Stock Code: 3577

Industrial Computer Product Data Acquisition System

ICP DAS Co., Ltd.

2024 Annual Report

Publication Date: May 20, 2025

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Tel:(03)597-3366 Ext:7756
Email: ir@icpdas.com

【Deputy Spokesperson】

Name: Peng, Chiung-Yi
Title: Manager, Finance Division
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Email: ir@icpdas.com

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6. Company Website: https://www.icpdas.com/index_tw.php

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I. Message to Shareholders

Dear shareholders:

➢ 2024 Business Achievement

ICP DAS's consolidated net revenue for the year 2024 was NT$1,070,791 thousand, representing an increase of 5.12% compared to 2023; the consolidated net profit for 2024 was NT$103,780 thousand, representing an increase of 26.48% compared to 2023; the consolidated gross profit margin has remained at 53% over these two years; the consolidated net profit margin after tax for 2024 and 2023 was 10% and 8% respectively. Earnings per share were NT$1.62 in 2024 and NT$1.28 in 2023.

The performance of each region showed mixed results. Europe: 22.49%, Asia: 23.47% (Mainland China: 9.63% and other Asian countries: 13.84%), the Americas: 6.57%, and others (Africa and Oceania): 0.70%. Domestic sales accounted for 47%, while export sales accounted for 53%. Africa, Oceania, and domestic sales in Taiwan experienced the largest growth, with only Europe showing a slight decline. Other regions displayed a decline of 17% to 19%.

The Company has not disclosed financial forecasts for fiscal year 2024, thus there is no budget achievement status. The consolidated financial income/expenditure and profitability for 2024 are shown below:

Items		2023	2024
Operating Income Analysis	Gross Profit Margin (%)	52.32%	52.75%
	Operating Profit Margin (%)	9.76%	11.05%
Profitability	Return on Assets (%)	5.06%	6.42%
	Return on Equity(ROE)(%)	6.45%	7.98%
	Net Profit Margin (%)	8.06%	9.69%
	Earnings Per Share(NT$)	1.28	1.62

In 2024, a total of 104 new products were developed. Following the market trend of energy conservation and carbon reduction, ESG-related products and applications remain a key focus for everyone. Environmental monitoring products such as temperature and humidity sensors, leak detection, air quality monitors, infrared detection systems for distribution panels, along with environmental quality and factory safety solutions are becoming increasingly important. Coupled with ICP DAS's Energy Management System (EMS) promoted in recent years, which includes electric meters, meter concentrators, and IoTstar, customers can more easily select solutions based on their site requirements and scale. In response to ESG issues and regulatory requirements, businesses are moving from carbon awareness and control to carbon reduction, ultimately hoping to achieve "carbon removal" - that is, net zero, carbon neutrality, and climate neutrality.

- **Impact from external competitive environment, regulatory environment and overall business environment**

The coronavirus (COVID-19) pandemic continued from 2021 to 2023, coupled with inventory adjustments in 2024, bringing profound impacts to the global economy and the mainland China market. Various governments implemented large-scale fiscal and monetary stimulus policies to support economic recovery, which boosted demand in the short term but also brought inflationary pressures. The Federal Reserve and other major central banks gradually raised interest rates in 2022-2023 to combat inflation, leading to increased global capital costs, further affecting investment and consumption. However, under the push of the AI wave in 2024, Taiwan's semiconductor industry stood out exceptionally, compensating for the decline in some industries, ultimately allowing Taiwan's economic growth to reach 4.3%. ICP DAS accurately grasped the direction of the ESG market, and with all colleagues overcoming various difficulties, maintained revenue above the NT$1 billion level, slightly higher than 2023. With the semiconductor industry continuing to thrive in 2025, and the easing of geopolitical tensions, if China can promote domestic demand growth and industrial upgrading as well as rebuild market confidence, it still has the potential to achieve stable growth in the future. Therefore, ICP DAS remains deeply confident and continues to move forward with a spirit of unceasing effort.

ICP DAS Labs proceeds to invest in the construction and production equipment of its new biomedical business unit, and its experiments and products are becoming increasingly sophisticated. Following the easing of the pandemic and travel recovery in 2024, more international visitors and distributors participated in various exhibitions. ICP DAS also completed overseas exhibitions and visits to distributors in 2023 and early 2024, gaining a better grasp of TPD (Transdermal Patch Delivery) customer information and greatly increasing the visibility of its biomedical TPU (Thermoplastic Polyurethane) products. Through market business expansion, ICP DAS gained recognition from new customers who were willing to use ICP DAS's TPU in their new products. However, trial use and certification still require some time. It is believed that ICP DAS's biomedical TPU business performance will reach new heights in 2025.

- **Summary of 2025 Business Plan**

ICP DAS's future direction remains focused on two basic principles: being customer-oriented and continuously self-improving to develop products and services suitable for the market. The results of past efforts in R&D and product development have won the trust of a wide range of customers who order products through OEM/ODM. In the future, ICP DAS will simultaneously advance both "product R&D" and "providing comprehensive solutions." Technological development is divided into two main axes and five product lines. ICP DAS's market positioning has evolved from being a component provider to a solution provider and is now progressing towards becoming a service provider. Based on customer needs, ICP DAS proposes appropriate solutions. Its products and services aim to provide comprehensive solutions, create different applications, utilize IoT technology, and integrate customer needs to move towards Industry 4.0. ICP DAS's own factory serves as an example of a smart factory, accompanying customers on their journey towards automation, intelligence, improved quality and yield, reduced costs, and decreased inventory.

- Two main pillars: ESG and AIoT
- The five product lines are: PC-Based I/O Card, Remote I/O, PAC Controller, Industrial Communication, OEM/ODM Product

Under the influence of the global pandemic, ICP DAS continues to explore different marketing and business directions, promoting products and integrated technology solutions through physical exhibitions and online seminars. ICP DAS also strengthens communication with customers to gain a deep understanding of their needs, which serves as the basis for product development. At the same time, we continues to improve its headquarters factory, promoting the development of Industry 4.0 through learning examples of integrated technology.

- **Future Company Development Strategy**

ICP DAS will continue to work hard in various fields: M2M, TouchPAD/HMI/Touch Monitor, Internet of Things (Industrial IoT), WISE, Power Meter/Power Monitoring System, Field Bus, and comprehensive motion control solutions. ICP DAS's new website is now online, and relevant information is being updated. It focuses on six main solutions, making it easier for customers to understand how ICP DAS's products are applied in various industries.

- IIoT (Industrial Internet of Things)
- Smart Factory
- Smart Manufacturing
- Energy Management
- Building Automation
- Smart Farming & Agriculture

Furthermore, ICP DAS values ESG and green sustainability trends, providing energy management, energy conservation, and carbon reduction services through AIoT and smart manufacturing comprehensive solutions. These include monitoring the energy conversion efficiency of solar and wind power generation, ensuring the electrical safety of factory transformers, monitoring the electricity usage of factory refrigeration, air conditioning, lighting, and equipment, tracking the usage status of machinery and equipment, and offering predictive diagnostics and preventive maintenance for equipment. In addition to helping customers promote green sustainability, ICP DAS also emphasizes its own sustainable development and corporate governance. The company promotes initiatives according to its sustainable development timeline to achieve sustainable operations, and collaborates with partners across various industries to create outstanding results and provide the best solutions for customers.

Sincerely,

Wishing you great success and prosperity

ICP DAS Co., Ltd.

Chairman: Yeh, Nai-Ti

II. Corporate Governance Report

1. Information on the President, Vice President, Assistant Vice Presiden and Heads of Departments and Branches

(1) Information on Director

April 15, 2025 Unit: Share ; %

Title	Nationality or Place of Registration	Name	Gender Age	Elected (Appointed) Date	Term Year	First Elected	Shares Held When Elected		Shares Currently Held		Shares Currently Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently Holding Concurrent Positions In The Company And Other Companies	Other Managers, Directors or Supervisors Who Are Spouse or Within the Second Degree of Kinship			Note
							Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Chairman	R.O.C	Yeh, Nai-Ti	Female 61 - 65	2022.06.14	3	1993.07.27 Note 3	4,194,111	7.93	5,124,874	8.01	8,132,110	12.71	0	0	Master of Management, Yuan Ze University Chairman, Chia Yu Communications Co., Ltd. Spokesperson, ICP DAS Co., Ltd.	The Company's Vice President, Administration Division Chairman, Da Zhong Investment Co., Ltd Chairman, Shanghai Golden ICP DAS International Trade Co.,Ltd. Chairman, ICP DAS (Wuhan) Co., Ltd.	Chief Executive Officer	Chen, Ruei-Yu	Spouse	
Director	Omitted	Vacancy	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Note 1
Director	Omitted	Vacancy	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Note 2
Independent Director	R.O.C	Shen, Yang-Bin	Male 56 - 60	2022.06.14	3	2007.11.13	25	0	29	0	0	0	0	0	Ph.D. in Finance, Louisiana State University EMBA Program Director, College of Management, Yuan Ze University EMBA Program Director, College of Management, Yuan Ze University Supervisor, PHISON Electronics Corp., Ltd. Supervisor, Richtek Technology Corp., Ltd. Independent Director, Dah Chung Bills Finance Co., Ltd. Independent Director, UHT Unitech Co., Ltd. Independent Director, Body Organ Biomedical Corp., Ltd. Independent Director, Forward Electronics Corp., Ltd. Representative of institutional director, Hantong Ventures Investment Co., Ltd. Institutional Director Representative, CDIB BioScience Ventures Investment Co., Ltd.	Associate Professor in Finance, College of Management, Yuan Ze University Director, Personnel Office, Yuan Ze University Currently serves as Independent Director, member of the Audit Committee and Remuneration Committee at Tai-Tech Advanced Electronics Co., Ltd. Independent Director, Hsin Tao Power Corporation	None	None	None	
Independent Director	R.O.C	Jiang, Yi-Jyun	Female 51 - 55	2022.06.14	3	2016.06.13	0	0	0	0	0	0	0	0	MA in College of Law, National Chengchi University Corporate Counsel, Vanguard International Semiconductor Corporation (VIS) Assistant Vice Presiden / Lawyer, PricewaterhouseCoopers Legal Taiwan Appeal Investigation Committee, Taiwan Accreditation Foundation Supervisor, TeraPower Technology Corp., Ltd. Supervisor, 3E Technology Corp., Ltd. Director, OK Biotech Co., Ltd.	Lawyer, Premium Attorneys-at-Law Independent Director, member of the Audit Committee and Remuneration Committee at Tai-Tech Advanced Electronics Co., Ltd.	None	None	None	

Title	Nationality or Place of Registration	Name	Gender Age	Elected (Appointed) Date	Term Year	First Elected	Shares Held When Elected		Shares Currently Held		Shares Currently Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently Holding Concurrent Positions In The Company And Other Companies	Other Managers, Directors or Supervisors Who Are Spouse or Within the Second Degree of Kinship			Note
							Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Independent Director	R.O.C	Chen, Shao-Chi	Male 66 - 70	2022.06.14	3	2022.06.14	6,600	0.01	2,586	0.00	0	0	0	0	Ph.D. in Electrical Engineering, University at Buffalo, the State University of New York Dean of the Department and Institute of Electronic Engineering, National Yang Ming Chiao Tung University Associate Editor, IEEE Transactions on Circuits and Systems Independent Director, Alpha Imaging Technology Corp Deputy Dean of the Office of International Affairs, National Yang Ming Chiao Tung University Director of Undergraduate Honors Program of Electrical Engineering and Computer Science, National Yang Ming Chiao Tung University Chair, IEEE Vehicular Technology Society, Taipei Section Chair of the Department and Institute of Electronic Engineering, National Yang Ming Chiao Tung University Chair, IEEE Vehicular Technology Society, Asian-Pacific Chapters Director, IEEE Taipei Section Member of the Board of Examiners & Convener & Drafter, Ministry of Examination, Examination Yuan Professor of the Department and Institute of Electronic Engineering, National Yang Ming Chiao Tung University Honorary Retired Professor of the Institute of Electronic Engineering, National Yang Ming Chiao Tung University Member of the Screening Committee, Small Business Innovation Research (SBIR) program Program Evaluator of Accreditation of Engineering Education, Institute of Engineering Education Taiwan Chair of Life Member Affinity Group, IEEE Taipei Section	Independent Board Director, Member of Remuneration Committee, Member of Audit Committee, British Cayman Islands Intelligo Technology Inc. Taiwan Branch Chair of Life Member Affinity Group, IEEE Taipei Section Committee Member, Technology Review Board, Ministry of National Defense	None	None	None	

Title	Nationality or Place of Registration	Name	Gender Age	Elected (Appointed) Date	Term Year	First Elected	Shares Held When Elected		Shares Currently Held		Shares Currently Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently Holding Concurrent Positions In The Company And Other Companies	Other Managers, Directors or Supervisors Who Are Spouse or Within the Second Degree of Kinship			Note
							Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Independent Director	R.O.C	Chao Yu	Female 56 - 60	2022.06.14	3	2022.06.14	0	0	0	0	0	0	0	0	Ph.D. in Management, National Yang Ming Chiao Tung University Division Director, Career Guidance Division & Alumni Service division, Office of Student Affairs, Chung Hua University Adjunct Associate Professor, Department of Industrial Design, Shih Chien University Editorial Board Member of the "Marketing Review", Taiwan Marketing Research Association Executive Secretary of Social Responsibility Promotion Office, Chung Hua University Adjunct Associate Professor, Department of Educational Psychology and Counseling, National Tsing Hua University Adjunct Associate Professor, Department of Educational Psychology and Counseling, National Hsinchu University of Education Adjunct Assistant Professor, Department of Business Administration, National Taipei University of Business Assistant Professor, Department of Business Administration, Chung Hua University Lecturer, Department of Business Administration, Chung Hua University Assistant Research Fellow, Planning Unit of Precision Instrument Development Center, National Science Council, Executive Yuan Secretary to Manager of Production Department II, WYSE Technology Ltd. Special Assistant to President, Chung Hua University	Associate Professor in Department of Business Administration, Chung Hua University Adjunct Associate Professor, Department of Business Administration, National Taipei University of Business Board Director, Chinese Cross-domain Innovation Association	None	None	None	

Note 1: Director Chen, Ruei-Yu resigned on May 20, 2024.

Note 2: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

Note 3: Chairman Yeh, Nai-Ti served as Director after being re-elected at the shareholders' meeting on June 28, 2007, and her term as Director was interrupted from November 13, 2007 to June 18, 2010. She was then re-elected as Director at the shareholders' meeting on June 18, 2010, and has served as Chairman since being elected at the shareholders' meeting on June 10, 2013.

Note 4: The Chairman and the President are spouses, and the two of them are the original shareholders who co-founded ICP DAS Technology. With all their hearts and efforts, their goal is to create a win-win situation for customers, shareholders, employees, and distributors, striving to create a convenient and reliable technological living environment. To enhance the corporate governance of ICP DAS, two Independent Directors were appointed in 2007. In 2016, the two Independent Directors were re-elected to three Independent Directors, and more than half of the Directors were non-employees or Managerial Officers, in compliance with the "Corporate Governance 3.0 Sustainable Development Road Map" requirements. The original three Independent Directors were re-elected to four Independent Directors at the shareholders' meeting in June 2022.

(2) Major shareholders of corporate shareholders

1. Major shareholders of corporate shareholders: None.
2. Major shareholder is a legal entity: None.

(3) Evaluation of Directors

1. Information on Director professional qualifications and Independence of Independent Director:

Terms / Name	Professional Qualifications and Experience	Independence	Number of other public companies concurrently serving as Independent Director
Chairman Yeh, Nai-Ti	Dedicated to the industrial control field for over 20 years Possesses work experience required for business and corporate operations	1. Has no circumstances as specified in Article 30 of the Company Act 2. Note 2: None of the Directors are spouses or within the second degree of kinship	0
Director Vacancy	Omitted	Omitted	Omitted
Director Vacancy	Omitted	Omitted	Omitted
Independent Director Shen, Yang-Bin	Ph.D. in Finance from Louisiana State University with expertise required for finance and corporate business operations. Currently serves as Associate Professor in Finance, College of Management, Yuan Ze University and Director of the Personnel Office, Yuan Ze University	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting or finance	2
Independent Director Jiang, Yi-Jyun	Possesses work experience in business and legal affairs Has passed the national examination and holds a lawyer's license Lawyer, Premium Attorneys-at-Law	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Does not provide audit, business, legal and other related services for the company or affiliated companies	1

Independent Director Chen, Shao-Chi	Possesses work experience required for business and corporate operations	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements"	1
Independent Director Chao Yu	Ph.D. in Management from National Yang Ming Chiao Tung University with expertise required for marketing, finance, and corporate business operations. Currently serves as Associate Professor in Department of Business Administration, Chung Hua University and Adjunct Associate Professor, Department of Business Administration, National Taipei University of Business	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting, finance and marketing.	0

Note 1: The aforementioned Director has not been elected by the government, a legal entity, or its representative as stipulated in Article 27 of the Company Act.

Note 2: Director Chen, Ruei-Yu resigned on May 20, 2024.

Note 3: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

2. Board of Directors Diversity and Independence

According to Article 23 of the Company's "Corporate Governance Best Practice Principles" and Article 3 of the "Procedures for Election of Directors", members of the Board of Directors should generally possess the necessary knowledge, skills and qualities required to perform their duties. The overall capabilities that the Board should possess include operational judgment, accounting and financial analysis, operational management, crisis management, industry knowledge, International vision, leadership, and decision-making skills. In the composition of the Board of Directors, the Company takes into consideration the balance of skills, experience, and diversity required for the Company's business, including gender, age, nationality, professional background, professional skills, and industry experience. Identifying suitable candidates for appointment as Directors to create a diverse Board of Directors can provide professional opinions from different perspectives, which is beneficial for improving the Company's operational performance and management.

The specific management objectives and achievements of the Company's diversity policy are as follows:

Management Objectives	Achievement
Female Director ratio of 30%	Achieved
Directors with spouses and second-degree relatives not exceeding 1/3 of Director seats	Achieved
At least 1/3 of Director seats possess legal, accounting, or industry expertise	Achieved

Consideration factors	Composition of the Board of Directors this term	Diversified policies
Board of Director seats	1 Director (2 vacancies), 4 Independent Board Directors	1 additional Independent Board Director added in 2022 The proportion of Independent Board Directors is 57% (4 seats) The proportion of Directors with employee status is 20% (1 seats). The proportion of Directors with spouse and second-degree relative relationship is 0%.
Gender	3 female, 2 male	Director gender ratio 2:3 (male to female) Female Director ratio of 30% The ratio of female Directors reached 60%, achieved the target
Age	1955 - 1970	51-55 years old: 1 Independent Director 56-60 years old: 2 Independent Directors 61-65 years old: 1 Director 66-70 years old: 1 Independent Director
Nationality	R.O.C	All are this nationality
Education	3 PhDs, 2 Masters	PhD: 3 Independent Directors Master: 1 Director, 1 Independent Director
Professional background	Management, Science and Engineering, Finance and Accounting, Marketing, Law, etc.	Professional background across multiple areas meets the target.
Professional qualifications and more than 5 years of work experience	Management, R&D, Scholars and Professors, Lawyers, Consultants, etc.	Universities and colleges: 3 Independent Directors Law Firm: 1 Independent Board Director

Name	Gender	Term of office (years)Note 1	Re-election (times)Note 2	Operation management	Industry knowledge	Legal	Marketing	Finance/ Accounting	Science and Engineering
Chairman Yeh,Nai-Ti (Note 2)	Female	28	4	V	V				
Director Vacancy (Note 5)	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted
Director Vacancy (Note 6)	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted	Omitted
Independent Director Shen, Yang-Bin Note 3	Male	17	5	V				V	
Independent Director Jiang, Yi-Jyun	Female	8	2	V		V			
Independent Director Chen, Shao-Chi	Male	2	0	V	V				V
Independent Director Chao Yu	Female	2	0	V			V	V	

Note 1: The term of office is calculated from the initial appointment date to December 31, 2024, and the years not in service are deducted.

Note 2: The number of uninterrupted terms of office shall be calculated from the date of election at the shareholders' meeting.

Note 3: In consideration of his financial and professional expertise, familiarity with relevant laws and regulations, and experience in corporate governance, which will bring significant benefits to the company, he continues to be appointed as the company's Independent Director, allowing him to utilize his expertise and serve on the Board of Directors to provide supervision and advice.

Note 4: If the number of directors of either gender is less than one-third of the board, please explain the reason and describe the planned measures to enhance gender diversity on the board: The requirement that directors of either gender account for at least one-third of the board has already been met.

Note 5: Director Chen, Ruei-Yu resigned on May 20, 2024.

Note 6: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

(4) Information on the President, Vice President, Assistant Vice Presiden and Heads of Departments and Branches

April 21, 2025 Unit: Share ; %

Title	Nationality	Name	Gender	Elected (Appointed) Date	Shares held		Shares Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently holding concurrent positions in other companies	Managers who are spouses or within the second degree of kinship			Note
					Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Chief Executive Officer	R.O.C	Chen, Ruei-Yu	Male	1993.08.06	8,132,110	12.71	5,124,874	8.01	0	0	Master of Power Mechanical Engineering, National Tsing Hua University Researcher, Mechanical and Mechatronics Systems Lab, ITRI	Chairman, Tian Shing Investment Co., Ltd.	Administration Division Vice President	Yeh, Nai-Ti	Spouse	Note 2 Note 5
President, Marketing and Business Division and Planning Division	R.O.C	Cheng, Shu-Fa	Male	2024.06.13 2009.01.01	275,982	0.43	29,867	0.05	0	0	Department of Power Mechanical Engineering, Tsinghua University Engineer at the Mechanical Engineering Division, Industrial Technology Research Institute	Supervisor of the Taiwan Smart Energy Industry Association	None	None	None	Note 3
Vice President, Administration Division	R.O.C	Yeh, Nai-Ti	Female	1993.08.06	5,124,874	8.01	8,132,110	12.71	0	0	Master of Management, Yuan Ze University Chairman, Chia Yu Communications Co., Ltd. Spokesperson, ICP DAS Co., Ltd.	Chairman, Da Zhong Investment Co., Ltd Chairman, Shanghai Golden ICP DAS International Trade Co.,Ltd. Chairman, ICP DAS (Wuhan) Co., Ltd.	Chief Executive Officer	Chen, Ruei-Yu	Spouse	
Vice President of R&D	R.O.C	Chao, Ying-Chieh	Male	2025.03.06	47,373	0.07	266	0	0	0	National Sun Yat-sen University, Graduate Institute of Mechanical Engineering Engineer, Industrial Systems Co., Ltd. Director of R&D Division, ICP DAS Co., Ltd.	None	None	None	None	Note 8

Title	Nationality	Name	Gender	Elected (Appointed) Date	Shares held		Shares Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently holding concurrent positions in other companies	Managers who are spouses or within the second degree of kinship			Note
					Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Project Vice President	R.O.C	Huang, Kuo-Cheng	Male	2005.03.07	595,942	0.93	83,461	0.13	0	0	Department of Mathematics, Tsinghua University Vice President of Business, IEI Integration Corp R&D Manager, HsunYuan Corp Engineer, EENET Corp Supervisor, Supreme Electronics Co., Ltd. Supervisor, Shanghai Golden ICP DAS International Trade Co.,Ltd. Supervisor, ICP DAS (Wuhan) Co., Ltd.	President, Shanghai Golden ICP DAS International Trade Co.,Ltd. President, ICP DAS (Wuhan) Co., Ltd. Independent Director of Supreme Electronics Co., Ltd., Member of Audit and Remuneration Committee	None	None	None	

Title	Nationality	Name	Gender	Elected (Appointed) Date	Shares held		Shares Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently holding concurrent positions in other companies	Managers who are spouses or within the second degree of kinship			Note
					Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Vice President, Biomedical Industry Development Division	R.O.C	Chen, Jui-Hsiang	Male	2018.07.26	670,408	1.05	813,741	1.27	0	0	Master's degree from the Institute of Polymer Science, Tsinghua University Ph.D., Department of Chemical Engineering, Tsinghua University Researcher and Manager at the Polymer Research Division, Institute of Chemical Engineering, Industrial Technology Research Institute Associate Research Fellow and Deputy Group Leader of the Biomedical Materials and Tissue Engineering Technology Group, Biomedical Technology and Device Research Laboratories, Industrial Technology Research Institute Industrial Technology Research Institute, Materials and Chemical Research Laboratories, Fiber Division, Associate Researcher and Research Director	None	Chief Executive Officer	Chen, Ruei-Yu	Brother	
Factory Director and Safety Manager, Production Management Division	R.O.C	Fu, Kuo-Chun	Male	2024.03.04	145,048	0.23	10,700	0.02	0	0	Department of Industrial Engineering and Management, Ming Chi University of Technology Deputy Factory Director, ICP DAS Co., Ltd.	None	None	None	None	Note 1

Title	Nationality	Name	Gender	Elected (Appointed) Date	Shares held		Shares Held by Spouse and Underage Children		Shares Held in the Name of Others		Principal Professional(Academic) Background	Currently holding concurrent positions in other companies	Managers who are spouses or within the second degree of kinship			Note
					Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%	Number of shares	Shareholding ratio%			Title	Name	Relationship	
Assistant Vice Presiden of Finance Division, spokesperson and Corporate Governance Officer	R.O.C	Cheng, Pi-Yu	Female	2009.08.01	65,238	0.10	0	0	0	0	Master of Management, Yuan Ze University Deputy Manager, Finance Division, BENQ Materials Corp.	Yuan Ze University College of Management Assistant Professor-level Professional Technical Personnel Supervisor, Yuan Ze University School of Management Alumni Association	None	None	None	

Note 1: The Board of Directors resolved to approve the management change on March 4, 2024. The former Director of Production Management Division, Chen, Yu-Lin, was reassigned as Special Assistant to the President's Office, and Fu, Kuo-Chun was appointed as the Factory Director (Assistant Vice Presiden) of the Production Management Division.
Note 2: Chen Ruei-Yu resigned from the position of President on May 20, 2024.
Note 3: On June 13, 2024, the Board of Directors approved the appointment of Cheng, Shu-Fa as President.
Note 4: Hsieh Hsi-Fu resigned from the position of Vice President on June 30, 2024.
Note 5: On January 14, 2025, the Board of Directors approved the appointment of Chen, Ruei-Yu as Chief Executive Officer.
Note 6: Ku Chia-Chun resigned from the position of Vice President on February 2, 2025.
Note 7: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.
Note 8: On March 6, 2025, the Board of Directors approved the appointment of Chao Ying-Chieh as Vice President of the Research and Development Department.
Note 9: The Chief Executive Officer and the Vice President of the Administration Division are spouses. The two of them are the original shareholders who co-founded ICP DAS, leveraging their professional expertise and business experience to carry out the company's operations. In response to the requirements of the "Corporate Governance 3.0 Sustainable Development Road Map", the original 3 Independent Directors were re-elected to 4 Independent Directors at the Shareholders' Meeting in June 2022, and more than half of the Directors should not concurrently serve as employees or Managerial Officers.

2. Remuneration Paid to Directors, Supervisors, President, and Vice President in the Most Recent Year

(1) Remuneration for Directors (Independent Directors)

Unit: NT$ thousand； Share:%

Title	Name	Director Remuneration								(A B C D) as a % of Net Income (Note 3)		Concurrent Employee Remuneration								(A B C D E F G) as a % of Net Income (Note 3)		Remuneration Paid to Directors from Non—consolidated Affiliates or Parent Company
		Remuneration (A)		Severance and Pensions (B) (Note 4)		Director Remuneration (C) (Note 1)		Operating Expenses (D) (Note 2)				Base Compensation, Bonus, and Special Allowance (E)		Severance and Pensions (F) (Note 4)		Employee Compensation (G)(Note 1)						
																The Company		All Companies included in the Financial Report				
		The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	Cash Amount	Stock Amount	Cash Amount	Stock Amount	The Company	All Companies included in the Financial Report	
Chairman	Yeh, Nai-Ti	1,329	1,329	0	0	1,217	1,217	0	0	2,546 2.45%	2,546 2.45%	1,996	1,996	108	108	500	0	500	0	5,150 4.96%	5,150 4.96%	None
Director (Note 7)	Vacancy																					
Director (Note 8)	Huang, Bin-Fong																					
Independent Director	Shen, Yang-Bin	720	720	0	0	2,014	2,014	100	100	2,834 2.73%	2,834 2.73%	0	0	0	0	0	0	0	0	2,834 2.73%	2,834 2.73%	None
Independent Director	Jiang, Yi-Jyun																					
Independent Director	Chen, Shao-Chi																					
Independent Director	Chao Yu																					

Note 1: The total amount of remuneration for Directors and employee compensation for the Company's fiscal year 2024 has been approved by the Board of Directors, but the actual allocation of employee compensation has not yet been resolved. Therefore, the amount of employee compensation in the above table is estimated based on the proportion of the actual allocation amount in the fiscal year 2023.

Note 2: Amount for the 2024.

Note 3: It is calculated based on the amount of after-tax net income in the the parent company only financial statements for the 2024.

Note 4: Amount accrued for the 2024.

Note 5: The Independent Director receives a fixed remuneration for serving as a member of functional committees, Directors' remuneration (1% as stipulated in the company's Articles of Incorporation and approved by the Board of Directors), and transportation allowance. The aforementioned remuneration has been reviewed and approved by the Remuneration Committee and the Board of Directors.

Note 6: Other than disclosure in the above table, Directors remunerations earned by providing services (e.g. providing consulting services as a non—employee of parent company/ all consolidated entities/ non—consolidated affiliates) to ICD DAS and all consolidated entities in the most recent financial statements: None.

Note 7: Director Chen, Ruei-Yu resigned on May 20, 2024.

Note 8: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

Remuneration Range Table

Ranges for remuneration of Directors of the Company	Director			
	Sum of (A+B+C+D)		Sum of (A+B+C+D+E+F+G)	
	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report
Less than NT$1,000,000	Huang, Bin-Fong, Shen, Yang-Bin, Jiang, Yi-Jyun, Chen, Shao-Chi, Chao, Yu		Shen, Yang-Bin, Jiang, Yi-Jyun, Chen, Shao-Chi, Chao, Yu	
NT$1,000,000 (inclusive) to NT$2,000,000 (exclusive)	Yeh, Nai-Ti		-	
NT$2,000,000 (inclusive) to NT$3,500,000 (exclusive)	-	-	Yeh,Nai-Ti, Huang, Bin-Fong	
NT$3,500,000 (inclusive) to NT$5,000,000 (exclusive)	-	-	-	-
NT$5,000,000 (inclusive) to NT$10,000,000 (exclusive)	-	-	-	-
NT$10,000,000 (inclusive) to NT$15,000,000 (exclusive)	-	-	-	-
NT$15,000,000 (inclusive) to NT$30,000,000 (exclusive)	-	-	-	-
NT$30,000,000 (inclusive) to NT$50,000,000 (exclusive)	-	-	-	-
NT$50,000,000 (inclusive) to NT$100,000,000 (exclusive)	-	-	-	-
More than NT$100,000,000	-	-	-	-
Total	6		6	

(2) Supervisor Remuneration

N/A.

(3) Remuneration of the President and Vice President

Unit: NT$ thousand； Share:%

Title	Name	Salary(A) (Note 1)		Severance and Pensions (B) (Note 4)		Bonus and Special Allowance (C) (Note 1)		Employee Compensation Amount(D) (Note 2)				(A B C D) as a % of Net Income (Note 3)		Remuneration Paid to Directors from Non－consolidated Affiliates or Parent Company
		The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company	All Companies included in the Financial Report	The Company		All Companies included in the Financial Report		The Company	All Companies included in the Financial Report	
								Cash Amount	Stock Amount	Cash Amount	Stock Amount			
President (Note 6) Marketing and Business Division and Planning Division	Cheng, Shu-Fa	9,365	9,365	521	521	1,604	1,604	1,361	0	1,361	0	12,851 12.38%	12,851 12.38%	None
Vice President, Administration Division	Yeh, Nai-Ti													
Vice President, R&D Division (Note 10)	Huang, Bin-Fong													
Project Vice President	Huang, Kuo-Cheng													
Vice President, Biomedical Industry Development Division	Chen, Jui-Hsiang													
Vice President (Note 9)	Ku, Chia-Chun													

Note 1: Amount for the 2024.
Note 2: The amount of employee compensation for the company in 2024 has been approved by the Board of Directors, but the actual distribution amount has not yet been decided. Therefore, the amount of employee compensation in the above table is calculated based on the proportion of the actual distribution amount in 2023.
Note 3: It is calculated based on the amount of after-tax net income in the the parent company only financial statements for the 2024.
Note 4: Amount accrued for the 2024.
Note 5: Chen Ruei-Yu resigned from the position of President on May 20, 2024.
Note 6: On June 13, 2024, the Board of Directors approved the appointment of Cheng, Shu-Fa as President.
Note 7: Hsieh Hsi-Fu resigned from the position of Vice President on June 30, 2024.
Note 8: On January 14, 2025, the Board of Directors approved the appointment of Chen, Ruei-Yu as Chief Executive Officer, to be included in the remuneration calculation for 2025.
Note 9: Ku Chia-Chun resigned from the position of Vice President on February 2, 2025.
Note 10: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.
Note 11: On March 6, 2025, the Board of Directors approved the appointment of Chao, Ying-Chieh as Vice General Manager of the R&D Department, to be included in the remuneration calculation for 2025.

Remuneration Range Table

Remuneration range of the President and Vice President of the Company	**Name of the President and Vice President**	
	The Company	**All Companies included in the Financial Report**
Less than NT$1,000,000	Yeh, Nai-Ti	
NT$1,000,000 (inclusive) to NT$2,000,000 (exclusive)	Ku, Chia-Chun	
NT$2,000,000 (inclusive) to NT$3,500,000 (exclusive)	Huang, Bin-Fong, Huang, Kuo-Cheng, Cheng, Shu-Fa, Chen, Jui-Hsiang	
NT$3,500,000 (inclusive) to NT$5,000,000 (exclusive)	-	-
NT$5,000,000 (inclusive) to NT$10,000,000 (exclusive)	-	-
NT$10,000,000 (inclusive) to NT$15,000,000 (exclusive)	-	-
NT$15,000,000 (inclusive) to NT$30,000,000 (exclusive)	-	-
NT$30,000,000 (inclusive) to NT$50,000,000 (exclusive)	-	-
NT$50,000,000 (inclusive) to NT$100,000,000 (exclusive)	-	-
More than NT$100,000,000	-	-
Total	6	

(4) The names of Managerial Officers involved in the distribution of employee remuneration and the distribution details

Unit: NT$ thousand

Title		Name	Stock Amount (Note 1)	Cash Amount (Note 1)	Total	Amount as a % of Net Income (Note 2)
Managerial officer	President (Note 4) Marketing and Business Division and Planning Division	Cheng, Shu-Fa	0	1,361	1,361	1.31
	Vice President, Administration Division	Yeh, Nai-Ti				
	Vice President, R&D Division (Note 8)	Huang, Bin-Fong				
	Project Vice President	Huang, Kuo-Cheng				
	Vice President, Biomedical Industry Development Division	Chen, Jui-Hsiang				
	Vice President （Note 7）	Ku, Chia-Chun				
	Factory Director, Production Management division	Fu, Kuo-Chun				
	Assistant Vice Presiden, Finance Division	Cheng, Pi-Yu				

Note 1:The amount of employee compensation for the Company in 2024 has been approved by the Board of Directors, but the actual distribution amount has not yet been decided. Therefore, the amount of employee compensation in the above table is calculated based on the proportion of the actual distribution amount in 2023.

Note 2: It is calculated based on the amount of after-tax net income in the the parent company only financial statements for the 2024.

Note 3: Chen Ruei-Yu resigned from the position of President on May 20, 2024.

Note 4: On June 13, 2024, the Board of Directors approved the appointment of Cheng, Shu-Fa as President.

Note 5: Hsieh Hsi-Fu resigned from the position of Vice President on June 30, 2024.

Note 6: On January 14, 2025, the Board of Directors approved the appointment of Chen, Ruei-Yu as Chief Executive Officer, to be included in the employee remuneration calculation for 2025.

Note 7: Ku Chia-Chun resigned from the position of Vice President on February 2, 2025.

Note 8: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

Note 9: On March 6, 2025, the Board of Directors approved the appointment of Chao, Ying-Chieh as Vice General Manager of Research and Development, to be included in the employee remuneration calculation for 2025.

(5) Analyze and describe the ratio of total remuneration paid to the Company's Directors, Supervisors, President, and Vice Presidents by the Company and all companies covered in the consolidated financial statements for the most recent 2 fiscal years to the individual after-tax net income, and explain the policies, standards, and combinations for compensations, the procedures for setting remuneration, and the correlation with operational performance and future risks:

The remuneration of the Directors, President and Vice Presidents of this company is paid by the company itself, and they do not receive any remuneration from other companies included in the consolidated financial statements.

Items / Title	The Company				All Companies included in the Financial Report			
	2023		2024		2023		2024	
	Total	Income After Tax %	Total	Income After Tax %	Total	Income After Tax %	Total	Income After Tax %
Director Remuneration	3,389	4.13%	5,380	5.18%	3,389	4.13%	5,380	5.18%
President and Vice President Remuneration	17,132	20.88%	12,851	12.38%	17,132	20.88%	12,851	12.38%
Income After Tax	82,052	-	103,780	-	82,052	-	103,780	-

The total remuneration for the Company's directors in 2024 increased by 58.75% compared to 2023, mainly because the Company allocated 2% for directors' remuneration in 2024, and the net profit after tax in 2024 increased by 26.48% compared to 2023, resulting in an increase in directors' remuneration, which is closely linked to the operational performance. The total remuneration for the President and Vice President decreased by 24.99% compared to 2023, due to adjustments in salary based on operational conditions and performance evaluations, with an average salary increase of about 5% in 2024. The employee remuneration allocation ratio for 2024 was 10%, and the total distribution amount has been approved by the Board of Directors, but the actual allocation has not yet been determined. Therefore, the amount of employee remuneration was calculated based on the proportion of the actual distribution amount in 2023. Additionally, Chen, Ruei-Yu resigned from the position of President on May 20, 2024, and on June 13, 2024, the Board of Directors approved the appointment of Cheng, Shu-Fa as President. Hsieh, Hsi-Fu resigned from the position of Vice President on June 30, 2024. Due to these personnel changes, the remuneration for the President and Vice President decreased.

The company has established a Remuneration Committee responsible for reviewing and formulating policies, systems, standards, and structures for the remuneration of

Directors, Supervisors, and managers, as well as conducting performance evaluations.

The remuneration policies for Directors and employees are based on industry practices, with provisions for business expenses and adhering to Article 19 of the company's Articles of Incorporation. The company should allocate between 3% and 12% of its annual profits as employee compensation and no more than 3% as Directors' remuneration, subject to the approval of the Board of Directors. The remuneration is closely related to the company's operating performance. The Directors' performance is evaluated through self-assessment (measured by understanding of company goals and tasks, awareness of Directors' responsibilities, participation in company operations, internal relationship management and communication, professional expertise and continuous learning, internal control, and other items). In 2024, the Directors' performance evaluations ranged from 95 to 99 points. Independent Directors who serve on functional committees receive additional fixed remuneration and transportation allowances for attending meetings, which are not related to performance.

The remuneration for the President, Vice President, and other managers is determined based on their positions and responsibilities, with reference to industry standards for similar positions. In addition to considering the company's overall operating performance, individual contributions to the company's performance are also taken into account to provide reasonable remuneration, subject to the approval of the Board of Directors. The remuneration is related to the current year's operating performance but not related to future risks.

The distribution of remuneration for Managerial Officers is comprehensively considered based on their participation in the company's operations and performance evaluations. The evaluation criteria include the company's overall operating performance, leadership and delegation abilities, customer/quality orientation and integrity, as well as other special contributions or significant negative events. The performance evaluation results for managers in 2024 ranged from 87 to 96.1 points, and their annual salary adjustments, bonuses, and employee profit-sharing are positively correlated with their individual performance evaluations.

(6) Training Status of Directors (including Independent Directors)

1. Implementation of Training Measures for Directors

   To enhance the professional knowledge and decision-making abilities of Directors, enabling them to effectively implement the company's corporate governance system, the Company has also referred to the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE/ TPEx Listed Companies" and established a mechanism and channels for Directors' continued

learning. Taking into account each Director's professional background and the Company's business focus and main business development directions, the Company collects information on relevant courses covering corporate governance topics such as finance, business, commerce, law, and accounting organized by institutions recognized by the competent authorities. The Company then arranges appropriate continuing education periods and contents for each member and promptly obtains proof of continued education from each Director, disclosing their continued education status on the MOPS. The Company's Directors (including Independent Directors) must receive at least 12 hours of continued education in their first year of appointment, and at least 6 hours of continued education each year during their term or upon re-appointment, in compliance with the "Directions for the Implementation of Continuing Education" regarding the required hours of continued education.

2. Training Status of Directors (including Independent Directors)

Training Hours	List of Completed Training Hours
6 hours	Yeh,Nai-Ti, Huang, Bin-Fong, Jiang, Yi-Jyun
More than 6 hours	Shen, Yang-Bin (9 hours), Chen, Shao-Chi (9 hours), Chao, Yu (15 hours)

Title	Name	Training Date	Organizer	Course name	Training Hours
Independent Director	Chao Yu	2024/ 03/ 14	Independent Director Association Taiwan	How the Board of Directors Controls Corporate Financial Risks and Case Analysis	3
Independent Director	Chao Yu	2024/ 04/ 11	Independent Director Association Taiwan	Legal Responsibilities Associated with Directors (Independent Directors) and Practical Case Analysis	3
Chairman	Yeh, Nai-Ti	2024/ 04/ 15	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3
Independent Director	Jiang, Yi-Jyun	2024/ 05/ 14	Taipei Bar Association	Analysis of the Gender Equality Legislative Amendments - Focusing on Employer's Obligations for Sexual Harassment Prevention	3

Independent Director	Chen, Shao-Chi	2024/ 05/ 27	Taipei Foundation of Finance	Corporate Governance - Facing Carbon Anxiety - With the EU Carbon Tax and Taiwan's Carbon Fee Soon to be Imposed, How Should Businesses Respond and Plan?	3
Independent Director	Chen, Shao-Chi	2024/ 06/ 21	Taiwan Corporate Governance Association	Launching the Succession Plan - Employee Incentive Plans and Equity Inheritance	3
Chairman Director Independent Director Independent Director Independent Director	Yeh, Nai-Ti Huang, Bin-Fong Shen, Yang-Bin Chen, Shao-Chi Chao Yu	2024/ 08/ 06	Taiwan Corporate Governance Association	Board of Directors' Supervision: Legal Matters Businesses Should Understand: Carefully Avoiding the Red Lines of Concerted Actions	3
Independent Director	Jiang, Yi-Jyun	2024/ 08/ 14	Institute of Financial Law and Crime Prevention	2024 Third Corporate Governance Practical Training Course - Analysis of Practical Cases of Shareholders' Meeting Disputes	3
Independent Director	Chao Yu	2024/ 08/ 14	Institute of Financial Law and Crime Prevention	2024 Third Corporate Governance Practical Training Course - Analysis of Practical Cases of Shareholders' Meeting Disputes	3
Independent Director	Chao Yu	2024/ 09/ 11	Taipei Exchange (TPEx)	Promotional Seminar for Insiders' Equity in TWSE/TPEx List Companies - Hsinchu Session	3

Independent Director	Shen, Yang-Bin	2024/ 11/ 06	Securities and Futures Institute	The Latest Practical Developments in Insider Trading in Taiwan and Corporate Prevention Strategies	3
Independent Director	Shen, Yang-Bin	2024/ 11/ 06	Securities and Futures Institute	Regulations and Practical Case Analysis of Competitive Behaviors in Corporate Control Contests	3
Director	Huang, Bin-Fong	2024/ 11/ 08	Taipei Foundation of Finance	Corporate Governance - Discussing the Role and Accountability of Controlling Shareholders from a Corporate Governance Perspective	3

3. Corporate governance operational Status

(1) Information on the operations status of the Board of Directors

Term of this board of directors: From June 14, 2022 to June 13, 2025, the meeting has been held 15 times.

In 2024, the meeting has been held 5 times, and the attendance of the Director was as follow:

Title	Name	Number of Actual attendance	Number of proxy attendances	Actual attendance ratio(%)	Note
Chairman	Yeh, Nai-Ti	5	0	100	The attendance ratio for this session is 100%.
Director (Note 1)	Chen, Ruei-Yu	2	0	100	The attendance ratio for this session is 100%.
Director	Huang, Bin-Fong	5	0	100	The attendance ratio for this session is 100%.
Independent Director	Shen, Yang-Bin	5	0	100	The attendance ratio for this session is 100%.
Independent Director	Jiang, Yi-Jyun	5	0	100	The attendance ratio for this session is 100%.
Independent Director	Chen, Shao-Chi	5	0	100	The attendance ratio for this session is 100%.
Independent Director	Chao Yu	5	0	100	The attendance ratio for this session is 100%.

Note 1: Director Chen, Ruei-Yu resigned on May 20, 2024.

Other Matters to be Disclosed

1. If any of the following situations occur in the operation of the Board of Directors, the date, period, agenda content, opinions of all Independent Directors, and the company's handling of the Independent Directors' opinions should be clearly stated:

   (1) Matters listed in Article 14-3 of the Securities and Exchange Act: Please refer to page 35.

   (2) Except aforementioned items, other matters resolved by the Board of Directors which an Independent Director has expressed an objection or reservation that has been recorded or stated in writing: No such thing.

2. The implementation of Directors' avoidance of conflicts of interest in the agenda should include the names of the Directors, the content of the agenda, the reasons for avoidance of interests, and the participation in voting:

During the Board of Directors meeting on March 4, 2024, the following recusal situation occurred:

For the 7th case Concerning related party transactions, as Chairperson Ms. Yeh, Nai-Ti and Director Mr. Chen, Ruei-Yu have a spousal relationship with Director Ms. Yeh, Nai-Ti, they recused themselves from voting due to conflict of interest. Independent Board Director Mr. Shen, Yang-Bin, the convener of the Audit Committee, was appointed to serve as acting chairperson. After the chairperson consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. Independent Board Director Mr. Shen, Yang-Bin was authorized to sign the contract on behalf of the company. (7 Directors attended, 2 Directors recused themselves, 5 Directors passed the case without objection)

For the 10th case regarding the Chairman's 2024 remuneration standard and structure, since Chairman Yeh, Nai-Ti and Director Chen, Ruei-Yu are spouses, they recused themselves from voting. Director Jiang, Yi-Jyun, the convener of the Remuneration Committee, acted as the interim chairperson. After the chairperson consulted the Independent Directors and the remaining attending Directors, the case was passed without objection. (7 Directors attended, 2 Directors recused themselves, 5 Directors passed the case without objection)

For the 11th case regarding the 2024 manager remuneration standard and structure, Director Chen, Ruei-Yu (the President), Director Yeh, Nai-Ti (Vice President of Administration Division and spouse of Chen, Ruei-Yu), and Director Huang, Bin-Fong (Vice President of R&D Division) recused themselves from voting due to conflicts of interest. Director Jiang, Yi-Jyun, the convener of the Remuneration Committee, acted as the interim chairperson. After the chairperson consulted the Independent Directors, the case was passed without objection. (7 Directors attended, 3 Directors recused themselves, 4 Directors passed the case without objection)

During the Board of Directors meeting on March 9, 2024, the following recusal situation occurred:

For the 6th case Concerning related party transactions, as Chairperson Ms. Yeh, Nai-Ti and Director Mr. Chen, Ruei-Yu have a spousal relationship with Director Ms. Yeh, Nai-Ti, they recused themselves from voting due to conflict of interest. Independent Board Director Mr. Shen, Yang-Bin, the convener of the Audit Committee, was appointed to serve as acting chairperson. After the chairperson

consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. Independent Board Director Mr. Shen, Yang-Bin was authorized to sign the contract on behalf of the company. (7 Directors attended, 2 Directors recused themselves, 5 Directors passed the case without objection)

During the Board of Directors meeting on August 6, 2024, the following recusal situation occurred:

For the 3rd case Concerning managers' compensation, except for Chairperson Ms. Yeh, Nai-Ti, who serves as the Vice President of the Administrative Management Department of the Company, and Director Mr. Huang, Bin-Fong, who serves as the Vice President of the Research and Development Department, who recused themselves from voting due to conflict of interest, Independent Board Director Ms. Jiang, Yi-Jyun, the convener of the Remuneration Committee, was appointed to serve as acting chairperson. After the chairperson consulted with all independent directors, the proposal was unanimously approved without objection. (7 Directors attended, 3 Directors recused themselves, 4 Directors passed the case without objection)

For the 1st case extemporaneous motion Concerning the appointment of a related party as a consultant, as Chairperson Ms. Yeh, Nai-Ti and Mr. Chen, Ruei-Yu have a spousal relationship, they recused themselves from voting due to conflict of interest. Independent Board Director Mr. Shen, Yang-Bin, the convener of the Audit Committee, was appointed to serve as acting chairperson. After the chairperson consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. Independent Board Director Mr. Shen, Yang-Bin was authorized to sign the contract on behalf of the company. (6 Directors attended, 1 Directors recused themselves, 5 Directors passed the case without objection)

During the Board of Directors meeting on November 5, 2024, the following recusal situation occurred:

For the 4th case Concerning the appointment of Sustainability Development Committee members, as Chairperson Ms. Yeh, Nai-Ti recused herself from voting due to conflict of interest, Independent Board Director Ms. Jiang, Yi-Jyun, the convener of the Remuneration Committee, was appointed to serve as acting chairperson. After the chairperson consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. The Company's Chairperson Ms. Yeh, Nai-Ti, General Manager Mr. Cheng, Shu-Fa, and Plant Manager Mr. Fu, Guo-Jun were appointed as members of the first Sustainability Development Committee with a term effective from the date of board approval until June 13, 2025, which is the end date of the current board's term. (6

Directors attended, 1 Directors recused themselves, 5 Directors passed the case without objection)

For the 6th case Concerning related party transactions, as Chairperson Ms. Yeh, Nai-Ti recused herself from voting due to conflict of interest, Independent Board Director Mr. Shen, Yang-Bin, the convener of the Audit Committee, was appointed to serve as acting chairperson. After the chairperson consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. Independent Board Director Mr. Chao, Yu was authorized to sign the contract on behalf of the company. (6 Directors attended, 1 Directors recused themselves, 5 Directors passed the case without objection)

During the Board of Directors meeting on January 14, 2024, the following recusal situation occurred:

For the 1st case Concerning the appointment and compensation of the Company's Chief Executive Officer, as Chairperson Ms. Yeh, Nai-Ti and Mr. Chen, Ruei-Yu have a spousal relationship, they recused themselves from voting due to conflict of interest. Independent Board Director Ms. Jiang, Yi-Jyun, the convener of the Remuneration Committee, was appointed to serve as acting chairperson. After the chairperson consulted with the independent directors and all other directors present, the proposal was unanimously approved without objection. (6 Directors attended, 1 Directors recused themselves, 5 Directors passed the case without objection)

During the Board of Directors meeting on March 6, 2025, the following recusal situation occurred:

For the 12th case Concerning the 2025 Chairperson's compensation standards and structure, as Chairperson Ms. Yeh, Nai-Ti recused herself from voting due to conflict of interest, Independent Board Director Ms. Jiang, Yi-Jyun, the convener of the Remuneration Committee, was appointed to serve as acting chairperson. After the chairperson consulted with all independent directors, the proposal was unanimously approved without objection. (5 Directors attended, 1 Directors recused themselves, 4 Directors passed the case without objection)

For the 13th case Concerning the 2025 managers' compensation standards and structure, as Director Ms. Yeh, Nai-Ti, who serves as the Vice President of the Administrative Management Department, recused herself from voting due to conflict of interest, Independent Board Director Ms. Jiang, Yi-Jyun, the convener of the Remuneration Committee, was appointed to serve as acting chairperson. After the chairperson consulted with all independent directors, the proposal was unanimously approved without objection. (5 Directors attended, 1 Directors recused themselves, 4 Directors passed the case without objection)

During the Board of Directors meeting on May 2, 2025, the following recusal situation occurred:

For the 2nd case Concerning the removal of non-competition restrictions for nominated director candidates, Independent Board Director Mr. Chen, Shao-Chi recused himself from voting due to conflict of interest. After the chairperson consulted with all other independent directors present, the proposal was unanimously approved without objection. (5 Directors attended, 1 Directors recused themselves, 4 Directors passed the case without objection)

Other than the aforementioned proposals, the Board of Directors of the Company did not have any cases of Directors abstaining from voting or discussing proposals due to conflicts of interest during the most recent fiscal year and the current fiscal year to date.

3. Listed companies should disclose the evaluation cycle and period, scope, method, and content of the self (or peer) evaluation of the Board of Directors:

Evaluation cycle	Evaluation period	Evaluation scope	Evaluation methods	Evaluation content
Once a year	For the year ended December 31, 2024	Board of Director Individual Director Functional Committee	Internal self-evaluation Director members' self-evaluation Internal self-evaluation	Explanatory notes as follows

Aspects of the evaluation metrics measurement items

A. Performance evaluation of the Board of Directors:

1. Degree of participation in company operations
2. Improving decision-making quality of the Board of Director
3. Composition and structure of the Board of Director
4. Selection and continuous training of Directors
5. Internal control
6. Other items

B. Performance evaluation of functional committee :

1. Degree of participation in company operations
2. Understanding of Functional Committee responsibilities
3. Improving decision-making quality of functional committees
4. Composition and selection of functional committee members
5. Internal control
6. Other items

C. Performance evaluation of Director member :

1. Understanding company goals and tasks
2. Understanding of Director responsibilities
3. Degree of participation in company operations
4. Internal relationship management and communication
5. Expertise and continuous training of Directors
6. Internal control
7. Other items

The results of evaluation have been announced in the Investor Relations section of the company's website (https://www.icpdas.com/tw/investor_relations/corporate.php?kind=48) for reference

4. Objectives and Evaluation of the Implementation of Strengthening Board of Directors' Functions (such as establishing an Audit Committee, enhancing information transparency, etc.) in the current and recent years:

(1) Strengthening Board of Directors' Functions

On April 22, 2019, the Company's Board of Directors resolved to adopt the "Standard Operating Procedures for Handling Directors' Requests" to assist Directors in performing their duties and enhance the effectiveness of the Board of Directors. Additionally, on June 14, 2022, the Board of Directors resolved to adopt the "Director Election Procedures" and describe the diversity policy, which is disclosed in detail on the Company's website. The current term of Directors was elected on June 14, 2022, with Independent Directors elected through a candidate nomination system. The attendance of the four Independent Directors at Board meetings has been satisfactory. During their term of office, all members of the current Board of Directors have completed the legally required training hours, which are disclosed on the Market Observation Post System (MOPS). On August 5, 2020, the Board of Directors resolved to adopt the "Board of Directors Performance Evaluation Measures" to promote the evaluation of the Board of Directors, individual Directors, and functional committees. On June 14, 2022, the first Audit Committee was established, consisting of four Independent Directors as members, whose attendance at Audit Committee meetings has been satisfactory. On November 7, 2022, the Board of Directors resolved to adopt the "Corporate Governance Best Practice Principles." On March 13, 2023, the Board of Directors resolved to appoint a Corporate Governance Officer to assist in promoting corporate governance practices.

(2) Enhancing Information Transparency

On April 29, 2022, the Board of Directors resolved to amend the "Code of Ethical Conduct," "Procedures for Ethical Management and Guidelines for Conduct," and

"Management of Prevention of Insider Trading." Relevant information is available in the Investor Relations section of the Company's website. On November 7, 2022, the Board of Directors resolved to adopt the "Procedures for Handling Material Inside Information." The Company has established a spokesperson and deputy spokesperson system to ensure timely and appropriate disclosure of material information. Dedicated personnel are responsible for collecting and disclosing company information for shareholders and stakeholders to reference financial and business-related information.

(3) Communication between the Chief Internal Auditor and Independent Directors

Upon completing the monthly audit report, the Chief Internal Auditor emails it to the Independent Directors by the end of the following month. The Chief Internal Auditor also presents audit business reports at quarterly the Board of Directors, keeping Independent Directors informed about internal audit operations and financial business status. Further detailed information can be found on the Company's website.

(2) Information on the Operations of the Audit Committee or the Participation of Supervisors in the Board of Directors:

The Company established its first Audit Committee on June 14, 2022, with four members. The term of the Audit Committee coincides with that of the current Board of Directors, ending on June 13, 2025. The "Audit Committee Charter" has been adopted, and according to Article 6 of the Charter, the Audit Committee's responsibilities include:

1. Establishing or amending the internal control system pursuant to Article 14-1 of the Securities and Exchange Act.
2. Assessing the effectiveness of the internal control system
3. Establishing or amending the procedures for acquiring or disposing of assets, engaging in derivatives trading, loans to others, and making endorsements or guarantees for others, pursuant to Article 36-1 of the Securities and Exchange Act.
4. Matters involving the personal interests of Directors.
5. Material asset or derivatives transactions.
6. Material loans, endorsements, or guarantees.
7. The offering, issuance, or private placement of equity-type securities.
8. The appointment, dismissal, or remuneration of CPAs.
9. The appointment or dismissal of finance, accounting, or internal audit officers.
10. Annual financial reports signed or stamped by the Chairman, Managerial Officers, and Accounting Manager, and the second quarter financial reports requiring CPA audits.
11. Other material matters stipulated by the Company or the competent authority.

(1) Data of Audit Committee members:

Identity / Terms / Name		Professional Qualifications and Experience	Independence
Independent Director (Convener)	Shen, Yang-Bin	Ph.D. in Finance from Louisiana State University, possessing the necessary educational background in finance and corporate operations, with 25 years of work experience as an Associate Professor in Finance at the College of Management, Yuan Ze University, and as Director of the Personnel Office at Yuan Ze University (3 years) UHT Unitech Co., Ltd (1 year), Forward Electronics Co., Ltd. (9years), serving as a member of the Audit Committee in 2 companies. Currently serves as a member of the Audit Committee at Tai-Tech Advanced Electronics Co., Ltd. (4years), Independent Director of Hsin Tao Power Corporation (1 year)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting or finance
Independent Director	Jiang, Yi-Jyun	Possesses work experience in business and legal affairs Has passed the national examination and holds a lawyer's license Currently has 13 years of work experience as a lawyer at Premium Attorneys-at-Law Currently serves as a member of the Audit Committee at Tai-Tech Advanced Electronics Co., Ltd. (4years)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Does not provide audit, business, legal and other related services for the company or affiliated companies

Independent Director	Chen, Shao-Chi	Ph.D. in Electrical Engineering, University at Buffalo, the State University of New York. Possesses work experience required for business and corporate operations. Served as a professor for 21 years in the Department of Electronic Engineering and Graduate Institute of Electronic Engineering at National Yang Ming Chiao Tung University, and honorably retired in November 2021. Member of the Screening Committee, Small Business Innovation Research (SBIR) program, certification member of Institute of Engineering Education Currently serves as a member of the Audit Committee at British Cayman Islands Intelligo Technology Inc. Taiwan Branch (1 year)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements"
Independent Director	Chao Yu	Ph.D. in Management from National Yang Ming Chiao Tung University, possessing expertise in marketing, finance, and corporate operations required for the business, and currently serving as an Associate Professor in the Department of Business Administration at Chung Hua University (10 years) and as an Adjunct Associate Professor in the Department of Business Administration at National Taipei University of Business (4 years) Teaching experience includes industrial product design, social responsibility promotion, educational psychology and counseling. Editorial Board Member of the "Marketing Review", Taiwan Marketing Research Association Currently serves as Board Director, Chinese Cross-domain Innovation Association	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting, finance and marketing.

(2) Information on the operation of the Audit Committee:

1. The company has 4 members on its Audit Committee.
2. Term of this Remuneration Committee: From June 14, 2022 to June 13, 2025, the meeting has been held 13 times.

   In 2024, the Audit Committee held four meetings, and the attendance of the members was as follow:

Title	Name	Number of Actual attendance	Number of proxy attendances	Actual attendance ratio(%)	Note
Independent Director	Shen, Yang-Bin	4	0	100	The attendance ratio for this session is 100%.
Independent Director	Jiang, Yi-Jyun	4	0	100	The attendance ratio for this session is 100%.
Independent Director	Chen, Shao-Chi	4	0	100	The attendance ratio for this session is 100%.
Independent Director	Chao Yu	4	0	100	The attendance ratio for this session is 100%.

Note 1: On June 14, 2022, the Shareholders' Meeting held a full re-election of Directors, and the first Audit Committee was established.

Other Matters to be Disclosed

1. If any of the following circumstances occur in the operations of the Audit Committee, the date, term, agenda items, Independent Directors' objections, reservations or material suggestions, resolutions of the Audit Committee, and the Company's handling of the Audit Committee's opinions should be stated.

(1) Matters listed in Article 14-5 of the Securities and Exchange Act:

Resolution Date	Resolution Content	Matters listed in Article 14-5 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
March 04, 2024 2024-1 Audit Committee	1. The case for the 2023 Business Report, Consolidated Financial Statements, and Individual Financial Statements.	10. Financial Statements.	None	Resolution approved
	2. 2023 Earnings Distribution Table.	11. Other significant matters.	None	Resolution approved
	3. The case for the evaluation of the independence, appointment, and remuneration of CPAs for 2024.	8. Appointment of CPAs. 7. Matters involving the personal interests of Directors.	None None	Resolution approved Resolution approved
	4. The case for related-party transactions.	2. Assessing the effectiveness of the internal control system.	None	Resolution approved
	5. The case for issue the Statement of Internal Control System for 2023.			
March 09, 2024 2024-2 Audit Committee	1. 2024 First Quarter Consolidated Financial Statements.	11. Other significant matters.	None	Resolution approved
	2. Amendment to the "Organizational Rules of the Audit Committee."	11. Other significant matters.	None	Resolution approved
	3. The case for related-party transactions.	7. Matters involving the personal interests of Directors.	None	Resolution approved
August 6, 2024 2024-3 Audit Committee	1. 2024 Second Quarter Consolidated Financial Statements.	11. Other significant matters. 7. Matters involving the personal interests of Directors.	None None	Resolution approved Resolution approved
	2. The case of Appointing a Related Party as a Consultant.			
November 5, 2024 2024-4 Audit Committee	1. 2024 Third Quarter Consolidated Financial Statements.	11. Other significant matters.	None	Resolution approved
	2. The case for related-party transactions.	7. Matters involving the personal interests of Directors.	None	Resolution approved

Resolution Date	Resolution Content	Matters listed in Article 14-5 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
	3. The case of disposing of 18% of ICPDASEUROPEGMBH shares held by the Company.	5. Material asset or derivatives transactions.	None	Resolution approved
	4. Amendments to the "Internal Control System" and "Internal Audit System" cases.	1. Amendment to Internal control system	None	Resolution approved
	5. Proposal of amending the "Self-Assessment Procedures for Internal Control System.	1. Amendment to Internal control system	None	Resolution approved
	6. Formulation of 2024 Audit Plan.	2. Assessing the effectiveness of the internal control system.	None	Resolution approved
March 6, 2025 2025-1 Audit Committee	1. The case for the 2024 Business Report, Consolidated Financial Statements, and Individual Financial Statements.	10. Financial Statements.	None	Resolution approved
	2. Proposal for the earnings distribution for 2024.	11. Other significant matters.	None	Resolution approved
	3. Amendment to the "Procedures for Acquisition or Disposal of Assets".	3. Establishment or amendment of the procedures for acquisition or disposal of assets	None	Resolution approved
	4. Release of non-competition restrictions for newly elected directors and their representatives.	11. Other significant matters.	None	Resolution approved
	5. The case of rotating certified public accountants.	8. Appointment of CPAs.	None	Resolution approved
	6. The case for the evaluation of the independence, appointment, and remuneration of CPAs for 2025.	8. Appointment of CPAs.	None	Resolution approved
	7. The case for issue the Statement of Internal Control System for 2025.	2. Assessing the effectiveness of the internal control system.	None	Resolution approved
May 2, 2025 2025-2 Audit	1. 2025 First Quarter Consolidated Financial Statements.	11. Other significant matters.	None	Resolution approved

Resolution Date	Resolution Content	Matters listed in Article 14-5 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
Committee	2. Confirming the nomination of director candidates.	11. Other significant matters.	None	Resolution approved
	3. Proposal of of lifting non-competition restrictions on nominated director candidates.	7. Matters involving the personal interests of Directors.	None	Resolution approved
	4. Amendment to the "Audit Committee Charter."	11. Other significant matters.	None	Resolution approved

(2) Except aforementioned items, any other resolution not approved by the Audit Committee but agreed upon by more than two-thirds of all Directors:No such thing.

2. The implementation of Directors' avoidance of conflicts of interest in the agenda should include the names of the Directors, the content of the agenda, the reasons for avoidance of interests, and the participation in voting: No such thing.

3. Communications between Independent Directors, the Chief Internal Auditor, and CPAs (including material matters, methods, and results of communication regarding the company's financial and business status):

(1) Upon completing the monthly audit report, the Chief Internal Auditor emails it to the Independent Directors for review by the end of the following month. Independent Directors have raised no objections.

(2) The Chief Internal Auditor presents audit business reports at quarterly Audit Committee meetings, covering financial, business, and internal audit implementation status. When CPAs attend Audit Committee meetings, they can also gain an understanding of internal audit operations and financial business status.

(3) After reviewing quarterly financial statements, CPAs communicate with Independent Directors face-to-face or in writing regarding the Company's financial audit status, the latest promulgated financial and tax regulations, securities regulations, corporate regulations, etc. Independent Directors have raised no objections.

(4) The matters communicated with the Chief Internal Auditor and certifying CPAs are as follows. For more detailed information, please visit the Company's website:

Date	Communication with Chief Internal Auditor	Communication with Certifying CPAs	Communication Results
2024/ 3/ 4 Audit Committee	➢ Reviewed audit reports ➢ Examined 2023 Statement of Internal Control System and effectiveness assessment of internal control system ➢ Meeting communication items (business status, internal audit status)	➢ Communication with governance units at 2023 audit completion stage (explanation of materiality, key audit matters, internal controls, subsequent events, independence, etc.) ➢ Communication with governance units at 2024 planning stage ➢ 2022 Audit Quality Indicators Information	Passed without objection
2024/ 5/ 9 Audit Committee	➢ Reviewed audit reports ➢ Meeting communication items (business status, internal audit status)	➢ 2024 Q1 communication letter with governance units	Passed without objection
2024/ 8/ 6 Audit Committee	➢ Reviewed audit reports ➢ Meeting communication items (business status, internal audit status)	➢ 2024 Q2 communication letter with governance units ➢ 2024 Q2 important regulation updates	Passed without objection

2024/ 11/ 5 Audit Committee	➢ Reviewed audit reports ➢ Examined and amendment to "Internal Control System" and "Internal Audit System" case. ➢ Examined 2025 audit plan ➢ Meeting communication items (business status, internal audit status)	➢ 2024 Q3 communication letter with governance units	Passed without objection
2025/3/6 Audit Committee	➢ Reviewed audit reports ➢ Examined 2024 Statement of Internal Control System and effectiveness assessment of internal control system ➢ Meeting communication items (business status, internal audit status)	➢ Communication with governance units at 2024 audit completion stage (explanation of materiality, key audit matters, internal controls, subsequent events, independence, etc.) ➢ Communication with governance units at 2025 planning stage ➢ 2023 audit quality indicators information ➢ 2024 important regulation updates	Passed without objection
2025/5/2 Audit Committee	➢ Reviewed audit reports ➢ Meeting communication items (business status, internal audit status)	➢ 2025 Q1 communication letter with governance units	Passed without objection

(3) Information on the operations status of the Board of Directors

N/A.

(3) The Company's operational status of corporate governance and deviations from the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons:

Evaluation Item	Operational Status			Deviations and reasons from the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies"
	Yes	No	Summary	
1. Has the company established and disclosed corporate governance best practice principles based on the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"?	V		On November 7, 2022, the Board of Directors, resolved to appoint the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies," and has been implemented accordingly.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
2. Shareholding Structure and Shareholders' Rights (1) Has the company established internal operating procedures to handle shareholders' suggestions, concerns, disputes and litigation matters, and implemented accordingly?	V		The Company has appointed a spokesperson and provided contact information for the spokesperson and the stock affairs agency on the Investor Relations section of the Company's website. Dedicated personnel are responsible for handling relevant issues.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(2) Has the company possess a list of its major shareholders and a list of ultimate owners of these major shareholders?	V		The Company has a stock affairs unit and a stock affairs agency. The Company's major shareholders are Directors and the management team, so it can always keep track of the list of major shareholders and the list of ultimate owners of these major shareholders.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(3) Has the company established and executed risk management and firewall systems between the company and its affiliates?	V		The Company has established the "Procedures for Supervision and Management of Subsidiaries" and the "Procedures for Transactions with Specific Companies, Group Enterprises, and Related Parties," which are implemented in accordance with the Company's internal control system to ensure effective risk management and firewall mechanisms.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(4) Has the company established internal rules prohibiting insiders from trading securities using information not disclosed to the market?	V		The Company has established internal control systems such as the "Procedures for Ethical Management and Guidelines for Conduct" and the "Management of Prevention of Insider Trading," and has informed company insiders to strictly comply with them.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"

3. Composition and Responsibilities of the Board of Directors (1) Has the Board of Directors formulated a diversity policy, specific management objectives, and implemented them accordingly?	V		On June 14, 2022, the Board of Directors resolved to appoint the "Director Election Procedures" and describe the diversity policy, which is disclosed in detail on the Company's website. The current Board has a male-to-female ratio of 2:3. The target ratio for female Directors is 30%, and the current ratio of 60% meets this target. Additionally, Directors with spousal relationships or within the second degree of kinship do not exceed one-third of the Board seats, and at least one-third of the Directors possess professional knowledge in law, finance, accounting, or industries, all of which meet the objectives. Please refer to pages 6.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(2) In addition to establishing the Remuneration Committee and the Audit Committee as required by law, has the company voluntarily established other functional committees?	V		The Company established the Remuneration Committee in October 2011 and the Audit Committee in June 2022. Other functional committees will be set up according to the Company's actual needs.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(3) Has the company established a standard to measure the performance of the Board, and implemented it annually, and are performance evaluation results reported to the Board of Directors and referenced when determining the remuneration of individual Directors and nominations for reelection?	V		The Company established the "Board of Directors Performance Evaluation Measures" on November 1, 2019, and conducted a self-evaluation for 2024 in January 2025. The results of the 2024 Board performance evaluation were reported at the second Board meeting of 2025 (March 6, 2025). The Board performance result was excellent (above 90 points); the Audit Committee performance result was excellent (above 90 points); the Remuneration Committee performance result was excellent (above 90 points); the overall performance result of individual Directors was excellent (above 90 points). The performance evaluation results are disclosed on the Company's website. Please refer to page 14 for the aspects of the evaluation indicators, and the Company's website Investor Relations section for detailed results. The application of the evaluation results to individual Directors' remuneration and nominations for reelection is detailed on page 11.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"

<table>
<tr>
<td>(4) Does the company regularly evaluate the independence of its CPAs?</td>
<td>V</td>
<td></td>
<td>The Audit Committee assessed the independence and suitability of the CPAs at its first meeting in 2023, and also evaluated and examined them with reference to the "Audit Quality Indicators (AQIs)." The resolution was passed to appoint and determine the remuneration of the CPAs for 2023. The Company's certifying CPAs are Li, Yen-Na and Cheng, Ya-Hui from PricewaterhouseCoopers (PwC) Taiwan. They have issued a "Statement of Independence for CPAs Attesting to Financial Reports," confirming that they are not related parties to the Company and have no conflicts of interest with the Company, strictly adhering to the principle of independence.
The items for evaluating their independence are as follows:
<table>
<tr><th>Evaluation Item</th><th>Evaluation Result</th></tr>
<tr><td>1. The CPAs and their family members (including spouse, cohabitant, and minor children) do not have any direct or material indirect financial interest in the Company.</td><td>Yes</td></tr>
<tr><td>2. The accounting firm to which the CPAs belong and its related enterprises do not have any direct or material indirect financial interest in the Company.</td><td>Yes</td></tr>
<tr><td>3. The CPAs and the accounting firm to which they belong, as well as its related enterprises, have not provided the Company with non-audit services that may affect their independence.</td><td>Yes</td></tr>
<tr><td>4. The CPAs do not currently hold or have not held in the past two years the position of Director, Managerial Officer, or any other position that has a significant impact on the audit case in the Company.</td><td>Yes</td></tr>
<tr><td>5. The CPAs have not advertised or brokered the stocks or other securities issued by the Company.</td><td>Yes</td></tr>
<tr><td>6. The CPAs have not represented the Company in legal cases or other disputes, except as permitted by law</td><td>Yes</td></tr>
<tr><td>7. The CPAs do not have a spouse, lineal blood relative, lineal relative by marriage, or collateral blood relative within the second degree of kinship with the Company's Directors, Managerial Officers, or persons holding positions that have a significant impact on the audit case.</td><td>Yes</td></tr>
<tr><td>8. The co-practicing CPAs who have left their position within one year have not held the position of Director, Managerial Officer, or any other position that has a significant impact on the audit case in the Company.</td><td>Yes</td></tr>
<tr><td>9. The CPAs have not received any gifts of significant value or special favors from the Company or its Directors, Managerial Officers, or major shareholders</td><td>Yes</td></tr>
<tr><td>10. The CPAs have not provided audit services to the Company for seven consecutive years</td><td>Yes</td></tr>
<tr><td>11. When providing audit, review, re-audit, or special audit services for financial reports and issuing an opinion, the CPAs maintain substantive independence</td><td>Yes</td></tr>
<tr><td>12. The members of the audit team, other co-practicing CPAs or shareholders of the accounting firm, the accounting firm, its related enterprises, and alliance firms also maintain independence from the Company</td><td>Yes</td></tr>
<tr><td>13. The CPAs maintain an impartial and objective stance when performing professional services and avoid any impact on their professional judgment due to bias, conflicts of interest, or influence from others</td><td>Yes</td></tr>
</table>
This has been submitted to and approved by the resolution of the second Board meeting of 2025 (March 6, 2025)</td>
<td>Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"</td>
</tr>
</table>

4. Has the TWSE/TPEx listed company appointed an appropriate number of competent corporate governance personnel, including a designated corporate governance officer, responsible for corporate governance matters (including but not limited to providing Directors and Supervisors with information required to perform their duties, assisting Directors and Supervisors in complying with laws and regulations, handling matters related to Board of Directors meetings and Shareholders' Meetings in accordance with the law, preparing minutes of Board of Directors meetings and Shareholders' Meetings, etc.)?	V		The appointment of the corporate governance officer was resolved by the Board of Directors on March 13, 2023. Cheng, Pi-Yu, an Assistant Vice Presiden, was designated as the corporate governance officer. She has held a managerial position in finance, stock affairs, or corporate governance-related affairs, as specified in Article 21, in a public company for more than three years. The primary responsibilities of the corporate governance officer include handling matters related to Board meetings and Shareholders' Meetings in accordance with the law, preparing minutes of Board meetings and Shareholders' Meetings, assisting Directors in their onboarding and continuous education, providing information required for Directors to perform their duties, assisting Directors in complying with laws and regulations, and other matters stipulated in the Company's Articles of Incorporation or contracts. She has completed the 12-hour training program for newly appointed corporate governance officers in 2024. Please refer to pages 54 for details.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
5. Has the company established communication channels with stakeholders (including but not limited to shareholders, employees, customers, and suppliers) and set up a dedicated stakeholder section on its website? Does the company respond appropriately to important corporate social responsibility issues of concern to stakeholders?	V		The Company has set up a dedicated section for stakeholders on its website, which provides contact information for various business units, allowing stakeholders to make inquiries. Stakeholders can also contact the Company at any time via telephone, letter, fax, or other means if necessary.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
6. Does the company engage a professional shareholder service agency to handle shareholders' meeting affairs?	V		The Company has appointed the "Stock Affairs Agency Department of Taishin International Bank" as the professional shareholder service agency to handle its shareholders' meeting affairs.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"

7. Information Disclosure (1) Has the company set up a website to disclose information on financial operations and corporate governance?	V		The Company has set up a website and established an "Investor Relations" section to disclose relevant information at any time. Other information related to the Company's financial operations and corporate governance is disclosed on the Market Observation Post System (MOPS) as required.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(2) Does the company adopt other means of information disclosure (such as setting up an English website, designating personnel to collect and disclose company information, implementing a spokesperson system, and webcasting investor conferences)?	V		The Company has established the "Procedures for Handling Material Inside Information" as approved by the Board of Directors on November 7, 2022. A spokesperson and deputy spokesperson system has been set up. An English website has been established, and dedicated personnel have been appointed to collect and disclose company information. The process of the investor conferences held by the Company has been placed on the Company's website and YouTube channel for stakeholders to access.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"
(3) Does the company announce and report its annual financial report within two months after the end of a fiscal year, and announce and report its financial reports for the first, second, and third quarters as well as its operating status for each month before the specified deadline?		V	The Company currently does not file its annual financial report within two months after the end of the fiscal year, but the financial reports for the first, second, and third quarters are all announced and filed as soon as possible after the Board of Directors meeting, which is earlier than the required filing deadline.	Consistent with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"

8. Is there any other important information to facilitate a better understanding of the company's corporate governance practices (including but not limited to employee rights, employee care, investor relations, supplier relations, stakeholders' rights, Directors' and Supervisors' training records, implementation of risk management policies and risk evaluation measures, implementation of customer policies, and purchase of liability insurance for Directors and Supervisors)?	V		(1) In addition to complying with the Labor Standards Act and relevant laws and regulations, the Company has established an Employee Welfare Committee to provide various subsidies and activities for employee benefits. (2) The Company maintains good interactive relationships with suppliers, customers, financial institutions, and shareholders, and operates in accordance with the internal control system and management regulations established by the Company. It also fulfills its corporate social responsibilities based on relevant laws and regulations. (3) Directors' training: The Company's Directors possess relevant professional knowledge and continue to attend relevant professional courses in accordance with the "Guidelines for the Implementation of Continuing Education for Directors and Supervisors of TWSE/TPEx Listed Companies." (4) Implementation of risk management policies and risk measurement standards: The Company has established various internal management regulations in accordance with the law and conducts various risk management and assessments based on these regulations. (5) Purchase of liability insurance for Directors by the Company: The Company's extraordinary shareholders' meeting on November 13, 2007, passed a resolution to purchase liability insurance for Directors annually, and the relevant information is disclosed on the Market Observation Post System (MOPS). (6) The Company's Board of Directors passed a resolution on April 22, 2019, to establish the "Standard Operating Procedures for Handling Directors' Requests" to assist Directors in performing their duties and enhance the effectiveness of the Board of Directors.
9. Please explain the improvements made according to the results of the Corporate Governance Evaluation released by the Corporate Governance Center of the Taiwan Stock Exchange Corporation in the most recent year, and provide the priorities and measures for those that have not been improved. (Companies not included in the evaluation do not need to fill in this section.)	V		The Company scored 61.4 points in the 10th (2023) Corporate Governance Evaluation, ranking in the 36%-50% range among 113 TPEx-listed companies. Items for improvement: Disclosure of individual remuneration content and amounts; succession planning; establishment of other functional committees; promotion of sustainability proposals and issuance of sustainability reports; formulation of intellectual property management plans. Improved items: The amendment to the "Articles of Incorporation" was passed at the first Board of Directors meeting in 2024, revising the dividend policy. English information (shareholder meeting-related documents/annual reports/financial reports) is provided in 2024. The 5th Board of Directors meeting in 2024 has established a Sustainability Development Committee to promote sustainability work. The Company's score in the 11th (2024) Corporate Governance Evaluation was 65 points, ranking in the 36%~50% range, among 118 OTC companies, and in the 21%~40% range for companies with market value less than NT$5 billion.

(4) If the Company has established a Remuneration Committee, its composition, duties, and operations should be disclosed:

The Company established a Remuneration Committee on October 21, 2011. On June 14, 2022, four members were appointed to the fifth Remuneration Committee for a term ending on June 13, 2025, coinciding with the term of the current Board of Directors. The "Remuneration Committee Charter" has been established, and according to Article 3 of the Charter, the Remuneration Committee shall, in accordance with its duties and authorities, regularly submit its recommendations to the Board of Directors for discussion: 1. Review the Charter and propose amendments. 2. Review and establish the policies, systems, standards, and structures for performance evaluation and remuneration of Directors, Independent Directors, and Managerial Officers. 3. Evaluate and determine the remuneration of Directors, Independent Directors, and Managerial Officers.

When fulfilling the aforementioned duties and authorities, the Committee shall adhere to the following principles:

1. Remuneration management shall align with the Company's remuneration philosophy.
2. The performance evaluation and remuneration of Directors, Independent Directors, and Managerial Officers shall refer to the usual levels of remuneration in the industry and consider the reasonableness of the correlation between individual performance, the Company's operating performance, and future risks.
3. Directors and Managerial Officers shall not be led to engage in behavior that exceeds the Company's risk appetite in pursuit of remuneration.
4. The proportion of bonus payout based on the short-term performance of Directors and senior Managerial Officers and the timing of the payment of the variable part of remuneration shall be decided with regard to the characteristics of the industry and the nature of the Company's business.
5. When determining the content and amount of remuneration for Directors, Independent Directors, and Managerial Officers, their reasonableness shall be considered. The remuneration of Directors, Independent Directors, and Managerial Officers shall not significantly deviate from financial performance. In the event of a significant decline in profits or long-term losses, their remuneration shall not be higher than the previous year. If it is still higher than the previous year, a reasonable explanation shall be disclosed in the Annual Report and reported at the Shareholders' Meeting.
6. Members of the Committee shall not participate in the discussion and voting on matters related to their own remuneration.

The remuneration mentioned in the preceding two paragraphs includes cash compensation, stock options, profit sharing, retirement benefits or severance pay, various allowances, and other measures that offer substantive incentives.

(1) Information on Remuneration Committee members:

Identity (Note 1) \ Terms / Name		Professional Qualifications and Experience	Independence	Number of other public companies where the individual serves as an independent Director concurrently
Independent Director (Convener)	Jiang, Yi-Jyun	Possesses work experience in business and legal affairs Has passed the national examination and holds a lawyer's license Currently has 13 years of work experience as a lawyer at Premium Attorneys-at-Law Currently serves as a member of the Remuneration Committee at Tai-Tech Advanced Electronics Co., Ltd. (4years)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Does not provide audit, business, legal and other related services for the company or affiliated companies	1
Independent Director	Shen, Yang-Bin	Ph.D. in Finance from Louisiana State University, possessing the necessary educational background in finance and corporate operations, with 25 years of work experience as an Associate Professor in Finance at the College of Management, Yuan Ze University, and as Director of the Personnel Office at Yuan Ze University (3 years) Served as a member of the remuneration committee for a total of four companies: Dah Chung Bills Finance Corporation (9 years), UHT Unitech Co., Ltd. (1 year), Body Organ Biomedical Corp. (4 years), and Forward Electronics Co., Ltd. (15 years). Currently serves as a member of the Remuneration Committee at Tai-Tech Advanced Electronics Co., Ltd. (4years), Independent Director of Hsin Tao Power Corporation (1 year)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting or finance	1

Independent Director	Chen, Shao-Chi	Ph.D. in Electrical Engineering, University at Buffalo, the State University of New York. Possesses work experience required for business and corporate operations. Served as a professor for 21 years in the Department of Electronic Engineering and Graduate Institute of Electronic Engineering at National Yang Ming Chiao Tung University, and honorably retired in November 2021. Currently serves as a member of the Remuneration Committee at British Cayman Islands Intelligo Technology Inc. Taiwan Branch (1 year)	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements"	0
Independent Director	Chao Yu	Ph.D. in Management from National Yang Ming Chiao Tung University, possessing expertise in marketing, finance, and corporate operations required for the business, and currently serving as an Associate Professor in the Department of Business Administration at Chung Hua University (10 years) and as an Adjunct Associate Professor in the Department of Business Administration at National Taipei University of Business (4 years) Special Assistant to President, Chung Hua University Currently serves as Board Director, Chinese Cross-domain Innovation Association	1. Has no circumstances as specified in Article 30 of the Company Act 2. A declaration has been issued stating compliance with the "Regulations Governing Appointment of Independent Directors by Public Companies and Compliance Requirements" 3. Possesses professional expertise in accounting, finance and marketing.	0

(2) Information on the operation of the Remuneration Committee:

1. The Company has four members on its Remuneration Committee.

2. Term of this Remuneration Committee: From June 14, 2022 to June 13, 2025, the meeting has been held 9 times.

In 2024, the the Remuneration Committee held three meetings, and the attendance of the members was as follow:

Title	Name	Number of Actual attendance	Number of proxy attendances	Actual attendance ratio(%)	Note
Convener	Jiang, Yi-Jyun	3	0	100	Independent Director attendance ratio is 100%.
Member	Shen, Yang-Bin	3	0	100	Independent Director attendance ratio is 100%.
Member	Chen, Shao-Chi	3	0	100	Independent Director attendance ratio is 100%.
Member	Chao Yu	3	0	100	Independent Director attendance ratio is 100%.

Other Matters to be Disclosed

Remuneration Committee	Proposal item	Resolution	Company's Handling
2024/ 3/ 4	1. Proposal for the 2023 remuneration distribution for Directors. 2. Proposal for the financial and accounting supervisor promotion. 3. Proposal for the Company's Managerial Officers change. 4. Proposal for the 2024 allocation ratio of employee and Directors remuneration. 5. Proposal for the 2024 standards and structure of Chairman remuneration. 6. Proposal for the 2024 standards and structure of Managerial Officers remuneration.	Passed with the consent of all committee members	Submitted to the Board of Directors and approved by all attending directors unanimously
2024/ 6/ 13	1. Appointment of the Company's President	Passed with the consent of all committee members	Submitted to the Board of Directors and approved by all attending directors unanimously
2024/ 8/ 6	Proposal for the 2024 salary adjustment range of Managerial Officers.	Passed with the	Submitted to the Board of

Remuneration Committee	Proposal item	Resolution	Company's Handling
	Proposal for the 2023 remuneration distribution for Managerial Officers.	consent of all committee members	Directors and approved by all attending directors unanimously
2025/1/14	1. Appointment and compensation of the Company's CEO	Passed with the consent of all committee members	Submitted to the Board of Directors and approved by all attending directors unanimously
2025/3/6	1. Proposal for the 2024 remuneration distribution for Directors. 2. Proposal for the Company's Managerial Officers Appointment and remuneration. 3. Proposal for the 2025 allocation ratio of employee and director remuneration. 4. Proposal for the 2025 standards and structure of Chairman remuneration. 5. Proposal for the 2025 standards and structure of Managerial Officers remuneration.	Passed with the consent of all committee members	Submitted to the Board of Directors and approved by all attending directors unanimously

1. If the Board of Directors does not adopt or amend the recommendations of the Remuneration Committee, it shall state the date of the Board meeting, term, contents of the motion, resolutions of the Board, and the Company's handling of the Remuneration Committee's opinions (if the remuneration approved by the Board is better than that recommended by the Remuneration Committee, the differences and reasons shall be stated): No such thing.

2. If, regarding the Remuneration Committee's resolutions, a member has a dissenting or qualified opinion that is on record or stated in a written statement, the Remuneration Committee's date, term, contents of motion, all members' opinions, and the handling of the opinions shall be specified: No such thing.

(5) Implementation of sustainable development and deviations from the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and reasons:

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
1. Has the company established a governance structure to promote sustainable development, and set up a dedicated (or part-time) unit to promote sustainable development, which is authorized by the Board of Directors to handle it and supervised by the Board of Directors?	V		The Company's Board of Directors serves as the highest decision-making body for sustainability-related issues. Established the Sustainability Development Committee on November 5, 2024, jointly supervised by the Chairperson and several senior executives. And members of the sustainability project team from the President's Office serve as a cross-departmental communication platform for vertical integration and horizontal coordination. Established Corporate Governance Group, Environmental Protection Group, Supply Chain Management Group, Product Management Group, and Social & Employee Group to identify sustainability issues relevant to company operations and stakeholder concerns. Reports to the Board of Directors at least once a year. As it was just established on November 5, 2024, the report to the Board of Directors is scheduled for 2025. For information on the Sustainability Development Committee, please refer to the explanation on page 30.	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"
2. Does the company conduct risk assessments on environmental, social, and corporate governance issues related to the company's operations based on the principle of materiality, and establish related risk management policies or strategies?	V		This disclosure data covers the company's sustainability performance at its main locations from January to December 2024. The Company has established "Sustainable Development Practice Principles" and conducted analysis based on the materiality principle of sustainability reports, communicating with internal and external stakeholders to evaluate material ESG issues.	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"
3. Environmental Issues (1) Has the company established a suitable environmental management system based on the characteristics of its industry?		V	The Company is committed to creating technological products that are safe, stable, and not harmful to the natural environment and human health. From raw material selection and manufacturing processes to transportation, the goal is to provide comfortable and safe human life. Since 2005, the production and manufacturing of various products under the Company have followed ICP DAS green policy and adopted raw materials and production processes that comply with the EU RoHS/WEEE directives to meet the requirements of the RoHS directive. And passed the ISO9001 quality management system.	In the future, the formulation of relevant sustainable development policies or systems will be discussed.
(2) Is the company	V		The Company carries out activities such as sorting	Consistent

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Implementation status</th><th rowspan="2">Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>committed to improving the efficiency of resource utilization and using recycled materials with low environmental impact?</td><td></td><td></td><td>waste resources, recycling kitchen waste, and reducing waste. The Company implements a culture of reusing waste paper to improve the utilization efficiency of various resources.</td><td>with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"</td></tr>
<tr><td>(3) Does the company assess the potential risks and opportunities of climate change for the company now and in the future, and take relevant countermeasures?</td><td></td><td>V</td><td>The Company currently does not assess the potential risks of climate change to the company now and in the future.
At the second Board meeting in 2022, the "Greenhouse Gas Inventory and Verification Schedule Planning" case was passed.</td><td>In the future, the formulation of relevant sustainable development policies or systems will be discussed.</td></tr>
<tr><td>(4) Does the Company compile statistics on greenhouse gas emissions, water consumption, and total weight of waste in the past two years, and formulate policies for greenhouse gas reduction, water use reduction, or other waste management?</td><td>V</td><td></td><td><table><tr><th>Year</th><th>Greenhouse gas emissions (metric tons CO_2e)</th><th>Water consumption (units)</th><th>Non-hazardous waste (tons)</th></tr><tr><td>2023</td><td>568.6538</td><td>5881</td><td>49.2</td></tr><tr><td>2024</td><td>1231.098</td><td>9467</td><td>34.9</td></tr></table>Note: "2024 greenhouse gas emissions" and "water consumption" statistics are for all locations in Taiwan
The Company has fully adopted personal eco-friendly tableware to reduce the use of disposable tableware, and implements waste sorting, reduction, and kitchen waste recycling. The Company's water chillers, pantries, operating sites, and meeting rooms have installed the Company's monitoring products to pay attention to air conditioning temperature control and monitor temperature, humidity, carbon dioxide emissions, and water information at any time, effectively utilizing and saving energy to achieve the goal of energy conservation and carbon reduction. Additionally, a rainwater harvesting device is installed to collect rainwater on the roof when it rains, discharge the rainwater into the basement raft foundation for storage, and use a submersible pump to extract and reuse the rainwater, which can be used for watering plants and trees in the factory area, effectively reducing water usage.</td><td>In the future, the formulation of relevant sustainable development policies or systems will be discussed.</td></tr>
<tr><td>4. Social Issues
(1) Does the company formulate relevant management policies and</td><td>V</td><td></td><td>Based on the ILO Conventions and Taiwan's labor-related laws and regulations, the following human rights protection policies have been formulated:
1. Prohibition of forced labor</td><td>Consistent with the "Sustainable Development</td></tr>
</table>

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
procedures in accordance with relevant laws and regulations and international human rights conventions?			Specific practices: It is stipulated in the labor contract that due to work requirements, overtime work should be arranged in coordination with the company. However, when the employee is unable to work overtime due to physical health or other legitimate reasons, it cannot be forced. Through the company's widely established complaint channels and the reminder function set up in the attendance system and overtime application system, monthly inspections and controls of factory working hours are conducted. 2. Respect for freedom of association and collective bargaining Specific practices: Stipulated in the work rules: It is stipulated in the work rules that in order to coordinate labor-management relations and promote labor-management cooperation, the company shall hold labor-management meetings once every quarter in accordance with the "Regulations for Implementing Labor-Management Meetings." Both labor and management shall negotiate and solve problems based on the principle of good faith. Through the company's widely established complaint channels and the convening of labor-management meetings, harmonious labor-management relations are maintained. 3. Prohibition of employment discrimination Specific practices: Promote and implement the internal control procedure "Recruitment and Selection Operations." In the company's internal interview notice, interviewers are reminded not to inquire about the applicant's personal information unrelated to the job during the interview. From the start of the recruitment process, the company conducts it in accordance with internal control procedures to prevent illegal discrimination. 4. Prohibition of child labor Specific practices: It is stipulated in the work rules that the company does not employ anyone under the age of 15. However, this does not apply to those who have graduated from junior high school. For those under the age of 18, the company can only employ them after they provide a consent form from their legal representative and proof of age. Applicants are required to provide relevant identity documents, and the company conducts the hiring process in accordance with the law from the beginning of	Best Practice Principles for TWSE/TPEx Listed Companies"

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			recruitment to prevent illegal issues.	
(2) Has the Company established and implemented reasonable employee welfare measures (including remuneration, leave, and other benefits) and appropriately reflected operating performance or results in employee remuneration?	V		1. The Company has established 22 management regulations (rules/guidelines), including the "Salary Management Regulations," "Performance Management Regulations," "Attendance Management Regulations," and "Work Rules," and provides employee rewards and benefits in compliance with the Labor Standards Act and relevant laws and regulations. The salary structure is as follows: (1) Salary: A salary adjustment was completed in August 2024, with an adjustment range of 2-3% (different ranges are given based on employee performance). (2) Meal expenses 2. Welfare measures: (1) Holiday bonuses (2) Bonuses are distributed based on individual performance and the company's profitability. (3) According to the Labor Standards Act, employees are entitled to statutory holidays and flexible working hours. For R&D personnel, they can have a flexible one-hour for starting and ending work, while other employees can have a flexible half-hour. (4) Well-planned group insurance (5) Regular free health checkups (6) Provision of single dormitories, employee preferential car purchase plans. (7) Employee Welfare Committee measures: Employee travel subsidies, birthday gifts, marriage allowances, childbirth allowances, funeral allowances, department gathering subsidies, and club activity subsidies. 3. Workplace diversity and equality: The average proportion of female employees in the company is 45%, of which the average proportion of female managers is 35.6%, realizing equal promotion opportunities. The company also employs employees with disabilities and indigenous employees to protect and promote employment opportunities. 4. Reflection of operating performance in employee remuneration Pursuant to Article 19 of the "Articles of Incorporation," the Company shall allocate 3% to 12% of the annual profit as employee compensation and no more than 3% of the annual profit as Director remuneration. However, if the Company still has	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Implementation status</th><th rowspan="2">Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>accumulated losses, it shall reserve the compensation amount in advance. In 2024, the Company's average annual salary adjustment range was 2-3% (different ranges are given based on employee performance).</td><td></td></tr>
<tr><td>(3) Does the company provide employees with a safe and healthy work environment and regularly implement safety and health education for employees?</td><td>V</td><td></td><td>1. Occupational safety and health policy
The Company recognizes that occupational safety and health management is an indispensable element of sustainable corporate operations. Therefore, the Company is committed to: Complying with regulatory requirements,

popularizing safety and health skills, reducing

workplace risks, preventing injuries and ill health,

and continuously improving performance. In order to prevent occupational accidents and ensure the safety and health of all employees, an occupational safety and health management plan has been formulated to achieve the goal of zero major occupational accidents.
2. In 2024, there were 9 occupational accidents (including commuting accidents), involving 9 employees, accounting for 2.3% of the total workforce. 4 incidents were minor injuries during work, and 5 incidents occurred during commuting from work. Operational workflow training and advocacy for commuting to and from work have been strengthened for employees, and follow-up care for their physical and mental conditions is provided. In addition, education and training are provided to new employees to reduce the hazards to employees' safety and health in the work environment. Regular factory-wide disaster prevention drills and full evacuation drills are conducted annually, and safety and health education, advocacy, and information dissemination are conducted for employees.
The Company's occupational safety education and training and advocacy in the past two years
<table>
<tr><th>Year</th><th>No. of participants</th><th>Person/hours</th></tr>
<tr><td>2023</td><td>109</td><td>308</td></tr>
<tr><td>2024</td><td>708</td><td>1557.5</td></tr>
</table>
3. Monitoring of workers' operating environment
Work environment monitoring is conducted every March and September to protect workers from the hazards of harmful substances in the workplace and provide a healthy and comfortable work environment for workers.</td><td>Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"</td></tr>
</table>

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			4. Equipment safety management Hazardous machinery and equipment are listed and managed, and detailed inspections are conducted to ensure the safe operation of equipment. In 2024, the Company's hazardous machinery totaled zero units, and regular inspections were conducted to ensure the safe use of equipment.	
(4) Has the company established an effective career development training program for employees?	V		The Company's competency training includes new employee training, professional training, etc., and assists employees in continuous learning and growth through diverse learning methods. The "Education and Training Management Regulations" and "Knowledge Management Process" have been established. Since 2013, the Company has participated in the SME Online University and the Lifelong Labor Education e-Learning Project to actively promote employee self-learning and enhance employee competencies and talent cultivation. In 2024, a total of 1069 employees participated in education and training, with a total of 2387.5 hours.	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"
(5) Regarding issues such as customer health and safety, customer privacy, marketing and labeling of products and services, does the company follow relevant regulations and international standards, and establish relevant consumer or customer rights protection policies and complaint procedures?	V		The Company's products strictly comply with domestic laws and regulations. In accordance with ICP DAS green policy, raw materials and production processes that comply with the EU RoHS/WEEE directives are used to meet the requirements of the RoHS directive. The Company's legal compliance is monitored and managed by relevant departments. The R&D Department and Marketing and Sales Department are responsible for customer service and complaint handling. A customer complaint handling process has been established to handle related matters. Personal Data Protection Management Guidelines and Information Security Management Regulations have been formulated, and a Personal Data Protection Project Team has been set up to manage and protect customer privacy. Through internal audits of personal data, crisis prevention, and education and training, the Company safeguards customers' data.	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"
(6) Has the Company established a supplier management policy that requires suppliers to follow relevant regulations on issues such as environmental protection,		V	1. Evaluation of external suppliers The evaluation methods for new external suppliers are divided into three types: sample, internal, and on-site evaluation. 1.1 Sample evaluation: For new external suppliers whose samples have been tested and approved by R&D, production management, or other relevant units, the supplier is required to fill out the "Supplier Evaluation Information Form." After being signed and approved	In the future, the formulation of relevant sustainable development policies or systems will be discussed.

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
occupational safety and health, or labor rights, and its implementation?			by the Vice President and the head of the purchasing unit, the supplier is deemed a qualified external supplier, and the purchasing personnel will include it in the "List of Qualified Suppliers." 1.2 Internal evaluation: New external suppliers are required to fill out the "Supplier Evaluation Information Form." The purchasing unit then determines whether the supplier meets the following conditions for internal evaluation. After being signed and approved by the Vice President and the head of the purchasing unit, the supplier is deemed a qualified external supplier, and the purchasing personnel will include it in the "List of Qualified Suppliers." Terms: A. All government agencies can be considered qualified external suppliers without evaluation. B. Long-term external suppliers whose products have been used without any quality-related issues. C. External suppliers designated by customers. D. External suppliers that provide non-production-related goods or services. E. The sole external supplier of raw materials required for a specific production product. 1.3. On-site evaluation: If a new external supplier does not meet the conditions for internal evaluation, the purchasing unit will determine whether an on-site evaluation is required. 1.3. 1 Evaluation team A. Purchasing, R&D, and Production Management units. B. Member qualifications: Must be at the managerial level. II. Must have worked in the company for more than six months. III. Must have passed the audit skills training. 1.3. 2 Evaluation process The evaluation team conducts an on-site evaluation at the external supplier's location, and the head of the purchasing unit determines whether to include the supplier in the "List of Qualified Suppliers" based on the evaluation results. 2. Handling of evaluation results External suppliers that pass the evaluation are included in the "List of Qualified Suppliers," while those that fail the evaluation are determined by the head of the purchasing unit whether to re-evaluate at a later date or not consider them. 3. Handling of abnormal incoming material quality from external suppliers	

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			When incoming inspection personnel or the quality assurance unit discover abnormal incoming material quality, they shall immediately notify the purchasing personnel and issue a "Quality Anomaly Form" as appropriate. The purchasing personnel shall also immediately respond to the external supplier and determine the handling method, and provide the "Quality Anomaly Form" to the external supplier. 4. Evaluation of external suppliers In July of each year, the head of the purchasing unit convenes relevant personnel from the materials, manufacturing, and quality assurance units to jointly discuss and select the external suppliers that need to be evaluated for the previous year at the meeting. The consideration items for inclusion in the evaluation are as follows: A. External suppliers that provide raw materials affecting product quality (e.g., critical components). B. External suppliers that provide large quantities of raw materials. C. External suppliers with unstable incoming material quality. D. External suppliers with unstable delivery times. E. External suppliers with poor internal management or service attitude. F. Other external suppliers that need to be controlled due to other factors. 4.1. Based on the different nature of external suppliers and evaluation locations, the evaluation methods are divided into the following two types: A. Internal evaluation: Evaluation of the supplier is conducted within the company. B. On-site evaluation: Evaluation is conducted by visiting the supplier's company or factory. 4.2. The purchasing personnel shall record the external suppliers selected for evaluation in the previous year, clearly stating the reasons for evaluation and the evaluation method. 4.3 The purchasing, manufacturing, and quality assurance units evaluate the external suppliers included in the evaluation according to the contents of the "Supplier Evaluation Form (Internal)" or "Supplier Evaluation Form (On-site)." 4.4. For external suppliers with an average score below 70 (excluding 70) based on the "Supplier Evaluation Form (Internal)" or "Supplier Evaluation Form (On-site)," the following handling methods are applied: A. The head of the purchasing unit adjusts the purchase quantity or payment terms for the supplier based on the evaluation results. B. The head of the quality assurance unit decides whether to provide guidance to the supplier or strengthen the inspection of incoming materials	

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			from the supplier based on the evaluation results. The Company plans to include "Environmental Safety and Health Status" and "Corporate Social Responsibility Situation" as inspection items in the supplier evaluation information form.	
5. Does the company refer to internationally recognized reporting standards or guidelines to prepare sustainability reports or other reports that disclose non-financial information? Do the aforementioned reports obtain assurance or assurance opinions from a third-party verification unit?		V	The Company has referenced internationally accepted reporting standards or guidelines, and plans to submit a sustainability report in 2025. Currently being prepared	Consistent with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies"
6. If the company has established its own sustainability development code based on the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies," please describe any differences between its implementation and the established code: The Company has established "Sustainable Development Practice Principles," and there is no difference between the implementation and the principles.				
7.Other important information to facilitate a better understanding of the implementation of sustainable development: The Company has long upheld its responsible attitude as a corporate citizen towards society and is committed to giving back to society through sharing actions. It hopes that through its own efforts and investment in various feedback and sharing activities, it will drive positive interactions with employees, shareholders, customers, and suppliers related to the Company, thereby gathering the power of social reciprocity and mutual assistance to form a positive development cycle. (1) Human rights 1. The "Work Rules" and "Labor Contract" are formulated in accordance with the Labor Standards Act and relevant laws and regulations. To coordinate labor-management relations, labor-management meetings are held regularly or irregularly in accordance with the "Regulations for Implementing Labor-Management Meetings." Employees can raise issues and discuss them through labor-management meetings, and the meeting results are published on the company's internal website. So far, there have been no major labor-management disputes. 2. No employee or applicant is discriminated against based on race, religion, color, nationality, age, gender, disability, or other factors unrelated to ICP DAS legitimate business interests. The Company complies with internationally recognized labor rights, such as freedom of association, collective bargaining rights, care for disadvantaged groups, prohibition of child labor, and prohibition of forced labor.				
3. The "Measures for Prevention of Sexual Harassment in the Workplace" and "Regulations for Complaints and Disciplinary Actions against Workplace Illegal Infringement" have been formulated to protect the rights and privacy of the parties involved. A dedicated window and contact information for sexual harassment complaints are provided, and dedicated personnel can handle them promptly. So far, there have been no employee complaints. 4. The Company actively pursues stable business growth to protect employees' right to work. 5. Different safety training is provided to employees in different work environments, such as fire safety				

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
training, emergency response training, first-aid personnel training, general occupational safety and health education training, and factory safety training. (2) Employee rights and employee care 1. In order to enhance the utilization of human resources, stimulate employee self-development, and cultivate talent, the Company has specifically formulated the "Education and Training Management Regulations" and "Knowledge Management Process." A management unit is established to be responsible for promoting and supervising education and training, and employee education and training are conducted to enhance employees' work skills and the inheritance of the company's core knowledge. 2. In accordance with the law, the Company provides labor insurance, national health insurance, and group insurance to protect employees and conducts regular health checkups for in-service personnel. 3. The Company implements an occupational health service plan in the factory, including a maternal health protection plan, a musculoskeletal disorders prevention plan, an abnormal workload hazard prevention plan, a workplace illegal infringement plan, and an employee health promotion plan. A factory doctor/nurse regularly visits the factory to provide employee health services such as health management, health promotion, health consultation, and health education training to promote employees' physical and mental health development. For high-risk groups, such as pregnant employees and employees with frequent sick leave applications, doctor interviews and health guidance are arranged, and follow-up improvements are tracked. 4. The Company strictly complies with relevant laws and regulations on personal data protection to ensure that the collection, processing, and use of personal data comply with legal requirements and protect personal data rights. 5. To improve the working environment for middle-aged and senior workers, create a friendly workplace, and address work barriers caused by physical and mental capacity decline due to aging among workers aged 45-65 and those over 65, we have improved work equipment and conditions, provided necessary assistive devices, and adjusted work methods to enhance their work efficiency. (3) Environmental protection and occupational safety and health The Company is committed to the R&D, production, and sales of industrial automation control boards. As a global citizen, it expects to contribute the greatest effort to environmental improvement and strictly complies with environmental protection policies, laws, and regulations to reduce and prevent environmental pollution from production. Our environmental philosophy is: Comply with environmental laws and regulations, conserve energy and cherish resources, and design green products. To implement the promotion of environmental protection activities and conserve various resources, the Company promotes environmental protection activities, complies with relevant environmental protection regulations, and formulates written environmental protection policies, including: 1. In response to the implementation of the EU RoHS Directive in July 2006, the Company proactively understands customer requirements, purchases testing equipment, and ensures that the Company's products can meet the requirements of the EU Directive or customers. 2. The goal of promoting electronic administrative operations is to plan and establish electronic bulletin boards and online approval systems for electronic forms, reducing the waste of human and paper resources and improving operational efficiency. 3. The Company has an occupational safety and health management unit, which writes and revises the written "Occupational Safety and Health Work Guidelines." The production lines in the factory area are adjusted flexibly as needed or the space is re-planned to achieve optimal utilization. In addition to regularly re-identifying safety and health risks, the Company also conducts work environment inspections and improvements for potential hazards in employees' workplaces to				

Items	Implementation status			Deviations from the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
ensure the safety and health of employees. 4. The search for various business waste vendors strictly complies with the regulations of the Environmental Protection Administration (EPA). Through the EPA's Business Waste Control Information Network, vendor information is obtained from the "Permit Information Query," and qualified waste removal and treatment vendors are found according to the waste type and code. The current cooperating waste vendors have all been issued waste removal or treatment permits by the EPA or are reuse vendors licensed by the Ministry of Economic Affairs. The permitted waste removal or treatment code items match the types of waste generated by the Company. 5. Water conservation and management: The Company does not use water in its production process, only a small amount of water is needed for daily life, but many measures have been taken for water conservation, including: Installing water-saving devices to reduce water usage, posting water-saving slogans to remind employees to conserve water; for the maintenance of drinking water equipment, professional institutions are entrusted to carry out maintenance and treatment operations, and the operation content is implemented in accordance with the signed maintenance contract. The content of each maintenance is detailed in the "Drinking Water Quality Inspection and Equipment Maintenance Record Form," and the form is placed in a prominent location on the equipment for inspection. Water quality is tested every three months, including tests for coliform bacteria and total bacterial count, to ensure the safety of employees' drinking water. 6. The Company has fully adopted personal eco-friendly tableware to reduce the use of disposable tableware, and implements waste sorting, reduction, and kitchen waste recycling. The Company implements a culture of reusing waste paper to improve the utilization efficiency of various resources. 7. The Company's chilled water system, pantry areas, operating sites, and meeting rooms have installed the Company's monitoring products that can pay attention to air conditioning temperature control and monitor temperature, humidity, carbon dioxide emissions, and water usage information at any time. This effectively utilizes and conserves energy, with the goal of achieving energy conservation and carbon reduction targets. (4) Community participation and social contribution, service, and public welfare Social welfare can be divided into three major areas: education, assistance, and contribution. Education: The Company continues to actively promote industry-academia cooperation, cultivate industry-needed talent, provide scholarships to outstanding students, and motivate students to improve their practical application capabilities. In addition to donating scholarships to the Department of Power Mechanical Engineering Alumni at National Tsing Hua University and the "ICP DAS Yeh, Nai-Ti Scholarship" at Yuan Ze University, the Company also sponsored the NCTU Faculty Choir's performance at the National Concert Hall of Chiang Kai-shek Memorial Hall in 2024. Assistance: Some disadvantaged groups in society need timely assistance and care the most. The Company also initiates irregular donations and material donations to provide resources to disadvantaged children, allowing resources to be reused without waste. The Company also mobilizes employees to participate in long-term invoice solicitation and respond to the charitable activities of the Genesis Social Welfare Foundation. Contribution: The Company is committed to the automation industry, especially in saving social resources and monitoring public construction and resource safety. For example, hydrological monitoring, dam stress monitoring, tunnel safety monitoring, etc. These engineering technologies directly contribute to the well-being and safety of all people.				

(6) For those who have established a Sustainability Development Committee, disclosure of its composition, responsibilities, and operation status is required:

The Company established a Sustainability Development Committee on November 5, 2024, and appointed three sustainability development committee members for the first term on November 5, 2024. Their term will end on June 13, 2025, coinciding with the end of the current Board of Directors' term. The Company has established the "Organizational Rules for the Sustainability Development Committee" and, according to Article 6 of these rules, the Sustainability Development Committee, authorized by the Board of Directors, shall faithfully perform the following duties with the care of a good administrator and report to the Board of Directors:

1. Formulate, promote, and strengthen the company's sustainability development policies, annual plans, and strategies.
2. Review, track, and revise the implementation status and effectiveness of sustainability development.
3. Supervise sustainability information disclosure matters and review sustainability reports.
4. Supervise the execution of the Company's sustainability development principles and other sustainability-related work resolved by the Board of Directors.

(1) Information on Sustainability Development Committee members:

Terms / Identity / Name		Professional Qualifications and Experience
Chairman (Convener)	Yeh, Nai-Ti	1. Directors participate in supervision. 2. Sustainability development or corporate governance courses have already obtained 6 hours of continuing education credits.
President	Cheng, Shu-Fa	1. Highest responsible supervisor of the Sustainability Development Promotion Team.
Production Management Division Plant Manager Factory Director and Safety Manager	Fu, Kuo-Chun	1. Supervisor of the company's general affairs/plant affairs/occupational safety units.

(2) Operational information of the Sustainability Development Committee:

1. The Company's Sustainability Development Committee consists of 3 members.
2. The current committee members' term of office: November 5, 2024 to June 13, 2025, with 2 meetings held to date.

In 2024, the Sustainability Development Committee held 1 meeting, and the committee members' attendance is as follows:

Title	Name	Number of Actual attendance	Number of proxy attendances	Actual attendance ratio(%)	Note
Convener	Yeh, Nai-Ti	1	0	100	The attendance ratio is 100%.
Member	Cheng, Shu-Fa	1	0	100	The attendance ratio is 100%.
Member	Fu, Kuo-Chun	1	0	100	The attendance ratio is 100%.

Other Matters to be Disclosed

Sustainability Development Committee	Proposal item	Resolution	Progress Tracking
2024/ 11/ 5	1. Election of the first Sustainability Development Committee convener	The entire committee unanimously agreed to elect Committee Member Yeh, Nai-Ti as the convener of the first Sustainability Development Committee	2025- 3 Report for the Board of Directors
2025/5/2	1. Amendment to "Corporate Sustainability Development Practice Principles" case. 2. The Company's 2025 Sustainability Development Promotion Plan 3. The Company's 2024 Stakeholder and Material Topic Identification	Passed with the consent of all committee members	Proposal 1 2025- 3 Report for the Board of Directors The Proposal 2 and the Proposal 3 will be reported to the 2025-3 Board of Directors meeting

(7) Climate-related information of TWSE/TPEx listed companies

1. Implementation of climate-related information

Items	Implementation status
1. State the supervision and governance of the Board of Directors and management regarding climate-related risks and opportunities.	The supervision and governance of climate-related risks and opportunities have not yet been discussed.
2. State how the identified climate risks and opportunities affect the company's business, strategy, and finances (short-term, medium-term, long-term).	How climate risks and opportunities affect the company's business, strategy, and finances has not yet been discussed.
3. State the impact of extreme climate events and transition actions on finances.	The impact of extreme climate events and transition actions on finances has not yet been discussed.
4. State how the process of identifying, assessing, and managing climate risks is integrated into the overall risk management system.	How the process of identifying, assessing, and managing climate risks is integrated into the overall risk management system has not yet been discussed.
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and main financial impacts used should be stated.	Scenario analysis has not yet been used to assess resilience to climate change risks.
6. If there is a transition plan to manage climate-related risks, state the contents of the plan and the indicators and targets used to identify and manage physical risks and transition risks.	There is currently no transition plan to manage climate-related risks.
7. If internal carbon pricing is used as a planning tool, state the basis for price setting.	Internal carbon pricing is not yet used as a planning tool.
8. If climate-related targets have been set, state the activities covered, greenhouse gas emission scopes, planning timelines, annual progress, etc.; if carbon offsets or renewable energy certificates (RECs) are used to achieve relevant targets, state the source and quantity of the offset emissions or the quantity of renewable energy certificates (RECs).	Climate-related targets have not yet been set.
9. Greenhouse gas inventory and verification status (filled in separately in 1-1).	1. If the legal capital is below 5 billion, disclosure is not yet required. 2. The Company voluntarily starts disclosure ahead of schedule in 2024 (Scope: parent company)

1-1. Greenhouse gas inventory and verification status of the company in the past two years

1-1-1. Greenhouse gas inventory information

Basic information of the company Companies with a capital of less than 5 billion	According to the regulations of the TWSE/TPEx Listed Companies Sustainable Development Roadmap, at least the following should be disclosed by 2026: Parent company individual inventory

Year	Direct Scope 1	Energy indirect Scope 2	Total emissions (metric tons CO2e)	Intensity (metric tons CO2e/ NT$ million)
2023	160.6098	408.0440	568.6538	0.5583
2024	198.5523	1032.5458	1231.098	1.202

Note: Greenhouse gas inventory scope: 2023 headquarters, 2024 headquarters + other Taiwan locations

1-1-2 Greenhouse gas inventory information

The Company plans to conduct external verification of greenhouse gas emissions in 2028.

1-2 Greenhouse Gas Reduction Targets, Strategies, and Specific Action Plans:

Planning to establish a greenhouse gas inventory and reduction promotion team and introduce the ISO 14064-1 greenhouse gas emission verification operation.

(8) The Company's implementation of ethical corporate management and deviations from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" and reasons:

Items	Operational Status			Deviations from the "Ethical Corporate Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
1. Establishment of ethical corporate management policies and solution				
(1) Has the company established an ethical corporate management policy that has been approved by the Board of Directors and clearly specified in the company's regulations and external documents the ethical corporate management policy, practices, and the commitment of the Board of Directors and senior management to actively implement the management policy?	V		The Company conducts business activities based on the principles of fairness, honesty, integrity, and transparency, and implements ethical management policies and actively prevents unethical behavior. In April 2016, the "Ethical Management Operating Procedures and Conduct Guidelines" were established, which specifically regulate matters that should be noted.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(2) Has the company established a risk assessment mechanism for unethical conduct, regularly analyzed and evaluated business activities with a higher risk of unethical conduct within the business scope, and accordingly established a program to prevent unethical conduct that at least covers preventive measures for the conduct listed in Paragraph 2, Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies"?	V		Our company requires that Directors, managers and all employees shall not engage in speculative practices or conceal and seek illegitimate benefits in the course of business operations. To prevent dishonest conduct, we have internal auditors conduct irregular inspections and implement a whistleblower system. Directors are required to sign a "Declaration of Non-Violation of Integrity Principles" upon appointment. New employees are also required to abide by the principles of integrity during their education and training.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(3) Has the company specified operating procedures, conduct guidelines, disciplinary and grievance systems in the unethical conduct prevention program, implemented them, and regularly reviewed and revised the aforementioned program?	V		The Company requires Directors, managers, and all employees not to engage in speculation, concealment, or pursuit of improper benefits when performing their duties. Internal auditors conduct irregular inspections and a reporting system is in place to prevent unethical conduct. Directors sign a "Declaration of Non-Violation of Integrity Principles" upon appointment. New employees are required to comply with integrity principles during their training.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies

Items	Operational Status			Deviations from the "Ethical Corporate Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
2. Implementation of ethical corporate management				
(1) Does the company evaluate the integrity records of its counterparties and specify integrity clauses in contracts with counterparties?	V		According to the Company's internal system, before engaging in business dealings with suppliers or customers, credit checks are conducted on the customer's bank and company information. When entering into contracts, the rights and obligations of both parties are detailed and kept confidential.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(2) Has the company set up a dedicated unit under the Board of Directors to promote ethical corporate management and regularly (at least once a year) report to the Board of Directors on its ethical corporate management policy, unethical conduct prevention program, and the supervision and implementation status?	V		The Company currently has the "Administrative Management Department" as the part-time unit for promoting ethical corporate management. If any unethical conduct occurs, it should be reported to the Board of Directors. The implementation status was reported to the Board of Directors on November 5, 2024, and disclosed on the Company's website. Implementation status 1. Education Training and Promotion (1) New employees receive online training on the procedures for ethical management and guidelines for conduct during the Company's onboarding process. A test is conducted after the course to ensure that employees understand and implement the procedures for ethical management and guidelines for conduct. In 2024, a total of 20 participants attended, totaling 20 person-hours. (2) Promote educational advocacy for all colleagues, informing them of matters to be aware of when executing their duties, and disclose the ethical management policy in internal regulations, annual reports, company websites, or other promotional materials. Make public declarations at external events such as product launches and investor conferences, so that suppliers, customers, and other business-related organizations and personnel can clearly understand the company's ethical management philosophy and standards.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies

Items	Operational Status			Deviations from the "Ethical Corporate Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			2. Regular Inspections (1) Before establishing business relationships with others, employees should prudently evaluate the legality, ethical management policies, and records of unethical conduct of agents, suppliers, customers, or other business counterparties to ensure that their business practices are fair, transparent, and do not involve bribery requests, provisions, or acceptance. (2) Through the annual audit plan of the internal audit office and regular audits by the external PricewaterhouseCoopers firm, the Company ensures the overall operation of the mechanism and jointly manages and prevents the occurrence of unethical conduct. Ethical management is also incorporated into employee performance appraisals and human resource policies, and a clear and effective disciplinary system is established. In 2024, there were no incidents of corruption, anti-competitive behavior, or dishonest conduct. 3. Reporting System and Whistleblower Protection The Company has established a specific whistleblowing system in the "Code of Ethical Conduct" and "Procedures for Ethical Management and Guidelines for Conduct," actively preventing unethical behavior and encouraging internal and external personnel to report unethical or improper conduct.	

Items	Operational Status			Deviations from the "Ethical Corporate Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
			The Administrative Management Department is designated as the dedicated unit responsible for handling whistleblowing of employees' unethical behavior. The stakeholder section on the official website provides effective communication channels for employees, shareholders, stakeholders, and external parties. If the reported matter involves a Director, it is consistent with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies." In 2024, there were zero external whistleblowing cases received and zero direct whistleblowing cases from employees, with no incidents involving unethical conduct. The Company's established "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct" have clearly stipulated relevant content. To prevent conflicts of interest, Directors effectively recuse themselves from Board meetings. The Company's website provides a reporting mailbox for unethical business conduct as a channel for whistleblowers to report, and the identity and content of whistleblowers should be kept confidential and implemented.	

Items	Operational Status			Deviations from the "Ethical Corporate Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons
	Yes	No	Summary	
(3) Has the company established a policy for preventing conflicts of interest, provided appropriate channels for statement, and implemented it effectively?	V		The Company establishes relevant accounting and internal control systems for business activities with a high risk of unethical conduct and, in addition to self-inspection procedures and regular audits by auditors, also engages PricewaterhouseCoopers to conduct regular audits to ensure complete and effective implementation.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(4) To implement ethical management, has the Company established effective accounting and internal control systems, and has the internal audit unit formulated relevant audit plans based on the risk assessment of unethical conduct, conducted audits on compliance with the unethical conduct prevention program accordingly, or engaged a certified public accountant to perform such audits?	V			Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies

(5) Does the Company regularly hold internal and external education and training on ethical management?	V		The Company irregularly holds and encourages participation in internal and external education and training on ethical management (including courses related to procedures for ethical management and guidelines for conduct, accounting systems, internal controls, etc.), with a total of 28 participants and 65 person-hours, and advocates the philosophy and responsibilities of ethical management. New employees receive online training on the procedures for ethical management and guidelines for conduct during the Company's onboarding process. A test is conducted after the course. In 2024, a total of 20 participants attended, totaling 20 person-hours.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
3. Operational status of corporate governance				
(1) Has the Company established a specific whistleblowing and reward system, set up convenient whistleblowing channels, and appointed appropriate dedicated personnel to handle whistleblowing matters?	V		The Company's "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct" stipulate a whistleblowing and reward system. The Company's website has a dedicated section for stakeholders, where internal and external personnel can report to the Company through the contact person's hotline or independent whistleblowing mailbox in that section.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(2) Has the Company established standard operating procedures for investigating whistleblowing matters, follow-up measures to be taken after the investigation is completed, and relevant confidentiality mechanisms?	V		The Company requires all personnel involved in handling whistleblowing matters to keep the process completely confidential.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
(3) Has the company adopted measures to protect whistleblowers from improper treatment due to whistleblowing?	V		The Company is responsible for keeping the identity of whistleblowers confidential and has not subjected them to any improper treatment. There have been no employee complaints so far.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
4. Strengthening Information Disclosure Does the company disclose the content of its ethical corporate management best practice principles and the effectiveness of its implementation on its website and the Market Observation Post System?	V		The Company has established the "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct," which are announced on the Market Observation Post System and the Company's website - Investor Relations/Corporate Governance Related Regulations.	Consistent with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies

5. If the Company has established its own ethical corporate management best practice principles based on the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies," please describe any discrepancies between the principles and their implementation:
   1. The Company does not make political contributions.
   2. The Company's personnel shall limit their social interactions and entertainment due to business needs to convenient meals or working meals, and shall not provide or participate in other activities outside of the meals, nor visit improper venues.

6. Other important information to facilitate a better understanding of the Company's ethical corporate management operations (such as review and amendment of the Company's ethical corporate management best practice principles):
   3. The Company complies with the Company Act, Securities and Exchange Act, Business Entity Accounting Act, relevant regulations for TWSE/TPEx listed companies, and other laws and regulations related to business conduct, serving as the basis for implementing ethical management.
   4. The Company's "Rules of Procedure for Board of Directors Meetings" stipulate a recusal system for Directors. For any motions listed on the agenda of the Board of Directors meeting, if a Director or the legal entity they represent has an interest in the matter that may harm the interests of the company, the Director may state their opinion and respond to inquiries but may not participate in the discussion and voting and shall recuse themselves during the discussion and voting, and may not exercise voting rights on behalf of other Directors.
   5. The Company has established the "Management of Prevention of Insider Trading," which clearly stipulates that Directors, managers, and employees shall not disclose material inside information they are aware of to others, and shall not inquire about or collect material inside information of the Company that is not related to their personal duties from persons who are aware of such information. They shall also not disclose to others the material inside information of the Company that they have learned of for non-business reasons.

(9) Other important information that can enhance the understanding of the Company's corporate governance operations:

1. Please refer to the "Investor Relations" and "Stakeholders" sections on the Company's website https://www.icpdas.com/tw/investor_relations/index.php for inquiries.

2. The Company has established the following corporate governance-related regulations:

   On March 20, 2008, the Board of Directors passed the "Rules of Procedure for Board of Directors Meetings"

   On March 20, 2009, the Board of Directors passed the internal control system for the "Management of Prevention of Insider Trading".

   On October 21, 2011, the Board of Directors passed the "Remuneration Committee Charter".

   On March 23, 2012, the Board of Directors approved the addition of the "Management of the Operation of the Remuneration Committee", "Management of the Application of International Accounting Standards", and "Internal Control Systems for Accounting Professional Judgments, Accounting Policies and Changes in Estimates" to the internal control system. These items were also included in the annual self-assessment of the internal control system.

   On October 30, 2015, the Board of Directors passed the "Procedures for Applying for Suspension and Resumption of Trading".

On April 27, 2016, the Board of Directors passed the "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct" to communicate to directors, managers, and employees the relevant regulations they should follow.

The Company's Board of Directors passed a resolution on April 22, 2019, to establish the "Standard Operating Procedures for Handling Directors' Requests" to assist Directors in performing their duties and enhance the effectiveness of the Board of Directors.

On August 5, 2020, the Board of Directors adopt the "Board of Directors Performance Evaluation Measures" to establish performance goals and strengthen the operational efficiency of the Board of Directors.

On November 5, 2021, the Board of Directors passed the "Procedures for Election of Directors" and the shareholders' meeting passed the "Procedures for Election of Directors" and abolished the "Regulations for Election of Directors and Supervisors" on June 14, 2022.

On April 29, 2022, the Board of Directors passed the "Audit Committee Charter".

On November 7, 2022, The Board of Directors passed the "Procedures for Handling Material Inside Information" and "Corporate Governance Best Practice Principles" to establish a good corporate governance system.

On November 5, 2024, the Board of Directors approved the establishment of the "Corporate Sustainability Practice Principles" and the "Sustainability Committee Organizational Rules" to implement the Company's sustainability development goals and strengthen sustainability governance.

(10)Implementation Status of Internal Control System

1. 2024 Statement of Internal Control System

   Please visit the Market Observation Post System (https://mops.twse.com.tw/mops/#/web/t06sg20) and select the OTC market category in the internal control statement announcements to search (the Company's stock code is 3577).

   The search path is as follows: Market Observation Post System Homepage > Single Company > Corporate Governance > Company Regulations/Internal Control > Internal Control Statement Announcements

2. CPA Review Report on Project Review of Internal Control System: None.

(11) Important resolutions of the shareholders' meetings and board meetings in the most recent year and up to the date of the annual report's publication:

Resolution Date	Resolution Content	Matters listed in Article 14-3 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
March 04, 2024 2024- 1 Board of Director	1. Proposal for the distribution of directors remuneration for 2023. 2. Proposal for the 2023 Business Report,		None None	Resolution approved Resolution approved

Resolution Date	Resolution Content	Matters listed in Article 14-3 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
	Consolidated Financial Statements, and Individual Financial Statements.			
	3. 2023 Earnings Distribution Table.		None	Resolution approved
	4. Amendment to the "Articles of Incorporation".		None	Resolution approved
	5. Appoint the date and agenda for the 2024 Shareholders' Meeting.		None	Resolution approved
	6. Proposal for the evaluation of the independence, appointment, and remuneration of CPAs for 2024.	7. Certified Public Accountants	None	Resolution approved
	7. The case for related-party transactions.	3. Conflicts of interest	None	Resolution approved
	8. Proposal for the financial and accounting supervisor promotion		None	Resolution approved
	9. Proposal for the Company's Managerial Officers change.		None	Resolution approved
	10. Proposal for the standards and structure of Managerial Officers remuneration for 2024	3. Conflicts of interest	None	Resolution approved
	11. Proposal for the standards and structure of Managerial Officers remuneration for 2024	3. Conflicts of interest	None	Resolution approved
	12. Proposal for issue the Statement of Internal Control System for 2023.		None	Resolution approved
	13. Proposal of 2024 Business Operation Plan.		None	Resolution approved
March 09, 2024 2024- 2 Board of Director	1. 2024 First Quarter Consolidated Financial Statements.		None	Resolution approved
	2. Amendment to the "Organizational Rules of the Audit Committee."		None	Resolution approved
	3. Amendment to the "Rules of Procedure for 「Board of Directors」 Meetings."		None	Resolution approved
	4. Amendment to the "Corporate Governance Best Practice Principles."		None	Resolution approved
	5. Amendments to the "Procedures for Transactions with Specific Companies, Group Enterprises, and Related Parties."		None	Resolution approved
	6. The case for related-party transactions.	3. Conflicts of interest	None	Resolution approved
	7. Bank credit facility.		None	Resolution approved
June 13, 2024 Shareholders' Meeting	1. Proposal for the recognition of 2023 Business Report and Financial Statements. 2. Proposal for the recognition of 2023 earnings distribution. 3. Proposal for voted to approve of amendment to the Company's Articles of Incorporation.	N/A.	N/A.	N/A.
June 13, 2024 2024- 3 Board of Director	1. Proposal for the Company's President Appointment and remuneration		None	Resolution approved
August 6, 2024 2024- 4 Board of Director	1. 2024 Second Quarter Consolidated Financial Statements.		None	Resolution approved Resolution approved
	2. Bank credit facility.		None	Resolution approved
	3. Proposal for the Company's Managerial Officers remuneration.	3. Conflicts of interest	None	Resolution approved
	4. The case of Appointing a Related Party as a Consultant.	3. Conflicts of interest	None	

Resolution Date	Resolution Content	Matters listed in Article 14-3 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
November 5, 2024 2024- 5 Board of Director	1. 2024 Third Quarter Consolidated Financial Statements. 2. Proposal of Establishment of "Sustainability Development Practice Principles". 3. Proposal of Establishment of "Sustainability Development Committee Charter". 4. Proposal of Appointment of Sustainability Development Committee members. 5. Proposal of Amendment to "Supervision and Management Procedures for Subsidiaries". 6. The case for related-party transactions. 7. The case of disposing of 18% of ICPDASEUROPEGMBH shares held by the Company. 8. Amendments to the "Internal Control System" and "Internal Audit System" cases. 9. Proposal of amending the "Self-Assessment Procedures for Internal Control System. 10. Formulation of 2025 Audit Plan.	3. Conflicts of interest 3. Conflicts of interest 9. Other significant matters. 1. Amendment to the internal control system 1. Amendment to the internal control system	None None None None None None None None None	Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved
January 1, 2025 2025- 1 Board of Director	1. Proposal for the Company's CEO Appointment and remuneration	3. Conflicts of interest	None	Resolution approved
March 6, 2025 2025- 2 Board of Director	1. Proposal for the distribution of directors remuneration for 2024. 2. Proposal for the 2024 Business Report, Consolidated Financial Statements, and Individual Financial Statements. 3. Proposal for the earnings distribution for 2024. 4. Amendment to the "Articles of Incorporation". 5. Amendment to the "Procedures for Acquisition or Disposal of Assets". 6. Re-election of all directors. 7. Release of non-competition restrictions for newly elected directors and their representatives. 8. Appoint the date and agenda for the 2025 Shareholders' Meeting. 9. Proposal of of Rotating Certified Public Accountants. 10. Proposal for the evaluation of the independence, appointment, and remuneration of CPAs for 2025. 11. Proposal for the Company's Managerial Officers Appointment and remuneration 12. Proposal for the standards and structure of Managerial Officers remuneration for 2025 13. Proposal for the standards and structure of Managerial Officers remuneration for	2. Revision Procedures 7. Certified Public Accountants 7. Certified Public Accountants 3. Conflicts of interest 3. Conflicts of interest	None None None None None None None None None None None None	Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved

Resolution Date	Resolution Content	Matters listed in Article 14-3 of the Securities and Exchange Act	Independent Directors' Objections or Reservations	Company's Handling
	2025 14. Proposal for issue the Statement of Internal Control System for 2024. 15. Proposal of 2025 Business Operation Plan.		None None	Resolution approved Resolution approved
May 2, 2025 2025- 3 Board of Director	1. 2025 First Quarter Consolidated Financial Statements. 2. Confirming the nomination of director candidates. 3. Proposal of of lifting non-competition restrictions on nominated director candidates. 4. Amendment to the "Organizational Rules of the Audit Committee." 5. Proposal of Amendment to "Insider Trading Prevention Management". 6. Proposal of Amendment to "Corporate Sustainability Development Practice Principles". 7. Proposal of Amendment to "Code of Ethical Conduct". 8. Bank credit facility.	3. Conflicts of interest	None None None None None None None None	Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved Resolution approved

(12) In the most recent year and up to the printing date of the annual report, any directors or supervisors who have recorded or written statements of dissent to important resolutions passed by the Board of Directors: No such thing.

4. Information on Audit fees of Certified Public Accountants

(1) Audit fees of CPAs

Amount Unit: NT$ thousand

CPA Firm:	CPA name	CPA Audit Period	Audit Fee	Non-audit Fee	Total	Note
PWC Taiwan	Wu, Wei-Hao	2024.1.1.1-2024.12.12.31	2,490	534	3,024	Note 1
	Cheng, Ya-Hui	2024.1.1.1-2024.12.12.31				

Note 1: Non-audit fees: Tax certification fee NT$350 thousand, travel expenses NT$104 thousand
Non-attestation service items: Business registration NT$80 thousand

(2) If any of the following circumstances occur, the company should disclose relevant information:

1. Payment of non-audit fees to CPAs, CPAs' accounting firm, and its affiliates that exceeds one-fourth of the audit fees: No such situation.

2. Change of accounting firm and the audit fee paid in the year of the change is less than the audit fee paid in the previous year: No such situation.

3. The audit fee is reduced by 10% or more compared to the previous year: No such situation.

5. Information of CPA replacement

Information on CPA changes in the last two years and subsequent periods: No such situation.

6. The Chairman, President, or any managerial officer in charge of finance or accounting matters in the most recent fiscal year holding a position at the CPAs' firm or an affiliate of the accounting firm and, and the period during which they held a position in the CPA firm or its affiliates should be disclosed:

No such thing.

7. Changes in Equity Transfer and Pledge by Directors, Supervisors, Managers, and Shareholders with 10% or More Ownership for the most recent fiscal year and as of the date of the Annual Report

(1) Changes in Equity Transfer by Directors, Supervisors, Managerial Officers, and Major Shareholders with 10% Ownership:

Please refer to the Market Observation Post System (https://mops.twse.com.tw/mops/#/web/query6_1) for detailed information on directors', supervisors', and major shareholders' shareholdings, pledges, and transfers (the Company's stock code is 3577).

The search path is as follows: Market Observation Post System homepage > Single Company > Equity Changes/Securities Issuance > Shareholding Transfer Data Inquiry > Insiders' Shareholding Changes Post-event Declaration Form

Unit: Shares

Title	Name	2023		2024		2025 As of April 21	
		Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares	Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares	Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares
Chairman and Vice President of Administration Division	Yeh, Nai-Ti	461,352	0	0	0	50,000	0
Chief Executive Officer (Notes 3 and 6)	Chen, Ruei-Yu	743,828	0	0	0	(50,000)	0
Director and Vice President of R&D Division (Note 8)	Huang, Bin-Fong	(247,940)	0	0	0	-	-
Independent Director	Shen, Yang-Bin	2	0	0	0	0	0
Independent Director	Jiang, Yi-Jyun	0	0	0	0	0	0
Independent Director	Chen, Shao-Chi	(3,674)	0	(1,000)	0	0	0
Independent Director	Chao Yu	0	0	0	0	0	0

Title	Name	2023		2024		2025 As of April 21	
		Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares	Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares	Increase (Decrease) in Shares Held	Increase (Decrease) in Pledged Shares
President (Note 4) and Marketing & Business Division and Planning Division	Cheng, Shu-Fa	25,089	0	0	0	0	0
Vice President, R&D Division (Note 9)	Chao, Ying-Chieh	-	-	-	-	0	0
Project Vice President	Huang, Kuo-Cheng	54,176	0	0	0	0	0
Vice President, Medical-grade Polymers Division	Chen, Jui-Hsiang	60,946	0	0	0	0	0
Vice President (Note 7)	Ku, Chia-Chun	0	0	0	0	-	-
Vice President (Note 1 and Note 5)	Hsieh, Hsi-Fu	600	0	-	-	-	-
Director, Production Management division (Note 2)	Chen, Yu-Lin	(7,541)	0	-	-	-	-
Factory Director, Production and Management Division(Note 2)	Fu, Kuo-Chun	-	-	0	0	0	0
Assistant Vice Presiden, Finance Division	Cheng, Pi-Yu	5,930	0	0	0	0	0
More than 10% of Shareholders	Tian Shing Investment Co., Ltd.	701,467	0	0	0	0	0

Note 1: Vice President Hsieh, Hsi-Fu took office on March 13, 2023.

Note 2: The Board of Directors resolved to approve the management change on March 4, 2024. The former Director of Production Management Department, Chen, Yu-Lin, was reassigned as Special Assistant to the President's Office, and Fu, Kuo-Chun was appointed as the Factory Director (Assistant Vice President) of the Production Management Division.

Note 3: Chen Ruei-Yu resigned from the position of President on May 20, 2024.

Note 4: On June 13, 2024, the Board of Directors approved the appointment of Cheng, Shu-Fa as President.

Note 5: Hsieh Hsi-Fu resigned from the position of Vice President on June 30, 2024.

Note 6: On January 14, 2025, the Board of Directors approved the appointment of Chen, Ruei-Yu as Chief Executive Officer.

Note 7: Ku Chia-Chun resigned from the position of Vice President on February 2, 2025.

Note 8: Director Huang, Bin-Fong passed away and was discharged from duty on March 2, 2025.

Note 9: On March 6, 2025, the Board of Directors approved the appointment of Chao Ying-Chieh as Vice President of the Research and Development Department.

(2) If the counterparty in an equity transfer or pledge is a related party, the name of the counterparty, their relationship with the Company's Directors, supervisors, managerial officer, and shareholders with 10% or more ownership, and the number of shares obtained or pledged should be disclosed:

1. Equity Transfer Information:

Name	Equity Transfer Reason	Date of Trading	Counterparty	Relationship between the Counterparty and the Company's Directors, Managers, and Shareholders with 10% or More Ownership	Number of shares	Transaction Price
Chen, Ruei-Yu	Gift	2025/ 3/ 17	Yeh, Nai-Ti	Spouse of Chairman Yeh	50,000 shares	NT$67.4

2. Equity Transfer Information: None.

8. Information on the top ten shareholders with shareholding ratios, where they are related parties or spouses or relatives within the second degree of kinship.

April 21, 2025 Unit: Share

Name	Personal Shares held		Shares Held by Spouse and Underage Children		Total Shares Held in the Name of Others		Name and Relationship of the Top Ten Shareholders Who Are Related Parties, Spouses, or Relatives Within the Second Degree of Kinship		Note
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Name	Relationship	
Chen, Ruei-Yu	8,132,110	12.71%	5,124,874	8.01%	0	0.00%	Yeh, Nai-Ti	Spouse	
Tian Shing Investment Co., Ltd. Person in Charge: Chen,Ruei-Yu	7,716,140	12.06%	0	0.00%	0	0.00%	Chen, Ruei-Yu	Chief Executive Officer is the person in Charge	
Da Zhong Investment Co., Ltd Person in Charge: Yeh, Nai-Ti	5,140,796	8.04%	0	0.00%	0	0.00%	Yeh, Nai-Ti	Chairman is the person in Charge	
Yeh, Nai-Ti	5,124,874	8.01%	8,132,110	12.71%	0	0.00%	Chen, Ruei-Yu	Spouse	
Chen, Wen-Hua	2,466,350	3.86%	0	0.00%	0	0.00%	Chen, Jui-Hsiang	Son of Vice President	
Chou, Chia-Hui	1,419,850	2.22%	0	0.00%	0	0.00%	-	-	
YiFang Investment Co., Ltd. Person in Charge: Chen, Wen-Hua	1,366,755	2.14%	0	0.00%	0	0.00%	Chen, Jui-Hsiang	Son of Vice President is the person in Charge	
Huang, Wen-Kai	1,111,000	1.74%	0	0.00%	0	0.00%	-	-	
Huang, Yi-Shun	1,111,000	1.74%	0	0.00%	0	0.00%	-	-	
Hong You Investment Co., Ltd. Person in Charge: Huang, Bin-Fong	1,040,040	1.63%	0	0.00%	0	0.00%	Huang, Wen-Kai Huang, Yi-Shun	Son of the responsible person	

Major shareholders of corporate shareholders:

Name of corporate shareholders	Major shareholders of corporate shareholders
Tian Shing Investment Co., Ltd.	Chen, Ruei-Yu (99.52%)
Da Zhong Investment Co., Ltd	Yeh, Nai-Ti (99.00%)
YiFang Investment Co., Ltd.	Chen, Wen-Hua(50.00%)
Hong You Investment Co., Ltd.	Huang, Bin-Fong (41.00%)

9. The number of shares held by the Company, its Directors, Supervisors, managers, and enterprises directly or indirectly controlled by the Company in the same reinvested enterprise, and the calculation of the combined shareholding percentage

Consolidated Shareholding Ratio

March 31, 2025 Unit: Share ; %

Name of investee company	Investment by the Company		Investment by Directors, Supervisors, Managers, and Companies Directly or Indirectly Controlled by the Company		Total Investment	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
ADVANCE AHEAD LTD.	1,000,000	100%	0	0	1,000,000	100%
Shanghai Golden ICP DAS International Trade Co.,Ltd.	0	100%	0	0	0	100%
ICP DAS INVEST LTD.	3,200	100%	0	0	3,200	100%
ICP DAS (Wuhan)	0	100%	0	0	0	100%
ICP DAS USA, INC.	540	18%	0	0	540	18%

III. Capital Raising Status

1. Company capital and shares

(1) Source of Capital

NT$1,000, except for par value per share, Unit: Shares; NT$thousand, except for par value per share

Year/Month	Issuance Price	Authorized Capital		Paid-in Capital		Note		
		Number of shares	Amount	Number of shares	Amount	Source of Capital	Those who pay for shares with property other than cash	Others
1993/08	10	600,000	6,000	600,000	6,000	Established with a share capital of NT$6,000 thousand	None	Note 1
1997/05	10	2,000,000	20,000	2,000,000	20,000	Capital reserve transferred to capital NT$14,000 thousand	None	Note 2
2002/11	10	3,640,000	36,400	3,640,000	36,400	Earnings transferred to capital NT$16,400 thousand	None	Note 3
2003/09	10	7,000,000	70,000	7,000,000	70,000	Earnings transferred to capital NT$33,600 thousand	None	Note 4
2005/12	10	50,000,000	500,000	17,000,000	170,000	Cash capital increase NT$70,000 thousand Earnings transferred to capital NT$30,000 thousand	None	Note 5

2006/12	10	50,000,000	500,000	26,000,000	260,000	Cash capital increase NT$25,854,120 Earnings transferred to capital NT$59,500 thousand Employee bonuses transferred to capital NT$4,645,880	None	Note 6
2007/07	10	50,000,000	500,000	31,400,000	314,000	Earnings transferred to capital NT$46,800 thousand Employee bonuses transferred to capital NT$7,200 thousand	None	Note 7
2008/07	10	50,000,000	500,000	37,310,000	373,100	Earnings transferred to capital NT$47,100 thousand Employee bonuses transferred to capital NT$12,000 thousand	None	Note 8
2009/01	10	50,000,000	500,000	41,029,000	410,290	Cash capital increase NT$37,190 thousand	None	Note 9
2009/09	10	50,000,000	500,000	42,122,653	421,227	Earnings transferred to capital NT$8,205,800 Employee bonuses transferred to capital NT$2,730,730	None	Note 10
2010/04	10	50,000,000	500,000	42,900,153	429,002	Stock options exercised for capital increase NT$7,775 thousand	None	Note 11
2010/05	10	50,000,000	500,000	43,011,653	430,117	Stock options exercised for capital increase NT$1,115 thousand	None	Note 12
2010/09	10	50,000,000	500,000	43,033,653	430,337	Stock options exercised for capital increase NT$220 thousand	None	Note 13

2010/11	10	50,000,000	500,000	43,079,653	430,797	Stock options exercised for capital increase NT$460 thousand	None	Note 14
2011/04	10	80,000,000	800,000	43,382,653	433,827	Stock options exercised for capital increase NT$3,030 thousand	None	Note 15
2011/05	10	80,000,000	800,000	43,491,653	434,917	Stock options exercised for capital increase NT$1,090 thousand	None	Note 16
2011/09	10	80,000,000	800,000	43,518,903	435,189	Stock options exercised for capital increase NT$273 thousand	None	Note 17
2011/11	10	80,000,000	800,000	43,574,903	435,749	Stock options exercised for capital increase NT$560 thousand	None	Note 18
2012/04	10	80,000,000	800,000	43,689,403	436,894	Stock options exercised for capital increase NT$1,145 thousand	None	Note 19
2017/07	10	80,000,000	800,000	48,058,343	480,583	Earnings transferred to capital NT$43,689,400	None	Note 20
2019/10	10	80,000,000	800,000	52,864,177	528,641	Earnings transferred to capital NT$48,058,340	None	Note 21
2022/09	10	80,000,000	800,000	58,150,594	581,506	Earnings transferred to capital NT$52,864,170	None	Note 22
2023/10	10	80,000,000	800,000	63,965,653	639,657	Earnings transferred to capital NT$58,150,590	None	Note 23

Note 1: Document No. 347766 issued by the Ministry of Economic Affairs on August 6, 1993

Note 2: No. 158625 issued by the Ministry of Economic Affairs on May 2, 1997

Note 3: No. 09231583480 issued by the Ministry of Economic Affairs on January 21, 2003

Note 4: No. 09232780200 issued by the Ministry of Economic Affairs on October 9, 2003

Note 5: No. 094333400150 issued by the Ministry of Economic Affairs on December 26, 2005

Note 6: No. 09631583660 issued by the Ministry of Economic Affairs on January 18, 2007

Note 7: No. 09632436650 issued by the Ministry of Economic Affairs on July 16, 2007

Note 8: No. 09732783110 issued by the Ministry of Economic Affairs on August 6, 2008

Note 9: No. 09831606600 issued by the Ministry of Economic Affairs on January 17, 2009

Note 10: No. 09833137590 issued by the Ministry of Economic Affairs on September 28, 2009

Note 11: No. 09931876960 issued by the Ministry of Economic Affairs on April 8, 2010

Note 12: No. 09932012660 issued by the Ministry of Economic Affairs on May 7, 2010

Note 13: No. 09932521720 issued by the Ministry of Economic Affairs on September 1, 2010

Note 14: No. 09932823940 issued by the Ministry of Economic Affairs on November 12, 2010

Note 15: No. 10031894380 issued by the Ministry of Economic Affairs on April 21, 2011

Note 16: No. 10031987960 issued by the Ministry of Economic Affairs on May 12, 2011

Note 17: No. 10032468900 issued by the Ministry of Economic Affairs on September 5, 2011

Note 18: No. 10032718950 issued by the Ministry of Economic Affairs on November 7, 2011

Note 19: No. 10131874600 issued by the Ministry of Economic Affairs on April 12, 2012

Note 20: No. 10633434140 issued by the Ministry of Economic Affairs on July 25, 2017

Note 21: No. 10801132800 issued by the Ministry of Economic Affairs on October 1, 2019

Note 22: No. 11101178750 issued by the Ministry of Economic Affairs on September 22, 2022

Note 23: No. 11230191790 issued by the Ministry of Economic Affairs on October 4, 2023

Unit: Shares

Type of Shares	Authorized Capital			Note
	Shares Outstanding	Unissued shares	Total	
Common stock	63,965,653	16,034,347	80,000,000	TPEx Listed

(2) List of Major Shareholders

Names, number of shares held, and shareholding percentages of shareholders with 5% or more ownership or the top ten shareholders in terms of ownership percentage

April 21, 2025 Unit: Share

Name of major shareholders\ shares	Number of shares held	Shareholding ratio
Chen, Ruei-Yu	8,132,110	12.71%
Tian Shing Investment Co., Ltd.	7,716,140	12.06%
Da Zhong Investment Co., Ltd	5,140,796	8.04%
Yeh, Nai-Ti	5,124,874	8.01%
Chen, Wen-Hua	2,466,350	3.86%
Chou, Chia-Hui	1,419,850	2.22%
YiFang Investment Co., Ltd.	1,366,755	2.14%
Huang, Wen-Kai	1,111,000	1.74%
Huang, Yi-Shun	1,111,000	1.74%
Hong You Investment Co., Ltd.	1,040,040	1.63%

(3) Dividend Policy and Implementation

1. Dividend Policy

If the Company has a profit at the end of the year, it shall first pay taxes and make up for accumulated losses, then allocate 10% as legal reserve and provide or reverse special reserve in accordance with laws or regulations of the competent authority. If there is any remaining profit, it shall be combined with the accumulated undistributed earnings as the cumulative distributable earnings. The Board of Directors shall prepare a distribution proposal and submit it to the shareholders' meeting for resolution.

With regard to the business operations of the Company, as the Company's business is currently in the growth stage, the dividend distribution policy shall take into account the current and future operational plans, investment projects, capital budgets, changes in internal and external environments, as well as the interests of shareholders and the balance of dividends. Each year, the Board of Directors shall propose a distribution proposal in accordance with the law and submit it to the shareholders' meeting for approval. The principle of dividend distribution is that the cash dividend shall not be less than 20% of the current year's distributable earnings. The Company's shareholder dividend distribution may be made in the form of stock dividends, and the proportion of cash dividends distributed to shareholders should not be less than 10% of the total shareholder dividends.

Status of the Board of Directors' resolution to distribute cash dividends in the past five years:

Unit: NT$; %

Item/Year	2020	2021	2022	2023	2024
EPS after tax	0.76	3.23	3.98	1.28	1.62
Cash dividends distribution	0.7	1.5	1.5	1	1.5 (Note 1)
Stock dividends distribution	0	1.0	1.0	0	0 (Note 1)
Distribution ratio for the year	92%	77%	63%	78%	93%

Note 1: The Company's dividend distribution for 2024 will be resolved at the 2025 Annual General Shareholders' Meeting.

2. Dividend Distribution Plan Proposed (Approved) for the Current Year

On March 6, 2025, the Board of Directors passed the 2024 earnings distribution proposal. From the Company's 2024 earnings, after setting aside 10% as legal reserve, the remaining distributable earnings are distributed as follows:

Unit: NT$ (dollars)

Distribution Item	Amount
Common stock cash dividends(tentatively set at NT$1.5 per share)	95,948,480
Common stock dividends(tentatively set at NT$0 per share)	0

3. Expected situations in which the dividend policy may change significantly: None.

(4) The impact of the proposed stock dividend distribution on the Company's operating performance and earnings per share

The Company's earnings distribution for 2024 has been approved by the Board of Directors but has not yet been resolved by the shareholders' meeting.

Unit: NT$ thousand (except for earnings per share and cash dividends, which are in NT$)

Item/Year			2024 (Estimated)
Paid-in capital			639,657
Dividend Distribution for the Current Year	Cash dividend per share (Note 1)		NT$1.5
	Stock dividends from earnings per share (Note 1)		NT$0
	Stock dividends per share from additional paid-in capital		NT$0
Changes in Operating Performance	Operating income		Note 2
	Percentage increase (decrease) in operating profit compared to the same period last year		
	Income After Tax		
	Percentage increase (decrease) in net profit after tax compared to the same period last year		
	Earnings per share		
	Percentage increase (decrease) in earnings per share compared to the same period last year		
	Annual average return on investment (reciprocal of annual average P/E ratio)		
Pro Forma Earnings per	If the Retained Earnings for Capitalization are Fully	Pro Forma Earnings Per Share	Note 2

Item/Year			2024 (Estimated)
Share and P/E Ratio	Distributed as Cash Dividends	Pro forma annual average return on investment %	
	If additional paid-in capital is not capitalized	Pro Forma Earnings Per Share	
		Pro forma annual average return on investment %	
	If additional paid-in capital is not capitalized and retained Earnings for Capitalization are Fully Distributed as Cash Dividends	Pro Forma Earnings Per Share	
		Pro forma annual average return on investment %	

Note 1: The Company's dividend distribution for 2024 will be resolved at the 2025 Annual General Shareholders' Meeting.

Note 2: The company has not disclosed financial forecasts for 2025, therefore it is not required to disclose estimated information for 2024.

(5) Remuneration of Employee, Director and Supervisor

1. The Company's Articles of Incorporation do not specify the percentage and range on remuneration of employee, Director and Supervisor

   The Company shall allocate 3% to 12% of the current year's profit as employees' compensation and no more than 3% of the current year's profit as directors' and supervisors' remuneration. However, if the Company still has accumulated losses, it shall reserve the compensation amount in advance.

   The employees' compensation in the preceding paragraph may be distributed in the form of shares or cash, and the recipients may include employees of subordinate companies who meet certain conditions. The aforementioned director and supervisor remuneration can only be paid in cash.

   The "current year profit status" mentioned in the first paragraph refers to the profit before tax and before the distribution of employee compensation and directors' and supervisors' remuneration.

2. Basis for estimating the amount of employee, director and supervisor remuneration in the current period, the basis for calculating the number of shares for stock-based employee remuneration, and the accounting treatment when there is a discrepancy between the actual distributed amount and the estimated amount: No such thing.

3. Remuneration distribution approved by the Board of Directors:

(1) Amount of employee remuneration and director remuneration distributed in cash or stock:

1 Employee remuneration - cash: NT$16,155,000

2 Remuneration of Director-Cash: NT$3,231,000

(2) Amount of employee remuneration distributed in stock and its proportion to the sum of the net income after tax in the parent company only financial report and the total employee remuneration: N/A.

(3) Calculated earnings per share considering the proposed distribution of employee remuneration and Director remuneration: N/A.

4. Actual distribution of employee and director remuneration in the previous year:

Unit: NT$ (dollars)

Items	Actual amount distributed as resolved by the Shareholders' Meeting	Amount proposed for distribution as passed by the Board of Directors	Difference amount	Difference analysis
Employee remuneration - cash:	9,102,000	9,102,000	0	No difference
Director and supervisor remuneration - cash	1,138,000	1,138,000	0	No difference

5. Review of the implementation of resolutions from the Shareholders' Meeting:

The resolutions of the Company's last (2024) annual shareholders' meeting have all been implemented in accordance with the resolution results. The implementation is reviewed as follows:

Resolution items	Implementation review
1. Proposal for the recognition of 2023 Business Report and Financial Statements.	1. Relevant information has been announced in the Annual Report, Market Observation Post System, and the company website.
2. Proposal for the recognition of 2023 earnings distribution.	2. July 18, 2024 is set as the distribution base date, and August 8, 2024 is set as the cash dividend payment date (cash dividend of NT$1 per share, totaling NT$63,965,653).
3. Proposal for voted to approve of amendment to the Company's Articles of Incorporation.	3. The "Articles of Incorporation" have been published on the company website and approved for change registration by the Ministry of Economic Affairs on July 18, 2024.

(**6) Share Repurchase Status of the Company:**

No such situation.

2. Corporate Bond Issuance Situation:

None.

3. Preferred share implementation status:

None.

4. Status of Issuance of Global Depositary Receipts:

None.

5. Status of Employee Stock Option Certificates and Restricted Stock Options for Employees:

None.

6. Share issuance for merger or acquisition of shares of other companies:

None.

7. Implementation status of fund utilization plan:

N/A.

VI. Business Operation Overview

1. Business content

(1) Business Scope

1. Major business activities

The business scope of the Company is as follows:

C801100	Synthetic Resin and Plastic Manufacturing
CB01010	Mechanical Equipment Manufacturing
CC01010	Manufacture of Power Generation, Transmission and Distribution Machinery
CC01030	Electrical Appliances and Audiovisual Electronic Products Manufacturing
CC01060	Wired Communication Mechanical Equipment Manufacturing
CC01070	Wireless Communication Mechanical Equipment Manufacturing
CC01080	Electronics Components Manufacturing
CC01100	Controlled Telecommunications Radio-Frequency Devices and Materials Manufacturing
CC01110	Computer and Peripheral Equipment Manufacturing
CE01010	General Instrument Manufacturing
E603050	Automatic Control Equipment Engineering
E604010	Machinery Installation
E605010	Computer Equipment Installation
EZ05010	Instrument and Meters Installation Engineering
F107170	Wholesale of Industrial Catalyst
F107200	Wholesale of Chemical Feedstock
F107990	Wholesale of Other Chemical Products
F108031	Wholesale of Medical Devices
F113020	Wholesale of Electrical Appliances
F113030	Wholesale of Precision Instruments
F113050	Wholesale of Computers and Clerical Machinery Equipment
F207170	Retail Sale of Industrial Catalyst
F207200	Retail Sale of Chemical Feedstock
F207990	Retail Sale of Other Chemical Products
F208031	Retail Sale of Medical Apparatus
F213010	Retail Sale of Electrical Appliances
F213030	Retail Sale of Computers and Clerical Machinery Equipment
F213040	Retail Sale of Precision Instruments
F213050	Retail Sale of Measuring Instruments

F213060	Retail Sale of Telecommunication Apparatus
F218010	Retail Sale of Computer Software
F219010	Retail Sale of Electronic Materials
F401010	International Trade
I101070	Agriculture, Forestry, Fishing and Livestock Consulting
I301010	Information Software Services
I301020	Data Processing Services
I301030	Electronic Information Supply Services
IG03010	Energy Technical Services
JA02010	Electric Appliance and Electronic Products Repair
ZZ99999	All business activities that are not prohibited or restricted by law, except those that are subject to special approval.

2. Business proportion

Unit: NT$ thousand

Proportion (%) / Major products	2023		2024	
	Operating revenue	Operating revenue	Operating revenue	Operating revenue
Remote controllers, industrial computer interface cards	1,018,612	100.00%	1,070,791	100.00%

3. The Company's current products (services)

Product	Description
Remote controllers	7000 series products
	7188 series products
	8000 series products
Industrial control interface cards	Embedded controller interface cards
	DI/DO, AD/DA interface cards
	Motion control interface cards
Other products	Industrial computer peripherals (power supplies, relays, etc.)
	Converter series
	Wireless modems
	LCD display boards
	Industrial-grade network audio and video servers
	Software and application books
	Power monitoring, power meter controllers
	WISE IoT controllers
	OPC UA Gateway
	Human-machine interfaces/touchscreens

4. Planned development of new products (services)

The Company's R&D focus and future new product development plans mainly involve upgrading and extending the application of existing products, and actively promoting the development of new products related to PACs (Programmable Automation Controllers). Overall, the future development direction of R&D work is as follows:

A. Micro industrial controllers: Develop new micro industrial controllers in line with the market's new micro CPUs and chipsets.

B. Upgrade and revise the MiniOS7 (self-developed embedded operating system) software to increase added value.

C. Embedded industrial computers and industrial controller peripheral control components.

D. Gaming machine control systems.

E. Motion control systems and application software.

F. Visual control software.

G. Various industrial fieldbus controllers.

H. PAC controllers integrating displays and I/O modules.

I. Wireless communication-related products such as ZigBee, GSM/GPRS/3G.

J. M2M (Machine to Machine) remote maintenance and remote monitoring systems.

K. Machine vision and image processing software.

L. Simple HMI (Human Machine Interface).

M. Redundant DCS control modules for petrochemical and steel industries.

N. Factory energy monitoring solutions.

O. Intelligent building monitoring solutions.

P. Industry 4.0 solutions.

Q. Smart factory solutions.

R. Industrial IoT, Big Data, and cloud platforms.

S. Air quality monitoring equipment and micro weather stations.

T. Smart manufacturing and ESG solutions.

(2) Industry Overview

1. Current status and development of the industry

(1) Overall industry trends

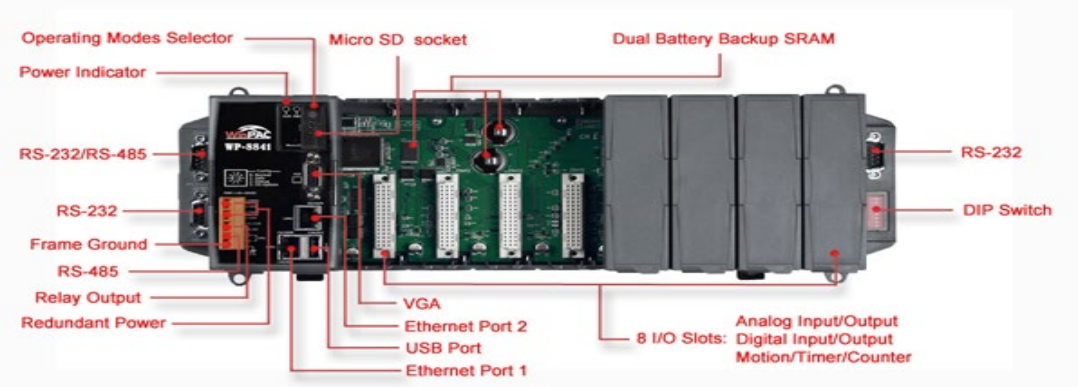
Industrial control, with monitoring and control at its core, is most commonly applied in automation equipment. Since the rise of the Internet of Things (IoT) in 2010, the integration of sensors, data acquisition, communication, network technologies, and the flourishing development of AI technologies, the combined application of these two has become AIoT. The combination of AIoT with factories, industrial production, and the Industry 4.0 concept has given rise to the Industrial Internet of Things (IIoT), which has become the goal that various industries are following. According to data from MarketsandMarkets, the global Industrial IoT (IIoT) market size is forecast to grow from USD 300.3 billion in 2021 to USD 650.5 billion by 2026, at a compound annual growth rate (CAGR) of 16.7% from 2021 to 2026. The global industrial automation system integrator market size is expected to expand from USD 27 billion in 2022 to USD 35.5 billion by 2027, growing at a CAGR of 5.6% during the forecast period, as factors such as increasing safety and security concerns are stimulating the demand for automation systems and expanding the market. Furthermore, the global IoT integration market is expected to grow from USD 2.4 billion in 2022 to USD 9.2 billion by 2027. With the widespread adoption of IoT devices, the global demand for integration services is increasing, and it is expected to grow at a CAGR of 30.2% during the forecast period. The global industrial control and factory automation market is expected to grow from USD 147.9 billion in 2022 to USD 218.8 billion by 2027, with a CAGR of 8.2%. The key factors driving market growth are the increased government efforts to promote industrial automation, and the increasing integration of technologies such as IoT and artificial intelligence with various industrial control and factory automation solutions. In 2021, DCS will dominate the market share, while PLC will occupy the second-largest share. DCS can achieve process automation and control in manufacturing plants, promoting the integrity of decision-making, simplicity of operation, and improvement of productivity. The global industrial PC (IPC) market is expected to grow at a CAGR of 5.5% during the forecast period, from USD 5 billion in 2023 to USD 6.6 billion by 2028. The machine automation controller market was valued at US$39.66 billion in 2023, and is expected to reach US$41.69 billion in 2024, with a CAGR of 5.43%, reaching US$57.46 billion by 2030. International major manufacturers include Siemens, National Instruments, Chassis Plans (also known as Industrial Computer Source), Texas Micro, Xycom, etc. Domestically, there are about 20 industrial computer manufacturers. (Including Advantech, DFI, IEI, Axiomtek, Portwell, ADLINK, Flytech, Lanner, iBase, FEC, Posiflex, CipherLab, XAC, ASTRO, etc.). The demand from emerging markets such as China provides room for growth in the global industrial computer market.

With the advancement of electronic technology, the prevalence and standardization of information technology, automation controllers are developing towards lower prices, miniaturization, and powerful functionality. In the aforementioned traditionally segmented markets, PLC is the lowest priced and has the smallest size. However, the advantages of PLC development in the

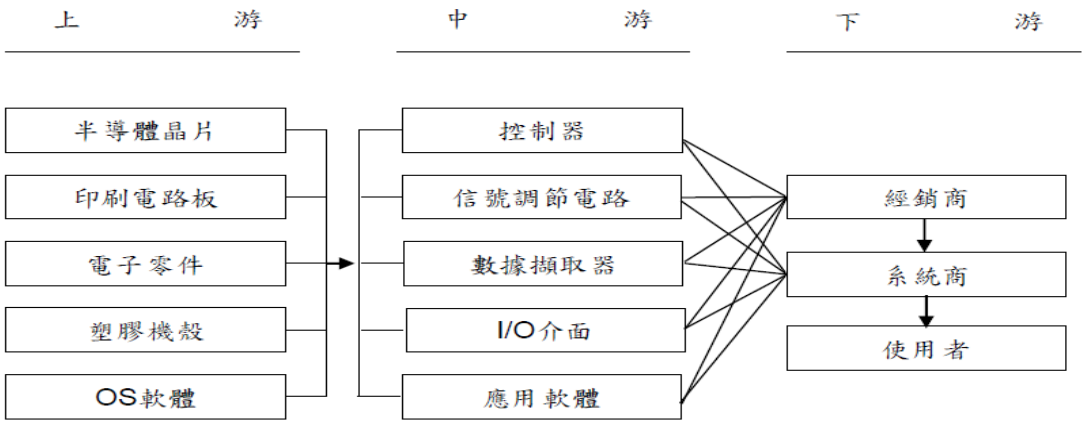
past were simplicity and ease of operation; in line with usage trends, adding enhanced functionality is not the forte of traditional PLCs. Therefore, industrial computers in the past made up for the lack of functionality in automation control in the PLC market. However, traditional industrial computers still cannot prevail in the trend of low price and small size, and they continue to face issues such as unstable operating systems, relatively unreliable hardware, and higher learning thresholds for software design environments.

"Programmable Automation Controllers" (PACs) themselves combine the functionality and adaptability of PLCs with the communication and computing capabilities of general computers, satisfying the needs of most users. PACs are mainly designed as embedded computers, with low power consumption and high reliability being one of their characteristics. In the trend of energy conservation and carbon reduction, they will be adopted by more people. In the current situation of strong market application demand, the market for PACs will be vast and difficult to estimate.

The figure below shows the Company's WinPAC-8000 series products.



2. Upstream, midstream, and downstream industry chain



3. Product development trends and competitive landscape

(1) Product development trends

Due to the need for automation, control systems are now used at every level in

various industries. However, because there are numerous application purposes and each customer's requirements are different, the automation control system products are essentially an industry that highly demands customization. In recent decades, the control systems adopted by the industry mostly have dedicated and closed system architectures, where the hardware design and architecture have no established standards and are even tailored to customer requirements. Although both DCS and PLC have the advantages of simple structure, mature technology, and economies of scale, they are increasingly exposing their inherent shortcomings when facing the increasingly complex and diverse customer demands today. Especially when customers want to expand or change functionality, they must seek assistance from system suppliers. However, due to the closed and dedicated nature, the expansion of the original system becomes impractical. This not only increases product costs but also becomes a bottleneck for meeting customer needs.

For example, in the automation needs of enterprise operations, the integration of information flow, capital flow, and even logistics at the operation site is necessary. At this time, the network connection capability of the control system becomes indispensable and irreplaceable. Traditional PLCs are bound to decline due to their inherent lack of network system connectivity.

Informatization and networking have changed our lives, changed human's thinking and ways of doing things, and have also changed the way businesses operate as a result. In response to this trend, in addition to requiring products to be more reliable, stable, and faster, it has led to a new trend in the development of control system products: highly flexible (cross-domain functionality, diversified platforms), highly expandable, modular, standardized network interfaces, and standardized programming language software and hardware systems, resulting in the emergence of PAC products.

(2) Competitive landscape

Responding to customer demand trends is unavoidable for the industry. Internationally renowned manufacturers, including Siemens, NI, GE Fanuc, AB, and Rockwell, have also invested in the development of PAC systems. In Taiwan, in addition to our company, which has been cultivating for ten years, there are also Advantech, ADLINK, and Moxa, with only a few manufacturers entering the market.

(3) Technology and R&D Overview

1. R&D expenditure in the most recent year and up to the date of the Annual Report:

(1) The R&D expenditure in 2024 amounted to NT$213,954 thousand.

(2) The R&D expenditure in 2025 Q1 amounted to NT$51,841 thousand.

2.Research and Development

Since its establishment in 1993, the Company has set up an R&D department. Initially, PC-based I/O cards were the first R&D product line. Starting from 1998, it gradually moved to various embedded controllers, remote I/O modules, and other

product lines. The Company's R&D team focuses on R&D in the field of industrial automation. Since the firmware technology for software and hardware integration requires experience accumulation and judgment, this characteristic has a relatively high level of technical confidentiality. The Company is committed to safeguarding the trade secrets of key firmware technologies in the R&D department. With core technologies such as computing, communication, connection, and control, seven R&D divisions have been successively established, respectively mastering embedded software and hardware, industrial Ethernet, various I/O monitoring modules, soft logic and HMI software, motion control technology, etc.

3. R&D personnel and their education and experience

Items \ Year		2023		2024	
		Number of people	%	Number of people	%
Education Distribution	Master's Degree or Above	51	41.80%	51	43.59%
	University (College)	69	56.56%	64	54.70%
	High School (Inclusive) or Below	2	1.64%	2	1.71%
	Total	122	100.00%	117	100.00%

4. R&D expenditure invested in the last five years

Unit: NT$ thousand

Item/Year	2020	2021	2022	2023	2024
R & D Expense	202,060	230,655	216,194	203,404	213,954
Net Sales Revenue	757,992	1,041,905	1,223,145	1,018,612	1,070,791
Percentage of net sales revenue ratio(%)	26.66	22.14	17.68	19.97	19.98

(4) Long-term and short-term business development plans

1. Short-term plans

(1) Marketing strategies

A. Promote global IoT business opportunities and energy conservation, low carbon, and environmental protection issues. Hold product launches and application case sharing at important global sales locations and high-potential distributor partners to promote products and solutions.

B. In recent years, due to climate change and global warming, various disasters have occurred in many places, causing huge losses of human life and property. In addition to the national security that has been set in previous years becoming an important R&D and promotion issue, the Company has

also strengthened the business opportunities in energy conservation, low carbon, and environmental protection. It seeks high-potential distributor partners in the directions of energy conservation, water resources, renewable energy, water conservation, oil conservation, electricity conservation, and other systems.

C. Continue to promote product projects, actively cooperate with customers' different system integration needs, establish strategic alliances with global system integrators to expand marketing areas, and increase the proportion of OEM/ODM and other project business.

D. Continue to promote the platform concept of PACs (Programmable Automation Controllers), using the entire PAC family series—WinPAC, LinPAC, µPAC, iPAC, XPAC, ViewPAC, MPAC, WISE, etc.—as the cornerstone for in-depth promotion in various industries (energy conservation and environmental protection, industrial automation market, computer communication applications, medical and military applications, network communication systems, security monitoring, transportation, entertainment, etc.). With the launch of more PAC products with 4G/5G communication capabilities and the WISE series, actively construct IoT and energy conservation deployment kits, application software platforms, intelligent systems, and other fields to invest in integrated monitoring and more intelligent and automated system integration industries. In the future, the Company will seize the opportunities in IoT development and actively implement the industrial development of "smart factories/smart manufacturing." It is hoped that through the vision of ICP DAS's innovative products, vertical market application areas, and future industrial alliances, the Company will deeply engage in industries such as intelligent buildings, building energy conservation, factory monitoring, water treatment, etc., and jointly market platforms and specific system areas with industrial alliances.

E. To let the market understand ICP DAS's capabilities in intelligent buildings, ICP DAS established a 1,000-ping intelligent home demonstration and experimental center in Wuhan, China in 2013, showcasing its intelligent applications in five types of building spaces: bedrooms, living rooms, conference rooms, offices, and reception halls. For example, it combined the use of ICP DAS's latest TouchPAD with corresponding control modules and integrated the management of all areas through SCADA or Web central control software and mobile APP. In Taiwan, ICP DAS's headquarters and second factory are used as demonstration factories, showcasing the intelligent control and management functions required in areas such as air conditioning, production lines, offices, factory affairs, conference rooms,

and reception halls in the factory in the form of modules (subsystems). ICP DAS will not only continue to deepen its product and service capabilities in IoT applications such as smart factories but is also very willing to cooperate with partners familiar with this field to jointly provide customers with the most complete smart manufacturing solutions.

F. In response to the ESG trend and the EU carbon border tax that took effect on January 1, 2023, global inflation has led to soaring raw material and energy costs, and enterprises' demand for low carbon and energy conservation is gradually increasing. The extreme climate caused by greenhouse gas emissions has made "greenhouse gas emission inventory" and "product carbon footprint" become requirements that the government requires enterprises to complete within a certain period of time. Therefore, the "energy management system" has become the primary goal to be achieved. The "energy management solution" provided by ICP DAS can provide "visualization of electricity consumption information," "electricity safety," "machine utilization rate," and "equipment maintenance."

(2) Production and R&D

A. Continue to promote the market demand-oriented R&D of "micro industrial controllers" and the entire PAC product family, continue the "software upgrade and revision of industrial controllers," and the R&D of three product technologies including industrial controller peripheral control components, and develop wireless remote controller series modules specifically designed for more complex application environments—Machine-to-Machine (M2M).

B. Continue to increase the acquisition of product technology patents.

C. Introduce excellent engineering R&D (RD) and product R&D plan (PM) personnel to enrich the current R&D and production team, and cooperate with application engineers to provide customers with the most comprehensive product technical services.

D. Construct a product instructor talent cultivation system and develop online seminars for product teaching and promotion of application case introductions.

(3) Operation management

A. Implement standard operating procedures for each department.

B. Strengthen the market positioning of each series of products and establish customer loyalty and brand value goals.

C. Establish a comprehensive global talent database, establish a comprehensive global business rotation system, strengthen the training of seed business in various regions, and implement a business evaluation system.

D. Continue to implement "correct and innovative design, pursue first-class quality, and provide satisfactory service," and establish a good corporate culture.

2. Long-term plans

As a pioneer in the programmable automation controller industry, the Company will continue to move towards in-depth cultivation of the PAC (Programmable Automation Controller) market, enabling ICPDAS to grow steadily and continue to be profitable, creating a win-win situation and shared benefits.

(1) Marketing strategies

A. Based on the existing global business foundation, strengthen the development of business organizations oriented towards different industries, select high-quality distributors, increase overseas locations in specific regions, expand into new markets in different industries, deeply develop IoT and various energy-saving businesses, and enter the era of the smart planet through the interconnection of things.

B. Strengthen the "ICPDAS" own brand image, increase global market share, and continue to be the trailblazer for PACs (Programmable Automation Controllers).

C. Dedicate to project strategies to provide the most complete solutions, with one-stop service.

D. After the pandemic subsides, strengthen physical exhibitions, online seminars, and application case sharing on blogs.

E. Strengthen cooperative relationships with major global manufacturers and enhance corporate image.

(2) Production and R&D

A. Establish a re-learning system for R&D personnel, regularly send R&D personnel to academic institutions for further study, and adopt an elite strategy.

B. Promote the international division of labor strategy and establish a global R&D team with division of labor among Taiwan, the United States, Germany, and China to achieve the strongest R&D competitive advantage.

C. Strengthen strategic alliances with upstream and downstream manufacturers.

D. Independently develop key components to enter more technologically advanced niche industries.

(3) Operation management

A. Strengthen on-the-job training for employees, build a learning-oriented organization, deeply cultivate the company's corporate culture and international perspective, and implement a global business rotation system.

B. Enhance the company's webpage marketing and e-commerce.

2. Market and Production Overview

(1) Market Analysis

1. Sales (provision) areas of main products (services): The Company's sales areas of main products in 2023 and 2024 are as follows:

Unit: NT$ thousand

Region		2023		2024	
		Sales amount	Ratio	Sales amount	Ratio
Export	Asia	309,845	30.42%	251,289	23.47%
	Europe	243,721	23.93%	240,798	22.49%
	Americas	85,286	8.37%	70,325	6.57%
	Others	4,790	0.47%	7,529	0.70%
Total		643,642	63.19%	569,941	53.23%
Domestic		374,970	36.81%	500,850	46.77%
Total		1,018,612	100.00%	1,070,791	100.00%

2. Market share

The Company's main business is the R&D, design, production, manufacturing, and sales of remote controllers, industrial control interface cards, and other industrial computer peripheral products. The above three major product lines have a complete marketing system and a strong R&D team. The Company has fully invested in the PAC (Programmable Automation Controller) platform system concept since 2004. As PAC is an emerging industry and platform, its global sales market lacks historical statistical data. Currently, there are no exact statistics available to indicate the Company's market share. However, for the remote I/O module series products, it should be the second-largest manufacturer in Taiwan,

second only to Advantech. From this, it can be expected that the Company will have a very important position in the future. Compared with domestic manufacturers, the Company's industrial control interface cards are second only to Advantech and ADLINK, ranking as the third-largest industrial control interface card manufacturer in Taiwan. In terms of industrial computers, based on serving customers, when entering ICPDAS, one can obtain a complete range of products and services. The Company also provides industrial computer products in combination with controller system sales. In response to the advancement of the times and the continuous changes in security monitoring technology, such as IP-based and intelligent analysis, the Company is developing towards product diversification. Not only has it achieved results in controllers and industrial control interface cards, but in recent years, it has also actively invested in the development of M2M and WSN series exhibits, and actively engaged in the market development of OEM/ODM projects and cooperation with well-known manufacturers. It is expected to occupy a place in the future.

3. Future supply and demand situation and growth potential of the market

For more than a decade, the Company has been committed to researching and developing high-quality PC-based control systems. The remote controllers developed by the Company all conform to the concept of PACs (Programmable Automation Controllers) proposed by the ARC (Automation Research Corporation) organization and combine the product advantages of PLCs and IPCs. In recent years, the Company has successively launched µPAC, iPAC, WinPAC, LinPAC, XPCA, ViewPAC, MPAC, WISE, and other series of product lines. With the evolution of technology and the continuous emergence of application demands, the products are actually applied in life, among which the PAC series products have been growing steadily every year.

In the foreseeable future, the requirements for standardization, openness, portability, and interactivity will be important criteria that users pay special attention to. Because PACs have powerful computing capabilities, communication processing, extensive software support, stability, ruggedness, and ease of operation combined, PACs will play an extremely important role in the fields of automation, military aerospace, fishery management, transportation, medical equipment, entertainment, homeland security monitoring, IoT, energy conservation, and other fields in the future.

"In the field of industrial computers and automation equipment, the profits of standard products are gradually declining. Only by launching comprehensive solutions that meet customer needs can market visibility and product sales be effectively improved." IoT applications are still in a stage of a hundred flowers blooming. Whether in machine automation or building automation and other fields, ICP DAS's consistent approach is to listen to customers' voices and provide corresponding product services. Shifting from hardware sales to solution providers in the early days, the product R&D model must also shift from product R&D-oriented to customer demand-oriented. "At present, both the government and enterprise end are only deploying IoT applications on a small scale. In this situation, the more partners enter this market, the more diverse application services can be promoted." Due to the wide-ranging aspects involved in IoT applications, it is difficult for a single manufacturer to provide the products and services required by customers.

Therefore, ICP DAS hopes to achieve complementarity in market, customers, and technology through cross-domain cooperation and jointly seize the huge IoT business opportunities. Taking intelligent buildings as an example, intelligent buildings encompass at least issues such as power, lighting, air conditioning, air quality, and security monitoring. In addition to continuously deepening and supporting customers' self-developed interface functions for TouchPAD, Power Meter Controller (PMC), WISE, and Creator intelligent control and management solutions, ICP DAS also collaborates with partners such as AVEVA to deepen service capabilities in the SCADA field.

4. Competitive Advantages

A.R&D Capabilities:

In the application of industrial automation products, low power consumption, small size, and stable and durable characteristics are the most important. In other words, it is the product that can stably provide maximum performance with the lowest power consumption on the smallest size for a long time.

The Company's R&D team takes this as the research foundation and focuses on R&D in the field of industrial automation, constantly grasping the latest technologies. In terms of the layout of core technologies such as computing, communication, collection, control, and device networking (connection), ICP DAS has successively established seven R&D divisions, respectively mastering embedded software and hardware, industrial Ethernet, various I/O monitoring modules, soft logic and HMI software, motion control technology, etc., enabling the Company's products, from software to hardware, to provide customers with very complete solutions.

B. Innovation Capabilities:

Unlike many Taiwanese companies that are good at making "Me Too" products, the Company's R&D is based on the spirit of "innovation and practicality." In the past, many companies' product development strategies were to first "work behind closed doors" and then achieve sales goals through aggressive marketing. ICP DAS's R&D strategy is to make innovative R&D and design in line with market demands. Especially in recent years, the booming development of the Chinese market has allowed us to obtain a large amount of feedback in this market. As many mainland users are eager to "reach their destination in one step," it has also allowed our engineers to gain a lot of valuable industrial field experience. Innovation is not equivalent to invention. ICP DAS's innovation stems from the full mastery of the above-mentioned individual core technologies. Therefore, ICP DAS's R&D capabilities have shifted from innovative design of individual products to integrated innovative design of solutions. This is the current feature of ICP DAS products. In terms of the leading PAC product line in the industry, it is the combination of computing, communication, collection, control, software technology, etc., and constantly innovating based on the on-site needs of most customers. "Intelligence" is the most important aspect of technology products today. Therefore, the PAC product series developed by the Company also innovate functions at any time according to the needs of the times, moving from wired to all-round wireless development, allowing people to pursue a convenient

and safe life, enterprises to pursue cost reduction, and strengthen environmental monitoring and disaster prevention.

C. Professionalism and Focus:

In Taiwan's industrial computer industry, the Company is known for providing "professional" automation controllers. In the past, many foreign distributors asked us to develop industrial computer complete machines, but we declined on the grounds of focusing on the development of automation controllers and remote modules. As a result, when other competitors are distracted by investing in the development of multiple products, it creates opportunities for ICP DAS. Due to the continuous improvement of products, the quality and brand image have gradually been established. The I-7000, M-7000, and ET-7000 distributed remote modules developed by the Company are already among the top few in global sales of similar products, far surpassing Advantech's ADAM-4000 and Avalue's NuDAM-6000. In the foreseeable future, ICP DAS's PAC products will also occupy a very large market share.

D. Sales and Layout:

Taking Taiwan as the R&D base and mainland China as the application base, and then massively replicating relevant successful industry applications to other regions of the world, this has been a very successful model for the Company in recent years. At present, the Company mainly uses distributors for sales worldwide, and only in Taiwan and mainland China does it have the opportunity to contact end-users. In the Taiwan market, due to its small scope, a direct sales model is adopted, while in mainland China, direct sales and distribution are used in parallel. Currently, there are hundreds of global distributors, covering major countries worldwide. As the business of industrial automation products mostly requires industry knowledge, our sales services cover pre-sales consulting and after-sales support. Through continuous communication with customers, in addition to providing feedback on needs to product managers, we also organize the accumulated cases and provide them to distributors in Europe, the United States, and other regions. Therefore, on this island, our sales points are all over Taiwan. In mainland China, we have a presence in cities such as Shanghai, Beijing, Shenzhen, Wuhan, Chengdu, Chongqing, Nanjing, Hangzhou, and Qingdao. However, behind the sales personnel in these regions, we have a large number of technical application engineers providing customers with the best quality service. This is the biggest difference between the Company and other companies in terms of layout.

5. Development Prospects, Favorable and Unfavorable Factors, and Countermeasures

(1) Favorable factors:

A. Industrial computer group develops into allied partners

As the industrial computer industry has high gross margins compared to other industries, it particularly attracts the interest of many other consumer electronics companies to enter the field. The industrial control interface cards developed and produced by the Company can complement the product lines of

the industrial computer group, such as Aaeon, IEI, Axiomtek, and Portwell, which are all currently cooperating industrial computer manufacturers.

B. Possessing a professional software R&D technical team, entering the software application market of PLCs and PCs

In recent years, the Company's layout of the R&D team, especially the cultivation of software talents and technical cooperation with third-party software suppliers, has effectively mastered running multiple software applications with different functions on the same platform, and satisfying the operating software required by users according to the design requirements of the control system, entering the software application market of PLCs and PCs.

C. Small quantities and variety, fast delivery, stable supply

Due to the Company's long-standing commitment to serving customers, breaking the general industrial computer's made-to-order production, which requires delivery within two to six weeks after ordering, the Company's production support unit has a small amount and variety of product inventory based on changes in production and sales, allowing customers to obtain goods within three to seven days after placing an order.

D. Stable product quality

The Company's product technology has always been ahead of its peers, and its products' reliability, stability, and expandability are the best in the industry. Each product line's product managers and technical application engineers quickly and effectively bring the Company's newly developed products to the market and provide feedback on customer suggestions and needs to the Company's R&D department, thus creating the foundation for the Company's stable product quality and ensuring its leading position in the market.

(2) Unfavorable factors:

A. The global "ICPDAS" own brand awareness needs to be further deepened and broadened.

At present, the awareness of the "ICPDAS" own brand varies due to different levels of cultivation in different regions, resulting in inconsistent global awareness.

Countermeasures:

a. Strengthen overseas distribution locations, actively participate in the service of end customers of distribution locations, and establish the professional brand awareness of ICPDAS.

b. Increase media coverage of the Company in various regions, and widely

provide application cases for different industry characteristics to print and online media in various regions to increase exposure.

c. With the development of emerging online media, in addition to the Company's existing various marketing methods, the Company strengthens online media marketing channels, thereby increasing the sales benefits that come with it.

d. Increase domestic and international exhibition opportunities, and hold seminars in the north, central, and south regions. Hold product launches and application case sharing sessions in large companies in various industries.

B. OEM/ODM order-taking capabilities need to be further strengthened.

Exploring the current key success factors of Taiwan's technology industry, one of them is "OEM/ODM order-taking capabilities." According to the analysis results, strong OEM/ODM order-taking capabilities indicate strong competitiveness, indicating that the company's overall competitiveness is also strong.

Countermeasures:

a. In addition to providing customers with production outsourcing and product design, actively provide peripheral services such as back-end management, transportation, product maintenance, and material management; expanding the scope and professional depth of manufacturing services has become a necessary strategic means.

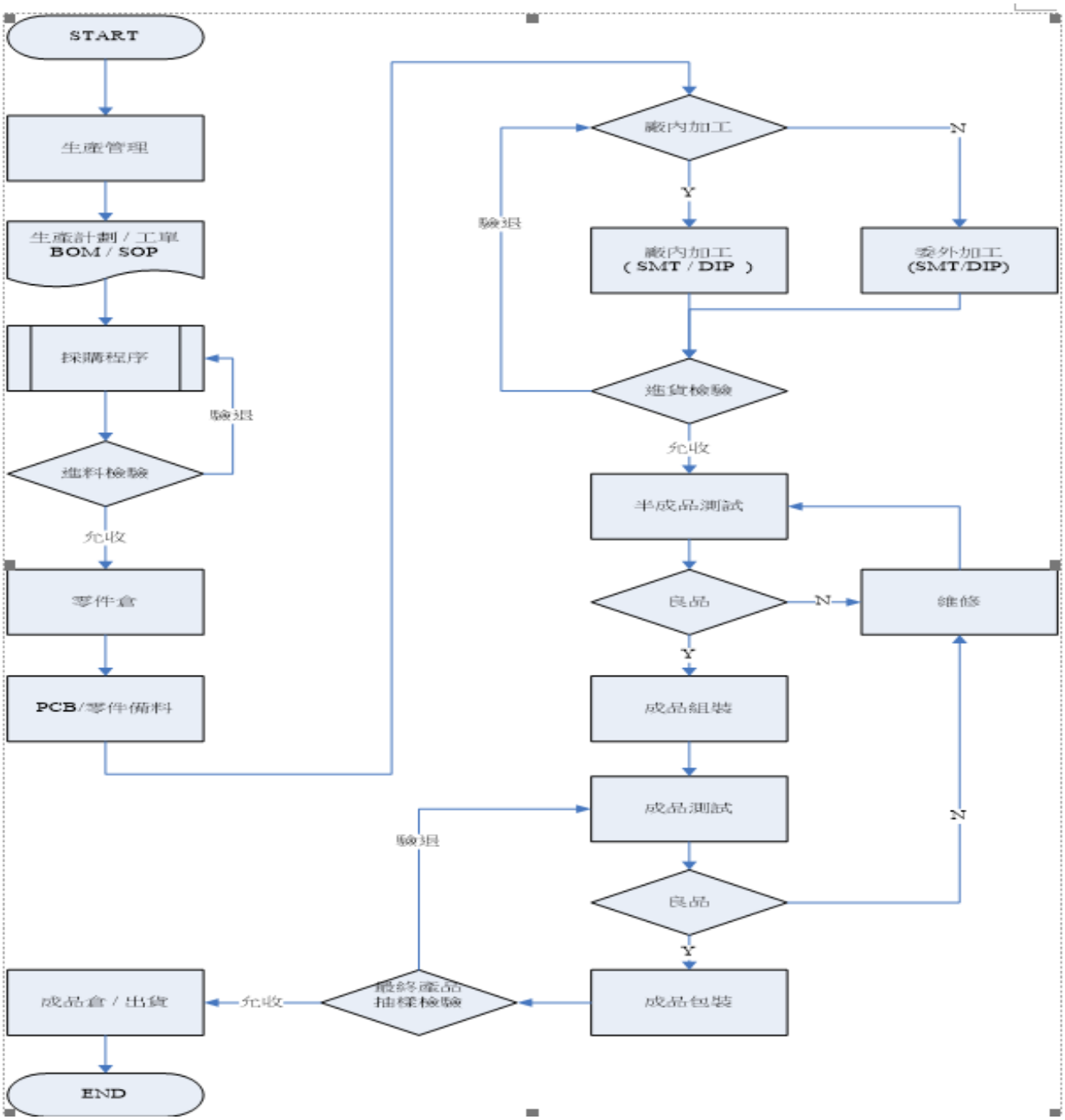
b. As market competition intensifies, there are more diverse requirements for product specifications, and the demand for OEM/ODM is also increasing. Having the ability to plan, design, manufacture, apply, and provide technical services is the most competitive indicator of a company. Expanding the application and service customer base in different industries is our goal.

(2) Main Products' Important Uses and Production Process

1. Important uses of main products

Product	Important Uses
Remote controllers	For remote measurement and control and other special needs, can withstand harsh environments such as high (low) temperature, high humidity, vibration, and water resistance. Applied in factory automation, energy monitoring systems, machine room monitoring systems, petrochemical and environmental protection industries, power and environmental monitoring applications, communication and transportation uses.
Industrial control interface cards	For expanding the functions of industrial control systems such as motion, monitoring, and measurement.
Other products	Mainly for expanding and supporting the communication, transmission, display, and control of remote controllers, industrial control interface cards, and other industrial computer peripherals for bundled sales.

2. Production process of main products



(3) Supply Status of Main Raw Materials

Main Raw Materials	Supply Source	Supply Status
Integrated circuits (ICs)	TI, WT Microelectronics, Weikeng	Good
Connectors	Quadrep Electronics,DECA,Transway	Good
Mechanical parts	TechUnion	Good
Printed circuit boards (PCBs)	Shengyeh	Good
Power supplies (DC/DC)	Danube	Good

The main components required in the Company's product production process include ICs, connectors, mechanical parts, printed circuit boards, power supplies, etc. The Company's major suppliers all have a good reputation in their respective industries and maintain a stable and good cooperative relationship with the Company, ensuring that the Company has abundant supply sources for various raw materials without concerns of shortage.

(4) List of Major Suppliers and Customers in the Last Two Years

1. List of suppliers accounting for more than 10% of the net purchases in either of the last two years, along with purchase amounts and percentages, and explanation of reasons for changes:

Unit: NT$ thousand; %

Items	2023				2024				As of March 31, 2025			
	Name	Amount	Percentage of total net purchases for the year (%)	Relationship with the issuer	Name	Amount	Percentage of total net purchases for the year (%)	Relationship with the issuer	Name	Amount	Percentage of total net purchases for the year (%)	Relationship with the issuer
1	TI	62,923	18	-	NP	21,616	10	-	NP	14,265	14	-
2	-	-	-	-	-	-	-	-	-	-	-	-
3	Others	280,004	82	-	Others	213,969	90	-	Others	87,400	86	-
	Net purchases	342,927	100		Net purchases	235,585	100		Net purchases	101,665	100	

Reasons for changes in suppliers accounting for more than ten percent of net purchases in the past two years:

The main sales customers have changed, and different products affect the purchases.

2. List of customers accounting for more than ten percent of net sales in any of the past two years, along with their sales amounts and percentages, and an explanation for any changes:

Unit: NT$ thousand; %

Items	2023				2024				As of March 31, 2025			
	Name	Amount	Percentage of total net Sales for the year (%)	Relationship with the issuer	Name	Amount	Percentage of total net Sales for the year (%)	Relationship with the issuer	Name	Amount	Percentage of total net Sales for the year (%)	Relationship with the issuer
1	F.P.	149,668	15	-	H.P.	221,691	21	-	H.P.	113,714	36	-
2	L.T.	121,091	12	-	L.T.	105,656	10	-				-
3	Others	747,853	73	-	Others	743,444	69	-	Others	202,001	64	-
	Net Sales	1,018,612	100		Net Sales	1,070,791	100		Net Sales	315,715	100	

Reasons for changes in sales customers accounting for more than10% of net sales in the last two years:

F.P. Group revenue declined;

H.P. benefited from AI-driven high-performance computing (HPC) and semiconductor testing equipment, resulting in a significant increase in sales revenue.

3. Number of Employees:

Information on Employees for the Two Most Recent Fiscal Years, and the Current Fiscal Year Up to the Date of Publication of the Annual Report

Unit: person; %

Year		2023	2024	As of March 31, 2025
Number of employees	R & D	122	117	113
	Administration	40	41	41
	Sales	58	53	52
	Manufacturing	175	169	157
	Total	395	380	363
Average age		39.74	39.37	39.54
Average of Service(years)		9.58	10.41	10.73
Education Distribution Ratio	PhD and Master:	19.94%	19.88%	20.00%
	College	65.73%	66.47%	66.06%
	High School	13.77%	13.06%	13.33%
	High School or Below	0.56%	0.59%	0.61%

4. Environmental Protection Expenditure Information

(1) For companies that are required by law to apply for pollution facility installation permits, pollution emission permits, pay pollution prevention fees, or set up dedicated environmental protection personnel, the status of their applications, payments, or establishments shall be explained: N/A.

(2) List the company's investments in major equipment for environmental pollution prevention and their purposes and possible benefits: None.

(3) In the most recent two years and up to the date of publication of the Annual Report, explain the process of improvements made by the company to environmental pollution; if pollution disputes have occurred, the handling process shall also be explained: None.

(4) In the most recent two years and up to the date of the Annual Report, losses suffered by the company due to environmental pollution (including compensation and results of environmental protection audits that violate environmental laws and regulations; the date of punishment, punishment reference number, article of law violated, content of law violated, and content of punishment shall be listed) and disclose the estimated amount and corresponding measures that may occur at present and in the future: None.

(5) Explain the current pollution situation and its impact on the company's earnings, competitive position, and capital expenditures, as well as the expected major environmental capital expenditures for the next two years: None.

5. Labor-Management Relations

(1) Description of the company's various employee welfare measures, continuing education, training, retirement system and its implementation, as well as agreements between labor and management and measures to protect employee rights:

1. Employee welfare measures and their implementation

(1) Welfare measures:

1. The Company established an Employee Welfare Committee in 2006 to plan and implement various employee welfare measures to improve the quality of employees' work and life and promote their physical and mental health. It also provides subsidies and activities such as: Birthday cash gift, Labor Day cash gift, weddings and funerals, childbirth, gatherings, domestic and international employee travel, club activities, and preferential activities at designated stores.

2. Adhering to the concept of sharing business results with employees, the Company provides profit sharing and stock ownership plans to increase employee job satisfaction and loyalty through profit sharing.

3. Providing dormitories for single employees and preferential childcare subsidies at designated daycare centers to care for and support employees and their families.

4. Paying attention to the balance between employees' work and family life, not working overtime, caring for and providing various leaves, including statutory leaves and compensatory leaves under the Labor Standards Act, flexible working hours, prenatal checkup leave, pregnancy protection leave, paternity leave, maternity leave, parental leave without pay, menstrual leave, and family care leave.

(2) Health and Care

1. Enhance employee health awareness and reduce employee health risks. Conduct regular health checkups for in-service personnel, widely promote health knowledge through electronic bulletin boards, and strengthen employees' personal correct health concepts.

2. Establish club activities for employees to relax body and mind after work.

(3) Communication Channels

1. The Company's management regularly or irregularly holds labor-management meetings to optimally handle the opinions reflected by grassroots employees.

2. By arranging an open communication environment, employees can provide feedback to the Company at any time regarding their personal rights, benefits, management, and work environment. Feedback channels include direct supervisors, department heads, and the Administrative Management Department.

(4) Compensation

When an employee encounters an occupational disaster, they can apply for

benefits in accordance with the Labor Insurance Act and other relevant laws and regulations, and the Company will issue condolence or compensation payments.

2. Continuing Education and Training

To enhance employees' competence in the organizational system, stimulate self-development, and cultivate talent, the "Education and Training Management Regulations" and knowledge management processes are formulated to actively invest in education and training, including on-boarding training for new employees and professional training for general employees. Through training, employees' quality and problem-solving abilities are improved, hoping to align employees' personal career planning with the Company's goals, thereby developing employees' potential and creating the Company's productivity and competitiveness to achieve sustainable corporate management.

Since 2013, the Company has participated in the SME Online University and the Lifelong Labor Education e-Learning Project to actively promote employee self-learning. Its advantages are as follows:

(1) Through the convenience of computers and the Internet, employees are provided with flexibility in learning time and location, promoting employees to develop a proactive learning attitude.

(2) Through testing self-learning ability results, it is easier to grasp learning content, methods, and progress, and systematically complete a comprehensive personal learning experience.

(3) Provide cross-organizational resource sharing to enhance departmental collaboration effectiveness.

(4) Learning resources can be used indefinitely, and employees can learn repeatedly according to their needs, enhancing learning effectiveness.

The following table shows the statistics of education and training hours and expenses in 2024:

- External Training Courses

Course Items	Number of Classes	Total Participants	Total Hours	Overheads
Professional Training	48	70	423.5	122,200
Labor Safety	21	29	278.5	44,200

- Internal Training Courses

Course Items	Number of Classes	Total Participants	Total Hours	Overheads
Professional Training	54	870	1529.5	0
New Employee Training	18	20	40	0

- Lifelong Labor Education e-Learning Data

Course Items	Total Participants	Total Hours	Overheads
Professional Training	10	21	0
Labor Safety	68	94	0
Self-Motivation	2	1	0

The performance goals expected to be achieved are:

(1) Enhance the concept of integration in new product development, strengthen the R&D department's ability to develop and manage new products, control the R&D cost of products, and make new products competitive in the market.

(2) Fully utilize informatization to improve execution efficiency between departments.

(3) Strengthen the marketing and performance management capabilities of the Company's sales personnel, shifting the sales approach from the original "technology-oriented" to a "customer-oriented" marketing approach, reducing customer complaint cases.

(4) Regularly and irregularly hold internal sharing courses, allowing employees to constantly learn new concepts and new affairs, growing together with the enterprise. Technical experience can be accumulated, customer complaint rates are significantly reduced, and it has practical effects on the Company's image and operations.

(5) Actively utilize limited resources to invest in employee training, labor relations, and employee benefits.

(6) After professional education and training, grassroots supervisors and employees can grasp and understand the tasks and goals assigned by the organization.

(7) Technical personnel adopt a rotational learning method to implement the concept of <OJT>.

(8) Provide flexible working hours and support employees' self-study to strengthen professional skills and accumulate intellectual capital.

(9) Regularly hold occupational safety and fire drills and related courses to prevent occupational disasters and ensure employee safety and health.

Employees are the biggest asset of an enterprise and the core of profit creation. By implementing education and training, it helps actual operational efficiency,

improves business performance, and strengthens corporate competitiveness.

3. Retirement system and its implementation

The Company established the "Retirement Management Regulations" in 2003 and approved the establishment of the Labor Retirement Reserve Supervision Committee. For employees who are qualify for retirement, the pension is calculated based on years of service and the average salary for the six months prior to retirement. For up to 15 years of service, two base units are given for each year of service. For service years exceeding 15 years, one base unit is given for each year of service, with a maximum of 45 base units. The Company contributes 2% of the total monthly salary to the retirement fund, which is deposited in a dedicated account at the Bank of Taiwan under the name of the Labor Retirement Reserve Supervision Committee. Starting from July 1, 2005, in line with the implementation of the Labor Pension Act (hereinafter referred to as the "New System"), the service years of employees who have chosen to apply the New System or employees who joined after the implementation of the New System are subject to the defined contribution system. The Company contributes no less than 6% of the employee's monthly salary to the employee's individual pension account, and also deducts and contributes on behalf of employees who voluntarily contribute. The payment of employee pensions is based on the amount in the employee's individual pension account and accumulated earnings, and can be received in the form of monthly pension or lump-sum pension. In addition, according to the provisions of International Accounting Standard No. 19, an actuary is commissioned to conduct an actuarial analysis and provide an analysis report to protect employees' retirement rights and interests.

As of December 31, 2024

Retirement System	Old System	New System
Applicable Laws	Labor Standards Act	Labor Pension Act
Contribution Method	Contribute 2% of each employee's monthly salary, deposited in a dedicated account at the Bank of Taiwan (formerly Central Trust of China) under the Company's name	Contribute 6% of the employee's insured salary to the employee's individual account at the Bureau of Labor Insurance
Contribution Amount	Accumulated Labor Retirement Reserve of NT$11,416 thousand.	Contributed NT$14,730 thousand in 2024.
Retirement Payments Made	NT$15,045 thousand has been paid out	-

4. Labor-management agreement status

The Company is committed to strengthening labor-management harmony and regularly or irregularly holds labor-management administrative meetings as a communication channel between the Company and employees. It has established comprehensive and complete regulations, aligning the interests of employees with the Company. As of now, there have been no major labor-management disputes, so there are no labor-management agreements.

5. Acquisition of relevant certifications by personnel related to financial information transparency

   To enhance the professional quality of accounting officers and strengthen the quality of financial report information to protect investors' rights and interests, the Company's accounting officers not only possess accounting college education but also have a total of five or more years of experience as the head of accounting or accounting supervisor of a public company. During their tenure, they continue to participate in professional training related to accounting, auditing, or financial and economic laws and regulations. Their qualifications fully comply with the regulations of the competent authority, and there are no incidents of non-compliance.

   The certifications obtained by the Company's personnel of Finance Division are shown in the following table:

Certification Name	Issuing Authority	Numbers
Bookkeeper	Examination Yuan	2
Junior Intangible Asset Appraiser	Ministry of Economic Affairs	1
Certified Business Valuation	CABIAV.org, Account Research And Development Foundation, Taiwan Academy of Banking and Finance	1
SME Financial Personnel	Small and Medium Enterprise Administration, Ministry of Economic Affairs, Taiwan Academy of Banking and Finance	3
Stock Affairs Profession	Securities and Futures Institute	4
Trust Business Profession	Trust Association of R.O.C.	2
Financial Planning Profession	Taiwan Academy of Banking and Finance	2
Corporate Governance Basic Capability	Securities and Futures Institute	1

6. Participation of managers in corporate governance-related training

Title	Name	Training date	Organizer	Course name	Training Hours
Chairman	Yeh, Nai-Ti	2024/ 04/ 15	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3
Corporate Governance Officer	Cheng, Pi-Yu	2024/ 05/ 24	Taiwan Investor Relations Institute	The Future of Taiwanese Businesses Under Strong US-China-Taiwan Confrontation	3
Corporate Governance Officer	Cheng, Pi-Yu	2024/ 06/ 21	Taiwan Investor Relations Institute	Asset Inheritance and Tax Planning Strategies	3
Chairman President Vice President of R&D Corporate Governance Officer	Yeh, Nai-Ti Cheng, Shu-Fa Huang, Bin-Fong Cheng, Pi-Yu	2024/ 08/ 06	Taiwan Corporate Governance Association	Board of Directors' Supervision: Legal Matters Businesses Should Understand: Carefully Avoiding the Red Lines of Concerted Actions	3
Assistant Vice President of Finance Division	Cheng, Pi-Yu	2024/ 09/ 27	Shih Chien University	Must-Know Tax Issues and Practical Analysis Analysis of Legal Responsibilities for Accounting Supervisors and Management	3 3
Corporate Governance Officer	Cheng, Pi-Yu	2024/ 10/ 18	Taiwan Investor Relations Institute	Brand Communication and Stakeholder Management	3
Assistant Vice President of Finance Division	Cheng, Pi-Yu	2024/ 10/ 26	Accounting Research and Development Foundation	Legal Responsibilities and Case Analysis of Corporate "Control Fights	3
Vice President of R&D	Huang, Bin-Fong	2024/ 11/ 08	Taipei Foundation of Finance	Corporate Governance - Discussing the Role and Accountability of Controlling Shareholders from a Corporate Governance Perspective	3
Assistant Vice President of Finance Division	Cheng, Pi-Yu	2024/ 11/ 15	Shih Chien University	False Financial Statements and Market Storms	3

7. Existence of employee conduct or ethical code

In order for the Company's employees to handle company affairs based on the principles of integrity and self-discipline in accordance with ethical standards, the "Work Rules" and "Labor Contract" are established as the "Code of Ethical Conduct" and "Procedures for Ethical Management and Guidelines for Conduct" that employees should follow when performing their duties. The Company's supervisors at all levels should lead by example and promote the implementation of relevant regulations. The key points are as follows:

(1) Encourage employees to report any illegal or unethical conduct.

(2) Employees are willing to undertake their obligation of confidentiality regarding the Company's or related companies' business secrets.

(3) Employees undertake that all creations made during their employment are their own original work, and they will not plagiarize, copy, or infringe upon the copyrights, patents, trade secrets, and intellectual property rights of others in any way.

8. Protective measures for work environment and employee personal safety

To maintain a safe work environment and ensure the personal safety of employees, the Company has established the "Occupational Safety and Health Work Guidelines" and "Occupational Safety and Health Management Plan" and other management measures and plans, requiring all employees to thoroughly implement them.

(1) Labor insurance, health insurance, and group insurance are provided for employees.

(2) Based on the "Rules for Worker Health Protection," a general health checkup is arranged for all employees every two years to ensure their physical health.

(3) The "Occupational Safety and Health Work Guidelines" are established to regulate and educate employees on how to safely and correctly operate machinery and equipment to ensure their work safety.

(4) According to the "Regulations for Implementing Monitoring of the Working Environment for Workers," a qualified working environment monitoring organization is commissioned to regularly conduct working environment measurements of chemical factors such as carbon dioxide, organic solvents, and specific chemicals, and determine whether the measurement results comply with legal regulations.

(5) According to the ISO9001 quality management system, regular maintenance and inspections are performed on machinery and instruments to maintain their normal operation and avoid the occurrence of machinery and equipment failures, which may lead to occupational safety incidents.

(6) In response to emergencies such as earthquakes, wind disasters, and fires, an emergency response team is formed, with regular training and drills conducted annually to avoid or reduce injuries to employees in the event of a disaster.

(7) A self-defense firefighting organization is established, consisting of a reporting

team, firefighting team, evacuation guidance team, safety protection team, and rescue team. Fire safety seminars and evacuation drills are regularly held twice a year to ensure the safety of the work environment and employees.

(8) Occupational safety cases and occupational safety advocacy are irregularly announced on the company's occupational safety website or via email.

(2) In the most recent year and up to the date of the Annual Report, losses suffered by the company due to labor disputes (including labor inspection results that violate the Labor Standards Act; the date of punishment, punishment reference number, article of law violated, content of law violated, and content of punishment shall be listed) and the estimated amount and countermeasures that may occur at present and in the future shall be disclosed: No such thing.

6. Information Security Management

(1) Information security risk management framework, information security policies, specific management programs, and resources invested in information security management:

1. Information security risk management framework

   The Company has not yet established a cross-departmental information security committee. Currently, the head of the Information Department concurrently handles information security-related operations.

2. Information and communication security policy

   (1) There should be professional personnel within the company responsible for handling matters related to information system security prevention and crisis management to prevent computer network crimes and crises and maintain information system security.

   (2) An security control mechanism for computer network systems should be established to ensure the security of network transmission data, protect network operations, and prevent unauthorized system access that may lead to the leakage of confidential information.

   (3) For cross-company computer network systems, network security management should be particularly strengthened, and antivirus software should be installed internally, and external network firewalls should be set up to prevent computer viruses and malicious software attacks from invading and paralyzing the company's network system.

   (4) Employees should be educated on the concept of using legal software correctly, promoting employees' correct awareness of the threat of computer viruses, further enhancing employees' information security alertness, and implementing information security protection work.

3. Specific management plans and resources invested in information and communication security management

(1) In April 2013, the Company established the "Information Security Management Regulations" to ensure compliance with information system security prevention and network transmission data security, and set up network and computer security protection to maintain the company's important corporate operations such as manufacturing, operations, and accounting. However, it is not possible to completely avoid network attacks that paralyze the system from any third-party illegal intrusions.

(2) Personal computers and network system servers should be equipped with computer virus scanning tools, and computer viruses should be regularly scanned and virus codes should be updated.

(3) The Information Department should regularly check and record the information and communication security status monthly according to the items in the "Information and Communication Security Inspection Record Form." If any abnormalities are found, relevant measures should be taken immediately to prevent the company from suffering significant losses.

(4) The control operation of information and communication security inspections is listed as an audit item in the annual audit cycle of the computerized information system, and the audit unit conducts an audit at least once a year.

(2) In the most recent year and up to the date of the Annual Report, the losses suffered due to major information security incidents, possible impacts, and countermeasures shall be disclosed. If a reasonable estimate cannot be made, the facts that cannot be reasonably estimated shall be explained: No such thing.

7. Material contracts

Nature of Contract	Contracting Party	Contract Start/End Date		Main Content	Restrictive Clauses
Medium-term secured loan contract	Mega International Commercial Bank	202305	202605	Loan limit of NT$150,000,000	Land, Factory building as collateral

V. Review of Financial Conditions, Performance and Risk Management

1.Financial Status

Unit: NT$ thousand

Items \ Year	2023	2024	Difference	
			Amount	%
Current Assets	827,326	806,032	(21,294)	(2.57)
Property, Plant, and Equipment	731,094	713,419	(17,675)	(2.42)
Intangible assets	3,403	2,499	(904)	(26.56)
Other assets	115,791	115,685	(106)	(0.09)
Total Assets	1,677,614	1,637,635	(39,979)	(2.38)
Current Liabilities	297,932	266,608	(31,324)	(10.51)
Non-current liabilities	106,026	42,299	(63,727)	(60.11)
Total liabilities	403,958	308,907	(95,051)	(23.53)
Share capital	639,657	639,657	-	-
Capital surplus	68,630	68,630	-	-
Retained earnings	570,251	622,244	51,993	9.12
Other equity interest	(4,882)	(1,803)	3,079	(63.07)
Treasury stock	-	-	-	-
Non-Controlling Interests	-	-	-	-
Equity	1,273,656	1,328,728	55,072	4.32
1. Significant changes (changes of 20% or more between the current and previous periods, and the amount of change reaches NT$10 million) Non-current liabilities decreased due to repayment of long-term borrowings. 2. Countermeasures: No need to formulate a response plan.				

Note: The financial data for the above has been audited and certified by CPAs.

2. Financial Performance

(1) Main Reasons for Significant Changes in Operating Revenue, Operating Profit, And Profit Before Tax in the Last Two Fiscal Years

Unit: NT$ thousand

Items \ Year	2023	2024	Increase (Decrease) Amount	Change %
Operating revenue	1,018,612	1,070,791	52,179	5.12
Gross profit	532,889	564,860	31,971	6.00
Operating profit or loss	99,428	118,286	18,858	18.97
Non-operating revenue and expenses	3,657	13,874	10,217	279.38
Net Profit Before Tax	103,085	132,160	29,075	28.20
Net income from continuing operations	103,085	132,160	29,075	28.20
Loss from discontinued operations	-	-	-	-
Current profit (loss)	82,052	103,780	21,728	26.48
Other comprehensive income (loss), net of income tax	9,311	15,258	5,947	63.87
Total comprehensive income for the current period	91,363	119,038	27,675	30.29
Net income attributable to owners of the parent	82,052	103,780	21,728	26.48
Net income attributable to non-controlling interests	-	-	-	-
Total comprehensive income attributable to owners of the parent	91,363	119,038	27,675	30.29
Total comprehensive income attributable to non-controlling interests	-	-	-	-
Analysis of the percentage changes in the last two years: (Changes of 20% or more between the current and previous periods, and the amount of change reaches NT$10 million) Non-operating income and expenses increased due to government subsidy income and foreign exchange gains. Net profit before tax, net profit from continuing operations for the period, net profit for the period, and other comprehensive income increased due to an increase in operating revenue this year.				

Note: The financial data for the above has been audited and certified by CPAs.

(2) Expected sales volume and its basis

The Company's expected sales volume for 2025 is based on the Company's operating strategy, operational targets and budgets of each unit, and takes into account the overall industry outlook, development trends, and historical operating performance with reasonable assumptions. The expected sales volume is as follows:

Unit: Pieces

Major products	Expected Sales Volume for 2025
Remote controllers, industrial control interface cards, other products	600,000

(3) Possible impact on the Company's future financial operations and response plans

In accordance with the Company's established operational plans and assessment of the current global economic environment, managing market risk, credit risk, liquidity risk, and cash risk, the Company operates prudently with a short cash cycle, maintains

interest burden at a normal level through bank loans, and has a low cost of capital burden. The performance in 2024 decreased by 16.7% compared to 2023, but the Company still maintained a high level of current assets (49%) and low current liabilities (18%), with a stable financial structure and sufficient working capital to meet the needs of future business growth.

3. Cash Flow Analysis

(1) Analysis of changes in cash flow in the most recent year

Unit: NT$ thousand

Cash Balance at Beginning of Period	Net Cash Provided by Operating Activities for the Year	Net Cash Used in Other Activities for the Year	Other Matters (Note 1)	Cash Surplus (Deficit)	Remedial Measures for Cash Deficit	
					Investment Plans	Financial Plans
91,238	287,075	(227,741)	2,862	153,434	-	-

Note 1: Adjustment in exchange rate

1. Net cash inflow from operating activities of NT$287,075 thousands, mainly due to stable profitability from revenue.
2. Net cash outflow from investing and financing activities of NT$227,741 thousands, mainly due to the purchase of equipment, distribution of cash dividends, and repayment of short-term and long-term loans.

(2) Analysis of cash liquidity for the next year (2025)

Unit: NT$ thousand

Cash Balance at Beginning of Period	Net Cash Provided by Operating Activities for the Year	Net Cash Used in Other Activities for the Year	Other Matters	Cash Surplus (Deficit)	Remedial Measures for Cash Deficit	
					Investment Plans	Financial Plans
153,434	138,212	(135,900)	1,000	156,746	-	-

Analysis of cash flow in 2025:

1. Operating activities: Mainly net cash inflow from operating activities under normal operating activities.
2. Net cash flow from investing and financing activities: Mainly due to the purchase of equipment, distribution of cash dividends, and repayment of loans.

4.Impact of major annual capital expenditures on financial operations:

As the Company has sufficient net cash inflow from operating activities and a low debt ratio, and maintains good credit relationships with banks on a regular basis each year, it is sufficient to support major capital expenditures.

5.Main reasons for the recent annual reinvestment policies and profits or losses, improvement plans, and investment plans for the coming year:

(1) Investment policy:

The Company's investment policy is implemented by relevant executive departments in accordance with the internal control "Investment Cycle" and "Procedures for Acquisition or Disposal of Assets" and other regulations, and the aforementioned regulations or procedures have been discussed and approved by the Board of Directors or shareholders' meeting.

(2) Main reasons for investment profit or loss and improvement plans:

The operating losses of Shanghai Golden ICPDAS and ICPDAS Wuhan , which are currently wholly-owned subsidiaries, are due to the overall poor economic conditions in China, and they are still cultivating the market and waiting for opportunities.

(3) Investment plans for the next year:

In response to the continued global economic and trade growth, the Company's business scope is widely distributed globally in line with its overseas deployment strategy, with the expectation of expanding the Company's sales and service locations and grasping a more comprehensive sales and service network.

6.Recent Annual Report and risk factors' analysis and evaluation up to the date of Annual Report publication:

(1) Impact of interest rate and exchange rate changes and inflation on the Company's profit and loss and future countermeasures:

1. Impact of interest rate changes:

Unit: NT$ thousand

Items	2024	First Quarter of 2025
Interest revenue	884	64
Financial costs (interest expense)	3,331	114
Profit after tax	111,780	49,567
(Financial costs - Interest income) / Profit after tax	2.19%	0.10%

The Company maintains good relationships with its cooperating banks on a regular basis each year to obtain lower-cost funds and avoid the risk of rising interest rates. As the Company is in a stage of growth and development, it needs to expand production equipment to strengthen its competitiveness. In the future, the Company will comprehensively consider the amount and cost of legal sources of funds to raise the required funds.

To avoid the risk of interest rate fluctuations, after prudently assessing the financial market situation, the Company signed contracts with several well-known banks when interest rates were relatively low, and the contracted interest rates were lower than the estimated cost, so interest rate fluctuations have no significant impact on the Company.

2. Impact of exchange rate changes:

Unit: NT$ thousand

Items	2024	First Quarter of 2025
Net foreign exchange gains	4,226	1,202
Profit after tax	111,780	49,567
Net operating revenue	1,070,791	315,715
Net foreign exchange gains (losses) / Profit after tax	3.78%	2.43%
Net foreign exchange gains (losses) / Net operating revenue	0.39%	0.38%

The Company manages its foreign exchange positions by opening foreign currency deposit accounts and buying and selling foreign currency deposits in a timely manner, directly using the foreign currency generated from sales to pay for the amount required for procurement, which can reduce exchange losses if offsetting and achieve the effect of natural hedging, thereby reducing the impact of exchange rate changes on profit and loss.

The Company will continue to observe the trend of the US dollar to fully grasp market information and estimate the long-term and short-term exchange rate trends. When the exchange rate fluctuates greatly, the Company will renegotiate the transaction price with customers or suppliers as appropriate to mitigate the impact of exchange rate fluctuations on the Company's revenue and profitability.

3. Inflation:

The Company's profit and loss have not been significantly affected by inflation. If the Company's purchase costs are affected by price increases, it will consider reflecting them in the selling price in a timely manner, and the main materials are purchased from many domestic and foreign manufacturers, so the impact of inflation on the Company can be relatively dispersed.

(2) Policies, main reasons for profit or loss, and future countermeasures for engaging in high-risk, high-leverage investments, lending funds to others, providing endorsements and guarantees, and derivative transactions:

1. The Company has always operated steadily with sound finances, and as of the date of the annual report, it has not engaged in high-risk, high-leverage investments, endorsements and guarantees, and other transactions.

2. If the Company needs to engage in derivative transactions, it strictly adheres to the regulations of the "Procedures for Acquisition or Disposal of Assets" formulated by the Company for engaging in derivative transactions, and it will be for hedging purposes, not for speculation.

3. Lending funds to others is handled in accordance with the "Procedures for Lending Funds to Others," and the risk and other matters are evaluated and handled after the resolution of the Board of Directors.

(3) Future R&D plans and expected R&D expenses:

1. The Company's R&D focus and future new product development plans mainly involve upgrading and extending the application of existing products, and actively promoting the development of new products related to PACs (Programmable Automation Controllers). Overall, the future development direction of R&D work is as follows:
   A. Micro industrial controllers: Develop new micro industrial controllers in line with the market's new micro CPUs and chipsets.
   B. Upgrade and revise the MiniOS7 (self-developed embedded operating system) software to increase added value.
   C. Embedded industrial computers and industrial controller peripheral control components.
   D. Gaming machine control systems.
   E. Motion control systems and application software.
   F. Visual control software.
   G. Various industrial fieldbus controllers.
   H. PAC controllers integrating displays and I/O modules.
   I. Wireless communication-related products such as ZigBee, GSM/GPRS/3G.
   J. M2M (Machine to Machine) remote maintenance and remote monitoring systems.
   K. Machine vision and image processing software.
   L. Simple HMI (Human Machine Interface).
   M. Redundant DCS control modules for petrochemical and steel industries.
   N. Green energy-saving monitoring modules for wind power generation and solar power generation.
   O. Power metering, communication, monitoring, and control modules.
   P. Factory energy management monitoring solutions.
   Q. Intelligent building monitoring solutions.
   R. DSRC (Dedicated Short Range Communications) communication modules for Intelligent Transportation Systems.
   S. Fleet management systems and related in-vehicle control systems.
   T. Integrated development of SCADA, cloud platforms, and Mobile Device Apps.
   U. Smart factory solutions.
   V. New-generation fieldbus communication standard EtherCAT I/O Module.
   W. OPCUA related controllers for machine-to-machine network transmission protocols for automation technology.

2. The R&D investment plans are summarized in the following table:

Product Category	Future Development Direction	Related Applications
Development of various PAC products	Develop new PAC products in line with various new application requirements in the market	1. Hydrological monitoring 2. Machine monitoring 3. Environmental data monitoring system 4. Semiconductor production line monitoring
Development of various Redundant systems	Divided into 1.CPU Redundant system 2.NetworkRedundantsystem 3.I/ORedundantsystem	1. DCS system 2. Semiconductor packaging and testing equipment 3. Unmanned store 4.Conveyor
The development of various ruggedized field bus remote modules	Divided into 1. Ethernet 2.CANBus 3.ProfiBusPROFINet 4.RS-485 5.EtherCAT 6.MeterBus 7. Others	Measurement and control system
Motion control systems and application software.	Multi-axis servo motor motion control card and development software, distributed motion control	Manufacturing automation
Monitoring and management software for intelligent buildings	How to quickly and effectively link and apply network communication, databases, and I/O	Intelligent building automation
Development of power metering, communication, monitoring, and control modules	Develop relevant metering and monitoring modules in line with household and factory energy-saving needs	1.e-Home 2. Machine power monitoring
Development of communication modules for intelligent transportation systems	Application of DSRC in different intelligent transportation systems, OBU, RSU	Intelligent transportation systems
Development of fleet management systems and in-vehicle control systems	Develop related controllers and software in line with the needs of electric vehicles and fleet management	Fleet management
Integrated development of SCADA, cloud platforms, and Mobile Device Apps.	Develop integrated applications of cloud platforms and Mobile Device Apps in response to the trend of Industry 4.0	IoT, Industry 4.0 and Big Data
Smart factory and intelligent manufacturing solutions	In the trend of industrial IoT and Industry 4.0, and based on customer needs, deeply engage in applications in different industries, integrate different technologies, and meet customer needs.	Energy management, equipment preventive maintenance, production history, OEE

3. The R&D expenses invested in 2025 are expected to account for approximately 18~21% of revenue.

(4) Impact of important domestic and foreign policy and legal changes on the Company's financial operations and countermeasures:

The Company's daily operations are conducted in accordance with relevant domestic and foreign laws and regulations, and the Company pays attention to the development trends of domestic and foreign policies and changes in regulations at any time, collects relevant information to provide reference for the management's decision-making, and adjusts the Company's relevant operating strategies. As of now, the Company has not been affected by important domestic and foreign policy and legal changes that impact the Company's financial operations.

(5) Impact of technological changes (including information security risks) and industry changes on the company's finances and business, and response measures:

The Company consistently pays attention to changes in the industry, technological developments, and information security risks, and stays informed of industry dynamics and market information from competitors. By continuously improving product quality and manufacturing processes, actively expanding production capacity and enhancing research and development capabilities, while adopting sound financial management strategies, the Company maintains its market competitiveness. Regarding information security risk protection, the Company has implemented related data file defense measures and strengthened backup solutions to fulfill information security protection work. Therefore, technological changes and industry changes currently have no significant impact on the Company.

(6) Impact of changes in corporate image on corporate crisis management and countermeasures:

The Company has always adhered to the principles of integrity and professionalism in its operations, actively strengthening internal management, improving quality and performance, and striving to maintain its corporate image in compliance with relevant laws and regulations. As of now, there have been no incidents that could affect the corporate image. In the future, while pursuing the maximization of shareholders' equity, the Company will also fulfill its corporate social responsibilities.

(7) Expected benefits, possible risks, and countermeasures of mergers and acquisitions: None. No such thing.

(8) Expected benefits, possible risks, and countermeasures of plant expansion:

The Company can plan office spaces that meet its usage needs with its own assets, which can accommodate the expansion of the Company's operating scale and the use of intelligent demonstration sites.

(9) Risks and countermeasures of concentration in purchasing or sales:

The Company currently does not have a situation of concentration in purchasing or sales. Although raw materials are mainly supplied by several manufacturers, they are the Company's long-term cooperating suppliers without significant risks. The Company is also actively developing new manufacturers to ensure the source of materials.

(10) Impact, risks, and countermeasures of substantial transfer or replacement of equity by directors, supervisors, or shareholders holding more than 10% of shares:

The majority of the Company's equity is concentrated in the hands of directors and employees. There have been no incidents of substantial transfer or replacement of equity in the most recent year and as of the date of the annual report. In order to comply with the regulations of the competent authority and with the expectation that the Company's management can be more sound and allow the Company's Board of Directors to operate more efficiently and independently, the Company has introduced independent directors, which has a positive benefit to the Company.

(11) Impact, risks, and countermeasures of changes in management rights:

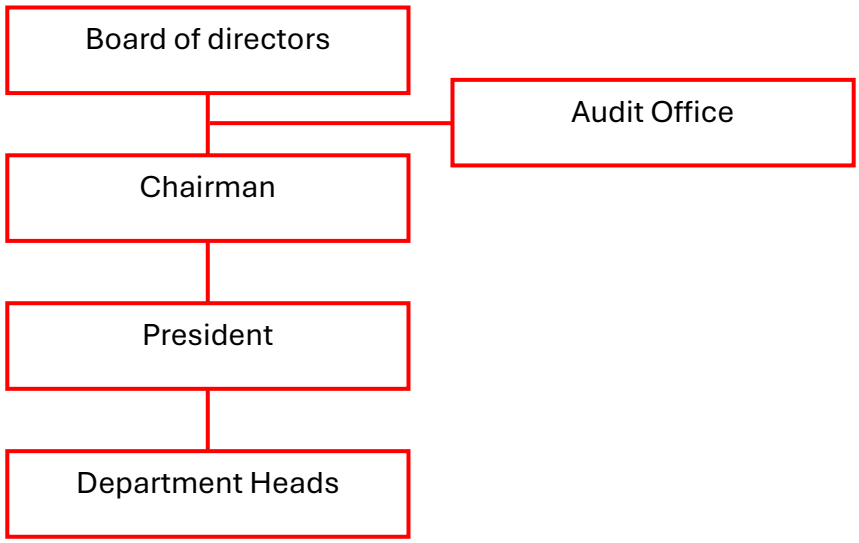
The majority of the Company's equity is concentrated in the hands of directors and employees. The directors have long participated in the Company's work, agree with the Company's development direction, and are willing to hold the Company's shares for the long term and grow together with the Company. The Company has established a complete organizational structure and implements management strategies through internal management systems and communication and coordination between departments. Therefore, changes in management rights have a very small impact on the Company's operations.

(12) For major litigations, non-litigious matters, or administrative disputes that have been adjudicated or are still pending, and the results may have a significant impact on shareholders' equity or securities prices, the following shall be listed: the facts of the dispute, the amount of the subject matter, the date of commencement of the litigation, the main parties involved, and the handling situation as of the date of the annual report: No such thing.

(13) Other important risks and countermeasures:

The Company's risk management organizational structure and description are as follows:

1. Risk management organizational structure:



2. Risk management responsible unit: Board of directors

3. Risk management judgment unit: President and Chairman

4. Risk management execution unit: Department Heads

5. Risk management supervision unit: Audit Office

6. Risk Management Policies

(1) The Company's risk control is based on prevention at all levels at all times, not controlled by one person, which is the most thorough risk control method. Risk control is divided into three levels: The "first level" is the department heads, responsible for the initial risk discovery, assessment, and control of the functional operations of each unit. The "second level" is the President and Chairman, responsible for judging the feasibility of each operating policy and the tolerance for operational risks. The "third level" is the Board of Directors, responsible for coordinating the overall operating direction of the Company and the implementation and effectiveness of risk policies.

(2) In accordance with the spirit of corporate governance and the requirements of securities laws and regulations, the Company has established an internal control system, internal audit system, and related operating procedures and measures, which include self-assessment procedures. Each year, the Audit Office supervises each unit to conduct risk assessments of their operating contents and summarizes the results to report to the independent directors and the Board of Directors. The Audit Office also completes audit reports for the items in the annual audit plan in accordance with the internal audit system and reports to the independent directors, and reports the results of each audit report at regular Board of Directors meetings.

7. Other significant matters：

(1) Evaluation basis and foundation for the provision of asset and liability valuation items

1.Accounts receivable

The expected credit loss model is used to assess the impairment of accounts receivable based on the incurred loss approach.

2.Notes receivable

The provision ratio for the allowance for doubtful accounts for notes receivable is 1% of the total amount of outstanding notes receivable.

Accounts receivable, notes receivable, and various claims are deemed to have incurred bad debt losses under any of the following circumstances:

(1) Bankruptcy, evasion, settlement, or declaration of bankruptcy, or other reasons that render part or all of the claims uncollectible.

(2) Claims that have been overdue for two years and have not been collected after urging.

In addition, if a claim is recovered after being recorded as a loss, the recovered amount shall be recorded as income for the year of recovery.

3. Inventories

The Company's inventories are recorded at the actual purchase cost and calculated using the weighted average method during the period, and are evaluated at the lower of cost and net realizable value at the end of the period. In order to truly reflect the value of inventories and ensure the appropriate presentation of inventory valuation, the Company regularly provides an allowance for inventory price decline and obsolescence losses on a quarterly basis, and inventories are provided with an appropriate ratio of allowance for price decline and obsolescence losses in accordance with the policy. In summary, the valuation items of allowance for inventory price decline and obsolescence losses vary according to changes in inventory market prices and the increase or decrease in the age of inventories, respectively.

(1) Obsolescence provision policy:

- Rremote controllers, industrial control interface cards and related products

1. Based on the inventory age as of the assessment date, the inventory is divided into the following intervals and the ratio of obsolescence losses provision.

Inventory Age	0-180 days	181-360 days	361-720 days	More than 721 days
Obsolescence Provision Ratio	0%	40%	75%	100%

The age of inventory is calculated from the last entry or exit transaction of that item number (excluding transfers between warehouses, returns to inventory, and research and development requisitions). For items without any consumption, requisition, or outbound records, calculation will start from the

date of warehouse entry.

2. Based on the inventory balance as of the assessment date, for the amount of inventory with a turnover ratio of less than 40% in the last two years, and the amount of obsolescence losses already provided according to the assessment method 1, the difference between the two is fully provided as obsolescence losses.

3. Based on the 2, for the assessed inventory items, if there are reasons such as the original manufacturer's discontinuation of production that require the Company to purchase sufficient inventory to meet the sales of existing products or other special reasons, they can be excluded 2 from the applicable assessment.

➢ TPU-related products

1. Based on the inventory age as of the assessment date, the inventory is divided into the following intervals and the ratio of obsolescence losses provision.

Inventory Age	0-180 days	181-360 days	361-720 days	More than 721 days
Obsolescence Provision Ratio	0%	40%	75%	100%

The age of inventory is calculated from the last entry or exit transaction of that item number (excluding transfers between warehouses, returns to inventory, and research and development requisitions). For items without any consumption, requisition, or outbound records, calculation will start from the date of warehouse entry.

2. Even if the inventory age is long, if specific TPU models are still being stocked for long-term customer orders (such as customized specifications), they can be exempted from provision after providing supporting documentation.

(2) Price decline provision policy:

The definitions of inventory cost and net realizable value are in accordance with the definitions in International Accounting Standards Bulletin No. 2 "Inventories."

The value of inventories is evaluated at the lower of cost and net realizable value; the resulting price decline losses or recovery gains must be expressed under cost of goods sold.

(2) Information security risk assessment

The Company has established the "Information Security Management Regulations" to ensure compliance with information system security prevention and network transmission data security, and has set up network and computer security protection to maintain important corporate operations such as the Company's manufacturing operations and accounting functions, but it cannot completely avoid network attacks from any third-party illegal intrusion that paralyzes the system.

The Company has proposed related data file defense and backup strengthening plans, and strengthened the promotion of the importance of information security to employees and the implementation of information security protection work.

(3) Intellectual property management

In order to effectively protect the intellectual property rights owned by the Company, prevent the outflow of intellectual property without control, and protect the integrity of customer products, the Company actively implements measures such as the application and maintenance of intellectual property rights, and continues to accumulate intellectual property rights.

- Trade secret management: The following are stipulated in the Company's internal management regulations and employment contracts:

  (1) Employees have a confidentiality obligation to the Company's trade secrets.

  (2) During employment or after resignation, employees shall not disclose, inform, deliver or transfer any business secrets without the Company's prior written consent, otherwise the Company has the right to dismiss them and may request liquidated damages and related compensations.

- Patent management

  The R&D unit conducts technological development and irregularly entrusts external patent firms to apply for patents.

- Trademark management

  (1) For trademark applications, the R&D unit submits the request, and then the legal affairs unit applies with external intellectual property firms.

  (2) For the extension of the duration of existing trademarks, the R&D application unit evaluates the maintenance benefits before the expiration of the right period and determines whether to continue maintenance; when deciding to maintain, the legal affairs unit follows the regulations to carry out the procedures required for extending the right period.

  (3) Based on the Company's scale, business objectives, and cost-effectiveness, the relevant use of property rights is revised in a timely manner; when necessary, the value of intellectual property rights is assessed, and licensing, technology transfer, assignment, etc. are carried out to effectively allocate organizational resources and maintain organizational operations.

  List of acquired intellectual property and achievements:

  1. Patents: As of December 31, 2024, the number of patent applications is about 37, of which 8 are granted "invention" patents, 21 are "utility model" patents, and 2 are "design" patents.

  2. Trademarks: Applications include trademarks in Taiwan, the United States, China, and the European Union. As of December 31, 2024, the number of valid and existing trademarks in Taiwan is about 17.

VI. Special Disclosure

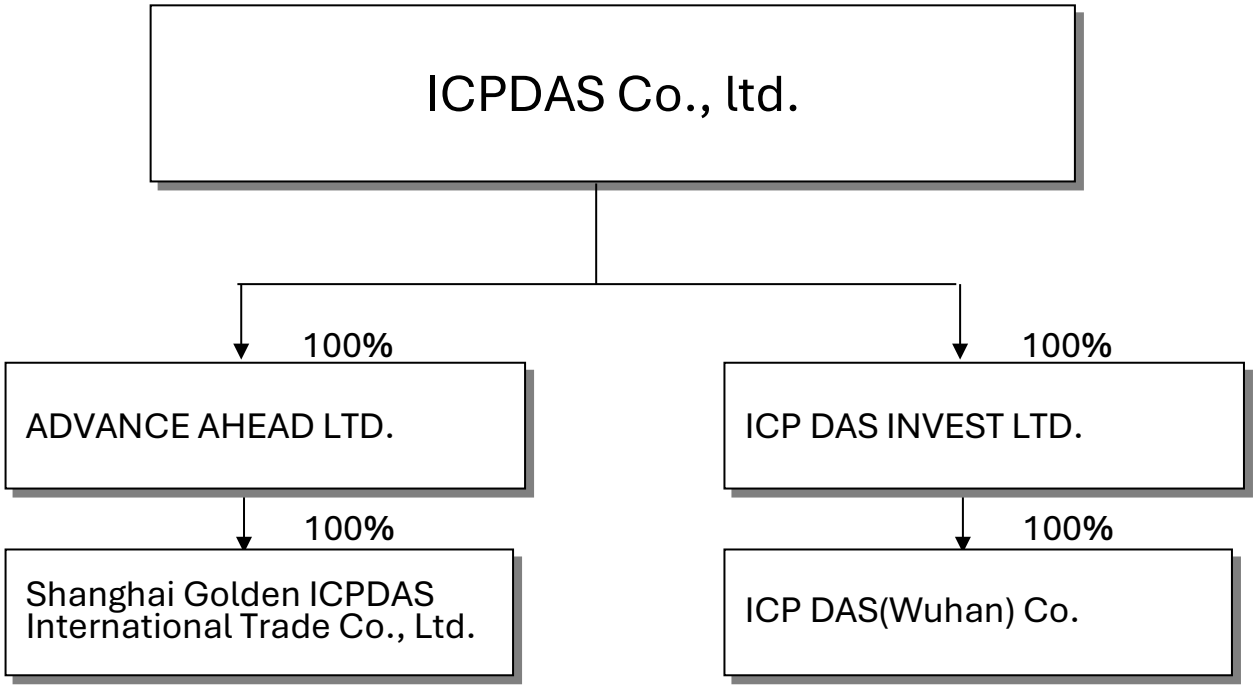
1. Relevant information of affiliated companies

Please refer to the Market Observation Post System (https://mopsov.twse.com.tw/mops/web/t57sb01_q10) in the section for affiliated enterprise reports (the Company's stock code: 3577).

The lookup path is as follows: Market Observation Post System homepage > Single Company > Electronic Document Download > Affiliated Enterprise Reports Section

(1) Overview of Related Enterprises

1. Related Enterprise Organization Chart:



2. Pursuant to Article 369-3 of the Company Act, presumed to have a controlling and subordinate relationship: No such thing.

3. Pursuant to Article 369-2, Paragraph 2 of the Company Act, directly or indirectly controlled by the Company in terms of personnel, finance or business operations: No such thing.

(2) Basic Information of Each Related Enterprise

Enterprise Name	Date of Establishment	Address	Paid-in capital	Main Business or Products
ADVANCE AHEAD LTD.	2003.9.18	British Virgin Islands	USD1,000,000	Reinvestment enterprises
Shanghai Golden ICP DAS International Trade Co.,Ltd.	2004.2.2	Shanghai	USD1,000,000	International trade, entrepot trade, bonded area trade between enterprises, and trade agency of industrial computer controllers and interface cards, etc.
ICP DAS INVESTLTD.	2010.3.30	British Virgin Islands	USD3,200,000	Reinvestment enterprises
ICP DAS (Wuhan)	2010.7.20	Wuhan	USD3,200,000	Research, development, production and sales of software, hardware, electronic products, instruments, meters and automatic equipment for the automatic control industry; automation engineering and project reconstruction; related technical services and transfers.

(3) Shareholders Information of Those Presumed to Have a Controlling and Subordinate Relationship: None.

(4) Industries Covered by the Overall Business Operations of Related Enterprises:

The main businesses of the Company are the R&D, design, production, manufacturing, and sales of industrial computer-related products. The main businesses are as follows:

1.Design, research and development, manufacturing, repair and trading of various computers, circuit boards, electrical appliances and their peripheral equipment.

2.Design, manufacturing, repair and trading of computer control machines, vacuum machinery equipment, and automatic measuring equipment (excluding licensed business).

3.Design, manufacturing, repair and trading of electronic instruments, photographic equipment, communication equipment systems, electromechanical control equipment systems, machinery equipment, and instrument equipment (excluding licensed business).

4.Agency, trading, and import-export business of the above-mentioned related materials, software and equipment.

5.Agency and bidding business for the above-mentioned related domestic and foreign manufacturers' products.

International trade, entrepot trade, bonded area trade between enterprises, and trade agency of industrial computer controllers and interface cards.

(5) Information on Directors, Supervisors, and President of Related Enterprises

Unit: Share：%

Enterprise Name	Title	Name or Representative	Shares held	
			Number of shares	Shareholding Ratio
ADVANCE AHEAD LTD.	Chairman	Yeh, Nai-Ti	1,000,000	100.00%
Shanghai Golden ICP DAS International Trade Co.,Ltd.	Chairman	Yeh, Nai-Ti	1,000,000	100.00%
	President	Ku, Chia-Chun	-	-
	Supervisor	Huang, Kuo-Cheng	-	-
ICP DAS INVESTLTD.	Chairman	Yeh, Nai-Ti	3,200	100.00%
ICP DAS (Wuhan)	Chairman	Yeh, Nai-Ti	3,200	100.00%
	President	Chen, Yu-Lin	-	-
	Supervisor	Huang, Kuo-Cheng	-	-

(6) Operational Overview of Related Enterprises

Financial status and operating results of each related enterprise:

Unit: NT$ thousand

Enterprise Name	Capital	Total Assets	Total liabilities	Net equity	Operating revenue	Operating income	Net Income (Loss) for the Current Period	Earnings Per Share (NT$)
ADVANCE AHEAD LTD.	33,161	61,687	11,895	49,792	102,578	(14,113)	(13,134)	0
Shanghai Golden ICP DAS International Trade Co.,Ltd.	33,161	61,687	11,895	49,792	102,578	(14,113)	(13,134)	0
ICP DAS INVESTLTD.	100,682	63,977	1,737	62,240	13,381	(4,845)	(5,012)	0
ICP DAS (Wuhan)	100,682	63,977	1,737	62,240	13,381	(4,845)	(5,012)	0

Note: Related company numbers and relevant data have been converted into New Taiwan Dollars at the exchange rate on the reporting date if it is a foreign company.

(7) Consolidated Financial Statements of Affiliated Companies

ICP DAS Co., Ltd. and Subsidiaries

Statement on the Consolidated Financial Statements of Affiliated Companies

The companies required to be included in the preparation of the consolidated financial statements of related enterprises and the companies required to be included in the preparation of the consolidated financial statements of the parent company and subsidiaries in accordance with the International Financial Reporting Standard No. 10 are the same for the year 2024 (for the year ended December 31, 2024). The relevant information required to be disclosed in the consolidated financial statements of related enterprises has been disclosed in the aforementioned consolidated financial statements of the parent company and subsidiaries, so the consolidated financial statements of related enterprises will not be prepared separately.

Declaration

Comoany Name: ICP DAS Co., Ltd.

Person in Charge: Yeh, Nai-Ti

March 6, 2025

(8) Related Party Report: N/A. N/A.

(9) Information on related enterprises' loans to others, endorsements/guarantees, and derivative transactions: Information on related enterprises' loans to others, endorsements/guarantees, and derivative transactions.

2. **The circumstances of private placement of securities for the recent fiscal year and up to the date of Annual Report publication.**

   No such situation.

3. **Other relevant supplementary explanatory matters.Other required supplementary explanatory matters**

   None.

4. **During the most recent fiscal year and up to the date of publication of the annual report, matters specified in Paragraph 3, Subparagraph 2, Article 36 of the Securities and Exchange Act that might have a significant impact on shareholders' equity or securities prices:**

   No such thing.

Industrial Computer Product Data Acquisition System

ICP DAS Co., Ltd.

Chairman: Yeh, Nai-Ti