Company's core values of ethical management and the concept of sustainable corporate management (ESG).
Director Recognition of responsibilities	12%	The Company fully understands the legal obligations of Director, including and complies with the confidentiality obligation for the relevant internal information of the Company acquired when performing the duties of Director.
Participation in the operation of the company	38%	The Company attends the Company's Director and shareholders' meetings in person, and the meeting unit provides meeting documents seven days before the meeting, so that Director can have sufficient time to understand the proposals, and has a clear understanding of the Company (group) management team and the Company's industry to make professional and appropriate judgments, put forward specific suggestions, and

		supervise the Company's existing or potential risks (including various legal compliance, capital operation, ESG issues, etc.), and make effective contributions at the Director
Internal relationship management and communication	12%	Relations with the Company's management team are good, and there is effective communication with other board members; during meetings (including those of the Audit Committee and the Board of Directors), there is thorough communication and exchange with the auditing accountants.
Director Expertise and continuing education	14%	Possess the expertise in business, legal, finance, accounting or corporate business as required by the decision-making of the Director, and continue to study and absorb new knowledge in accordance with laws and regulations, and invest in the development and activities of corporate sustainable operation.
Internal control	12%	Whether Director actually avoids the relevant resolutions that require Director to avoid conflicts of interest. Is the accounting system, financial status, and financial reports, audit report, and follow-up of the Company (Group) understood and its implementation and follow-up status supervised and evaluated.

The Company's Functional Committee performance evaluation measures item, including the following five aspects:

A. Level of involvement in the company's operations.

B. Understanding of the responsibilities of functional committees.

C. Improving the quality of decision-making by functional committees.

D. Composition of functional committees and the appointment of members.

E. Internal controls.

The results of the Company's Director evaluation shall be used as a reference for the selection or nomination of Director. In accordance with the Company's "Director and Functional Committee Remuneration Payment Method", the results of individual Director performance evaluation are used as a reference basis for determining its individual salary and remuneration adjustments. After the completion of the above assessments, the results of the 2024 Director, members of the Director and Functional Committee performance evaluations ranged from 99.52 points to 100 points, and the Director and Functional Committee (Audit Committee and Remuneration Committee) overall operated well.

(2) Manager Remuneration

Pursuant to Article 34.1 of the Company's Articles of Association, employee remuneration shall be distributed at a rate of not less than 8% and not more than 15% 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 based on length of service and job grade; bonuses include staff remuneration and year-end bonuses, and are determined in accordance with performance as set out below:

A. Employee remuneration: Employee remuneration is determined on the basis of the Company's annual earnings, taking into account the employee's position, responsibilities, length of service and special contributions to the Company, and may be determined in accordance with the Company's long-term development and other criteria.

B. Year-end bonus:

a. Departmental or financial performance: revenue and profit, achievement of budget targets, growth and new markets; effective financial operations and risk management.

b. Talent development: Cultivation of high-calibre talent; staff retention rates.

c. Quality and risk: Compliance with laws and regulations.

In addition to the three aspects mentioned above, the assessment will be further broken down into personality traits and work attitude (qualitative) and the outcomes of routine and project-based work (quantitative), with the final result calculated by combining these at a ratio of 30% to 70%.

C. Remuneration shall be determined in accordance with prevailing industry standards, taking into account the rationality of the allocation in relation to individual performance, the company's operational performance and future risks. The remuneration system shall be reviewed in a timely manner in light of actual operational conditions and relevant legislation, with a view to striking a balance between the company's sustainable operation and risk management.

(3) Relevance of future risks:

A. This company has purchased liability insurance for all directors and managers, with a policy amount of US$15,000,000. This directors' and officers' liability insurance aims to mitigate the company's exposure to unknown risks, and to transfer potential damages arising from the directors and key managers' performance of their duties.

B. The remuneration system for the company's directors and appointed managers will be reviewed periodically, taking into account the overall economic environment, business strategies, and future risk assessments, to minimise the possibility of risks occurring

3. Corporate governance operations

(I) Operation of Board of Directors

The Company's third Board of Directors comprises nine members, three of whom are independent directors. From the start of the 2025 financial year up to the date of publication of this annual report, the Board held 10 meetings. The attendance records of the Company's directors are as follows:

Job Title	Full Name	Number of Actual Attendance (B)	Number of Authorized Attendance	Actual Attendance Rate (B/A) (%)	Remarks
Chairman	ABICO AVY CO., LTD. Representative: Hu, Hsiang-Chi	10	0	100	
Director	ABICO AVY CO., LTD. Representative: Tong, Chun-Jen	10	0	100	
Director	ABICO AVY CO., LTD. Representative: Tong, Chun-Yi	10	0	100	
Director	ABICO AVY CO., LTD. Representative: Obara Masami	8	2	80	
Director	Yuya Takahashi	10	0	100	
Director	Sugiyama Shimpei	10	0	100	
Independent Director	Chen, Wei-Yu	10	0	100	
Independent Director	Lin, Tien-Sung	10	0	100	
Independent Director	Chen, Che-Sheng	10	0	100	

Other required disclosure matters:

1. If any of the following circumstances occur at the meeting of the board of directors, the dates of meetings, sessions, contents of motions, all independent directors' opinion and the Company's response to independent directors' opinion should be specified:

(1)Matters referred to in Article 14-3 of the Securities and Exchange Act:

The independent directors were elected according to the shareholders' written resolutions on March 20, 2020, and at the same time, an audit committee was established. Therefore, the Article 14-3 of the Securities and Exchange Act are not applicable. For a description of the matters listed in Article 14-5 of the Securities and Exchange Act, please refer to the Operation of the Audit Committee.

(2)Other matters involving objections or expressed by independent directors that were recorded in writing that require a resolution by the board of directors: None.

2. If there is Directors' avoidance of motions in conflict of interest, the Directors' names, contents of motions, causes for avoidance and voting should be specified:

Board meeting date/term	Director's Name	proposal content	Due to conflict of interest reasons.	Voting participation status
2025.01.14 The 13th Session of the Third	Hu Shiang-Chi	Proposed Scheme for the Payment of End-of-Year Bonuses to Managers for 2024	Self-interest – acting as a manager	The director in question was absent during the vote; the remaining directors present, having been consulted by the acting chairman, Mr Lin, Tien-Sung, approved the motion without objection.
2025.09.23 The 17th Session of the Third	Hu Shiang-Chi Obara Masami	Proposed Remuneration Package for Management Staff for the 2024 Financial Year.	Self-interest – acting as a manager	The director in question was absent during the vote; the remaining directors present, having been consulted by the acting chairman, Mr Lin, Tien-Sung, approved the motion without objection.
2026.01.28 The 20th Session of the Third	Hu Shiang-Chi	Proposed Scheme for the Payment of End-of-Year Bonuses to Managers for the 2025 Financial Year	Self-interest – acting as a manager	The director in question was absent during the vote; the remaining directors present, having been consulted by the acting chairman, Mr Tong Chun-jen, approved the motion without objection.

3. Implementation of evaluation by Director:

Evaluation cycle	Evaluation period	Scope	Method	Assessment content
Carried out once a year	2025/01/01~2025/12/31	Board Performance Assessment	Internal self-assessment by board members	A. Level of involvement in the company's operations B. Improving the quality of board decision-making C. Board composition and structure D. Appointment and continuing professional development of directors E. Internal controls

				F. Other matters
Carried out once a year	2025/01/01~2025/12/31	Performance appraisal of individual directors	Directors' Self-Assessment	A. Understanding of the company's objectives and responsibilities B. Awareness of directors' duties C. Level of involvement in company operations D. Management of internal relations and communication E. Directors' professional expertise and continuing professional development F. Internal controls G. Other matters
Carried out once a year	2025/01/01~2025/12/31	Performance Evaluation of Functional Committees (Audit Committee, Remuneration Committee and Sustainability Committee)	Self-assessment by committee members	A. Level of involvement in company operations B. Understanding of the functions of functional committees C. Improving the quality of decision-making by functional committees D. Composition of functional committees and selection of members E. Internal control F. Other items
Conducted every three years	2022/08/01~2023/07/31	Board Performance Assessment	The Chinese Corporate Governance Association (incorporated association)	A. Composition of the Board. B. Guidance provided by the Board. C. Delegation of authority by the Board. D. Oversight by the Board. E. Communication within the Board. F. Internal control and risk management. G. Self-regulation by the Board. H. Other matters, such as Board meetings and support systems.

4.. Assessment of the objectives and implementation status regarding the enhancement of the Board's functions for the current and most recent financial years:

(1). The Company convenes a board meeting at least once every quarter to review the Company's operational performance and discuss key operational strategies. In 2025, a total of seven board meetings were held, with an overall attendance rate of 99% among directors.

(2). The Company has established an Audit Committee and a Remuneration Committee, and on 8 May 2024, the Board of Directors resolved to establish a Sustainability Committee.

(3). When the Company's Board of Directors convenes, the Company's auditors and heads of departments are invited to attend and report to the directors and independent directors on the status of the financial statement audit, the Company's recent financial, operational and R&D performance, sustainability initiatives and the results of internal audits, thereby ensuring that the directors are provided with the most comprehensive and detailed information.

(4). The Company has appointed a designated officer to oversee the disclosure of information on the Company's website and the Public Information Observation Station, and has established the 'Procedures for the Handling of Material Internal Information and the Prevention of Insider Trading' and the 'Regulations on the Reporting of Material Unforeseen Events' to enhance the transparency of information disclosure.

(5). To strengthen corporate governance, the Company's Board of Directors has adopted the 'Code of Corporate Governance Practice', the 'Code of Ethical Business Conduct', the 'Operational Procedures and Guidelines for Ethical Business Conduct', the 'Code of Sustainable Development Practice', the 'Standards of Ethical Conduct', the 'Risk Management Policy', the 'Standard Operating Procedures for Handling Requests from Directors', and the 'Guidelines for Director Training'. The Company will continue to revise other relevant regulations to uphold the highest principles of corporate governance.

(6). In order to implement corporate governance, enhance the Board's functions and improve the efficiency of its operations, the Company's Board of Directors has resolved to adopt the "Board Performance Evaluation Guidelines". Under these guidelines, an internal evaluation of the performance of the Board, its members and the various functional committees will be conducted once a year. The results of the 2025 evaluation will be reported to the Board of Directors on 28 January 2026; In 2023, the "Chinese Corporate Governance Association" was commissioned to conduct an external performance evaluation of the Board of Directors covering the period from 1 August 2022 to 31 July 2023. The evaluation results and improvement plan were submitted to the Board of Directors on 16 January 2024 and disclosed on the Company's website.

（2）. Information on the Audit Committee's operations and its involvement in the Board's proceedings:

Following the Board meeting held on 20 March 2020, the Company established an Audit Committee in accordance with the law, 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. The professional qualifications and experience of the members are as follows:

Members	Professional Qualifications and Experience
Chen Wei-Yu	He holds an MBA from the University of California and a degree in International Trade from National Chengchi University; he is a qualified accountant and has practical professional and managerial experience.

Lin, Tien- Sung	A graduate of the Department of Business Administration at Soochow University, he previously served as Chief Executive Officer of Chung Fei Shipping and possesses experience in multinational management and expertise in international transport and logistics.
Chen Che-Sheng	He holds a Master's and PhD in Materials Science from the University of Tokyo and a Master's in Industrial Management from Stanford University, and has practical management experience in the industry.

In 2025 and up to the date of publication of the annual report, a total of seven meetings (A) were held; attendance figures are as follows, and the proceedings are set out in the table below:

Job title	Name	Number of actual attendances (B)	Number of times attended by proxy	Actual attendance rate (%) (B/A) (Note)	Remark
Independent Director	Chen Wei-Yu	7	0	100	
Independent Director	Lin, Tien- Sung	7	0	100	
Independent Director	Chen Che-Sheng	7	0	100	

Other matters to be recorded:

1. Where any of the following circumstances arise in the operation of the Audit Committee, the date and session of the Board meeting, the details of the agenda item, the outcome of the Audit Committee's resolution, and the Company's response to the Audit Committee's recommendations shall be set out:

(1) Items listed in the Securities and Exchange Act Section 14 Part 5:

Meeting Date Period	Motion Content	Audit Committee Resolution Results and the Company's handling of Independent Director opinions
2025.03.12 The 10th Meeting of the 2nd Session	1. Discussion on the audit report for the fourth quarter of 2024. 2. Consideration of the 2024 internal control statement. 3. Consideration of the 2024 consolidated financial statements and the 2024 annual report. 4. Consideration of the 2024 profit distribution proposal. 5. Consideration of the proposal to issue new shares through a capital increase from retained earnings for the 2024 financial year.	All independent directors approved the motion without objection.
2025.05.06 The 11th Meeting of the 2nd Session	1. Audit report for the first quarter of 2025. 2. Discussion on the consolidated financial statements for the first quarter of 2025.	All independent directors approved the motion without objection.
2025.08.07 The 12th Meeting of the 2nd Session	1. Discussion on the audit report for the second quarter of 2025. 2. Discussion on the consolidated financial statements for the second quarter of 2025. 3. Proposal to borrow funds from the subsidiary Daiichi Kasei Co., Ltd. (hereinafter referred to as 'IKKA Japan').	All independent directors approved the motion without objection.
2025.11.06 The 13th Session of the Second	1. Agenda item: Discussion of the audit report for the third quarter of 2025. 2. Agenda item: Discussion of the consolidated financial statements for the third quarter of 2025.	All independent directors approved the motion without objection.
2025.12.24 The 14th Meeting of the Second Session	1. 2026 Audit Plan. 2. Full-year Financial Forecast for 2026. 3. Assessment of the independence and fitness for office of the certifying auditor for 2026. 4. 2026 Public Funding Scheme for Chartered Accountants.	All independent directors approved the motion without objection.
2026.03.11 The 15th Meeting of the Second Session	1. Agenda item: Audit report for the fourth quarter of 2025. 2. Agenda item: Internal control statement for the 2025 financial year. 3. Agenda item: Consolidated financial statements for the 2025 financial year and the 2025 annual report. 4. Agenda item: Profit distribution table for the 2025 financial year. 5. Agenda item: Amendment to the 'Procedures for the Acquisition or Disposal of Assets'.	All independent directors approved the motion without objection.
2026.05.07 The 16th Meeting of the Second Session	1. Discussion on the audit report for the first quarter of 2026. 2. Discussion on the consolidated financial statements for the first quarter of 2026. 3. Appointment of the auditor for the financial statements in accordance with changes to the internal rotation mechanism of the accounting firm.	All independent directors approved the motion without objection.

(2) Other matters which were not approved by the Audit Committee but were approved by two-thirds or more of all directors: none.

2.If there is Independent Directors' avoidance of motions in conflict of interest, the Independent Directors' names, contents of motions, causes for avoidance and voting should be specified: not applicable.

3.Communications between independent directors, the Company's chief internal auditor and CPAs (should include major developments, methods, and results reached in communications regarding corporate finance or business):

(1) Communications Between Independent Directors and Accountant:

Date	Communication Focus	The Company's handling and implementation
2025.03.12	Consolidated Financial Statements for the Year Ended 2024	The independent directors have no objections; the matter will be submitted to the Audit Committee for a resolution and then presented to the Board of Directors for discussion.
	Governance matters identified during the audit of the 2024 consolidated financial statements by the Audit Committee	The independent directors have no objections; the details of the discussions are filed for reference.
2025.05.06	Consolidated Financial Statements for the First Quarter of the 2025 Republic of China Financial Year	The independent directors have no objections; the matter will be submitted to the Audit Committee for a resolution and then presented to the Board of Directors for discussion.
	Governance matters identified during the audit of the consolidated financial statements for the first quarter of 2025 and the audit committee’s review	The independent directors have no objections; the details of the discussions are filed for reference.
2025.08.07	Consolidated Financial Statements for the Second Quarter of the 2025 Republic of China Financial Year	The independent directors have no objections; the matter will be submitted to the Audit Committee for a resolution and then presented to the Board of Directors for discussion.
	Governance matters identified during the audit of the consolidated financial statements for the second quarter of the 2025 financial year by the Audit Committee	The independent directors have no objections; in accordance with governance matters, the timetable for implementing IFRS 18 and the new items to be included in the 2025 corporate governance assessment shall be included in the agenda for the next regular (quarterly) board meeting.
2025.11.06	Consolidated Financial Statements for the Third Quarter of the 2025 Republic of China Financial Year	The independent directors have no objections; the matter will be submitted to the Audit Committee for a resolution and then presented to the Board of Directors for discussion.
	Governance matters identified during the audit of the consolidated financial statements for the third quarter of the 2025 Republic of China financial year, as communicated to the Audit Committee	The independent directors have no objections; the details of the discussions are filed for reference.
2025.12.24 (This is a separate seminar)	1. Guidelines on the Audit Committee’s Interpretation of Audit Quality Indicators (AQIs) 2. Discussion of the 2025 Audit Plan	The independent directors have no objections; the matter will be submitted to the Audit Committee for a resolution and then presented to the Board of Directors for discussion.

(二)Communication between independent directors and the head of internal audit:

Date	Communication Focus	The Company's handling and implementation
2025.03.12	Submission of the Q4 2025 Audit Report and Audit Follow-up Report to the Independent Directors for review, and the 2024 Internal Control System Statement Report	The independent directors have no objections
2025.05.06	Governance matters identified during the audit of the 2025 Q1 consolidated financial report by the Audit Committee.	The independent directors have no objections
2025.08.07	Submission of the Q2 2025 Audit Report and Audit Follow-up Report to the Independent Directors for review	The independent directors have no objections
2025.11.06	Submission of the Q3 2025 Audit Report and Audit Follow-up Report to the Independent Directors for review	The independent directors have no objections
2025.12.24 (This is a separate seminar)	1. Guidelines on the Audit Committee’s Interpretation of Audit Quality Indicators (AQIs) 2.Discussion on the 2026 Audit Plan	The independent directors have no objections

(3). Corporate Governance Operations and Differences with Corporate Governance Best Practise Principles for TWSE/TPEx Listed Companies and Reasons

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	
1. Proposed Scheme for the Payment of End-of-Year Bonuses to Managers for the 2025 Financial Year	v		The company established its "Corporate Governance Guidelines" on September 29, 2020. The first revision was made on March 21, 2023, and the latest revision was made on May 6, 2025. These guidelines are disclosed on the Taiwan Stock Exchange's public information observation website and on the company's website.	No differences
2. Company Shareholding Structure and Shareholders' Equity				
(1) Has the company established an internal operating procedure to deal with shareholders' suggestions, doubts, disputes and litigations, and implement it based on the procedure?	v		1. The Company has appointed a share registrar in Taiwan to handle share-related matters and has established a dedicated share registry department. 2. The Company has appointed a spokesperson and a deputy spokesperson, who handle matters such as shareholder suggestions, queries, disputes and litigation in accordance with established procedures. Investors may also visit the Company's website at http://www.ikka.com.tw → Investor Relations → Shareholder Q&A, or contact the Company's spokesperson or deputy spokesperson directly.	No differences
(2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares?	v		The Company possesses the list of its major shareholders as well as the ultimate owners of those shares.	No differences
(3) Has the company established and does it execute the risk management and firewall system within its conglomerate structure?	v		The Company has established relevant control mechanisms within its internal regulations and internal control systems in accordance with laws and regulations (including "Rules for Regulating Related Party Transactions").	No differences
(4) Has the company established internal rules against insiders trading with undisclosed information?	v		On March 25, 2020, the Company passed the resolution of the board of directors and formulated the "Internal Significant Information Processing and Prevention of Insider Trading Operation Procedures", which clearly stipulated that the Company's personnel should abide by the provisions of the Securities and Exchange Act, and should not use the unpublished information that they know. Engage in insider trading, and shall not disclose it to others to prevent others from using the undisclosed information to engage in insider trading, and increase the reporting mechanism to achieve its effect.	No differences
3.Composition and Responsibilities of the Board of Directors				
(1) Does the Board develop, manage and implement a diversified policy?	v		1. The composition of the board of directors of the Company is based on the consideration of its own operation, operation type and business development needs. It is composed of people with industrial background, business management expertise, and financial accounting expertise. 2. Please refer to of this manual for the description of the diversity and independence of the	No differences

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	
			Board of Directors of the Company P.18。	
(2) Has the company voluntarily established other functional committees in addition to the Remuneration Committee and the Audit Committee?	v		On 8 May 2024, the Board of Directors resolved to establish a 'Sustainability Committee', which will progressively implement relevant sustainability initiatives in accordance with the annual work plan.	No differences
(3) Has the company established a standard to measure the performance of the Board, and has it been implemented annually? Are the implemented results reported to the Board, and used as a reference for individual directors' compensation and nomination renewal?	v		On 29 September 2020, the Company's Board of Directors approved the adoption of the Board Performance Assessment Guidelines. The assessment results for the 2025 financial year were submitted to the Board on 28 January 2026, and the Board instructed the relevant departments to develop review and improvement plans for those who did not achieve the highest score. The assessment results have been published on the Company's website. The Company has also established the "Regulations on Remuneration for Directors and Members of Functional Committees" to provide a framework for the payment of remuneration to members of the Company's Board of Directors, Audit Committee, Remuneration Committee and other functional committees established in accordance with the law.	No differences
(4) Does the company regularly evaluate the independence of CPAs?	v		The assessment of the independence and fitness for office of the Company's statutory auditors for the 2025 financial year is accompanied by the auditors' statement, the statutory auditors' review and assessment form, and having taken into account the "Reference Guidelines for the Exercise of Powers by Independent Directors and Audit Committees" issued by the Chinese Institute of Corporate Governance and the Audit Quality Indicators (AQIs), was submitted to the Audit Committee on 25 December 2024, where it was approved by resolution, and subsequently approved by resolution of the Board of Directors on 25 December 2024. The Visa Accountant Review Checklist assesses the following three main areas, evaluating each item individually: 1. Independence assessment (13 questions in total, accounting for 42%). 2. Fitness for office assessment (9 questions in total, accounting for 29%). 3. Review of performance assessment results (9 questions in total, accounting for 29%). Assessment results: The 2025 Financial Report has been appointed for audit by Ms Man-yuk Yuen and Mr Yi-tai Tsai of PwC. Following an assessment, it has been determined that both auditors meet the Company's standards of independence and competence, that there are no breaches of independence, and that they are fully qualified to act as the Company's auditors.	No differences

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	
4. Does the company have an adequate number of corporate governance personnel with appropriate qualifications, and has a Chief Corporate Governance Officer been appointed to be in charge of corporate governance affairs (including but not limited to providing information for directors to perform their functions, assisting directors with legal compliance, handling matters relating to board meetings and shareholders meetings according to laws, producing minutes of board meetings, and shareholders meetings)?	v		1. The company's board of directors resolved on May 8, 2023, to appoint Mr. Yang Chaoyue, general manager of the Taiwan branch, as the company's governance officer. His responsibilities include providing directors with the data needed for their business operations, handling board and shareholder meeting procedures according to the law, managing company registration and changes to the registration, and preparing meeting minutes for board and shareholder meetings. 2. The company is incorporated in the Cayman Islands. Considering the necessity of compliance with cross-border regulations, the company has entrusted (International Cooperation Law Firm) with the handling of business registration changes according to Cayman Islands regulations. 3. In order to comply with the relevant laws and regulations within the Republic of China, we have also entered into an annual consultancy agreement with 'Dingli Law Firm' to ensure full compliance with the relevant provisions.	No differences
5. Has the company established a communication channel and built a designated section on its website for stakeholders (including but not limited to shareholders, employees, customers, and suppliers), responded appropriately to stakeholders on corporate social responsibility issues?	v		The company's website has a special page for stakeholders in the special area of sustainable development, and has a special E-mail response function, and the company also has a spokesperson and agency spokesperson system. Stakeholders can establish communication channels with the spokesperson through the company's network, telephone and fax, and keep abreast of information to maintain the legal Equity of both parties. In order to ensure that "stakeholders" (including employees, customers, suppliers, shareholders, investors and correspondent banks) and other stakeholders have direct and smooth communication channels to respect and maintain their due legal Equity, the reporting platform, the Audit Committee composed of Independent Director, serves as the unit for receiving suggestions and complaints from stakeholders, and the Independent Director mailbox is disclosed on the company's website. Website link: Stakeholder area (ikka.com.tw)	No differences
6. Has the company appointed a professional shareholder service agency to deal with shareholder affairs?	v		The Company entrusts a professional organization - the agency department of China Trust Commercial Bank to handle the affairs of the shareholders' meeting and various stock affairs matters.	No differences
7. Information Disclosure				
(1) Does the company have a corporate website to disclose both financial standings and the status of corporate governance?	v		The Company has a website at: www.ikka.com.tw Disclosures related to the Company's financial, business and corporate governance information Items are disclosed in the public information observatory and the Company in accordance with the regulations website.	No differences
(2) Does the company have other information disclosure channels (e.g. building an English website, appointing designated people to handle information collection and	v		The Company's website is available in three languages: Chinese, English and Japanese (www.ikka.com.tw). It contains information on the Company's finances, operations, corporate governance and sustainability. The Administration Department is responsible for compiling and disclosing information on the website. The Company has established a system of spokespersons	No differences

<table>
<tr><th rowspan="2">Item Evaluated</th><th colspan="3">Operational Situation (Note)</th><th rowspan="2">Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Abstract Description</th></tr>
<tr><td>disclosure, creating a spokesman system, webcasting investor conferences)?</td><td></td><td></td><td>and deputy spokespersons, and details of investor briefings are posted on the website for investors to consult.</td><td></td></tr>
<tr><td>(3) Does the company announce the annual financial report within 2 months after the end of the fiscal year, and announce the Q1, Q2, Q3 financial reports and monthly operation status before the deadlines?</td><td></td><td>v</td><td>The Company does not currently issue financial reports in advance; future decisions will be assessed in light of actual requirements or statutory provisions.</td><td>The Company's financial reports are all published within the prescribed time limits; whether to publish them in advance will be assessed separately.</td></tr>
<tr><td>8. Is there any other important information to facilitate a better understanding of the company's corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors)?</td><td>v</td><td></td><td>Described as follows</td><td>No differences</td></tr>
<tr><td colspan="5">(1) In keeping with the principles of compliance with the law and adherence to our responsibilities, and with a strong emphasis on corporate governance, the Company conducts its business in a sustainable and prudent manner. The current status of the Company's corporate governance is as follows:
1. Intellectual property management plan linked to operational objectives, achievements for 2025 and implementation status:
I. Intellectual Property Management Strategy
The Company prioritises the filing of high-quality patent applications as part of its strategy for the continuous development of technology and products. To ensure compliance with corporate governance regulations, we have formulated an intellectual property management plan that is aligned with our operational strategy. By implementing an intellectual property management system, we aim to develop promising technologies in response to customer needs, and to promptly protect, effectively manage and utilise high-quality patents covering innovations arising from production and business operations.
II. Intellectual Property Management Policy
(1) Implement corporate governance indicators.
(2) Strengthen intellectual property management and implement intellectual property management systems.
(3) Enhance intellectual property strategy and continue to build up intellectual property rights.
(4) Raise staff awareness of intellectual property and create intellectual property value.

III. Intellectual Property Management Objectives
(1) Formulate an intellectual property management plan linked to operational objectives; explore the feasibility of implementing TIPS or similar intellectual property management systems; submit regular reports on the implementation of the intellectual property management plan to the Board of Directors; and publish these reports on the official website.</td></tr>
</table>

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	

(2) Implement intellectual property management by consolidating relevant regulations and clearly establishing the interrelationships between all intellectual property-related operational procedures and documentation.
(3) Enhance the development documentation management system and fully digitise development records.
(4) To raise staff awareness of intellectual property, organise training courses, including:
1. Intellectual property courses for new recruits;
2. Advanced intellectual property courses for development staff;
3. Advanced training courses for dedicated intellectual property personnel.

IV. Intellectual Property Management Measures
(1) Patents
Patent management encompasses relevant procedures such as patent applications, record-keeping and the assessment of patent rights maintenance, whilst further enhancing overall patent strength through strategic patent portfolio planning to bolster competitiveness. At the same time, establishing a review mechanism for development outcomes prior to their public disclosure helps to protect the company's R&D achievements and mitigate the risk of confidential information leaks.
(2) Management of Confidential Information
We will organise relevant training programmes to enhance staff awareness of intellectual property matters, continue to comply with relevant regulations on the management of confidential information, and effectively mitigate the risk of leaks of confidential information or key technologies, thereby protecting the Company's vital confidential information.

V. Implementation Status and Intellectual Property Management Achievements for 2025

(1) Annual Implementation Status

The Company's implementation of intellectual property management was reported to the Board of Directors on 28 January 2026. Key tasks for this year include:
1. Review whether the 'Intellectual Property Management Plan' requires revision.
2. Continue to implement intellectual property management and control processes, consolidate various intellectual property management regulations, and clearly establish the interrelationships between all relevant operational procedure documents to prevent management loopholes.
3. Explore the development of a comprehensive electronic record-keeping system to strengthen the management and protection of R&D processes, and provide product development units with insights into the current state of the industry and technological trends
(2) Achievements in Intellectual Property Management As of 2025, the Japanese subsidiary had obtained a total of 13 patents, whilst the Chinese subsidiary had obtained 22 patents (an increase of 6 compared to 2024), bringing the total to 35;

VI. Intellectual Property Strengths and Their Contribution to Business Operations
(1) Ensuring compliance with corporate governance regulations and managing intellectual property to enhance investor confidence. Continued adherence to corporate governance regulations helps to improve corporate governance and enables clients and investors to understand the Company's intellectual property value and competitive advantages.
(2) Raising staff awareness of intellectual property to create intellectual property value.
By standardising intellectual property management, we aim to refine management processes such as the planning, acquisition and maintenance of intellectual assets, thereby helping to improve the quality and management of these assets.

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	

(3) Continuously improving existing intellectual property management processes to protect development outcomes and strengthen confidentiality management. Implementing documented and standardised intellectual property management practices to refine processes for the planning, acquisition and maintenance of intellectual assets, whilst promoting cross-departmental communication and collaboration, will help enhance the quality and management of intellectual assets, thereby supporting the company's sustainable development.

VII. Outlook for Intellectual Property Management

Guided by its commitment to 'providing customer-satisfying service', IKKA draws on over 50 years of expertise in mould development to consistently deliver high-quality products and services, demonstrating the company's capabilities and competitiveness in the automotive sector.

Intellectual property is a key capability for the company's sustainable profitability. By continuously aligning our intellectual property management system with the company's business strategy, we enable the organisation to leverage intellectual property to enhance operational efficiency. Moving forward, IKKA will build upon this solid foundation of intellectual property management to pursue continuous breakthroughs and innovative advancements, thereby demonstrating the company's sustainable value.

2. Environmental protection:

Guided by a commitment to caring for our planet, we fulfil our social responsibility to protect the environment and conserve energy. Upholding the principle of proactively reducing environmental pollution, we ensure that our environmental performance complies with environmental legislation and commit to continuous improvement and pollution prevention. At the same time, we implement resource recycling and sorting schemes to do our bit for the global environment, achieve sustainable business operations, and ensure the Earth's continued vitality, thereby creating a win-win situation where economic development and environmental protection go hand in hand:

(1) Water consumption:

A. Water Resource Management Policy: Conserving water and protecting water resources are priorities for our organisation. As our Taiwan office is a holding company, it generates only domestic wastewater; water consumption is not a material issue for the company.

B. Water Conservation Target: Using 2024 as the base year, the target is to reduce water consumption per unit of turnover by an average of 1% annually.

C. Implementation Measures

(A) Promote among staff the importance of conserving water and encourage them to take practical steps such as turning off taps when not in use.

(B) Establish a prompt reporting mechanism to ensure that any damage or leaks in water supply equipment are repaired immediately, thereby preventing water wastage.

(C) Adjust the flow rate of water supply fittings or install water-saving valves, and use sanitary ware certified with a water-saving label

(D). Fulfilment status:

Year/Project	Water consumption (tonnes)
2025	94,626
2024	89,483
2023	83,162

Source: The Company and its wholly-owned subsidiaries

(2) Waste:

A. Waste Reduction Management Policy: The Company's Taiwanese operations serve as a holding company, primarily focused on supporting the business activities of its stakeholders. General household waste is entrusted to professional, certified waste collection companies for transport to waste incineration plants for treatment; recyclable resources are handed over to recycling contractors for processing and reuse, thereby reducing environmental pollution and harm.

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	

B. Waste Management Objectives: Using 2024 as the base year, the target is to reduce domestic waste by 1% annually. 100% of commercial waste is to be handed over to waste management operators approved by the Ministry of the Environment for processing. These operators are required to carry out recycling, reuse, or incineration, thereby achieving zero landfill and a waste diversion rate of 100%.

C. Implementation Measures

(A) Promoting staff participation: Through training and awareness-raising activities, we encourage staff to actively participate in waste management, raise awareness levels, and work together to promote environmental protection.

(B) Strengthening resource recovery: We are enhancing the recovery and reuse of materials such as paper, plastic and metal, and establishing effective recovery channels with specialist contractors.

(C) Reducing waste and plastic: Moving progressively towards a complete ban by 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 tableware—by adopting reusable cups or containers bearing an eco-label.

(D). Fulfilment status:

Year/Project	Total weight of commercial waste	General commercial waste (non-hazardous)
	Hazardous	
2025	1.92	1,324
2024	1.96	1,386
2023	3.61	1,426

Source: The Company and its wholly-owned subsidiaries, excluding the Thai plant

(3) Energy Management Plan:

A. Energy Management Objectives: Based on 2025

Category	Short term	Mid-term	Long
Taiwan office area	1% reduction	1.5% reduction	2% reduction

B. Energy Management Achievements:

Annual/Project	Degree
2025	28,073
2024	26,083

C. Energy-saving measures: To improve energy efficiency and reduce our carbon footprint, the Company is implementing the following energy-saving measures:

(A) Procure electrical appliances bearing the energy-saving label.

(B) Set air conditioning temperatures between 26 and 28 degrees; encourage staff to close doors promptly to prevent cool air from escaping.

(C) Clean air conditioning filters and equipment regularly to maintain operational efficiency and reduce energy consumption.

(D) Replace all lighting fixtures with LED lighting.

(E) Continuously promote energy-saving principles and display reminder posters.

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

3. Employee Rights, Employee Welfare and Human Rights Policy: Please refer to the section on labour-management relations in this annual report (see pages 103–105)

4. Investor Relations:

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	

To ensure that shareholders are fully informed of, and have the right to participate in and decide on, matters of significance to the Company, in addition to sending notices of meetings to shareholders prior to general meetings, the Company has established the roles of spokesperson and deputy spokesperson to serve as channels of communication between the Company and its shareholders, investors and stakeholders. The Company has also set up a website to introduce its products and business activities, enabling the public to gain an understanding of the Company's operations.

5. Supplier relations:
Our company maintains long-standing and positive working relationships with our suppliers.

6. Rights of interested parties:
The Company fulfils its rights and obligations towards stakeholders and banking partners in accordance with contractual agreements and relevant operational procedures, thereby safeguarding the legitimate rights and interests of both parties. The Company also provides its banking partners with sufficient information to enable them to understand the Company's operational and financial position. On 28 January 2026, the Company reported on stakeholder engagement activities for the current (2025) financial year to the Board of Directors and published this information in the Stakeholder Relations section of the Company's official website.

7. Implementation of the risk management policy and risk measurement criteria: The Company's risk management policy and measurement criteria are implemented through the following risk management organisational structure.

Key risk assessment considerations	Direct response to risk	Risk Assessment and Control	Board and Audit Department
	First Mechanism	Second Mechanism	Third Mechanism
1. Interest Rate and financial risk	Finance Department	Finance Department Managing Director Chief Strategy Officer	Audit Department: Responsible for the examination, assessment, supervision, improvement, monitoring and reporting of risks. Board of Directors: The decision-making and ultimate control body for risk assessment and management.
2. High-risk and high-leverage investment, capital loan to others, derivative commodity trading, financial wealth management investment			
3. Investment, reinvestment and acquisition			
4. Policy and legal change	Administrative Department	Administration Department Managing Director Chief Strategy Officer	
5. Litigation and legal			
6. Corporate reputation			
7. Share transfer shareholder	Administrative Department and Share Registrar		
8. Change of ownership			
9. Environmental health and safety	Administrative Department		
10. Industrial change	Business Department	Business Unit Managing Director Chief Strategy Officer	

Item Evaluated	Operational Situation (Note)			Deviations from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Abstract Description	
8. Implementation of customer policy: Our company maintains stable and positive relationships with our customers. Upholding our quality policy of 'improving utilisation, continuous improvement and customer satisfaction', we have become an industry leader that excels in product yield, continuous improvement and precision. We provide high-quality products that offer excellent value for money and meet our customers' needs, thereby generating profits for the company. 9. Circumstances in which the Company takes out directors' and officers' liability insurance: On 7 August 2025, the Company's Board of Directors passed a resolution to renew the directors' and officers' liability insurance, and the policy has now been finalised. The insurance period runs from 1 September 2025 to 31 August 2026, with the aim of mitigating and spreading the risk of significant loss to shareholders arising from errors or omissions on the part of directors. 10. Directors' continuing education: All directors of the Company continue to take courses for 6 hours or more each year. For details, please refer to the Public Information Observation Station > Single Company > Corporate Governance > Directors/Independent Directors/Supervisors > Attendance at Board Meetings and Continuing Education Status, and Current Experience and Concurrent Positions of Independent Directors.				
IX. Please provide an explanation of the improvements made in response to the corporate governance assessment results published by the Corporate Governance Centre of the Taiwan Stock Exchange Corporation for the most recent financial year, and set out priority areas for improvement and measures to be taken for those aspects that have not yet been addressed. (Companies not included in the assessment need not complete this section): The Company was listed on the stock exchange in May 2021, and participated in the corporate governance assessment for the fourth time in the 114th year. In the 2025 (12th) corporate governance assessment, the Company was ranked in the 36%–50% percentile among listed companies. From the 2026 assessment onwards, the 'Corporate Governance Assessment' will be formally transitioned to the 'ESG Assessment'. The Company will continue to strive towards the goal of sustainable operations, achieving sustainable transformation and international alignment, and strengthening the international competitiveness of the capital market.				

(4) If the Company has a remuneration committee in place, the composition, duties, and operation of the remuneration committee:

1. Information on the Members of the Remuneration Committee

On March 20, 2020, the Company set up a remuneration committee through the resolution of the board of directors and formulated the "Organization Regulations of the Remuneration Committee", and the members of the first remuneration committee were independent director Lin Tien-Sung, independent director Chen Che-Sheng and independent director Chen Wei-Yu; the responsibility of the remuneration committee is to improve the salary and remuneration system of the Company's directors and managers; the information and operation of the committee members are as follows:

Title	Criteria / Name	Professional qualifications and experience	Independence	Number of other public companies in which the individual is concurrently serving as a remuneration committee
Independent Director (convener)	Lin, Tien-Sung	1. Bachelor's degree in Business Administration from Soochow University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate affairs. 3. No circumstances violating any provisions of Article 30 of the Company Act.	1. Neither the director, his spouse, nor any immediate family member within the second degree of kinship holds a position as a director, supervisor, or employee in this company or any of its affiliated enterprises. 2. Neither the director, his spouse, nor any immediate family member within the second degree of kinship (or under a false name) holds any shares in the Company. 3. The director has not received any remuneration in the past two years from providing services related to business, legal matters, finance, accounting, or any other services to this company or its affiliated enterprises. 4. The director does not hold a position as a director, supervisor, or employee in any company with a specific relationship to this company.	0
Independent Director	Chen, Wei-Yu	1. Master's degree in Business Administration from the University of California, and a Bachelor's degree in International Trade from National Chengchi University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate affairs. 3. Holds a Certified Public Accountant (CPA) license. 4. No circumstances violating any provisions of Article 30 of the Company Act.	1. Neither the director, his spouse, nor any immediate family member within the second degree of kinship holds a position as a director, supervisor, or employee in this company or any of its affiliated enterprises. 2. Neither the director, his spouse, nor any immediate family member within the second degree of kinship (or under a false name) holds any shares in the Company. 3. The director has not received any remuneration in the past two years from providing services related to business, legal matters, finance, accounting, or any other services to this company or its affiliated enterprises. 4. The director does not hold a position as a director, supervisor, or employee in any company with a specific relationship to this company.	2
Independent Director	CHEN,CHE-SHENG	1. Master's/Doctoral degree in Materials Science from	1. Neither the director, his spouse, nor any immediate family member within the	0

		the University of Tokyo and a Master's degree in Industrial Management from Stanford University. 2. Over 25 years of work experience in business, legal, financial, accounting, or corporate affairs. 3. No circumstances violating any provisions of Article 30 of the Company Act.	second degree of kinship holds a position as a director, supervisor, or employee in this company or any of its affiliated enterprises. 2. Neither the director, his spouse, nor any immediate family member within the second degree of kinship (or under a false name) holds any shares in the Company. 3. The director has not received any remuneration in the past two years from providing services related to business, legal matters, finance, accounting, or any other services to this company or its affiliated enterprises. 4. The director does not hold a position as a director, supervisor, or employee in any company with a specific relationship to this company.	

2. Operation of the Remuneration Committee

(1) The Company's Remuneration Committee comprises three members.

(2) Term of office for the current committee members: 30 June 2023 to 29 June 2026. Between 2024 and the date of publication of this annual report, the committee held a total of five meetings (A). The membership and attendance records are as follows:

Job Title	Name	Actual Attendance (B)	Authorized Attendance	Actual Attendance Rate (%) (B/A)	Remarks
Convener	Lin, Tien-Sung	5	-	100%	-
Committee Member	Chen, Wei-Yu	5	-	100%	-
Committee Member	Chen, Che- Sheng	5	-	100%	-

Other matters to be recorded:

I. If the Board of Directors does not adopt or amend the recommendations of the Remuneration Committee, it shall state the date and session of the Board meeting, the details of the motion, the outcome of the Board's resolution, and the Company's handling of the Remuneration Committee's recommendations (if the remuneration approved by the Board is more favourable than that recommended by the Remuneration Committee, the differences and reasons therefor shall be stated): This has not occurred.

II. Where a member of the Remuneration Committee has expressed opposition or reservations regarding a resolution of the Committee, and such views have been recorded or set out in a written statement, the following details must be provided: the date and session of the Remuneration Committee meeting, the content of the motion, the views of all members, and how those views were addressed. No such instances have occurred.

Note:

(1) If a member resigns before the end of the year, the date of resignation shall be indicated in the remarks column, and the actual attendance (presentation) rate shall be calculated based on the number of meetings of the Remuneration Committee and the number of actual attendance (presentation) during the term of office.

(2) (b). Before the end of the year, if there is a re-election of the member, the former and current members shall be filled in. The remarks column should indicate that the member is the former member, the current member or the member continues in office, and the date of re-election should be indicated. The actual attendance rate (%) is calculated based on the number of meetings of the Remuneration Committee and the number of actual attendance (percentage) during the term of office of such director or supervisor.

3. The Company's salary and compensation committee met in the last year to review and evaluate

the Company's salary and compensation information as follows:

Meeting Date	Proposal content and follow-up processing	Result	The Company's handling of the opinions of the remuneration committee
2025.01.14	Proposal for the Payment of Year-End Bonuses to Managers for 2024.	The committee unanimously approved the motion	Proposal to the board of directors and approved by all directors present
2025.03.12	Consideration of the proposed allocation of staff remuneration and directors' remuneration for the 2024 financial year	The committee unanimously approved the motion	Proposal to the board of directors and approved by all directors present
2025.09.23	Proposed Remuneration Package for Management Staff for the 2024 Financial Year.	The committee unanimously approved the motion	Proposal to the board of directors and approved by all directors present
2026.01.28	1. Proposal regarding the remuneration of the new manager. 2. Proposal regarding the payment of the manager's end-of-year bonus for the 2025 financial year.	The committee unanimously approved the motion	Proposal to the board of directors and approved by all directors present
2026.03.11	To consider the proposed allocation of staff remuneration and directors' remuneration for the 2025 financial year.	The committee unanimously approved the motion	Proposal to the board of directors and approved by all directors present

(5). Promotion of Sustainable Development:

1. Differences from the Code of Practice on Sustainable Development for Listed and OTC Companies, and the reasons for these differences:

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"?	V		On 8 May 2024, the Board of Directors resolved to establish a 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 convener. 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, integrating ESG concepts into business strategies. It reports to the Board of Directors on a regular basis (at least once a year), presenting ESG implementation plans and progress reports. 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 of Directors on the ESG implementation results for the 2025 financial year and the work objectives for 2026. Board members then assessed and reviewed progress and offered recommendations.	No differences
2. Does the company assess ESG risks associated with its operations based on the principle of materiality, and establish related risk management policies or strategies?	V		1. This disclosure covers the Company's sustainability performance at its main sites between January 2025 and December 2025; the scope of the risk assessment is primarily limited to the Company's sites in Taiwan. II. In accordance with the materiality principle, the Company regularly identifies and assesses risks relating to material ESG issues; based on the assessed risks, it has established the following risk management policies and strategies: 1. Environment (1). Low-carbon sustainability, environmental protection and resource recycling	No differences

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			1. This year, the Group's Taiwan office has been designated as the base year for greenhouse gas inventorying, and the ISO 14064-1:2018 greenhouse gas inventory standard system has been implemented. 2. Promote an eco-friendly office environment by introducing indoor plants to bring greenery into the workplace, thereby reducing carbon dioxide levels and purifying the indoor air. 3. Continue to promote the digitisation of documents to reduce paper consumption and improve efficiency. 2. Society (1). A supportive workplace, the protection of human rights and charitable initiatives. 1. Conduct health checks for employees that exceed statutory requirements. 2. Implement measures to promote gender equality in the workplace; continuously review and revise the Company's regulations on the prevention of sexual harassment in the workplace and related matters, and establish a friendly working environment. 3. Implement human rights policies to ensure full compliance with all relevant legislation regarding labour rights. 4. Encourage staff to participate in a wide range of social welfare activities, including educational support, environmental protection and charitable initiatives. 5. Occupational Safety: The Company employs health and safety officers who conduct hazard assessments and implement continuous risk improvement measures across the workplace. Through various	

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			relevant occupational safety training programmes, we aim to reduce workplace accidents and fulfil our responsibility to protect employees. (2). Talent Development 1. Develop training programmes tailored to employees at different levels and in different roles, serving as a key blueprint for talent development. 2. We design a diverse range of training programmes and draw on external resources to broaden our staff's learning horizons, enabling them to keep abreast of the latest digital developments and global trends. 3.Corporate Governance (1). Improving operational performance and promoting sustainable development 1. Regular reports on sustainability performance are submitted to the Sustainability Committee and the Board of Directors; furthermore, at the end of each year, the sustainability work plan for the following year is submitted to the Sustainability Committee for approval before being presented to the Board of Directors. 2. Raise staff awareness of intellectual property by organising training courses on intellectual property management. 3. Complete the construction of the Nagoya plant in Japan to improve operational performance. (2). Ethical Business Practices and Compliance 1. To formulate a 'Code of Business Integrity', a 'Code of Ethical Conduct' and 'Operational Procedures for the Prevention of Insider Trading' in order to safeguard the interests of investors and the company. 2. Conduct regular training and awareness-raising sessions on ethical	

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			business practices. 3. Each management unit shall, in accordance with its respective areas of responsibility and expertise, keep abreast of regulatory compliance trends in order to establish internal management policies.	
3. Environmental Issues				
(1). Does the company establish proper environmental management systems based on the characteristics of their industries?	V		1. The Company takes auto parts and components as the main revenue project, according to operation needs to establish a complete environmental and automotive quality certification, and has passed ISO14001 and IATF16949 certification. 2. To fulfill the corporate responsibility of environmental protection and to take care of the safety and health of colleagues, and based on the awareness of environmental protection and management needs such as pollution prevention, and environmental social responsibility.	Indifference
(2). Does the company endeavor to utilize all resources more efficiently and use renewable	V		The Company is committed to the implementation of office waste reduction, resource classification and recycling and other activities, and entrusts qualified manufacturers to carry out recycling operations to maintain the earth's resources and protect environmental hygiene.	Indifference
(3). Does the company evaluate the potential risks and opportunities in climate change with regard to the present and future of its business, and take appropriate action to counter climate change issues?	V		For related information, please refer to page 56, section 2, "Climate-related information implementation status".	No significant differences
(4). Does the company take inventory of its greenhouse gas emissions, water consumption, and total weight of waste in the last two years, and implement policies on energy efficiency and carbon dioxide reduction, greenhouse gas reduction, water reduction, or waste management?	V		1. Greenhouse gas emissions: The Company (as an individual entity) completed its 2024 greenhouse gas emissions verification in July 2025 and obtained a verification report in accordance with the requirements of the ISO 14064-1:2018 standard. 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.	Indifference

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			(hereinafter referred to as HST), including reduction targets, implementation measures and achievement status, are outlined 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 to achieve the objectives of the Paris Agreement. It is operated by CDP, the World Resources Institute and the World Wide Fund for Nature. SBTi certifies greenhouse gas reduction targets that are consistent with the Paris Agreement as science-based targets. Reduction target: For Scope 1 and 2 emissions, the target is to achieve a 50% reduction in GHG emissions by 2030 compared to 2018 levels. For further details, please refer to the section on the implementation of climate-related disclosures on page 58. 2. Water consumption, total waste weight and energy management: For further information, please refer to page 33, specifically the notes to the appendix detailing the Company's corporate governance practices and any discrepancies from the Code of Corporate Governance Practices for Listed and OTC Companies, along with the reasons for such discrepancies. 3. Formulating policies on energy conservation, carbon reduction, greenhouse gas reduction, water conservation and other waste management measures: The waste generated by the Group's Taiwan offices consists primarily of domestic waste. Management and reduction measures involve contracting a qualified professional waste collection company to transport general domestic waste to waste-to-energy plants for incineration; recyclable materials are handed over to recycling contractors for processing and reuse, thereby reducing	

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			environmental pollution and harm.	
4.Social Issues				
(1). Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	V		The Company and its subsidiaries place great importance on the fundamental human rights of employees, supply chain partners and stakeholders, and are committed to creating a supportive and dignified working environment. Performance for the 2025 financial year: In accordance with the United Nations Universal Declaration of Human Rights, the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights, we have formulated a 'Human Rights Policy' and an 'Anti-Discrimination and Anti-Sexual Harassment Policy'. We strictly adhere to the local laws and regulations in force at the Group's operational locations. The Company and its subsidiaries conduct regular training and awareness-raising sessions each year to integrate human rights concepts into the daily lives of our employees. In 2025, human rights awareness training courses were attended by 1,477 participants, totalling 2,215 hours.	No significant differences
(2). Whether the company has provided safe and healthy work environments for its employees, and organizes training on safety and health for its employees on a regular basis?	V		The Company is committed to fostering a sustainable and workplace-friendly environment. We comply with all relevant labour laws and regulations, providing full employment protection for our permanent staff. Within the limits of our available resources, we also offer appropriate measures to support the physical and mental well-being of our employees, such as health check-ups that exceed statutory requirements, vouchers for refreshments during hot summer months, various recreational activities, educational grants for children, and financial assistance for weddings, funerals and other special occasions. Our remuneration policy: 1. Pursuant to Article 34.1 of the Company's Articles of Association, should the Company make a profit in any financial year, it shall distribute employee remuneration amounting to no less than 8%	No significant differences

<table>
<tr><th rowspan="2">Promoted Item</th><th colspan="3">Implementation Status (Note 1)</th><th rowspan="2">Differences from “The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary Description (Note 2)</th></tr>
<tr><td></td><td></td><td></td><td>and no more than 15% of the profit before tax for that year, prior to the deduction of employee remuneration.
2. Performance appraisal system
In accordance with the Company’s ‘Performance Appraisal Management Regulations’, the amount allocated shall be determined in light of the Company’s profit situation, taking into account criteria such as the employee’s role, responsibilities, length of service, performance and special contributions to the Company, as well as their contribution to the Company’s long-term development. There shall be no discrimination on the grounds of gender or sexual orientation.
3. This remuneration scheme covers the allocation of remuneration to front-line staff.
The remuneration for the financial year 2024 was approved by the Board of Directors on 23 September 2025, following a recommendation by the Remuneration Committee, and was paid out by 30 September 2025.</td><td></td></tr>
<tr><td>(3). Whether the company has provided safe and healthy work environments for its employees, and organizes training on safety and health for its employees on a regular basis?</td><td>V</td><td></td><td>The Company and its subsidiaries have dedicated departments that carry out regular maintenance of office and factory premises, as well as equipment servicing. They also conduct regular awareness campaigns on occupational safety and health and personal health management, and organise fire drills from time to time,
1. In 2025, a health and safety briefing will be held on 23 January 2025, and a health check-up for all staff will be held on 12 June 2025.
2. The Group’s certification status is as shown in the table below:
<table><tr><th>Company</th><th>Certification Name</th><th>Start and end dates</th></tr><tr><td>Dongguan IKKA</td><td>ISO 14001</td><td>07/11/2023~06/11/2026</td></tr><tr><td>Dongguan IKKA</td><td>IATF：16949</td><td>15/11/2023~14/11/2026</td></tr></table></td><td>Indifference</td></tr>
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<table>
<tr><td>Malay IKKA</td><td>IATF：16949</td><td>28/02/2024 ~ 27/02/2027</td></tr>
<tr><td>Malay IKKA</td><td>ISO 14001</td><td>19/10/2022 ~ 18/10/2028</td></tr>
<tr><td>Malay IKKA</td><td>ISO 9001</td><td>15/11/2023~14/11/2026</td></tr>
<tr><td>Malay IKKA</td><td>ISO 14001</td><td>20/12/2024~19/12/2027</td></tr>
<tr><td>Japanese Sol-Plus</td><td>ISO 14001</td><td>28/02/2024~27/02/2027</td></tr>
<tr><td>Japanese Sol-Plus</td><td>SBTi</td><td>24/11/2022~23/11/2027</td></tr>
<tr><td>Sol-Plus Thailand</td><td>ISO 9001</td><td>28/07/2023~27/07/2026</td></tr>
<tr><td>Sol-Plus Thailand</td><td>ISO 14001</td><td>31/03/2024~30/03/2027</td></tr>
<tr><td>Sol-Plus Thailand</td><td>IATF：16949</td><td>25/09/2023~24/09/2026</td></tr>
</table>
3. Our company's Taiwan branch had no work-related accidents in 2024. We have staff dedicated to occupational health and safety and first aid management.
4. Neither the Company nor its subsidiaries experienced any fire incidents in 2025; in order to foster a positive working environment, the Company regularly conducts drills in collaboration with the local fire service, as detailed in Section V, Operational Overview, Subsection 5, Labour-Management Relations.
</td><td></td></tr>
</table>

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
(4). Whether the company has established an effective capacity development of career training program for employees?	V		The Company has established an 'Employee Training and Development Programme'. Each year, in accordance with the training procedures manual and planning 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 uphold 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 employee induction, professional development and management training.	No differences
(5). Do the company's products and services comply with relevant laws and international standards in relation to customer health and safety, customer privacy, and marketing and labeling of products and services, and are relevant consumer protection and grievance procedure policies implemented?	V		Guided by our corporate philosophy of 'maintaining goodwill, sincerity and enthusiasm at all times' to provide customer-satisfying services, we are committed to offering our customers a diverse range of high-quality products and services. To safeguard our customers' rights, we have established a "Customer Rights Policy", which is published on our official website. This policy aims to establish a comprehensive customer complaints mechanism, ensuring that all feedback is treated with respect and handled appropriately, whilst serving as a basis for the continuous improvement of service quality. This policy applies to all subsidiaries and affiliated companies within our Group. Complaints channels and procedures: Customers may submit complaints via the Stakeholder Section on the company's official website: • E-mail：ikka@ikka.com.tw	No differences

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
			• Independent Directors' Mailbox E-mail: supervisor@ikka.com.tw Procedure: 1. 1. 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 an initial explanation. 2. 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. 3. 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. 4. Complaint Tracking: All complaint records will be retained for at least three years to serve as a basis for internal review and improvement.	
(6). Does the company implement pplier management policies, requiring suppliers to observe relevant regulations on environmental protection, occupational health and safety, or labor and human rights? If so, describe the results.	V		Our company operates as a holding office in Taiwan, and our business partners are suppliers of general office supplies. We place great importance on long-term partnerships and strive to work together to achieve sustainable, mutually beneficial growth.	No significant differences

Promoted Item	Implementation Status (Note 1)			Differences from "The Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary Description (Note 2)	
5. Does the company reference internationally accepted reporting standards or guidelines, and prepare reports that disclose non-financial information of the company, such as corporate social responsibility reports? Do the reports above obtain assurance from a third-party verification unit?		V	The Company's 2024 Sustainability Report has been prepared in accordance with internationally recognised reporting standards and guidelines; however, it has not yet been subject to verification or assurance by a third-party verification body. We will assess the need for such verification in the future in light of the Company's development requirements and applicable legal provisions.	No significant differences
6. Where a company has established its own sustainability code in accordance with the 'Code of Practice for Sustainable Development of Listed and OTC Companies', please describe any discrepancies between its actual operations and the provisions of the code: The Company's Board of Directors approved the adoption of the Company's 'Code of Practice for Sustainable Development' in September 2020, and most recently amended these guidelines in March 2023 following Board approval to strengthen the implementation of sustainability responsibilities. Taking into account the development trends in corporate sustainability responsibilities in Taiwan, the Board resolved on 8 May 2024 to establish a Sustainability Committee to drive various sustainability initiatives. At that meeting, based on an assessment of risks, a risk management strategy was established, an annual work plan was drawn up, and progress will be reported to the Board of Directors on a regular basis (at least once a year). There are no material differences from the "Code of Practice for Sustainable Development of Listed and OTC Companies".				
7. Other key information relevant to understanding the implementation of sustainable development: Whilst balancing environmental protection with economic requirements, our company is committed to environmental protection and pollution prevention, and will fulfil its corporate responsibilities in this regard. Our approach: (1) Promote the use of electronic documents in place of paper, and make good use of the blank sides of discarded documents for recycling and reuse. (2) Install recycling bins for waste sorting and actively practise recycling. (3) Use energy-efficient appliances and adjust temperature settings during the summer to make effective use of energy, thereby achieving the goals of energy conservation and carbon reduction. (4) The company provides eco-friendly tableware and thermos flasks for staff use; this will reduce the use of disposable tableware during lunch in the staff canteen, thereby minimising waste generation. (5) Provide employment opportunities for local residents, giving priority to hiring people from neighbouring areas. (6) Assist the Community Development Association with activities for the elderly, thereby implementing a policy of fostering good neighbourly relations.				

2. Implementation of climate-related information

Item	Implementation

1. Describe Director and the management's supervision and governance of climate- related risks and opportunities.	The Company takes Director as the highest supervisory unit to coordinate the overall climate strategy direction and supervise the implementation of climate-related risk management by relevant units. There are four functional groups under the Sustainable Development Committee, with Mr. Chairman Shiang-Chi Hu as the convener, who is responsible for managing and supervising the implementation of related climate risks and opportunities, and the convener of the Sustainability Committee regularly (at least once a year) to report to the Director Committee on the progress of corporate sustainability promotion, including the implementation results of climate-related issues and future planning.
2. Explain how the identified climate risks and opportunities affect the company's operations, strategy and finances (in the short, medium and long term).	Based on the Climate Change Financial Disclosures (TCFD) guidelines issued by the Working Grou Climate-Related Financial Disclosures of the Financial Stability Board (FSB) of the United Nations, and a internal discussion and assessment, our company has identified climate risks and opportunities, and div the impact periods into short-term (1-3 years), medium-term (3-10 years), and long-term (10 years and abo The impacts and response strategies can be found in the 2025 Sustainability Report.
3. Describe the financial impact of extreme weather events and transition-related actions.	For information on the potential financial impact of extreme weather events and transition-related action the Company, please refer to the 2025 Sustainability Report.
4. Describe how the identification, assessment and management process of climate risks are	1. Risk Identification and Assessment: Identify and assess climate-related risks by designing and posing questions; evaluate the likelihood and impact of climate risks using internationally recognised standards; understand the relationships between climate risks and other risks through identification and assessment; regularly assess the potential risks of different periods of operations and business activities. 2. Risk Monitoring: Establish relevant management indicators considering the duration of climate risk impacts, and differences in industry and geographical location; regularly monitor progress towards achieving set targets; immediately implement responses to events that threaten finances, operations, or compliance with regulations. 3. Risk Response: Implement differentiated management measures to address actual or potential risks based on the frequency and severity of risk occurrences. 4. Risk Reporting: Each department, based on its area of responsibility and nature of business, shall report to the Administration department; the Administration department will compile the relevant information and report it to the Sustainability Committee and the Board of Directors; report major or unusual risks immediately. 5. Information Disclosure: Disclose the status of climate risk management implementation in accordance with relevant authorities' policies, and international initiatives or guidelines; regularly disclose the management of climate risks and opportunities to enhance the quality and transparency of information.
5. If the resilience to climate change risks is assessed using scenario analysis, the use of	The Company takes into account Taiwan's Nationally Determined Contribution (NDC) and the international 'Net Zero by 2050: A Roadmap', whilst keeping abreast of key domestic and

scenarios, parameters, assumptions, analysis factors and major financial impacts shall be explained.	international net-zero plans, which serve as the primary basis for the Company's climate issue management assessments.
6. If there is a transformation plan to manage climate-related risks, the content of the plan, and the indicators and goals used to identify and manage physical risks and transformation risks.	In order to implement sustainable business practices and align with government policies aimed at achieving net-zero emissions, the Company will commence a greenhouse gas inventory for its Taiwan branch. In future, subject to regulatory requirements, the Company will engage third-party verification bodies to confirm the reliability and consistency of its emissions data. The Company will continue to expand the scope of its greenhouse gas inventory and verification activities, and will publicly disclose information relating to climate-related financial disclosures. The Company has established short-, medium- and long-term phased targets, as detailed below: 1. 2026: The Taiwan branch will complete its 2025 inventory and continue to obtain third-party verification in 2026. 2. 2027: Subsidiaries included in the consolidated financial statements will complete their inventories. 3. 2028: The Company and its subsidiaries will complete the 2027 inventory and obtain third-party verification. 3. 2050: The Group as a whole aims to achieve net-zero emissions; during this period, relevant targets and indicators will be adjusted on an ongoing basis in response to climate risks and opportunities.
7. If the internal carbon pricing is used as a planning tool, the price setting basis should be stated.	Internal carbon pricing is not currently in use, but its introduction will be assessed in the future based on actual needs.
8. Where climate-related targets have been set, details should be provided regarding the activities covered, the scope of greenhouse gas emissions, the planning timeline, 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 offsets, or the number of Renewable Energy Certificates (RECs), should be specified.	1. The Company's climate-related targets are set out in detail in item 6 above. 2. To achieve our net-zero emissions target by 2050, the Company will prioritise energy conservation as the primary means of reduction. We will analyse electricity consumption at key operational sites, strengthen electricity management at each site, and gradually expand the use of renewable energy. We will utilise strategic tools such as the purchase of Renewable Energy Certificates (RECs) and green electricity to meet the Group's phased targets for renewable energy usage.
9. Greenhouse gas inventory and assurance status, reduction targets, strategies and specific action plans.	Please refer to the following: (1) the greenhouse gas inventories and verification results for the last two financial years, and (2) a description of the greenhouse gas reduction targets, strategies and specific action plans.

(1) Greenhouse gas inventory and verification status for the past two years

① Greenhouse gas inventory information:

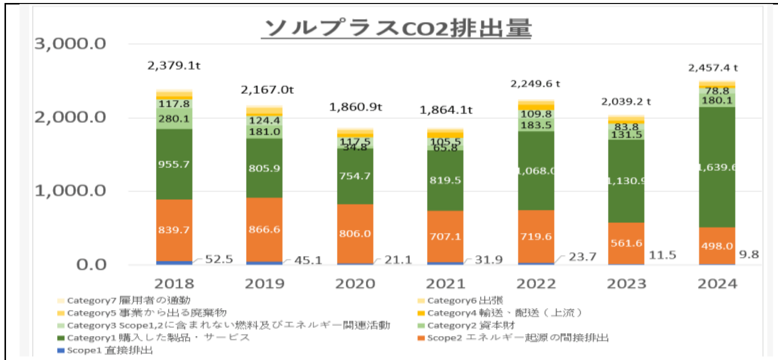
Category 3	Project Description	2023	2024	category
		Emissions CO_2e	Emissions CO_2e	Emissions CO_2e
Category 1	Direct greenhouse gas emissions	333.3600	730.4776	719.8661
Category 2	Indirect greenhouse gas emissions from energy sources	12,469.5535	12,666.7115	12,721.8466
Category 3	Other indirect emissions	6,298.0000	7,667.4679	8,971.1477
Total		19,100.9135	21,064.6570	22,412.8604

Source: The Company and its wholly-owned subsidiaries.

② With the exception of the inspection report obtained by the Company for the 2024 financial year, the information set out above is based on 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.

(2) Greenhouse gas reduction targets, strategies and specific action plans

Set out the base year for greenhouse gas emissions reductions, along with the relevant data, reduction targets, strategies, specific action plans and the status of progress towards achieving the reduction targets
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 achieving these targets, are outlined 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 in order to achieve 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 emissions, the target is to achieve a 50% reduction in GHG emissions by 2030 compared to 2018 levels. Achievement status:



(6) The Company's compliance with the principle of conducting business with integrity and the measures adopted:

Evaluated criteria	Implementation Status			Differences with Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies and Reasons
	Yes	No	Summary Description	
1. Establishment of ethical corporate management policies and programs				
(1). Does the company have a Board-approved ethical corporate management policy and stated in its regulations and external correspondence the ethical corporate management policy and practices, as well as the active commitment of the Board of Directors and management towards enforcement of such policy?	V		On 20 March 2020, the Board of Directors approved the adoption of the 'Code of Ethical Conduct' and the 'Operational Procedures and Code of Conduct for Ethical Business Practices'. The Company regularly promotes awareness of the relevant regulations and whistleblowing mechanisms internally to ensure the effective implementation of ethical business practices. Furthermore, the 'Code of Ethical Conduct' and the 'Operational Procedures and Code of Conduct for Ethical Business Practices' have been published on the Company's website as a public declaration of its policy on ethical business practices.	Indifference
(2). Does the company have mechanisms in place to assess the risk of unethical conduct, and perform regular analysis and assessment of business	V		The company's "Code of Honest Business Practices" explicitly prohibits dishonest conduct.	

Evaluated criteria	Implementation Status			Differences with Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies and Reasons
	Yes	No	Summary Description	
activities with higher risk of unethical conduct within the scope of business? Does the company implement programs to prevent unethical conduct based on the above and ensure the programs cover at least the matters described in Paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?			Adhering to the principle of honesty, we operate in a stable and upright manner, refraining from business activities within our scope of operations that pose a high risk of dishonesty, and strengthening related preventive measures. Furthermore, the company maintains a politically neutral stance and does not engage in political donations. The company strictly prohibits managers and all employees from engaging in any bribery or illegal activities. Any violation will be dealt with according to the specific circumstances, resulting in disciplinary action or referral to the judicial authorities. All new employees are required to sign a "Confidentiality Agreement," an "Intellectual Property Assignment" document, and are given an employee handbook, clearly outlining employee rights and obligations.	
(3). Does the company provide clearly the operating procedures, code of conduct, disciplinary actions, and appeal procedures in the programs against unethical conduct? Does the company enforce the programs above effectively and perform regular reviews and amendments?	V		The Company has set out in its ‘Operational Procedures and Code of Conduct for Ethical Business Practices’ the procedures for handling breaches of ethical business practices, as well as the relevant policies on rewards and disciplinary measures, complaints and record-keeping. Should any employee be found to have accepted or offered a bribe, supervisors may immediately recommend disciplinary action or rewards, and the relevant systems are strictly enforced.	
2. Implementation of ethical corporate management				
(1). Whether the Company has assessed the integrity of the record of counterparties, and entered into contracts with counterparties with the terms of integrity act provisions.	V		The Code of Business Integrity explicitly stipulates that transactions with dishonest business operators must be avoided, and that, in accordance with internal control procedures, various channels must be used to ascertain whether a counterparty has engaged in dishonest business practices.	No difference
(2). Does the company have a unit responsible for ethical corporate management on a fulltime	V		In order to implement the principle of ethical business conduct, the Administration Department has been designated as the unit responsible for	No difference

Evaluated criteria	Implementation Status			Differences with Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies and Reasons
	Yes	No	Summary Description	
basis under the Board of Directors which reports the ethical corporate management policy and programs against unethical conduct regularly (at least once a year) to the Board of Directors while overseeing such operations?			related matters. It reports on the annual progress of its work to the Board of Directors at least once a year; the report on the implementation of ethical business conduct for the 2025 financial year was submitted to the Board on 28 January 2026. The internal audit department shall formulate and implement audit procedures in accordance with the audit plan to assess compliance with the company's integrity policy, and shall report regularly to the Board of Directors on the monitoring of implementation and the progress of improvements.	
(3). Whether the Company has set up and implement policies to prevent conflict of interests and providing channels to report such conflict.	V		The Company has clearly set out its policy on the avoidance of conflicts of interest in its 'Code of Ethical Conduct' and has established effective communication channels and a complaints procedure, enabling employees to raise concerns with management at all levels and the Human Resources department through a variety of channels. Our website also features a dedicated email address for independent directors to report concerns, to ensure effective implementation.	No difference
(4). Whether the Company has built an effective accounting system and internal control system to carry out ethical corporate management, with internal auditors auditing the process or to engage a certified public accountant to carry out the audit.	V		Each year, the Company's internal audit department formulates an audit plan in accordance with the "Guidelines for the Establishment of Internal Control Systems by Publicly Listed Companies" and the "Code of Ethical Business Conduct". This plan is based on the Company's accounting systems, internal control systems and the implementation of ethical business practices, and the audit is conducted accordingly. The results of the audit are reported to the Board of Directors on a regular basis (at least once a year).	No difference
(5). Whether the Company has periodically organized internal and external training for integrity management.	V		The Company regularly organises awareness-raising sessions on ethical business practices. In 2025, a total of seven training sessions on ethical business practices were held for all staff members, with 1,477 participants attending a total of 4,431 hours.	No difference
3. Operating situation of whistle-blowing system				

Evaluated criteria	Implementation Status			Differences with Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies and Reasons
	Yes	No	Summary Description	
(1). Whether the Company has adopted a concrete whistle-blowing system, established a convenient whistle-blowing channel and dedicated appropriated personnel appointed to handle the objects.	V		If any company colleague discovers that a company director, manager, employee, or person with substantial control capacity has engaged in dishonest conduct during business operations, such as violating honesty, committing illegal acts, or breaching fiduciary duties, they should provide specific details regarding personnel, location, and other relevant information and report it to the administrative authorities. If the report is processed and results in positive outcomes, a reward will be given. The company's website sustainability section contains a dedicated email address for independent directors, and interested parties can also report concerns via this channel.	No difference
(2). Does the company have in place standard operating procedures for investigating accusation cases, as well as followup actions and relevant post-investigation confidentiality measures?	V		Our company's "Code of Conduct" outlines a whistleblowing system. Serious breaches of integrity by our employees will result in dismissal or termination, in accordance with relevant laws or company human resources procedures. The company has not received any whistleblowing reports during the most recent financial year up to the date of this report's publication.	
(3). Does the company provide proper whistleblower protection?	V		The Company provides a smooth communication channel and a complaint system, and the identity and content should be kept confidential. Employees can respond to various management levels and human resources units through multiple channels.	
4. Strengthening information disclosure Whether the Company has disclosed related information on ethical corporate management on the Company's website and Market Observation Post System.	V		The Company discloses information regarding its commitment to ethical business practices in the Sustainability section of its website. Details of the Company's efforts to promote ethical business practices in 2025 are set out therein. An independent director's whistleblowing email address has also been established, with the aim of fulfilling our responsibility to uphold ethical business practices through multiple channels.	No difference
5. The Company has established its ethical corporate management policies based on the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies; please describe any discrepancy between the policies and their implementation: N/A				

Evaluated criteria	Implementation Status			Differences with Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies and Reasons
	Yes	No	Summary Description	
6. Other important information helpful in understanding the company's honest and ethical operating practices (such as the company reviewing and amending its ethical conduct guidelines): (a) The company regularly schedules directors to attend corporate governance training courses and periodically uses internal meetings to promote ethical business policies. (b) The company strictly adheres to the Company Act, Securities Exchange Act, relevant regulations for listed and over-the-counter companies, and other relevant commercial laws, forming the foundation for implementing ethical business practices. (c) Please refer to the Sustainability section on our website at http://www.ikka.com.tw for further details.				

(7). Other important information that can enhance the understanding of the operation of corporate governance may be disclosed together:
You can go to the investor area of the Company's website and click on the corporate governance option (website: http://ikka.com.tw).

In addition, the Company has also enacted the " Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies" and "Employee Handbook" as the guidelines for the behavior of directors, managers and employees of the Company:

A. Employee code of conduct, its content and spirit are:

(a). All behaviors shall abide by the Company's rules and regulations and various regulations related to their duties.

(b). Remember the Company's business philosophy of sharing wealth and woe, and never do any words or deeds that damage the Company's honor.

(c). Any plans, materials, and information that know or hold the Company shall be kept strictly confidential, and shall not be leaked or made known to third parties in any way, and shall not be published to the public, nor shall it be for oneself or a third party. people use.

(d). Do not accept improper property, and do not ask for or accept hospitality.

(e). Do not install or use unauthorized software or hardware without authorization. Do not use information equipment for non-working activities use off.

(f). If there is a danger of violating the employee handbook or embezzling, accumulating property or other illegal acts, you shall be responsible for full liability for compensation.

B. Employee handbook, which contains:

(a). Employment

(b). Salary and benefits

(c). Training and development

(d). Welfare measures

(e). Communication channels

(f). Severance and resignation

(g). Working hours, rest, vacation

(h). Assessment, reward and punishment

(8) The disclosure regarding the implementation of the internal control system shall include the following matters:

1. Statement on Internal Control Systems: Please refer to the announcement regarding the internal control statement on the Taiwan Stock Exchange's Public Information Observation Station.
   https://mops.twse.com.tw/mops/#/web/t06sg20
2. Where an accountant is commissioned to conduct a special review of the internal control system, the accountant's review report must be disclosed: This did not occur during the current financial year.

(9) Significant resolutions of the general meeting of shareholders and the board of directors for the most recent financial year and up to the date of publication of the annual report.

1. Status of implementation of key resolutions passed at the Annual General Meeting on 30 June 2025:

Resolution No. 1: To approve the Company's 2024 Annual Report and Consolidated Financial Statements.

The total number of voting rights held by shareholders present at the time of the vote on this matter was 19,558,237.

Vote	Proportion of shares held by the shareholders present %
Approval votes: 19,104,973	97.68%
Disapproval votes: 20,102	0.10%
Invalid votes: 0	0.00%
Waived votes: 433,162	2.21%

Implementation status: the proposal has been submitted to the meeting of shareholders for recognition and, after the voting, has been approved as proposed.

Resolution No. 2: To approve the Company's profit distribution proposal for the 2024 financial year.

The total number of voting rights held by shareholders present at the time of the vote on this matter was: 19,558,237

Vote	Proportion of shares held by the shareholders present %
Approval votes: 19,104,973	97.67%
Disapproval votes: 20,102	0.10%
Invalid votes: 0	0.00%
Waived votes: 433,162	2.21%

Implementation: The proposal was submitted to the General Meeting of Shareholders for approval and was passed as proposed; a stock dividend of NT$0.5 per share and a cash dividend of NT$3.5 per share were distributed from retained earnings, amounting to a total cash dividend of NT$116,212,761. The record date for the capital increase and cash dividend distribution is 31 August 2025, with distribution completed on 26 September 2025.

Item 1 on the agenda: Proposal to amend the Articles of Association.

The total number of voting rights held by shareholders present at the time of the vote on this matter was: 19,558,237

Vote	Proportion of shares held by the shareholders present %
Approval votes: 19,103,672	97.67%
Disapproval votes: 20,114	0.10%
Invalid votes: 0	0.00%
Waived votes: 434,451	2.22%

Implementation status: The matter was submitted to the general meeting for discussion and was approved as proposed; the registration of the amendments to the Articles of Association was completed on 10 July 2026.

Item 2 on the agenda: Proposal to amend the 'Procedures for Lending Funds to Others'.

The total number of voting rights held by shareholders present at the time of the vote on this matter was: 19,558,237

Vote	Proportion of shares held by the shareholders present %
Approval votes: 19,103,672	97.67%
Disapproval votes: 20,114	0.10%
Invalid votes: 0	0.00%
Waived votes: 434,451	2.22%

Outcome: The matter was put forward for discussion at the general meeting and was approved as proposed.

Item 3 on the agenda: Proposal to issue new shares through a capital increase from retained earnings for the 2024 financial year.

The total number of voting rights held by shareholders present at the time of the vote on this matter was: 19,558,237

Vote	Proportion of shares held by the shareholders present %
Approval votes: 19,102,723	97.67%
Disapproval votes: 22,113	0.11%
Invalid votes: 0	0.00%
Waived votes: 433,401	2.21%

Implementation: The proposal to distribute a scrip dividend of NT$0.50 per share from retained earnings was submitted to the general meeting of shareholders, where it was approved. Consequently, 1,660,182 new shares were issued through a capital increase by conversion, based on a par value of NT$10 per share. The record date for the new shares was 31 August 2025, and the distribution was completed on 26 September 2025.

2.Important Resolutions of the Board of Directors:

Date/Meeting	Board of Directors Important Resolutions
2025.01.14 The 13th Session of the Third	**Item 1: Performance appraisal of the Board of Directors and its functional committees for the 2024 financial year.**

Session	Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: Proposal for the payment of end-of-year bonuses to managers for the 2024 financial year.** Voting results: Nine directors were present. Mr Hu Xiangqi, the Chairman, recused himself due to a conflict of interest. Mr Hu Xiangqi, representative of Nengli Innovation Co., Ltd., appointed Mr Lin Tiansong, an independent director, to act as acting chairman. After consulting the other directors, the acting chairman, Mr Lin Tiansong, confirmed that the motion was passed unanimously.
2025.03.12 The 14th Meeting of the Third Session	**Item 1: Discussion on the audit report for the fourth quarter of 2024.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: The 2024 Consolidated Financial Statements and the 2024 Annual Report.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 3: The 2024 Internal Control Statement.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 4: Proposal regarding the distribution of profits for the 2024 financial year.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 5: Proposal to issue new shares through a capitalisation of retained earnings for the 2024 financial year.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 6: Progress monitoring of greenhouse gas inventories and verification for the Company and its subsidiaries.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. Item 7: Proposal to amend the Articles of Association. Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 8: To determine the date, time, venue, format and agenda of the 2025 Annual General Meeting.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 9: Proposal for the allocation of staff remuneration and directors' remuneration for the 2024 financial year.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.
2025.05.06 The 15th Meeting of the Third Session	**Item 1: Discussion on the audit report for the first quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: Discussion on the consolidated financial statements for the first quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 3: New applications for and renewals of financing from financial institutions.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 4: Progress monitoring of greenhouse gas inventories and verification for the Company and its subsidiaries.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 5: Amendment to the 'Code of Practice on Corporate Governance'.**

	Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.
114.08.07 The 16th Session of the Third Session	**Item 1: Discussion on the audit report for the second quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: Discussion on the consolidated financial statements for the second quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 3: Proposal to borrow funds from the subsidiary Daiichi Kasei Co., Ltd. (hereinafter referred to as 'IKKA Japan').** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 4: Proposal regarding the record dates for the bonus issue and cash dividend under the Company's 2024 profit distribution plan, and related matters.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 5: Progress monitoring of greenhouse gas inventories and verification for the Company and its subsidiaries.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.
114.09.23 The 17th Session of the Third Session	**Item 1: Proposal for the remuneration of management staff for the 2024 financial year.** Voting results: Nine directors were present. Mr Hu Shiang-Chi, the Chairman, who had a conflict of interest, recused himself and did not participate in the discussion or the vote. After the Acting Chairman, Mr Lin Tien-Sung, consulted the other directors present, the motion was carried unanimously.
114.11.06 The 18th Session of the Third Session	**Item 1: Discussion on the audit report for the third quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: Discussion on the consolidated financial statements for the third quarter of 2025.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 3: Financing by financial institutions.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 4: Progress monitoring of greenhouse gas inventories and verification for the Company and its subsidiaries.** Voting result: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.
114.12.24 The 19th Session of the Third Session	**Case 1: Annual Audit Plan.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 2: Financial Forecast for the Full Year 2026.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 3: Assessment of the independence and fitness for practice of a certified public accountant in 2026.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Case 4: The 2026 Public Funding Scheme for Chartered Accountants.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. **Item 5: Amendment to the 'Code of Practice on Sustainable Development'.** Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.

	Item 6: The Sustainable Development Committee's Work Plan for 2026. Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously. Case 7: Report on the Corporate Value Enhancement Programme. Voting results: Nine directors were present. After the Chair consulted all members present, the motion was carried unanimously.

(10). During the most recent financial year and up to the date of publication of the annual report, if any director or supervisor held a dissenting view regarding a significant resolution passed by the Board of Directors and such view was recorded or stated in writing, the main content thereof is as follows: All resolutions of the Board of Directors were passed with the unanimous consent of all directors present, and there were no dissenting views.

4. Visa Accountant Public Funding Information

Unit: Thousand NTD

Name of Accounting Firm	Name of Accountant	Duration of Accountant Audit	Audit Costs	Non-Audit Costs	Total	Notes
PricewaterhouseCoopers (PWC) Taiwan	Juan Lu, Man-Yu Tsai, Yi-Tai	2025.01.01 ~2025.12.31	6,000	-	6,000	

(1) Where a change of audit firm results in the audit fees paid for the current financial year being lower than those paid for the preceding financial year, the amount and percentage of the reduction, as well as the reasons therefor, must be disclosed: This does not apply.

(2) Where audit expenses have decreased by 10 per cent or more compared with the previous financial year, the amount, percentage and reasons for the reduction in audit expenses shall be disclosed: this is not the case.

5. Change accountant information

No such change has taken place.

6. The company's chairman, general manager, and manager responsible for finance or accounting affairs who have worked for the firm to which the certified public accountant belongs or its affiliated companies within the past year should disclose their names, titles, and the period of their employment with the firm to which the certified public accountant belongs or its affiliated companies.

Where the Chairman, Managing Director or any manager responsible for financial or accounting matters of the company has, within the past year, held a position at the firm to which the certifying auditor belongs or at any of its affiliated entities, the following information must be disclosed: their name, title and the period during which they were employed by the firm to which the certifying auditor belongs or by any of its affiliated entities: None.

7. For the most recent year and up to the date of publication of the annual report, details of share transfers and share pledges by directors, supervisors, managers, and shareholders holding more than 10% of the shares.

Changes in share transfers and pledges by directors, managers and shareholders holding more than 10 per cent of the shares during the most recent financial year and up to the date of publication of the annual report:

(1) Changes in shareholdings of directors, managers and major shareholders

Unit: shares

Job title	Name	2025		For the fiscal year ended April 28, 2026	
		Increase (decrease) in the number of shares held	Increase (decrease) in the number of shares pledged	Increase (decrease) in the number of shares held	Number of shares pledged Increase (decrease)
Directors and major shareholders holding 10% or more	ABICO AVY Co., Ltd.	200,674	-	-	-
Major shareholders holding 10% or more	Jabon International Co., Ltd	546,836	-	-	-
Managing Director	Obara Masami	48,537	-	-	-
manager	Yang Chao-Yu	2,494			-
manager	Katsumi Nakagawa (Relieved of duties on 1 March 2026)	27,500			
manager	Hiroshi Aoki (Dismissed on 1 October 2025)	28,581			
Chief Financial Officer	CHIANG SHOUYEN	0 (32,000)			-
Auditor General	PENG LIENCHU	654 (10,000)		0 (,000)	-

(2) Information on transfers of shareholdings: None.

(3) Information on pledged shares: None.

8. Information on whether the top ten shareholders by shareholding percentage are related persons or spouses or relatives within the second degree of kinship.

28 April 2026; Unit: thousands of shares; %

Name	Shares held by him/her/its own		Shares held by spouse, minor children		Shares held through a third person/party		The title or name and relationship of top ten shareholders if they are a related party or the spouse or a relative within the second degree of kinship to another		Remarks
	Amount of Shares	Percentage of Shares Held	Amount of Shares	Percentage of Shares Held	Amount of Shares	Percentage of Shares Held	Name	Relationship	
Jabon International Co., Ltd. Representative: Hu, Hsiang-Chi	11,986	32.94	-	-	-	-	-	-	
ABICO AVY Co., Ltd. Representative: Tong, Chun-Jen	4,398	12.09	-	-	-	-	-	-	
CTBC Bank Co., Ltd. in custody for Jinmai Investment Co., Ltd.	1,437	3.95	-	-	-	-	-	-	
TSENG,WAN-TING	672	1.85							
CHENG,CHI-YING	283	0.78	-	-	-	-	-	-	
Citi (Taiwan) Commercial Bank is entrusted with the custody of Berkeley Capital Securities Co., Ltd. — Berkeley Capital Securities Co., Ltd. SBL/PB Investment Account	277	0.76	-	-	-	-	-	-	
Hu Shiang-Chi	251	0.69	-	-	-	-	Jabon International Co., Ltd	Chairman of Jabon International, the major shareholder	
SU, HUI-MEI	185	0.51	-	-	-	-	-	-	
TAI,KUO-CHING	184	0.51	-	-	-	-	-	-	
LO, HUI-JUAN	180	0.49	-	-	-	-	-	-	

9. The number of shares held by the company, its directors, supervisors, managers, and businesses directly or indirectly controlled by the company in the same invested business, and the overall shareholding ratio calculated by combining them.

Total shareholding ratio

31 March 2026; Unit: shares; %

Investment (Note 1)	Investment by the Company		Investment by directors, officers and directly/indirectly owned subsidiaries			Total investment
	Shares	Proportion	Shares	Proportion	Shares	Proportion
DaiichiKasei Co., Ltd.	64,081	100%	-	-	-	100%
IKKA Technology (Vietnam) Co., Ltd.	2,500,000	100%	-	-	-	100%
M.A.C Technology (Malaysia) Sdn. Bhd.	41,665,000	100%	-	-	-	100%
IKKA (Hong Kong) Co., Limited	80,067,000	100%	-	-	-	100%
Dongguan Ikka Precision Injection Mold Co., Ltd.	Note 2	100%	-	-	-	100%
Sol-Plus(HK) Co.,Ltd.	7,000,000	100%	-	-	-	100%
Sol-Plus Co.,Ltd.(JP)	3,404,019,254	100%	-	-	-	100%
Hiraiseimitsu (Thailand) Co., Ltd.	2,500,000	100%	-	-	-	100%
ShineTrade International Limited.	3,800	100%				100%
Dongguan Yaxin Precision Plastics Co., Ltd.	Note 2	100%				100%

Note 1: These are the company's long-term investments. Note 2: This is a limited company without shares.

III. Fundraising Status

1. Capital and Shares

（I）.Sources of share capital

1. The classes of shares issued by the Company during the most recent financial year and as at the date of publication of the annual report:

Unit: Thousand Shares/Thousand Dollars

Year/Mont h	Offering Price	Authorized Share Capital		Paid-in Capital		Note		
		Unit Issued	Amount	Unit Issued	Amount	Source of Share Capital	The use of property other than cash to offset the payment of shares	Others
2016.03	USD 0.01	5,000	50	1 share	USD 0.01	Establishment of share capital	—	
2019.03	USD 0.01	5,000	50	10,702.6 shares	USD 107.026	—	Organizational restructuring issuance of 10,701.6 shares	Note1
2019.03	USD 0.01	5,000	50	10,701.6 shares	USD 107.016	—	—	Note2
2020.01	USD 0.01	5,000	50	44,590 shares	USD 445.90	—	Organizational restructuring issuance of 33,888.4 shares	Note3
2020.03	NTD 10	40,000	400,000	20,000	200,000	Par Value conversion 20,000 thousand shares	—	Note4
2020.11	NTD 10	40,000	400,000	22,000	220,000	Issue of new shares. Issuance price of NTD 58 per share	—	—
2021.05	NTD 10	40,000	400,000	27,000	270,000	Initial public offering of new shares Issuance price of NTD 58 per share	—	—
2022.09	NTD 10	40,000	400,000	29,212	292,124	ESOP converted 107,000 shares of common stock	Issuance of new shares in exchange for 2,105,000 shares of Sol-Plus	Note5
2022.12	NTD 10	40,000	400,000	29,241	292,414	ESOP converts 29,000 shares of common stock	-	—
2023.03	NTD 10	40,000	400,000	29,252	292,524	ESOP converts 23,000 shares of common stock	Cancellation of 12,000 shares of treasury stock	Note6
2023.04	NTD 10	40,000	400,000	29,256	292,564	ESOP converts 4,000 shares of common stock	—	—
2023.09	NTD 10	40,000	400,000	29,366	293,664	ESOP converts 110,000 shares of common stock	—	—
2023.12	NTD 10	40,000	400,000	29,452	294,524	ESOP converts 86,000 shares of common stock	—	
2024.03	NTD 10	40,000	400,000	31,327	313,269	Initial public offering of new shares	-	Note7
2024.07	NTD 10	40,000	400,000	31,347	313,474	Issuance price of NTD 60 per share ESOP converts 55,000 shares of common stock	-	-
2024.10	NTD 10	40,000	400,000	31,466	314,656	ESOP converts 18,000 shares of common stock	-	Note8
2025.01	NTD 10	40,000	400,000	33,204	332,036	Converting company bonds and ESOPs to ordinary shares, a total of 1,738,000 shares.	-	Note9
2025.04	NTD 10	40,000	400,000	34,308	343,076	Conversion of company bonds and ESOPs to ordinary shares totaling 1,104,000 shares.	-	Note10
2025.07	NTD 10	50,000	500,000	34,611	346,105	A total of 303,000 shares, comprising convertible bonds and ordinary shares converted under the ESOP	-	Note11
2025.09	NTD 10	50,000	500,000	36,271	362,707	Capitalisation of retained earnings: 1,660,182 shares	-	Note12
2025.10	NTD 10	50,000	500,000	36,388	363,882	A total of 117,000 shares were converted from the ESOP into ordinary shares	-	Note13

Note 1: The Company issued new shares in exchange for shares held by AVY HIGH TECH LIMITED.
Note 2: Jie Bang International Technology Co., Ltd., a shareholder of the Company, voluntarily surrendered one share.
Note 3: The Company issued new shares in exchange for shares held by shareholders of Daiichi Kasei Holdings Co., Ltd.
Note 4: The Company changed its share par value from US$0.01 per share to NT$10 per share.
Note 5: In order to acquire 100% of the shares in Sol-Plus (HK) Co., Limited, a company incorporated in Hong Kong, held by Gold Market Investments Limited (a company incorporated in Samoa), Noury Asia Capital Co., Ltd. and Noury One Venture Capital Co., Ltd., the Company has issued 2,105,408 new shares as part of a capital increase, each with a par value of NT$10, as part of the consideration for the acquisition of the shares in Sol-Plus (HK) Co., Ltd.
Note 6: The purpose of the buyback of the Company's ordinary shares was amended at the Board of Directors' meeting on 16 February 2023 to safeguard the Company's credit and shareholders' interests, and the registration of the cancellation of the paid-in capital in respect of the treasury shares was completed on 23 March.
Note 7: The Company carried out a capital increase by issuing 1,820,000 new shares, each with a par value of NT$10.
Note 8: The number of ordinary shares converted from convertible bonds was 2,252 shares, and the number of ordinary shares converted from the ESOP was 116,000 shares; a total of 118,252 shares were converted between 1 July 2024 and 30 September 2024.
Note 9: The number of ordinary shares converted from convertible bonds was 1,668,986, and the number of ordinary shares converted from the ESOP was 69,000; from 1 October 2024 to 31 December 2024,a total of 1,737,986 shares were converted.
Note 10: The number of ordinary shares converted from convertible corporate bonds was 1,055,919 shares, and the number of ordinary shares converted from the ESOP was 48,000 shares. From 1 January 2025 to 31 March 2025, a total of 1,103,919 shares were converted.
Note 11: The registered capital was increased to NT$500,000,000 following an amendment to the Articles of Association at the 2025 Annual General Meeting; The number of ordinary shares converted from convertible corporate bonds was 182,979, and the number of ordinary shares converted from the ESOP was 120,000; a total of 302,979 shares were converted between 1 April 2025 and 30 June 2025.
Note 12: In 2025, a capitalisation of retained earnings was carried out, with a distribution of NT$0.5 per share, resulting in the issue of 1,660,182 new shares.
Note 13: Between 1 July 2025 and 30 September 2025, a total of 117,500 shares were converted from the ESOP into ordinary shares.

Share Type	Authorized Share Capital			Note
	Outstanding shares (Note)	Unissued shares	Total	
Registered OrdinaryShares	38,388,226	11,611,774	50,000,000	As of: 2026/04/28

Note: The Company was listed on TWSE on May 31, 2021.

2. Shareholder structure

2026/4/28

Shareholders' Structure / Number	Government Organization	Financial Institution	Other Legal Person	Individual	Foreign institutions and individuals	Total
Number	-	1	94	9,469	33	9,597
Shareholding	-	10,000	16,606,641	17,166,608	2,604,977	36,388,226
Shareholding Percentage	-	0.03%	45.64%	47.17%	7.16%	100.00%

Note: This company does not hold mainland Chinese investment.

3.Distribution of Share

2026/04/28/

Shareholding Range	Number of Shareholders	Shareholding	Shareholding Percentage (%)
1 to 999	5,915	243,363	0.67
1,000 to 5,000	2,972	5,429,524	14.92
5,001 to 10,000	368	2,579,567	7.09
10,001 to 15,000	143	1,715,542	4.71
15,001 to 20,000	64	1,129,063	3.10
20,001 to 30,000	53	1,269,086	3.49
30,001 to 40,000	29	1,009,659	2.77
40,001 to 50,000	9	413,610	1.14
50,001 to 100,000	25	1,701,042	4.67
100,001 to 200,000	12	1,593,060	4.38
200,001 to 400,000	3	811,032	2.23
400,001 to 600,000	-	-	-
600,001 to 800,000	1	672,285	1.85
800,001 to 1,000,000	-	-	-
Over 1,000,001 are graded according to the actual situation	3	17,821,393	48.98
Total	9,597	36,388,226	100.00

Preferred Share

2026/4/28/

Class	Amount of Shareholder	Amount of Share	Shareholding Percentage (%)
As at 28 April 2026, the Company had not issued any preference shares.			

(II). Major Shareholders

May 02, 2025; Unit: share

Share / Name of major shareholder	Amount of Share	Shareholding Percentage (%)
Jabon International Co., Ltd	11,985,684	32.94
ABICO AVY Co., Ltd.	4,398,416	12.09
CTBC Bank Co., Ltd. in custody for Jinmai Investment Co., Ltd.	1,437,293	3.95
TSENG, WAN-TING	672,285	1.85
CHENG, CHI-YING	283,000	0.78
Citi (Taiwan) Commercial Bank is entrusted with the custody of Berkeley Capital Securities Co., Ltd.— Berkeley Capital Securities Co., Ltd. SBL/PB Investment Account	277,053	0.76
Hu Shiang-Chi	250,979	0.69
SU, HUI-MEI	184,935	0.51
TAI, KUO-CHING	184,439	0.51
LO, HUI-JUAN	180,000	0.49

（III）.Dividend Policy and Implementation Status

1.The dividend policy set out in the Articles of Association

(1)As the Company is currently in a growth phase, and in light of the need for capital expenditure, business expansion and sound financial planning to ensure sustainable development, the Company's dividend policy will be determined in accordance with future capital expenditure budgets and funding requirements, as well as economic and industry conditions, with dividends distributed to shareholders in the form of cash dividends and/or scrip dividends.

(2)(2) Where the Board of Directors resolves to distribute profits, it shall draw up a plan which must be approved by the General Meeting of Shareholders by ordinary resolution. The Board of Directors shall draw up such profit distribution plan in the following manner: (a) the Company shall set aside the taxes payable in accordance with the law; (b) the net profit for the year shall first be used to offset accumulated losses from previous years (if any); and (c) special surplus reserves shall be set aside or reversed in accordance with the provisions of the Publicly Traded Companies Act or at the request of the competent authority. Unless otherwise provided by law or the Act on Publicly Traded Companies, the current year's profit, after deducting the amounts specified in items (a) to (c) above, plus the accumulated undistributed profits from previous periods, shall constitute the distributable profits. The Board of Directors may draw up a profit distribution plan regarding the distributable profits and submit it to the General Meeting of Shareholders for resolution. The distribution of profits may be made in the form of cash dividends or scrip dividends (where profits are converted into capital and shares are distributed to shareholders on a pro rata basis). If the Board of Directors resolves to distribute profits, the total amount of dividends to shareholders shall be at least 40% of the current year's profits after deducting the amounts specified in items (a) to (c) above, and the total amount of cash dividends distributed shall not be less than 10% of the total amount of dividends distributed to shareholders.

2. Details of the dividend distribution proposed (or already approved) by the Board of Directors

The Company's profit distribution for the 2025 financial year was resolved by the Board of Directors on 11 March 2026 in accordance with the Companies Act and the Company's Articles of Association. The net profit after tax for the current year was NT$139,271,627 (hereinafter the same), and the undistributed profits at the beginning of the period were NT$549,047,409. plus an adjustment of NT$7,249,856 recognised in retained earnings arising from the remeasurement of defined benefit plans, and after setting aside a special reserve of NT$(64,154,307), the distributable profit for the current period amounts to NT$631,414,585. It is proposed to distribute a cash dividend of NT$3 per share to shareholders from this profit.

(IV) Impact of the proposed bonus issue for the current financial year on the Company's operating performance and earnings per share: As the Company does not disclose financial forecasts, this does not apply.

(V) Remuneration of employees and directors

1.The percentage or range of remuneration for employees and directors as stated in the company's articles of association:

If the Company is profitable in a given year, it shall distribute employee compensation at a rate of not less than 8% and not more than 15% of its pre-tax net profit before deducting employee and director compensation, and director compensation at a rate not exceeding 5% of its pre-tax net profit before deducting employee and director compensation. However, if the Company has accumulated losses, it shall reserve funds in advance to offset such losses. Employee compensation may be in the form of shares or cash and may be distributed in accordance with the employee incentive plan approved under Section 11.1. Employee compensation may be distributed to employees of domestic or foreign controlled or subsidiary companies who meet certain conditions. The distribution of employee compensation shall be approved by the Board of Directors with a resolution requiring the attendance of more than two-thirds of the directors and the approval of more than half of the attending directors, and shall be reported to the Shareholders' Meeting. Directors who also serve as executive officers of the Company and/or its domestic or foreign controlled or subsidiary companies may receive both their director compensation and their employee compensation.

2.The basis for estimating the amounts of remuneration for employees and directors in this period; the basis for calculating the number of shares allocated as employee remuneration; and the accounting treatment to be applied should there be any discrepancy between the estimated figures and the actual amounts distributed:

Remuneration for the Company's employees and directors is estimated in accordance with the Articles of Association on the basis of the amounts likely to be distributed. Should the estimated amount for the current period differ from the resolution passed by the general meeting of shareholders, this shall be treated as a change in accounting estimate and recognised in the accounts in the financial year in which the general meeting resolution is passed.

3.Details of remuneration approved by the Board of Directors

(1)The amounts of employee remuneration and directors' remuneration paid in cash or shares. Where there is a difference from the estimated amount recognised in the year in which the expense was recognised, the difference, the reasons for it and how it has been dealt with should be disclosed:

①Remuneration of employees and directors

The estimated amounts for staff remuneration and directors' remuneration for the financial year 2025 are NT$13,975,000 and NT$8,735,000 respectively. and on 11 March 2026, the Board of Directors resolved to actually distribute employee remuneration of NT$17,469,000 and directors' remuneration of NT$4,367,000.

②If there is a difference from the estimated amount recognised in the year in which the expense was recognised, the amount of the difference, the reasons for it and how it has been dealt with should be disclosed.

Unit: Thousand NTD

Allocated Items	Actual Distributed Amount	Estimated Amount	Differences of the Amount	Reasons and Treatment of the Difference
Remuneration to Employees	17,469	13,975	3,494	The difference is primarily attributable to an adjustment in the allocation ratio. The amount of the difference has been adjusted in the profit and loss account for the 2025 financial year.
Remuneration to Directors	4,367	8,734	(4,367)	

(2)The proportion of employee remuneration in the form of share-based payments relative to the sum of the net taxable profit for the period and total employee remuneration: The Company does not provide employee remuneration in the form of share-based payments; therefore, this does not apply.

4. Details of the actual distribution of remuneration to employees and directors for the previous financial year (including the number of

shares distributed, the amount paid and the share price); where there are discrepancies between this and the recognised remuneration for employees and directors, the amount of the discrepancy, the reasons for it and how it was dealt with should be explained:

(1)Actual allocation

Unit: Thousand NT Dollars

Actual distribution for the previous financial year (2024): Distribution items	Proposed distribution from the original board of directors	Actual number of distributions reported to shareholders	Variance
Employee share bonus	-	-	-
Employee cash bonus	22,066	22,066	-
Directors' and supervisors' remuneration	5,516	5,516	-

(2) Differences from the recognition of employee bonuses and directors' remuneration: None.

(VI) Details of the Company's share buybacks: There were no such transactions during the 2025 financial year up to the date of publication of this annual report.

2. Corporate bond processing status

(I) Issuance of Corporate Bonds

2026.4.28

Corporate bond category		First unsecured convertible corporate bonds in the Republic of China
Issuance (processing) date		4 March 2024
Denomination		NT$100,000
Place of issuance and transaction (Note)		Not applicable
Issue price		NT$100
Total Amount		NT$250,000,000
Interest rate		0.00%
Tenor		Maturity date of the 5-year bond: 4 March 2029
Guarantee agency		None
Trustee		Taishin International Bank Co., Ltd.
Underwriter		KGI Securities Co., Ltd.
Certified lawyer		Concord International Attorneys-at-Law
CPA		PwC Taiwan
Repayment method		One-time repayment by cash on maturity
Outstanding principal		-
Redemption or early redemption Settlement terms		Pursuant to Article 21 of the Regulations Governing the Issue and Conversion of Corporate Bonds, from the day following the expiry of three months from the date of issue (5 June 2024) until forty days prior to the expiry of the issue period (23 January 2029), if (1) the closing price of the Company's ordinary shares exceeds the then-current conversion price by 30% (inclusive) for thirty consecutive business days, the Company may redeem the bonds in cash within the following thirty business days; or (2) the outstanding balance of these convertible corporate bonds falls below 10% of the original total issue amount, the Company may redeem them in cash at any time thereafter.
Restrictive clauses		Full details of the issuance arrangements
Name of credit rating agency, rating date, rating of corporate bonds		None
Other Rights	Amount of common shares already converted (swapped or warranted) and global depository receipts or securities of Other as of the publication date of this annual report	As at 2 May 2025, a total of 2,497 corporate bonds had been submitted for conversion, resulting in the conversion of 2,910,136 ordinary shares.
	Issuance and conversion (exchange) Regulations Governing Securities Firms	Please refer to the Company's Regulations Governing the Issue and Conversion of the First Series of Unsecured Convertible Corporate Bonds within the Republic of China
The methods of issue, conversion, exchange or subscription; the potential dilution of shareholdings arising from the terms of issue; and the impact on the rights of existing shareholders		On 6 March 2025, the closing price of the Company's ordinary shares exceeded the then-current conversion price by 30% (inclusive) for 30 consecutive business days; pursuant to Article 21 of the Issuance Rules, a request was made to redeem the bonds. As at 2 May 2025, there were three unconverted bonds outstanding, which were redeemed in cash at par value on 6 May 2025. Trading of these bonds on the over-the-counter market ceased on 29 April 2025; therefore, this should have no impact on the equity of existing shareholders.
Name of the commissioned custodian of exchangeable underlying		無

Note: To be filled for those falling under overseas corporate bonds.

(II) Information on convertible corporate bonds:

Corporate bond category (Note 1)		First unsecured convertible corporate bonds in the Republic of China		
Item / Year		2024	2025	For the financial year ending 28 April 2026 (Note 4)
(convert ible bonds Note Market price 2)	Highest	170	185	-

	Lowest	109	100.20	-
	Average	131.95	141.42	-
Conversion price		2024.06.05~2024.09.09:88.80 2024.09.10:85.50 (Note)		-
Issuance (processing) date and conversion price at issuance		Issued on March 4, 2024, with an initial conversion price of NT$88.80.		
Method of fulfilling conversion obligations (Note3)		New shares issued.		

Note 1: The number of fields depends on the actual number of transactions.
Nte 2: If there are multiple trading locations for overseas corporate bonds, they are listed separately according to the trading locations.
Note 3: Delivery of issued shares or issuance of new shares.
Note 4: Information for the current year as of the publication date of the annual report should be filled ino
.

3. Special Shares Handling Status

None.

4. Status of Overseas Depositary Receipt Processing

None.

5. Employee Stock Option Certificate Processing Status

(1) The effective date of the regulatory filing, issue date, number of warrants issued, the proportion of shares eligible for subscription relative to the total number of shares in issue, the subscription period, the method of exercise, the restriction period and ratio for share subscription, the number of shares acquired through exercised warrants as at the date of publication of the annual report, the amount of shares subscribed through exercised warrants, the number of unexercised warrants, the subscription price per share for unexercised warrants, the proportion of unexercised warrants relative to the total number of shares in issue, and the impact on shareholders' equity:

2026/4/28

Type of employee stock option certificate	1st (session) employee stock option
Filing Effective Date	Not applicable (Note 1)
Issue Date	July 17, 2020
Duration	The term of the share warrants shall be five years from the date on which they are granted to employees, ending on 17 July 2025.
Number of units issued	1,075,000 Unit
Number of shares issued as a percentage of the total number of shares in issue	2.95% (based on the share capital as at 31 March 2026)
Subscription period	Shareholders may exercise their subscription rights in accordance with these Regulations two years after the grant of employee share warrants.
Performance Method	to be delivered by way of the issue of new shares by the Company
Restricted period and rate (%)	After 2 years (2022), 50% of the options become exercisable After 3 years (2023), 75% of the options become exercisable After 4 years (2024), 100% of the options become exercisable
Number of executed shares	904,500 shares
Amount of executed stock options	NTD 32,408,350
Number of unexecuted shares	170,500 shares
Subscription price per share for unexecuted stock options	NTD 34.30
Number of unexecuted warrants to Ratio of outstanding warrants to total number of issued shares (%)	0.47%
Effect on shareholders' equity	The total number of unexercised employee share option certificates issued in this offering is 170,500 shares, representing 0.47% of the share capital of 36,388,226 shares as at 31 March 2026. The dilution effect is limited. Furthermore, taking into account the various incentives for employees and the enhancement of their loyalty to the company, this plan to issue employee share warrants as an incentive measure will not have a material impact on shareholders' equity.

Note 1: The Company was a non-public offering company at the time of issuing the employee stock options, and the issue was approved by the board of director ◦

(II) The names of the directors who have been granted employee share option certificates as at the date of publication of the annual report, and the top ten employees in terms of the number of shares available for subscription under their share option certificates, together with details of the grants and subscriptions:

2026/4/28

	Position	Name	Number of share options acquired	Number of share options acquired to the total number of issued shares	Executed				Unexecuted			
					Number of Subscriptions	Subscription Price	Number of Subscriptions	Subscription Price	Number of Subscriptions	Subscription Price	Number of Subscriptions	Percentage of the total number of shares issued
Manager	Group Chairman & CSO	Hu, Hsiang-Chi	239,000 股	0.66%	239,000 股	34.30 ~37.90 元	8,491 仟元	0.66%	0 股	34.30 元	0 仟元	0.00%
	Group General Manager and President of IKKA Japan Co., Ltd.	Obara Masami										
	General Manager of Taiwan Branch	Yang, Chao-Yu										
	Chairman and General Manager, IKKA Hong Kong Co., Ltd. and IKKA Dongguan Co., Ltd.	Katsumi Nakagawa										
	Chairman and General Manager, IKKA Vietnam Co., Ltd.	Hiroshi Aoki										
	Group CFO	CHIANG SHOU-YEN										
	Group CAE	PENG LIENCHU										
Employee	COO, Aurotek Innovation Co., Ltd.	Tong Chun - Jen	344,500 股	0.95%	272,000 股	34.30~ 37.90 元	9,964 仟元	0.75%	72,500 股	34.30 元	2,487 仟元	0.20%
	CIO, Aurotek Innovation Co., Ltd.	Tong Chun-YI										
	CFO, Aurotek Innovation Co., Ltd.	CHOU, CHE-YI										
	Group Accounting Manager	LIU, HSIU-CHIN										
	Vice President, IKKA Japan Co., Ltd.	Kobayashi Ryō Hisa										
	Head of Headquarters, IKKA Japan	Katō hisao										
	Deputy Head of Headquarters, IKKA Japan	Nishio Shingo										
	Deputy Plant Manager, IKKA Japan	Nomura Kazuhiko										
	Head of Department, IKKA Japan	Inomata Noriyuki										
	Department Manager, IKKA Japan	Shanglin Lin										
	Section Manager, IKKA Japan	Matsubara yū										

	Position	Name	Number of share options acquired	Number of share options acquired to the total number of issued shares	Executed				Unexecuted			
					Number of Subscriptions	Subscription Price	Number of Subscriptions	Subscription Price	Number of Subscriptions	Subscription Price	Number of Subscriptions	Percentage of the total number of shares issued
	Special Assistant, IKKA Malaysia	Chen, Ping-Yang										

6. Issuance of new shares restricting employees' rights: This has not occurred.

7. Procedures for issuing new shares in mergers and acquisitions or acquisitions of shares in other companies
   This did not happen.

8. Implementation status of fund utilization plan

(1) Details of the Plan: As at 31 March 2025, all previous fundraising plans undertaken by the Company have been completed, with the actual utilisation of funds standing at 100.00%, in line with the original schedule. The results achieved are in line with expectations.

(2) Implementation status: The funds raised under the Company's previous fundraising plan have been fully utilised, and there have been no changes to the plan.

IV. Operational Overview

1. Business Content

(I) Scope of Business

1. The principal activities of the Company and its subsidiaries

The Group's principal production activities involve the manufacture of components for automotive parts, bathroom and household appliances, and office equipment. Its end-user products include components and modules for EPB (Electronic Parking Brake) systems, electrical systems, steering systems, body parts, and automatic toilet seat and lid opening/closing systems, as well as machined components for various types of industrial machinery. Many of these automotive parts have been adapted for use in new energy vehicles. On 1 September 2022, the Company acquired 100% equity interest in Sol-Plus (HK) Co., Ltd. (hereinafter referred to as "Sol-Plus") by issuing new shares in exchange for the transfer of shares in the company. Sol-Plus primarily manufactures plastic components for automotive audio-visual systems and plastic components related to electric vehicle motors. Through this acquisition, the Company is integrating Sol-Plus into its electric vehicle supply chain strategy. On 1 November 2025, the Company acquired 100% of the equity in SHINE TRADE INTERNATIONAL LIMITED from its affiliate, Li Xing Plastics Co., Ltd., thereby indirectly acquiring 100% of the equity in Dongguan Yaxin Precision Plastics Co., Ltd. (hereinafter referred to as "Dongguan Yaxin"); To consolidate its two existing production sites, the Company's Dongguan IKKA will lease a new site in January 2026 and plans to relocate Dongguan Yaxin to the new Dongguan IKKA site. This integration of resources aims to create a larger market and effectively control management costs, enabling both parties to accelerate their development in the current era of rapid technological advancement.

2. Proportion of turnover

Unit: Thousand NT dollars: %

Annual Services	2024		2025		2026 Q1	
	Sales	Business Proportion	Sales	Business Proportion	Sales	Business Proportion
Automotive	2,339,304	63.44	2,244,826	66.25	514,983	64.18
Smart Living	645,926	17.52	686,347	20.26	170,816	21.29
Office equipment	169,098	4.59	110,386	3.26	20,144	2.51
Other	533,300	14.45	346,613	10.23	96,454	12.02
Total	3,687,628	100.00	3,388,172	100.00	802,397	100.00

Note: The Company acquired 100% of the equity interest in Shine Trade on 1 November 2025. As this constituted a reorganisation under common control, the comparative periods have been restated retrospectively to the earliest date of the consolidated financial statements, and the revenue figures for the 2024 financial year have been updated accordingly.

3. The company's current range of products (and services)

Product Type	Explanation	Apply Field
Automotive	EPB electronic hand (parking) brake system, relay box, EPS electric power steering assist system, gear for steering wheel angle sensor (SAS), gear for electric sliding door (PSD)	Vehicle control system (stability control system), Steering wheel, bus assembly, electric sliding door, electric rear view mirror, etc.
Smart Living	Flush nozzle module, automatic toilet seat and lid opening/closing module, cleaning brush drive module, bathroom dryer baffle module, air conditioning air direction control blade drive module, hand dryer air jet nozzle drive module	Bidet toilets, robot vacuum cleaners, bathroom dryers, air conditioners and hand dryers, etc.
Office equipment	Magnetic drum drive module, magnetic drum bearing support module, bearing assembly gear, high-precision gear, toner agitation gear module, paper tray lift gear module, page separation drive gear module and lens switching drive module	Laser printers, multifunction printers, projectors

4. New products (or services) to be developed

Given the growing global awareness of sustainability and environmental protection, vehicle weight reduction and fuel efficiency have become key trends in the automotive industry's future development. Automotive components are set to evolve towards lighter, more automated and more electronic designs. It is anticipated that the application of plastic materials in automotive components will become even more widespread. Leveraging its precision plastic injection moulding technology and plastic gear module technology, the Company will be able to replace certain metal components in vehicles, thereby actively positioning itself within the automotive market. Furthermore, in response to global trends in new energy vehicles, AI and robotics, the Company will utilise its industry relationships and group resources to continue integrating cross-sector development of related businesses. This aligns with future market application trends and will support the Group's future operational expansion.

2. .Industry Overview

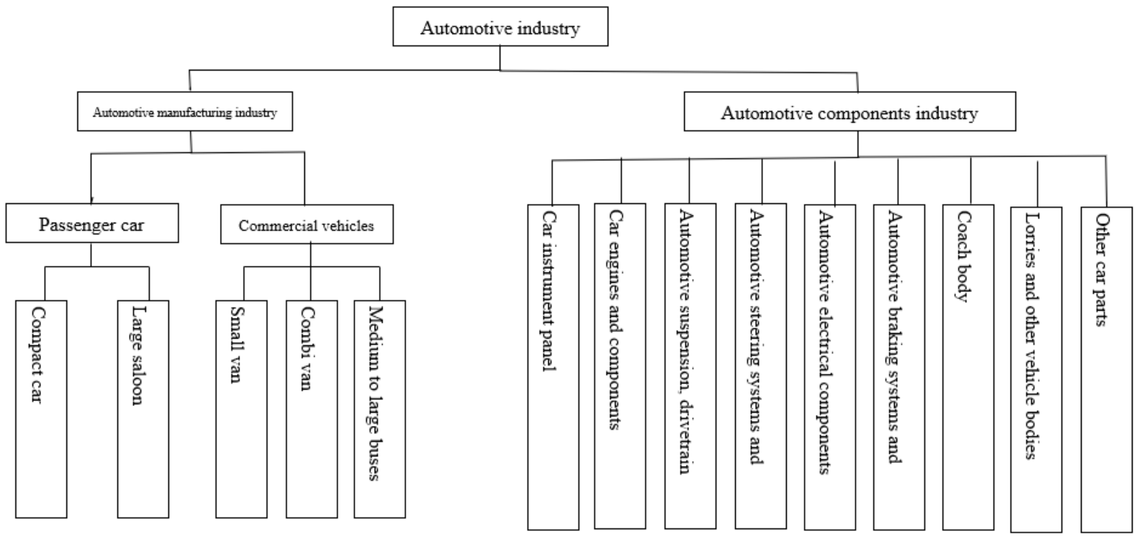
1. Current State and Development of the Industry

(1) The automotive industry

The automotive industry is a highly technology- and capital-intensive sector with an extensive supply chain that has a far-reaching impact across a wide range of industries. A single car comprises over 30,000 parts, encompassing materials such as steel, plastics, rubber, glass, machinery, electrical and electronic components. The professionals working within this sector possess expertise in areas such as research and development, manufacturing, procurement, marketing, management and after-sales service. These elements combine to form a comprehensive automotive industry, which in turn drives employment growth; consequently, the automotive industry is often referred to as the ‘locomotive industry’. Precisely for this reason, fluctuations in the automotive sector’s performance readily influence the development of other industries. All advanced nations worldwide regard the automotive industry as a vital sector for national economic growth and spare no effort in fostering its development. It is thus evident that the automotive industry serves as a pillar of economic development in advanced nations and exerts a significant influence on the development of related industries.

According to the classification used in industrial production statistics, the automotive industry can be broadly divided into the complete vehicle sector and the automotive components sector. The automotive components sector can be further subdivided into nine major categories; First Chemical’s products primarily fall within the categories of automotive engines and components, automotive steering systems, braking systems and parts, and other automotive components.

Classification of Industrial Production Statistics for the Automotive Industry

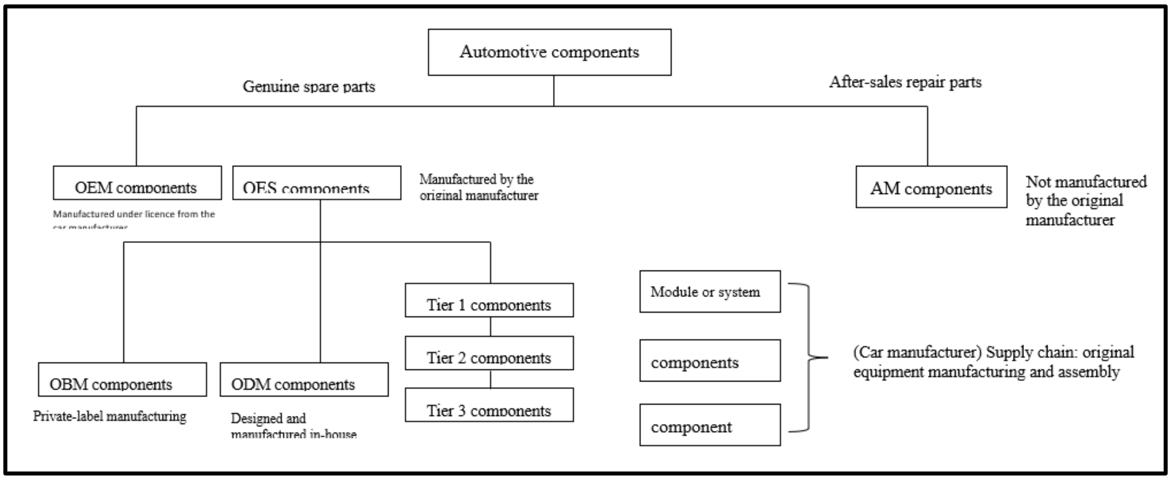


Note: Other automotive parts include chassis beams, stamped body panels, bumpers, exhaust pipes, castings, seat belts, and other automotive components not listed.

Source: Industrial Technology Research Institute, International Industrial Technology Research Division (May 2023)

According to data from the International Industrial Economics Research Division of the Industrial Technology Research Institute (ITRI), automotive components can be categorised into ‘original equipment manufacturer (OEM) production’ and ‘non-OEM production’ based on the international division of labour. OEM production can be further subdivided into ‘OEM components’, ‘OES components’, ‘ODM components’ and ‘OBM components’; non-OEM production, meanwhile, falls under ‘AM components’.

Patterns of international division of labour in the automotive components sector



Source: Industrial Technology Research Institute, International Industrial Technology Research Division (May 2023)

Our group primarily operates as an OEM manufacturing and processing business, focusing on supplying various plastic-molded components and modules to Tier 1 Japanese automotive parts suppliers. This places us as part of the original equipment manufacturer (OEM) vehicle production supply chain, and our development is largely influenced by the global automotive sales market.

Cars have become indispensable in human life and work. In recent years, the rapid economic growth of emerging markets such as China, India, and Brazil has driven continuous increases in global car sales from 2009 to 2018. However, starting in 2019, global automotive sales declined due to factors like the US-China trade war, Brexit, and the challenges of industry transformation and upgrading within China's, the world's largest, automotive market. According to the data from the Automotive Research and Technology Centre (ARTC), global car sales were consistently above 90 million units from 2016 to 2018. In 2019, global car sales fell to 89.01 million units, a decrease of 3.64 million units (3.9%) compared to 2018's 92.65 million units.

The 2020 COVID-19 pandemic, with China's initial city lockdowns, led to a shortage of components and production halts across the supply chain. As the second half of the year saw a decline in the pandemic and a gradual resumption of work, combined with government incentives for car purchases, the car market showed improvement. However, due to government advisories encouraging reduced travel, a surge in e-commerce, and semiconductor manufacturers prioritizing consumer electronics, coupled with capacity constraints at major international chipmakers due to natural disasters and other unforeseen events, a global shortage of automotive-grade chips persisted. This resulted in a substantial decrease in global car sales to 77.19 million units in 2020, a 13.3% drop compared to 2019.

The first half of 2022 saw the global car market still reeling from the lingering effects of the COVID-19 pandemic, exacerbated by the Russian-Ukrainian war and rising inflation and interest rates. Car manufacturers faced shortages of components, rising costs, and limited production capacity, leading to delays in new vehicle deliveries. Fortunately, the global automotive market gradually recovered from the pandemic's impact in the second half of 2022, and component shortages eased. This resulted in global car sales of 79.7 million units in 2022, a slight decrease of only 1.1% from the prior year.

In 2025, the global automotive market is expected to see moderate growth in overall sales, reaching approximately 94.64 million units—a 2.2% increase—driven by the combined effects of US tariff policies and the front-loading of demand. The primary drivers of this growth are China’s subsidy policies, which continue to stimulate domestic demand, and the surge in early vehicle purchases in the US triggered by anticipation of tariff measures. Overall, the global automotive market is undergoing structural changes influenced by international trade and geopolitical factors, indicating that US tariff policies and the macroeconomy remain the core variables affecting demand.

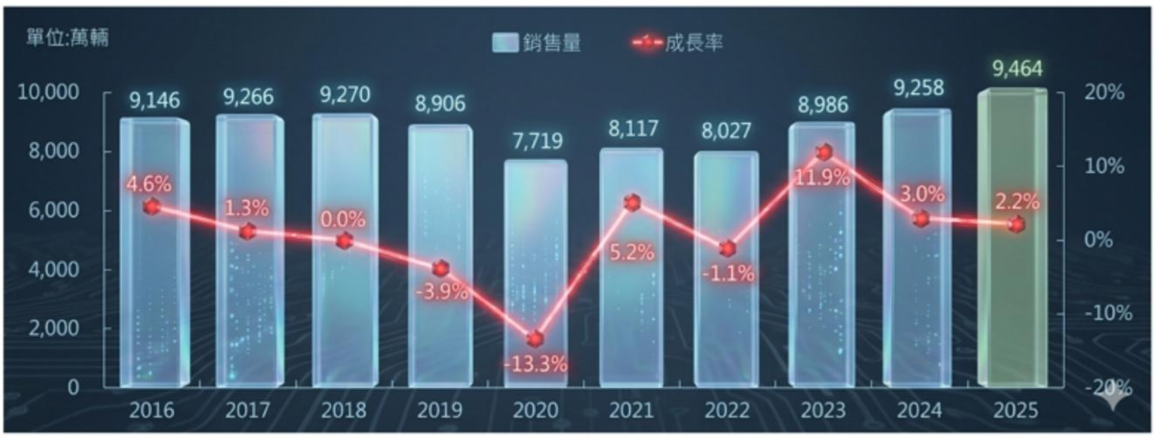


Figure: Global car sales and growth rates over the years

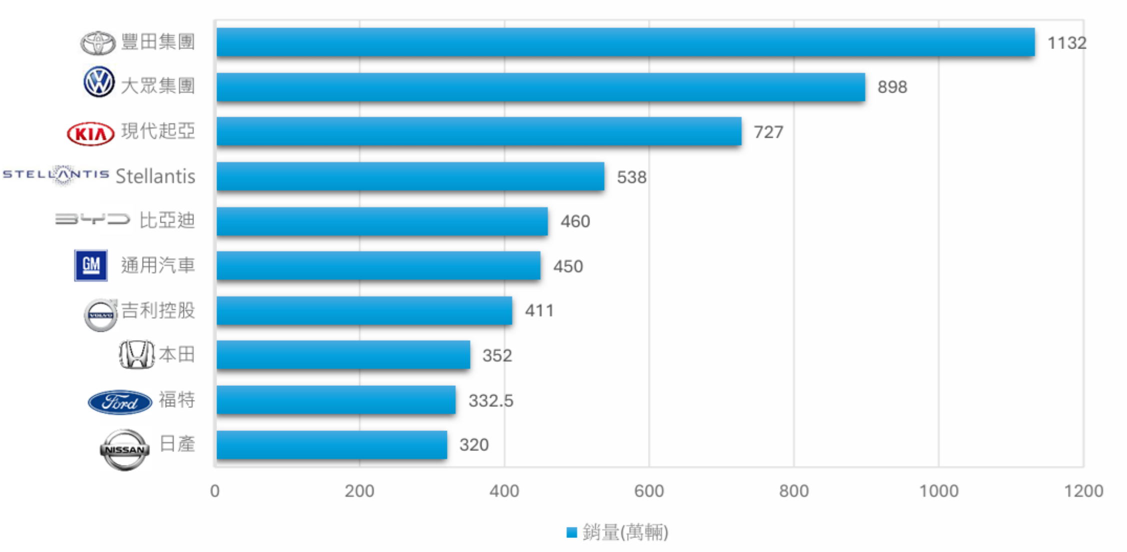
Source: MarkLines (statistics as at 4 February 2026), compiled by the Vehicle Research Centre (edited using Gemini AI software)

In 2025, the global automotive market will continue to be dominated by the three major markets of mainland China, the United States and India, which together account for over 50% of the total and exert a decisive influence on the overall health of the industry. Firstly, Mainland China remains firmly the world's largest automotive market, with annual sales of approximately 27.3 million units, representing growth of 6.7%. This is primarily due to the government's continuation of electric vehicle subsidy policies, such as the Automotive Industry Steady Growth Action Plan (2025–2026) and the 2025 Vehicle Trade-in Subsidy Guidelines, which have effectively stimulated consumer demand for vehicle replacement and driven the continued growth of electric vehicle sales in Mainland China. Secondly, the US market, which ranked second, recorded annual sales of approximately 16.77 million units, representing modest growth of 2%. However, the growth pattern exhibited a distinct temporal disparity. In the first half of the year, driven by expectations of tariff policy adjustments and the impending phase-out of EV subsidies, consumers brought forward their purchases, leading to a short-term surge in demand (with growth reaching 3% in the first half of 2025). However, in the second half of the year, as the impact of tariff policies intensified and EV subsidies were formally withdrawn, market demand retreated from its peak. Furthermore, inflation caused by tariffs and a high-interest-rate environment further squeezed household disposable income and willingness to borrow, weakening the overall momentum of the US automotive market. This demonstrates that policy direction and economic conditions have a critical impact on the performance of the US automotive market. The Indian market, ranked third, demonstrates the growth potential of emerging markets, with sales officially exceeding 5.5 million units in 2025, representing a year-on-year increase of over 6%. The primary driver of this growth stems from the Goods and Services Tax (GST 2.0) reform, which simplified the tax rate structure and reduced the tax burden on small vehicles—for instance, the tax rate for passenger cars under 4 metres was lowered from 29–31% to 18%. Coupled with income tax relief measures, such as raising the income tax-free threshold from 700,000 rupees to 1.28 million rupees, this has significantly increased disposable income and further stimulated demand in the automotive market. Furthermore, India's local manufacturing policy and demographic dividend have laid the foundations for long-term market expansion, positioning the country as one of the key growth engines for the global automotive market in the future.

Figure: Car sales and growth rates in major global markets in 2025
Source: MarkLines (statistics as of 4 February 2026), China Association of Automobile Manufacturers, Passenger Car Market Information Joint Conference; compiled by the Vehicle Research Centre (edited using Gemini AI software)

The global automotive market landscape is expected to remain largely stable in 2025, with Toyota, Volkswagen and Hyundai-Kia retaining their positions as the top three groups, demonstrating significant economies of scale and global operational capabilities. Firstly, Toyota continues to hold the top spot in global sales, with sales reaching 11.32 million units, a 4.6% increase. This growth is primarily driven by rising demand for hybrid electric vehicles (HEVs), with particularly strong performance in the North American and Asian markets. Strategically, the company has adopted a multi-path technology strategy, combining the development of software-defined vehicles and autonomous driving technology to strengthen its long-term competitive advantage. Secondly, Volkswagen, the second-largest automaker by sales volume, faced dual pressures from competition with domestic Chinese brands and changes in US tariff policies, leading to a decline in sales to 8.98 million units, representing a slight decline of 0.5%. To address structural market shifts, Volkswagen is actively collaborating with start-ups (such as Rivian) to develop software capabilities, whilst simultaneously adjusting production capacity and pricing strategies to counter US tariff barriers. For instance, in April 2025, Volkswagen announced a suspension of exports from its Mexican plant for products originally destined for the US, as well as a delay in customs clearance for vehicles exported from Europe at ports. Hyundai-Kia, in third place, has adopted a more flexible market strategy. Whilst maintaining stable global sales, it is accelerating its localised production 布局 (such as establishing factories in the US) to mitigate the impact of tariffs. For instance, its factory in Georgia, US, officially commenced production in 2025 with an annual capacity of up to 500,000 vehicles, and has introduced AI-driven smart manufacturing to enhance production efficiency. Furthermore, its strategy of freezing new car prices between April and June 2025 demonstrates that Hyundai-Kia is beginning to prioritise price stability and consumer confidence management amidst fluctuating tariff policies, thereby stabilising brand value.

Top 10 Global Car Manufacturers by Sales Volume in 2025



Source: East Money, 6 February 2026
Image: Compiled by our company

The development of the global automotive market in 2025 will be heavily influenced by geopolitical factors and trade policies, with US tariff policies playing the most critical role. Although the US Supreme Court ruled on 20 February 2026 that the Trump administration had exceeded its authority by invoking the International Emergency Economic Powers Act (IEEPA) to impose reciprocal tariffs globally, rendering the relevant tariff policies null and void and leading to their formal cessation on 24 February, the 25% tariffs on vehicles and components imposed on the automotive industry under Section 232 of the Trade Expansion Act remain in place, meaning that the actual tariff burden on the automotive sector has not decreased significantly. At the same time, countries that had already reached preliminary agreements with the US (such as Taiwan) must await confirmation from the US regarding the legal basis for its commitments before the relevant tariff reduction agreements can be implemented. This variable has indeed increased uncertainty regarding the future of the automotive industry. Secondly, frequent changes in tariff policy have also intensified pressure to restructure supply chains. To avoid the impact of high tariffs, car manufacturers are continuing to promote localised production and regional supply chain arrangements. Manufacturers such as Toyota, Honda, Hyundai & Kia, and Stellantis have all announced increased investment in US production to reduce import costs. Furthermore, the cumulative effect of tariffs has driven up the prices of components and raw materials, further squeezing profits on finished vehicles. Some of these costs are ultimately passed on to consumers, leading to higher new car prices and deferred demand. According to research by S&P Global, the impact of tariff policies on the automotive industry is largely ‘indirect’, primarily transmitted to final market demand through inflation and rising costs, thereby driving structural changes in the automotive market.

2. The domestic appliance industry

Residential household electrical appliances refer to domestic appliances that are powered by electricity or operate mechanically to assist people in carrying out household tasks. These appliances alleviate the labour involved in domestic life, improve the living environment and enhance the quality of life at home; they are a fundamental hallmark of modern living. With social development, economic progress and rising living standards, people’s demand for and reliance on household appliances have gradually increased. Beyond basic needs, consumers are placing greater emphasis on environmental friendliness, energy efficiency, smart features and multifunctionality.

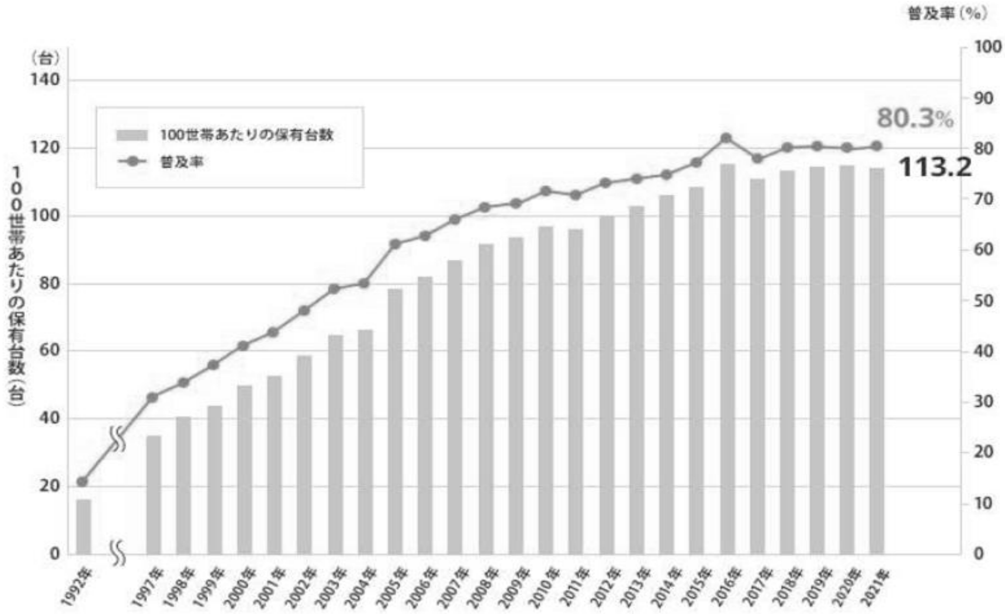
Household appliances can be broadly categorised into two main types: large appliances and small appliances. Large appliances, in turn, can be divided into ‘white goods’ and ‘black goods’; ‘white goods’ refer to large appliances designed to meet and enhance basic living needs, such as air conditioners, refrigerators, washing machines, electric cookers, microwave ovens, combi ovens and electric water heaters; ‘black goods’ are appliances designed to provide audio-visual entertainment, such as televisions, DVD players, VCD and DVD players, home video game consoles, home audio systems, home telephones and treadmills. Small appliances, on the other hand, refer to household electrical appliances that are compact and portable, or designed for use on desks or other surfaces, such as electric shavers, vacuum cleaners, rice cookers, blenders, dehumidifiers, sewing machines, electric fans and desk lamps. The Company’s current primary end-use products are mainly bidet toilets and air conditioning units, which fall within the category of white goods among large household appliances.

Bidet toilets originated in the United States, where they were initially used as medical devices. They subsequently saw rapid development in Japan and South Korea, and today they have become increasingly widespread in countries such as Japan and South Korea, establishing themselves as an indispensable part of the bathroom. A bidet toilet comprises a complete set consisting of a toilet seat and a seat cover equipped with a warm-water cleansing system. The control panel on the side offers various functions. Combining both environmental and medical benefits, it plays a significant role in domestic life, offering clear advantages in reducing pollutant emissions and conserving energy and water. Furthermore, features such as bidet washing, heated seat, warm air drying and automatic odour removal significantly enhance user comfort during toilet use. Additionally, the health monitoring technologies incorporated into smart toilets—including body massage, body temperature and weight monitoring, and urine analysis—enable users to easily track their health status and take early preventive measures against illness.

As people's quality of life improves and their purchasing power increases, coupled with continuous upgrades to the features of bidet toilets, these products are becoming increasingly popular with consumers. According to a market research report published by 'Global Information' on 19 January 2026, the global smart toilet market is projected to grow from US$9.74 billion in 2025 to US$20.04 billion by 2031, representing a compound annual growth rate (CAGR) of 12.78%. Driven by consumers' growing preference for hygiene, convenience and smart home integration, the market is experiencing robust growth. Smart bathroom products (including smart toilets, taps, showers and dispensers) offer features such as touchless operation, voice activation, water-saving capabilities and health monitoring sensors. These innovations enhance both the user experience and sustainability. Growing health awareness, technological advancements and increasing investment in home automation across residential and commercial sectors continue to drive the adoption of smart bathroom solutions. In the wake of the pandemic, heightened emphasis on hygiene has also fuelled a surge in demand, prompting both private households and public institutions to adopt contactless and smart sanitary appliances.

Due to the Japanese people's emphasis on hygiene, bidet toilets have enjoyed considerable success in the Japanese market and have given rise to a toilet culture unique to Japan. Since 1967, when Ina Ceramics (now LIXIL Group Corporation) produced Japan's first warm-water bidet seat, since then, manufacturers have continuously focused on improving products from the user's perspective. Thanks to advancements in functionality and comfort, bidet toilets have gained widespread acceptance among consumers. They are not only adopted in ordinary households but were also used for public purposes in the 2010s, including office buildings, commercial facilities, hotels, railways, station buildings and passenger aircraft. For the Japanese, bidet toilets have become an indispensable part of daily life. According to data from the Cabinet Office's Consumer Trends Survey, the penetration rate of bidet toilets in Japan exceeded 80% for the first time in 2016 and remained at 80.3% in 2021. Furthermore, the average household owns more than one bidet toilet, clearly demonstrating that the Japanese market for bidet toilets maintains stable annual consumer demand.

Penetration rate and installed base of Japanese bidet toilets in 2021



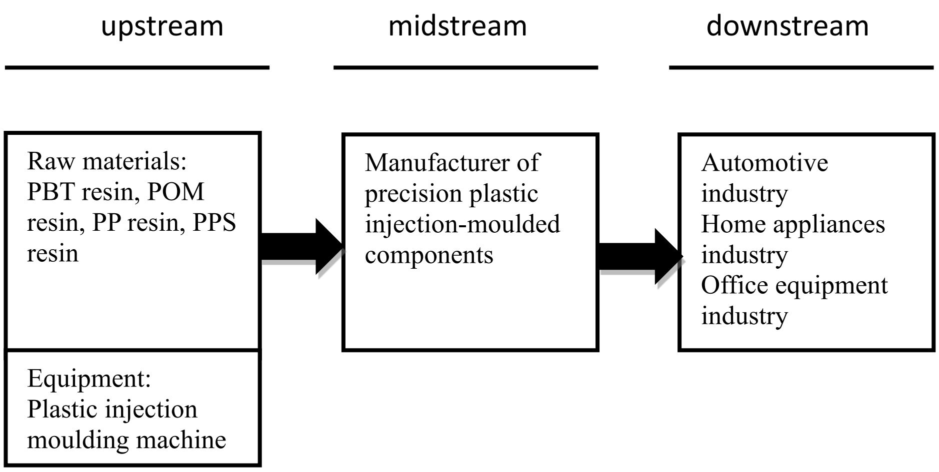
Source: Cabinet Office, Japan; Consumer Trends Survey

Meanwhile, in the mainland Chinese market, bidet toilets—which offer a range of functions such as bidet washing, heated seats, warm air drying and automatic odour removal—are gradually gaining popularity among Chinese consumers. This is due to rising living standards and increased awareness of environmental hygiene, which has led to a growing emphasis on hygiene and cleaning products. According to statistics from the report ‘Analysis of the Current Status and Trends in China’s Smart Toilet Industry in 2025’, published by Huajing Intelligence Network in April 2025, the market size of China’s smart toilet industry showed a trend of year-on-year growth from 2018 to 2024, expanding from 11.29 billion yuan to 18.34 billion yuan, with a compound annual growth rate of approximately 8.4%. Given that the growth of the smart toilet market is driven by rising penetration rates, the penetration rate in 2024 stood at 15%. Compared to Japan’s penetration rate of nearly 90%, the penetration rate in China’s smart toilet industry remains low, clearly indicating significant room for future growth. Furthermore, with technological advancements and consumers’ increasing pursuit of a better quality of life, the level of smart technology in bathroom fixtures continues to rise, smart bathroom products are becoming increasingly popular. This trend offers a more user-friendly and convenient experience for those seeking a high-quality lifestyle. As demand for home improvements and renovations of existing properties continues to rise, consumers have shifted their focus from merely satisfying the basic functions of home appliances to pursuing higher-end values such as health and smart technology; consequently, demands for integrated functionality and design are gradually increasing. From 1 July 2024, China will include smart toilets within the scope of products subject to mandatory 3C certification. With the implementation of national mandatory standards and 3C certification, it is anticipated that some small enterprises engaging in low-price competition will be phased out, which will help improve price competition within the industry whilst enhancing product quality and safety. This move will facilitate the development of high-end branded products.

Sales of smart toilets in China, 2018–2024 (Source: Huajing Industry)

2. Interdependencies across the upstream, midstream and downstream sectors

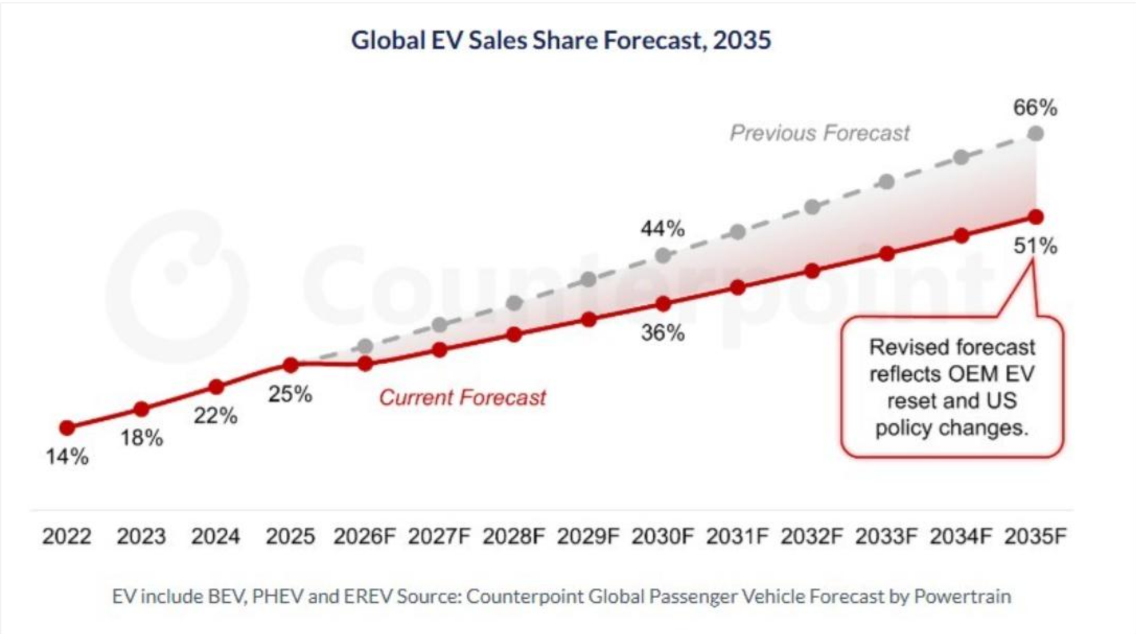
The relevant products manufactured by the Group, the raw materials procured and the associated production equipment are situated at the upstream end of the industrial supply chain, primarily involving the procurement of various plastic raw materials, including PBT resin, POM resin, PP resin and PPS resin; The products manufactured by the Group, which include automotive components, household appliance components and office equipment components, are situated in the midstream of the industrial supply chain; the components produced by the Group are critical components essential for downstream end-use products, and their applications are extensive, covering industries such as automotive, household appliances and office equipment. The interrelationships between the upstream, midstream and downstream segments of the industrial supply chain are as follows:



3. Various trends in product development

(1) The automotive industry

Looking ahead to 2026, the global automotive market will continue to be affected by inflationary pressures triggered by US tariff policies and a high-interest-rate environment. Automakers must continue to navigate multiple challenges, including supply chain restructuring, fluctuations in demand and policy uncertainty, with limited visibility regarding the overall development of the market. Fortunately, supported by the continued rise in electric vehicle penetration and robust demand from emerging markets, the market is expected to remain stable. According to the latest 'Global Passenger Car Market Forecast' report published by market research firm Counterpoint Research, an analysis has been provided on the development trends of the electric vehicle (EV) market over the next decade. According to the report's data, the global sales share of electric vehicles is projected to reach 50% by 2035, a downward revision from the firm's previous estimate of 65%. This adjustment primarily reflects the current slowdown in market demand growth, as well as the fact that major original equipment manufacturers (OEMs) are reassessing and adjusting their electric vehicle production strategies. Although there have been short-term fluctuations in the figures, the underlying long-term growth momentum of the overall market remains intact. The report indicates that by 2030, electric vehicles will account for 36% of global passenger car sales, with a compound annual growth rate (CAGR) of approximately 10% between 2025 and 2030. As time progresses, major global automotive markets will gradually mature after 2030, at which point growth is expected to level off and maintain a growth rate of around 10% by 2035. Commenting on the current state of the industry, Greg Basich, Research Vice President at Counterpoint, noted that the global automotive industry is undergoing a critical phase of transformation. On the one hand, influenced by lower-than-expected market demand and financial pressures, car manufacturers are cautiously adjusting the pace of their EV development; on the other hand, shifts in the geopolitical landscape and the global energy market have further reinforced the necessity of electrification as a long-term strategic direction. Furthermore, the continued decline in battery costs and potential risks within the fuel supply chain are providing structural support for the EV market. Currently, the automotive industry is grappling with both short-term operational pressures and long-term transformation opportunities. Several manufacturers, including Ford, General Motors, Honda, Porsche, Maserati and Stellantis, have collectively incurred over US$70 billion in R&D and operational losses related to electric vehicles. These financial figures have prompted some manufacturers to delay or scale back existing electrification plans and to reassess their product strategies and investment schedules. In addition to comprehensively adjusting their investment levels, some manufacturers have also chosen to revise their long-term targets. For example, Volvo has announced a delay in its timeline for a full transition to zero-emission vehicles, whilst Mercedes-Benz has opted to increase its continued investment in internal combustion engine technology. These measures indicate that the industry as a whole is moving towards a more cautious and pragmatic approach to electrification. In terms of external factors, the international situation has also had a long-term impact on the electric vehicle market. Instability in the US and the Middle East has directly affected the oil supply chain, prompting countries to reassess their energy security and reliance on imported fuels. On the technical cost front, with advances in battery technology, battery prices are projected to fall below US$70 per kWh by 2030 and further to approximately US$55 by 2035. These cost reductions will significantly enhance the competitiveness of electric vehicles in the market, becoming a key driver of their widespread adoption



Source: T 客邦, April 23, 2026, by Hong Shishi

(2) The domestic appliance sector

① Smart homes are the way forward

With technological advancements, the development of artificial intelligence (AI), the Internet of Things (IoT) and 5G networks has enabled home appliances to become more interconnected through the integration of AI and IoT technologies, making our living environments smarter, more comfortable, more convenient and safer. 5G network technology is a key driver enabling the rapid development of smart homes. The low latency, extensive connectivity and high reliability of 5G networks make data transmission and storage faster and more efficient, providing crucial support for the integration of smart homes with other smart technologies. Through a service architecture that connects end devices, networks and the cloud, context-aware services are gradually taking shape. Once various devices (such as mobile phones, smart speakers and home appliances) are connected to the cloud, they can collect and analyse more user behaviour data, enabling smart appliances to operate proactively to meet user needs, thereby making consumers' home lives more comfortable, smarter, more convenient and safer. According to data from Statista, the global smart home appliance market was valued at approximately US$114.5 billion in 2022. It is projected to reach US$231.6 billion by 2028, representing a compound annual growth rate of 11.43%.

②Energy-efficient and environmentally friendly household appliances are set to become the norm

As the world's population continues to grow, environmental pollution and degradation are becoming increasingly severe, and global warming is gradually emerging as a matter of widespread concern. Consequently, energy conservation and carbon reduction have become shared global objectives. Furthermore, with finite global resources and an increasingly acute energy shortage, and against a backdrop of growing global awareness of the need for energy conservation, carbon reduction and environmental protection, energy efficiency and environmental sustainability have become key priorities and challenges for manufacturers of household appliances when designing their products. In addition to relying on manufacturers to continuously upgrade energy-efficient appliances through energy-saving designs, the rapid development of smart home appliance technology has enabled these devices to automatically adjust their operating modes according to the surrounding environment, thereby achieving energy-saving benefits. Furthermore, through intelligent energy management, complex energy efficiency management processes can be streamlined, leading to greater energy savings. Consequently, the development of energy-efficient and environmentally friendly appliances and smart home appliances can be said to be mutually reinforcing.

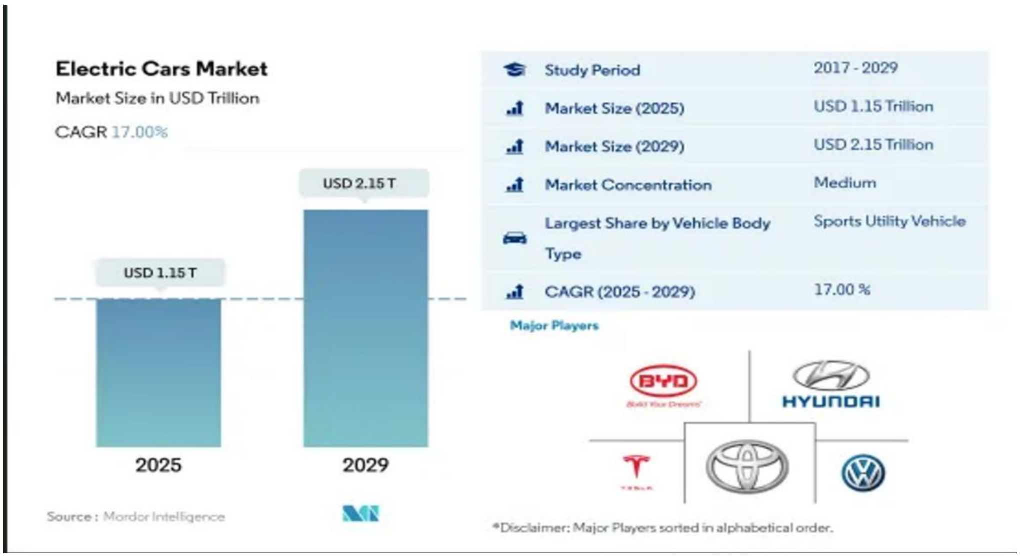
③Convenience, comfort, energy efficiency, environmental friendliness, health and smart technology are the key trends in product development

With the rapid advancement of technology, people’s spiritual and material needs have increased, and a safe, comfortable, convenient and healthy living environment has become the ideal residential setting sought by consumers. As building automation and technological standards continue to improve, smart homes are gradually gaining traction in the market, with convenience, comfort, energy efficiency, environmental friendliness, health and smart functionality emerging as the primary trends in home appliance development. Japanese brands are shifting their R&D focus from ‘optimising the user experience’ to ‘health data collection’. An analysis of their patent applications reveals a strategic focus on technologies such as faecal image analysis, chemical composition sensing of excreta, and the recognition of toilet usage patterns. The core value of these technologies lies in the fact that, as users use the toilet daily, the system can automatically capture trends in indicators such as intestinal health, cardiovascular function and blood sugar levels, thereby providing preventive health alerts. For Japan, a society facing an ageing population, the appeal of this ‘painless health monitoring’ is self-evident.

3. Competitive landscape of the product

(1) The automotive industry

According to the electric vehicle market research report published by ‘Global Information’ on 18 March 2025, the electric vehicle market is projected to reach US$1.15 trillion in 2025 and US$2.15 trillion by 2029, with a compound annual growth rate of 17.00% over the forecast period (2025–2029). There are some highly attractive incentives for electric vehicles available globally. Overall, many countries have now signed the Paris Agreement, with the aim of reducing greenhouse gas emissions by 40% by 2030, supported by automotive policies. The 2017 National Transport Plan has set national automotive targets, including the sale of exclusively zero-emission vehicles by 2030. Norway has also committed to reducing greenhouse gas emissions by at least 40% by 2030. All these factors are expected to drive the growth of the Norwegian electric vehicle market.



Source: Global Information's electric vehicle market research report, published on 18 March 2025.

(2) The domestic appliance sector

In addition to the ongoing development of features such as automatic lid opening, automatic flushing, heating, warm-water cleansing and warm-air drying, smart toilet applications incorporate health monitoring technologies—including body massage, body temperature and weight monitoring, and urine analysis—enabling users to easily track their health, prevent illnesses at an early stage and manage their well-being. Furthermore, during the COVID-19 pandemic, the reduced need for manual contact and the antibacterial functions of bidet toilets have made them another category of epidemic prevention products; Furthermore, air conditioning technology has in recent years evolved towards comfort, energy efficiency, environmental sustainability and smart functionality. Through smart monitoring, the air conditioning can be switched on and off at any time to achieve energy-saving effects. With the outbreak of the novel coronavirus (COVID-19) at the end of 2019 and its rapid global spread, air conditioning systems—which are responsible for managing indoor air quality—were among the first to be affected. Users' awareness of the health and sterilisation aspects of air conditioning has significantly increased, Consequently, market demand for air conditioning products incorporating air purification and sterilisation functions has surged, influencing future trends in air conditioning technology.

(3) Overview of Technology and Research and Development

1. Technical level of the business operations; research and development

The Group's Japanese factory was established in 1963 and has been operating in the field of precision plastic injection moulding for over 60 years. Over the years, it has continuously developed and refined its expertise in plastic injection moulding, gear module assembly, product measurement and evaluation, and process improvement. In recent years, driven by the need to reduce component costs, market demand for composite moulding has been growing rapidly. To meet this demand, there is an increasing need to switch from horizontal moulding machines to vertical moulding machines. To establish a production system capable of responding to market demands, the Group is progressively introducing vertical moulding machines. To ensure the continued supply of injection-moulded products with higher precision and a broader range of applications, the Group is conducting ongoing research and development in sectors such as the automotive and housing industries, leveraging the technical capabilities within the Group to meet customer requirements.

2. Research and development expenditure for the most recent financial year

Unit: NT$ thousand

Project \ year	2024	2025	2026 Q1
Research and development expenses (A)	36,372	33,729	8,124
Revenue (B)	3,687,628	3,388,172	802,397
(A)/(B)	0.99%	1.00%	1.01%

3. Technologies or products successfully developed over the last five years

Year	Major Research and Development Results
2021	Completed the development of key components for one vehicle manufacturer's electronic brake system.
	Completed development of key components for an automotive electrical system for one vehicle model
	Completed development of key components for an automotive electrical system for one vehicle model
	Completed the development of key components of the automotive mechanism of one vehicle model.
	Completed the design and development of the lid lift-off modules for two Washlet models.
	Completed the evaluation and design development of a nozzle module for a Washlet model.
2022	Development of key components for the electrical system of one vehicle series.
	Development of key components for the motorcycle electrical system of one vehicle series.
	Development and design of an automatic lid module for a bidet toilet.
	Development and design of a water valve module for a bidet toilet.
	Development and design of a flushing module for a bidet toilet.
	Patent obtained for a "mold for shaping automotive accessories with a plug-in sealing soft

Year	Major Research and Development Results
	plug".
	Patent obtained for an "automatic screw-driving mechanism with dual loading positions".
	Patent obtained for a "mold for shaping the bottom cover of an in-vehicle fuse box".
	Patent obtained for a "vehicle component assembly mechanism with a double downward stroke".
	Patent obtained for a "vehicle component assembly mechanism with a single downward stroke".
	Patent obtained for a "product ejection device for a vehicle surface cover production mold".
	Patent obtained for an "automatic assembly mechanism for vehicle parts".
	Patent obtained for a "mold with directional limiting function".
	Patent obtained for an "automatic assembly mechanism for dual-position vehicle hardware parts".
	Patent obtained for an "automated production line for embedded hardware parts molding".
	Patent obtained for a "mold for shaping a vehicle-mounted ECU box with a pull-out stabilization function".
2023	Development of key components for two vehicle-based electronic gear shift modules.
	Development of gear components for a vehicle parking brake system.
	Development of key components for two vehicle door systems.
	Development of key components for two vehicle door lock systems.
	Development of key components for the electrical system of three vehicle series.
	Development and design of an activation module for a bidet toilet seat.
	Development and design of an automatic lid module for a bidet toilet.
2024	Completed the design and development of a mobile module for a Washlet seat
	Completed the design and development of an automatic lid lift module for a Washlet
2025	Completed the development of a key component for an automotive actuator module for a car manufacturer

Year	Major Research and Development Results
	Developed key components for the automotive electronic systems of one vehicle range
	Completed the development of key components for the automotive reactance module for one vehicle series
	Completed the design of an automatic lid-opening module for a bidet toilet
	Completed the design of a bidet toilet flush module

(4) Short- and long-term business development plans

Item	Short-Term Plan	Long-Term Plan
1. Marketing Strategy.	(1) To grow the plastic injection molding business, the Group is making proposals for advanced injection molding of plasticized metal parts. (2) To expand the household bathroom business by growing the Chinese market. (3) Entering into the introduction of electric vehicle- related parts.	(1) Aim to provide higher value- added products by utilizing the Group's resources. (2) Aim for a one-stop supply. With Japan as the R&D center, we will improve customer satisfaction and continue to enhance product quality. (3)The quality of equipment for home use in the Chinese market is gradually improving due to the impact of the new coronavirus (COVID-19).
2. Production Strategy	(1) Invest in new production equipment. (2) Use the FA (Factory Automation) in our own factories to promote production automation.	(1) Establish the production system in the market concentrated areas nerby for various industries. (2)Ensure the Group offers consistent quality in all of its locations around the world.
3. Product development direction	Strengthen the development system to meet the market demand and provide the products that meet the market demand.	(1) Provide products that meet the market demand. (2) Develop standard products
4. Operating Scope	(1)Using IKKA and Solplus's Japanese factories as core facilities, product development is carried out in Japan and production takes place overseas. (2) Expanding operational scale through the increased capacity of the new Nagoya plant.	(1) Unify global production methods for business operations. (2) Obtain local commodity orders and expand production bases. (3) Switch to a market-inducing production system.
5. Financial Support	In line with the growth of the Company's operation scope, strengthen the	Strengthen the financial structure to enhance the corporate value.

2. Market and Production and Sales Overview

(I). Market Analysis

1. Regions where the main products (services) are sold (provided)

Unit: Thousand NT dollars; %

Region \ Year	2024		2025		2026 Q1	
	Sales	Ratio	Sales	Ratio	Sales	Ratio
Asia	3,676,771	99.71	3,383,405	99.86	802,397	100.00
America	9,409	0.26	4,469	0.13	-	-
Other	1,448	0.03	298	0.01	-	-
Total	3,687,628	100.00	3,388,172	100.00	802,397	100.00

Note: The Company acquired 100% of the equity interest in Shine Trade on 1 November 2025. As this constituted a reorganisation under common control, the comparative periods have been restated retrospectively to the earliest date of the consolidated financial statements, and the revenue figures for the 2024 financial year have been updated accordingly.

2. Market share

The Group is principally engaged in the automotive components industry and operates as an OEM manufacturer of precision plastic injection-moulded parts and modules. The automotive components it produces and sells primarily include electronic parking brake systems, electrical systems and electric power steering assist systems, among others, with electronic parking brake systems accounting for the largest share of its automotive component sales. According to data from the Industrial Technology Research Institute's International Industrial Research Division, the global automotive components market reached US$1.68 trillion (approximately NT$50.40 trillion) in 2022. The Group's revenue from automotive products in 2022 stood at NT$2,274,945,000, representing an estimated market share of approximately 0.005%. The Group's EPB products are primarily supplied to Japanese car manufacturers for end-use applications, and the Group holds a certain position within their automotive component supply chains. It is anticipated that, as sales volumes of Japanese car manufacturers continue to grow, the Group is likely to benefit from this growth in automotive sales, thereby further increasing its market share.

3. Future supply and demand conditions and growth prospects in the market

(1) Market supply and demand conditions

Products	Demand	Supply
Automotive	For the automotive industry with higher requirements for light weight, the demand for high-hardness plastic molding parts is expanding.	As customers of major Japanese manufacturers demand high-quality products with high precision and quality requirements, the Group has a certain degree of advantage in possessing high-end plastic molding and tooling technologies and providing vertically integrated services.
Home Appliance	With the improvement of people's living standards and the coronavirus (Covid-19) epidemic at the end of 2019, people's awareness of hygiene is gradually increasing, coupled with China's national policy to focus on the development of the Washlet (smart toilet seat) market, which is expected to	The Group's automatic lid-opening and closing toilet seat function module eliminates the need to bend over to open and close the lid and slightly reduces the burden on the waist, reduces forgetting to close the lid through the automatic opening and closing function, and improves the heat retention of the heated toilet seat in winter,

Products	Demand	Supply
	contribute to stable growth by increasing the penetration rate.	thereby achieving energy savings.
Office equipment	We supply a range of modules, including gear motor modules, and mechanical components for office automation (OA) equipment.	We are able to align with our clients' product development schedules, engaging in joint reviews from the initial development and design stages to provide proposals that meet their requirements. We can also assist with the production of prototypes and conduct inspection and testing. Furthermore, with mass production in mind and in line with our global operations, we support early-stage implementation and, with the aim of ensuring stable quality control, can address requirements for automated equipment and inspection systems.

(2) Future market growth potential

① Automotive industry

The Group is principally engaged in the manufacture, processing and trading of high-end precision plastic injection-moulded products. The end-use markets accounting for the largest share of sales are the automotive, bathroom and household appliances, and office equipment sectors, with the automotive market representing the highest proportion. Consequently, the state of the automotive market has a significant impact on the Group's performance. With the rise of environmental awareness, global demands for low fuel consumption (and carbon emissions) in vehicles are increasing, driving the continued growth of the electric vehicle market in the future, whilst traditional fuel-powered vehicles will gradually phase out of the market. PwC's Technology Industry Research Centre estimates that in 2022, global electric vehicle models, including hybrid electric vehicles (HEVs), plug-in hybrid electric vehicles (PHEVs) and battery electric vehicles (BEVs), will reach a total of 18.45 million units, accounting for 22.8% of the global automotive market. Major global car manufacturers are set to phase out the production of fuel-powered vehicles by 2040, with electric vehicles expected to account for 90% of the market by 2035.

European car manufacturers are among the most proactive traditional automakers in the transition to electrification. Currently, most are focusing on integrating group resources and developing key technologies, whilst investing in new plants to boost electric vehicle production capacity. For example, BMW has developed the 'Neue Klasse', a new-generation platform dedicated to electric vehicles, and has expanded its electric vehicle production lines at its plants in Munich and Regensburg, Germany, whilst introducing AI to enhance production efficiency in the electrification process; Audi has announced that all new models launched from 2026 onwards will be battery electric vehicles (BEVs), with the aim of ceasing production of internal combustion engine vehicles from 2033; Porsche's electrification strategy continues to focus on high-performance models, with both the powertrain and the 800V electrical system designed with high performance in mind.

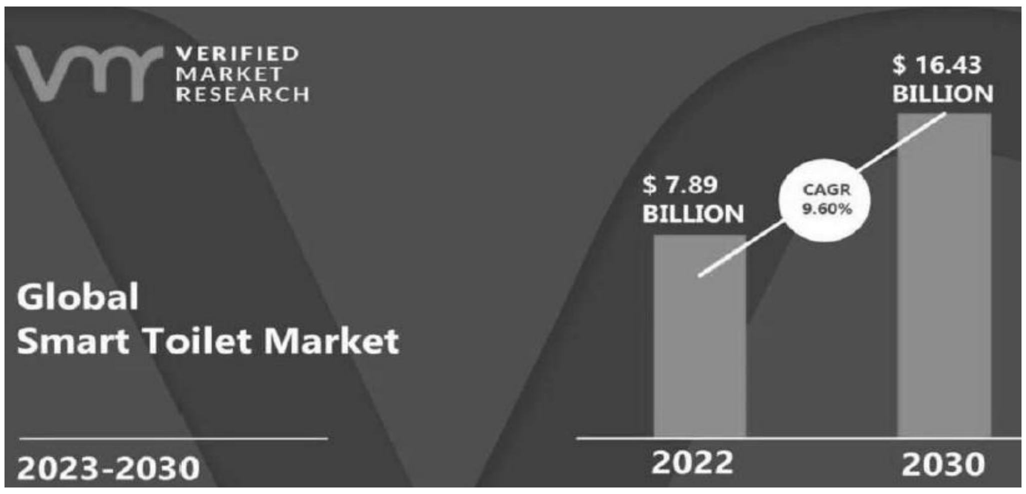
Although US car manufacturers have faced a cooling of federal support for electric vehicles due to Trump's policies, as of the date of this report's publication, some US states are still pushing ahead with their own electric vehicle policies. For example, California is maintaining its plan for 100% of new vehicles to be zero-emission by 2035; New York and Washington State are pushing for similar regulations, aiming to establish stricter emission standards nationwide and striving to achieve a zero-emission economy by 2050, covering sectors such as energy, construction, transport and waste management.

The launch dates for the first-generation electric vehicles from Japanese and South Korean manufacturers were similar to those of European and American manufacturers; however, Japanese and South Korean manufacturers have adopted a more conservative approach to electric vehicle strategy compared to their European counterparts (for example, Toyota has developed hybrid technology alongside BEVs). recently, as market acceptance of electric vehicles has gradually increased, Japanese and South Korean manufacturers have also begun to set out clear electrification roadmaps and development strategies. For example, in 2023, Toyota announced that it would launch 10 electric vehicle models by 2026, with an annual sales target of 1.5 million units; Nissan, one of the world's earliest traditional manufacturers to launch electric vehicles, saw its Leaf model become the world's best-selling electric vehicle; however, it has lost its competitive edge in recent years due to increased competition. Consequently, Nissan announced a new electrification strategy in 2023, aiming to reduce R&D and production costs through methods such as powertrain modularisation and minimising the use of expensive rare materials, with the goal of making BEVs comparable in price to petrol vehicles by 2030; Hyundai plans to establish new factories for electric vehicle production and develop dedicated EV platforms, whilst integrating group resources. The aim is to launch 31 electric vehicle models across the group by 2030, with an annual production capacity of 3.64 million units.

The Group is a major supplier of electronic parking brake (EPB) modules to Toyota Motor Corporation in Japan. With the rise of the electric vehicle market and the continuous evolution of autonomous driving features, EPB modules are now being extended from high-end models to mid- and low-end models, as well as various electric vehicle models. Leveraging its mature technology and proven track record, the Company is not only set to see its next-generation EPB modules, developed in ongoing collaboration with Toyota, progressively adopted in relevant electric vehicle models this year, but is also actively developing EPB-related products tailored to the requirements of other Japanese automotive manufacturers, with a view to expanding its market share.

② Smart Living

Amid global modernisation and the constant transformation of human life by technology, consumers' expectations regarding quality of life continue to rise, and they are increasingly prioritising hygiene. Bidet toilets, with features such as cleansing, odour removal, heated seats and air drying, can significantly reduce the space required for traditional toilets; consequently, as hygiene awareness grows, they are becoming increasingly popular with consumers. Furthermore, driven by consumers' emphasis on hygiene, countries worldwide have begun introducing policies and facilities aimed at improving sanitary living conditions and promoting health. According to a report by Verified Market Research, the global smart toilet market was valued at US$7.89 billion in 2022 and is projected to reach US$16.43 billion by 2030, representing a compound annual growth rate (CAGR) of 9.6% between 2023 and 2030.



Source: Verified Market Research

4.Competitive niche

(1) Establishing a vertically integrated production process

For plastics manufacturers, moulds are the most critical factor in determining product quality. With extensive experience spanning the design, production and maintenance of moulds, the Group is able to consistently produce products of the highest standard, thereby strengthening and expanding its supply capabilities in the automotive market. Through the Group's vertically integrated investment system, we provide core modules combining customised metal and plastic components to meet and exceed our customers' needs and support their growth.

(2) Automated production equipment

The Group possesses comprehensive automated production line technology and equipment, which enables it to enhance the automation of its product lines, reduce staffing levels, thereby lowering labour costs, and strengthen process management to improve production efficiency.

(3) Professional expertise and consistent quality

Since its establishment in 1963, the Group's subsidiary, IKKA Japan, has not only accumulated decades of manufacturing experience but has also continuously strived to refine its production techniques and improve its manufacturing processes. In accordance with the Group's division of labour, each subsidiary has obtained quality certification under ISO 9001, ISO 14001 and ISO/TS 16949, and has secured numerous patents. This not only enhances the company's product image but also helps to gain customer recognition of product quality. Furthermore, through long-term collaboration with major international manufacturers, the Group continues to strengthen the quality of its contract manufacturing services, thereby securing orders from other major international manufacturers to increase market share.

5. Factors favouring and hindering future development, and corresponding strategies

(1) Favourable factors

① The technology has a wide range of applications and is largely unaffected by the economic cycles of specific industries

The Group is principally engaged in the manufacture of precision plastic injection-moulded parts and modules, with its primary production comprising related products made from plastic materials. As plastic materials offer advantages such as light weight, compactness, durability and low electrical conductivity, whilst also being cost-effective, the use of plastic products has become an integral part of everyday life, and the application of plastic materials across various industries is becoming increasingly widespread. The Group's principal customers are spread across the automotive, domestic appliance and office equipment sectors, among others. The Group possesses the capability to produce the key components and modules required by each of these industries. As its industrial applications are diversified, the Group is well-positioned to respond to cyclical fluctuations in specific sectors and is less susceptible to the economic cycles of any single industry, which is conducive to the Group's stable development.

②Products featuring advanced technology and consistent quality

The Group has been specialising in plastic moulding-related technologies for over 60 years. Drawing on our extensive experience in plastic moulding, mould design and manufacture, and gear module technology, we are able to design and manufacture products tailored to our customers' requirements, including precision plastic injection-moulded parts, insert-moulded parts combining metal and plastic, and plastic gear modules. As product complexity continues to increase, the production of more intricate plastic moulded parts relies on the manufacture of precision moulds. Drawing on our many years of expertise in mould manufacturing, we are able to provide our clients with high-precision, high-strength and consistently high-quality plastic injection moulded products, thereby delivering high value-added solutions that have earned us the trust of our clients.

③Maintain good relationships with clients and establish a model of mutual support

In addition to designing relevant components and mechanical modules in accordance with the product requirements provided by customers, the Group is also able to offer insights into market trends and product development, thereby jointly expanding the market. As a result, the Group has maintained strong partnerships with its customers over the long term, establishing a model of mutual cooperation. Through years of dedicated effort, the Group has established itself as a key supplier within the automotive original equipment manufacturer (OEM) supply chain. Given the complexity of OEMs' procurement and certification systems, coupled with lengthy lead times, factors such as high quality, stable supply and efficient research and development have become key considerations; as a result, OEMs are generally reluctant to change suppliers.

④Our core product portfolio is aligned with future trends

The global automotive industry is undergoing a profound transformation, encompassing the very definition of the car, how it is manufactured, and how it is used. Many automotive companies are shifting towards localisation strategies to mitigate tariff risks and transport costs, enhance regulatory compliance, and accelerate response times. Amid this global transformation, electric vehicle manufacturing has also become a key focus of attention; however, the development trajectory of the Asia-Pacific market is currently facing distinct challenges and opportunities. Whilst China leads in terms of penetration rates and cost-effectiveness, the market is gradually becoming saturated, with profit margins under pressure; Japan, South Korea and Southeast Asia, meanwhile, are generally constrained by high costs, inadequate infrastructure and low consumer acceptance, resulting in a relatively slow pace of adoption.

In response to factors such as the slowdown in the electric vehicle market and policy changes in various countries, and faced with the gap between ideal and reality, most Japanese car manufacturers have in recent years chosen to adjust the pace of their electrification efforts, prioritising the stabilisation of profits before pushing ahead with the transition. In February 2025, Toyota revised its mass production target for battery electric vehicles (BEVs), reducing the original 2026 target of 1.5 million units to 800,000 units – a cut of nearly 50% – and announced plans to continue pursuing a multi-powertrain development strategy in the future; In April 2021, Honda announced a target for electric vehicles (BEVs and FCEVs) to account for 40% of its global sales by 2030 and 100% by 2040, becoming the first Japanese carmaker to make such a significant declaration; In its 'Challenge 2025' plan in March 2023 and the 'Momentum 2030' plan in May 2024, Mitsubishi set targets for electric vehicles (BEVs and PHEVs) to account for 50% of sales by 2030 and 100% by 2035, becoming the first Japanese car manufacturer to set a concrete target for 100% electrification, demonstrating a proactive stance towards the transition to electrification; Nissan announced 'The Arc' plan in March 2024, setting a target of 4.5 million vehicles in global sales by 2026, with electric vehicles (BEVs) accounting for 20% of this total. Aiming to enhance the competitiveness of electric vehicles, the company plans to reduce EV costs by 30%, with the goal of achieving cost parity with internal combustion engine vehicles by 2030. (Source: Vehicle Research and Testing Centre, 17 May 2025)

(2)Challenges and Countermeasures

① The risk of generational shift in the automotive industry

Since the signing of the Paris Agreement in 2015, governments around the world have formulated mechanisms to phase out gasoline and diesel vehicles in order to reduce carbon emissions. Norway has become the first country in the world to completely phase out gasoline and diesel vehicles, and the Netherlands is expected to achieve 100% zero emissions by 2030.

Countermeasures:

The Group's main products are plastic components such as relays using electronic wiring harnesses, electronic braking systems, and steering systems. These products are not affected by the generational shift between gasoline-powered vehicles and new energy vehicles. In fact, these products will be more prevalent in the application of new energy vehicles. With the integration of concepts such as electric vehicles and autonomous vehicles, automotive-related components will be uniformly integrated by a central control computer. In addition, for the sake of energy conservation, lightweight vehicle body is a development focus, and the application of composite plastic components will be more widespread. Therefore, the Group's automotive products will not be affected by the generational shift in the industry.

② Significant customer complaints and compensation losses are easily incurred in the automotive supply chain due to quality defects.

The special gears and actuation modules produced by our group are mainly used in automotive mechanical structural parts. Since automobiles have a long service life and the quality of mechanical structural components is crucial to personal safety, automotive structural parts are related to safety and handling performance. Therefore, the quality and reliability requirements of these products are more stringent than those of general products. Before mass production and market launch, they must undergo long-term testing and verification by customers.

Countermeasures:

During the product development phase, the Group conducts risk analysis for quality failures and considers this factor in product design to reduce the risk of failure. At the same time, the Group maintains a good and close cooperative relationship with customers and continues to improve the quality control mechanism that is consistently required by Japanese automakers. In addition, the Group continues to strengthen the automation of its production lines to reduce quality risks caused by human error of operators.

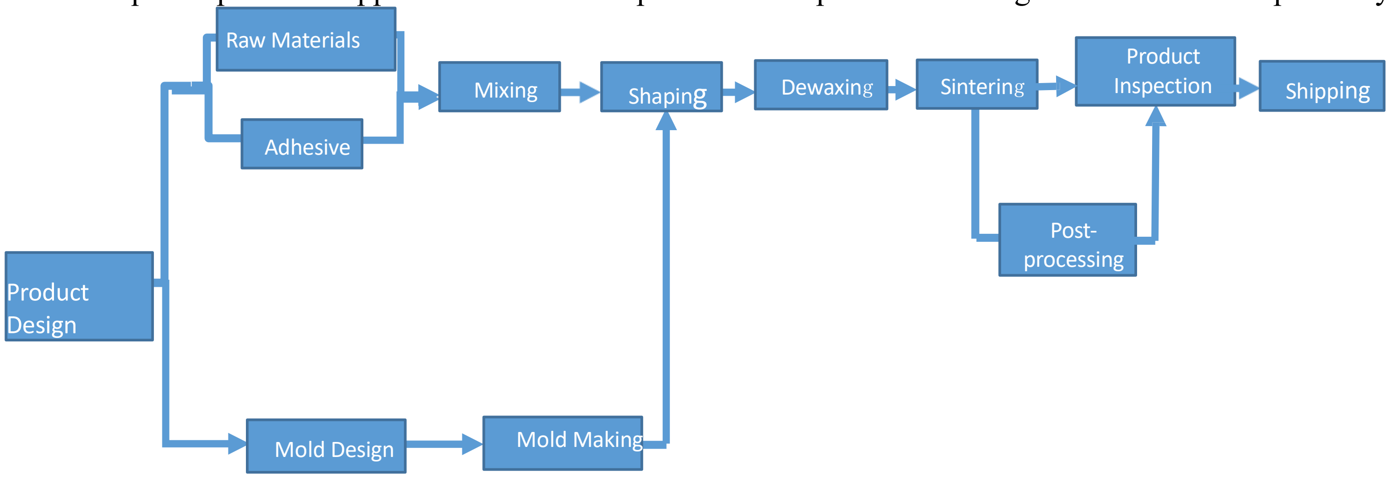
③ Product quality verification is rigorous and time-consuming.

The precision plastic injection molded components and gear modules produced by our group are mainly used in automotive mechanical structural parts. Since automobiles have a long service life and the quality of mechanical structural components is related to personal safety, automotive structural parts are related to safety and handling performance. Therefore, the quality and reliability requirements of these products are more stringent than those of general products. Before mass production and market launch, they must undergo long-term testing and verification by customers.

Countermeasures:

The Group has long maintained strong and close partnerships with its customers, forming a vital supply chain. Its products are highly regarded by customers and enjoy a good reputation in the industry. Products are continuously validated by customers and mass-produced and shipped. The Group's operations are stable, and it possesses sufficient strength to meet the time and cost requirements for future new product validation. Furthermore, the company continuously strengthens its R&D capabilities and market development, providing customers with early insights into market trends and product development, while also offering product design services. Through collaborative development with customers, the Group shortens product certification timelines and reduces the impact of individual product certification delays on the company's performance.

④ The product must comply with the car manufacturer's policy to reduce its price.
As competition in the global automotive market intensifies, automakers must simultaneously reduce R&D costs to meet consumer expectations for improvements over previous generations. Consequently, cost control has become more stringent. Furthermore, to maintain market share, automakers gradually lower vehicle prices after mass production and market launch. At this point, automakers will request upstream suppliers to reduce the prices of components to mitigate the cost threat posed by price drops. As a result, the profit



margins of upstream component suppliers will be squeezed.

Countermeasures:

The Group is committed to improving production efficiency by optimizing production processes, increasing process yield, and controlling production costs to rationalize them. At the same time, it increases the rate of automation in production to reduce production costs and enhance cost competitiveness. On the other hand, the company continues to work with customers to develop and design high-value-added products to establish product competitive barriers and maintain overall gross profit margin.

⑤ Sales are concentrated on Japanese Tier 1 suppliers
Japan's automotive industry has a history of over a century and occupies a significant proportion of Japan's industrial structure, serving as a pillar of the Japanese economy. The development of Japan's automotive industry has benefited from the coordinated development of various related industries, including steel, chemicals, and electronics. This has led to the development of a supply chain system specific to Japanese automakers. As a member of this supply chain, the company's sales are concentrated with first-tier Japanese suppliers, and its end-user applications are also concentrated with Japanese brand OEMs.

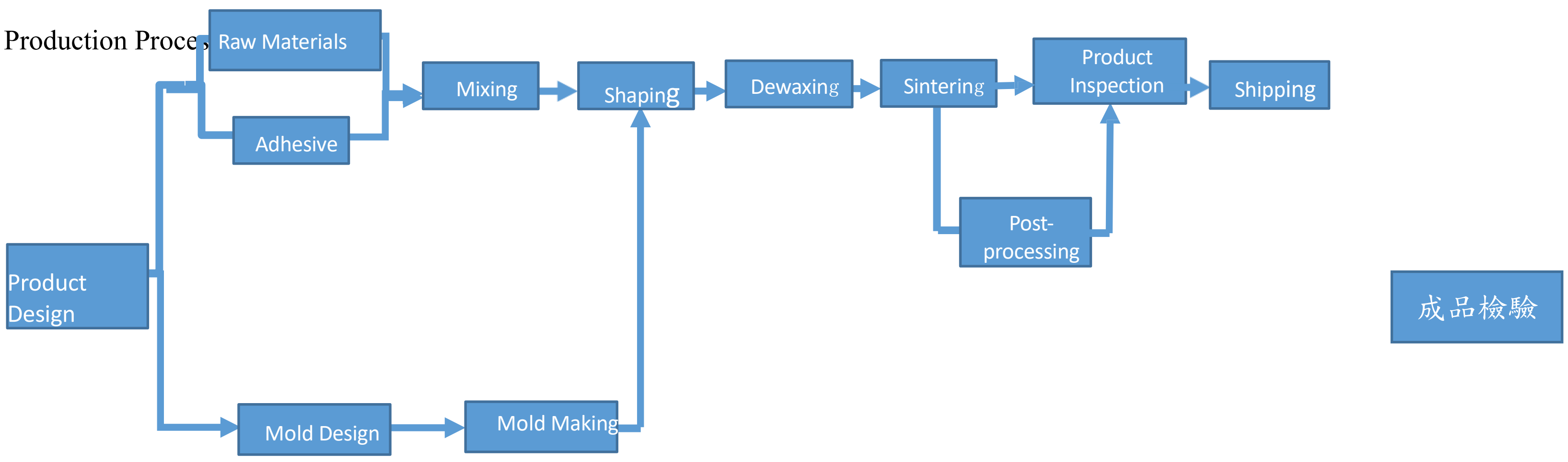
Countermeasures:

After years of cultivating relationships with Japanese clients and gaining their trust as Tier 1 suppliers, the Group not only maintains strong partnerships with these clients and establishes cooperative models to increase reliance and stabilize the company's operational growth, but also actively seeks cooperation with non-Japanese clients. By leveraging experience from existing clients and continuously investing in R&D to improve product manufacturing processes, the Group aims to penetrate the supply chain systems of non-Japanese automotive brands, increase overall market share, and diversify the risks associated with brand sales markets. (II) Major Uses and Production Process of Main Products

1. Key Uses of Main Products

Major Products	Main applications
Automobile	Automotive parts including insert gears for electric power steering wheels, relay boxes, connectors, protectors, oil seals for engine-related variable valve timing, insert parts for electric parking brakes, and door locking/unlocking actuators for sliding doors.
Home Appliance	Parts for robot vacuum cleaners, air conditioners, and bidet toilets.
Office equipment	Laser printer parts, multifunction printer parts, projector parts, etc.

2. Production Proce



(2) Supply status of major raw materials

The Group has established long-term cooperative relationships with its major suppliers, and the delivery status of the relevant suppliers for the last three years remains good, with no shortage, interruption, or delay in supply affecting production operations.

(III) Supply Status of Major Raw Materials

The Group has established long-term cooperative relationships with its major suppliers, and the delivery status of the relevant suppliers for the last three years remains good, with no shortage, interruption, or delay in supply affecting production operations.

Major Raw Materials	Major Supplier	Supply Status
Gum granules (synthetic resin)	NAGASE & CO., LTD. Sojitz Sumitomo Corporation	Excellent

(D) List of major import and export customers

(1.) The names of the customers who have accounted for more than 10% of the total purchases in any of the past two years, the amount and proportion of the purchases, and the reasons for the increase or decrease:

1. Names of customers who accounted for more than 10% of total purchases in either of the two most recent years, along with the purchase amount and percentage, and explain the reasons for any changes:

Unit: Thousand NT dollars; %

	2024				2025				2026 Q1			
Item	Name	Amount	Percentage of net purchase for the year (%)	Relationship with the issuer	Name	Amount	Percentage of net purchase for the year (%)	Relationship with the issuer	Name	Amount	Percentage of net purchase for the year (%)	Relationship with the issuer
1	Company A	262,391	14.97	none	Company A	249,465	14.41	none	Company A	63,311	15.78	none
2	Company B	213,313	12.17	none	Company B	241,620	13.95	none	Company B	46,539	11.61	none
	Other	1,277,349	72.86		Other	1,240,644	71.64		Other	291,267	72.61	
	Net imports	1,753,053	100.00		Net imports	1,731,729	100.00		Net imports	401,117	100.00	

Note: Our company acquired 100% equity interest in Shine Trade on November 1, 2025. This was a restructuring under joint control. Therefore, we retrospectively restated the consolidated financial statements for the earliest initial date and updated the purchase information for 2024.

Explanation of the reasons for the increase or decrease: There have been no changes in the suppliers that account for more than 10% of the total purchases of the Company and its subsidiaries in the most recent two years and the first quarter of 2026.

2. Names of customers who accounted for more than 10% of total sales in either of the two most recent years, along with the sales amount and percentage, and explanations for any changes:

Thousand NT dollars; %

	2024				2025				2026 Q1			
Item	Name	Amount	Percentage of net sales (%)	Relationship with the issuer	Name	Amount	Percentage of net sales (%)	Relationship with the issuer	Name	Amount	Percentage of net sales (%)	Relationship with the issuer
1	Company A	1,008,173	27.34	none	Company A	966,028	28.51	none	Company A	199,426	24.85	none
2	Company B	653,580	17.72	none	Company B	606,803	17.91	none	Company B	164,787	20.54	none
3	Company C	522,698	14.18	none	Company C	528,046	15.59	none	Company C	136,619	17.03	none
	Other	1,503,177	40.76		Other	1,287,295	37.99		Other	301,565	37.58	
	Net sales	3,687,628	100.00		Net sales	3,388,172	100.00		Net sales	802,397	100.00	

Note: Our company acquired 100% equity interest in Shine Trade on November 1, 2025, which was a restructuring under joint control. Therefore, the consolidated financial statements for the earliest initial date of comparison have been retrospectively restated, and the revenue information for the fiscal year 2024 has been updated accordingly.

Explanation of the reasons for the increase or decrease: There have been no changes in customers accounting for more than 10% of total sales for the Company and its subsidiaries in the most recent two years and the first quarter of 2026.

3. For the most recent two years and up to the date of publication of the annual report, the number of employees, average years of service, average age, and educational background distribution ratio of the employees are as follows:

Employee information for the most recent two years

year		2024	2025	2026/3/31
Number	Operators	964	988	1,011
	Technicians	670	592	589
	Manager	209	182	178
	Total	1,843	1,762	1,778
Average Age		35.38	37.45	37.52
Average Length of Service		8.55	9.04	9.06
Education Distribution Ratio	Doctor	-	-	-
	Master	0.38	0.22	0.22
	Collage	19.10	18.56	18.56
	high school	53.88	67.94	66.76

	Doctor	26.64	13.28	14.46

4. Environmental spending information

(I) According to the law, those required to apply for permits for pollution facilities, or permits for pollution emissions, or pay pollution prevention fees, or establish environmental protection specialist units, must explain their application, payment, or establishment status. This group's operating subsidiary in mainland China, Dongguan Yi Hua Precision Injection Molding Co., Ltd., is required by local regulations to have a discharge permit (valid until March 23, 2030).

(II) List the company's investments in key equipment for preventing and controlling environmental pollution, their uses, and potential benefits:

March 31, 2026 Unit: RMB Thousand

Equipment Name	Quantity	Acquisition Date	Investment Cost	Use and expected benefit	Equipment Name
Biofilters	3	107.08.21	1,339	443	Reduce the pollution of the atmosphere by productive volatile organic compounds
Sporadic waste water collection system	2	110.08.01	49	-	In accordance with existing laws and regulations
Exhaust duct renovation project	3	110.08.01	50	-	Comply with the existing regulations to amend the standards
Workshop waste gas collection system and bio- tower waste gas treatment system	1	110.08.01	966	133	In accordance with existing laws and regulations

1. For the last two years and up to the printing date of the annual report, the Group has improved the environmental pollution; if there is a pollution dispute, the Group should explain the handling process: The Company has had no environmental pollution dispute in the last two years.
2. The Company shall state the losses suffered by the Group due to environmental pollution in the last two years and up to the date of printing of the annual report (including compensation and environmental protection audit results for violations of environmental protection laws and regulations, and shall state the date of the penalty, the penalty number, the provisions of the laws and regulations violated, the contents of the laws and regulations violated, and the contents of the penalty). It shall disclose the estimated amount and measures to be taken at present and in the future. If it cannot be reasonably estimated, it shall state that it cannot be reasonably estimated: For the last two years and as of the date of the annual report, the Group has no incurred any losses or penalties due to environmental pollution.
3. Describe the current pollution situation and the impact of its improvement on the Group's earnings, competitive position, and capital expenditures, as well as its anticipated significant environmental capital expenditures in the next two years: The Company has no significant environmental pollution in the last two years and as of the date of printing of the annual report.

5. Labor relations

(I) To present the status of the Group's various welfare employee measures, training, training, and retirement systems and their implementation, as well as the agreements between employers and employees and measures to protect the rights and interests of employees

1.The Group's employee welfare measures, including social (employee/health) insurance and health checkups, are implemented in accordance with relevant laws and regulations of each company's location. Each subsidiary of the Group also plans and implements employee benefits, including birthday gifts, annual festival gift certificates, wedding and funeral subsidies, recreational activities, and other activities.

2. Employee Training and Retraining.
To enable our employees to understand the functions of each department, operational objectives, and related administrative procedures, and to be familiar with the working environment and related rules and regulations, our company requires pre-employment training for all new employees in accordance with the regulations. Moreover, to continuously improve our employees' performance and professional ability, we will review our employees' performance and professional ability and cultivate the technical and managerial reserve cadres at all levels of the Company.

3.Retirement policy and implementation
Our company's branch in Taiwan was established on March 16, 2020. In accordance with the regulations of the Labor Retirement Fund Act, 6% of employee salaries are deducted monthly and deposited into individual retirement accounts, safeguarding employee benefits. Employees may also choose to contribute from 0% to 6% of their monthly salary to their personal retirement accounts. Upon reaching the legally mandated retirement age, employees can apply to the Ministry of Labor's Labor Insurance Bureau for either monthly or lump-sum retirement benefits. All other branches of our company comply with relevant local regulations.

4. Labor-management agreements and measures to protect employees' rights and interests
The Company belongs to the industry where the Labor Standards Act is applicable, and all operations are based on the Labor Standards Act. To promote labor-management cooperation and improve work efficiency, our company holds weekly supervisors' meetings so that employers and employees can communicate and cooperate. In addition, the Company emphasizes employee career planning and talent cultivation and actively encourages employees to participate in various training programs, including internal and external training programs. Internal training courses are designed to exchange professional skills within the Company to enhance employee productivity. In contrast, external training courses can be sent to external seminars depending on the Company's needs, providing good specialized training opportunities for the Company's employees.

5. Comprehensive Insurance and Protection
In accordance with government regulations, the Company provides employees with labor insurance, national health insurance for employees, their dependents and retirees, and provides employees with free group insurance and family member group insurance discounts, including term life insurance, major disease insurance, accident injury insurance, accident medical limit insurance, hospitalisation medical insurance, cancer health insurance, etc.

6. Employee work environment and employee personal protection measures

The Company and its subsidiaries have set up dedicated safety and health management personnel or units to continuously improve various safety and health measures, so as to create a high-quality working environment; Strengthen the promotion of safety knowledge and promote health promotion activities, effectively strengthen employees' safety and defense capabilities to ensure their work safety and take care of their physical and mental health. In order to fulfill the corporate social responsibility and protect the safety of colleagues, the primary goal is to provide a safe, healthy and comfortable working environment, promote health and safety management, and enable colleagues to develop correct health concepts and bodies and minds. The Company is committed to the following matters:

(1). Maintain and clean the central air-conditioning in the office twice a year to keep the air in the office fresh; Irregular environmental disinfection to maintain office cleaning.
(2). Regularly conduct office environmental inspections, such as water quality inspections.
(3). The daily entrance and exit of the public meeting room is disinfected with antibacterial liquid, and the hand wash is prepared to prevent epidemic diseases and maintain the good health of employees.
(4). All new employees will first participate in employee education and training to understand the working environment and promote employee work safety.
(5). Irregularly promote health education to reduce the occurrence of accidents.
(6). An annual employee health check is conducted, including tests for hypertension, hyperglycemia, and hyperlipidemia. For any indicators requiring follow-up, the occupational safety and health management personnel will implement health management and tracking. The 2025 health check date is June 12, 2025.
(7). Organize health promotion activities and encourage colleagues to cultivate good exercise habits.
(8). Prohibit smoking in the office to ensure a non-smoking working environment.
(9). Promote energy saving, reduce waste of resources, and promote environmental protection in the office.
(10). To ensure the safety of the working environment for each employee, we provide outpatient surgery insurance when entering and leaving the office.
(11). Establish and regularly maintain relevant fire-fighting facilities and equipment in compliance with fire-fighting regulations.
(12). Our company regularly collaborates with the Hsinchu County Fire Department on fire drills and training activities. On January 23, 2025, we invited personnel from the Guansi Branch of the Third Brigade of the Hsinchu County Fire Department to conduct a building self-defense fire drill. The drill content is described in the table below:

Item	Drill item	Time
1	Fire extinguishing training	9:00~9:30
2	Reporting Training	9:30~10:00
3	Avoidance Guidance Training	10:00~12:00

(13) The office implements the Gender Equality in Employment Act and related measures for the prevention and control of sexual harassment in accordance with the law.
(14) Creating a child-friendly workplace and optimizing corporate competitiveness

Our company currently provides a maternity allowance of NT$3,000 per birth and creates a pregnant woman-friendly environment. We offer taxi subsidies for prenatal checkups and children's education incentives to increase the proportion of female employees returning to work after childbirth, so that good benefits can become an incentive to encourage childbirth and attract employees to stay.

(15) Creating a green and sustainable office environment not only beautifies the office space but also purifies the air and relieves the work stress of colleagues through decorations that create a comfortable environment, thus concretely implementing workplace care.
(16) Human Rights Protection: The company's administrative department is the dedicated unit for promoting human rights policies. This applies to the company and its wholly-owned subsidiaries. In 2025, a total of 1,477 people participated in human rights advocacy and education training courses, totaling 2,215 hours.

Human rights policy content

Article 1 (Purpose)

In order to uphold and protect fundamental human rights, and in accordance with the spirit and basic principles of human rights protection as enshrined in international human rights conventions such as the Universal Declaration of Human Rights, the United Nations Global Compact, and the United Nations Guiding Principles on Business and Human Rights, this Company and its subsidiaries (hereinafter referred to as "the Company") have established this "Human Rights Policy."

Article 2 (Protecting Workplace Human Rights)

Our company prohibits human rights violations such as forced labor, human trafficking, child labor, and sexual harassment. We will not discriminate against employees based on race, class, language, ideology, religion, political affiliation, place of origin, gender, sexual orientation, age, marital status, appearance, facial features, physical or mental disability, zodiac sign, blood type, or union membership. We are committed to protecting employees' human rights in the workplace and providing a dignified and equal workplace environment.

Article 3 (Implement equal pay for equal work)

Our company does not discriminate in salary payments based on gender or sexual orientation; employees with the same work or value will be paid the same salary. However, this does not apply to salaries based on seniority, rewards and penalties, performance, or other legitimate reasons not related to gender or sexual orientation.

Article 4(Provide a healthy and safe workplace)

Our company complies with occupational safety and health laws and regulations. We protect the physical and mental health of our employees, improve and enhance the safety and health conditions of the work environment, reduce the risk of occupational accidents, and provide employees with a safe, healthy, and hygienic workplace environment by carrying out safety and health work, education and training, employee health check-ups, and various health promotion activities.

Article 5(Support freedom of association)
Our company respects employees' right to form and join various clubs and organizations, and provides legitimate and diverse activities to improve employees' work-life balance.

Article 6(Promote labor-management harmony)
Our company is concerned with and manages issues related to employees' labor rights, and provides channels for employees to file complaints or make suggestions, so as to implement communication between labor and management, protect and improve employees.

Article 7(Personal data protection)
Our company complies with laws and regulations concerning the protection of personal data, ensuring that the collection, processing, and use of personal data comply with legal requirements, and safeguarding and protecting the rights and interests of personal data.

Article 8(advocacy of human rights policies)
In addition to supporting and practicing human rights protection, our company encourages partners, including suppliers, to work together to pay attention to human rights issues and manage related risks.

Article 9(Implementation and Revision)
This policy will be implemented upon approval by the Chairman, and the same applies to any amendments.
This policy is effective January 1, 2023.

(II). Please describe the losses suffered by the company due to labor disputes in the most recent two years and up to the date of publication of the annual report (including matters where labor inspection results violate the Labor Standards Act; the date of the penalty, penalty number, content of the violation, and content of the penalty should be listed), and disclose the estimated amounts that may occur now and in the future, as well as the corresponding countermeasures. If a reasonable estimate cannot be made, the reasons for the inability to make a reasonable estimate should be explained. The following is a description of the losses suffered by the company due to labor disputes in the most recent two years and up to the date of publication of the annual report:

Company	Description	Improvement or progress
HK IKKA	On August 31, 2023, the Hong Kong company terminated its employment contract with former employee Chen OO (hereinafter referred to as "Chen"). During the handover, the Hong Kong company inquired about the payment method for severance pay from Chen. Chen replied that he would withdraw the money from his Mandatory Provident Fund account, and the company would only need to pay the shortfall in the Mandatory Provident Fund account (the difference was approximately HK$30,000). However, Chen subsequently claimed that in addition to paying the full amount of severance pay, the Hong Kong company should not withdraw the Mandatory Provident Fund accumulated by the Hong Kong company from Chen's account. On September 4, 2023, the Hong Kong company filed a lawsuit against its Hong Kong subsidiary with the Labour Relations Division of the Hong Kong Labour Department, claiming that the Hong Kong subsidiary had failed to provide severance pay in accordance with Section 31N(b) of the Employment Ordinance, and sought compensation of approximately HK$307,000.	On March 4, 2024, the Hong Kong Labour Tribunal reached a settlement between the parties. Mr. Chan agreed to receive severance pay from his Mandatory Provident Fund account, and the company agreed to pay HK$50,000 as a settlement. The settlement was paid to the Hong Kong Labour Tribunal on March 15, 2024. Mr. Chan received HK$290,924.79 in severance pay from his Provident Fund account on April 22, 2023. The case is now closed.
Dongguan IKKA	Wang Hudie, a former employee of the manufacturing department, repeatedly falsified attendance records (clocking in but not actually working) and left her post without permission in February and March 2025. On March 25, 2025, the company dismissed her. Dissatisfied, Wang Hudie filed for arbitration in early April 2025, demanding RMB 175,878 in compensation. The Dongguan Shilong Arbitration Commission ruled on May 22, 2025, dismissing all of Wang Hudie's claims. Dissatisfied with the ruling, Wang Hudie filed another lawsuit on June 10, 2025, demanding RMB 146,581.08 in compensation. The Dongguan First People's Court ruled on January 14, 2026, dismissing all of Wang Hudie's claims.	To prevent the same thing from happening again, at the end of July 2025, all departments of the company conducted another training session on the employee handbook for current employees.

Although the Company's subsidiaries have the aforementioned labor disputes, the amount involved accounts for a small proportion of the Company's and its subsidiaries' equity or revenue in 2025. Therefore, these labor disputes have not had a significant impact on the Company's and its subsidiaries' financial operations.

6. Information and communication security management

(I) Describe the information and communication security risk management framework, information and communication security policies, specific management plans, and resources invested in information and communication security management:

1. Information and communication security risk management architecture:

The Administration Department is responsible for information security at our company. It is responsible for formulating company information security policies, planning information security measures, and implementing related information security operations.

Our auditing unit is the same unit that oversees information security. If any deficiencies are found during audits, the audited unit will be immediately required to submit a relevant improvement plan to the Board of Directors. The effectiveness of these improvements will be tracked regularly to reduce internal information security risks. Our company implemented the ISO/IEC 27001: Information Security Management System in 2025 and conducts annual information security audits. If any deficiencies are found, a third-party verification unit will require improvements and track the results.

2. Information Security Policy: "Security is the foundation of information development; security is the guarantee of information operations." We strengthen our information security management and establish the concept that "security is the foundation of information development; security is the guarantee of information operations." We ensure the confidentiality, integrity, and availability of data processing for our clients and colleagues, ensuring the security of our data processing throughout the entire process and providing secure, stable, and efficient information services.

3. Specific Management Plan

(1) Computer Equipment Security Management: All of our company's mainframe computers and application servers are located in a dedicated server room. Access to the server room is controlled by proximity cards, and access records are maintained for future reference.

The server room is equipped with independent air conditioning to maintain a suitable temperature environment for the computer equipment; and chemical fire extinguishers are provided for fires caused by general fires or electrical fires.

(2) Network Security Management: Network control is strengthened. Enterprise-grade firewalls are installed at the entry points for external network connections to prevent unauthorized intrusion by hackers.

Employees must apply for a database VPN account to remotely access the company's intranet and log in securely via VPN. All access is recorded for auditability.

(3) Virus Protection and Management: Endpoint protection software is installed on all servers and employee terminal computers. Virus definitions are automatically updated to ensure the blocking of the latest viruses and to detect and prevent the installation of potentially threatening executable files.

The email server is equipped with anti-virus and spam filtering mechanisms to prevent viruses or spam from entering the user's PC.

The anti-virus system immediately isolates or deletes detected or intercepted viruses and proactively issues reports of infected and at-risk computers to facilitate appropriate action by administrators.

(4) System Access Control Employees use various application systems through the company's internal system permission application process. After approval by the responsible supervisor, the cybersecurity personnel request the outsourced vendor to create system accounts and authorize access according to the requested functional permissions.

Account passwords must have appropriate strength and length, and must contain a mixture of alphanumeric characters and special symbols to pass.

When employees process resignation or retirement procedures, they must consult with the administration department to delete all system accounts.

(5) Ensuring System Continuity

System Backup: An off-site backup system is established, employing a daily backup mechanism. In addition to uploading one copy of the system and database to the off-site backup location, two copies are stored in the computer room to ensure absolute security.

Disaster Recovery Drills: Each system conducts a drill annually. After selecting a baseline recovery date, backup media is stored back on the system host. The user unit then confirms the accuracy of the restored data in writing to ensure the correctness and effectiveness of the backup media.

(6) Cybersecurity Promotion and Training

Regular Promotion: Employees are required to change system passwords regularly to maintain account security. Cybersecurity managers and personnel undergo 12 hours of continuous cybersecurity-related training annually.

Lecture Promotion: Information security-related training courses are conducted irregularly for internal employees annually.

Our company's cybersecurity managers and personnel have joined the Taiwan Information Software Association. Through interactive exchanges with the Cybersecurity Managers' Association, they gain more relevant knowledge and experience.

4. Invest resources in information security management

To implement our cybersecurity policy, our company continues to cooperate with the ISO27001 (ISMS) standard system implementation, investing a total of NT$570,000 in fiscal year 2025 to comply with relevant cybersecurity inspection controls.

(1) Road hardware equipment such as firewalls, managed network switches, application visibility and control Wi-Fi devices, email antivirus, spam filtering, Internet behavior analysis, etc.
(2) Software systems such as Active Directory domain controllers, backup management software, VPN authentication and logging/monitoring functions, identity management and security functions, and information protection and access control mechanisms.
(3) Telecommunication services such as intrusion prevention software and intrusion detection services.
(4) Human resources invested, such as: daily system status checks, weekly backups and off-site storage of backup media, annual cybersecurity awareness and education courses, annual system disaster recovery drills, annual internal audits of information cycles, and audits by accountants and third-party verification agencies.
(5) Cybersecurity personnel: Two personnel will be appointed, including one cybersecurity supervisor and one cybersecurity staff member, responsible for cybersecurity architecture design, cybersecurity maintenance and monitoring, cybersecurity incident response and investigation, and cybersecurity policy review and revision.
(6) A cybersecurity management review meeting will be held on December 11, 2025, to confirm the feasibility of the cybersecurity maintenance plan and ensure its effective implementation.

(II) List the losses, potential impacts and countermeasures suffered due to major cybersecurity incidents in the most recent year and up to the date of publication of the annual report. If the losses cannot be reasonably estimated, state the fact that they cannot be reasonably estimated: there was no such incident.

7. Important Contracts

2026.3.31

Nature of the contract	Parties	Date of commencement and expiration of the contract	Main Content	Restrictions
customer agreement	Yoko Sangyo Co., Ltd.	February 2, 2016 - Present	Yoko Yoko Sangyo Co., Ltd. Joint Agreement	None
customer agreement	AS Brake Systems Co., Ltd.	April 22, 2013 - Present	Sales agreement with AS Brake Systems Co., Ltd.	None
rental agreement	Ashikaga Bank, Ltd.	March 31, 2026 - September 30, 2026	Lending agreement 1 (main bank: Ashikaga Bank, Ltd.; Lending amount: JPY700,000,000)	Note 1
rental agreement	Ashikaga Bank, Ltd.	March 25, 2020 - March 29, 2030	Lending agreement 1 (main bank: Ashikaga Bank, Ltd.; Lending amount: JPY 1,366,700,000)	Note 2
foreclosure contract	Ashikaga Bank, Ltd.	November 2, 2015 - Present	Ashikaga Bank JPY 100,000,000 insurance insurance contract	None
foreclosure contract	Ashikaga Bank, Ltd.	March 24, 2009 - Present	Ashikaga Bank JPY 250,000,000 insurance insurance contract	None
foreclosure contract	Ashikaga Bank, Ltd.	March 28, 2008 - Present	Ashikaga Bank JPY 35,000,000 insurance insurance contract	None
foreclosure contract	Shoko Chukin Bank	March 24, 2009 - Present	Shoko Chukin Bank JPY 150,000,000 insurance insurance contract	None
foreclosure contract	Shoko Chukin Bank	March 28, 2008 - Present	Shoko Chukin Bank JPY 35,000,000 insurance insurance contract	None
foreclosure contract	Shoko Chukin Bank	April 27, 2012 - Present	Shoko Chukin Bank JPY 60,000,000 insurance insurance contract	None
foreclosure contract	Gunma Bank	July 13, 2012 - Present	Gunma Bank JPY 200,000,000 Guarantee Agreement	None
foreclosure contract	Gunma Bank	April 24, 2013 - Present	Gunma Bank JPY300,000,000 insurance renewal contract (increase amount JPY100,000,000)	None
Lease contract	Nam Quang	2008/7/23～2055/6/2	Land Concession Agreement with Nam Quang	None
Lease contract	Dongguan Shilong Paper Products Co., Ltd.	2026/1/1~2030/12/31	8 factory lease joint	None
Lease contract	Dongguan Shilong Town Industrial Company	2025/1/1~2026/12/31	15 factory lease joint	None
Lease contract	Dongguan Meidai Design Engineering Co., Ltd.	2026/1/22~2036/1/21	Beauty Industry Park No. 1 Factory 1st-4th floor, 6th-8th floor and 5th half-level	None

Note 1: As stipulated in the loan agreement, the annual consolidated financial statements of Daiichi Kasei Co., Ltd. shall maintain the following conditions during the term of the agreement:
(1) The operating loss shall not be recorded for two consecutive years.
(2) The net assets in the consolidated financial statements for each year must be maintained at more than 75% of the net assets listed in the consolidated financial statements at the end of 2016 or the previous year. The higher of the two net asset amounts shall prevail.

Note 2: As stipulated in the loan agreement, Daiichi Kasei Co., Ltd.'s annual individual financial statements must maintain the following conditions during the term of the agreement:
(1) The operating loss shall not be recorded for two consecutive years.
(2) The net asset amount in the individual financial statements for each year must be maintained at more than 75% of the net asset amount in the individual financial statements listed in the consolidated financial statements at the end of 2018 or the previous year. The higher of the two net asset amounts shall prevail.

V. Review and analysis of financial condition and performance and risk factors

1. Financial situation

(1) The main reasons for and impacts of significant changes in assets, liabilities, and equity in the past two years.

Unit: NT$ thousands

Item \ Year	2024	2025	difference	
			Amount	Amount
Current Assets	2,815,700	2,590,251	(225,449)	(8.01)
Noncurrent Assets	1,100,577	977,431	(123,146)	(11.19)
Total Assets	3,916,277	3,567,682	(348,595)	(8.90)
Current liability	1,280,055	1,062,900	(217,155)	(16.96)
Non-current liability	589,412	399,413	(189,999)	(32.24)
Total liability	1,869,467	1,462,313	(407,154)	(21.78)
Capital	332,036	363,882	31,846	(9.59)
Capital Surplus	1,042,305	1,110,072	67,767	6.50
Retained earnings	769,089	782,796	13,707	1.78
Other equity	(87,227)	(151,381)	(64,154)	(73.55)
Interest of Shareholders of the Parent in total	2,056,203	2,105,369	49,166	2.39
Prior Interests Under Common Control	(29,516)	-	29,516	100
Non-controlling interests	20,123	-	(20,123)	(100)
Total Equity	2,046,810	2,105,369	58,559	2.86

Item \ Year	2024	2025	difference	
			Amount	Amount
1. Changes exceeding 20% in the earlier and later periods, and changes exceeding NT$10 million, are explained below: (1) Current assets and total assets: This is due to the change in the major customer payment method from cash on the due date (i.e., accounts receivable) to bills of exchange, and the decline in revenue compared to 2024, resulting in a decrease in accounts receivable. (2) Liabilities: This is due to the cash capital increase and issuance of convertible bonds in 2024 to repay bank loans, resulting in a decrease in liabilities. (3) Other equity: This is due to the valuation of long-term equity investments. (4) Prior interests and non-controlling interests under joint control: This is because the Company acquired 100% equity in Shine Trade on November 1, 2025, which constitutes a restructuring under joint control. Therefore, the consolidated financial statements for the earliest initial date of comparison are retrospectively restated, and the information for 2024 is updated accordingly. 2. For those with significant impact, future response plans should be explained: The above changes have no significant impact on the Company.				

2. Financial performance

(I) Financial performance

Unit: NT$1,000

Item	2024	2025	Amount of Difference	Rate of Change (%)
Net Revenue	3,687,628	3,388,172	(299,456)	(8.12)
Cost of Sales	2,965,694	2,811,908	(153,786)	(5.19)
Gross Profit	721,934	576,264	(145,670)	(20.18)
Operating Expenses	496,357	414,009	(82,348)	(16.59)
Income from Operations	225,577	162,255	(63,322)	(28.07)
Non-operating Income and Expenses	32,843	12,267	(20,576)	(62.65)
Profit before tax	258,420	174,522	(83,898)	(32.47)
Income tax expense	(88,892)	(50,842)	38,050	42.80
Income (loss) from continuing operations	169,528	123,680	(45,848)	(27.04)
Net Income	169,528	123,680	(45,848)	(27.04)
Other Comprehensive Income for the Year (Net of Income Tax)	21,976	(56,100)	(84,076)	(382.58)
Total Comprehensive Income for the Year	191,504	67,580	(123,924)	(64.71)
For those whose profits changed by more than 20% between the previous and subsequent periods, and whose changes amounted to more than 10 million yuan, the main reasons are analyzed and explained as follows: 1. Gross profit, net profit, pre-tax net profit, and net profit for the current year: The sluggish consumer market for Japanese car models in China led to a decrease in sales revenue compared to the previous year, resulting in a decrease in gross profit margin, net profit, pre-tax net profit, and net profit for the current year. 2. Non-operating income and expenses: This was due to an increase in interest income resulting from the cash capital increase in 2024. 3. Other comprehensive gains and losses for the current year (net after tax): This was due to the valuation of long-term investment equity. 4. Total comprehensive gains and losses for the current year: This was due to the valuation of long-term investment equity.				

(II) Expected sales volume and its basis, potential impact on the company's future financial and business operations, and corresponding contingency plans.

In its automotive components and residential appliance components businesses, the Group continues to maintain strong collaborative relationships with customers, fostering a profit-sharing sales model. Simultaneously, it deepens its presence in the Japanese customer market, expands its development in new energy vehicles and smart home appliances, and strengthens production process improvements to enhance its market competitiveness. The Group anticipates stable sales, revenue, and profit for the full year of 2026. Financially, the Group will continue its prudent planning to ensure a sound financial structure to support future business growth. Furthermore, the Group's robust financial structure, coupled with regular management meetings to continuously improve operational management and control costs, is sufficient to meet the needs of future business growth.

3. Cash flow

(I) Analysis of recent annual cash flow changes

Item \ Year	2024	2025	Difference	
			Amount	Amount
Net cash provided by (used in) operating activities	496,637	300,581	(196,056)	(39.48)
Net cash provided by (used in) investing activities	(165,115)	(54,700)	110,415	66.87
Net cash provided by (used in) financing activities	32,338	(213,967)	(246,305)	761.66
Analysis of changes in the percentage increase/decrease: 1. Net cash inflows (outflows) from operating activities: Cash outflows from operating activities due to a decrease in net operating profit in fiscal year 2025. 2. Net cash inflows (outflows) from investing activities: Cash outflows from investing activities are caused by subsidiaries replacing equipment based on capacity requirements. 3. Net cash inflows (outflows) from financing activities: In 2024, the issuance of cash capital increases and convertible bonds led to an increase in cash inflows from financing activities.				

(II) Liquidity Insufficiency Improvement Plan: Not Applicable.

(III) Cash Liquidity Analysis for the Next Year:

The Group expects its revenue and profit to remain stable in 2026, sufficient to cover cash outflows from investing and financing activities. Therefore, the Group faces no risk of cash shortage in the coming year. However, should a cash shortage occur, the Group will respond by issuing new shares or taking out bank loans. The Group maintains close ties with banks and has established good credit terms for financing, and should not be concerned about insufficient financial liquidity or a shortage of funds.

4. Impact of recent significant annual capital expenditures on financial operations; application of significant capital expenditures and fund transactions:

none

5. Recent annual investment policies, the main reasons for profits or losses, improvement plans, and investment plans for the coming year.

(I) Recent Annual Investment Policy：

Our company's investment policy aims to enhance the competitiveness of our products and markets by analyzing upstream and downstream related businesses to improve operational growth and overall profitability. Leveraging industry relationships and group resources, we continuously integrate related businesses for cross-industry development. Our existing Japanese subsidiaries specialize in mechanical systems development, while our Taiwanese subsidiaries possess flexibility and advantages in optical and electronic modules. Simultaneously, we integrate new business development opportunities across various industries by combining the expertise of our Japanese and Taiwanese subsidiaries, continuously maximizing shareholder value.

(II) Main reasons for profit or loss from reinvestment and future investment plans

1. Investment Policy:

Our investment policy aims to enhance the competitiveness of our products and markets by analyzing upstream and downstream related businesses to improve operational growth and overall profitability. Based on adjustments to our operational policy and corporate structure, in addition to consolidating and strengthening our existing competitiveness, we hope to leverage the development trend of electric vehicles to create a more profitable automotive parts industry and continue to maximize shareholder value.

2. Main reasons for profits or losses from reinvestments and improvement plans:

2025 年 12 月 31 日；單位：新臺幣千元

Investee Companies	Investee company's profit (loss) in 2025	policy	Main reasons for profit or loss	Improvement Plan
DaiichiKasei Co., Ltd.	178,940	Responsible for ordering and manufacturing of plastic products, and re-investment in the holding companies of Vietnam, Hong Kong and MAC	Business operations are in good condition and profits are stable.	Not applicable
M.A.C Technology (Malaysia) Sdn. Bhd.	(4,516)	Responsible for the manufacture and sales of plastic injection components such as home appliances and power tool gearbox parts	Expand local business development and strengthen cost control.	We will continue to expand our business and strengthen inventory control in order to achieve profitability.
IKKA Technology (Vietnam) Co., Ltd.	55,497	Responsible for the	Business operations are	Not applicable
IKKA (Hong Kong) Co., Limited	15,585	Reinvestment in the holding company of IKKA Dongguan.	It is mainly engaged in the transfer trading business and earns profits from the recognition of the profits from the reinvestment of subsidiaries.	Not applicable
IKKA Dongguan.	7,406	Responsible for manufacturing and sales of automobiles and home appliances	Business operations are in good condition and profits are stable.	Not applicable
Sol-Plus(HK)Co.,Ltd.	32,425	Reinvestment in the holding company of Sol- Plus Japan.	It is an investment holding company and profits from the recognition of profits from reinvestment in subsidiaries.	Not applicable
Sol-Plus Co.,Ltd.	30,441	Mainly engaged in the production of audio-visual plastic components for automobiles, and in recent years, successfully developed plastic components related to electric vehicle motors.	Business operations are in good condition and profits are stable.	Not applicable
Hiraiseimitsu (Thailand) Co., Ltd.	22,910	Mainly engaged in the production of audio-visual plastic components for automobiles, and in recent years, successfully developed plastic components related to electric vehicle motors.	The main reason is that the customer's shortage of materials has led to poor production, which in turn delays the order and delivery schedule of the company and its subsidiaries, resulting in losses.	Continue to develop local business in Thailand and strengthen cost control such as Inventories to achieve the goal of profit.
ShineTrade International Limited.	(18,237)	Holding company of Dongguan Yaxin Precision Plastics Co., Ltd.	It is a holding company invested in through IKKA (Hong Kong) and incurred losses due to the recognition of losses of its invested subsidiaries.	Strengthen the profitability of invested companies.
Dongguan Ashine Precision Plastics Co., Ltd.	(18,237)	Mainly producing automotive audio-visual plastic components	With the changing times and technological advancements, the sales volume of the original products gradually shrank, leading to losses.	The company will increase its capital to improve its financial structure and consolidate its production lines to the

Investee Companies	Investee company's profit (loss) in 2025	policy	Main reasons for profit or loss	Improvement Plan
				Dongguan IKKA plant in order to implement cost control and reduce losses.

(III) Investment plan for the next year: None.

6. Risk items should be analyzed and assessed for the following matters in the most recent year and up to the date of publication of the annual report:

(I) The impact of interest rate and exchange rate fluctuations and inflation on the company's profit and loss, and future countermeasures:

1. The impact of interest rate changes on the company's profit and loss and future countermeasures.
The Group's interest income mainly comes from interest accrued on bank deposits; interest expenses mainly consist of interest expenses on loans from financial institutions and interest expenses recognized under the effective interest method for lease liabilities. The Group's interest income in 2024 and 2025 was NT$10,287,000 and NT$12,663,000, respectively, accounting for 0.28% and 0.37% of the consolidated net operating revenue for the corresponding periods; interest expenses were NT$18,849,000 and NT$12,814, respectively, accounting for 0.51% and 0.38% of the consolidated net operating revenue for the corresponding periods, indicating that interest rate changes have no significant impact on the Group's operations.

Countermeasures:
If interest rates fluctuate significantly in the future, the Group will make appropriate plans for the use of funds based on changes in interest rates in the financial market, and will periodically assess bank lending rates to strive for more favorable rates in order to achieve the greatest cost-effectiveness of funds.

2. Impact of Exchange Rate Fluctuations on the Company's Profit and Loss and Future Countermeasures The Group's procurement and sales are primarily based at its operating locations. Exchange gains and losses for 2024 and 2025 were RMB23,653,000 and RMB1,285,000 respectively, due to the significant depreciation of the US dollar and Japanese yen caused by the US tariff war and Japanese government policies, resulting in a substantial increase in exchange losses. However, this represents a very small percentage of the consolidated net operating revenue for the period, indicating that exchange rate fluctuations have no significant impact on the Group's operations. Nevertheless, they do have a certain impact on the Company's operating profit; therefore, the Company has taken the following relevant hedging management measures in response.

Countermeasures:
To mitigate excessive exchange rate risk arising from export sales and purchases, the Group has adopted the following measures to address the impact of exchange rate fluctuations on its profit and loss:

(1) The Group's finance unit maintains close and positive relationships with financial institutions to understand their views on exchange rate trends, continuously monitors the international foreign exchange market and financial situation, and adjusts and manages its foreign exchange positions in a timely manner to reduce the negative impact of exchange rate fluctuations on the Company's profit and loss.
(2) Adhering to the principle of natural hedging to reduce the Group's net exchange rate risk, the Group uses the same currency for both imports and sales as much as possible, so that the exchange rate risks arising from accounts receivable and payable can be offset against each other, achieving a natural hedging effect.
(3) When quoting prices to customers, the sales unit should consider the potential impact of exchange rate fluctuations to avoid the risk of exchange rate changes.
(4) Foreign currency accounts are opened. Depending on the Company's foreign currency assets and liabilities, if future foreign currency demand increases, a certain level of foreign currency funds will be maintained to reduce the impact of exchange rate fluctuations on profits. 3. Impact of inflation on the company's profit and loss and future countermeasures: The Group has not experienced any significant impact from inflation in the past, and the Group's quotations to customers and suppliers are mostly adjusted flexibly according to the market, and there has been no increase in procurement costs due to inflation.

Countermeasures:
The Group will also keep abreast of changes in the prices of upstream commodities and reflect them in its costs and quotations in a timely manner to reduce the impact of cost changes on the company's profit and loss.

(II) Policies regarding high-risk, high-leverage investments, lending funds to others, guarantees, and derivatives trading; the main reasons for profits or losses; and future countermeasures:

1. Our company focuses on its core business and, based on a prudent operating philosophy, has not engaged in high-risk or high-leverage investments as of the date of publication of this annual report. Considering operational risks, if our company wishes to engage in any investments or derivative transactions in the future, it will comply with the relevant operational procedures established by our company.
2. Our company has established relevant procedures such as "Procedures for Lending Funds to Others", "Procedures for Endorsement and Guarantee" and "Procedures for Acquiring or Disposing of Assets". Our company will handle all matters in accordance with the above procedures, so the relevant risks should be limited.
3. Our company focuses on its core business and, based on a prudent operating philosophy, has not engaged in high-risk or high-leverage investments as of the date of this annual report. Considering operational risks, the company has resolved through its board of directors not to establish procedures for handling derivative transactions. In the future, if the company wishes to engage in any investments or derivative transactions, it will do so in accordance with relevant laws and regulations.

（III）Future R&D plans and projected R&D expenditures

1. Future R&D Plan

The company is developing electric vehicle component products and gradually increasing the revenue share of electric vehicle component products. It provides diversified product and service items. In order to meet the trend of autonomous driving of automobiles, it also expects to develop high value-added parts related to electronic control of automotive components.

2. Estimated R&D expenditure

In the future, the Group will be more proactive in developing new products, technologies and processes and improving innovation. In 2024 and 2025, approximately RMB 36,372,000 and RMB 33,729,000 have been invested in R&D, respectively. In 2026, the Group plans to continue investing approximately RMB 10,000,000 in EPB module development. The remainder will be maintained at a certain growth rate depending on future operating conditions, in order to maintain the Group's operating strategy and competitive advantage.

(IV) Impact of significant domestic and international policy and legal changes on the company's financial and operational activities and corresponding countermeasures:

All of the Group's business operations are conducted in accordance with important domestic and international policies and laws. We also pay close attention to the development trends of important domestic and international policies and changes in laws. If there are any changes, we consult with lawyers, accountants and other relevant entities, or commission assessments and plans for relevant countermeasures, so as to respond to changes in the market environment in a timely manner and take appropriate countermeasures.

(V) The impact of technological changes (including information and communication security risks) and industry shifts on the company's financial and operational activities, and corresponding countermeasures:

Due to the global technological development and emphasis on environmental protection and energy conservation in recent years, the automotive industry has been moving towards intelligence and energy conservation, and has seen developments such as all-electric drive, autonomous driving, electronic detection (such as tire pressure monitoring), and greater energy efficiency (such as improved fuel efficiency and lightweight vehicles). The Group must improve its processes and invest in new equipment to meet the requirements of Tier 1 suppliers.

The Administration Department is responsible for information security at our company. It is responsible for formulating company information security policies, planning information security measures, and implementing related information security operations. The Auditing Department is the auditing unit for information security supervision. If any deficiencies are found during the audit, the audited unit is immediately required to submit a relevant improvement plan to the Board of Directors, and the effectiveness of the improvements is regularly tracked to reduce internal cybersecurity risks. In 2024, our Taiwan branch obtained the ISO/IEC 27001:2022 certificate from SGS Taiwan (hereinafter referred to as SGS), valid from February 23, 2025 to February 23, 2028. Leveraging the experience gained from the initial implementation at our Taiwan location, we will gradually expand cybersecurity-related operations to all subsidiaries of the group.

In addition to keeping abreast of industry market and technology trends, the Group also conducts research and planning on the properties, strength and reliability of various products, and carries out innovative research and development on advanced processes, materials and architectures. With its self-designed molds, the Group develops the most competitive products and services, thereby expanding its market share and responding to the dynamic environment of industry changes by incorporating new technologies into its products.

(VI) The impact of changes in corporate image on corporate crisis management and corresponding countermeasures:

Corporate image is a company's intangible asset. Since its establishment, the Group has adhered to the principle of honest operation, actively strengthened its internal management and improved its quality assurance capabilities. Through the efforts of the company's leaders and management team over the years, the Group has established a good corporate image. Therefore, there have been no significant changes in the most recent year and up to the date of publication of the prospectus that would cause a crisis in the company's management.

(VII) Expected benefits, potential risks and countermeasures of the merger and acquisition: On November 1, 2025, the Company acquired 100% equity interest in SHINE TRADE INTERNATIONAL LIMITED from its related company, Li Hsing Plastics Co., Ltd., thereby indirectly acquiring 100% equity interest in Dongguan Yaxin Precision Plastics Co., Ltd. (hereinafter referred to as Dongguan Yaxin). In January 2026, the Company leased a new factory area in Dongguan IKKA. The Company plans to relocate Dongguan Yaxin to the new factory area of Dongguan IKKA. Through resource integration, the Company aims to create a larger market and effectively control management costs. In the current era of rapid technological development, this will enable both parties to accelerate their development.

(VIII) Expected benefits, potential risks, and countermeasures for expanding the plant:

In response to the company's operational development needs, and to better serve customers, expand its operations, enhance its competitive advantage, and solidify its industry position, the Japanese subsidiary, Daiichi Chemical Co., Ltd., approved by its Board of Directors on January 13, 2023, to lease a factory in Nagoya, Kariya City, Aichi Prefecture, to establish a research and development production center and purchase related machinery and equipment. The basic construction and related renovations of the factory were completed in March 2024, and trial production began in the second quarter of 2024. The project will be funded by the subsidiary's own funds and bank financing. The company and its subsidiary have established "Acquisition or Disposal of Assets Procedures," which have been approved by the Board of Directors and Shareholders' Meeting, serving as the basis for related transactions. The aforementioned plan to establish a new research and development production center and purchase related machinery and equipment has been handled in accordance with the "Guidelines for the Acquisition or Disposal of Assets by Publicly Listed Companies" and the company's and its subsidiary's "Acquisition or Disposal of Assets Procedures," therefore, there should be no risk to the company.

(IX) Risks and countermeasures associated with concentrated purchasing or sales:

1. Risks of concentrated purchasing and corresponding countermeasures

To diversify risk, the Group procures raw materials independently in each of its operating locations. In the two most recent fiscal years and the first quarter of 2026, the proportion of purchases from suppliers A with a purchase ratio exceeding 10% was 14.97%, 14.41% and 15.78% respectively, with no significant changes, so there is no issue of concentrated purchasing.

2. Sales Concentration Risk and Countermeasures

For the Group’s most recent two fiscal years and the first quarter of 2026, the largest sales customer, Company A, accounted for 27.34%, 28.51% and 24.85% of revenue, respectively, and the second largest sales customer, Company B, accounted for 17.72%, 17.91% and 20.54% of revenue, respectively. Therefore, there is no situation of sales concentration. Furthermore, the automotive industry supply chain is relatively stable, and Japanese automakers have very strict requirements for the quality of automotive parts. To ensure consistent part quality and specifications, Japanese automakers do not frequently change suppliers, and they hold the dominant power in procurement and sales. Therefore, the Group's products are usually sold to Tier 1 component suppliers with one-to-one cooperation with automakers or through automakers' designations. Some automakers even require sales to these suppliers through their subsidiaries for pre-emptive quality control considerations, making the Group's sales targets more concentrated. However, this is a characteristic of the automotive industry. In addition to continuously increasing its operational scale, the Company is working more closely with the R&D and sales units of its existing Tier 1 customers to collaborate on the development of higher-tech products or to cooperate with different systems within the customer group. In the field of bathroom and home appliances, the current supply consists of high-end products with high specifications and is relatively stable. On this basis, the probability of cooperating with other major manufacturers is increasing, which can reduce the risk of currently focusing on the top ten customers.

(X) Impact, risks and countermeasures of a large-scale transfer or change of shares of directors, supervisors or major shareholders holding more than 10 percent of the shares on the company: No such situation exists.

(XI) Impact, Risks, and Countermeasures of Changes in Management: There have been no changes in management of the Company in the most recent fiscal year and up to the date of publication of the annual report.

(XII) Litigation or Non-Litigation Matters: For any litigation, non-litigation, or administrative disputes involving the Company's directors, supervisors, general manager, de facto responsible persons, major shareholders holding more than 10% of the shares, and subsidiaries, that have been adjudicated or are currently pending in the most recent two fiscal years and up to the date of publication of this prospectus, the results of which may have a significant impact on shareholders' equity or securities prices should be disclosed, including the facts of the dispute, the amount in dispute, the commencement date of the litigation, the main parties involved, and the status of the handling up to the date of publication of this prospectus.

Plant	Explanation	Situation or progress of improvement
HK IKKA	On August 31, 2023, the Hong Kong company terminated its employment contract with former employee Chen OO (hereinafter referred to as "Chen"). During the handover, the Hong Kong company inquired about the payment method for severance pay from Chen. Chen replied that he would withdraw the money from his Mandatory Provident Fund account, and the company would only need to pay the shortfall in the Mandatory Provident Fund account (the difference was approximately HK$30,000). However, Chen subsequently claimed that in addition to paying the full amount of severance pay, the Hong Kong company should not withdraw the Mandatory Provident Fund accumulated by the Hong Kong company from Chen's account. On September 4, 2023, the Hong Kong company filed a lawsuit against its Hong Kong subsidiary with the Labour Relations Division of the Hong Kong Labour Department, claiming that the Hong Kong subsidiary had failed to provide severance pay in accordance with Section 31N(b) of the Employment Ordinance, and sought compensation of approximately HK$307,000.	On March 4, 2024, the Hong Kong Labour Tribunal reached a settlement between the parties. Mr. Chan agreed to receive severance pay from his Mandatory Provident Fund account, and the company agreed to pay HK$50,000 as a settlement. The settlement was paid to the Hong Kong Labour Tribunal on March 15, 2024, and Mr. Chan received HK$290,924.79 in severance pay from his Provident Fund account on April 22, 2024. The case is now closed.

In conclusion, the outcome of the aforementioned lawsuits will not have a significant impact on shareholders' equity or securities prices.

(XIII) Other important risks and corresponding countermeasures:

1. The Increasingly Severe Environmental Situation: With the increasing severity of environmental concerns and the economic development at the expense of the environment, the governments of mainland China and Vietnam are placing greater emphasis on environmental requirements.
2. Risks of Rising Wages and Electricity Costs in Various Regions: With the development of the Asian economy, labor costs and electricity prices have been rising year by year. Many companies are facing the challenge of gradually eroding profits. Our company's operations in China, Vietnam, Malaysia, and Thailand are also facing rising labor and electricity costs.
3. Risks Related to the Overall Economic, Political, Economic Environment, Foreign Exchange, and Legal Systems: Our company is registered in the British Cayman Islands, with its main operating locations in Japan, Vietnam, China, Malaysia, and Thailand. Therefore, changes in the overall economic, political, economic environment, foreign exchange, and legal systems in our place of registration and each operating location will affect the company's operating conditions.
4. Risks of Shareholder Rights Protection: The Cayman Islands Company Law and the Republic of China Company Law have many different provisions, and the laws of the two places also have many different regulations on company operations. Investors cannot apply the legal rights protection perspective of investing in Republic of China companies to the Cayman Islands companies they invest in. Investors should thoroughly understand and consult with experts to confirm whether there is a risk of not being able to obtain shareholder rights protection when investing in Cayman Islands companies.
5. As a holding company, the Company's ability to pay dividends depends on the performance of its subsidiaries and their dividend-paying capacity, and is subject to restrictions on dividend distribution and fund transfers. Because the Company is a holding company, its ability to pay dividends depends on the earnings and distribution of its invested subsidiaries, and the distribution method and amount approved by the Board of Directors. Therefore, future dividend distributions will be based on factors such as the overall operating performance, financial condition, cash needs, and applicable laws and regulations of the controlled subsidiaries. For example, under Chinese mainland law, subsidiaries in China can only distribute and pay dividends from their net profits, and the net income amount is based on retained earnings calculated according to generally accepted accounting principles and relevant financial regulations in China, which differs from International Financial Reporting Standards. Furthermore, according to relevant laws and regulations, when distributing profits, subsidiaries in mainland China must first set aside at least 10% of the annual after-tax net profit as statutory surplus (which is a statutory reserve that cannot be distributed as dividends, but no further allocation is required when the accumulated reserve reaches 50% of the company's registered capital). In addition, if a subsidiary in mainland China distributes dividends, the company must withhold 10% income tax when remitting funds, which may reduce the company's ability to distribute dividends to shareholders.

7. Other important matters

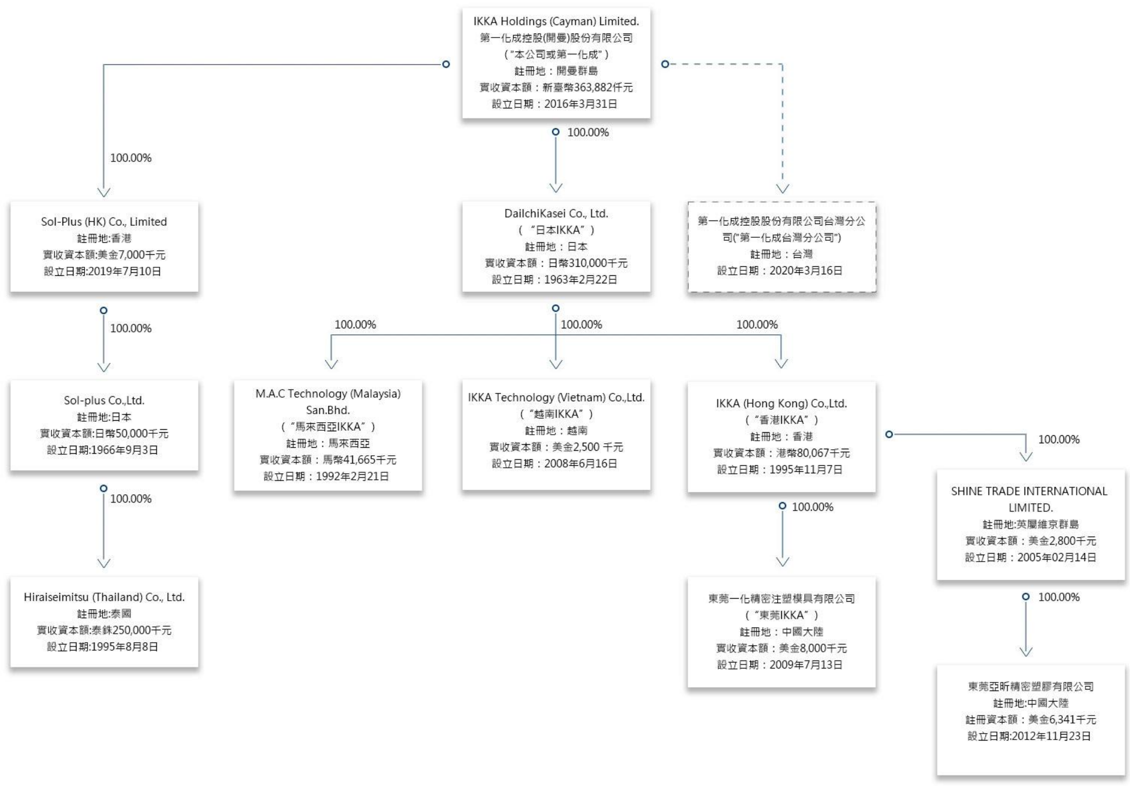
None.

VI. Special Records

1. Related company information

(I) The most recent annual consolidated business report of related companies

1. Organizational Chart of Related Companies (Baseline Date: 2026/03/31)



(II) Basic information of related companies and the industries they cover (Base date: 2026/03/31)

Unit: 1,000 shares; NT$1,000

Name	Relationship with the Company	Directly or indirectly held by the Company			Holdings of the Company's shares		
		Ratio	Shares	Amount	Ratio	Shares	Amount
DaiichiKasei Co., Ltd.	Direct investment subsidiary	100%	64	627,091	-	-	-
IKKA Technology (Vietnam) Co., Ltd	Indirect investment sub- subsidiary	100%	2,500	58,346	-	-	-
IKKA (Hong Kong) Co., Limited	Indirect investment sub- subsidiary	100%	80,067	292,545	-	-	-
M.A.C Technology (Malaysia) Sdn. Bhd.	Indirect investment sub- subsidiary	100%	41,665	380,603	-	-	-
IKKA Dongguan. (Note 1)	Indirect investment third-tier subsidiary	100%	-	232,837	-	-	-
Sol-Plus(HK)Co.,Ltd.	Direct investment subsidiary	100%	7,000	282,535			
Sol-Plus Co.,Ltd.	Indirect investment sub- subsidiary	100%	3,404,019	191,587			
Hiraiseimitsu(Thailand)Co.,Ltd.	Indirect investment third-tier subsidiary	100%	2,500	250,708			
ShineTrade International Limited.	Indirect investment third-tier subsidiary	100%	3,800	31,130			
Dongguan Ashine Precision Plastics Co., Ltd.	Indirect investment third-tier subsidiary	100%	-	194,690			

Note 1: This is a limited company; therefore, there are no numbers of shares or par value.

(III) Information on the same shareholders of those presumed to have a controlling or subordinate relationship under Article 369-3 of the Company Act: None.

(IV) Information on directors, supervisors and general managers of related companies

2026.03.31 Unit: 1,000 shares; %

Name	Title	Name or representative	Shareholding	
			K Shares	Ratio %
DaiichiKasei Co.,Ltd.	Chairman	Obara Masami	64	100
	Director	Tatsuo Kikuchi		
	Director	Tong, Chun-Jen		
	Director	Tong, Chun-Yi		
	Director	Hu Shiang-Chi		
	Supervisor	Yang Chao-Yu		
M.A.C Technology(Malaysia)San.Bhd.	Chairman	HIROSHI Aoki	41,665	100
	Director	Obara Masami		
	Director	Takada Etsuhiro		
	Director	Nishio Shingo		
	Chairman	TAKADA YOSHIRO	2,500	100

Name	Title	Name or representative	Shareholding	
			K Shares	Ratio %
IKKA Technology(Vietnam)Co.,Ltd.	Director	Obara Masami		
	Director	REN JIAN MING		
	Supervisor	Lin Shang-lin		
IKKA(Hong Kong)Co.,Ltd.	Director	Hu Shiang-Chi	80,067	100
IKKA Technology DongGuan Co., Ltd.	Chairman	Tatsuo Kikuchi	8,000	100
	Director	Obara Masami		
	Director	Hu Shiang-Chi		
	Supervisor	Lin Shang-lin		
Sol-Plus(HK)Co.,Ltd.	Director	Hu Shiang-Chi	7,000	100
	Director	Tong Chun - Jen		
	Director	Tong Chun-YI		
Sol-Plus Co.,Ltd.	Chairman	Obara Masami	3,404,019	100
	Director	Hu Shiang-Chi		
	Director	Tong Chun - Jen		
	Director	Tong Chun-YI		
	Director	Lin Shang-lin		
	Director	YOSHIDA TETSUYA		
	Supervisor	ZHOU ZHE-YI		
Hiraiseimitsu(Thailand)Co.,Ltd.	Chairman	HONG TSAI-FA	2,500	100
	Director	Hu Shiang-Chi		
	Director	Tong Chun - Jen		
	Director	Tong Chun-YI		
	Director	YOSHIDA HIROSHI		
	Director	MIZOGUCHI TAKEKI		
	Director	YAMAGUCHI TAKESHI		
	Director	YOSHIDA HISASHI		
	Director	Obara Masami		
ShineTrade International Limited.	Director	Hu Shiang-Chi	3,800	100
Dongguan Ashine Precision Plastics Co., Ltd.	Director	Yang Chao-Yu	-	100

(V) Overview of the operations of related companies

1. Financial status and operating results of each related company

20250.12.31 Unit: New Taiwan Dollars (TWD)

Company Name	Capital amount	Total assets	Total liabilities	net worth	Operating revenue	Operating Profit	Profit or loss for the period (after tax)	Earnings per share (RMB) (After tax)
DaiichiKasei Co., Ltd.	627091	2666316	803374	1862942	1460285	136061	178940	2792.41
IKKA (Hong Kong) Co., Ltd.	292,545	574,348	32,016	542,332	180,044	1,398	15,585	0.19
IKKA Technology (Vietnam) Co., Ltd.	58,346	423,126	138,215	284,910	779,093	68,573	55,497	22.20
M.A.C Technology (Malaysia) San. Bhd.	380,603	172,547	26,978	145,569	150,193	(3,631)	(4,516)	(0.11)
IKKA Technology DongGuan Co., Ltd.	232,837	666,980	241,829	425,150	636,953	(558)	7,406	-
Sol-Plus(HK)Co.,Ltd.	282,535	293,795	136	293,659	-	192	32,425	4.63
Sol-Plus Co.,Ltd.	191,587	324,651	97,496	227,156	136,711	10,082	30,441	0.01
Hiraiseimitsu(Thailand)Co.,Ltd.	250,708	320,955	202,011	118,944	441,625	10,955	22,910	9.16

Company Name	Capital amount	Total assets	Total liabilities	net worth	Operating revenue	Operating Profit	Profit or loss for the period (after tax)	Earnings per share (RMB) (After tax)
ShineTrade International Limited.	86,907	(27,391)	-	(27,391)	-	-	(2,645)	(0.94)
Dongguan Ashine Precision Plastics Co., Ltd.	194,690	53,376	80,767	(27,391)	27,630	(15,310)	(2,645)	-

2. Consolidated financial statements of related companies: Please refer to the Company's 2025 Consolidated Financial Statements and Auditor's Audit Report published on the Public Information Observation Station.
https://mops.twse.com.tw/mops/#/web/t57sb01_q1

3. Relationship Report: None.

2. Regarding the handling of privately placed securities in the most recent year and up to the date of publication of the annual report
There were no such cases.

3. Other necessary supplementary explanations:
None.

4. Explanation of significant differences from the provisions of the Republic of China on the protection of shareholders' rights and interests:

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
1.	1. The company shall not cancel its shares, unless a resolution on capital reduction has been adopted by its shareholders' meeting; and capital reduction shall be effected in proportion to the percentage of shares held by the shareholders. 2. The Company reducing its capital may return share capital to shareholders by distributing property other than cash; the returned property and the amount of such substitutive capital reduction shall be approved by a prior resolution at the shareholders' meeting and be agreed by the shareholders who are going to receive such property. 3. Before the shareholders' meeting, the board of directors shall first have the value of such property and the amount of such substitutive capital reduction set forth in the preceding paragraph audited and certified by a Taiwan 1. certified public accountant.	Company Act Article 168	There are differences between Article 10.7 and Article 14.1 of the Articles of Incorporation, and the Significant Matters of Protection of Shareholders' Rights on the left, because a reduction of issued share capital, which requires that such reduction be authorized by the shareholders by way of special resolution and which is further subject to confirmation by the Cayman court. Besides the procedure mentioned above, the issued share capital of a company may only be cancelled if such shares are repurchased, surrendered or redeemed by the Company under Cayman Company Act and relevant regulations. In view of this, Article 10.7 of the Articles of Incorporation stipulates that the procedure for reducing the Company's capital is through share repurchase, and Article 14.1 of the Articles of Incorporation stipulates that the Company's capital must be reduced by a special resolution of the shareholders' meeting, but the there is no provision under Cayman Company Act requiring that: (1) shall be repurchased in proportion to the shareholders' shareholding; (2) approval shall be required for the return of shares in property other than cash, or (3) the value of the returned property shall be evaluated. Such differences are from the provisions of the Cayman Company Act.
2.	1. Procedures for the Company to enter into stock option agreements with its employees or grant employee stock option certificates. 2. Employee stock option certificates are not assignable, except to the heirs of the recipients.	Company Act Article 167-2	Although Articles 11.1 to 11.4 of the Company's Articles of Association have been amended in accordance with the important matters concerning the protection of shareholders' rights listed on the left, in accordance with Cayman law, if it is desired to restrict the transfer of employee stock options, it should still be stipulated in the employee stock option agreement or stock options.
3.	1. The annual meeting shall be convened at least once every year within six months of the end of the fiscal year. The shareholders' meetings shall be convened by the board of directors.	1. Article 170 of the Company Law 2. Article 172-2 of the Company Law 3. Article 172-1 of the Company Law 4. Article 173, Paragraphs 1 and 2, and Article 173-1 of the Company Law	Foreign issuers are exempt companies under Cayman Islands law. Although they are not required to hold annual shareholders' meetings according to Cayman companies law, Article 16.2 of the company's articles of association stipulates that "after the company becomes a publicly traded company, the company shall hold an annual general meeting

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	2. The articles of association may specify that shareholders' meetings may be held by video conference or other means announced by the competent authorities of the Company Act. However, due to natural disasters, events, or other force majeure, the competent authority of the Company Act may announce that shareholders' meetings may be held by video conference or by its announcement within a period without adding the provisions in the articles of association. 3. If a shareholders' meeting is held by video conference, the shareholders who participate in a video conference are deemed to be present in person. 4. The conditions, procedures, and other matters to be followed by the Company in connection with the shareholders' meeting by video conference shall be in accordance with the regulations of R.O.C. related to securities. 5. The shareholders' meeting that is held in person shall be held in territory of the Republic of China. If a shareholders' meeting in person is held outside territory of the Republic of China, it shall be reported to the TSE for approval within two days after the resolution of the board of directors or the approval of convening from the competent authority acquired by the shareholders. 6. Shareholders holding 1% or more of the total	5. Article 172 of the Company Law, Article 26-1 and Article 43-6 of the Securities and Exchange Act	of shareholders within six months after the end of each financial year, and the notice of the meeting shall provide details thereof. At the meeting, the board of directors shall make a relevant report (if any)." Other matters are stipulated in Articles 16.2, 16.3, 16.4, 18.9, 16.5 to 16.9, 17.5 and 35 of the Company's Articles of Association. However, there are slight differences between Article 16.8 of the Company's Articles of Association and the important matters concerning the protection of shareholders' rights listed on the left, which are explained as follows: According to the Taiwan Stock Exchange's letter dated April 13, 2010, No. 0991701319: "Explanation: II. (III) Foreign issuers, provided that they do not violate the laws of their place of registration, should stipulate in their articles of association the right of minority shareholders to request the convening of an extraordinary general meeting of shareholders. The part concerning the competent authority that permits the convening should be deleted." Therefore, Article 16.8 of the company's articles of association stipulates: "If the board of directors fails to notify the convening of an extraordinary general meeting of shareholders within fifteen days from the date on which the aforementioned shareholder makes a request, the requesting shareholder may convene an extraordinary general meeting of shareholders on its own in accordance with the provisions of the Public Offering Companies Act."

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	issued shares may present to the Company a proposal at a shareholders' meeting in written or digital notice. Other than the following situation, proposals proposed by shareholder(s) shall be included in the agenda by the board of directors: (i) the proposal involves matters which cannot be resolved at a shareholders' meeting; (ii) the number of shares held by the shareholder is less than 1% of the total issued shares, (iii) the proposal is raised outside the deadline fixed for accepting proposal; (iv) the proposal exceeds 300 words or includes more than one proposal. If the proposal is to urge the Company to promote public interest or to fulfill its social responsibilities, the board of directors may include the proposal. 7. Shareholder(s) continuously holding 3% or more of the total issued shares for at least one year may submit a proposal in written to the board of directors, setting forth the subjects for discussion and reasons, to request convention of a special shareholders' meeting. If the board of directors fails to give a notice for convening a special shareholders' meeting within 15 days of the submission, such shareholder(s) may convene a special meeting after obtaining approval from the competent authorities. 8. The shareholder(s) continuously holding 50% or more of the total issued shares for three months or more may convene a special shareholders'		

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	meeting themselves/herself/himslef. The calculation of the holding period and number of shares shall be determined based on the shareholding on the book closing date. The following matters shall be specified with explanation in the notice for convening a shareholders' meeting and may not be proposed by ad hoc motions; the essential contents may be posted on the website designated by the competent authority in charge of securities affairs or the Company, and such website shall be indicated in the notice: (1) Election or discharge of directors and supervisors; (2) Amendment to the articles of association; (3) reduction of capital licification for the approval of ceasing its status as a public company (5) Winding-up, merger, share swap or spin-off; (6) Entering into, amending or terminating an agreement for leasing its entire business, entrusting its business operation or conduct regularly joint operation with others; (7)Transfer of its business or property in whole or in part; (8) Acceptance of all the business or property from others which will have a significant influence on the Company's operations; (9) Private placement of equity-based securities; (10) Waiver of non-competition prohibitions on		

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	directors; (11) Distribution of dividends and bonuses in whole or in part by issuing shares; (12)Distribution of legal reserve fund from profit and capital reserve from share premium or gift, by means of issuing new shares or by cash to existing shareholders.		
4.	1. The Company shall include electronic means as one way to exercise voting rights when holding shareholders' meetings. 2. When voting rights are exercised by correspondence or electronic means, the method of exercise shall be specified in the shareholders meeting notice. A shareholder exercising voting rights by correspondence or electronic means will be deemed to have attended the meeting in person, but to have waived his/her rights with respect to the extraordinary motions and amendments to original proposals of that meeting 3. A shareholder intending to exercise voting rights by correspondence or electronic means under the preceding paragraph shall deliver a written declaration of intent to this Corporation before two days before the date of the shareholders meeting. When duplicate declarations of intent are delivered, the earliest received one shall prevail, except when a declaration is made to cancel the earlier declaration of intent. 4. After a shareholder has exercised voting rights by	1. Company Act Article 177-1 2. Company Act Article 177-2	It should be noted that Article 19.6 of the Articles of Incorporation provides that “A shareholder exercising voting power by one of the means mentioned above shall be deemed to have appointed the chairman of the general meeting as his proxy to exercise his or her voting right at such general meeting in accordance with the instructions stipulated in the written or electronic document.” Although Cayman law does not consider a shareholder who exercises their voting rights in this manner to be recognized as present at a shareholders' meeting in person, such shareholder shall be entitled to substantially all the rights of a shareholder who exercises their voting rights by correspondence or electronic means in accordance with the laws of the Republic of China.

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	correspondence or electronic means, in the event the shareholder intends to attend the shareholders meeting in person, a written declaration of intent to retract the voting rights already exercised under the preceding paragraph shall be made known to this Corporation, by the same means by which the voting rights were exercised, before two business days before the date of the shareholders meeting. If the notice of retraction is submitted after that time, the voting rights already exercised by correspondence or electronic means shall prevail. 5. When a shareholder has exercised voting rights both by correspondence or electronic means and by appointing a proxy to attend a shareholders meeting, the voting rights exercised by the proxy in the meeting shall prevail.		
5.	The following proposals involving shareholders' significant rights and interests shall be adopted by a majority vote of more than half of the shareholders representing two-thirds or more of the total issued shares at a shareholder's meeting. If the total number of shares represented by the shareholders present at the shareholders' meeting is less than two-thirds of the total issued shares, a resolution may be adopted by a majority vote of two-thirds or more of the attending shareholders who represent more than half of the total issued shares:	1. Company Act Article 185 2. Company Act Article 277 3. Company Act Article 159 4. Company Act Article 240 5. Company Act Article 316 6. Business Mergers And Acquisitions Act Article 29	Some of the provisions of the Articles of Association differ slightly from the important matters for the protection of shareholders' rights listed on the left, as follows. (1).Articles of Association Article 1.1 (a) Articles of Association provision Article 1.1 of the Articles of Incorporation provides that special resolution means “resolution passed by a majority vote of two-thirds or more of the shareholders who are entitled to vote in the shareholders’ meeting. Each of such shareholders may vote in person or appointing a fully authorized proxy to vote for him/her (if a proxy is allowed, the notice of convening a shareholders’ meeting shall it is a special resolution.) Matters subject to Special Resolution shall, in accordance with the Cayman Company Act, include, but not be limited to: (i) change of the name of the Company;

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
	1. That (i) an agreement for leasing the entire business, entrusting the business or conducting regularly joint operation with others be signed, amended or terminated; (ii) the business or property be transferred in whole or in part; or (iii) all the business or property be acquired from others, which will have a significant influence on the Company's operations; 2. That the articles of association be amended; 3. If the amendment of the articles of association may prejudice the rights of preferred shareholders, a resolution adopted by a preferred shareholders' meeting will be required; 4. That dividends and bonuses be distributed by issuing new shares in whole or in part; 5. That the Company be wound up, merged or spun off; and 6. Share Swap		(ii) amendments or additions to the Articles of Incorporation; (iii) amendments or additions to the memorandum of Articles of Incorporation relating to the purpose, powers or other matters expressly stated; (iv) reduction of issued share capital and capital redemption reserve fund; (v) voluntary dissolution for reasons other than the inability to pay its debts as they become due; (vi) merger or consolidation with another company. Moreover, Article 18.1 of the Articles of Incorporation provides that "No resolution shall be passed unless the shares represented by the attending shareholders meet the minimum quorum of shares represented at a shareholder meeting. Unless otherwise provided in the Statute, the Articles and the Public Company Rules, the Attendance of shareholders representing more than half of the total number of issued shares in person or by proxy shall constitute the quorum for attendance at the shareholders' meeting." In other words, for a special resolution to be made, it shall be passed by at least two-thirds of the votes cast by the shareholders present, in person or by proxy, representing at least one-half of the total number of issued shares of the Company. (b) Reasons for Differences Special resolutions are required by the Cayman Company Act, and under the Cayman Company Act, matters that shall be resolved by a special resolution shall not be passed by majority, which is a lower standard. Meanwhile, "Supermajority Resolution" is defined in Article 1.1 of the Articles of Incorporation, which means "(i) resolution passed by a majority vote of more than half of the shareholders representing two-thirds or more of the total issued shares at a shareholder's meeting, or (ii) if the total number of shares represented by shareholders attending the shareholders meeting does not reach two-thirds of the total number of issued shares of the Company, but exceeds half of the total number of issued shares of the Company, a resolution passed by two-thirds or more of the voting rights of the shareholders present." For Significant Matters of Protection of Shareholders' Rights, if they shall be passed by special resolution under Cayman Company Act, they will still be listed as matters for "special resolutions" in the Articles of Incorporation; otherwise, they will be listed as " Supermajority Resolution ".

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
			(2).Articles of Association Article 14.3. (a) Articles of Association Article 14.3 of the Articles of Incorporation provides that "Subject to the provisions of the Statute, the Articles, and the Public Company Rules, with regard to the dissolution procedures of the Company: (a) if voluntary dissolution for reasons other than the inability to pay its debts as they become due, it shall be passed by a Supermajority Resolution; or (b) if voluntary dissolution for reasons other than Article 14.3 (a) mentioned above, it shall be passed by a special shareholders' meeting." What differs slightly from the Significant Matters of Protection of Shareholders' Rights on the left is that : Resolutions on dissolution in the company's articles of incorporation are classified as " Supermajority Resolution" and "special resolutions" according to the reasons for the dissolution of the Company's articles of association. In contrast, all Significant Matters of Protection of Shareholders' Rights on the left are required to be passed by Supermajority Resolution. (b) Reasons for Difference. Under the Cayman Companies Act, if a company resolves to voluntarily dissolve for reasons other than its inability to pay its debts as they fall due, a special resolution is required. It is clear from the above that the difference is due to Cayman Laws. Such difference has been provided in Article 14.3 (a) that "if a company resolves to voluntarily dissolve for its inability to pay its debts as they fall due, a Supermajority Resolution is required"; and the matters other than those set forth in Article 14.3(a) shall be passed by special resolutions " under the Cayman Company Act.
6.	Compensation payable to directors, if not prescribed in the articles of association, shall be determined at a shareholders' meeting and may not be recognized retroactively.	Company Act Article 196 (1)	Provide in Article 30.1, 30.2, 32.8 and 32.9 of Articles of Incorporation respectively. Although the Articles of Incorporation do not provide the compensation of directors or stipulate that the shareholders' meeting should agree upon the compensation, the board of directors has established a compensation committee in accordance with the Ministry of Economic Affairs' Interpretation No. 09302030870 dated March 8, 2004, and the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the

Number	Significant Matters of Protection of Shareholders' Rights	Company Act, Securities and Exchange Act or Relevant Regulations	Regulations of the Articles of Incorporation and the Reasons of the Difference
			Taipei Exchange".
7.	If a director, in the course of performing his duties, has committed any act resulting in material damages to the Company or in serious violation of applicable laws and regulations, but not discharged by a resolution of the shareholders' meeting, the shareholder(s) holding 3% or more of the total number of outstanding shares of the Company may, within 30 days after that shareholders' meeting, file a petition with the Taipei District Court for discharging of such director.	Company Act Article 200	Article 28.2(m) of Articles of Association differs slightly from the important matters for the protection of shareholders' rights listed on the left, explained as follows: 1. Articles of Association Article 28.2(m) of the Articles of Association provides that : " "Except as otherwise provided by statute, articles of association or public offering companies statute otherwise, in the event that a director has, in the course of performing his/her/its duties, committed any act resulting in material damage to the Company or in violation of applicable laws and/or regulations or the Memorandum and the Articles, but has not been removed by the Company pursuant to a Supermajority Resolution vote, then any shareholder(s) holding 3% or more of the total number of issued, outstanding Shares shall have the right, within thirty days after that general meeting, to petition any competent court (including Taipei district court) for the removal of such Director, at the Company's expense and such Director shall be removed upon the final judgment by such court. For clarification, if a relevant court has competent jurisdiction to adjudicate all of the foregoing matters in a single or a series of proceedings, then, for the purpose of this paragraph, final judgment shall be given by such competent court." The context of such Article is slightly different from the important matters for shareholders' rights protection listed on the left." 2. Reasons for difference Since there is no specific statutory provision under the Cayman Company Act which allows minority shareholders to apply to the courts in the Cayman Islands to remove a director, Articles of Association provides that shareholders shall initiate the action in a court of competent jurisdiction, and the shareholders may still dismiss the directors in accordance with the Articles of Association. Since there is no specific statutory provision under the Cayman Company Act which allows minority shareholders to apply to the courts in the Cayman Islands to remove a director, Articles of Association provides that shareholders shall initiate the action in a court of competent jurisdiction, and the shareholders may still dismiss the directors in accordance with the Articles of Association.

VII. Matters that have a material impact on shareholders' equity or securities prices in the most recent year and up to the date of publication of the annual report.

If any event has occurred in the most recent year or up to the date of publication of the annual report that has a material impact on shareholders' equity or securities prices as defined in Article 36, Paragraph 2, Subparagraph 2 of this Law, it shall also be stated item by item: None.

IKKA Holdings (Cayman) Limited

Chairman：ABICO AVY CO., LTD.
Hu, Shiang-Chi