Stock Code：2497

Information Disclosure Website: http://mops.twse.com.tw/mops/web/index

Corporate Website: e-lead.com.tw



怡利電子工業股份有限公司

E-LEAD ELECTRONIC CO.,LTD.

2024 ANNUAL REPORT

Printed on 22 May 2025

I. Spokesperson:

Name: Mao-Quan Ke

Title: Deputy General Manager, General Management Office

Telephone: (04)7977277

E-mail: ir@e-lead.com

Acting Spokesperson:

Name: Yun-Zhi Lu

Title: Manager, Operations Management Office

Telephone: (04)7977277

E-mail: ir@e-lead.com

II. Address and telephone number of headquarters, branch offices and factories:

Headquarters: No. 37, Gongdong 1st Rd., Shengang Shiang, Changhua

Telephone: (04)7977277 Fax: (04)7977271

Chuansing I Factory: No. 37, Gongdong 1st Rd., Shengang Shiang, Changhua

Telephone: (04)7977277

Chuansing II Factory: No. 264, Xinggong Rd., Hemei Township, Changhua

Changhua Factory: No. 72-6, Fangcao St., Changhua City, Changhua

Telephone: (04)7516426

III. Share transfer agent:

Name: Yuanta Securities Co., Ltd. Stock Agency Department

Address: B1F., No. 67, Sec. 2, Dunhua S. Rd., Da'an Dist.,Taipei City 106.

Website: www.yuanta.com.tw

Telephone: (02)25865859 (Service Lines)

IV. CPAs who duly audited the annual financial report for the most recent fiscal year:

Names: Tzu-Ping Huang and Wen-Chen Lo

Accounting Firm: Ernst & Young R.O.C

Address: 26F., No. 186, Shizheng N. 7th Rd., Taichung City, R.O.C

Website: www.ey.com/zh_tw

Telephone: (04)22598999

V. The name of any exchanges where the company's securities are traded offshore, and the method by which to access information on said offshore securities: None.

VI. Corporate website: e-lead.com.tw

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Chapter I. A Letter to Shareholder

Dear shareholders:

In 2024, we overcame numerous challenges and delivered remarkable results. Our annual consolidated revenue reached NT$4.623 billion, representing a 23% year-over-year increase and marking a historic high for the Company. Despite this achievement, we are entering 2025 amidst increasingly volatile external conditions. The economic outlook in China remains uncertain, and the imposition of higher import tariffs by the United States is intensifying global supply chain competition. In response, we are proactively enhancing our internal competitiveness as a strategic countermeasure. This year, our management priorities are focused on stringent cost control, accelerating time-to-market for new products, and expanding into emerging markets. We are continuing the strategic direction set forth last year. In particular, our India operations are expected to begin volume production and shipment in the first half of the year. While the Indian market remains relatively unfamiliar and carries a degree of risk, it also represents one of the most promising growth opportunities globally. With cautious optimism, we plan to allocate additional resources to capture this potential. In parallel, we are initiating strategic alliances with partners that offer complementary strengths, enabling us to co-develop new products and jointly explore market opportunities. In China, our AR-HUD product has secured the leading market position, and we look forward to leveraging this success to promote our globally exclusive 3D AR-HUD technology and secure more OEM projects. In Southeast Asia, we will continue to diversify our product offerings and expand our customer base. Meanwhile, in the U.S. and European markets, we are actively pursuing product qualification processes with key customers, while positioning our offerings as competitive alternatives to the Chinese supply chain. Through these initiatives, we aim to sustain long-term growth, enhance shareholder value, and solidify our leadership in the global automotive electronics industry.

To strengthen our competitive advantage in the year ahead, we have developed strategic plans focused on the following three key areas:

1. Organizational Efficiency: We will leverage AI and other digital tools to enhance operational efficiency, reinforce risk management, and improve our supply chain resilience and responsiveness.
2. Product Development: We will continue to expand our product portfolio, including 3D AR-HUD, AI VPA, PHUD, and E-mirror systems, while exploring broader applications for intelligent cockpit solutions in both two-wheel and four-wheel vehicles.
3. Market Expansion: We will accelerate business development in emerging markets such as India, and capitalize on reshoring trends in Europe and the U.S. resulting from China's supply chain decoupling.

In light of increasing economic uncertainties this year, the Company is fully equipped to confront challenges and transform them into opportunities, with a continued commitment to pursuing new business prospects and achieving exceptional results.

1. 2024 Business Performance

(1) Operating Revenue: The Company's consolidated net revenue for 2024 amounted to approximately NT$4.623 billion, representing a 23% increase compared to 2023.

(2) Operating Expenses: The Company's consolidated operating expenses for 2024 amounted to approximately NT$748 million, representing a 15% increase compared to 2023.

(3) Profitability: The Company's consolidated net income after tax for 2024 amounted to approximately NT$379 million, representing a 63% increase compared to 2023.

(4) Analysis of Financial Income, Expenses, and Profitability

Unit: in NT$ thousand

Analytical Items	2024	2023
	Consolidated	Consolidated
Net Operating Revenue	4,623,396	3,766,293
Operating Cost	(3,425,396)	(2,867,240)
Gross profit	1,197,427	899,053
Operating Expense	(748,532)	(650,006)
Operating Income	448,895	249,047
Non-Operating Income and Expenses	20,385	24,283
Income Before Tax	469,280	273,330
Income Tax Expense	(89,778)	(40,738)
Net Income	379,502	232,592
Other Comprehensive Income (Net of Tax) for the Current Period	70,153	(8,496)
Total Comprehensive Income	449,655	224,096
Basic Earnings per Share (NT$)	3.09	1.89
Return on Assets (%)	8.94	6.25
Return on Equity (%)	16.15	10.98
Net Profit Margin (%)	8.21	6.18

(5) Achievements in Research and Development Projects and Product Development

1. Platform Optimization of 3D ARHUD
2. Software Development of 3D AR Creator
3. Preliminary Technology Development of PHUD (Panoramic HUD)
4. Early Development of AI VPA

II. Outline of the Business Plan for 2025

(1) Business Strategy and Marketing Policy

1. Explore ARHUD and other innovative product applications
2. Cultivate the Indian market and further expand market penetration in India
3. Expand into non-passenger four-wheel vehicle markets
4. Secure new orders from European carmakers
5. Accelerate the advancement of strategic alliances

(2) Research and development projects and product development plan

1. 3D ARHUD mass production model development and production preparation for Mass-produced Vehicle Models
2. 3D AR Creator software development
3. AI VPA intelligent interactive interface development
4. ARHUD Lite multi-model mass production development
5. PHUD mass production model development and production preparation
6. Electronic digital rearview mirror development and production preparation

3. The Company's Future Development Strategy, and the Effect of External Competition, the Legal Environment, and the Overall Business Environment

We have established three well-developed production bases in Taiwan, Jiangsu, and Thailand. Each has passed stringent customer audits and complies with supply chain qualifications. In the face of intensifying international competition, we aim to leverage our innovation capabilities, outstanding vehicle Tier 1 customer ratings, and localization advantages to break through limitations and proactively embrace the challenges of the future.

We will continue to pursue our strategic objectives with discipline and determination. We deeply appreciate the unwavering support and trust of our shareholders as we move forward.

Chairman: Hsi-Hsun Chen　General Manager: Hsi-Hsun Chen　Accounting Supervisor: Pi-Huan Chen

Chapter II. Corporate Governance Report

I. Information on the Company's Directors, Supervisors, General Manager, Deputy General Managers, Deputy Assistant General Managers, and the Supervisors of all the Company's Departments and Branch Units, as Follows:

(I) Information on directors

1. Information on directors (I)

12 April 2025

Title (Note 1)	Nationality or place of registration	Name	Gender Age (Note 2)	Date on which current position was assumed	Term of contract	Commencement date of the first term (Note 3)	Number of shares held at the time of election		Number of shares currently held		Number of shares currently held by the spouses and children of minor age		Number of shares held through nominees		Principal work experience and academic qualifications (Note 4)	Position(s) held concurrently in the company and/or in any other company	Other officer(s), director(s), or supervisor(s) with which the person has a relationship of spouse or relative within the second degree			Remark
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Chairman and General Manager	R.O.C	Hsi-Hsun Chen	Male 61-70	15 June 2023	3 years	22 June 1983	9,805,449	8.25%	9,868,149	8.04%	2,713,660	2.21%	0	0%	Department of Physics, National R.O.C University PhD Program, Department of Computer Science, National Tsing Hua University Deputy Chairman and General Manager, E-LEAD ELECTRONIC CO., LTD.	Chairman, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. Director, E-LEAD ELECTRONIC (THAILAND) CO., LTD. Chairman, E-LEAD TECHNOLOGY CO., LTD (B.V.I.) Chairman, OKAY ENTERPRISE CO., LTD. Chairman, FAR VISION TECHNOLOGY CO., LTD. Director, E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED	Deputy Chairman	Hsi-Tsang Chen	Brothers	
Deputy Chairman	R.O.C	Hsi-Tsang Chen	Male 61-70	15 June 2023	3 years	22 June 1983	10,418,041	8.76%	10,578,041	8.61%	2,262,185	1.84%	0	0%	Department of Electronic Engineering, National R.O.C Ocean University Master of Business Administration, Yunlin University of Science and Technology Chairman and General Manager, E-LEAD ELECTRONIC CO., LTD Director, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. Independent Director, R.O.C Optical Platform Independent Director, KINGCAN HOLDINGS LIMITED	Chairman, E-LEAD ELECTRONIC (THAILAND) CO., LTD. Director, OKAY ENTERPRISE CO., LTD. Chairman, YI JIA INVESTMENT BUSINESS CO. LTD. Chairman, KOSO E-LEAD TECHNOLOGY CO., LTD. Director. E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED	Chairman	Hsi-Hsun Chen	Brothers	
Director	R.O.C	Teng-Kuei Chen	Male 61-70	15 June 2023	3 years	16 June 2020	1,049,904	0.88%	1,049,904	0.85%	0	0%	0	0%	Department of Math, National R.O.C University Supervisor, E-LEAD ELECTRONIC CO., LTD.	Chairman, DICKIE DUCK ENTERPRISES CO., LTD. Supervisor, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	None	None	None	
Director	R.O.C	Yu-Tzu Fu	Female 61-70	15 June 2023	3 years	6 June 2016	693,372	0.58%	791,372	0.64%	515,758	0.42%	0	0%	School of Nursing, China Medical University	Deputy Director, Shen Gaang Jomg Shiaw Hospital	None	None	None	
Director	R.O.C	Ming-Shou Lin	Male 61-70	15 June 2023	3 years	16 June 2020	0	0%	0	0%	0	0%	0	0%	Master of Accounting, National Chengchi University Director, Taichung Office, (Former) Crowe Llp. Supervisor, Depo Auto Parts Ind. Co., Ltd. Director/International Affairs, Crowe (TW) CPAs Supervisor, E-LEAD ELECTRONIC CO., LTD. Supervisor, Kingcan Holdings Limited	Independent Director, KINGCAN HOLDINGS LIMITED Independent Director, DEPO AUTO PARTS IND. CO., LTD. Vice Chairman, Crowe (TW) CPAs	None	None	None	

Title (Note 1)	Nationality or place of registration	Name	Gender Age (Note 2)	Date on which current position was assumed	Term of contract	Commencement date of the first term (Note 3)	Number of shares held at the time of election		Number of shares currently held		Number of shares currently held by the spouses and children of minor age		Number of shares held through nominees		Principal work experience and academic qualifications (Note 4)	Position(s) held concurrently in the company and/or in any other company	Other officer(s), director(s), or supervisor(s) with which the person has a relationship of spouse or relative within the second degree			Remark
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Independent Director	R.O.C	Chi-Chung Tsai	Male 61-70	15 June 2023	3 years	13 June 2017	0	0%	0	0%	0	0%	0	0%	Master of Business Administration, Dayeh University Ph.D. in Management, Fuzhou University Independent Director, TING SIN CO., LTD.	Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. Chief, Horng Shyang Cpa, Law & Land Administration Agent Offices Litigious (or non-litigious) agent ad litem, Cayman Engley Industrial Co., Ltd. Adjunct Lecturer, National Open College of Continuing Education Affiliated to Taichung University of Science and Technology Assistant Professor, Dayeh University CEO, HONG XIANG INTERNATIONAL FINANCIAL AND ECONOMIC CONSULTING CO., LTD.	None	None	None	
Independent Director	R.O.C	Cheng-Chun Chang	Male 61-70	15 June 2023	3 years	13 June 2017	0	0%	0	0%	0	0%	0	0%	Ph.D., College of Law, Chinese Culture University Secretary-general, The Entrepreneur Club Independent Director and member of the Audit Committee, SIWARD CRYSTAL TECHNOLOGY CO., LTD.	Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. Supervisor, LINCO TECHNOLOGY CO., LTD.	None	None	None	
Independent Director	R.O.C	Shein-Tung Wu	Male 61-70	15 June 2023	3 years	13 June 2017	0	0%	0	0%	0	0%	0	0%	Master of Science in Computer Science, Utah State University, USA Vice Director, Planning & Promotion Division, Cybersecurity Technology Institute and Market Intelligence & Consulting Institute, Institute for Information Industry Senior Director, Market Intelligence & Consulting Institute (MIC) Project Leader, “Industry & Technology Intelligence Service- Information and Communications Technology (ICT) software field (ITIS)”, DOIT, Ministry of Economic Affairs Member of Council, Asia Pacific Industrial Analysis Association	Member of the Remuneration Committee and member of Audit Committee, E-LEAD ELECTRONIC CO., LTD. Consultant, Market Intelligence & Consulting Institute (MIC)	None	None	None	
Independent Director	R.O.C	Rong-Lin Jiang	Male 61-70	15 June 2023	3 years	15 June 2023	0	0%	0	0%	0	0%	0	0%	Director, E-LEAD ELECTRONIC CO., LTD. Supervisor, AXCEN PHOTONICS CORPORATION, LTD. Director, AXCEN PHOTONICS CORPORATION, LTD.	Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. Assistant General Manager, Sunrise CPA’s Firm	None	None	None	

Note 1: For a corporate shareholder, the name of the corporate shareholder and its representative shall be listed separately (when listing the representative of a corporate shareholder, the name of the corporate shareholder shall also be noted), and Form 1 below shall also be completed.
Note 2: Please state the actual age, or, alternatively, state the age interval into which the actual age falls.
Note 3: Specify the time the person first began to serve as a director or supervisor of the Company. If there has been any break within a term or between terms, add a note specifying the circumstances.
Note 4: Specify experience and qualifications related to the current position. If during a period specified above the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.
Note 5: Where the chairman of the board of directors and the general manager or person of an equivalent post (the highest level manager) of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (e.g., increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as an employee or managerial officer).
Note 6: The Company has established an Audit Committee in June 2020; hence, no supervisor was appointed.

2. Information on directors (II)

Disclosure of Information Regarding the Professional Qualifications and Experience of Directors and the Independence of Independent Directors:

Qualification / Name	Professional qualifications and experience (Note 1)	Independence analysis (Note 2)	Number of other public companies at which the person concurrently serves as an independent director
Hsi-Hsun Chen	Chairman Hsi-Hsun Chen graduated from the Department of Physics at National Taiwan University and pursued further studies at the Graduate Institute of Electrical Engineering at Dayeh University and the Ph.D. program at National Tsing Hua University. Served as Head of Research and Development, General Manager, Vice Chairman, and currently serves as Chairman of the Company. Also holds the position of Chairman and General Manager of the subsidiary E-LEAD (Jiangsu). As Chairman of the Board, is responsible for communicating and coordinating management strategies with all directors. Possesses expertise in business operations, marketing, and industrial technology.	The Company has obtained written statements, experience, current employment certificate, and a list of relatives provided by each director to verify the independence from the company, their spouse, and relatives within the third degree of kinship for the nomination and selection of the board of directors. Furthermore, the Company has confirmed that the following four independent directors have met the qualification criteria set forth in the "Regulations Governing Appointment of Independent Directors	0
Hsi-Tsang Chen	Deputy Chairman Hsi-Tsang Chen graduated from the Department of Electronic Engineering at National Taiwan Ocean University and holds an MBA from National Yunlin University of Science and Technology. Previously served as General Manager and Chairman of the Company. Also currently serves as Chairman of the Company's subsidiary, E-LEAD (Thailand). Possesses expertise in corporate governance, business operations, marketing, and industrial technology, and provides timely advice and strategic direction to the Board of Directors regarding corporate governance and operational management, thereby supporting the management team in formulating and executing business strategies.		0
Teng-Kuei Chen	Director Teng-Kuei Chen graduated from the Department of Mathematics at National Taiwan University and currently serves as Chairman of DICKIE DUCK ENTERPRISES CO., LTD. Possesses extensive expertise in business operations, marketing, and industrial technology, and provides timely advice and strategic direction to the Company's Board of Directors on corporate governance and operational management, thereby supporting the management team in the formulation and execution of business strategies.		0

Qualification / Name	Professional qualifications and experience (Note 1)	Independence analysis (Note 2)	Number of other public companies at which the person concurrently serves as an independent director
Ming-Shou Lin	Director Ming-Shou Lin holds a Master's degree from the Graduate Institute of Accounting at National Chengchi University. Currently serves as Vice Chairman of Crowe (Taiwan) CPAs, and as an independent director of other listed companies. Has also served as a university lecturer and as a supervisor of listed companies. Possesses in-depth knowledge of accounting standards, financial management, and tax regulations, and provides timely and valuable advice to the Board of Directors on corporate governance, finance, and tax-related matters.	and Compliance Matters for Public Companies" issued by the Financial Supervisory Commission, and Article 14-2 of the Securities and Exchange Act, both before their appointment and during their tenure. These independent directors have also been authorized to participate in decision-making and express their opinions in accordance with Article 14-3 of the Securities and Exchange Act to independently perform their related duties.	2
Yu-Tzu Fu	Director Yu-Tzu Fu graduated from the Department of Nursing at China Medical University and currently serves as Deputy Superintendent of a hospital. Provides timely and valuable advice to the Board of Directors on operational management and contributes to enhancing the quality of corporate governance.		0
			0
Chi-Chung Tsai	Director Chi-Chung Tsai holds a Ph.D. in Business Administration from the School of Economics and Management at Fuzhou University and is a certified AAIA international accountant. Currently operates a tax representation firm and a financial advisory company, and also serves as an independent director of a listed company and a part-time university lecturer. Possesses expertise in business administration, accounting standards, and financial and tax regulations. This expertise contributes to enhancing the quality of the Board's corporate governance, as well as the oversight functions of the Remuneration Committee and the Audit Committee.		0
Cheng-Chun Chang	Director Cheng-Chun Chang holds a Ph.D. from the Graduate Institute of Zhongshan Studies at Chinese Culture University and has practical experience in human resources management. Formerly served as Secretary-General of the Taichung Rock Entrepreneurs Club and concurrently serves as an independent director of other listed companies. His expertise contributes to enhancing the quality of the Board's corporate governance, as well as the oversight functions of the Remuneration Committee and the Audit Committee.		0
Shein-Tung Wu	Director Shein-Tung Wu holds a Master's degree in Computer Science from Utah State University. Previously served as a Senior Industry Consultant at the Market Intelligence & Consulting Institute (MIC) and as a board member of the Asia Pacific Industry Analysis Association in Taiwan. His expertise contributes to enhancing the Board's technical management, as well as the oversight functions of the Remuneration Committee and the Audit Committee.		0

Qualification / Name	Professional qualifications and experience (Note 1)	Independence analysis (Note 2)	Number of other public companies at which the person concurrently serves as an independent director
Rong-Lin Jiang	Director Rong-Lin Jiang graduated from the Department of International Trade at Tamkang University and currently serves at Sunrise CPAs. With expertise in business administration, accounting standards, financial management, and tax regulations, the professional background contributes to enhancing the quality of the Board's corporate governance and management, as well as strengthening the oversight functions of the Remuneration Committee and the Audit Committee.		0

Board Diversity

Title	Name	Nationality	Gender	Age	Industry Experience and Professional Expertise						
					Business Management/ Operational Judgment	Finance and Accounting	Crisis Management	Industry Expertise	Global Market Perspective	Leadership and Decision-Making Capabilities	Legal Expertise
Chairman and General Manager	Hsi-Hsun Chen	R.O.C	M	61-70	V	V	V	V	V	V	
Deputy Chairman	Hsi-Tsang Chen	R.O.C	M	61-70	V	V	V	V	V	V	
Director	Teng-Kuei Chen	R.O.C	M	61-70	V		V	V	V	V	
Director	Yu-Tzu Fu	R.O.C	F	61-70	V		V			V	
Director	Ming-Shou Lin	R.O.C	M	61-70	V	V	V		V	V	
Independent Director	Chi-Chung Tsai	R.O.C	M	61-70	V	V	V		V	V	V
Independent Director	Cheng-Chun Chang	R.O.C	M	61-70	V		V			V	
Independent Director	Shein-Tung Wu	R.O.C	M	61-70	V		V		V	V	
Independent Director	Rong-Lin Jiang	R.O.C	M	61-70	V	V	V		V	V	V

Diversity and Independence of the Board of Directors:

(I) Diversity of the Board of Directors: Describe the company's board diversity policy, objectives, and the status of implementation thereof. The diversity policy refers to matters including diversity in the composition or ratios of the board and its members in terms of the standards for election of directors, the required professional qualifications of directors, and their experience, gender, age, nationality, and culture. Furthermore, describe the company's

specific objectives with regard to the above-mentioned policy, and the status of their achievement:
Please refer to Chapter III., IV (III) “Corporate Governance - Implementation Status and Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons” for details. If the board of directors of a TWSE/TPEx listed company has less than one-third of its directors of either gender, the company shall disclose the reasons and measures to enhance gender diversity on the board: The Company plans to increase the number of female directors and aims to achieve the one-third target by 2026. In addition, the Company will also endeavor to lower the average age of directors, with the goal of bringing more youthfulness to the Board.

(II) Independence of the Board of Directors: Specify the number of independent directors on the board and their ratio to the total number of directors. Describe the status of independence of the board of directors and give a statement of reasons as to whether the provisions of Article 26-3, paragraphs 3 and 4 of the Securities and Exchange Act are complied with, including a description of any spousal relationship or familial relationship within the second degree of kinship that may exist between any directors, between any supervisors, or between any director(s) and supervisor(s):
The Company has a total of 9 directors, of which 4 are independent directors, accounting for 44% of the total number of directors, and an audit committee has been established in lieu of a supervisor in accordance with the law. There are no cases where more than half of the directors have spousal relationship or familial relationship within the second degree of kinship.

(III) The Board of Directors has established a board diversity policy, which is disclosed under Section 3: Composition and Responsibilities of the Board of Directors in the Company's Corporate Governance Practices, and is also available on the Company’s website and the Market Observation Post System.

Note 1: Specify the professional qualifications and experience of each director and supervisor. If a member of the Audit Committee, specify their accounting or finance background and work experience. Additionally, specify whether any circumstance under any subparagraph of Article 30 of the Company Act exists with respect to a director or supervisor.

Note 2: Describe the status of independence of each independent director, including but not limited to the following: did they or their spouse or any relative within the second degree serve as a director, supervisor, or employee of the Company or any of its affiliates; specify the number and ratio of shares of the Company held by the independent director and their spouse and relatives within the second degree (or through nominees); do they serve as a director, supervisor, or employee of any company having a specified relationship with the Company (see Article 3, paragraph 1, subparagraphs 5 to 8 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); specify the amount(s) of any pay received by the independent director for any services such as business, legal, financial, or accounting services provided to the Company or any affiliate thereof within the past 2 years.

(II) Information on the company's general managers, deputy general managers, deputy assistant general managers, and the supervisors of all the company's departments and branch units, as follows:

12 April 2025 Unit: share; %

Title (Note 1)	Nationality	Name	Gender	Date of appointment to position	Shares held		Shares held by spouse and minor children		Number of shares held through nominees		Principal work experience and academic qualifications (Note 2)	Positions concurrently held in other companies at present	Other managerial officer(s) with which the person has a relationship of spouse or relative within the second degree			Remarks (Note 3)
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman and General Manager	R.O.C	Hsi-Hsun Chen	Male	16 June 2020	9,868,149	8.04%	2,713,660	2.21%	0	0%	Department of Physics, National R.O.C University PhD Program, National Tsing Hua University, Institute of Information Engineering Deputy Chairman and General Manager, E-LEAD ELECTRONIC CO., LTD.	Chairman, OKAY ENTERPRISE CO., LTD. Chairman, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. Director, E-LEAD ELECTRONIC (THAILAND) CO., LTD. Chairman, E-LEAD TECHNOLOGY CO., LTD. (B.V.I.) Chairman, FAR VISION TECHNOLOGY CO., LTD.	Deputy Chairman	Hsi-Tsang Chen	Brothers	Refer to II(III)
Deputy General Manager, Marketing Department	R.O.C	Rui-Sheng Wu	Male	7 February 2018	0	0%	0	0%	0	0%	Department of Electronic Engineering, Chienkuo Technology University Sales Manager, E-LEAD Electronic	None	None	None	None	
Deputy General Manager, Institutional Design Center	R.O.C	Zheng-Ji Yang	Male	7 August 2019	0	0%	53	0%	0	0%	Mechanical Department, Chung Yuan Christian University Manager and Mechanical Engineer, Delta Electronics Inc.	None	None	None	None	
Deputy General Manager, General Management Office	R.O.C	Mao-Quan Ke	Male	7 August 2019	500	0%	0	0%	0	0%	Master of Finance, National Chung Hsing University Manager, Management Office of E-LEAD Electronic	General Manager, E-LEAD ELECTRONIC (THAILAND) CO., LTD.	None	None	None	
Deputy General Manager, Electronics Department I	R.O.C	Jhih-Fang Chen	Male	7 August 2019	8,998	0.01%	0	0%	0	0%	M.S., Institute of Electronics, National Taiwan University of Science and Technology R&D Manager, E-LEAD Electronic	None	None	None	None	
Deputy General Manager, Electronics Department II	R.O.C	Sheng-Nan Jiang	Male	7 August 2019	0	0%	3,000	0%	0	0%	M.S. in Electrical Engineering, Dayeh University R&D Manager, E-LEAD Electronic	None	None	None	None	

Deputy General Manager, Production Department & Institutional Design Center	R.O.C	Zhen-Chang Huang	Male	26 August 2021	0	0%	0	0%	0	0%	Chinyi Technical Institute and Chienkuo Technology University Manager, Engineering Division, E-LEAD Electronic	None	None	None	None	
Deputy General Manager, China Division, Management Office	R.O.C	Min-Nan Cai	Male	16 March 2022	0	0%	0	0%	0	0%	Department of Materials Engineering and Science, Feng Chia University Manager, Procurement Division, E-LEAD Electronic	Director, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	None	None	None	
Deputy Assistant General Manager, Thailand Business Unit, Operations Management Office	R.O.C	Jun-Ming Chen	Male	3 August 2022	0	0%	24	0%	0	0%	Department of Electro Optics, National United University Section Manager, Procurement Division, E-LEAD Electronic	None	None	None	None	
Manager, Audit Office	R.O.C	Cui-Zu Chen	Female	31 May 2002	2,000	0%	0	0%	0	0%	Accounting and Statistics Division, Overseas Chinese Commercial College Accounting Section Manager, YUAN FENG INDUSTRIAL CO., LTD.	None	None	None	None	
Manager, Finance Department	R.O.C	Pi-Huan Chen	Female	1 May 2006	2,142	0%	0	0%	0	0%	Department of Accounting, Tamkang University and Master of Management, National Changhua University of Education Senior, Deloitte Touche Tohmatsu Limited	None	None	None	None	
Deputy General Manager, Quality Assurance Department	R.O.C	Qian-You Chen	Male	3 August 2022	1,049	0%	0	0%	0	0%	Industrial Management Institute, National Formosa University Commissioner of Industry, Merida Bikes Director, Quality Assurance Department, E-LEAD Electronic	None	None	None	None	
Director, Materials Department	R.O.C	Wen-Wen Zhang	Female	7 August 2019	0	0%	0	0%	0	0%	Department of Business Management, Chienkuo Institute of Technology Ling Tung University Manager, Procurement Division, E-LEAD Electronic	None	None	None	None	
Deputy Assistant	R.O.C	Ru-Sian Chen	Male	7 August 2019	0	0%	0	0%	0	0%	Computer Engineering Unit, Nankai Technical Institute	None	None	None	None	

General Manager, Product Planning Department											Agent, Information Office, E-LEAD Electronic Manager, Product Planning Department, E-LEAD Electronic					
Deputy Assistant General Manager, Production Department	R.O.C	Zhi-Yi Shi	Male	26 August 2021	0	0%	0	0%	0	0%	Department of Electrical Engineering, Chienkuo Institute of Technology Manager, Production Department, E-LEAD Electronic	None	None	None	None	
Deputy Assistant General Managers, Product Planning Department	R.O.C	Wan-Ting Lin	Female	3 August 2022	10,025	0.01%	3,075	0%	0	0%	Business Administration, Dayeh University Manager, Product Planning Division, E-LEAD Electronic	None	None	None	None	
Deputy Assistant General Manager, Business Department IV	R.O.C	Yi Lian Zhuang	Female	3 August 2022	6,000	0%	0	0%	0	0%	Department of Engineering Management, National Formosa University Deputy Assistant General Manager, Business Department IV, E-LEAD Electronic	None	None	None	None	

Note: The number of shares held as listed above represents the number of shares registered as at the date for suspension of share transfer on 14 April 2024.

Note 1: The information in this table should be disclosed for the general manager, deputy general managers, deputy assistant general managers, and the supervisors of all the company's departments and branch units, including all persons in positions equivalent to general manager, deputy general manager, or deputy assistant general manager, regardless of job title.

Note 2: Specify experience and qualifications related to the current position. If during a period specified above, the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.

Note 3: If the general manager or person of an equivalent post (the highest level manager) and the chairman of the board of directors of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (e.g. increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as an employee or managerial officer).

(III) Where the chairman of the board of directors and the general manager or person of an equivalent post (the highest-level manager) of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto:

The Chairman and General Manager of the company are the same person, who holds sufficient educational and professional qualifications as a director. Moreover, on 16 June 2023, the Company appointed one independent director and one external director, in line with corporate governance standards.

II. Remuneration Paid During the Most Recent Fiscal Year to Directors, Supervisors, General Managers, and Deputy General Managers

(I) If any of the circumstances listed below applies to the Company, it shall individually disclose the remuneration items paid to each director and supervisor:

1. A company that posted an after-tax deficit in the parent only financial statements or individual financial statements in any of the three most recent fiscal years shall disclose the remuneration paid to individual directors and supervisors. This requirement, however, shall not apply if the company has posted net income after tax in the parent only financial statement or individual financial statement for the most recent fiscal year and such net income after tax is sufficient to offset the accumulated deficits.
2. A company that has had an insufficient director shareholding percentage for 3 consecutive months or longer during the most recent fiscal year shall disclose the remuneration of individual directors; one that has had an insufficient supervisor shareholding percentage for 3 consecutive months or more during the most recent fiscal year shall disclose the remuneration of individual supervisors.
3. A company that has had an average ratio of share pledging by directors or supervisors in excess of 50 percent in any 3 months during the most recent fiscal year shall disclose the remuneration paid to each individual director or supervisor having a ratio of pledged shares in excess of 50 percent for each such month.
4. If the total amount of remuneration received by all of the directors and supervisors in their capacities as directors or supervisors of all of the companies listed in the financial statements exceeds 2 percent of the net income after tax, and the remuneration received by any individual director or supervisor exceeds NT$15 million, the company shall disclose the remuneration paid to that individual director or supervisor.
5. A company listed on the Taiwan Stock Exchange (TWSE) or the Taipei Exchange (TPEx) is ranked within the lowest two tiers in the corporate governance evaluation for the most recent fiscal year, or in the most recent fiscal year or up to the date of publication of the annual report for that year, the company's securities have been placed under an altered trading method, suspended from trading, delisted from the TWSE or the TPEx, or the Corporate Governance Evaluation Committee has resolved that the company shall be excluded from evaluation.
6. The average annual salary of the full-time non-management employees in a TWSE or TPEx listed company is less than NT$500,000 in the most recent fiscal year.
7. A TWSE or TPEx listed company had an increase of 10 percent or more in net profit after tax for the most recent fiscal year, but the average annual salary of its full-time non-management employees did not increase relative to the preceding fiscal year.
8. A TWSE or TPEx listed company had a decline in after-tax net income reaching 10 percent and exceeding NT$5 million for the most recent fiscal year, along with an increase in its average remuneration per director (not including the remuneration of those who are also employees) reaching 10 percent or more and exceeding NT$100,000.
9. If the circumstance in item (1) or (5) of the preceding point applies to the company, it shall disclose the individual remuneration paid to each of its five most senior management personnel.

(II) Remuneration to Ordinary Directors and Independent Directors (Individual Disclosure of Names)

31December 2024; Unit: NT$ Thousands; 1,000 shares; %

Title	Name	Remuneration to directors								SUM OF A+B+C+D AND RATIO TO NET INCOME (Note 10)		Remuneration received by directors for concurrent service as an employee								Sum of A+B+C+D+E+F+G and ratio to net income (Note 10)		Remuneration received from investee enterprises other than subsidiaries or from the parent company (Note 11)
		Base compensation (A) (Note 2)		Retirement pay and pension (B)		Director profit-sharing compensation (C) (Note 3)		Expenses and perquisites (D) (Note4)				Salary, rewards, and special disbursements (E) (Note 5)		Retirement pay (F)		Employee profit-sharing compensation (G) (6)						
																The Company		All consolidated entities (Note 7)				
		The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	consolidated entities (Note 7	The Company	All consolidated entities (Note 7)	Amount in cash	Amount in stock	Amount in cash	Amount in stock	The Company	All consolidated entities (Note 7)	
Chairman	Hsi-Hsun Chen	0	0	0	0	1,705	1,705	18	18	1,723 0.45%	1,723 0.45%	8,666	8,666	0	0	614	0	614	0	11,003 2.90%	11,003 2.90%	None
Deputy Chairman	Hsi-Tsang Chen **	0	0	0	0	1,705	1,705	18	18	1,723 0.45%	1,723 0.45%	6,354	6,354	0	0	404	0	404	0	8,481 2.23%	8,481 2.23%	None
Director	Teng-Kuei Chen	0	0	0	0	1,137	1,137	30	30	1,167 0.31%	1,167 0.31%	0	0	0	0	0	0	0	0	1,167 0.31%	1,167 0.31%	None
Director	Ming-Shou Lin	0	0	0	0	1,137	1,137	18	18	1,155 0.30%	1,155 0.30%	0	0	0	0	0	0	0	0	1,155 0.30%	1,155 0.30%	None
Director	Yu-Tzu Fu	0	0	0	0	1,137	1,137	18	18	1,155 0.30%	1,155 0.30%	0	0	0	0	0	0	0	0	1,155 0.30%	1,155 0.30%	None
Director	Han-Nian Lin **	0	0	0	0	568	568	12	12	580 0.15%	580 0.15%	0	0	0	0	0	0	0	0	580 0.15%	580 0.15%	None
Independent Director	Chi-Chung Tsai	600	600	0	0	0	0	12	12	612 0.16%	612 0.16%	0	0	0	0	0	0	0	0	612 0.16%	612 0.16%	None
Independent Director	Cheng-Chun Chang	600	600	0	0	0	0	15	15	618 0.16%	618 0.16%	0	0	0	0	0	0	0	0	618 0.16%	618 0.16%	None
Independent Director	Shein-Tung Wu	600	600	0	0	0	0	30	30	630 0.17%	630 0.17%	0	0	0	0	0	0	0	0	630 0.17%	630 0.17%	None
Independent Director	Rong-Lin Jiang	600	600	0	0	0	0	30	30	630 0.17%	630 0.17%	0	0	0	0	0	0	0	0	630 0.17%	630 0.17%	None

1. Please describe the policy, system, standards and structure in place for paying remuneration to directors and describe the relationship of factors such as the duties and risks undertaken and time invested by the directors to the amount of remuneration paid: The remuneration of the independent directors of the company shall be in accordance with the Articles of Incorporation or pursuant to a resolution of the shareholders' meeting and may be such as to provide for reasonable remuneration separate and distinct from that of the ordinary directors and supervisors. The remuneration of such independent director may also be determined by the relevant statutory procedures to be a fixed monthly remuneration without participation in the distribution of the Company's earnings.
2. In addition to what is disclosed in the above table, please specify the amount of remuneration received by directors in the most recent fiscal year for providing services (e.g., for serving as a non-employee consultant to the parent company /any consolidated entities /invested enterprises): None.

**Director Han-Nian Lin was dismissed on 12 June 2024.

Remuneration Range Table

Ranges of remuneration paid to each of the Company's directors	Names of Directors			
	Sum of A+B+C+D		Sum of A+B+C+D+E+F+G	
	The Company (Note 8)	All consolidated entities (Note 9) H	The Company (Note 8)	All consolidated entities (Note 9) I
Less than NT$1,000,000	Han-Nian Lin, Chi-Chung Tsai, Cheng-Chun Chang, Shein-Tung Wu and Rong-Lin Jiang	Han-Nian Lin, Chi-Chung Tsai, Cheng-Chun Chang, Shein-Tung Wu and Rong-Lin Jiang	Han-Nian Lin, Chi-Chung Tsai, Cheng-Chun Chang, Shein-Tung Wu and Rong-Lin Jiang	Han-Nian Lin, Chi-Chung Tsai, Cheng-Chun Chang and Shein-Tung Wu, Rong-Lin Jiang
NT$1,000,000 (incl.)-NT$2,000,000 (excl.)	Hsi-Hsun Chen, Hsi-Tsang Chen, Teng-Kuei Chen, Ming-Shou Lin, Yu-Tzu Fu	Hsi-Hsun Chen Hsi-Tsang Chen, Teng-Kuei Chen, Ming-Shou Lin, Yu-Tzu Fu	Teng-Kuei Chen, Ming-Shou Lin, Yu-Tzu Fu	Teng-Kuei Chen, Ming-Shou Lin, Yu-Tzu Fu
NT$2,000,000 (incl.)-NT$3,500,000 (excl.)	None	None	None	None
NT$3,500,000 (incl.)-NT$5,000,000 (excl.)	None	None	None	None
NT$5,000,000 (incl.)-NT$10,000,000 (excl.)	None	None	Hsi-Tsang Chen	Hsi-Tsang Chen
NT$10,000,000 (incl.)-NT$15,000,000 (excl.)	None	None	Hsi-Hsun Chen	Hsi-Hsun Chen
NT$15,000,000 (incl.)-NT$30,000,000 (excl.)	None	None	None	None
NT$30,000,000 (incl.)-NT$50,000,000 (excl.)	None	None	None	None
NT$50,000,000 (incl.)-NT$100,000,000 (excl.)	None	None	None	None
NT$100,000,000 or above	None	None	None	None
Total	10	10	10	10

Note 1: The name of each director shall be stated separately (for a corporate shareholder, the names of the corporate shareholder and its representative shall be stated separately) and the names of the ordinary directors and independent directors shall be stated separately, based on the amount of the aggregated remuneration items paid to each. If a director concurrently serves as a general manager or a deputy general manager, please complete this Table and Table 3-1and 3-2.

Note 2: This refers to director base compensation in the most recent fiscal year (including director salary, duty allowances, severance pay, and various rewards and incentives, etc.).

Note 3: Please fill in the amount of director profit-sharing compensation approved by the board of directors for distribution for the most recent fiscal year.

Note 4: This refers to director expenses and perquisites in the most recent fiscal year (including travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc.). If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the director remuneration.

Note 5: This includes any remuneration received by a director for concurrent service as an employee in the most recent year (including concurrent service as general manager, deputy general manager, other managerial officer, or non-managerial employee) including salary, duty allowances, severance pay, rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a rights offering, etc.—should be included in the calculation of remuneration.

Note 6: This refers to employee profit-sharing compensation (including stocks and cash) received by a director for concurrent service as an employee in the most recent fiscal year (including concurrent service as general manager, deputy general manager, other managerial officer, or non-managerial employee). Disclose the amount of profit-sharing compensation approved or expected to be approved by the board of directors for distribution for the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 1-3 should also be completed.

Note 7: Disclose the total amount of remuneration in each category paid to the directors of the Company by all companies in the consolidated financial report (including the Company).

Note 8: Disclose the names of the directors in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each director by the Company.

Note 9: Disclose the names of the directors in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each director of the Company by all companies in the consolidated financial report (including the Company).

Note 10: Net income means the net income after tax on the parent only or individual financial report for the most recent fiscal year.

Note 11: a. In this column, specifically disclose the amount of remuneration received by the directors of the Company from investee enterprises other than subsidiaries or from the parent company.

b. If directors of the Company have received remuneration from investee enterprises other than subsidiaries or from the parent company, that remuneration shall be added into the amount in Column I of the Remuneration Range Table, and the name of that column shall be changed to “Parent company and all investee enterprises”.

c. Remuneration means remuneration received by directors of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

*This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

(III) Remuneration to General Manager(s) and Deputy General Manager(s) (Disclosure of Aggregate Remuneration Plus Disclosure of Names by Remuneration Range)

31 December 2024; Unit: NT$ Thousands; 1,000 shares; %

Title	Name	Salary (A) (Note 2)		Retirement pays(B)		Rewards and special disbursements(C) (Note 3)		Employee profit-sharing compensation(D) (Note 4)				Sum of A+B+C+D AND ratio to net income (%) (Note 8)		Remuneration received from investee enterprises other than subsidiaries or from the parent company (Note 9)
								The Company		All consolidated entities (Note 5)				
		The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	Amount in cash	Amount in stock	Amount in cash	Amount in stock	The Company	All consolidated entities (Note 5)	
General Manager	Hsi-Hsun Chen	20,526	21,863	0	0	14,045	15,385	2,979	0	2,979	0	37,550 9.89%	40,227 10.60%	None
Deputy General Manager	Rui-Sheng Wu													
Deputy General Manager	Min-Nan Cai													
Deputy General Manager	Mao-Quan Ke													
Deputy General Manager	Zheng-Ji Yang													
Deputy General Manager	Jhih-Fang Chen													
Deputy General Manager	Sheng-Nan Jiang													
Deputy General Manager	Zhen-Chang Huang													
Deputy General Manager	Qian-You Chen													

*Disclosures must be made for all persons in positions equivalent to general manager or assistant general manager, regardless of job title (e.g., director-general, chief executive officer, chief administrative officer…etc.).

Remuneration Range Table

Ranges of remuneration paid to each of the Company's general manager(s) and deputy general manager(s)	Names of General Manager(s) and Deputy General Manager(s)	
	The Company (Note 6)	All consolidated entities (Note 7)
Less than NT$1,000,000	None	None
NT$1,000,000 (incl.)-NT$2,000,000 (excl.)	None	None
NT$2,000,000 (incl.)-NT$3,500,000 (excl.)	Min-Nan Cai, Mao-Quan Ke and Qian-You Chen	Mao-Quan Ke and Qian-You Chen
NT$3,500,000 (incl.)-NT$5,000,000 (excl.)	Rui-Sheng Wu, Zheng-Ji Yang, Jhih-Fang Chen, Sheng-Nan Jiang, Zhen-Chang Huang	Rui-Sheng Wu, Zheng-Ji Yang, Jhih-Fang Chen, Sheng-Nan Jiang, Zhen-Chang Huang
NT$5,000,000 (incl.)-NT$10,000,000 (excl.)	Hsi-Hsun Chen	Hsi-Hsun Chen、Min-Nan Cai
NT$10,000,000 (incl.)-NT$15,000,000 (excl.)	None	None
NT$15,000,000 (incl.)-NT$30,000,000 (excl.)	None	None
NT$30,000,000 (incl.)-NT$50,000,000 (excl.)	None	None
NT$50,000,000 (incl.)-NT$100,000,000 (excl.)	None	None
NT$100,000,000 or above	None	None
Total	9	9

Note 1: The name of each general manager and deputy general manager shall be stated separately, based on the amount of the aggregated remuneration items paid to each. If a director concurrently serves as a general manager or a deputy general manager, please complete this table and Table (1-1), or Tables (1-2-2).

Note 2: This includes salary, duty allowances, and severance pay to the general manager(s) and deputy general manager(s) in the most recent fiscal year.

Note 3: This includes the amounts of all types of rewards, incentives, travel expenses, special disbursements, stipends of any kind, provision of facilities such as accommodations or vehicle, and other compensation to the general manager(s) and deputy general managers(s) in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the company to the driver, but do not include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a rights offering, etc.—should be included in the calculation of remuneration.

Note 4: This refers to employee profit-sharing compensation (including stocks and cash) received by the general manager(s) and deputy general manager(s) as approved or expected to be approved by the board of directors for the most recent fiscal year (including concurrent service as general manager, deputy general manager, other managerial officer, or non-managerial employee). If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 1-3 should also be completed. Net income refers to the net income of the previous period; If IFRSs is adopted in reporting, net income shall be the net income stated in the separate financial statements

Note 5: Disclose the total amount of remuneration in each category paid to the general manager(s) and deputy general manager(s) by all companies in the consolidated financial report (including the Company).

Note 6: Disclose the names of the general manager(s) and deputy general manager(s) in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each general manager and deputy general manager by the Company.

Note 7: Disclose the names of the general manager(s) and deputy general manager(s) in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each general manager and assistant general manager of the Company by all companies in the consolidated financial report (including the Company).

Note 8: Net income means the net income after tax on the parent only or individual financial report for the most recent fiscal year; If IFRSs is adopted in reporting, net income shall be the net income stated in the parent only or individual financial statements for the most recent fiscal year.

Note 9: a. In this column, specifically disclose the amount of remuneration received by the general manager(s) and deputy general manager(s) of the Company from investee enterprises other than subsidiaries or from the parent company.

b. If general manager(s) or deputy general manager(s) of the Company have received remuneration from investee enterprises other than subsidiaries or from the parent company, that remuneration shall be added into the amount in Column E of the Remuneration Range Table, and the name of that column shall be changed to “Parent company and all investee enterprises”.

c. Remuneration means remuneration received by the general manager(s) and deputy general manager(s) of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

*This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

Remuneration to the Five Highest Remunerated Management Personnel of a TWSE or TPEx listed Company (Individual Disclosure of Names and Remuneration Items) (Note 1)

31 December 2024; Unit: NT$ Thousands; 1,000 shares; %

Title	Name	Salary (A) (Note 2)		Retirement pays(B)		Rewards and special disbursements(C) (Note 3)		Employee profit-sharing compensation(D) (Note 4)				Sum of A+B+C+D AND ratio to net income (%) (Note 6)		Remuneration received from investee enterprises other than subsidiaries or from the parent company (Note 7)
		The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company		All consolidated entities (Note 5)		The Company	All consolidated entities	
								Amount in cash	Amount in stock	Amount in cash	Amount in stock			
General Manager	Hsi-Hsun Chen	5,772	5,772	0	0	2,894	2,894	614	0	614	0	9,280 2.45%	9,280 2.45%	0
Deputy Chairman	Hsi-Tsang Chen	4,446	4,446	0	0	1,908	1,908	404	0	404	0	6,758 1.78%	6,758 1.78%	0
Deputy General Manager	Min-Nan Cai	1,831	3,168	0	0	1,305	2,645	277	0	277	0	3,413 0.90%	6,090 1.60%	0
Deputy General Manager	Rui-Sheng Wu	2,218	2,218	0	0	1,685	1,685	357	0	357	0	4,260 1.12%	4,260 1.12%	0
Deputy General Manager	Jhih-Fang Chen	1,871	1,871	0	0	1,473	1,473	312	0	312	0	3,656 0.96%	3,656 0.96%	0

Note 1: “Management personnel” in the “Five Highest Remunerated Management Personnel” means managerial officers of the Company. “Managerial officers” means those falling within the applicable scope defined on 27 March 2003 Order No. Tai-Cai-Zheng-III-0920001301 of the former Securities and Futures Commission, Ministry of Finance. The “five highest remunerated” is calculated as those ranked in the top five in remuneration based on the sum total of the amounts of salary, retirement pay and pension, rewards and special disbursements, and employee profit-sharing compensation (i.e., the sum of items A+B+C+D) received by each of the Company’s managerial officers from all companies in the consolidated financial reports. If any concurrently serving director(s) is among those top, fill out this table and also Table (II) above.

Note 2: This refers to the salary, duty allowances, and severance pay of each of the five highest remunerated management personnel in the most recent fiscal year.

Note 3: This refers to the amount of all rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, and other remuneration of the five highest remunerated management personnel in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the company to the driver, but do not include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a rights offering, etc.—should be included in the calculation of remuneration.

Note 4: This refers to employee profit-sharing compensation (including stocks and cash) received by the five highest remunerated management personnel in the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 1-3 should also be completed.

Note 5: Disclose the total amount of remuneration in each category paid to the five highest remunerated management personnel by all companies in the consolidated financial report (including the Company).

Note 6: Net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.

Note 7: a. In this column, specifically disclose the amount of remuneration received by the five highest remunerated management personnel of the Company from investee enterprises other than subsidiaries or from the parent company (if none, state “None”).

b. Remuneration means remuneration received by the five highest remunerated management personnel of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

*This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers

31 December 2024 Unit: NT$ Thousands; 1,000 shares

	Title (Note 1)	Name (Note 1)	Amount in stock (NT$)	Amount in cash (NT$)	Total (NT$)	As a % of net profit (%)
Managerial officers	1. Chairman and General Manager	Hsi-Hsun Chen	0	4,576	4,576	1.21%
	2. Deputy Chairman	Hsi-Tsang Chen				
	3. Deputy General Manager, Marketing Department	Rui-Sheng Wu				
	4. Deputy General Manager, Institutional Design Center	Zheng-Ji Yang				
	5. Deputy General Manager, General Management Office	Mao-Quan Ke				
	6. Deputy General Manager, Electronics Department I	Jhih-Fang Chen				
	7. Deputy General Manager, Electronics Department II	Sheng-Nan Jiang				
	8. Deputy General Manager, Production Department & Technical General Manager of Institutional Design Center	Zhen-Chang Huang				
	9. Deputy General Manager, China Division, Management Office	Min-Nan Cai				
	10. Deputy Assistant General Manager, Thailand Business Unit, Operations Management Office	Jun-Ming Chen				
	11. Manager, Audit Office	Cui-Zu Chen				
	12. Manager, Finance Department	Pi-Huan Chen				
	13. Deputy General Manager, Quality Assurance Department	Qian-You Chen				
	14. Director, Materials Department	Wen-Wen Zhang				

	15. Deputy Assistant General Manager, Product Planning Department	Ru-Sian Chen				
	16. Deputy Assistant General Manager, Production Department	Chun-Qin Shi				
	17. Deputy Assistant General Managers, Product Planning Department	Wan-Ting Lin				
	18. Deputy Assistant General Manager, Business Department IV	Yi-Lian Zhuang				

Note 1: Names and job titles should be disclosed individually, but profit distributions received may be disclosed in aggregate.

Note 2: Fill in the amount of employee profit-sharing compensation (including stocks and cash) received by the managerial officers as approved or expected to be approved by the board of directors for the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. If the Company has already adopted the IFRS, net income means the net income after tax on the parent only or individual financial report for the most recent fiscal year.

Note 3: The applicable scope of "managerial officers" is defined under the 27 March 2003 FSC Order No. Tai-Cai-Zheng-III-0920001301 as persons in the following positions:
(1) General manager(s) and equivalent level positions
(2) Deputy general manager(s) and equivalent level positions
(3) Deputy assistant general manager(s) and equivalent level positions
(4) Supervisor(s) of the Finance Department
(5) Supervisor(s) of the Accounting Department
(6) Other persons who have the power to manage affairs and sign for the Company

Note 4: If any director, general manager, or deputy general manager receives profit-sharing compensation (including stocks or cash), complete this table in addition to Table 1-2.

(IV) Separately Compare and Describe Total Remuneration, as a Percentage of Net Income Stated in the Parent Only Financial Reports or Individual Financial Reports, as Paid by this Company and by each other Company Included in the Consolidated Financial Statements During the Past 2 Fiscal Years to Directors, General Managers, and Deputy General Managers, and Analyze And Describe Remuneration Policies, Standards, and Packages, the Procedure for Determining Remuneration, and its Linkage to Operating Performance and Future Risk Exposure:

1. Total remuneration, as a percentage of net income paid by the company to directors, general managers, and deputy general managers:

Unit: NT$ Thousands; %

Title	2023 Total remuneration as a percentage of net income (%)		2024 Total remuneration as a percentage of net income (%)	
	The Company	All consolidated entities	The Company	All consolidated entities
Director	11.96%	11.96%	6.86%	6.86%
General Manager and Deputy General Manager	14.03%	15.13%	9.89%	10.60%

2. Remuneration policies, standards, and packages, the procedure for determining remuneration, and its linkage to operating performance and future risk exposure:

(1) Directors: In accordance with the provisions of the Company's Articles of Incorporation, the Directors shall be paid a discretionary carriage fee, irrespective of the profit or loss of the Company, and shall be remunerated in accordance with their actual participation in and contribution to the operations of the Company and with reference to industry standards, as determined by a meeting of the Directors.

(2) Remuneration paid to general manager(s) and deputy general manager(s): The remuneration of the General Manager and Deputy General Manager is based on the duties, responsibilities and contributions of the positions held by them and is determined by reference to industry standards.

(3) Procedure for determining remuneration, and its linkage to operating performance: In accordance with the provisions of the Company's Articles of Incorporation- Article 27: If the Company makes a profit in a year, it shall make a provision for the remuneration of its employees of not less than 1% and for the remuneration of its directors of not more than 5%. However, if the Company has accumulated losses, it shall retain in advance an amount to cover them. The performance evaluations and reasonableness of the remuneration for the Company’s Directors and managerial officers are assessed and reviewed annually by the Remuneration Committee and the Board of Directors. These evaluations consider individual performance achievements, contributions to the Company, overall operational results, future industry risks and trends, and are adjusted as necessary in accordance with the actual business conditions and relevant regulations to ensure fair and reasonable compensation. The actual remuneration paid to Directors and managerial officers for 2024 was reviewed by the Remuneration Committee and approved by the Board of Directors on 10 March 2025.

(4) Future risk exposure: The Company has taken out directors' liability insurance for the directors to protect against possible risks.

III. The State of the Company's Implementation of Corporate Governance

(I) The State of Operations of the Board of Directors and Implementation of Evaluations of the Board of Directors:

1. Information on the State of Operations of the Board of Directors

The Board of Directors convened 6 times (A) in the most recent fiscal year and the attendance by the directors was as follows:

Title	Name (Note 1)	Number of meetings attended in person B	Number of meetings attended by proxy	In-person attendance rate (%) 【B/A】 (Note 2)	Remarks
Chairman	Hsi-Hsun Chen	6	0	100	
Director	Hsi-Tsang Chen	6	0	100	
Director	Teng-Kuei Chen	6	0	100	
Director	Ming-Shou Lin	6	0	100	
Director	Yu-Tzu Fu	6	0	100	
Director	Han-Nian Lin	4	0	100	Dismissed on 12 June 2024
Independent Director	Chi-Chung Tsai	4	2	66.67	
Independent Director	Cheng-Chun Chang	6	0	100	
Independent Director	Shein-Tung Wu	6	0	100	
Independent Director	Rong-Lin Jiang	6	0	100	

Other information required to be disclosed:

I. If any of the following circumstances exists, specify the board meeting date, meeting session number, content of the motion(s), the opinions of all the independent directors, and the measures taken by the Company based on the opinions of the independent directors:
   (I) Any of the matters specified in Article 14-3 of the Securities and Exchange Act: None.
   (II) In addition to the matters referred to above, any dissenting or qualified opinion of an independent directory that is on record or stated in writing with respect to any board resolution: None.

II. The status of implementation of recusals of directors with respect to any motions with which they may have a conflict of interest: specify the director’s name, the content of the motion, the cause for recusal, and whether and how the director voted. The objectives of the current and most recent year to enhance the functions of the Board (e.g. to establish an audit committee and to improve information transparency, etc.) and the evaluation of the implementation. The Board of Directors' objective has been to improve the transparency of information by evaluating corporate governance. The directors who concurrently serve as managerial personnel excused themselves from the Board meetings on 24 January 2024 and 15 January 2025 regarding the year-end bonus for managerial officers and the annual salary adjustment in July 2024.

III. For a TWSE or TPEx listed company, disclose information including the evaluation cycle and period(s) of the board of directors' self-evaluations (or peer evaluations) and the evaluation method and content: Please refer to III. (I) 2. Implementation of Evaluations of the Board of Directors and 3. The Results of the Board's Performance Evaluation.

IV. Give an evaluation of the targets that were adopted for strengthening of the functions of the board during the current and immediately preceding fiscal years (e.g., establishing a special committee, increasing information transparency, etc.) and the measures taken toward achievement thereof.

Note 1: For a director or supervisor that is a juristic person (corporate entity), disclose the name of the corporate shareholder and the name of its representative.

Note 2:

(1) If any director or supervisor left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of board meetings held and the number they attended in person during the period they were in office.

(2) If any by-election for directors or supervisors was held before the end of the fiscal year, the names of the new and old directors and supervisors should be filled in the table, with a note stating whether the director or supervisor left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of board meetings held and the number attended in person during the period of each such person's actual time in office.

2. Implementation of Evaluations of the Board of Directors

Evaluation cycle (Note 1)	Evaluation period (Note 2)	Scope of evaluation (Note 3)	Method of evaluation (Note 4)	Evaluation content (Note 5)
Once annually	1 January 2024 to 31 December 2024	Board of Directors, Individual Directors Remuneration Committee Audit Committee	Board of Directors self-evaluation, including self-evaluations by Board members, the Audit Committee, and the Remuneration Committee	As in Note 5

Note 1: Fill in the cycle on which the board evaluations are performed.

Note 2: Fill in the period covered by the board evaluation.

Note 3: The scope of the evaluation should cover the performance of the board as a whole, the individual directors, and the functional committees.

Note 4: The performance evaluation methods may include internal evaluation by the board, self-evaluations by individual board members, peer evaluations by board members, evaluations external organizations or experts engaged for that purpose, or other suitable method.

Note 5: The evaluation content shall include at least the following based on the scope of the evaluation:

(1) Evaluation of the performance of the board should include at least the following: degree of the board's participation in the operation of the company; the quality of the board's decision making; composition and structure of the board; election and continuing education of the directors; internal control.

(2) Evaluation of the performance of individual directors should include at least the following: familiarity with the goals and missions of the company; awareness of the duties of a director; participation in the operation of the company; management of internal relationships and communication; the director's professionalism and continuing education; internal control.

(3) Evaluation of the performance of the functional committees: degree of participation in the operation of the company; awareness of the duties of the functional committee; quality of decisions made by the functional committee; makeup of the functional committee and election of its members; internal control.

3. The Results of the Board's Performance Evaluation will be submitted to the Board on 15 January 2025.

(1) Self-evaluations of board performance:

The evaluation of board performance shall cover five aspects with a total of 45 indicator, with 36 “Excellent (5)”, 6 “Good (4)” and 3 “Fine (3)” indicators, indicating that the Board has been able to provide good guidance and supervision on the Company's strategy, major business and risk management, and has established a proper internal control system, and that the overall operation is sound and in line with corporate governance.

The evaluation results are as follows:

5 aspects of self-evaluations	Indicators	Results
A. Participation in the operation of the company	12	4.84
B. Improvement of the quality of the board of directors’ decision making	12	4.84
C. Composition and structure of the board of directors	7	4.29
D. Election and continuing education of the directors	7	4.71
E. Internal control	7	5.00

(2) Self-evaluation of performance of the board members:

The evaluation of performance of the board members shall cover six aspects with a total of 23 indicator. 10 indicators were rated “Excellent (5)” with an average score of 4.87, indicating a positive assessment and effectiveness in the operation of all evaluated aspects by the Board members.

The evaluation results are as follows:

6 aspects of self-evaluations	Indicators	Results
A. Alignment of the goals and missions of the company	3	4.96
B. Awareness of the duties of a director	3	4.96
C. Participation in the operation of the company	8	4.78
D. Management of internal relationship and communication	3	5.00
E. The director's professionalism and continuing education	3	4.81
F. Internal control	3	4.89

(3) Self-evaluation of the performance of audit committees:

The company has established an audit committee. The performance evaluation includes 22 indicators across five aspects. Based on the evaluation results, 21 indicators were rated as "Excellent (5)," and 1 indicator was rated as "Good (3)". Overall, the evaluation shows that the audit committee has been operating effectively, meeting the requirements of corporate governance and enhancing the functions of the board of directors.

The evaluation results are as follows:

5 aspects of self-evaluations	Indicator	Results
A. Participation in the operation of the company	4	4.50
B. Awareness of the duties of the functional committee	5	5.00
C. Improvement of quality of decisions made by the functional committee	7	5.00
D. Makeup of the functional committee and election of its members	3	5.00
E. Internal control	3	5.00

(4) Self-evaluation of the performance of remuneration committees:

The company has established a remuneration committee. The performance evaluation includes 22 indicators across five aspects. Based on the evaluation results, 21 indicators were rated as "Excellent (5)," and 1 indicator was rated as "Good (3)". Overall, the evaluation shows that the remuneration committee has been operating effectively, meeting the requirements of corporate governance and enhancing the functions of the board of directors.

The evaluation results are as follows:

5 aspects of self-evaluations	Indicator	Results
A. Participation in the operation of the company	4	4.50
B. Awareness of the duties of the functional committee	5	5.00
C. Improvement of quality of decisions made by the functional committee	7	5.00
D. Makeup of the functional committee and election of its members	3	5.00
E. Internal control	3	5.00

(II) The State of Operations of the Audit Committee:

The Audit Committee convened 4 times (A) in the most recent fiscal year and the attendance by the independent directors was as follows:

Title	Name	Number of meetings attended in person (B)	Number of meetings attended by proxy	In-person attendance rate (%) (B/A) (Note)	Remarks
Independent Director	Chi-Chung Tsai	3	1	75	Convener
Independent Director	Cheng-Chun Chang	4	0	100	
Independent Director	Shein-Tung Wu	4	0	100	
Independent Director	Rong-Lin Jiang	4	0	100	

Other information required to be disclosed:

I. If any of the following circumstances exists, specify the audit committee meeting date, meeting session number, content of the motion(s), the content of any dissenting or qualified opinion or significant recommendation of the independent directors, the outcomes of audit committee resolutions, and the measures taken by the Company based on the opinions of the audit committee.

(I) Any of the matters specified in Article 14-5 of the Securities and Exchange Act.

Audit Committee	Content of the motion(s) and follow-up measures
06 March 2024	1. 2023 Annual Business Report, Consolidated Financial Statements, and Parent Company Only Financial Statements. 2. 2023 Earnings Distribution. 3. Renewal of Loan Facility and PSR Facility with Taipei Fubon Bank. 4. Independence Assessment Results of the Certifying CPA for 2023. 5. Appointment, Remuneration, and List of Non-Assurance Services to Be Provided in 2024 by the Certifying CPA and Its Affiliates. 6. 2023 Assessment of the “Effectiveness of the Internal Control System” and the “Statement on Internal Control System”.
	Audit Committee’s Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company’s Response to the Audit Committee’s Opinion: The proposal was approved by all attending directors of the Board.
08 May 2024	1. Consolidated Financial Statements for the First Quarters of 2024.
	Audit Committee’s Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company’s Response to the Audit Committee’s Opinion: The proposal was approved by all attending directors of the Board.

31 July 2024	1. Consolidated Financial Statements for the First Two Quarters of 2024 2. Provision of Endorsements and Guarantees for Subsidiary E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 3. Loans of Funds to Subsidiary E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 4. Loans of Funds to Subsidiary E-LEAD ELECTRONIC (THAILAND) CO., LTD.
	Audit Committee's Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company's Response to the Audit Committee's Opinion: The proposal was approved by all attending directors of the Board.
11 November 2024	1. Consolidated Financial Statements for the First Three Quarters of 2024. 2. Provision of Endorsements and Guarantees for Subsidiary E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 3. Renewal of the Master Contract Limit for Hedging Transactions in Derivative Financial Instruments with Mega International Commercial Bank, North Changhua Branch. 4. Capital Injection of NT$29.9 million in Cash into Subsidiary FAR VISION TECHNOLOGY CO., LTD. 5. 2025 Annual Audit Plan. 6. Amendment to the Company's "Internal Control System". 7. Partial Amendment to the "Audit Committee Charter".
	Audit Committee's Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company's Response to the Audit Committee's Opinion: The proposal was approved by all attending directors of the Board.
10 March 2025	1. 2024 Annual Business Report, Consolidated Financial Statements, and Parent Company Only Financial Statements. 2. 2024 Earnings Distribution. 3. Partial Amendments to the "Articles of Incorporation". 4. Renewal of Loan Facility and PSR Facility with Taipei Fubon Bank. 5. Independence Assessment Results of the Certifying CPA for 2024. 6. Appointment, Remuneration, and List of Non-Assurance Services to Be Provided in 2025 by the Certifying CPA and Its Affiliates. 7. 2024 Assessment of the "Effectiveness of the Internal Control System" and the "Statement on Internal Control System".
	Audit Committee's Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company's Response to the Audit Committee's Opinion: The proposal was approved by all attending directors of the Board.
12 May 2025	1. Consolidated Financial Statements for the First Quarters of 2025.
	Audit Committee's Review Result: The resolution was approved with the unanimous consent of all Audit Committee members present.
	Company's Response to the Audit Committee's Opinion: The proposal was approved by all attending directors of the Board.

(II) In addition to the matters referred to above, any matter that was not approved by the audit committee but was approved by a two-thirds or greater majority resolution of the board of directors: None.

II. Implementation of recusals of independent directors with respect to any motions with which they may have a conflict of interest: specify the independent director's name, the content of the motion, the cause for recusal, and whether and how the independent director voted: None.

III. Communication between the independent directors and the internal audit supervisor and the CPAs that serve as external auditor (including any significant matters communicated about with respect to the state of the company's finances and business and the method(s) and outcomes of the communication).

(I) Summary of communication between the independent directors and internal audit supervisor

1. The independent directors of the company have expressed satisfaction with the implementation and effectiveness of the internal audit operations. Communication regarding these matters has been positive.
2. Key communication matters during 2024 are as follows:

Date	Method of Communication	Key Discussion Topics	Recommendation and Result
06 March 2024	Audit Committee Communication	Report on the Execution of the First 2024 Audit Operations. 2023 "Assessment of the Effectiveness of Internal Control System" and "Statement on Internal Control System"	No objection No objection
08 May 2024	Audit Committee Communication	Report on the Execution of the Second 2024 Audit Operations	No objection
31 July 2024	Audit Committee Communication	Report on the Execution of the Third 2024 Audit Operations	No objection
11 November 2024	Audit Committee Communication	Report on the Execution of the Fourth 2024 Audit Operations 2025 Annual Audit Plan Discussion on the Amendments to the "Internal Control System" and "Internal Audit Implementation Rules" in Response to ESG Information Management	No objection No objection No objection
10 March 2025	Audit Committee Communication	Report on the Execution of the First 2025 Audit Operations 2024 Assessment of the "Effectiveness of Internal Control System" and "Statement on Internal Control System"	No objection No objection
12 May 2025	Audit Committee	Report on the Execution of the Second 2025 Audit Operations	No objection

	Communication		

(II) Summary of communication between the independent directors and the CPAs

1. The communication between the independent directors of the company and the CPAs has been positive.
2. Key communication matters are as follows:

Date	Method of Communication	Key Discussion Topics	Recommendation and Result
06 March 2024	Audit Committee Communication	Auditor Independence, Contents of the Client Representation Letter, Group Audit Scope, Key Audit Matters, and the Auditor's Expected Audit Opinion for 2023	No objection
11 November 2024	Audit Committee Communication	Auditor Independence, Contents of Client Representation Letter, Group Audit Scope, and the Auditor's Proposed Review Report	No objection
10 March 2025	Audit Committee Communication	Auditor Independence, Contents of Client Representation Letter, Group Audit Scope, Key Audit Matters, and the Auditor's Expected Audit Opinion for 2024	No objection

Note: *If any independent director left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of audit committee meetings held and the number they attended in person during the period they were in office.

*If any by-election for independent directors was held before the end of the fiscal year, the names of the new and old independent directors should be filled in the table, with a note stating whether the independent director left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of board meetings held and the number attended in person during the period of each such person's actual time in office.

(III) Implementation Status and Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
1. Has the Company established and disclosed its "Corporate Governance Best-Practice Principles" based on the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies?	V		The Company has established its Corporate Governance Best Practice Principles in accordance with the "Corporate Governance Best Practice Principles for TWSE Listed and TPEx Listed Companies" and disclosed at the Company's external website and at MOPS.	No material deviations
2. Shareholding Structure and Shareholders' Rights				
(1) Does the Company have Internal Operation Procedures for handling shareholders' suggestions, concerns, disputes and litigation matters. If yes, have these procedures been implemented accordingly?	V		(1) The Company has established a spokesperson system to deal with matters relating to shareholders' suggestions and has disclosed the contact details of shareholders on its website.	(1) No material deviations
(2) Does the Company know the identity of its major shareholders and the parties with ultimate control of the major shareholders?	V		(2) The top ten shareholders of the Company are the directors of the Company and the spouses and relatives within the second tier of kinship. The Board of Directors has substantive control of the Company.	(2) No material deviations
(3) Has the Company built and implemented a risk management system and a firewall between the Company and its affiliates?	V		(3) The management of the Company's investee companies is conducted in accordance with the Company's "Group Corporate Governance Policy", "Internal Control System", "Internal Audit System" and relevant laws and regulations.	(3) No material deviations
(4) Has the Company established internal rules	V		(4) The Company has established "Operational	(4) No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
prohibiting insider trading of securities based on undisclosed information?			Procedures for Handling Material Internal Information" which prohibits insiders from trading securities using information not publicly available in the market.	
3. Composition and responsibilities of the board of directors (1) Have a diversity policy and specific management objectives been adopted for the board and have they been fully implemented?	V		(1) Board Diversity Policy 1. Professionalism and Independence of the Board of Directors: The Board of Directors is the highest governance body of the Company. The nomination and selection of board members are conducted in accordance with the provisions of the Company's Articles of Incorporation and follow a candidate nomination system. All board candidates are nominated and vetted by the Board of Directors and are then submitted to the shareholders' meeting for election upon approval by the Board. The Company adheres to the "Regulations for Election of Directors" and the "Corporate Governance Best Practice Principles" to ensure the diversity and independence of the board composition. In accordance with Article 6.3.1.1.3 of the Company's "Corporate Governance Best Practice Principles," directors shall generally possess the knowledge, skills, and competencies necessary to perform their duties.	(1) No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
			To achieve the ideal objectives of corporate governance, the board as a whole shall possess the following capabilities: (1) Ability to make operational judgments. (2) Ability to perform accounting and financial analysis. (3) Ability to conduct management administration. (4) Ability to conduct crisis management. (5) Knowledge of the industry. (6) An international market perspective. (7) Ability to lead. (8) Ability to make policy decisions. 2. Board Diversity: To strengthen corporate governance and promote sound development of board composition and structure, the Company, in accordance with Article 6.5.2.1.1 of its "Corporate Governance Best Practice Principles," shall disclose relevant annual corporate governance information, including the professional qualifications, responsibilities, and diversity policy of board members, as well as the implementation status thereof, in accordance with applicable laws and the regulations of the stock exchange. The Company shall also keep such information continuously updated. 3. The Board of Directors comprises 9 members.	

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
			Hsi-Hsun Chen possesses expertise in business, marketing, and industrial technology. Hsi-Tsang Chen is equipped with capabilities in corporate governance, business, marketing, and industrial technology. Teng-Kuei Cheng is well-versed in business, marketing, and industrial technology. Yu-Tzu Fu has professional capabilities in medical, nursing, and business management. Ming-Shou Lin, Chi-Chung Tsai, and Rong-Lin Jiang are proficient in corporate management, accounting standards, finance, and tax regulations. Cheng-Chun Chang has practical experience in human resource management. Shein-Tung Wu possesses analytical skills in the software and telecommunications industry, R&D in internet technologies, and foresight in contextual technology forecasting. 4. The Company's Board consists of 4 independent directors, accounting for 44%, and 5 non-independent directors, accounting for 56%. Two directors, or 22%, are employee representatives. 1 female director serves on the Board, representing 11% of its composition. The tenure of the 4 independent directors ranges from 1 to 9 years. The ages of all 9 directors fall within the range of 61 to 70 years old. 5. The Company places great importance on gender equality in the composition of its Board	

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
			of Directors, with the goal of increasing the proportion of female directors to one-third (33%) or more. Currently, 89% of the Board members (8 seats) are male and 11% (1 seat) are female. The Company plans to increase the number of female directors and expects to reach this target by 2026. In addition, the Company is committed to lowering the average age of directors, with the aim of fostering a younger and more dynamic board composition. 6. The Board of Directors has disclosed the policy on the diversified composition of its members on the Company's website and the MOPS.	
(2) Has the Company voluntarily established other functional committees in addition to the remuneration committee and the audit committee?		V	(2) The Company has established a Sustainable Development Committee, authorized by the Board of Directors. The Committee is composed of 3 members, including the Chairman, Deputy Chairman, and the Deputy General Manager of the Administration Division, all of whom possess professional knowledge and capabilities in corporate sustainability.	(2) No material deviations
(3) Has the Company established rules and methodology for evaluating the performance of its Board of Directors, implemented the performance evaluations on an annual basis, and submitted the results of performance	V		(3) The Company has a Board performance evaluation system in place and the evaluation of Board performance for 2024 was submitted to the Board on 15 January 2025.	(3) No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
evaluations to the board of directors and used them as reference in determining salary/compensation for individual directors and their nomination and additional office terms?				
(4) Does the Company regularly evaluate its external auditors' independence?	V		(4) The Company's audit committee regularly refers to Audit Quality Indicators (AQIs) to assess the independence and suitability of CPAs. This was reported to the board on 10 March 2025.The items of the assessment include assessing whether there is no close relationship between the CPA firm, its affiliates and members of the audit services team and the Company or the Company's directors, supervisors and managers, including financial interests, financing and guarantees, business relationships, family and personal relationships, employment relationships, gifts and special privileges, rotation of the CPA, independence of the CPA of non-audit services and CPA's declaration of independence.	(4) No material deviations
4. Does the TWSE/TPEx listed company have in place an adequate number of qualified corporate governance officers and has it appointed a chief corporate governance officer with responsibility corporate governance practices (including but not limited to providing information necessary for directors and supervisors to perform their duties, aiding directors and supervisors in	V		4. On 17 June 2019, the Board of Directors resolved to designate Mao-Quan Ke, Deputy General Manager of General Management Office as the head of corporate governance to protect the rights of shareholders and strengthen the functions of the Board of Directors. Its practices include legal affairs, financial accounting, information and human resources; the finance department is also responsible for corporate governance related	No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
complying with laws and regulations, organizing board meetings and annual general meetings of shareholders as required by law, and compiling minutes of board meetings and annual general meetings)?			matters. The Head of Corporate Governance of the Company has at least three years' experience as a legal executive of a listed company. The main duties include dealing with matters relating to meetings of the Board of Directors, the Audit Committee, the Remuneration Committee and the Shareholders' Meeting in accordance with the law, preparing minutes of meetings on record for the convention of the Board of Directors, the Audit Committee, the Remuneration Committee and the Shareholders' Meeting, assisting in the appointment and continuing education of Directors, providing information necessary for the execution of the business of the Directors and assisting the Directors in complying with the law.	
5. Has the Company established channels for communicating with its stakeholders (including but not limited to shareholders, employees, customers, suppliers, etc.) and created a stakeholders section on its company website? Does the Company appropriately respond to stakeholders' questions and concerns on important corporate social responsibility issues?	V		5. The Company has established a dedicated unit and complaint channels for shareholders, banks, employees, customers, suppliers, community or other stakeholders to deal with issues relating to their rights and interests and the communication has been satisfactory.	No material deviations
6. Has the Company appointed a professional shareholder services agent to handle matters related to its shareholder meetings?	V		6. The Company has commissioned the "Stock Transfer Agency Department of Yuanta Securities Co., Ltd." as the paraprofessional service agent.	No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
7. Information Disclosure				
(1) Has the Company established a corporate website to disclose information regarding its financials, business, and corporate governance status?	V		(1) The Company has disclosed information as required by law on its financial operations and corporate governance on a regular or irregular basis at MOPS and on the Company's website at www.e-lead.com.tw.	(1) No material deviations
(2) Does the Company use other information disclosure channels (e.g., maintaining an English-language website, designating staff to handle information collection and disclosure, appointing spokespersons, webcasting investors conference etc.)?	V		(2) The Company's website is available in both English and traditional Chinese for shareholders' reference. The Company's Operations Management Office and Finance Department are also responsible for the collection and disclosure of information and have a spokesperson and an acting spokesperson to speak on behalf of the Company.	(2) No material deviations
(3) Does the company publish and report its annual financial report within two months after the end of the fiscal year, and publish and report its financial reports for the first, second, and third quarters as well as its operating statements for each month before the specified deadlines?	V		(3) The Company announces its Q1, Q2, Q3 and annual financial reports and business report for each month within the prescribed timeframe.	(3) No material deviations
8. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' continuing education, the implementation of risk management policies and risk evaluation standards, the	V		(1) Employee rights and employee care: The Company has a dedicated Human Resources Officer in the Management Department to deal with employee rights and employee care, as well as an Employee Welfare Committee to take care of the welfare of our employees. (2) Investor relation: The Company has a spokesperson and a proxy spokesperson to receive inquiries from investors. External professional share agents are	(1) No material deviations (2) No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
implementation of customer relations policies, and purchasing liability insurance for directors and supervisors)?			also appointed to deal with shareholding matters. (3) Supplier relation: The Procurement Division is the main supplier relations maintenance department. (4) The Investors and Stakeholders section of the company's website has a communication channel and a message platform, as well as a service area listing the company's service locations and various contact details. The Finance Department is responsible for maintaining relationships with financial, tax and securities institutions. (5) Continuing education of the Directors: The Company arranges for its directors to attend seminars covering topics related to corporate governance every year and the details of the training are disclosed in the Corporate Governance section of the MOPS. Please refer to (VIII) 2. Professionalism and continuing education of Chief Corporate Governance and department supervisors. (6) Risk management policy and risk assessment standard in action: The risk management of the Company's operations is assigned to the relevant management units according to the nature of their business. The audit office is responsible for reviewing the existence or potential risks of each operation to formulate and implement a risk-oriented annual audit plan, and reporting on the implementation of internal control and the status of its tracking and improvement at the board of directors' meetings.	(3) No material deviations (4) No material deviations (5) No material deviations (6) No material deviations

Evaluation item	Implementation status (Note)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons
	Yes	No	Summary description	
			(7) Client relation: The Company has a sales and after-sales service unit to maintain a well-established communication and service channel with our customers and has been performing well. (8) Status of the purchase of professional liability insurance for the protection of the Directors: Director's Liability Insurance for the years 2023 and 2024 both provides coverage up to US$5 million. The Director's Liability Insurance will be renewed in June 2025.	(7) No material deviations (8) No material deviations
9. Please describe improvements that have already been made based on the Corporate Governance Evaluation results released for the most recent fiscal year by the Corporate Governance Center, Taiwan Stock Exchange, and specify the priority enhancement objectives and measures planned for any matters still awaiting improvement. (If the Company was not included among the companies evaluated for the given recent year, this item does not need to be completed.)	V		The Company regularly reviews its corporate governance assessment program with the objective of meeting the assessment.	No material deviations

Note: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in in the explanation column for each item.

(IV) Composition and Operation of the Remuneration Committee:

Capacity (Note 1) / Name / Qualifications		Professional qualifications and experience (Note 2)	Independence analysis (Note 3)	Number of other public companies at which the person concurrently serves as remuneration committee member
Independent Director (Convener)	Cheng-Chun Chang	Director Cheng-Chun Chang holds a Ph.D. from the Graduate Institute of Zhongshan Studies at Chinese Culture University and possesses practical experience in human resources management. Previously served as the Secretary General of the Taichung Entrepreneur Club and concurrently acts as an independent director of other listed companies. With expertise in corporate governance and HR management, Director Chang contributes to enhancing the quality of the Board's governance practices and strengthening the oversight functions of both the Remuneration Committee and the Audit Committee.	The Company has obtained a written declaration, employment experience and proof of current employment from each of the directors, as well as a list of relatives provided for verification at the time of nomination and selection of board members, and has confirmed the independence of its relatives, including itself, its spouse and the relatives within third degree, from the Company; It has also been verified that the four independent directors listed on the left have all met the qualifications set out in the "Regulations Governing Appointment	0

Independent Director	Chi-Chung Tsai	Director Chi-Chung Tsai holds a Ph.D. in Business Administration from the School of Economics and Management at Fuzhou University and is a certified AAIA accountant. He currently manages a joint taxation agency firm and a financial consulting company, and also serves as an independent director of a listed company and a part-time university lecturer. With expertise in corporate management, accounting standards, financial and tax regulations, Director Tsai contributes to enhancing the Board's corporate governance quality and strengthens the oversight functions of both the Remuneration Committee and the Audit Committee.	of Independent Directors and Compliance Matters for Public Companies" and Article 14-2 of the Securities and Exchange Act promulgated by the Financial Supervisory Commission during the two years prior to their election and during their tenure of office, and that the independent directors have been given full powers to participate in decision-making and express their views in accordance with Article 14-3 of the Securities and Exchange Act, so that they can independently perform their relevant duties.	0
Independent Director	Shein-Tung Wu	Director Shein-Tung Wu holds a Master of Science degree in Computer Science from Utah State University, USA. He previously served as a Senior Industry Consultant at the Market Intelligence & Consulting Institute and as a board member of the Asia Pacific Industry Analysis Association in Taiwan. With expertise in technical management, industry analysis, and emerging technology forecasting, Director Wu contributes to strengthening the Board's technical oversight and enhances the supervisory functions of both the Remuneration Committee and the Audit Committee.		0

Independent Director	Rong-Lin Jiang	Director Rong-Lin Jiang holds a bachelor's degree in International Trade from Tamkang University. He currently serves at Sunrise CPA Firm and is well-versed in corporate management, accounting standards, financial regulations, and tax laws. His professional expertise contributes to enhancing the quality of corporate governance of the Board and strengthens the supervisory functions of both the Remuneration Committee and the Audit Committee.		0

Note 1: Please specifically fill in the number of years of relevant work experience, and the professional qualifications and experience, and the status of independence, of each remuneration committee member. If the member is an independent director, you may add a note directing readers to refer to the relevant information in Table 1 Information on Directors and Supervisors (1) on p.10. For "Capacity," please specify whether the member is an independent director or other (if the member is the convenor, please note that fact).

Note 2: Professional qualifications and experience: Describe the professional qualifications and experience of each member of the remuneration committee.

Note 3: Independence analysis: Describe the status of independence of each remuneration committee member, including but not limited to the following: whether the member or their spouse or relative within the second degree of kinship serves or has served as a director, supervisor, or employee of the Company or any of its affiliates; the number and ratio of shares of the Company held by the member, their spouse, and their relatives with the second degree (or through their nominees); whether the member has served as a director, supervisor or employee of a "specified company" (see Article 6, paragraph 1, subparagraphs 5 to 8 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange); the amount(s) of any pay received by the remuneration committee member for any services such as business, legal, financial, or accounting services provided to the Company or any affiliate thereof within the past 2 years.

1. Operation of the Remuneration Committee
   (1) The Company's remuneration committee has a total of 4 members.
   (2) The term of the current members is from 16 June 2023 to 15 June 2026. The number of remuneration committee meetings held in the most recent fiscal year was: 4 (A). The attendance by the members was as follows:

Title	Name	Number of meetings attended in person (B)	Number of meetings attended by proxy	In-person attendance rate (%) (B/A) (Note)	Remarks
Convenor	Cheng-Chun Chang	4	0	100	
Member	Chi-Chung Tsai	2	2	50	
Member	Shein-Tung Wu	4	0	100	
Member	Rong-Lin Jiang	4	0	100	

Other information required to be disclosed:

1. If the board of directors does not accept, or amends, any recommendation of the remuneration committee, specify the board meeting date, meeting session number, content of the recommendation(s), the outcome of the resolution(s) of the board of directors, and the measures taken by the Company with respect to the opinions given by of the remuneration committee (e.g., if the salary/compensation approved by the board is higher than the recommendation of the remuneration committee, specify the difference(s) and the reasons): None.
2. With respect to any matter for resolution by the remuneration committee, if there is any dissenting or qualified opinion of a committee member that is on record or stated in writing, specify the remuneration committee meeting date, meeting session number, content of the motion, the opinions of all members, and the measures taken by the Company with respect to the members' opinion: None.

Note:

(1) If any remuneration committee member left the committee before the end of the fiscal year, specify the date that they left the committee in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number they attended in person during the period they were on the committee.

(2) If any by-election for remuneration committee members was held before the end of the fiscal year, the names of the new and old committee members should be filled in the table, with a note stating whether the member left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number attended in person during the period of each such person's actual time on the committee.

2. Important resolutions from the meetings of the remuneration committee are as follows:

Meeting date	Discussion Topic	Resolution	The Company's Response to the Committee's Opinions
24 January 2024	1. Evaluation Report on the Board Performance Assessment for 2023. 2. Amendment to the Regulations Governing the Performance Evaluation of Directors and Functional Committees. 3. Year-End Bonuses for Managerial Officers of the Company and Its Subsidiaries for 2023.	Approved	N/A
06 March 2024	Allocation of 2023 Employees' Compensation and Directors' Remuneration.	Approved	N/A
08 May 2024	1. Allocation of 2023 Directors' Remuneration. 2. Allocation of 2023 Managerial Personnels' Compensation.	Approved	N/A
31 July 2024	Salary Adjustment for Managerial Officers of the Company and Its Subsidiaries for 2024.	Approved	N/A
15 January 2025	1. Evaluation Results of the Board Performance Assessment for 2024. 2. Amendment to the Remuneration Committee Charter. 3. Year-End Bonuses for Managerial Officers of the Company and Its Subsidiaries for 2024.	Approved	N/A
10 March 2025	1. Allocation of 2024 Employees' Compensation and Directors' Remuneration. 2. List of Employees' Compensation Distributed to Managerial Officers for 2024. 3. List of Directors' Remuneration Distribution for 2024	Approved	N/A

(V) The state of operations of the Sustainability Development Committee:

1. The Company's Sustainability Development Committee comprises 3 members.
2. The term of office for the current members is from 16 November 2024 to 15 June 2026.

   The Sustainability Development Committee convened 1 meeting in the most recent fiscal year (A). The qualifications and attendance of the members are as follows:

Title	Name	Number of meetings attended in person (B)	Number of meetings attend by proxy	In-person attendance rate (%) (Note)	Remarks
Convener	Hsi-Hsun Chen	1	0	100	Appointed on 11 November 2024
Member	Hsi-Tsang Chen	1	0	100	Appointed on 11 November 2024
Member	Mao-Quan Ke	1	0	100	Appointed on 11 November 2024 Appointed as Chief Sustainability Officer by the Board of Directors on 15 January 2024

Note:

(1) If any member of the Sustainability Development Committee left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of board meetings held and the number they attended in person during the period they were in office.

(2) If any by-election for member of the Sustainability Development Committee was held before the end of the fiscal year, the names of the new and old directors and supervisors should be filled in the table, with a note stating whether the director or supervisor left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of Sustainability Development Committee meetings held and the number attended in person during the period of each such person's actual time in office.

2. Important resolutions from the meetings of the Sustainability Development Committee are as follows:

Meeting Date	Discussion Topic	Resolution
20 November 2025	1. Appointment of the convener and chairperson of the first Sustainability Development Committee. 2. Establishment of sub-groups including Corporate Governance, Environmental Sustainability, Social Welfare, and Information Disclosure Groups to facilitate various sustainability tasks.	Approved
15 January 2025	1. Election of the Chief Sustainability Officer. 2. Report on recent progress and timeline of sustainability initiatives.	Approved

(VI) Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons:

The Company's systems, measures, and implementation in relation to environmental protection, community engagement, social contributions, social services, social welfare, consumer rights, human rights, occupational health and safety, and other sustainable development activities are as follows:

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
1. Has the Company established a governance framework for promoting sustainable development, and established an exclusively (or concurrently) dedicated unit to be in charge of promoting sustainable development? Has the board of directors authorized senior management to handle related matters under the supervision of the board?	V		(1) To realize the Company's sustainability objectives and enhance sustainability governance, a Sustainability Development Committee has been established in accordance with Article 6.3.3.1 of the "Corporate Governance Best Practice Principles" and Article 6.2.3 of the "Sustainable Development Best Practice Principles" of the Company. The "Sustainability Development Committee Charter" has also been formulated for compliance purposes. The Committee is chaired by the Chairman of the Board, with Deputy General Manager Mao-Quan Ke serving as the Chief Sustainability Officer. The Committee is responsible for reviewing the Company's core operational capabilities and formulating medium- to long-term sustainability development plans. (2) Under the authorization of the Board of Directors, the Committee shall, with the care of a prudent administrator, faithfully perform the following duties and convene at least one meeting per year to report to the Board on the progress of sustainability implementation and future plans. Agenda items include: 1. Formulating, promoting, and strengthening the Company's sustainability policies, annual plans, and strategies. 2. Reviewing, tracking, and revising the implementation status and effectiveness of sustainability initiatives. 3. Supervising sustainability disclosures and reviewing the sustainability report. 4. Overseeing the execution of sustainability-related matters as stipulated in the Company's Sustainable Development Best Practice Principles or as otherwise resolved by the Board of Directors. Through committee meetings and the support of functional working groups - Corporate Governance, Environmental Sustainability, Social Engagement, and Information Disclosure - the Sustainability Development Committee identifies material sustainability issues relevant to the Company's operations and stakeholders. Corresponding strategies and action plans are formulated, sustainability-related budgets are allocated across departments, and annual programs are planned and implemented. Execution effectiveness is also tracked to ensure that sustainability strategies are thoroughly integrated into the Company's daily operations.	No material deviations

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			The part-time sustainability units assist the Committee in promoting various initiatives and are organized into the following functional groups. Each group reports its implementation status on sustainable development to the Committee: 1. Corporate Governance Group: Responsible for promoting the Group's integrity management, anti-corruption, anti-bribery, legal compliance, and risk management initiatives. Additional responsibilities include establishing reasonable remuneration policies and employee performance evaluation systems, conducting training programs, and other corporate governance matters. The group reports its implementation status and stakeholder engagement mechanisms to the Board of Directors annually, in alignment with the Company's sustainability objectives. 2. Environmental Sustainability Group: Responsible for implementing environmental management systems, ensuring compliance with relevant environmental laws and international standards, evaluating sustainable transition strategies, improving resource efficiency, and developing mechanisms to address climate change. Dedicated environmental management units or personnel shall be appointed to achieve the goal of environmental sustainability. 3. Social Engagement Group: Responsible for establishing human rights policies and procedures, complying with relevant laws and international human rights standards, and facilitating internal and external communication mechanisms among all members of the organization (such as employees, subsidiaries, and joint ventures) as well as key members of the value chain. This group also assesses related risks and implements management mechanisms, while promoting community and cultural development to achieve sustainable operations. 4. Information Disclosure Group: Responsible for formulating sustainability information management policies, ensuring compliance with relevant disclosure regulations and international standards, and fully disclosing material and reliable sustainability information to enhance transparency. The respective departments are responsible for executing tasks related to sustainable development. The Management Department is in charge of employee communication, the	

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Workplace Safety Office handles environmental safety and health within the factory premises, the Spokesperson manages investor relations, the Finance Department oversees financial, taxation, and securities institution relationships, the Quality Service Division and Marketing Department handle customer relations, and the Procurement Division maintains relationships with suppliers. Implementation status: The schedule for greenhouse gas inventory and verification in the company: Talent training programs have been completed, along with data collection, discussions on site-related activities, and preliminary emissions calculations as part of the consulting plan. The 2023 Greenhouse Gas Inventory Report was internally verified upon completion. The 2024 Greenhouse Gas Inventory Report has been both internally and externally verified upon completion. Progress on the Company's energy management (ISO 50001): We are currently in the process of implementing the guidance for system integration. The progress of sustainability initiatives was reported to the Board of Directors on 15 January 2025.	
2. Does the company conduct risk assessments of environmental, social and corporate governance (ESG) issues related to the company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies? (Note 2)	V		The Company regularly conducts risk assessments on environmental, social and corporate governance issues related to its operations in accordance with the materiality principle and formulates relevant risk management policies or strategies.	No material deviations
3. Environmental Issues				
(1) Has the Company set an environmental management system designed to industry characteristics?	V		(1) A Workplace Safety Office has been established and related management systems have been developed.	(1) No material deviations
(2) Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	V		(2) The Company is committed to improving the efficiency of its resources and using recycled materials that have a low impact on the environment wherever possible.	(2) No material deviations
(3) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	V		(3) The Company has established a Workplace Safety Office and developed a management system. The “Environmental, Safety and Health Policy” has been formulated and the Company has obtained ISO14001 (Latest certificate valid from 4 October 2024 to 3 October 2027) and ISO45001(Latest certificate valid from 4 October 2024 to 3 October 2027) certificates. In addition, the Company is planning to adopt ISO 14064-1 for greenhouse gas inventory and ISO 50001 for energy management. The greenhouse gas inventory for the parent company for the year 2024 was completed and reported to the Board of Directors on 10 March 2025. The inventory for subsidiaries is scheduled for completion by	(3) No material deviations

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			2027. 1. The “Workplace Safety Office” has been established to manage the plant environment. For many years, the Company has implemented a room temperature for the use of air-conditioning, and regularly check for the implementation status. 2. The Company has an “Environmental, Safety and Health Policy”, which commits the company to protect the environment and put safety first.	
(4) Did the company collect data for the past two years on greenhouse gas emissions, volume of water consumption, and the total weight of waste, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?	V		(4) 1. Annual quantified management of energy saving and carbon reduction in the future (1) Energy saving and carbon reduction The Company has set future quantified management targets for energy saving and carbon reduction as follows: a 3% reduction in total annual carbon emissions by 2025 as the short-term target, a 10% reduction by 2030 as the mid-term target, and the achievement of net-zero emissions by 2050 as the long-term goal. (2) Water consumption In response to global climate change and water scarcity issues, the Company has improved water use efficiency, achieving a 2.97% reduction in water consumption compared to 2023. Through concrete actions, the Company aims to join global businesses in addressing the challenges of climate change. 2. Measures to achieve the objectives and the status of achievement (1) Energy saving and carbon reduction A solar power system has been installed to increase the use of renewable energy. Reduce the weight of waste and increase recycling rates. Implement energy saving programs for electrical lighting, air-conditioning and other electricity consumption, and review energy-consuming equipment or replace old equipment. (2) Water management Water conservation and the use of water-saving taps and water-saving labelled equipment. (3) Achievement: (parent company only) In 2023, the Company’s total greenhouse gas (GHG) emissions of Chuansing I Factory, water consumption, and non-hazardous waste volume were 3,240.870 Tco_2e, 25,379 kWh, and 67,780 kg, respectively. The greenhouse gas emissions of	(4) No material deviations

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Chuansing I Factory, Changhua Factory, and Chuaning II Factory, the water consumption, and the total weight of non-hazardous waste in 2024 were 2,974.108 TCO_2e, 445.562 TCO_2e, 7.386 TCO_2e, 24,648 kWh, and 67,436 kg, respectively. Only general waste and general industrial waste were generated in 2023 and 2024; no hazardous industrial waste was produced. The Environmental and Safety and Health Policy on Energy and Carbon Reduction, Greenhouse Gas Reduction and Reduction of Water and Other Waste Management was signed by the Chairman and announced for implementation on 8 February 2025.	
4. Social Issues				
(1) Has the company formulated relevant management policies and procedures in accordance with relevant laws and regulations and international human rights conventions?	V		(1) The Comply complies with the SA8000 social responsibility policy to uphold the equality and dignity of both sexes at work and prohibit discrimination, verbal violence and sexual harassment in the workplace. The “Gender Equality Act” and other related regulations are established in accordance with relevant labor acts and are taught and promoted during the education and training of new recruits. The Audit Office will be auditing the implementation status.	(1) No material deviations
(2) Has the Company established and implemented reasonable employee welfare measures (include salary/compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	V		(2) The company has revised the work rules manual for employees in accordance with the relevant laws and regulations, which has been approved by the Changhua County Government. The allocation of 3% of the pre-tax net profit as employee compensation each year is linked to operational performance and employee salaries.	(2) No material deviations
(3) Does the Company provide employees with a safe and healthy working environment, and implement regular safety and health education for employees?	V		(3) The Company has set up a medical office, a breastfeeding room and a doctor on site once a month to provide employees with health advice; Employees have regular annual health examinations and special workers have regular medical check-ups in accordance with labor acts.	(3) No material deviations
(4) Has the Company established effective career development training programs for employees?	V		(4) In order to enhance the work skills of our employees, to enable them to quickly integrate into the working environment, to improve the quality of our products and services and to enhance the overall competitiveness of our organization, the Company has developed an education and training program through a systematic training blueprint to enable our employees to grow with us.	(4) No material deviations
(5) Does the company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection	V		(5) The Company complies with relevant legislation and international standards and has established relevant consumer protection policies and complaints procedures.	(5) No material deviations

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
and grievance policies? (6) Has the company formulated supplier management policies requiring suppliers to comply with relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights, and what is the status of their implementation?	V		(6) The Company has established a supplier management policy which requires suppliers to comply with relevant regulations on environmental protection, occupational safety and health or labor human rights issues. Implementation has been satisfactory and there have been no breaches.	(6) No material deviations
5. Does the company refer to international reporting standards or guidelines when preparing its sustainability report and other reports disclosing non-financial information? Does the company obtain third party assurance or certification for the reports above?	V		Starting from 2024, the Company prepares its Sustainability Report with reference to the GRI, TCFD, and SASB standards. On 11 November 2024, the Board of Directors approved the Company's "Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies" to strengthen compliance during the preparation, assurance, and disclosure of the report. The 2024 Sustainability Report will be published on the Market Observation Post System and the Company's website by 31 August 2025.	No material deviations

6. If the Company has adopted its own sustainable development best practice principles based on the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, please describe any deviation from the principles in the Company's operations: No material deviations in the Company's operation.

7. Other important information to facilitate a better understanding of the company's promotion of sustainable development:
   (1) Chuansing Factory is equipped with 5 AEDs and conducts regular educational training. It is certified as a "Safe Place" by Changhua County Government.
   (2) Participated in the Ministry of Labor's Youth Employment Program, providing practical workplace training to enhance employment opportunities for youth aged 15 to 29.
   (3) Participated in the Ministry of Labor's "Industrial Talent Investment Program" to enhance the knowledge, skills, and attitudes of employed workers. In collaboration with high-quality training institutions, the Company organized diversified and practical training courses. The program subsidizes training expenses for in-service employees to encourage self-directed learning, foster the accumulation of individual human capital, and ultimately enhance the nation's overall human capital.
   (4) Implemented maternal protection measures, including upgraded breastfeeding room facilities and designated "mom parking spaces."
   (5) Established a dedicated grievance channel and mailbox for reporting workplace bullying.
   (6) Conducted employee health promotion programs.
   (7) Provided designated motorcycle parking spaces for employees.
   (8) Installed a 7-Eleven Smart Vending Machine on-site.
   (9) Offered free snacks for selected departments.
   (10) Provided scholarships for employees' children.
   (11) Optimized office seating arrangements and shared space environments.
   (12) Held blood donation charity events on 20 March 2024; and 17 July 2024.
   (13) Participated in the "Shoes for Love" donation drive on 17 October 2024.
   (14) Participated in the "Love the Elderly - Move Together" Dragon Boat Festival charity event on 19 April 2024.
   (15) Participated in the "Brighten the Mid-Autumn for the Elderly" charity event on 31 August 2024.
   (16) Introduced new employee benefits effective November 1, 2024: (1) Paid birthday leave (2) Early dismissal by 30 minutes on the working day before national holidays
   (17) Installed a new ATM and bankbook updating machine on-site in March 2024.

Note 1: If "Yes" is ticked in the "Implementation status" column, please concretely describe the major policies, strategies, and measures adopted and the status of their implementation. If "No" is ticked in the "Implementation status" column, please explain the deviations and the reasons in the "Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons" column and explain the Company's plans for adoption of related policies, strategies, and measures in the future. However, for Items 1 and 2, the TWSE/TPEx listed company shall describe its governance and supervisory framework for sustainable development, including but not limited to management policy, strategy and goal formulation, review measures, etc. It additionally shall describe the company's risk management policies or strategies for operations-related environmental, social, and corporate governance issues, and their assessment status.

Note 2: The materiality principle refers to focusing on environmental, social and corporate governance issues likely to have a material impact on the Company's investors and other stakeholders.

Climate-Related Information

Status of Implementation of Climate-Related Information Disclosure

Items	Implementation Status
1. Describe the Board's and management's oversight and governance of climate-related risks and opportunities.	The Company established the Sustainability Development Committee on 11 November 2024, authorized by the Board of Directors and composed of 3 members with expertise in corporate sustainability, including the Chairman, Deputy Chairman, and the Deputy General Manager of the General Management Division. The Committee convenes at least once a year and is responsible for formulating, promoting, and strengthening the action plans and capital expenditures for key sustainability policies (including climate-related issues) across the Group. It also reviews, tracks, and revises the implementation status and effectiveness of sustainability practices, and reports to the Board of Directors. Several working groups and dedicated environmental management units or personnel are established under the Committee. Interdepartmental meetings are convened on an ad hoc basis to facilitate discussion and coordination, aiming to achieve environmental sustainability goals. Greenhouse gas planning and inventory progress has been reported to the Board of Directors on a quarterly basis in 2024.
2. Describe how identified climate-related risks and opportunities affect the organization's businesses, strategies, and financial planning over the short, medium, and long term.	Following the establishment of the Sustainability Development Committee, the Company will identify climate-related risks and opportunities and assess their impact on its business operations, strategies, and financial performance over the short, medium, and long term. The Company will actively develop response strategies to mitigate the operational and financial impacts arising from climate change, enhance organizational climate resilience, and regularly report such matters to the Board of Directors.
3. Describe the financial impacts of extreme weather events and transition measures.	Following the establishment of the Sustainability Development Committee, the Company will analyze the financial impacts of extreme climate events and transition actions, and regularly report the findings to the Board of Directors.
4. Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management system.	Following the establishment of the Sustainability Development Committee, the Company will develop processes for identifying, assessing, and managing climate-related risks, and integrate them into the overall risk management framework. Progress will be regularly reported to the Board of Directors.
5. Where scenario analysis is used to assess resilience to climate change risks, describe	Scenario analysis has not yet been conducted to assess the resilience against climate-related risks; therefore, this item is not applicable.

Items	Implementation Status
the scenarios, parameters, assumptions, analytical factors, and major financial impacts.	
6. Where a transition plan has been implemented to manage climate-related risks, describe its content and the metrics and targets used to identify and manage physical and transition risks.	No transition plan has been established; therefore, this item is not applicable.
7. Where internal carbon pricing is used as a planning tool, describe the basis for setting the price.	N/A.
8. Where climate-related targets have been set, describe the covered activities, GHG emission scopes, planning period, and annual progress. Where carbon offsets or Renewable Energy Certificates (RECs) are used to achieve targets, describe the sources and amounts of carbon offsets or RECs.	N/A.
9. Describe the status of GHG inventory and assurance, including reduction targets, strategies, and specific action plans (refer to 1-1 and 1-2).	N/A.

1-1 Greenhouse Gas Inventory and Assurance Status of the Company for the Past Two Years

1-1-1 Greenhouse Gas Inventory Information

Describe the greenhouse gas emissions, emission intensity, and data coverage for the most recent two years.

Please specify the minimum required data coverage in accordance with the Sustainability Development Roadmap for TWSE/TPEx Listed Companies:

1. The Parent Company completed the inventory of Scope 1, Scope 2, and Scope 3 greenhouse gas emissions for 2024, and obtained third-party verification in April 2025.

Year			2023		2024	
Category (Unit)		Classification	Emissions (metric tons CO_2e)	Emission Intensity (metric tons CO_2e / NT$ million in revenue) (Note)	Emissions (metric tons CO_2e)	Emission Intensity (metric tons CO_2e / NT$ million in revenue) (Note)
The Company	Scope 1	Stationary Combustion	0.0312		0.0104	
		Mobile Combustion	31.2330		19.1979	
		Fugitive Emissions	132.7181		176.3956	
	Scope 2		2,221.7897		2,356.4114	
	Scope 3		855.0978		875.0411	
Total			3,240.870	1.477	3,427.056	1.565

Note: Revenue calculated based on the parent company only financial statements.

2. Subsidiaries included in the consolidated financial statements are expected to complete the GHG inventory by 2027.

Note 1: Direct emissions (Scope 1: emissions from sources that are owned or controlled by the company), energy indirect emissions (Scope 2: greenhouse gas emissions resulting from the generation of purchased electricity, heat, or steam), and other indirect emissions (Scope 3: emissions resulting from the company's activities, not included in Scope 2, and occurring from sources not owned or controlled by the company).

Note 2: The coverage of data for direct emissions and energy indirect emissions shall comply with the timeline stipulated in the order issued under Paragraph 2, Article 10 of these Rules. Disclosure of other indirect emissions is voluntary.

Note 3: Greenhouse gas inventory standards: the Greenhouse Gas Protocol (GHG Protocol) or ISO 14064-1 issued by the International Organization for Standardization (ISO).

Note 4: Greenhouse gas emissions intensity may be calculated per unit of product/service or revenue; however, the emissions intensity calculated per NT$1 million in revenue shall at least be disclosed.

1-1-2 Greenhouse Gas Assurance Information

Describe the assurance status of the most recent two years as of the annual report publication date, including the scope of assurance, assurance provider, assurance standards, and assurance opinion.
2023: N/A. Explanation of Assurance for 2024: In 2024, the Company's assurance scope covered its standalone operations in Taiwan, including Chuansing I Factory, Chuansing II Factory, and Changhua Factory. The assurance was conducted by Lloyd's Register Quality Assurance Limited Taiwan Branch (LRQA) in accordance with the International Standard ISO 14064-3:2019 and Assurance Standard No. 3410 "Assurance Engagements on Greenhouse Gas Statements." Complete assurance information will be disclosed in the sustainability report.

Note 1: In accordance with the schedule prescribed by the directive stipulated in Paragraph 2, Article 10 of these Rules, if a company fails to obtain a complete greenhouse gas assurance opinion by the date of the annual report publication, it shall state "The complete assurance information will be disclosed in the sustainability report. "If the company does not prepare a sustainability report, it shall state "The complete assurance information will be disclosed on the Market Observation Post System (MOPS)," and the complete assurance information shall be disclosed in the annual report of the following year.

Note 2: The assurance provider shall comply with the relevant requirements regarding sustainability report assurance institutions as stipulated by the Taiwan Stock Exchange Corporation and the Taipei Exchange.

1-2 Greenhouse Gas (GHG) Reduction Targets, Strategies, and Action Plans

Describe the GHG reduction base year and corresponding data, reduction targets, strategies, specific action plans, and the progress made toward achieving the reduction targets.
In response to the impacts of global climate change, the Company is committed to reducing greenhouse gas (GHG) emissions in its GHG management practices. In accordance with ISO 14064-1:2018 GHG inventory standards, the Company adopts the operational control approach for GHG inventory and management. The GHG emission boundary is defined based on the parent company entity. The total GHG emissions for 2024 are disclosed accordingly, with 2024 set as the base year for carbon reduction. The Company uses GHG emissions per unit of revenue as the key quantitative indicator for evaluation. The Company has set a short-term target of a 3% reduction in total carbon emissions for 2025, a mid-term target of a 10% reduction by 2030, and aims to achieve net-zero emissions by 2050. In 2024, the Company completed the GHG inventory for the parent company entity, with total emissions amounting to 3,427.056 metric tons of CO_2e. The primary source was Scope 2 energy indirect greenhouse gas emissions. The emission intensity was 1.565 TCO_2e per NT$1 million in revenue.

Note 1: The disclosure shall follow the timeline stipulated by the order prescribed in Paragraph 2, Article 10 of these Regulations.

Note 2: The base year shall be the year in which the GHG inventory is completed based on the consolidated financial reporting boundary. For example, according to the order prescribed in Paragraph 2, Article 10 of these Regulations, companies with paid-in capital of NT$10 billion or more shall complete the GHG inventory for the year 2024 by 2025, and therefore the base year shall be 2024. If the company completes the consolidated GHG inventory earlier, that earlier year may be designated as the base year. Additionally, the base year data may be calculated based on a single year or an average over multiple years.

(VII) Ethical Corporate Management – Implementation Status and Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons

1. The declaration of “No false information nor omissions” was signed and is available at MOPS.
2. Implementation of Ethical Corporate Management

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
1. Establishment of ethical corporate management policies and programs (1) Does the company have an ethical corporate management policy approved by its Board of Directors, and bylaws and publicly available documents addressing its corporate conduct and ethics policy and measures, and commitment regarding implementation of such policy from the Board of Directors and the top management team?	V		(1) The Board of Directors has adopted the “Ethical Corporate Management Best Practice Principles” and the “Procedures for Ethical Management and Guidelines for Conduct,” which include mechanisms for whistleblowing of illegal or unethical conduct by internal and external personnel, as well as a "Statement of Compliance with Ethical Corporate Management Policy." These policies serve as the foundation for ethical business conduct across the Group and have been disclosed on the Market Observation Post System (MOPS) and the Company's official website.	(1) No material deviations
(2) Whether the company has established an assessment mechanism for the risk of unethical conduct; regularly analyzes and evaluates, within a business context, the business activities with a higher risk of unethical conduct; has formulated a program to prevent unethical conduct with a scope no less than the activities prescribed in Article 7, paragraph 2 of the Ethical Corporate Management Best Practice Principles for TWSE/TPE Listed Companies?	V		(2) The Company's internal management practices are governed by the “Management Responsibility Policy”, the ‘Vetting Authority Policy”, the “Reward and Punishment Management Policy” and the “Company Code of Ethical Conduct”	(2) No material deviations
(3) Does the company clearly set out the operating procedures, behavior guidelines, and punishment and appeal system for violations in the unethical conduct prevention program, implement it, and regularly review and revise the plan?	V		(3) The Company has adopted and implemented the “Procedures for Ethical Management and Guidelines for Conduct” and the “Whistleblowing System for Internal and External Parties Regarding Illegal or Unethical Conduct,” both of which have been duly disclosed. As of 2024, no reports of violations or complaints have been received.	(3) No material deviations
2. Ethical Management Practice (1) Does the company assess the ethics records of those it has business relationships with and include ethical conduct related clauses in the business contracts?	V		(1) Before entering into business relationships with others, the Company assesses the legitimacy of agents, suppliers, customers or other parties with whom it does business, its policy of conducting business with integrity and whether it has a history of dishonest conduct to ensure that it conducts business in a fair and transparent manner and does not ask for, offer or accept bribes.	(1) No material deviations
(2) Has the company set up a dedicated unit to promote ethical corporate management under the board of directors, and does it regularly (at least once a year) report to the board of directors on its ethical corporate management policy and program to prevent unethical conduct and monitor their implementation?	V		(2) The Company’s Sustainability Development Committee has established a Corporate Governance Task Force, responsible for promoting the Group’s ethical business practices, anti-corruption and anti-bribery measures, regulatory compliance, risk management, formulation of fair compensation policies, employee performance evaluation systems, and education and training programs.	(2) No material deviations

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Reporting to the Board of Directors, the task force is also in charge of the revision, implementation, interpretation, and consultation of the Procedures for Ethical Management and Guidelines for Conduct, as well as the registration and documentation of whistleblowing reports and the supervision of related operations. The implementation status was reported to the Board of Directors on 15 January 2025.	
(3) Has the company established policies to prevent conflict of interests, provided appropriate communication and complaint channels, and properly implemented such policies?	V		(3) In the event of a conflict of interest, employees may report the matter to their immediate supervisor or to the Head of the Management Department. No conflicts of interest between employees and the Company were identified in the past year. Directors with conflicts of interest shall abstain from voting on relevant Board resolutions. On 24 January 2024, and 15 January 2025, Directors who also serve as employees abstained from voting on Board resolutions regarding the year-end bonuses for managerial officers and the salary adjustment proposal in July 2024, as well as the distribution of employee and director remuneration, in accordance with applicable laws and regulations.	(3) No material deviations
(4) Does the company have effective accounting and internal control systems in place to enforce ethical corporate management? Does the internal audit unit follow the results of unethical conduct risk assessments and devise audit plans to audit compliance with the systems to prevent unethical conduct or hire outside accountants to perform the audits?	V		(4) The Company has established an effective accounting system and internal control system, which are reviewed and revised from time to time in accordance with changes in laws and regulations and practical requirements. Regular audits are conducted by internal auditors to ensure that the system is designed and implemented in an effective manner, to achieve corporate governance and risk control, and to operate with integrity. CPAs perform audits on internal control of the company in both the first and second halves of the year.	(4) No material deviations
(5) Does the company provide internal and external ethical corporate management training programs on a regular basis?	V		(5) The Company's management regularly conducts briefings and training sessions to promote awareness on the prevention of dishonest conduct, with the aim of fostering a unified ethical mindset among all employees and ensuring compliance with relevant laws and regulations to uphold ethical business practices. On 11 November and 16 December 2024, the Company held training sessions on the "Ethical Corporate Management Best Practice Procedures and Code of Conduct" for Directors, managerial officers, and employees, with a total of 62 participants and one hour per session. In 2024, a total of 9 Directors signed the "Statement of Compliance with Ethical Corporate Management Policy," achieving a 100% signing rate.	(5) No material deviations
3. Implementation of Complaint Procedures (1) Has the company established specific whistle-blowing and reward procedures, set up	V		(1) If any violation of the regulations related to honest management is found, it can be reported	(1) No material deviations

Evaluation item	Implementation status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
conveniently accessible whistle-blowing channels, and appointed appropriate personnel specifically responsible for handling complaints received from whistle-blowers?			to the head of the direct department or the head of the management office. The authority and responsible unit will jointly review the case, and then the company will take disciplinary action in accordance with the company's personnel rules and regulations if the case is confirmed.	
(2) Has the company established standard operation procedures for investigating the complaints received, follow-up measures taken after investigation, and mechanisms ensuring such complaints are handled in a confidential manner?	V		(2) If the Company discovers or receives a report of dishonest conduct by a member of the Company's staff, and if the conduct is proven to be in breach of the relevant laws or Company regulations, the Company shall immediately require the individual to cease the conduct and deal with the individual appropriately. If necessary, legal proceedings may be instituted to seek damages in order to protect the reputation and rights of the Company.	(2) No material deviations
(3) Has the company adopted proper measures to protect whistle-blowers from retaliation for filing complaint	V		(3) The Company shall exercise due diligence in maintaining the confidentiality and protection of whistleblowers and shall not be subject to improper treatment as a result of such whistleblowing.	(3) No material deviations
4. Does the company disclose its ethical corporate management policies and the results of their implementation on its website and the Market Observation Post System (MOPS)?	V		The “Ethical Corporate Management Best Practice Principles” has been disclosed on the Company's website and at MOPS. There is no record on violation of ethical corporate management by the Company	No material deviations
5. If the company has adopted 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 deviations between the principles and their implementation: No material deviations				
6. Other important information to facilitate a better understanding of the status of operation of the company’s ethical corporate management policies (e.g., the company’s reviewing and amending of its ethical corporate management best practice principles): None.				

Note: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in in the explanation column for each item.

(VIII) If the company has adopted corporate governance best-practice principles or related bylaws, disclose how these are to be searched:

The company has established the “Corporate Governance Best Practices Principles”, “Sustainable Development Best Practice Principles”, “Codes of Ethical Conduct” and “Ethical Corporate Management Best Practice Principles” which are published on the company's website and disclosed on MOPS.

(IX) Other significant information that will provide a better understanding of the state of the company's implementation of corporate governance may also be disclosed:

1. Managerial officers' participation in professional development and training related to corporate governance

(1) Professionalism and continuing education of directors in 2024

Name	Date	Organizer	Course Topics	Hours
Hsi-Hsun Chen	12 April 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Hsi-Tsang Chen	16 June 2024	Taiwan Investor Relations Institute	Hostile Takeovers - Safeguarding Corporate Control	3hrs
	21 July 2024	Taiwan Investor Relations Institute	Functions and Outlook of the Carbon Exchange & How Boards Supervise Corporate Risk Management	3hrs
Teng-Kuei Chen	22 March 2024	TWSE	CDP Taiwan Launch - Building a New Carbon Era Through Sustainability Knowledge	3hrs
	3 June 2024	Financial Supervisory Commission	Institutional Investors’ Perspectives Forum	3hrs
Yu-Tzu Fu	12 April 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Ming-Shou Lin	20 February 2024	CPA Associations R.O.C. (Taiwan)	Greenhouse Gas Inventory Practices	6hrs
	21 February 2024	CPA Associations R.O.C. (Taiwan)	Greenhouse Gas Inventory Practices	6hrs

Name	Date	Organizer	Course Topics	Hours
Chi-Chung Tsai	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Cheng-Chun Chang	20 September 2024	Securities & Futures Institute	2024 Seminar on Insider Trading Prevention	3hrs
	26 September 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
Shein-Tung Wu	3 June 2024	Securities & Futures Institute	Institutional Investors' Perspectives Forum	3hrs
	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Rong-Lin Jiang	22 March 2024	TWSE	CDP Taiwan Launch – Building a New Carbon Era Through Sustainability Knowledge	3hrs
	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs

(2) Professionalism and continuing education of Chief Corporate Governance and department supervisors in 2024

Title Name	Date	Organizer	Course Topics	Hours
Deputy General Manager, General Management Office and Chief Corporate Governance Officer Mao-Quan Ke	12 April 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	6hrs
	21 June 2024	Taiwan Corporate Governance Association	Launch of Succession Planning - Employee Compensation Plan and Equity Succession	3hrs
	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Manager, Finance Department and	12 September 2024 to 13 September 2024	Tunghai University	Professional Development of Principal Accounting Officers of Issuers, Securities Firms, and	12hrs

Title Name	Date	Organizer	Course Topics	Hours
Accounting Supervisor Pi-Huan Chen			Securities Exchanges	
Manager, Audit Office Cui-Zu Chen	23 September 2024	The Institute of Internal Auditors	"Analysis of Sustainability Information Disclosure Policies" and Key Issues in Internal Control and Internal Audit	6hrs
	27 November 2024	The Institute of Internal Auditors	Enhancing Audit Operations Through Big Data Analytics	6hrs

2. Operational Procedures for handling material internal information:
   (1) The Company has established the "Operational Procedures for Handling Material Internal Information" and has announced this procedure to inform all employees, managers and directors that they should comply with the laws and regulations relating to insider trading in order to avoid any violation and occurrence of insider trading.
   (2) On 27 February 2024, 30 April 2024, 23 July 2024, 30 October 2024, and 26 February 2025, the Company forwarded the notices from the Taiwan Stock Exchange regarding the non-compliance of insider share transfers, to inform the insiders of common violations and to urge them to comply with relevant regulations. The matter was reported to the Board of Directors on 6 March 2024, 8 May 2023, 31 July 2024, 11 November 2024, and 10 March 2025. Education and training on "Operational Procedures for Handling Material Internal Information" for all directors after the board meeting on 11 November 2024.
   (3) On 18 October 2024, the Company held a training session on "Operational Procedures for Handling Material Internal Information" for the employees; For the new employees, the Company held a training session on "Operational Procedures for Handling Material Internal Information" on 26 March, 24 June, 26 September and 24 December.
   (4) Directors, managers and employees of a total of 69 people attended the sessions for one hour, covering the scope of material internal information, confidential practices, public practices and handling of non-compliance matters.

(X) The section on the state of implementation of the company's internal control system shall furnish the following:

1. Statement on Internal Control.

E-LEAD ELECTRONIC CO., LTD.
Statement of Internal Control System

Date: 10 March 2025

Based on the findings of a self-assessment, the Company states the following with regard to its internal control system during the year 2024:

1. The Company's Board of Directors and management are responsible for establishing, implementing, and maintaining an adequate internal control system. Internal control system is designed to provide reasonable assurance over the effectiveness and efficiency of our operations (including profitability, performance and safeguarding of assets), reliability, timeliness, transparency and regulatory compliance of our reporting, and compliance with applicable rulings, laws and regulations.
2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing its stated objectives. Moreover, the effectiveness of an internal control system may be subject to changes due to extenuating circumstances beyond our control. Nevertheless, our internal control system contains self-monitoring mechanisms, and the Company takes immediate remedial actions in response to any identified deficiencies.
3. The Company evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies (herein below, the Regulations). The criteria adopted by the Regulations identify five key components of managerial internal control: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities. Each component also includes several items which can be found in the Regulations.
4. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid Regulations.
5. Based on the findings of such evaluation, the Company believes that, on 31 December 2023, it has maintained, in all material respects, an effective internal control system (that includes the supervision and management of our subsidiaries), to provide reasonable assurance over our operational effectiveness and efficiency, reliability, timeliness, transparency and regulatory compliance of reporting, and compliance with applicable rulings, laws and regulations.
6. This Statement is an integral part of the Company's annual report and prospectus and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Act.
7. This Statement was passed by the Board of Directors in their meeting held on 06 March 2024, with none of the nine attending directors expressing dissenting opinions, and the remainder all affirming the content of this Statement.

E-LEAD ELECTRONIC CO., LTD.

Chairman: Hsi-Hsun Chen

General Manager: Hsi-Hsun Chen

Note 1: The design and operation of internal control systems for public companies shall be disclosed. In case of significant deficiencies identified during the year, an explanatory paragraph shall be added after the fourth item in the statement on internal control. This paragraph shall enumerate and explain the material deficiencies identified through self-assessment, as well as the measures taken by the company to address and improve the deficiencies before the balance sheet date.

Note 2: The date of the statement shall be the "end date of the fiscal year".

2. Where a CPA has been hired to carry out a special audit of the internal control system, furnish the CPA audit report: None.

(XI) If there has been any legal penalty against the company or its internal personnel, or any disciplinary penalty by the company against its internal personnel for violation of the internal control system, during the most recent fiscal year or during the current fiscal year up to the publication date of the annual report, where the result of such penalty could have a material effect on shareholder equity or securities prices, the annual report shall disclose the penalty, the main shortcomings, and condition of improvement: None.

(XII) Material resolutions of a shareholders meeting or a board of directors meeting during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report:

1. Material resolutions of shareholders meetings

Date	Contents of resolution and implementation
12 June 2024	The resolutions and implementation of the 2024 Annual Meeting of Shareholders are as follows: 1. Adoption of 2023 Business Report and Financial Statements. 2. Adoption of the proposal for 2023 profit distribution Implementation status: The shareholders' meeting resolved to distribute cash dividends and authorized the Chairman to set other relevant matters such as the ex-dividend date and payment date. 8 August 2024 was set as the ex-dividend date, and cash dividends were distributed on 22 August 2024. The announcement was made in accordance with the law on MOPS.

2. Material resolutions of board meetings

Date	Important reports or resolutions
24 January 2024	The 5th meeting of the 16th Board of Directors. 1. Approved the 2023 year-end bonus for managerial personnel (including those of subsidiaries), as reviewed by the Remuneration Committee. 2. Approved the amendment to the Rules for Performance Evaluation of the Board of Directors and functional committees. 3. Approved the application for bank loans. 4. Approved the joint venture establishment of KOSO E-LEAD TECHNOLOGY COMPANY LIMITED with Tong Yah Electronic Technology Co., Ltd. 5. Approved the transfer of related trademarks and patents of eye protection products to the subsidiary FAR VISION TECHNOLOGY CO., LTD. as capital increase. 6. Approved the budget for 2024.
06 March 2024	The 6th meeting of the 16th Board of Directors. 1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 31 December 2023, do not constitute a loan of funds.

Date	Important reports or resolutions
	2. Approved the Business Report, Consolidated Financial Statements, and Parent Company Only Financial Statements for 2023. 3. Approved the earnings distribution for 2023. 4. Approved the distribution of employee compensation and director remuneration for 2023. 5. Approved the renewal of credit facilities and PSR limits with Taipei Fubon Bank. 6. Approved the application for bank loans. 7. Approved the results of the independent assessment of the CPA's independence for 2023. 8. Approved the appointment and professional fee of the CPA for 2024, as well as the list of non-audit services expected to be provided by the CPA firm and its affiliated entities for 2024. 9. Approved matters related to the acceptance of shareholder proposals concerning shareholder's rights at the Shareholders' Meeting of 2024. 10. Approved the date, location, type if meeting, and related matters for convening the Shareholders' Meeting of 2024. 11. Approved the "Assessment of the effectiveness of internal control system" and issuance of the "statement of internal control system" for 2023. 12. Approved the acquisition of land for the subsidiary, E-LEAD ELECTRONIC (THAILAND) CO., LTD. (referred to as Thailand E-LEAD).
08 May 2024	1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 31 March 2024, do not constitute a loan of funds. 2. Approved the 2024 Q1 Consolidated Financial Statements. 3. Approved the application for bank loans. 4. Approved the distribution list of director remuneration and managerial officers' compensation for 2023.
12 June 2024	The 8th Meeting of the 16th Board of Directors 1. Approved the establishment of a subsidiary in India for investment purposes.
31 July 2024	The 9th Meeting of the 16th Board of Directors 1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 30 June 2024, do not constitute a loan of funds. 2. Approved the Consolidated Financial Statements for the first two quarters of 2024. 3. Approved the endorsement and guarantee for E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 4. Approved the loan of funds to E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 5. Approved the loan of funds to E-LEAD ELECTRONIC (THAILAND) CO., LTD. 6. Approved the application for bank loans.

Date	Important reports or resolutions
	7. Approved the 2024 salary adjustments for managerial officers of the Company and its subsidiaries.
11 November 2024	The 10th Meeting of the 16th Board of Directors 1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 30 September 2024, do not constitute a loan of funds. 2. Approved the consolidated financial statements for the first three quarters of 2024. 3. Approved the endorsement and guarantee for E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. 4. Approved the application for bank loans. 5. Approved the renewal of the notional limit for derivative financial hedging transactions with Mega International Commercial Bank, North Changhua Branch. 6. Approved the 2025 “Annual Audit Plan”. 7. Approved the amendment to the “Internal Control System”. 8. Approved the amendment to the “Rules of Procedure for Board of Directors Meetings”. 9. Approved the amendment to the “Corporate Governance Best Practice Principles”. 10. Approved the amendment to the “Audit Committee Charter”. 11. Approved the establishment of the “Sustainability Development Committee” and the adoption of the “Organizational Charter of the Sustainability Development Committee”. 12. Approved the adoption of “EL-B24 Rules Governing the Preparation and Filing of Sustainability Reports.” 13. Approved the adoption of “EL-B26 Procedures and Guidelines for Ethical Corporate Management.” 14. Approved the adoption of “EL-B26 Procedures and Guidelines for Ethical Corporate Management.” 15. Approved the appointment of members of the Sustainability Development Committee.
15 January 2025	The 11th Meeting of the 16th Board of Directors 1. Approved the application for bank loans. 2. Approved the adoption of “EL-G09 Procedures for Financial and Business Transactions with Related Parties.” 3. Approved the amendment to the Remuneration Committee Charter. 4. Approved the 2024 year-end bonus. 5. Approved the appointment of the Chief Sustainability Officer of the Sustainability Development Committee. 6. Approved the 2025 annual budget.

Date	Important reports or resolutions
10 March 2025	The 12th Meeting of the 16th Board of Directors 1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 31 December 2024, do not constitute a loan of funds. 2. Approved the 2024 Business Report, Consolidated Financial Statements, and Parent Company Only Financial Statements. 3. Approved the 2024 earnings distribution proposal. 4. Approved the distribution of 2024 employee compensation and directors' remuneration. 5. Approved the list of 2024 employee compensation allocation for managerial personnel. 6. Approved the distribution of 2024 directors' remuneration. 7. Approved the record date for the issuance of new shares converted from the 2nd domestic secured convertible bonds in Q4 2024. 8. Approved the amendments to certain provisions of the Articles of Incorporation. 9. Approved the amendments to certain provisions of "EL-B12 Procedures for Handling Material Inside Information." 10. Approved the application for bank loans. 11. Approved the renewal of loan facilities and PSR quota with Taipei Fubon Bank. 12. Approved the independence assessment of the CPAs for 2024. 13. Approved the engagement, remuneration, and list of non-assurance services to be provided in 2025 by the CPA firm responsible for auditing the 2025 financial statements and its affiliates. 14. Approved matters related to the exercise of shareholders' proposal rights at the 2025 Annual Shareholders' Meeting. 15. Approved the date, location, type if meeting, and related matters for convening the 2025 Annual Shareholders' Meeting. 16. Approved the "Assessment of the Effectiveness of the Internal Control System" and the "Statement on Internal Control System" for 2024.
12 May 2025	The 13th Meeting of the 16th Board of Directors 1. Approved the determination that the overdue accounts receivable of E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. as of 31 December 2024, do not constitute a loan of funds. 2. Approved the 2025 Q1 Consolidated Financial Statements. 3. Approved the application for bank loans. 4. Approved the adoption of "EL-G09 Procedures for Financial and Business Transactions with Related Parties." 5. Report on Corporate Value Enhancement Plan

(XIII) Where, during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report, a director or supervisor has expressed a dissenting opinion with respect to a material resolution passed by the board of directors and said dissenting opinion has been recorded or prepared as a written declaration, disclose the principal content thereof: None.

IV. Information on the professional fees of the attesting CPAs

Monetary Unit: NT$ Thousands

Name of accounting firm	Names of CPAs	Period covered by the CPA audit	Audit fees	Non-audit fees	Total	Remarks
Ernst & Young Taiwan	Tzu-Ping Huang Wen-Chen Lo	1 January 2024 to 31 December 2024	2,800	971	3,771	

Please specify the services for which the non-audit fees were paid:

The non-audit fees include tax compliance audit, transfer pricing reports and evaluation of convertible corporate bonds, and the preparation of English version financial reports, annual reports, and meeting handbooks.

The non-audit fees paid include tax compliance audit, transfer pricing reports,

(1) When the company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year, the amounts of the audit fees before and after the change and the reasons shall be disclosed: None.

(2) When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10 percent or more: None.

V. Information on replacement of CPA: N/A.

VI. Where the company's chairman, general manager, or any managerial officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its certified public accountant or at an affiliated enterprise of such accounting firm: None.

VII. Any transfer of equity interests and/or pledge of or change in equity interests (during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report) by a director, supervisor, managerial officer, or shareholder with a stake of more than 10 percent during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report. Where the counterparty in any such transfer or pledge of equity interests is a related party, disclose the counterparty's name, its relationship between that party and the company as well as the company's directors, supervisors, managerial officers, and ten-percent shareholders, and the number of shares transferred or pledged:

(1) Changes in Shareholding of Directors, Supervisors, Managerial Officers, and Major Shareholders

Title (Note 1)	Name	2024		Current year up to 12 April 2025	
		Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)	Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)
Chairman and General Manager	Hsi-Hsun Chen	0	0	0	0
Deputy Chairman	Hsi-Tsang Chen	0	0	0	0
Director	Teng-Kuei Chen	0	0	0	0
Director	Yu-Tzu Fu	0	0	0	0
Director	Ming-Shou Lin	0	0	0	0
Director	Han-Nian Lin	0	0	0	0
Independent Director	Chi-Chung Tsai	0	0	0	0
Independent Director	Cheng-Chun Chang	0	0	0	0
Independent Director	Shein-Tung Wu	0	0	0	0
Independent Director	Rong-Lin Jiang	0	0	0	0
Deputy General Manager, Marketing Department	Rui-Sheng Wu	3,000	0	(3,000)	0
Deputy General Manager, Institutional Design Center	Zheng-Ji Yang	0	0	0	0
Deputy General Manager, General Management Office and Chief Corporate Governance Officer	Mao-Quan Ke	0	0	0	0
Deputy General Manager, Electronics Department I	Jhih-Fang Chen	0	0	0	0
Deputy General Manager, Electronics Department II	Sheng-Nan Jiang	0	0	0	0
Deputy General Manager, Production Department & Technical General	Zhen-Chang Huang	0	0	0	0

Title (Note 1)	Name	2024		Current year up to 12 April 2025	
		Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)	Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)
Manager of Institutional Design Center					
Deputy General Manager, China Division, Management Office	Min-Nan Cai	0	0	0	0
Deputy Assistant General Manager, Thailand Business Unit, Operations Management Office	Jun-Ming Chen	0	0	0	0
Manager, Audit Office	Cui-Zu Chen	0	0	0	0
Manager, Finance Department	Pi-Huan Chen	0	0	0	0
Deputy General Manager, Quality Assurance Department	Qian-You Chen	0	0	0	0
Director, Materials Department	Wen-Wen Zhang	0	0	0	0
Deputy Assistant General Manager, Product Planning Department	Ru-Sian Chen	0	0	0	0
Deputy Assistant General Managers, Production Department	Chun-Qin Shi	0	0	0	0
Deputy Assistant General Managers, Product Planning Department	Wan-Ting Lin	(6,000)	0	0	0
Deputy Assistant General Manager, Business Department IV	Yi-Lian Zhuang	(7,000)	0	0	0

Note 1: Any shareholder holding more than 10 percent of the Company's total share capital shall be noted as a major shareholder, and such shareholders shall be listed individually.

Note 2: If the counterparty of a transfer of shareholding or a pledge of shareholding is a related party, additionally complete the table below.

Information on Transfers of Shareholding

(Note 1)	Reason for transfer (Note 2)	Date of transaction	Counterparty	Relationship between the counterparty and the Company, directors, supervisors, managerial officers and major shareholders	Number of shares	Transaction price
None						

Note 1: Fill in the names of the directors, supervisors, and managerial officers, and the shareholders with greater than 10 percent shareholding.

Note 2: Specify whether the shares are acquired or disposed of.

Information on Pledges of Shareholding

Name (Note 1)	Reason for change in pledge status (Note 2)	Date of change	Counterparty	Relationship between the counterparty and the Company, directors, supervisors, managerial officers, and major shareholders	Shares	Shareholding ratio	Pledge ratio	Amount borrowed under pledges (or redeemed)
None								

Note 1: Fill in the names of the directors, supervisors, and managerial officers, and the shareholders with greater than 10 percent shareholding.

Note 2: Specify whether it is a pledge or redemption.

VIII. Relationship information, if among the company's 10 largest shareholders any one is a related party or a relative within the second degree of kinship of another:

12 April 2025

Name (Note 1)	Shares held		Shares held by spouse and minor children		Shares held through nominees		Specify the name of the entity or person and their relationship to any of the other top 10 shareholders with which the person is a related party or has a relationship of spouse or relative within the 2nd degree (Note 3)		Remark
	Shares	%	Shares	%	Shares	%	Name of entity or individual	Relationship	
Hsi-Tsang Chen	10,578,041	8.61%	2,262,185	1.84%	-	-	Hsi-Hsun Chen Hsi-Yao Chen Wei-Ting Chen Kai-Wen Chen Shu-Hua Liu	Brothers Brothers Father and daughter Father and son Wife of younger brother	
Hsi-Hsun Chen	9,868,149	8.04%	2,713,660	2.21%	-	-	Hsi-Yao Chen Hsi-Tsang Chen Shu-Hua Liu Ke-Ya Chen Ke-Rou Chen Wen-Ming Liu	Brothers Brothers Couple Father and son Father and daughter Father and son-in-law	
Ke-Rou Chen	4,879,535	3.97%	-	-	-	-	Wen-Ming Liu Hsi-Hsun	Grandfather and grandchild Father and	

Name (Note 1)	Shares held		Shares held by spouse and minor children		Shares held through nominees		Specify the name of the entity or person and their relationship to any of the other top 10 shareholders with which the person is a related party or has a relationship of spouse or relative within the 2nd degree (Note 3)		Remark
	Shares	%	Shares	%	Shares	%	Name of entity or individual	Relationship	
							Chen Shu-Hua Liu Ke-Ya Chen	daughter Mother and daughter Brother and sister	
Kai-Wen Chen	4,588,713	3.74%	-	-	-	-	Hsi-Tsang Chen Wei-Ting Chen Shu-Fan Chen	Father and son Sister and brother Sister and brother	
Ke-Ya Chen	4,565,763	3.72%	-	-	-	-	Wen-Ming Liu Hsi-Hsun Chen Shu-Hua Liu Ke-Rou Chen	Grandfather and grandchild Father and son Mother and daughter Brother and sister	
Shu-Fan Chen	4,014,581	3.27%	-	-	-	-	Hsi-Tsang Chen Wei-Ting Chen Kai-Wen Chen	Father and son Sisters Sister and brother	
Wei-Ting Chen	3,849,351	3.13%	-	-	-	-	Hsi-Tsang Chen Shu-Fan Chen Kai-Wen Chen	Father and daughter Sisters Sister and brother	
Hsi-Yao Chen	3,619,158	2.95%	373,091	0.30%	-	-	Hsi-Tsang Chen Hsi-Hsun Chen Shu-Hua Liu	Brothers Brothers Spouse of the brother	
Shu-Hua Liu	2,713,660	2.21%	9,868,149	8.04%	-	-	Hsi-Tsang Chen Hsi-Yao Chen Hsi-Hsun Chen Ke-Ya Chen Ke-Rou Chen Wen-Ming Liu	Older brother of the spouse Older brother of the spouse Spouse Mother and son Mother and daughter Father and daughter	
Wen-Ming Liu	2,692,047	2.19%	-	-	-	-	Hsi-Hsun Chen Shu-Hua Liu Ke-Ya Chen Ke-Rou Chen	Father and son-in-law Father and daughter Grandfather and grandchild Grandfather and grandchild	

Note 1: All of the top 10 shareholders should be listed, and the names of corporate/juristic person shareholders and their representatives should be listed separately.

Note 2: The shareholding ratio (%) is calculated as the total numbers of shares respectively held by the shareholder, their spouse and minor children, or through nominees.

Note 3: Disclose the relationships among the above-listed shareholders, including corporate/juristic person shareholders and natural person shareholders, in accordance with the provisions of the Regulations Governing the Preparation of Financial Reports by Securities Issuers.

IX. The total number of shares and total equity stake held in any single enterprise by the company, its directors, managerial officers, and any companies controlled either directly or indirectly by the company:

Unit: Share; %

Investee enterprise (Note)	Investment by the Company		Investment by the Directors, Managerial Officers and Directly or Indirectly Controlled Entities of the Company		Total investment	
	Share	%	Share	%	Share	%
E-LEAD TECHNOLOGY CO., LTD. (BVI)	23,938,736	100%	-	-	23,938,736	100%
E-LEAD ELECTRONIC（THAILAND）CO., LTD.	4,000,000	100%	-	-	4,000,000	100%
E-LEAD ELECTRONIC（JIANGSU）CO., LTD.	-	-	-	100%	-	100%
FAR VISION TECHNOLOGY CO., LTD.	5,000,000	100%	-	-	5,000,000	100%
RUTER ELASTOMER CO., LTD. (Note)	190,000	19%	160,000	16%	350,000	35%
KOSO E-LEAD TECHNOLOGY CO., LTD. (Note)	49,000	49%	-	-	49,000	49%
E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED	1,000,000	100%	-	-	1,000,000	100%

(Note): This refers to investee enterprises in which the Company makes long-term investment calculated according to the equity method.

Chapter III. Status of Fundraising

I. Capital and Shares

(I) Disclose the types of shares issued by the company during the preceding fiscal year and in the current fiscal year up to the date of the publication of the report. If approval has been granted to offer and issue securities by shelf registration, additionally disclose the approved amount and information regarding securities to be issued or already issued.

22 May 2025

Month /year	Issued price	Authorized capital		Paid-in capital		Remarks		
		Shares (1,000 shares)	Amount (NT$1,000)	Shares (1,000 shares)	Amount (NT$1,000)	Sources of capital (NT$1,000)	Capital paid in by assets other than cash	Other
January 2023	10	150,000	1,500,000	118,798	1,187,985	Conversion of convertible corporate bonds amounting to 28,524	None	Approved under Ministry of Economic Affairs Letter Jing-Shou-Shang No. 10201001600 dated 7 January 2013
September 2022	10	200,000	2,000,000	122,798	1,227,985	Capital increase through issuing new shares amounting to 40,000	None	Approved under Ministry of Economic Affairs Letter Jing-Shou-Shang No. 11101167690 dated 6 September 2022
March 2025	10	200,000	2,000,000	122,800	1,227,997	Conversion of convertible corporate bonds into 1,123 common shares	None	Approved under Ministry of Economic Affairs Letter Jing-Shou-Shang No. 11430040180 dated 27 March 2025

Note 1: Disclose the information for the current fiscal year up to the date of publication of the annual report.

Note 2: For a capital increase, specify the date and reference number of the official letter under which the increase was effectively registered (or approved).

Note 3: If any stock is issued at less than par value, this should be prominently indicated.

Note 4: If capital is paid in by offsetting monetary claims or technology against the price of shares, please specify, and also note the type and monetary amount of the offset.

Note 5: If it is a private placement, the fact that it is a private placement should be prominently indicated.

Type of securities	Authorized Capital			Remarks
	Outstanding shares	Unissued shares	Total	
Listed common shares	122,799,586 shares	77,200,414 shares	200,000,000 shares	

Note: Note whether the stock is stock of a TWSE or TPEx listed company (if it is a company under restrictions with respect to TWSE or TPEx listing/trading, this should be noted).

Information on Shelf Registration System: None.

(II) List of major shareholders: List all shareholders with a stake of 5 percent or greater, and if those are fewer than 10 shareholders, also list all shareholders who rank in the top 10 in shareholding percentage and specify the number of shares and stake held by each shareholder on the list.

12 April 2025

No.	Shares / Names of major shareholders	Shareholding (shares)	Shareholding %
1	Hsi-Tsang Chen	10,578,041	8.61%
2	Hsi-Hsun Chen	9,868,149	8.04%
3	Ke-Rou Chen	4,879,535	3.97%
4	Kai-Wen Chen	4,588,713	3.74%
5	Ke-Ya Chen	4,565,763	3.72%
6	Shu-Fan Chen	4,014,581	3.27%
7	Wei-Ting Chen	3,849,351	3.13%
7	Hsi-Yao Chen	3,619,158	2.95%
9	Shu-Hua Liu	2,713,660	2.21%
10	Wen-Ming Liu	2,692,047	2.19%

(III) Company's dividend policy and implementation thereof:

1. Dividend policy as set out in the Articles of Incorporation: The dividend distribution of the Company shall not be less than 10% of the distributable profits for the year. However, if the cumulative distributable profits are less than 10% of the additional paid-in capital, dividends may be withheld. Additionally, the proportion of cash dividends distributed shall not be less than 10% of the total shareholder dividends.
2. Proposal for the distribution of dividends at the meeting of shareholders: The net profit after tax for 2024 amounted to NT$379,502 thousand. According to the Articles of Incorporation, a proposed profit distribution table is prepared. The proposed dividend for shareholders for 2024 is NT$2 per share in cash.
3. Based on the principle of dividend stability and the company's development plan, future dividends shall not be less than 50% of the net profit after tax for the current year, deducting the items set aside, with at least 50% of the dividends being in cash.

(IV) Effect upon business performance and earnings per share of any stock dividend distribution proposed or adopted at the most recent shareholders' meeting: N/A.

(V) Profit-sharing compensation of employees and directors:

1. The percentages or ranges with respect to employee and director profit-sharing compensation, as set forth in the company's articles of incorporation:
   (1) If the Company has made profit in the year, appropriate no less than 1% as remuneration to the employees, and no more than 5% as remuneration to the Directors. The Company shall appropriate for covering carryforward loss, where applicable.
   (2) The profit for the year referred to in the preceding paragraph means the profit before tax for the year before the distribution of remuneration to employees and remuneration to directors.

(3) The distribution of remuneration to employees and remuneration to directors shall be made by a resolution of the Board of Directors passed with the presence of at least two-thirds of the Directors and the approval of a majority of the Directors present and reported to the shareholders' meeting.

(4) Remuneration to the employees may be paid in cash or stock dividend. Employees of subsidiaries meeting certain condition shall also be entitled to remuneration.

2. The basis for estimating the amount of employee and director profit-sharing compensation, for calculating the number of shares to be distributed as employee profit-sharing compensation, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period:

(1) The basis for estimating the amount of employee and director profit-sharing compensation:

The estimated amounts of employee and director profit-sharing compensation payable for 2024 are estimated at 3% and 1.5% of the Company's net profit before tax after offsetting losses, respectively.

(2) Basis for the calculation of the numbers of shares to be distributed as employee profit-sharing compensation in the form of stocks:

The Company has not distributed employee profit-sharing compensation in the form of stock in 2024.

(3) Accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period:

To be accounted for as profit or loss in the year in which the general meeting is convened.

3. Information on any approval by the board of directors of distribution of profit-sharing compensation:

(1) The amount of any employee profit-sharing compensation and director profit-sharing compensation distributed in cash or stocks. If there is any discrepancy between that amount and the estimated figure for the fiscal year these expenses are recognized, the discrepancy, its cause, and the status of treatment shall be disclosed:
The Board of Directors resolved on 10 March 2025 to distribute NT$14,778 thousand and NT$7,389 thousand for compensation and director profit-sharing compensation, respectively, for 2024. There was no discrepancy with the estimated amount of expense recognized for the year.

(2) The amount of any employee profit-sharing compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income stated in the parent only financial reports or individual financial reports for the current period and total employee profit-sharing compensation: The Company did not distribute employee profit-sharing compensation in the form of stocks.

4. The actual distribution of employee and director profit-sharing compensation for the previous fiscal year (with an indication of the number of shares, monetary amount, and stock price, of the shares distributed), and, if there is any discrepancy between the actual distribution and the recognized employee or director profit-sharing compensation, additionally the discrepancy, cause, and how it is treated: There is no discrepancy between the estimated provision and the actual distribution.

(VI) Status of a company repurchasing its own shares: None.

II. Issuance of Corporate Bonds:

(1) Issuance of Corporate Bonds

Type of corporate bonds (Note 2)		2nd issuance of domestic secured convertible corporate bonds (Note 5)
Issue (transaction) date		7 July 2022
Face value		NT$100,000
Place of issue and trading (Note 3)		N/A
Issue price		Issued at 104.97% of face value
Total price		NT$300 million
Coupon rate		0% coupon rate
Term		Maturity: 3 years; Maturity date: 7 July 2025
Guarantor		Mega International Commercial Bank Co., Ltd.
Trustee		CTBC Bank Co., Ltd.
Underwriter		IBF Securities Co., Ltd.
Attesting lawyer		Lawyer Ya-Wen Qiu, Handsome Attorneys -At-Law
Attesting CPA		CPAs Chin-Yuan Tu and Ming-Hung Chen, Ernst& Young Taiwan
Redemption method		Except for the holders of these convertible corporate bonds who choose to convert them into ordinary shares of the company in accordance with Article 10 of the Terms of Issuance and Conversion, or for the company to exercise its right of early redemption as stated in Article 17 of the Terms of Issuance and Conversion, or for the company to repurchase and cancel the bonds through its securities business office, the Company will repay the holders of these convertible corporate bonds in cash in a lump sum, equal to the face value of the bonds, within ten business days from the day following the maturity date of the bonds. In the event that the Taipei Stock Exchange ceases operations on the aforementioned dates, the repayment will be postponed to the next business day.
Unredeemed balance		NT$300 million
Conditions for redemption or early redemption		Please refer to the Terms of Issuance and Conversion of the Convertible Bonds.
Restrictive covenants (Note 4)		None
Name of rating agency, date and result of rating		None
Other rights	The monetary amount of common shares, global depositary receipts, or other securities already converted, exchanged, or subscribed up to the annual report publication date	1 convertible bond with a par value of NT$100,000 was converted into 1,213 common shares at a conversion price of NT$82.4 per share. The outstanding balance of unconverted bonds amounted to NT$299,900,000.
	The issuance and conversion, exchange, or subscription rules	Please refer to the Terms of Issuance and Conversion of the Convertible Bonds.
The possible dilution of shareholding and influence on shareholder equity caused by the issuance and conversion, exchange, or subscription rules and the terms of issuance.		Based on the current conversion price of NT$82.4, this represents a dilution of approximately 2.43%.
Name of the custodian institution of the exchangeable underlying		N/A

Note 1: Corporate bonds included publicly offered and privately placed corporate bonds. Publicly offered corporate bonds are those that have been effectively registered (or approved) by the FSC; privately placed corporate bonds are those that have been approved by a resolution of the board of directors.
Note 2: Adjust the number of columns according to the actual number of issues.
Note 3: Fill in this item if the bonds are overseas corporate bonds.
Note 4: E.g., restrictions on the payment of cash dividends, investment abroad, or requirement to maintain a certain asset ratio, etc.
Note 5: If it is a private placement, the fact that it is a private placement should be prominently indicated.
Note 6: For convertible corporate bonds, exchangeable corporate bonds, shelf registered corporate bonds, or corporate bonds with warrants, further disclose the information for each type of bond in table format according to the features of each.

(2) Convertible Corporate Bonds Unit: NT$

Type of corporate bonds (Note 1)		2nd issuance of domestic secured convertible corporate bonds		
Item \ Fiscal year		2023	2024	Current year up to 31 March 2025 (Note 4)
Market price of convertible corporate bonds (Note 2)	Maximum	118.00	126.55	106.00
	Minimum	105.00	99.15	100.30
	Average	110.11	112.73	102.10
Conversion price		83.80	82.40	82.40
Issue (transaction) date		7 July 2022		
Conversion price at issuance		85.00		
Method for performance of conversion obligations (Note 3)		Transfer on the issuance of new shares		

Note 1: Adjust the number of columns according to the actual number of issues.
Note 2: If there are multiple trading locations for offshore corporate bonds, please list the prices according to the trading locations.
Note 3: Note whether the method is by delivery of issued shares or issuance of new shares.
Note 4: The information for the current year should be that as of the date of publication of the annual report.

(3) Exchangeable Corporate Bonds: None.

(4) Issuance of Corporate Bonds Under Shelf Registration: None.

(5) Corporate Bonds with Warrants: None.

III. Preferred Shares:

(1) Preferred Shares: None.

(2) Preferred Shares with Warrants: None.

IV. Global Depositary Receipts: None.

V. Employee Share Subscription Warrants:

(1) The annual report shall disclose unexpired employee subscription warrants issued by the company in existence as of the date of publication of the annual report and shall explain the effect of such warrants upon shareholders' equity. None.

(2) The annual report shall disclose the names of top-level company executives holding employee share subscription warrants and the cumulative number of such warrants exercised by said executives as of the date of publication of the annual report. The annual report shall also disclose the names of the ten employees holding employee subscription warrants authorizing purchase of the most shares, along with the cumulative number of warrants exercised by these ten employees, as of the date of publication of the annual report: None.

(3) New restricted employee shares: None.

VI. Issuance of New Shares in Connection with Mergers or Acquisitions or with Acquisitions of Shares of Other Companies: None.

VII. Implementation of the Company's Capital Allocation Plans: None.

Chapter IV. The Overview of Business Operations

I. Description of Business Activities:

(I) Scope of business:

1. Major lines of business and the relative weight of each for 2024:

Unit: NT$ Thousands; %

Main product	Consolidated net operating income	Percentage
Automotive Electronics	4,384,723	94.84
Other	238,673	5.16
Total	4,623,396	100.00

2. Current products (services):

Product items	Product details
Automotive Electronics	Head-Up Display (WHUD, 2D/3D ARHUD, 2D/3D Digital Rearview Mirror HUD), DMS, In-Car Audio/Video Navigation Console, Rear Seat Entertainment System, Front and Rear Reversing Camera, 2D/3D Around View Monitor, Blind Spot Detection System, Digital Electronic Rearview Mirror, Advanced Driver Assistance System (ADAS), Wired/Wireless Car Chargers, Air Cleaner for Car and Driving Recorder.
Other	Far Horizon eye care product and Camcorder Tape Converter.

3. New products (services) planned for development:

The Company will continue to develop competitive automotive electronics products to enhance the value of user-friendly and safety-enhancing features. Please refer to Chapter I, A Letter to Shareholders “II. Outline of the Business Plan for 2025”.

(II) An overview of the industry:

1. Current Status and Development of the Industry

(1) Automotive Electronics:

With the increase in global electric vehicle sales and the development trends toward smarter and more connected technologies, the functions of automotive electronics products are becoming increasingly sophisticated. The increasing complexities of vehicle functions and the trend towards energy efficiency, safety, and comfort have become more prominent. The traditional technology of mechanical vehicles has no longer been able to satisfy people's expectations of having a safe, environmentally friendly, and comfortable vehicle. As a result, the global automotive market is becoming more diverse, more customized, more intelligent, more digital, more electronically controlled, and more user-friendly.

The integration of control technology for vehicle mechanisms and electronics through various sensors, image processing, in-vehicle consoles, satellite positioning, wireless communication, and even wireless connectivity to customer service centers via portable devices is advancing rapidly. These technologies enable vehicles and personnel to access functions and services such as cleanliness, low emissions, comfort, active and passive safety, emergency assistance, and road navigation - features that have become standard in modern vehicle design. As the share of automotive electronics continues to rise among vehicle components, the supply chain for traditional automotive parts is undergoing a qualitative transformation. The automotive electronics industry has emerged as a promising new sector with considerable future growth potential. It not only provides new momentum for the overall development of the automotive industry but has also attracted increasing investment from leading technology companies around the world.

With various countries continuously declaring and implementing electric vehicle policies along with corresponding regulations, the global automotive industry is entering a new era, driving the development of key systems and electronic components for electric vehicles. According to research institutions' reports, global electric vehicle sales surpassed 17 million units in 2024, representing an annual growth of over 25%. The market size of the global automotive electronics industry is expected to continue expanding rapidly.

(2) Eye Protection Products:

The World Health Organization (WHO) launched World Sight Day as early as 1998 as an annual event. Led by WHO, this global healthcare initiative is jointly supported by international organizations such as the International Agency for the Prevention of Blindness, Lions Clubs International, and Orbis, among others. In 2021, the United Nations adopted the "Vision for Everyone; accelerating action to achieve the Sustainable Development Goals," urging member states to provide eye health services to 1.1 billion people worldwide at risk of preventable vision loss by 2030. According to estimates by Australian scientists, the global population with myopia is projected to reach approximately 5 billion by 2050, with nearly 1 billion individuals suffering from high myopia and at risk of blindness. Myopia has emerged as one of the most significant global public health challenges, underscoring the urgency of prioritizing vision care. While a small number of myopia cases are caused by congenital or genetic factors, the vast majority result from environmental influences - most notably, prolonged near-work activities. Students in particular are affected by extended periods of reading and writing due to academic demands. In recent years, the widespread use of mobile phones and tablets at close range has further exacerbated this issue, contributing to a rapid increase in global myopia prevalence.

2. The Links Between the Upstream, Midstream, and Downstream Segments of the Industry Supply Chain

The main product categories manufactured by the Company are Head-Up Display, Front and Rear Reversing Camera, 2D/3D Around View Monitor, Blind Spot Detection System, Digital Electronic Rearview Mirror, Advanced Driver Assistance System, GPS In-Car Entertainment Equipment and Rear Seat Entertainment System, The Far Horizon Eye Care product line is part of the midstream segment of the industry. The upstream is the related component manufacturing or processing industry and material suppliers, while the downstream sales are mostly to car manufacturers, dealers or distributors. The upstream, midstream and downstream linkages related to this industry are described as follows:

Upstream	Midstream	Downstream
Plastic processing industry Metal stamping industry Electronic components industry Wire and cable industry TFT display panel industry PCB industry	Head-Up Display Front and Rear Reversing Camera 2D/3D Around View Monitor Blind Spot Detection System Digital Electronic Rearview Mirror Advanced Driver Assistance System GPS In-Car Entertainment Equipment rear seat entertainment system Wired/Wireless Car Chargers Far Horizon Eye Care product	Car manufacturers Dealers Distributors

3. Development Trends and Competition for the Company's Products

(1) Automotive Electronics:

The trend towards electrification and intelligence in the automotive industry continues to drive the growth of the automotive electronics industry. International car manufacturers, international automotive component manufacturers, and even consumer electronics and semiconductor manufacturers are all actively involved in the research and development and production of automotive electronics. Taiwanese information industry players are also actively developing automotive sub-products. As the technology development of domestic integrated car manufacturers is limited by the parent car manufacturers, their influence on vehicle design and product development is restricted, which indirectly makes it more difficult for Taiwanese manufacturers to enter the automotive electronics industry. On the other hand, in a highly competitive automotive industry, the global automotive supply chain is gradually shifting from a centralized system to a global division of labor in the face of falling cost pressures and the rise of emerging markets, thus providing opportunities for emerging players to enter.

(2) Eye Protection Products:

Modern medicine has long been ineffective in the prevention and treatment of myopia, primarily due to its inability to resolve the issue of prolonged near-distance visual tasks. E-LEAD leverages head-up display technology, which, through refined design, extends the visual distance to 8 meters and magnifies the image 17.7 times. This effectively alleviates eye strain caused by the ciliary and medial rectus muscles during near-distance viewing and helps prevent excessive visual fatigue and the onset of myopia.

(III) Overview of the company's technologies and its research and development work

1. Research and development expenditures:

Unit: NT$ Thousands; %

Year	2024	2025Q1
Consolidated net operating income	4,623,396	1,075,982
Consolidated R&D expenditures	346,795	80,812
Consolidated R&D expenditures as a percentage of net operating revenue	7.50	1,075,982

2. Research and development outcomes:
Please refer to Chapter I. A Letter to Shareholders I. (V) Achievements in Research and Development Projects and Product Development.

(IV) The company's long- and short-term business development plans

1. Short-Term Development Plan:
The Company's main products are Front and Rear Reversing Camera, 2D/3D Around View Monitors, Blind Spot Detection Systems, Digital Electronic Rearview Mirror, Advanced Driver Assistance Systems, GPS In-Car Entertainment Equipment, Rear Seat Entertainment Systems, and Far Horizon Eye Care Product line. Therefore, in the short term, the Company will continue to develop high-end automotive electronics products, and please refer to II, (II) Research and development projects and product development plan in Chapter I, A Letter to Shareholders for the direction of our short-term plan.

2. Long-Term Development Plan:

The widespread application of automotive electronics has become a key driver in upgrading the automotive industry. Major automakers are increasingly investing in the design and development of safer and more environmentally friendly high-tech vehicles to offer drivers a more comfortable and convenient driving experience. To stay ahead of industry trends and expand business opportunities with vehicle manufacturers, the Company is initiating strategic alliances and collaborating with complementary partners in product development and market expansion, with the aim of delivering more competitive, advanced, and niche automotive electronics products.

In addition, the vision crisis should not be taken lightly. The effectiveness of modern medicine in the prevention and treatment of myopia has not been significant, and there seems to be no solution to the problem of myopia, mainly because of the inability to solve the problem of [prolonged near-distance visual tasks]. E-LEAD utilizes the technology of a head-up display, extending the screen of the phone, significantly relieving the pressure on the eyes caused by the ciliary and medial rectus muscles when looking at close distances, and preventing extreme fatigue and myopia. E-LEAD has been a range of telephoto projection products designed for students in reading, writing and operating tablets and computers, and will continue to be marketed to all sectors of the community in order to reduce the chances of [prolonged near-distance visual tasks].

Medium- to long-term research and development plans are listed as follows:

Item	Applications
Combiner Type HUD	WHUD, 2D/3D ARHUD, PHUD, 2D/3D Digital Rearview Mirror HUD and DMS
Advanced Driver Assistance System Technology	2D/3D Around View, Blind Spot Detection System, Front and Rear Reversing Camera, Driving Recorder, Lane Departure Warning System, Forward Collision Warning System and Short, Medium and Long Range Millimeter Wave Radar Applications
In-Car Infotainment System	GPS In-Car Entertainment Equipment and Rear Seat Entertainment System
Automotive Electronic Accessories	Wired/Wireless Car Chargers, Air Purifiers and Digital Electronic Rearview Mirror
Far Horizon Eye Care product	Project Air

II. Analysis of the Market and the Production and Marketing Situation:

(I) Market Analysis

1. Sales Regions of the Main Markets (Consolidated)

Unit: NT$ Thousands

Region \ Year		2023		2024	
		Amount	%	Amount	%
Export Sales	China	1,383,920	36.74	2,050,123	44.34
	Indonesia	1,209,852	32.12	1,209,437	26.16
	Singapore	486,825	12.93	586,841	12.69
	Thailand	406,440	10.79	518,751	11.22
	Others	80,930	2.15	83,453	1.81
	Subtotal	3,567,967	94.73	4,448,605	96.22
Domestic Sales		198,326	5.27	174,791	3.78
Total		3,766,293	100.00	4,623,396	100.00

2. Market Overview

(1) Automotive Electronics:

According to IEK's research report, the development of smart vehicles is in full swing worldwide. Taiwan's automotive electronics industry is primarily focused on components and modules, and has the capacity for related parts and components，. Our products still have a competitive advantage over the rest of the world, outside of European, American and Japanese manufacturers. The share of automotive electronics in the average production cost per vehicle is estimated to be around 50% by 2030 according to a study by the international academic journal IEEE Spectrum. With the growing popularity of electric vehicles and the introduction of autonomous cars, automotive electronics are set to play an even more important role.

As major automotive brands continue to introduce new technologies, new automotive electronic products are increasingly being integrated into newly launched vehicle models to capture market share. In 2024, the global automotive market is projected to reach an annual sales volume of approximately 93 million units. The top three global automotive groups in terms of sales are Toyota with 10.8 million units, Volkswagen Group with 9.03 million units, and Hyundai Motor Group with 7.23 million units. In Taiwan, new car sales in 2024 are estimated to be around 458,000 units, representing a decrease of approximately 4% compared to 2023.

(2) Eye Protection Products:

According to the World Health Organization (WHO), more than 253 million people worldwide are already visually impaired and by 2050, it is estimated that one in every two people will become myopic. The demand for Eye Protection Products has increased due to the growing trend of vision loss among the younger generation.

3. Market Share

(1) Automotive Electronics:

The Company currently derives its main operating income from the sales of Head-Up Displays for cars, Advanced Driver Assistance Systems, In-Car Infotainment Systems and Automotive Electronic Modules, etc. With many years of experience in the automotive industry, the Company is one of the largest manufacturers of Head-Up Displays, Advanced Driver Assistance Systems, In-Car Infotainment Systems and Automotive Electronic Modules in Taiwan.

The Company's products have been adopted by the leading domestic and international car manufacturers, and currently holds a prominent position in the market for Head-Up Displays, In-Car Entertainment Systems and Automotive Electronic Modules, and is gradually gaining access to the key markets. Our main competitors are mainly from Taiwan, Europe, the U.S.A., Japan and China. The Company has mastered the key system integration and CAN BUS technology, and the quality of our products cannot be easily imitated, therefore, the Company is able to maintain a close relationship with the key distributors.

(2) Eye Protection Products:

The Company’s Eye Protection Products have attracted a high level of interest from experts in the field of eye care and the Company is continuing to promote them to the public to increase its market share.

4. Demand and Supply for the Future Market and its Growth Potential

(1) Combiner Type HUD

As smart driving technology continues to evolve, there is an increasing amount of information that needs to be determined and alerted when driving a car. Under normal circumstances, it takes at least 0.5 seconds for the driver's eyes to shift to read the information on the dashboard, which is about 30 meters per second on a motorway at 100 km/h. The risk is even higher in heavy traffic. To reduce the frequency of drivers looking away and to improve the safety of driving, it has become a trend to display driving information and road information on the windscreen.

(2) Advanced Driver Assistance System Technology

Advanced Driver Assistance System technology is one of the smart vehicle technologies that have been actively developed by car manufacturers in recent years, as a technological advancement process to reach the stage of complete autonomous vehicles in the future. In addition, in order to improve the safety of driving, countries around the world are mandating the installation of advanced driver assistance system related safety equipment. Examples include the mandatory installation of a Blind Spot Detection System (BSD), Front and Rear Reversing Cameras, etc. As the proportion of electronic products in cars increases, the integration of car accessories with the car's system has become an area that cannot be overlooked, and the growth of advanced driver assistance systems can be expected.

(3) GPS In-Car Entertainment Equipment/ Rear Seat Entertainment System

Car audio systems were the very first electronics products to be used in cars. Although it is only an accessory equipment, and has no influence on the performance of the car. However, with the increasing demand for higher standards of entertainment, car manufacturers are placing more and more focus on the use of sound equipment in cars. After more than 80 years of development, it has evolved from the original car radio into a comprehensive in-car audio-visual navigation system that integrates audio-visual entertainment, communication navigation and assisted driving, becoming an indispensable component of future cars and one of the bases for evaluating the comfort of a car. After the traditional 3C products of computer, communication and consumer electronics, the 4C automotive electronics industry is flourishing in recent years with the concerted efforts of the industry, academia and Government collaboration.

(4) Far Horizon Eye Care Product Line

In an era where 3C products are becoming widespread, the vision health of everyone has been at stake. According to professional ophthalmologists, myopia progression is fastest in children of younger age and the risk is higher of becoming highly myopic. With high myopia accounting for the second highest rate of causing of blindness, the promotion of vision care has become an urgent issue.

5. Competitive Niche

(1) The Company has a long-standing relationship with all the major car manufacturers and car importers and has accumulated a wealth of experience in quality design and marketing.
(2) The sales volume of automotive head-up displays is the highest in China.
(3) The Company has a keen eye for market insight and are is leading the industry in terms of the timing of product launches and being able to tap into the mainstream of the market trends.
(4) With over 40 years of experience, the Company has earned an excellent reputation and has been honored with multiple awards, including the National Award of Outstanding SMEs, the Rising Star Award, the Taiwan Excellence Award, and the Excellence in Manufacturing Award.
(5) The Company's R&D and manufacturing technologies are well established, and the Company has obtained a number of certifications and is fully qualified to interface with European, American and Japanese manufacturers.
(6) Having a good R&D team is essential to having a competitive niche.
(7) The threshold of the automotive electronics industry and remote imaging technology is relatively high, and E-LEAD has a good understanding of the quality assurance systems of the vehicle manufacturers and has mastered the key technologies.
(8) The product range is diversified for system integration and has a good opportunity to secure the cooperation of vehicle manufacturers.
(9) The Company has been established in China for over 20 years and has a proven track record of delivery from the leading car manufacturers, which has enabled us to expand our market in China.
(10) The Company has established a factory in Thailand to facilitate our expansion into the wider ASEAN region.

6. Positive and Negative Factors for Future Development, and the Company's Response to Such Factors

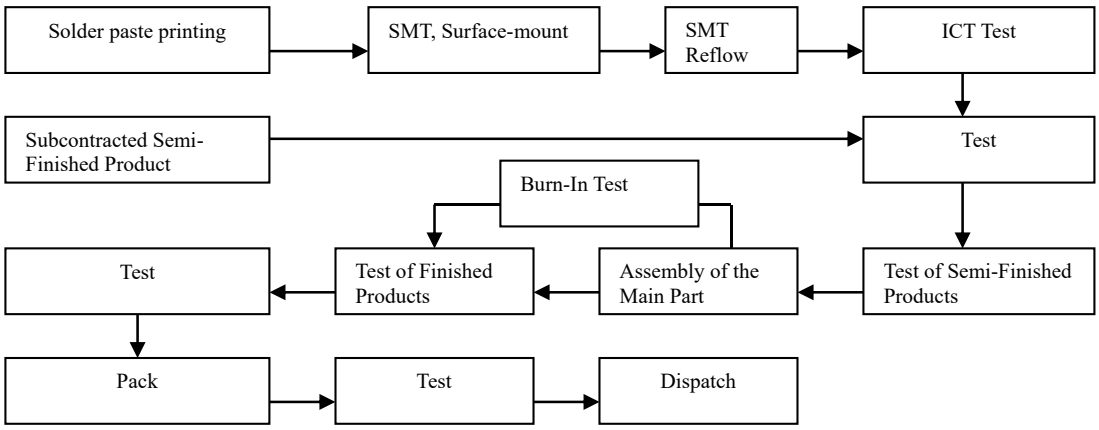
Challenges	Opportunities
Quality standards and requirements for the car factory 1. Safety standards 2. Electrical standards 3. Environmental standards	1. Leading IC/module/system development technology. 2. Close industry cooperation (IA program). 3. Full government support and project counseling. 4. Quality requirements can be overcome in a short period through cooperation from IC to vehicle integration.
Length of introduction period for new products/technologies	1. China/ASEAN emerging markets have a high and urgent demand, with faster timelines for introducing new products and technologies. 2. Strong technical development capabilities and sufficient experience in various industries to meet the standards of car manufacturers.
Monopoly of the world's leading manufacturers	1. Fast response time to the car manufacturers. 2. Lower development costs. 3. Sophisticated manufacturing techniques. 4. Lower costs for parts procurement due to location in a supply chain cluster.
Certification of relevant regulations for car manufacturers	The products and quality system are in compliance with the requirements of international regulations and have been continuously approved by the relevant standards of the car manufacturers. Due to accumulated experience over the long term, the Company can now manage the verification schedule effectively, which has a positive impact on the company's operations.
Operation of healthcare channel	1. Mastering the key technologies of remote imaging. 2. A key production line for remote imaging has been built. 3. A new sales model for optical Eye Protection Products has been established.

(II) Usage and Manufacturing Processes of the Main Products.

1. Main products and its primary application:

Provides a full range of in-car information and networking functions and vision care, including advanced driver assistance, Internet, navigation, video, music, digital TV and integrated car electronic accessories.

Manufacturing processes of the main products:



(III) Supply Situation for the Major Raw Materials:

Major Raw Materials:	Source of Supply	Supply Situation
360-Degree Surround View System	C20129	Good and stable
SMD IC	C30573, S30102, S32163, S30012, S31181, C30443	Good and stable
TFT	C30897, C30947	Good and stable
Plastic parts, glass	S80571, C20120, C20116, S10129	Good and stable
Wire	S30202, T30068	Good and stable
PCB	C30898, C30715	Good and stable
Touch Panel	T30063	Good and stable
DVR SOC board	S32176	Good and stable
Wireless charging board	S30099	Good and stable
Camera	T30065	Good and stable
LVDS module, DVR motherboard	S30922	Good and stable

The major raw materials used in the production of the Company's products are electronic components, wire and plastic. The supply of raw materials has been stable and the supply of raw materials is in good condition.

(IV) A List of any Suppliers and Clients Accounting for 10 Percent or More of the Company's Total Procurement (Sales) Amount in Either of the 2 Most Recent Fiscal Years, The Amounts Bought From (Sold To) Each, the Percentage of Total Procurement (Sales) Accounted for by Each, and an Explanation of the Reason for Increases or Decreases.

1. Information on Major Customers in the Most Recent 2 Years

Consolidated Information Unit: NT$ Thousands

	2023				2024				Up to the preceding quarter of the current fiscal year (Note 2)			
Item	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of net sales up to the preceding quarter of the current fiscal year (%)	Relationship with the issuer
1	Customer A	486,322	12.91	None	Customer A	585,399	12.66	None	Customer A	144,919	13.47	None
2	Customer B	399,387	10.60	None	Customer B	538,774	11.65	None	Customer B	149,574	13.90	None
3	Customer C	323,314	8.58	None	Customer C	511,905	11.07	None	Customer C	124,650	11.58	None
4	Customer D	649,418	17.25	None	Customer D	500,967	10.84	None	Customer D	127,252	11.83	None
	Others	1,907,852	50.66	None	Others	2,486,351	53.78	None	Others	529,587	49.22	None
	Net sales	3,766,293	100.00		Net sales	4,623,396	100.00		Net sales	1,075,982	100.00	

Note 1: List all customers accounting for 10 percent or more of the Company's total sales amount in the 2 most recent fiscal years and the amounts sold to each and the percentage of total sales accounted for by each. If the company is prohibited by contract from revealing the name of a customer, or a trading counterparty is an individual person who is not a related party, it may use a code in place of the actual name.

Note 2: If, up to the date of publication of the annual report for a TWSE or TPEx listed or Emerging Stock company, there is any financial data audited and attested or reviewed by a CPA for the most recent period, it shall also be disclosed.

2. Information on Major Suppliers for the Most Recent 2 Years

Consolidated Information Unit: NT$ Thousands

	2023				2024				Up to the preceding quarter of the current fiscal year (Note 2)			
Item	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of net purchases up to the preceding quarter of the current fiscal year (%)	Relationship with the issuer
1	Others	2,136,925	100.00	None	Others	2,533,879	100.00	None	Others	581,363	100.00	None
	Net purchases	2,136,925	100.00		Net purchases	2,533,879	100.00		Net purchases	581,363	100.00	

Note 1: List all suppliers accounting for 10 percent or more of the Company's total procurement amount in the 2 most recent fiscal years and the amounts bought from each and the percentage of total procurement accounted for by each. If the company is prohibited by contract from revealing the name of a supplier, or a trading counterparty is an individual person who is not a related party, it may use a code in place of the actual name.

Note 2: If, up to the date of publication of the annual report for a TWSE or TPEx listed or Emerging Stock company, there is any financial data audited and attested or reviewed by a CPA for the most recent period, it shall also be disclosed.

3. Reasons for changes in major customers and suppliers:

In 2024, the Company’s major customers included: Customer A, a customer based in Singapore, with increased sales of ADAS-related products; Customer B, a customer in China, with increased sales of HUD products; Customer C, a customer in Indonesia, with increased sales of audio head units; Customer D, also a customer in Indonesia, with decreased sales of rear-view cameras and rear-seat entertainment systems. There were no suppliers accounting for 10% or more of the total annual purchase amount.

III. The Number of Employees Employed for the 2 Most Recent Fiscal Years, and During the Current Fiscal Year up to the Date of Publication of the Annual Report, Their Average Years of Service, Average Age, and Education Levels (Including the Percentage of Employees at Each Level):

Consolidated Information

Unit: persons; age; year; %

Fiscal year		2023	2024	Current year up to 30 April 2025 (Note)
Number of employees	Management personnel	149	155	150
	Research and development personnel	235	226	224
	Manufacturing technicians	860	847	808
	Total	1,244	1,228	1,182
Average age		40	40	40
Average years of service		9.50	9.10	9.00
Education distribution percentage (%)	Ph.D.	0.53	0.58	0.60
	Master's degree	20.11	23.00	23.15
	College	56.41	57.52	57.09
	Senior high school	19.93	16.76	17.36
	Below senior high school	3.02	2.14	1.80

Note: Fill in the information for the current fiscal year up to the date of publication of the annual report.

IV. Disbursements for Environmental Protection:

(1) Any losses suffered by the company in the most recent fiscal year and up to the annual report publication date due to environmental pollution incidents (including any compensation paid and any violations of environmental protection laws or regulations found in environmental inspection, specifying the disposition dates, disposition reference numbers, the articles of law violated, and the content of the dispositions), and disclosing an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided: None

(2) Measures and anticipated significant environmental expenditure for the next two years: None

V. Labor Relations:

(1) List any employee benefit plans, continuing education, training, retirement systems, and the status of their implementation, and the status of labor-management agreements and measures for preserving employees' rights and interests.

The Company's management philosophy has always been innovation, honesty and mutual respect and sustainable management. In addition to providing a safe and clean working environment, employee satisfaction surveys, counseling for new recruits, employee feedback boxes and other feedback channels are also in place. The Company also conducts labor-management meetings in accordance with the law and is committed to protecting the rights and interests of its employees.

1. Benefit measures:
   (1) Insurance: The employees of the Company are covered by the Labor Insurance Scheme and the National Health Insurance Scheme which are in accordance with the law.
   (2) Profit sharing: When there is a surplus, performance bonuses will be allocated and included in the year-end bonus distribution. Additionally, employee profit-sharing compensation will be allocated and disbursed after the annual board meeting and submitted to the shareholders' meeting.
   (3) Cash gift: Holidays bonus, birthday gift, wedding gift, childbirth allowance, relocation gift, consolation money, etc.
   (4) Activities: The Company has established an Employee Welfare Committee in accordance with the law, provides welfare payments and organizes various activities in accordance with the regulations. In addition, there are occasional employee trips, birthday celebrations, social and entertainment events, end-of-year parties, lucky draw for employees, exclusive shop discounts, etc.
   (5) Book reading: Regular subscriptions to various books, magazines and newspapers which are available for employees to read.
   (6) Other benefits: Free lunch, on-site car park, accommodation for employees, exclusive badminton court, breastfeeding room, etc.
2. Education and training
   (1) To develop talents and enhance core competitiveness, the Company has been providing systematic and planned training to employees according to their functions and ranks. In addition to regular on-site training, employees are also provided with external training.
   (2) The company has passed the Talent Quality Management System (TTQS) assessment and has been awarded a bronze medal.
   (3) The Group has 48,733 hours of on-site and off-site education and training for 2024, with an expenditure of NT$2,402 thousand.

3. Retirement systems and the status of the implementation

(1) The Company contributes to the pension fund in accordance with the Labor Standards Act, which is deposited in the name of the Company's Supervisory Committee of Business Entities' Labor Retirement Reserve in a government designated account.

(2) With effect from 1 July 2005, in line with the implementation of the Labor Pensions Act, employees may choose to be subject to the pension provisions of the Labor Standards Act or opt to be subject to the Labor Pensions Act and retain their existing length of service. For employees subject to the Act, a monthly contribution of 6% of their salary shall be paid into a personal pension account.

(3) Retirement systems

a. Voluntary retirement

- Where the worker has worked for more than twenty-five years and are is subject to the retirement system under the Labor Standards Act.
- Where the worker attains the age of fifty-five and has worked for fifteen years and are is subject to the retirement system under the Labor Standards Act.
- Where the worker attains the age of sixty and has worked for ten years and are is subject to the retirement system under the Labor Standards Act.

b. Compulsory retirement

- Where the worker attains the age of sixty-five.
- Where the worker is unable to perform his/ her duties due to disability.

c. The criteria for payment of worker pensions

- The calculation of the length of service: Starting from the date of employment.
- The calculation of base: Two bases are given for each full year of service rendered. But for the rest of the years over 15 years, one base is given for each full year of service rendered. The total number of bases shall be no more than 15. The length of service is calculated as half year when it is less than six months and as one year when it is more than six months.
- Base standard: Based on the average monthly wages for the six months prior to the date of approved retirement.
- An additional 20% on top of the amount calculated according to the preceding subparagraph shall be given to workers forced to retire due to disability incurred from the execution of their duties.
- For employees subject to the Labor Pension Act, when they attain the age of sixty, they are entitled to apply for pensions from the Bureau of Labor Insurance in accordance with the law.

d. Voluntary Retirement Scheme
- The total length of service plus the age during employment is 60 (inclusive) or more.
- The calculation of base: Two bases are given for each full year of service rendered under the old scheme. But for the rest of the years over 15 years, one base is given for each full year of service rendered. The total number of bases shall be no more than 15. The length of service is calculated as half year when it is less than six months and as one year when it is more than six months.
- An additional 20% on top of the amount calculated shall be added to the average monthly wages for the six months prior to the date of approved retirement.

(4) A total of 7 employees applied for retirement during the period from January 2024 to April 2025. For years of service under the old pension scheme, retirement benefits were paid from the company's Labor Retirement Reserve Fund in accordance with the Labor Standards Act. For years of service under the new scheme, employees shall apply to the Bureau of Labor Insurance for payment upon reaching the age of sixty, in accordance with the Labor Pension Act.

4. Code of conduct or ethics for employees

In order to protect the rights and interests of employees, improve labor relations, establish management systems and improve organizational functions, the Company has established various internal work rules in accordance with the relevant laws and regulations, which are available on the internal bulletin board.

(1) Code of ethical conduct established by the Company

a. The purpose is to ensure that the directors, managerial officers and employees of the Company conduct in an ethical manner and that the Company's stakeholders have a greater understanding of the Company's ethical standards for compliance.

b. Applicable to:

Including directors, general manager(s) and equivalent level positions、 deputy general manager(s) and equivalent level positions、deputy assistant general manager(s) and equivalent level positions 、supervisor(s) of the Finance Department、supervisor(s) of the Accounting Department and other persons or employees who have the power to manage affairs and sign for the Company.

c. Management priorities

(a) Prevent conflicts of interest
(b) Avoid opportunities for personal interest
(c) Obligation of confidentiality
(d) Fair trade
(e) Protect and make proper use of the Company's assets
(f) Compliance with the law
(g) Encourage the reporting of any illegal or unethical conduct
(h) Penalty measures

(2) Employee Handbook

The regulations and procedures related to employee integrity, employment, attendance, salary, rewards and penalties, resignation, retirement, and welfare are clearly defined in the Employee Handbook. These guidelines are published on the internal electronic bulletin board and provided to each employee upon their commencement of employment.

(3) Building a working environment of gender equality

In order to ensure gender equality and dignity at work and to provide a working environment which is free from sexual harassment and gender discrimination, the Company has established the “Gender Equality in Employment Rules”. In addition, the Company announces the relevant information to all employees regularly so that all employees are aware of and can comply with the provisions of this rule.

(4) Management of company network and email usage

In order to manage the Company's e-mail, intranet and Internet resources effectively, the Company has established the “Classified Security Information Protection Rule” and the “Internet Communication and Mail Control Rules”. At the same time, employees are required to sign an employee declaration upon the commencement of their employment to ensure that all employees understand and will abide by the rules governing the use of the company's network and email.

(5) Document quality management system

In order to standardize the Company's internal operation process and ensure the quality of service, the Company conducts quality control assessments for each operation management system in order to continuously improve the internal operation and achieve the objective of sustainable management.

ISO 14000 and ISO 45001 certified, with regular external audits and continuous achievement of certification.

5. Work environment and employee safety measures

(1) Health, safety and risk management

The Company is committed to providing a safe and comfortable work environment for its employees and are ISO 14001 and ISO 45001 certified. The Company conducts annual internal audits by its audit team, which is composed of internal professionals. External audits are also carried out by an independent third party and based on the results of the audits, meetings will be held to carry out any necessary improvements or corrective measures. The continuous improvement through education and training with the full participation of all employees is aimed at achieving the ultimate objective of achieving zero risk or loss, thus ensuring the health of employees and providing a safe work environment.

(2) Environmental inspections

To ensure that the possible harmful substances in the workplace do not exceed the permitted concentration as stipulated in the law and to protect the health of employees, the Company has regularly conducted environmental inspections every six months. In 2024, the results were in compliance with the standards required by the law.

(3) Management of contractors

The Company conducts the necessary controls and risk management of the contractor's operations in the plant area with regard to high- risk operations such as overheads, hangings, fire, limited space and electrical. At the time of contracting for the work, the Company states in writing the Company's practices and requires the Contractor to sign a letter of consent. The Contractor's personnel must be licensed and equipped with the appropriate personal protective equipment and appropriate safety precautions will be carried out on site. In addition to routine spot inspections, self-maintenance and audits, The Company has also regularly commissioned external legitimate organizations to carry out maintenance and repairs on the equipment.

(4) Management of waste

Recycling is the preferred treatment method for waste. For waste that cannot be recycled, it will be disposed of by incineration or burial through legal disposal agencies. In order to keep track of the flow of waste, frequent audits are conducted by our auditors to ensure that all waste is disposed of legally and to avoid causing further environmental pollution.

(5) 5S activities

The Company is actively promoting the 5S activities (Sort, Set in Order, Shine, Standardize, Sustain) internally. The purpose is to cultivate employee self-management and encourage the participation of all staff members. The goal is to improve work efficiency, reduce workplace accidents, and ensure a safe and healthy working environment through the implementation of 5S activities.

(6) Green product design

“Low toxicity”, “extended product life”, “energy saving” and “easy recycling” are the main objectives of the product design of the Company. The design and manufacture of the products are carried out under this objective, with the long-term aim of creating a profitable operation with a consistent reduction in environmental impact.

(7) Health examination for employees

In addition to regular health examinations for employees, it is mandatory for new employees to undergo a medical examination upon their employment in the factory. Special workers (mainly including chemical workers, radiation workers, soldering workers, workers surrounded by dust and debris, workers in noisy environments, etc.) are required to undergo annual health examinations to ensure adequate health care.

(8) Other

In addition to regular simulated exercises and training, the Company has established extensive and rigorous preventive measures and contingency plans for natural and man-made disasters and infectious diseases, such as typhoons, earthquakes, fires and new flu to provide the most appropriate response and reconstruction plan in the event of a crisis or disaster. Also, to minimize the uncertainties of business operations and the possible impact of various disasters, and to maintain the normal operation of the Company in order to fully protect the interests of Shareholders, customers and employees of the Company.

(9) There were no cases of employee occupational accidents in 2024, and therefore, no statistics regarding the number of incidents, number of individuals affected, or the proportion relative to the total number of employees. As a result, no relevant improvement measures were implemented.

(10) There were no incidents of fire in 2024, and consequently, no statistics regarding the number of incidents, casualties, or the proportion relative to the total number of employees. Consequently, no relevant improvement measures were taken in response to fires.

6. Agreements between employers and employees

The company is committed to creating an atmosphere of mutual trust between employers and employees, focusing on internal communication and providing a variety of channels for feedback. For example, the employee proposal system, the convening of labor-management meetings and regular communication and co-ordination meetings, various announcements and communications on the company's intranet and employee opinion surveys, etc. Labor relations have been harmonious with no major labor disputes. A labor-management meeting was held on 12 December 2024, during which good communication between labor and management was observed.

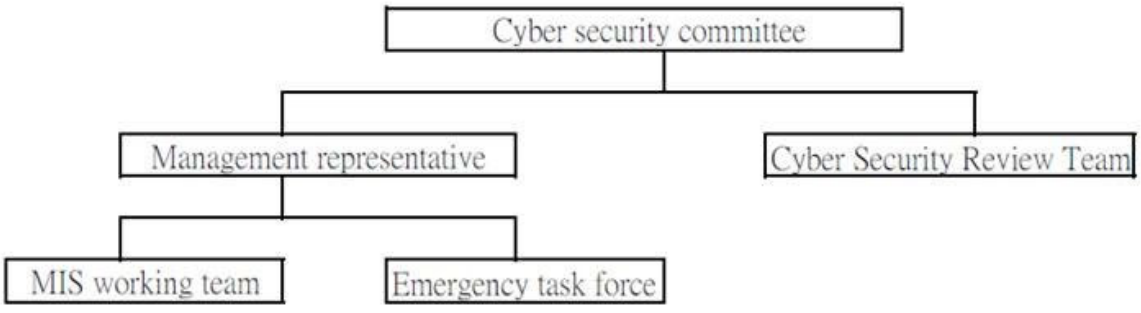
(2) List any losses suffered by the company in the most recent fiscal year and up to the annual report publication date due to labor disputes (including any violations of the Labor Standards Act found in labor inspection, specifying the disposition dates, disposition reference numbers, the articles of law violated, the substance of the legal violations, and the content of the dispositions), and disclosing an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided: None.

VI. Cyber Security Management:

1. Cyber security risk management framework:

   To strengthen the effectiveness of the Company's cyber security management system, the Cyber Security Committee was established on 31 January 2020. Chaired by the Director of the General Management Division, the Committee convenes regular or ad hoc meetings to review key issues related to cyber security management, ensuring that the system achieves its intended objectives and enhances the security of business operations.

   On 19 January 2022, the Company's Board of Directors approved the appointment of Mr. Mao-Quan Ke, Head of the General Management Division, as the Chief Cyber Security Officer. The Information Office was designated as the responsible unit for cyber security, with one Cyber Security Officer and one Cyber Security Specialist assigned. The Cyber Security Officer, concurrently held by the head of the IT department, is mainly responsible for supporting and executing cyber security-related tasks, issuing alerts, monitoring the status of cyber security, handling security incidents, proposing enhancements to the cyber security management system, and assisting in internal self-assessments. The Cyber Security Specialist, a member of the IT staff, is tasked with planning and implementing various cyber security operations, including the design, execution, monitoring, and improvement of the cyber security management system, as well as incident response. In 2023, the Company obtained TISAX (Trusted Information Security Assessment Exchange) Level 3 certification, valid until 28 May 2024. An internal audit was completed on 12 April 2024, identifying 13 observations, all of which have been fully rectified. The Cyber Security Committee convenes at least once per year for a management review. The 2024 management review meeting was held on 10 May 2024, and included reviews of the cyber security policy, stakeholder concerns, audit results, risk assessments, and opportunities for continuous improvement. Following a third-party audit, the Company successfully renewed its TISAX certification on 24 October 2024, with a new expiration date of 20 June 2027. The Cyber Security Governance Report was submitted to the Board of Directors on 30 July 2024. In 2024, the Company did not incur any losses resulting from internal control deficiencies, human error, system failures, or external incidents. No incidents resulted in asset damage, business interruption, trade secret leakage, or system failure.



Structure of Cyber Security Committee

2. Cyber security policies

Purpose:

The Company has established a cyber security policy to strengthen the management of cyber security, to ensure the confidentiality, integrity and availability of information, to provide an environment in which the Company's information operations can continue to operate, and to meet the requirements of relevant laws and regulations, and to protect them from internally and externally intentional or accidental threats.

Vision and objectives:

(1) Vision of Cyber Security and Prototype Protection Policy:
Enhance employee awareness to avoid data leakage
Implement daily maintenance to ensure the availability of services

(2) The objectives for cyber security and prototype protection have been established in accordance with the vision of the Cyber Security and Prototype Protection Policy, as follows:
- Conduct cyber security and prototype protection training to raise employees' awareness and strengthen their understanding of related responsibilities.
- Protect the Company's business operations and prototype information from unauthorized access and modification, ensuring their accuracy and integrity.
- Conduct regular internal audits to ensure that all relevant operations are carried out.
- Ensure a level of system availability for the Company's critical core systems.

(3) Based on the aforementioned cyber security and prototype protection objectives, annual deliverables, required resources, responsible personnel, expected completion timelines, and methods for evaluating outcomes shall be formulated. Relevant supervision and measurement procedures shall comply with the Company's "Supervision and Measurement Management Procedure" (IS-I15).

(4) The Information Task Force shall report to the convener of the Cyber Security Committee on the effectiveness measurement results of the cyber security and prototype protection objectives during the management review meeting.

(5) Internet Security Policy:
- The Company adheres to international Internet security standards such as ISO 21434 or agreed-upon Internet security management processes with clients to maintain our management system.
- The Company shall comply with the above-mentioned general policies at the corporate level.
- Valuable assets related to Internet security activities shall be identified and managed, with appropriate handling methods agreed upon by clients and our company.
- The Company will position the development of safe and secure products as a core value and will ensure that all necessary actions are taken to achieve this objective. In cases where trade-offs exist between functional safety and cyber security technical solutions, priority shall be given to addressing functional safety hazards

and implementing corresponding technical solutions, while minimizing the impact on cyber security attributes. Dependencies on other teams, such as the IT security team, R&D team, and engineering team, shall also be taken into consideration.
For products that involve both functional safety and cyber security, specialists from both domains will be assigned throughout the product development lifecycle. These specialists may include managers and architects from each respective domain.

- The Company shall conduct regular cyber security audits of its processes to ensure that procedures and development activities comply with the requirements outlined in Article 1.
- The Company shall ensure that employees possess adequate cyber security competencies or plan and arrange appropriate training programs.
- Collaborate promptly with customers/suppliers to address high-priority threat scenarios, and discuss identified risks and vulnerabilities with them. The relevant handling and identification procedures shall be carried out in accordance with the "Risk Assessment and Management Regulations" IS-I04.

Responsibility:

(1) Establish and review the policy.
(2) The Information Processing Team implements this policy through standards and procedures.
(3) All employees and contracted service providers are required to follow relevant security management procedures to safeguard the cyber security policies.
(4) All personnel are responsible for the reporting of cyber security incidents and any identified weaknesses.
(5) Any conduct that endangers the cyber security will be subject to civil, criminal or administrative liability or penalties in accordance with the Company's regulations.

Review:

This policy shall be reviewed at least once a year at a management review meeting to reflect the latest developments in government regulations, technology and business to ensure the Company's sustainability and competence in cyber security practices.

Implementation:

(1) (Including subsidiaries) In obtaining sensitive information or personal data of the Company for business purposes, users shall be responsible for the confidentiality and proper use of such information and shall comply with the relevant laws and regulations of the country and the relevant cyber security regulations of the Company.
(2) In case of data leakage or cyber security incidents caused by negligence, the legal consequences shall be applied.
(3) This policy was approved by the Convenor after a meeting of the Cyber Security Committee and will be implemented as amended.

3. Concrete management programs:

(1) The implementation of ISO27001 cyber security risk management system can effectively reduce the occurrence of cyber security incidents and has a certain effect on risk

management. Having evaluated the costs and benefits, there is no urgency or need to take out insurance for the time being.

(2) Implemented ISO27001: 2013 Standard 14 areas and related control measures.

- Cyber security policies
- Cyber security organizations
- Human resource security
- Asset management
- Access controls
- Cryptography
- Physical and environmental safety
- Operational security
- Communication security
- System acquisition development and maintenance
- Supplier relations
- Cyber security incident management
- Cyber security aspects of business continuity management
- Compliance

(3) In response to prevalent cyber security threats such as malicious attacks and ransomware, the Company has invested in the implementation of cyber security infrastructure, including Intrusion Prevention Systems (IPS) via firewalls, network behavior analysis, and Managed Detection and Response (MDR) services.

- Deployment of critical servers across the Group's three locations was completed in October 2023.
- Summary of incidents during the monitoring period from October 2023 to June 2024: A total of 553 abnormal events were detected. Among them, 7 were identified as high-risk malicious software behaviors. All 7 events were automatically blocked by the MDR service, and no further spread or damage occurred.

(4) Every year, the company conducts vulnerability scanning, vulnerability remediation, backup restoration exercises, security incident drills and business continuity drills for core systems such as domain control stations, email, ERP systems, databases, file hosts, etc. to effectively prevent the occurrence of cyber security risks. If a risk occurs, it can be effectively controlled and losses can be minimized.

Cyber Security Education and Training in 2024:

Course Title	Duration (hrs)	Target Audience	Number of Participants
Cyber Security Awareness Training	2	All Departments	520
Cyber Security Training for IT Personnel	6	IT Personnel	9
ISMS Document Overview & TISAX Daily Management Requirements	2.5	New IT Personnel	2
Information Asset Inventory & Risk Assessment Operations	2.5	New IT Personnel	2
Management Exercises	2.5	New IT Personnel	2

4. List any losses suffered by the company in the most recent fiscal year and up to the annual report publication date due to significant cyber security incidents, the possible impacts therefrom, and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided: None.

VII. Important Contracts:

The contracting parties, major content, restrictive clauses, and the commencement dates and expiration dates of supply/distribution contracts, technical cooperation contracts, engineering/construction contracts, long-term loan contracts, and other contracts that would affect shareholders' equity, where said contracts were either still effective as of the date of publication of the annual report or expired in the most recent fiscal year.

Nature of contract	Parties	Beginning and end dates of contract	Major content	Restrictive clauses
Credit facility agreement	Mega International Commercial Bank	From December 23, 2024 to December 23, 2028	Credit limit: NT$200 million. The grace period is one year from the initial drawdown date. Upon expiry of the grace period, the principal shall be amortized in 36 monthly installments.	None

Chapter V. Review of Financial Position, Financial Performance and Risk Management

I. Financial Position:

Comparative Analysis of Consolidated Financial Position

Unit: NT$ Thousands

Item \ Fiscal year	2024	2023	Increase (decrease)	Difference %
Current assets	3,128,155	3,035,379	92,776	3.06
Non-current financial assets measured at fair value through other comprehensive income	1,353	906	447	49.34
Investments accounted for using the equity method	7,445	6,041	1,404	23.24
Property, plant and equipment	1,226,402	1,098,964	127,438	11.60
Right-of-use assets	12,518	14,716	(2,198)	(14.94)
Intangible assets	32,388	31,389	999	3.18
Other assets	312,705	202,835	109,870	54.17
Total assets	4,720,966	4,390,230	330,736	7.53
Current liabilities	1,885,779	1,557,395	328,384	21.09
Non-current liabilities	321,125	645,729	(324,604)	(50.27)
Total liabilities	2,206,904	2,203,124	3,780	0.17
Capital stock	1,227,985	1,227,985	0	0
Additional paid-in capital	449,109	449,022	87	0.02
Retained earnings	818,325	556,184	262,141	47.13
Other equities	18,631	(46,085)	64,716	140.43
Total equity	2,514,062	2,187,106	326,956	14.95

Description of material changes:

1. Increase in financial assets at fair value through other comprehensive income, non-current: Due to an increase in financial assets measured at fair value through other comprehensive income, non-current.
2. Increase in investments accounted for using the equity method: Attributable to the addition of new investees accounted for under the equity method.
3. Increase in other assets: Attributable to the increase in deferred tax assets and guarantee deposits paid.
4. Increase in current liabilities / Decrease in non-current liabilities: Resulted from the reclassification of convertible bonds maturing within one year from non-current to current liabilities.
5. Increase in retained earnings: Resulted from increased revenue and profit.
6. Increase in other equity: Attributable to the increase in exchange differences on translation of foreign operations' financial statements due to exchange rate fluctuations.

II. Financial Performance

(I) Comparative Analysis of Consolidated Operating Results

Unit: NT$ Thousands

Item \ Fiscal year	2024	2023	Increase (decrease)	Difference%
Revenue	4,623,396	3,766,293	857,103	22.76
Operating costs	(3,425,969)	(2,867,240)	558,729	19.49
Gross profit	1,197,427	899,053	298,374	33.19
Operating expenses	(748,532)	(650,006)	98,526	15.16
Operating income	448,895	249,047	199,848	80.25
Non-operating incomes and expenses	20,385	24,283	(3,898)	(16.05)
Income before income tax	469,280	273,330	195,950	71.69
Income tax expenses	(89,778)	(40,738)	49,040	120.38
Net income for the year	379,502	232,592	146,910	63.16
Other comprehensive income for the year	70,153	(8,496)	78,648	925.71
Total comprehensive income for the year	449,655	224,096	225,559	100.65

Description of material changes:

1. Increase in revenue, gross profit, operating income, income before income tax, income tax expenses, net income for the year, other comprehensive income for the period, and total comprehensive income for the period: Attributable to the increase in income for the year and exchange rate fluctuations.

(II) The effect upon the company's financial operations as well as measures to be taken in response:

The Company makes timely adjustments to its product development, production, and sales strategies, including the introduction of innovative technologies into automotive electronic products to enhance product competitiveness; strengthening warehouse management systems to improve material traceability; and launching new products to capture consumer demand in China, Southeast Asia, and Western markets, thereby seizing new opportunities.

III. Cash Flows

(I) Consolidated liquidity analysis

Item \ Fiscal year	2024	2023	Variance (%) (Note)
Cash flow ratio (%)	25.74	30.17	14.68
Cash flow adequacy ratio (%)	50.54	24.36	107.47
Cash reinvestment ratio (%)	6.80	9.81	30.68
Analysis of financial ratio change: The increase in cash flow ratio, cash flow adequacy ratio, and cash reinvestment ratio is attributed to the increased net cash inflow from operating activities, particularly due to a significant increase in net cash inflow from operating activities over the past five years.			

(II) Analysis of Consolidated Cash Flow for the year ahead

Unit: NT$ Thousands

Cash and Cash Equivalents, Beginning of Year	Net Cash Flow from Operating Activities	Net Cash Flow from Investing and Financing Activities	Estimated Cash Surplus (Deficit)	Remedy for Estimated Cash Deficit	
				Investment Plan	Financing Plan
764,340	504,521	(546,759)	722,102	-	-

1. Analysis of changes in cash flows:
   (1) Operating Activities: The net cash inflow generated from operating activities primarily comes from the revenue derived from inventory turnover.
   (2) Investing and Financing Activities: Primarily related to the acquisition of machinery and equipment, intangible assets, repayment of bank loans, and redemption of convertible bonds.
2. Remedy for estimated cash deficit and liquidity analysis: N/A.

IV. The Annual Report Shall Describe the Effect upon Financial Operations of any Major Capital Expenditures During the Most Recent Fiscal Year: None.

V. The Annual Report Shall Describe the Company's Reinvestment Policy for the Most Recent Fiscal Year, the Main Reasons for the Profits/Losses Generated Thereby, The Plan for Improving Re-Investment Profitability, and Investment Plans for the Coming Year:

1. Reinvestment policy for the most recent fiscal year
   The Company has invested in the automotive electronics industry, with a 100% shareholding in both China and Thailand, and is gradually disposing of its less relevant investments in order to focus on its own business.

2. The main reasons for the profits/losses generated thereby, the plan for improving re-investment profitability

31 December 2024 Unit: NT$ Thousands; %

Investees	Percentage of direct (indirect) shareholding	Recognized investment gain or loss for the most recent year (2024)	Main reasons for gain or loss	Improvement plan
E-LEAD TECHNOLOGY CO., LTD. (B.V.I.)	100.00	(232,747)	Loss from subsidiary E-LEAD (Jiangsu) due to pricing competition and production loss	Refer to E-LEAD (Jiangsu) section for further details
HUGE PROFIT CO., LTD. (Belize)	100.00	223	Liquidated in July 2024	None
E-LEAD ELECTRONIC (THAILAND) CO., LTD.	100.00	257,239	Stable operations	None
E-LEAD ELECTRONIC (JIANGSU) CO., LTD.	100.00	(224,372)	Price competition leading to production losses	New product launch and cost improvement plan
FAR VISION TECHNOLOGY CO., LTD.	100.00	6,979	Stable operations	None
RUTER ELASTOMER CO., LTD.	19.00	(2,458)	Loss due to reduced scale of business; operations pending breakthrough	None
NURO TECHNOLOGY INC.	5.98	447	Undergoing business transformation	None
KOSO E-LEAD TECHNOLOGY CO., LTD.	49.00	(539)	Established in February 2024; operations in promotional stage	OEM business under promotion
E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED	100.00	(1)	Established in November 2024; operations in promotional stage	None

3. Investment plans for the coming year: None.

VI. Risks and Assessments During the Most Recent Fiscal Year and as They Stood on the Date of Publication of the Annual Report:

(I) The effect upon the company's profits (losses) of interest and exchange rate fluctuations and changes in the inflation rate, and response measures to be taken in the future.

1. The effect upon the company's profits (losses) of interest rate and response measures to be taken in the future: The Group’s finance costs for 2024 and the first quarter of 2025 were NT$34,836 thousand and NT$8,623 thousand respectively. The financing from financial institutions as a proportion of consolidated total assets was 15.89% and 16.71% at the end of 2024 and the first quarter of 2025 respectively, which has limited impact on the Company and the Group.
2. The Group's export sales accounted for 96.22% and 94.28% in 2024 and the first quarter of 2025 respectively. The Company is exposed to exchange rate fluctuations between the US dollar, RMB and Thai baht, and the New Taiwan dollar for purchases or sales in non-functional currencies. However, as the exchange rate risks of purchasing and selling goods are offset for to some extent and the Group's net income is in US dollars, the Company will exchange foreign currencies in a timely manner in order to reduce exchange losses.
3. Impact of inflation in the most recent year on the Company's profit or loss and future measures in response: The Group's sales to countries or regions with high inflation are denominated in US dollars and therefore inflation is not expected to have a substantial impact on profit or loss in the near term.
4. The Group's exposure to interest rates and inflation is limited and the future measures to address changes in exchange rates are described below:
   (1) The Finance Department maintains close contact with the foreign exchange departments of financial institutions to collect information on movements in foreign exchange rates and to keep track of domestic and foreign exchange movements and changes in order to reduce the adverse impact of exchange rate changes.
   (2) Considering the possible impact of exchange rate changes when quoting to customers, the Company adopts a more conservative exchange rate as the basis for a quotation so that exchange rate fluctuations would have less impact on the profitability of the orders received.
   (3) The Company maintains foreign currency positions in the foreign currency deposit accounts to meet the foreign currency funding requirements and adjust the foreign currency holdings in a timely manner to reduce the impact of exchange rate fluctuations.
   (4) When the exchange rate fluctuates drastically, other instruments will be used in the future to hedge exchange rate risk, such as forward exchange transactions, to hedge the risk of changes in exchange rates.
   (5) The Company has established “Procedures for the Acquisition or Disposal of Assets” to regulate the procedures for derivative trading and to strengthen the Company's risk control management.

(II) The company's policy regarding high-risk investments, highly leveraged investments, loans to other parties, endorsements, guarantees, and derivatives transactions; the main reasons for the profits/losses generated thereby; and response measures to be taken in the future.

1. The Group did not engage in transactions relating to high-risk and highly leveraged investments in 2024 and the first quarter of 2025.
2. The Group's policy for the loaning of funds or endorsement/guarantee is in accordance with the Company's "Operational Procedures for Loaning of Funds and Endorsement/Guarantee" for 2024 and the first quarter of 2025, which is regularly audited and announced in accordance with the regulations, and there should be no potential risk for the actions taken by the subsidiaries holding 100% equity investment. The relevant information is as follows:

(1) Loaning of funds to others:

As at 31 December 2024 Unit: NT$ Thousands

Loaning company	Loan recipients	Related party	Subject	Cumulative highest balance up to the end of the month	Closing balance	Actual spending	Interest rate band	Nature of loans of funds	Amount of business transactions	Reasons for short-term financing	Amount of allowance for doubtful debts	Collateral		Limit on the amount of funds to be lent to individual (Note 2)	Total limit of loan (Note 3)
												Name	Value		
E-LEAD ELECTRONIC CO., LTD.	E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	Y	Other receivables	$272,760	$268,680	$223,900	2.8%	Short-term financing funds	-	Working capital	$ -	-	-	$1,005,625	$1,005,625
E-LEAD ELECTRONIC CO., LTD.	E-LEAD ELECTRONIC(THAILAND)CO., LTD.	Y	Other receivables	65,660	65,660	-	-	Short-term financing funds	-	Working capital	$ -	-	-	$1,005,625	$1,005,625

As at 31 March 2025 Unit: NT$ Thousands

Loaning company	Loan recipients	Related party	Subject	The highest aggregate balance up to the end of the month	Closing balance	Actual spending	Interest rate band	Nature of loans of funds	Amount of business transactions	Reasons for short-term financing	Amount of allowance for doubtful debts	Collateral		Limit on the amount of funds to be lent to individual (Note 2)	Total limit of loan (Note 3)
												Name	Value		
E-LEAD ELECTRONIC CO., LTD.	E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	Y	Other receivables	$274,380	$274,380	$131,190	-	Short-term financing funds	-	Working capital	-	-	-	$1,053,148	$1,053,148
E-LEAD ELECTRONIC CO., LTD.	E-LEAD ELECTRONIC(THAILAND)CO., LTD.	Y	Other receivables	66,360	66,360	-	-	Short-term financing funds	-	Working capital	-	-	-	1,053,148	1,053,148

(2) Endorsements / guarantees:

As at 31 December 2024 Unit: NT$ Thousands

Guarantee Beneficiary		The limit on the total amount of endorsements /guarantees for any single entity (Note 3)	The highest balance of endorsement guarantees for the period	Balance of endorsement guarantee at the end of the period	Actual spending	Amount of pledge or property as security	Aggregate amount of endorsement guarantees as a proportion of the net value of the financial statements for the most recent period	Maximum limit for endorsement guarantee	An endorsement by the Parent Company for a subsidiary	An endorsement by a subsidiary for the Parent Company	Guaranteed endorsement in China
Name	Relationship (Note 2)										
E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	Parent and subsidiary	$1,257,031	$404,010	$403,020	$201,510	$ -	16.03%	$1,257,031	Y	N	Y

As at 31 March 2025 Unit: NT$ Thousands

Guarantee Beneficiary		The limit on the total amount of endorsements /guarantees for any single entity (Note 3)	The highest balance of endorsement guarantees for the period	Balance of endorsement guarantee at the end of the period	Actual spending	Amount of pledge or property as security	Aggregate amount of endorsement guarantees as a proportion of the net value of the financial statements for the most recent period	Maximum limit for endorsement guarantee	An endorsement by the Parent Company for a subsidiary	An endorsement by a subsidiary for the Parent Company	Guaranteed endorsement in China
Name	Relationship (Note 2)										
E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.	Parent and subsidiary	$1,316,436	$411,570	$411,570	$205,785	$ -	15.63%	$1,316,436	Y	N	Y

3. The main reasons for the /losses generated thereby and response measures to be taken in the future: N/A.

(III) Research and development work to be carried out in the future, and further expenditures expected for research and development work.

Please refer to (II) Research and development projects and product development plan of II. Outline of the Business Plan for 2025 in Chapter I. A Letter to Shareholders for the future R&D plans for the most recent year and up to the date of printing of the Annual Report; In 2025, the Company will continue to pursue the development of both existing and new products, with an estimated R&D expenditure of approximately NT$330 million, representing a decrease of around 5% compared to 2024.

(IV) Effect on the company's financial operations of important policies adopted and changes in the legal environment at home and abroad, and measures to be taken in response.

All business operations are carried out in compliance with major policies and legal regulations in both domestic and overseas markets. The Company closely monitors policy developments and changes in laws and regulations to respond in a timely manner to shifts in the market environment and adopts appropriate countermeasures as necessary.

The Company maintains close communication with its appointed legal counsel and accountants to assess the impact of material policy and legal changes on its financial and business operations and to plan corresponding responses accordingly.

In 2024, there were no material impacts on the Company’s financial or business operations resulting from major domestic or international policy or legal changes.

(V) Effect on the company's financial operations of developments in science and technology (including cyber security risks) as well as industrial change, and measures to be taken in response:

The Company has kept up to date with the technological changes and developments in the industry in which it operates and has kept abreast of industry developments. In addition to the continuous enhancement of its own R&D capabilities and the active expansion of future market applications, the Company has been able to effectively reduce the occurrence of cyber security incidents through the implementation of the TISAX automotive cyber security assessment and exchange mechanism management system), which is effective for risk management. Therefore, there have been no material impacts on the Company's financial operations as a result of technological changes and industry changes.

(VI) Effect on the company's crisis management of changes in the company's corporate image, and measures to be taken in response:

There have been no material changes in the Company's image that have resulted in corporate crisis management.

(VII) Expected benefits and possible risks associated with any merger and acquisitions, and mitigation measures being or to be taken:

The Company has no plans to engage in mergers and acquisitions. However, if there are plans for mergers and acquisitions in the future, the Company will conduct a prudent assessment in accordance with its “Operational Procedures for Acquisition or Disposal of Assets” in order to ensure that the interests of the Company and its shareholders are protected.

(VIII) Expected benefits and possible risks associated with any plant expansion, and mitigation measures being or to be taken: None.

(IX) Risks associated with any consolidation of sales or purchasing operations, and mitigation measures being or to be taken:

The Company's top 10 customers accounted for 75% and 76% of the Group's revenue in 2024 and the first quarter of 2025, respectively, with the remaining sales exposure being relatively immaterial. In order to avoid customer concentration, the Company is committed to developing new customers.

(X) Effect upon and risk to the company in the event a major quantity of shares belonging to a director or shareholder holding greater than a 10 percent stake in the company has been transferred or has otherwise changed hands, and mitigation measures being or to be taken:

There has been no material transfer or change in the shareholding of the Company's directors or substantial shareholders holding more than 10 % of the shares.

(XI) Effect upon and risk to company associated with any change in governance personnel or top management, and mitigation measures being or to be taken:

There has been no change associated with any change in governance personnel or top management of the Company.

(XII) Litigious and non-litigious matters

1. List major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, any company supervisor, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment, or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities, the annual report shall disclose the facts of the dispute, amount of money at stake in the dispute, the date of litigation commencement, the main parties to the dispute, and the status of the dispute as of the date of publication of the annual report: None.

2. List major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities.

(XIII)Other important risks, and mitigation measures being or to be taken: None.

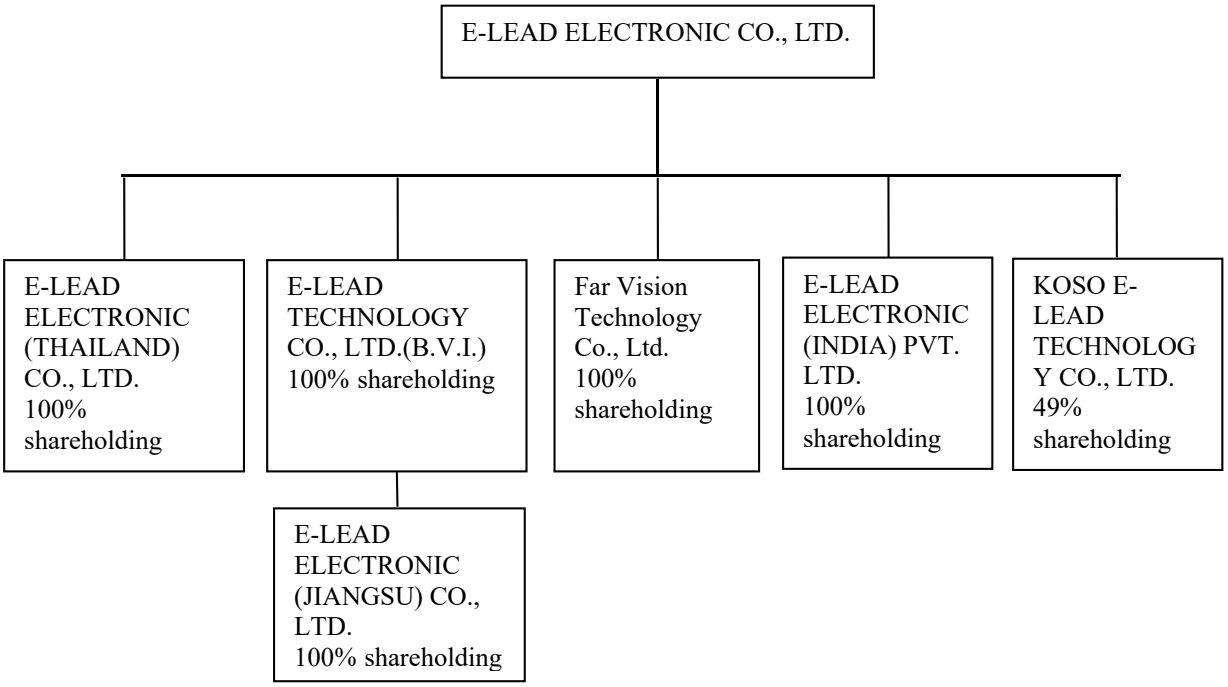
VII. Other Important Matters: None.

Chapter VII. Special Items to be Included:

I. Information Related to the Company's Affiliates

(I) Consolidated business report

1. Organizational chart of affiliates



2. Basic information of the company's affiliates

31 December 2024 Unit: NT$ Thousands

Company	Date of Incorporation	Address	Capital Stock	Main business or products
E-LEAD TECHNOLOGY CO., LTD. (B.V.I.)	21 July 2000	3rd Floor, Yamraj Building, Market Square, Road Town, Tortola, British Virgin Islands.	$773,628	Financial investment business
E-LEAD ELECTRONIC (THAILAND) CO., LTD.	6 February 2006	888/4 Moo 7 Sukhumvit Rd., Tambon bangpoomai, Amphur muang, Samutprakarn 10280 Thailand	370,901	In-Car Audio/Video Navigation Console, Rear Seat Entertainment System and other automotive electronic accessories
E-LEAD ELECTRONIC (JIANGSU) CO., LTD.	30 October 2000	No.167 Jinhu West Road Wujiang Eco Tech Dvpt Zone Suzhou, 215200 China	742,242	Head-Up Displays and other automotive electronic accessories
FAR VISION TECHNOLOGY CO., LTD.	10 August 2023	4F-9., No. 186, Shizheng N. 7th Rd., Xitun Dist., Taichung, Taiwan	50,000	Far Vision eye protection products
E-LEAD ELECTRONIC (INDIA) PVT. LTD.	22 August 2024	Kohinoor World Towers, 9 Flr, Unit 906, Tower-2, Pimpri P F, Pune City, Pune-411018, Maharashtra	3,888	Trading business
KOSO E-LEAD TECHNOLOGY CO., LTD.	19 March 2024	55/54 Mu 6, Sukhumvit Road, Bang Pu Mai Sub-district, Mueang Samut Prakan District, Samut Prakan Province Thailand	8,982	Trading business

3. Information on the shareholders presumed to be in a controlling and subordinate relation: None.
4. Industries covered by the overall affiliated businesses' operations:
   Automotive Electronics and products including In-Car Audio/Video Navigation Console, Rear Seat Entertainment System, Windshield Reflection Type Head up display (HUD), advanced driver assistance system (ADAS), Digital Dashboard, 360 Degrees 2D/ 3D AVM, Front and Rear Reversing Camera, etc.
5. Directors, Supervisors and General Manager of affiliates

31 December 2024

Entities	Title	Name or representatives	Shareholding	
			Shares	%
E-LEAD TECHNOLOGY CO., LTD. (B.V.I.)	Chairman	E-LEAD ELECTRONIC CO., LTD. Representative: Hsi-Hsun Chen	23,938,736	100%
E-LEAD ELECTRONIC (THAILAND) CO., LTD.	Chairman Director Director	E-LEAD ELECTRONIC CO., LTD. Representative: Hsi-Tsang Chen, Hsi-Hsun Chen and Wei-Ting Chen	4,000,000	100%
E-LEAD ELECTRONIC （JIANGSU）CO., LTD.	Chairman Director Director Supervisor	E-LEAD TECHNOLOGY CO., LTD. (B.V.I.) Representative: Hsi-Hsun Chen, Ke-Ya Chen, Min-Nan Cai and Teng-Kuei Chen	-	100%
FAR VISION TECHNOLOGY CO., LTD.	Chairman Director Director Supervisor	E-LEAD ELECTRONIC CO., LTD. Representative: Hsi-Hsun Chen, Ke-Ya Chen, Kai-Wen Chen and Hsi-Tsang Chen	5,000,000	100%
E-LEAD ELECTRONIC (INDIA) PVT. LTD.	Director Director Director	E-LEAD ELECTRONIC CO., LTD. Representative: Hsi-Tsang Chen, Hsi-Hsun Chen and Ghumre Akshay Dnyaneshwar.	1,000,000	100%
KOSO E-LEAD TECHNOLOGY CO., LTD.	Director Director	E-LEAD ELECTRONIC CO., LTD. Representative: Hsi-Tsang Chen and Wei-Ting Chen	49,000	49%

6. Operational Highlights of Affiliates

31 December 2024 Unit: NT$ Thousands

Name of Enterprise	Capital Stock	Assets	Liabilities	Net Value	Operating Income	Operating Profit	Net Income (Loss)	Comprehensive Income for the Year	Earnings per Share (NT$)
E-LEAD TECHNOLOGY CO., LTD. (B.V.I)	$773,628	$405,466	$ -	$405,466	$ -	$(104)	$(224,311)	$(204,917)	$(9.37)
E-LEAD ELECTRONIC (THAILAND) CO., LTD.	370,901	1,276,360	238,560	1,037,800	1,695,126	306,402	258,55	258,554	64.64
E-LEAD ELECTRONIC (JIANGSU) CO., LTD.	742,242	2,129,076	1,726,488	402,588	2,344,484	(229,178)	(226,178)	(226,178)	N/A
FAR VISION TECHNOLOGY CO., LTD.	50,000	79,665	24,942	54,723	87,464	10,137	8,513	8,513	1.70
E-LEAD ELECTRONIC (INDIA) PVT. LTD.	3,888	3,826	-	3,826	-	(1)	(1)	(1)	-
KOSO E-LEAD TECHNOLOGY CO., LTD.	8,982	9,412	951	8,461	851	(1,117)	(1,101)	(1,101)	(1.10)

(II) Consolidated Financial Statements

The entities that are required to be included in the consolidated statements of affiliates of E-LEAD ELECTRONIC CO., LTD. as at and for the year ended 31 December 2024 under the "Criteria Governing the Preparation of Affiliation Reports, Consolidated Business Reports and Consolidated Financial Statements of Affiliated Enterprises" are the same as those included in the consolidated financial statements prepared in conformity with International Financial Reporting Standards No.10 "Consolidated Financial Statements". Relevant information required to be disclosed in the consolidated financial statements of affiliates has all been disclosed in the consolidated financial statements of parent and subsidiary companies. Consequently, E-LEAD ELECTRONIC CO., LTD. and its subsidiaries did not prepare a separate set of consolidated financial statements of affiliates.

(III) Affiliation Report: N/A.

II. Private Placement of Securities During the Most Recent Fiscal Year or During the Current Fiscal Year up to the Date of Publication of the Annual Report:

The Company has not carried out private placements of securities.

III. Other Matters That Require Additional Description:

Please refer to the MOPS for the financial reports of the most recent fiscal year.

E-LEAD ELECTRONIC CO.,

LTD.

Chairman, Hsi-Hsun Chen