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銘鈺精密工業股份有限公司

Min Aik Precision Industrial Co., Ltd.

Annual Report 2024

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Taiwan Stock Exchange Market Observation Post System:
<https://mops.twse.com.tw>
Company Website: <https://www.mapi.com.tw>

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Notice to readers

This English version annual report is a translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.

1. Spokesperson

Name: Hsiao, Chia-Ling

Title: Assistant Vice President of Finance Administration Division

Tel: 03-4389966

E-mail: Investor@mapi.com.tw

Acting Spokesperson

Name: Chan, Chih-Chi

Title: Manager of Finance Administration Division

Tel:03-4389966

E-mail:Investor@mapi.com.tw

2. Address and Telephone of Headquarters, Branches and Factories

Headquarters and factory: No.2, Guorui Rd., Guanyin Dist., Taoyuan City 328, Taiwan R.O.C.

Tel:03-4389966

Branches: N/A

3. Stock Transfer Agency

Taishin Securities Stock Transfer Agency Department

Address: B1F, No.96, Sec. 1, Jianguo N.Road, Zhongshan District,Taipei City

Website: www.tssco.com.tw

Tel: 02-2504-8125

4. CPA for latest certified annual financial statements

Name of CPA firm: KPMG

CPAs: Yu, Sheng-Ho & Cheng, An-Chih

Address: 68F, Taipei 101 Tower, No.7, Sec.5, Xinyi Road, Taipei City 110, Taiwan (R.O.C.)

Website:www.kpmg.com.tw

Tel: 02-8101-6666

5. Name of stock exchange for overseas listed securities and method for enquiry of overseas securities information: N/A**6. Corporate Website: www.mapi.com.tw**

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I. Letter to Shareholders

Dear Shareholders:

On behalf of the management team, I would like to extend our sincere gratitude to all shareholders for your participation and continued support of the Company. In 2024, the global economy continued to face pressure from inflation, labor market fluctuations, geopolitical tensions, and extreme weather conditions, creating a highly uncertain environment. Despite these numerous challenges, Min Aik Precision Industrial Co., Ltd. (MAP), through the concerted efforts of all members of the Group, achieved growth in both revenue and profit compared to the previous year, demonstrating outstanding operational resilience and competitiveness.

I. 2024 Operating results

(I) Overview of operation policy and implementation

Over the past year, the precision metal stamping business has been impacted by weak end-market demand and industry inventory adjustments, resulting in a relatively sluggish performance. However, following the Company's strategic adjustments, the business stabilized and showed a growth trend in revenue in 2024. The medical plastics business also maintained a stable performance. The automation business, on the other hand, declined year-on-year, impacted by the slow post-pandemic economic recovery in China, continued market weakness, and geopolitical factors. In response to the challenging economic environment in China, we will continue to expand our business areas and actively develop a diverse customer base to mitigate the impact of market volatility.

Despite facing multiple economic challenges, the management team continued to enhance the Company's profitability by strengthening technical capabilities, implementing precise budget control, and pursuing a diversified business development strategy. In 2024, the consolidated net operating revenue of the MAP Group was NT\$ 2,396,125 thousand dollars, representing a 15% increase compared to 2023. The consolidated operating gross profit was NT\$ 543,250 thousand dollars, the consolidated operating net income was NT\$ 181,304 thousand dollars, and the consolidated net income (after tax) reached NT\$ 182,775 thousand dollars, a 120% increase over 2023. The consolidated after-tax earnings per share were NT\$ 2.37, and the net value per share was NT\$26.1, reflecting solid growth momentum and operational performance.

(II) Implementation achievements of the operating plan

Item	2024	2023
Operating Revenue	2,396,125	2,075,139
Operating Gross Profit	543,250	382,598

Operating profit/loss	181,304	87,533
Non-Operating Income and Expenses	64,085	30,386
Net income	182,775	83,065

(III) Analysis of profitability

Item		2024	2023
Return on asset (%)		6.13	3.03
Return on equity (%)		9.44	4.42
Paid-in capital (%)	Operating Income	23.55	11.37
	Pre-tax Profit	31.87	15.31
Profit ratio (%)		7.63	4.00
Earnings per share (NT\$)		2.37	1.08

(IV) Research and Development

The precision metal stamping business will continue to offer customers a range of diverse technical services, including integrated production services such as stamping and surface treatment. In addition to continuous investment in equipment upgrades, the business will enhance its design development and production competitiveness using computer-aided engineering simulation design systems. At the same time, the integration of robotic technologies and the development and implementation of automated equipment will further enhance product competitiveness, enabling the meeting of growing demand for more robust products with improved performance. In the medical plastics industry, MAP will continue to invest in automated inspection equipment to reduce production costs, enhance product quality, and increase production efficiency. The Company is also expanding and upgrading its clean room facilities to offer customers higher-standard products and services. In light of the ongoing increase in global labor costs, the automation market remains poised for significant growth potential. We will continue to pursue technological innovation and breakthroughs, expand our market reach, and deepen business development to further enhance our competitive advantage.

II. 2025 Business Plan Overview

(I) Operation guidelines

In the face of rapid changes in the global market, we regard uncertainty as a constant and a challenge, demonstrating the Company's capability for sustainable operations and its commitment to social responsibility. The strategic development directions for the Company's three core businesses are as follows:

1. Precision Metal Stamping: As market development drives higher-end product

requirements, we plan to expand our production facilities this year and invest in advanced production equipment and testing instruments to accommodate a broader range of materials and thickness specifications. We will also enhance our stamping and surface treatment technologies to align with market trends.

2. Medical Consumables: This year, we plan to expand our clean room capacity and establish a higher-standard production environment to further develop our medical consumables business. We will also actively explore other fields and overseas markets to inject new growth momentum.
3. Automatic Equipment: Given the overall weakness in China's economy, we will continue to refine our technical capabilities to maintain competitiveness. To broaden the application scope of our automated equipment and expand our customer base, we will actively expand automation operations globally.

(II) Expected sales volume and basis of calculation and important production and sales policies

1. Precision Metal Stamping: As the hard disk market continues to shift toward higher storage capacities, the Company will optimize its production processes to increase our market share. In the electronic components segment, we will prioritize technological upgrades and customer satisfaction. Overall, the precision metal stamping business will enhance production efficiency and yield rates while minimizing material loss. This approach will increase production capacity and optimize product performance.
2. Medical Consumables: In pursuit of enhancing the quality of human life, the prospects for medical-related businesses remain promising. We plan to boost product competitiveness by maintaining high standards in our production environments and upgrading our automated inspection equipment to enhance production efficiency. Furthermore, we will actively develop new non-medical plastic products and fully leverage our newly constructed plant facilities to explore larger-scale business opportunities.
3. Automated Equipment: The implementation of automated equipment has become an inevitable trend in business development. We will capitalize on market opportunities through talent development and technological innovation. With years of experience in the automation equipment business, we will leverage our corporate scale and brand recognition to strengthen customer trust and continuously expand into diversified business areas, further enlarging the footprint of our automation business.

III. Future Development Strategies of the Company

The Company has established a strong foundation in the fields of precision metal stamping, medical consumables, and automated equipment and continues to actively promote innovation. In the face of multiple market challenges, we view them as

opportunities for growth and breakthroughs. Through technological upgrades and the optimization of production equipment, we continuously enhance our market competitiveness. At the same time, with talent cultivation at the core, we actively attract new talent and foster technological innovation to respond flexibly to economic and technological changes, thereby achieving our goal of sustainable operations.

We are also committed to addressing issues that matter to all stakeholders, including environmental protection, fulfilling social responsibilities, and implementing sound corporate governance. While pursuing corporate growth and profitability, we remain dedicated to advancing sustainability and creating long-term value for both the Company and society.

IV. Impact of external competition environment, legal environment, and macro operation environment

In 2025, the global economy remains uncertain and closely intertwined with the development of the MAP Group. We will continue to promote innovation in production technology to maintain a high level of competitiveness while closely monitoring macroeconomic trends, international political and economic developments, and changes in relevant regulations. This will ensure timely responses to various factors that may impact the Company's financial position and operations, thereby reducing risks and ensuring stable operations. Additionally, to achieve our sustainability goals, we place great emphasis on non-financial performance indicators, including environmental protection, social responsibility, and corporate governance. We are committed to investing more resources and effort to actively fulfill our corporate responsibilities and contribute to social development.

Looking ahead, MAP will continue to uphold the spirit of “Breakthrough and Transcendence,” focusing on its core businesses. Through effective management and talent development, we will enhance our technological and R&D capabilities, enabling us to respond to market changes with greater agility and efficiency, thereby maintaining our competitive edge in a rapidly evolving environment. Additionally, we will leverage the Group's strengths to maximize synergies and actively expand our business scope, thereby enhancing overall operational performance. At the same time, we will strengthen our communication with stakeholders, actively fulfill our corporate social responsibilities, and foster sustainable competitiveness through high-value operational strategies. By promoting steady corporate growth, we aim to continuously create long-term value and share the fruits of our success with our shareholders.

Chairman: Chia, Kin-Heng

II. Corporate Governance Report

2.1 Director and Management Team

2.1.1 Directors

2025/3/31

Title	Name	Nationality or Place of Registration	Gender Age	Date First Elected	Date Elected	Term (Years)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Main Experience/Educational Background	Current Positions at The Company and Other Companies	Others with a relationship of spouse or second-degree relative			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman	Min Aik Technology Co., Ltd.	R.O.C	-	2001.01.09 (Note 1)	2023.06.21	3	29,487,000	38.29	29,857,000	38.78	0	0	0	0	-	-	-	-	-	
	Representative : Chia, Kin-Heng	Singapore	Male 71~80	2001.01.09 (Note 2)	2023.06.21	3	0	0	439,766	0.57	146,000	0.19	0	0	<ul style="list-style-type: none"> Nanyang University Business School, Singapore Senior Purchasing Assistant, Singapore Baigong Electric Appliance Co., Ltd. Senior Director, Miniscribe Co., Ltd. Senior Materials Manager, Leica Instrument Pte. Ltd. Senior Associate of The Materials Department, Western Digital (S)Pte. Ltd. Vice President, Far East Region of Corner Co. Ltd. Vice President, Materials and Production Planning of Maxtor Peripherals (S) Pte. Ltd. 	<ul style="list-style-type: none"> Chairman and CEO of Min Aik Technology Co., Ltd. Director of Min Aik Technology USA Inc. Director of Min Aik International Development Pte. Ltd. Min Aik Technology (M) Sdn. Bhd. Director MATC Technology Malaysia Sdn. Bhd. Director Map Technology Holdings Pte. Ltd. Director Director of M&J Technologies Co., Ltd. Director of Mingyu Technology (Suzhou) Co., Ltd. Director of Jinghao (Shanghai) Energy Technology Co., Ltd. Director of Jinghao (Suzhou) New Energy Technology Co., Ltd. Director of Geminnovative Technology Co., Ltd. Chairman of Green Far Co., Ltd. Director of MAP Plastics Pte. Ltd. (Singapore) Director, Archers (Shanghai) Systems Limited. Director, Archers (Suzhou) Systems Limited. 	-	-	-	

Title	Name	Nationality or Place of Registration	Gender Age	Date First Elected	Date Elected	Term (Years)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Main Experience/Educational Background	Current Positions at The Company and Other Companies	Others with a relationship of spouse or second-degree relative			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director	Representative : Yang, Hung-Jen	R.O.C	Male 51~60	2023.06.21	2023.06.21	3	0	0	200,000	0.26	0	0	0	0	<ul style="list-style-type: none"> Institute of Science and Technology Management, Fu Jen Catholic University Director, Das Technology Co., Ltd. 	<ul style="list-style-type: none"> Chief Operating Officer, Min Aik Technology Co., Ltd. Director, Min Aik Technology (M) Sdn. Bhd. Director, Min Aik Technology (Thailand) Co., Ltd. Director, MU-Technology Pte. Ltd. Director, MU Technology Sdn. Bhd. Representative Of Director, Green Far Co., Ltd. Supervisor, Mingyu Technology (Suzhou) Co., Ltd. 	-	-	-	
Director	Representative : Sun, Te-Wen	R.O.C	Male 41~50	2023.06.21	2023.06.21	3	0	0	12,000	0.02	0	0	0	0	<ul style="list-style-type: none"> Department of Accounting, National Taiwan University Senior Specialist, Tax Department, PwC Taiwan Manager, Accounting Department, Buwon Precision Sciences Co., Ltd. 	<ul style="list-style-type: none"> Director, Financial Management Division, Min Aik Technology Co., Ltd. Representative Of Director, Green Far Company Ltd. Representative Of Director, Geminnovative Technology Co., Ltd. 	-	-	-	
Director	Beacon Investments Limited	Malaysia	-	2011.12.20	109.05.15	3	24,718,763	32.10	22,756,000	29.55	0	0	0	0	-	-	-	-	-	
	Representative : Kuo, Yao-Wen	R.O.C	Male 51~60	2011.06.17 (Note 3)	2023.06.21	3	0	0	0	0	0	0	0	0	<ul style="list-style-type: none"> Master of Business Administration, University of Chicago, USA Managing Director of Leon Capital Management Co., Ltd. Vice President, Citibank 	<ul style="list-style-type: none"> Independent Director, Audit Committee and Remuneration Committee of MEGA International Development Co., Ltd. 	-	-	-	
Independent Director	Chen, John-Sea	R.O.C	Male 61~70	2020.06.16	2023.06.21	3	0	0	0	0	0	0	0	0	<ul style="list-style-type: none"> Bachelor of Materials Science and Engineering, National Tsinghua University Ph.D. in Materials Science, University of Southern California, USA Researcher, Rockwell Scientific Center, USA Co-founder and General Manager of Hexawave, Inc. Deputy General Manager and Spokesperson of Etron Technology, Inc. General Manager of CMSC, Inc. 	<ul style="list-style-type: none"> Chairman and CEO of CMSC, Inc. Chairman of Logos Electornics, Inc. Director of Art Analog, Inc. Independent Director, Audit Committee and Remuneration Committee of GNT Biotech & Medicals Corporation 	-	-	-	

Title	Name	Nationality or Place of Registration	Gender Age	Date First Elected	Date Elected	Term (Years)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Main Experience/Educational Background	Current Positions at The Company and Other Companies	Others with a relationship of spouse or second-degree relative			Note
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Independent Director	Sun, Chu-Wei	R.O.C	Male 51~60	2020.05.15	2023.06.21	3	0	0	0	0	0	0	0	0	<ul style="list-style-type: none"> • Auditor of RSM Taiwan • Deputy Leader of Audit Department of Deloitte • Supervisor of Tien Liang BioTech Co., Ltd. • Independent Director of Taishan Enterprise Co., Ltd. • Independent Director of SanDi Properties Co., Ltd. 	<ul style="list-style-type: none"> • Head of Baiqi Certified Public Accountants • Member of the Public Relations Committee of the Taipei Association of Accountants • Independent Director, Audit Committee and Remuneration Committee of Apex Material Technology Corp. 	-	-	-	
Independent Director	Chung, Kai-Hsun	R.O.C	Male 41~50	2020.05.15	2023.06.21	3	0	0	0	0	0	0	0	0	<ul style="list-style-type: none"> • Master of Law, Taipei University • Partner Lawyer of AY Commercial Law Offices • Lecturer, School of Law and Business, Soochow University • Lawyer of Ernst & Young Law Firm • Lawyer of Taiwan International Patent & Law Office • Lawyer of RootLaw Firm • Staff of the Legal Affairs Office of the Trade Investigation Committee of the Ministry of Economic Affairs 	<ul style="list-style-type: none"> • Senior Consultant Lawyer, AY Commercial Law Offices • Representative Of Director, Abonmax Co., Ltd. • Representative Of Director, Enlight Corporation • Representative Of Director, United Renewable Energy Co., Ltd. 	-	-	-	

Note 1: After the first election date, the discharge date is June 29 2007; Since December 20 2011, it has been appointed as a director again.

Note 2: After the first election date, the discharge date is December 1 2014; Since June 16 2017, it has been appointed as a director again.

Note 3: After the first election date, the discharge date is May 15 2013; Since July 28 2015, it has been appointed as a director again.

2.1.1.1 Major shareholders of the institutional shareholders

2025/3/31

Name of Institutional Shareholders	Major Shareholders
Min Aik Technology Co., Ltd.	Yang, Chun-Yi (1.61%), Chia, Kin-Heng (1.51%), Taipei Fubon Commercial Bank Trust Property Account (1.49%), Yuanta Commercial Bank is entrusted with custody of Koh Soe Khon's investment account (1.45%), Morgan Stanley & Co. International Plc (1.43%), Taipei Fubon Commercial Bank is entrusted by Hongyu Social Welfare Charity Trust Fund Trust Property Account (1.08%)、J.P. MORGAN SECURITIES PLC (1.08%)、GOLDMAN SACHS INTERNATIONAL (0.98%), The business department of Standard Chartered International Commercial Bank is entrusted with the custody of the investment account of Royal Bank of Ligu (Singapore) Limited (0.80%), Barclays Capital Securities Limited--Barclays Capital Securities Limited SBL/PB(MTA) (0.56%)
Beacon Investments Limited (Malaysia)	Alpha Option Investments Limited (B.V.I) (100%)

2.1.1.2 Major shareholders of the Company's major institutional shareholders

2025/3/31

Name of Institutional Shareholders	Major Shareholders
Alpha Option Investments Limited (B.V.I)	Leon Capital L.P. I (100%)

2.1.2 Disclosure of the professional qualifications of directors and the independence of independent directors

2025/3/31

Criteria Name	Professional qualifications and experience	Independence situation	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Chia, Kin-Heng	Graduated from the Nanyang University Business School, Singapore, and served as the Senior Purchasing Assistant of Singapore Baigong Electric Appliance Co., Ltd., the Senior Director of Miniscribe Co., Ltd., the Senior Materials Manager of Leica Instrument Pte. Ltd., the Senior Associate of Materials Department of Western Digital (S)Pte. Ltd., the Vice President of Far East Region of Corner Co., Ltd., the Vice President of Materials and Production Planning Department of Maxtor Peripherals (S) Pte. Ltd. He is currently the Chairman and CEO of Min Aik Technology Co., Ltd. There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.		0
Yang, Hung-Jen	Graduated from Institute of Science and Technology Management, Fu Jen Catholic University. He once served as the representative director of Das Technology Co., Ltd., and is currently the chief operating officer of Min Aik Group and concurrently serves as a director and supervisor of several investment companies of the group. There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.		0
Sun, Te-Wen	Graduated from Department of Accounting, National Taiwan University. He once served as a senior specialist in the tax department of PwC Taiwan and the manager of the accounting department of Buwon Precision Sciences Co., Ltd. He is currently the chief financial officer, corporate governance officer and spokesperson of Min Aik Group, and serves as a director of several of the group's investment companies. There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.		0
Kuo, Yao-Wen	Graduated from the University of Chicago with a master's degree in business administration, served as vice president of Citibank and managing director of Leon Capital Management Co., Ltd., with experience in finance and investment. Since 2001, he has served as the representative of the company's legal person director for 4 sessions. He is currently the independent director, audit committee and compensation committee of MEGA International Development Co.,Ltd. There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.		1

Criteria Name	Professional qualifications and experience	Independence situation	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Chen, John-Sea	<p>Graduated from the Department of Materials Science and Engineering, National Tsinghua University, and obtained a Ph.D. in Materials Science from the University of Southern California, USA.</p> <p>He has served as a researcher at Rockwell Scientific Center, Co-founder and General Manager of Hexawave, Inc. Deputy General Manager and Spokesperson of Etron Technology, Inc. and General Manager of CMSC, Inc. etc.</p> <p>He is currently the Chairman and CEO of CMSC, Inc. , Chairman of Logos Electornics, Inc., Director of Art Analog, Inc. and the independent director, audit committee and compensation committee of GNT Biotech & Medicals Corporation.</p> <p>He has more than 30 years of work experience in corporate business.</p> <p>There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.</p>	<p>The following conditions must be met during the two years prior to the election and during the term of office:</p> <p>(1) Not an employee of the Company or any of its affiliates.</p> <p>(2) Not a director or supervisor of the Company or any of its affiliates.</p> <p>(3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of 1% or more of the total number of outstanding shares of the Company or ranking in the top 10 in holdings:</p> <p>None of the three independent directors and the above-mentioned persons hold any shares of the company.</p> <p>(4) Not A spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of a managerial officer under subparagraph 1 or any of the persons in the preceding two subparagraphs.</p>	1
Sun, Chu-Wei	<p>Graduated from the Accounting Department of Tamkang University and obtained an accountant certificate. Currently, he is the head of Baiqi Certified Public Accountants and a member of the Public Relations Committee of the Taipei Association of Accountants.</p> <p>He has served as an Assistant Professor in the Accounting Department of Tamkang University, an Auditor of RSM Taiwan, the Deputy Leader of Audit</p>	<p>(5) Not A director, supervisor, or employee of a corporate shareholder that directly holds five percent or more of the total number of issued shares of the company, or that ranks among the top five in shareholdings, or that designates its representative to serve as a director or supervisor of the company under Article 27, paragraph 1 or 2 of the Company Act.</p>	1

	<p>Department of Deloitte, a supervisor of Tien Liang BioTech Co., Ltd., an Independent Director of Taishan Enterprise Co., Ltd., an Independent Director of SanDi Properties Co., Ltd., with more than 25 years of financial and accounting work experience.</p> <p>There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.</p>	<p>(6) Not a majority of the company's director seats or voting shares and those of any other company are controlled by the same person: a director, supervisor, or employee of that other company.</p> <p>(7) Not the chairperson, general manager, or person holding an equivalent position of the company and a person in any of those positions at another company or institution are the same person or are spouses: a director (or governor), supervisor, or employee of that other company or institution.</p> <p>(8) Not A director, supervisor, officer, or shareholder holding five percent or more of the shares, of a specified company or institution that has a financial or business relationship with the company.</p> <p>(9) Not A professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides auditing services to the company or any affiliate of the company, or that provides commercial, legal, financial, accounting or related services to the company or any affiliate of the company for which the provider in the past 2 years has received cumulative compensation exceeding NT\$500,000, or a spouse thereof:</p> <p>None of the three independent directors provided audit services, and they did not receive any remuneration for the above-mentioned services in the last two years</p> <p>(10)Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.</p> <p>(11)Not a governmental, juridical person or its representative as defined in Article 27 of the Company Act.</p>	
<p>Chung, Kai-Hsun</p>	<p>Graduated from the Law Institute of Taipei University and obtained the certificate of lawyer and patent attorney. Currently, he is a senior consultant lawyer of AY Commercial Law Offices and Director of Abonmax Co., Ltd., Enlight Corporation and United Renewable Energy Co., Ltd.. He has served as a lecturer at the School of Law and Business of Soochow University, a lawyer at Ernst & Young Law Firm/Taiwan International Patent & Law Office / RootLaw Firm, and a staff member of the Legal Office of the Trade Investigation Committee of the Ministry of Economic Affairs.</p> <p>He specializes in civil and commercial law, intellectual property law and labor law, and has more than 20 years of legal work experience.</p> <p>There is no any of the circumstances in the subparagraphs of article 30 of the Company Act.</p>		0

2.1.3 Diversity and independence of the board:

1. Diversity of the board

In order to strengthen the functions of the Board, the Company's "Corporate Governance Best Practice Principles" specifies that the composition of the Board of Directors should be diversified to ensure that the Board as a whole can have operational judgment, operational management and analytical oversight capabilities, and in the Company's "Procedures for Election of Directors" Establish a policy of diversity of board members. The Professional background of the 7 current directors covers commerce, finance, accounting, law and the field in which the company engages its business.

The directors with employee status accounted for 0%, female directors accounted for 0%; The 2 Independent Directors are appointed for a period of 4 years, 1 Independent Director is appointed for a period of 7 years; The 1 directors are between 71 and 80 years old, 1 directors are between 61 and 70 years old, 3 directors are between 51 and 60 years old, 2 director is between 41 and 50 years old, the average age of all directors is about 57 years old.

The members of the board of directors of the Company implement the diversity policy and specific management objectives are as follows:

Diversity items Name	Nationality	Gender/Age	Term (years) of independent directors	The ability to make judgments about operations	Accounting and financial analysis ability	Business management ability	Crisis management ability	Knowledge of the industry	An international market perspective	Leadership ability	Decision-making ability	Industry experience / Professional ability
Chia, Kin-Heng	Singapore	Male / 71~80		✓		✓	✓	✓	✓	✓	✓	Hard Disk and Peripheral Industry
Yang, Hung-Jen	R.O.C	Male / 51~60		✓		✓	✓	✓	✓	✓	✓	
Sun, Te-Wen	R.O.C	Male / 41~50		✓	✓	✓	✓	✓	✓	✓	✓	Finance and Accounting
Kuo, Yao-Wen	R.O.C	Male / 51~60		✓	✓	✓	✓	✓	✓	✓	✓	Finance and Invest
Chen, John-Sea	R.O.C	Male / 61~70	7	✓		✓	✓	✓	✓	✓	✓	Technology industry

Sun, Chu-Wei	R.O.C	Male / 51~60	4	✓	✓	✓	✓		✓	✓	✓	Accounting
Chung, Kai-Hsun	R.O.C	Male / 41~50	4	✓		✓	✓		✓	✓	✓	Law

Diversification	Specific management goals	Achievement
Gender	At least one-third of the directors are of different genders	
Expertise or Background	At least one qualified accountant	✓
	At least one qualified lawyer	✓

If the number of directors of either gender on the board is less than one-third, please explain the reasons and plan measures to improve gender diversity of directors: The term of the Board has not expired.

2. Independence of the board

The 10th Board of Directors of the Company consists of 4 regular directors and 3 independent directors, with independent directors accounting for approximately 43%. The Board demonstrates independence, as none of the 7 directors are spouses or relatives within the second degree of kinship. In addition, all 3 independent directors meet the requirements set forth in Article 3 of the “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.”

2.1.4 The general manager, assistant general managers, deputy assistant general managers, and the chiefs of all the company's divisions and branch units:

Title	Nationality	Name	Gender	Date Effective	Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Managers who are Spouses or Within Two Degrees of Kinship		
					Shares	%	Shares	%	Shares	%			Title	Name	Relation
General Manager	R.O.C	Fang, Kuang-Yi	Male	2010.05.01	732,022	0.95	67,000	0.09	0	0	<ul style="list-style-type: none"> Bachelor of Science, St. John University of Technology Sanyo Audio Machinery Development Engineer Vice General Manager, Manufacturing Department, Min Aik Technology Co., Ltd. Director of Min Aik Precision Industry Co., Ltd. 	<ul style="list-style-type: none"> Director of MAP Plastics Pte. Ltd. (Singapore) Chairman and General Manager of Amould Plastic Technology (Suzhou) Co., Ltd. CEO of MAP Technology Holdings Pte. Ltd. 	-	-	-
Assistant Vice President of Finance Administration Division, CGO	R.O.C	Hsiao, Chia-Ling	female	2010.07.01	55,734	0.07	0	0	0	0	<ul style="list-style-type: none"> Department of Enterprise Management, Longhua University of Science and Technology Chongshi United Certified Public Accountants auditor Min Aik Technology Co., Ltd. Accounting 	<ul style="list-style-type: none"> Supervisor of Amould Plastic Technology (Suzhou) Co., Ltd. 	-	-	-
Senior Assistant Vice President of Technical Manufacturing Division and Product Development Division	R.O.C	Chen, Chin-Tung	Male	2020.11.06	9,000	0.01	0	0	0	0	<ul style="list-style-type: none"> Master of Chemical Engineering and Materials Science, Yuan Ze University Deputy Section Chief of Unimicron Technology Corp. R&D Engineer of Microbase Technology Corp. QC Engineer of Min Aik Technology Co., Ltd. 	<ul style="list-style-type: none"> Director of Amould Plastic Technology (Suzhou) Co., Ltd.- 	-	-	-
Assistant Vice President of Sales Division	R.O.C	Li, Chung-Hsien	Male	2020.11.06	33,035	0.04	0	0	0	0	<ul style="list-style-type: none"> Department of Economics, University of Toronto Customer Service of IPC Canada Ltd. Factory Assistant of Hong Yang Industrial Co., Ltd. Sales Supervisor of Min Aik Technology Co., Ltd. Sales Deputy Manager of Min Aik Technology (Suzhou) Co., Ltd. 	<ul style="list-style-type: none"> Director of Amould Plastic Technology (Suzhou) Co., Ltd.- 	-	-	-
Accounting Officer	R.O.C	Chan, Chih-Chi	Male	2020.07.03	0	0	0	0	0	0	<ul style="list-style-type: none"> Department of Finance, National Chung Cheng University Deputy Manager of Deloitte Audit Department 	-	-	-	-
Internal Auditing Officer	R.O.C	Chang, Ya-Wen	female	2016.09.02	5,020	0.01	0	0	0	0	<ul style="list-style-type: none"> University of Science and Technology, Department of Accounting Section Chief, Accounting Department, Min Aik Precision Industry Co., Ltd. 	-	-	-	-

2.2 Remuneration paid to directors, general manager, and vice general managers in the most recent year

2.2.1 Remuneration of Directors

Unit: NT\$ thousands

Title	Name	Remuneration								Total Remuneration (A+B+C+D) and percentage of net income (%)		Relevant Remuneration Received by Directors Who are Also Employees								Total Remuneration and percentage of net income (%) (A+B+C+D+E+F+G) and percentage of net income (%)		Compensation from investments other than subsidiaries or the parent company
		Base Compensation (A)		Severance Pay (B)		Directors Compensation (C)		Allowances (D)				Salary, Bonuses, and Allowances (E)		Severance Pay (F)		Employee Compensation (G)						
		The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	Cash	Stock	Cash	Stock	The company	Companies in the consolidated financial statements	
Chairman	Min Aik Technology Co., Ltd. Representative: Chia, Kin-Heng	7,520	7,520	0	0	1,060	1,060	25	25	8,605 4.71%	8,605 4.71%	0	0	0	0	0	0	0	0	8,605 4.71%	8,605 4.71%	None
Director	Min Aik Technology Co., Ltd. Representative: Yang, Hung-Jen	840	840	0	0	964	964	10	10	1,814 0.99%	1,814 0.99%	0	0	0	0	0	0	0	0	1,814 0.99%	1,814 0.99%	None
Director	Min Aik Technology Co., Ltd. Representative: Sun, Te-Wen	840	840	0	0	964	964	25	25	1,829 1.00%	1,829 1.00%	0	0	0	0	0	0	0	0	1,829 1.00%	1,829 1.00%	None
Director	Beacon Investments Limited Representative: Kuo, Yao-Wen	840	840	0	0	964	964	15	15	1,819 1.00%	1,819 1.00%	0	0	0	0	0	0	0	0	1,819 1.00%	1,819 1.00%	None
Independent Director	Chen, John-Sea	960	960	0	0	1,157	1,157	20	20	2,137 1.17%	2,137 1.17%	0	0	0	0	0	0	0	0	2,137 1.17%	2,137 1.17%	None
Independent Director	Sun, Chu-Wei	960	960	0	0	1,253	1,253	25	25	2,238 1.22%	2,238 1.22%	0	0	0	0	0	0	0	0	2,238 1.22%	2,238 1.22%	None
Independent Director	Chung, Kai-Hsun	960	960	0	0	1,253	1,253	25	25	2,238 1.22%	2,238 1.22%	0	0	0	0	0	0	0	0	2,238 1.22%	2,238 1.22%	None
1. Independent directors' remuneration policies, systems, standards and structures, and the relationship with the amount of remuneration will be described according to the responsibilities, risks, investment time and other factors: In addition to paying fixed remuneration and transportation fees for independent directors, directors compensation can also be allocated based on directors' tenure, concurrent committee members, and participation in company operations.																						

2. In addition to the above remuneration, director remuneration shall be disclosed as follows when received from companies included in the consolidated financial statements in the most recent year to compensate directors for their services, such as being independent contractors (For example, serving as a consultant for the parent company or all companies or reinvested enterprises in the financial report that are not employees, etc.): None

2.2.2 Remuneration of the President and Vice Presidents

Unit: NT\$ thousands

Title	Name	Salary(A)		Severance Pay (B)		Bonuses and Allowances (C)		Employee Compensation (D)				Total Remuneration (A+B+C+D) and percentage of net income (%)		Compensation from investments other than subsidiaries or the parent company
		The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company		Companies in the consolidated financial statements		The company	Companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
General Manager	Fang, Kuang-Yi	6,000	6,000	243	243	5,500	5,500	5,339	0	5,339	0	17,082 9.35%	17,082 9.35%	None

2.2.3 Names of managerial officers allocated with remuneration to employees and facts of allocation

Unit: NT\$ thousands

Title	Name	Total Share Bonus	Total Cash Bonus	Total	Ratio of the Aggregate Amount to the Net Income After Tax (%)
General Manager	Fang, Kuang-Yi	0	8,645	8,645	4.73
Senior Assistant Vice President	Chen, Chin- Tung				
Assistant Vice President	Li, Chung- Hsien				
Assistant Vice President Financial Officer	Hsiao, Chia-Ling				
Manager Accounting officer	Chan, Chih-Chi				

2.2.4 Comparison of Remuneration for Directors, Supervisors, President and Vice Presidents in the Most Recent Two Fiscal Years and Remuneration Policy for Directors, Supervisors, President and Vice Presidents.

- (1) The ratio of total remuneration paid by the Company and by all companies included in the consolidated financial statements for the two most recent fiscal years to directors, supervisors, president and vice presidents of the Company, to the net income.

Unit: NT\$ thousands

Remuneration payment object	2023				2024			
	Total remuneration		Ratio of total remuneration (%)		Total remuneration		Ratio of total remuneration (%)	
	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements
Director	10,776	10,776	12.97%	12.97%	20,681	20,681	11.31%	11.31%
General Manager and Vice General Manager	9,439	9,439	11.36%	11.36%	17,082	17,082	9.35%	9.35%
Total	20,215	20,215	24.33%	24.33%	37,763	37,763	20.66%	20.66%

- (2) The policies, standards, and portfolios for the payment of remuneration, the procedures for determining remuneration, and the correlation with risks and business performance.
- A. **Director remuneration:** In addition to the transportation fee, the directors of the Company are entitled to fixed remuneration each month, the amount of which shall be discussed and determined by an authorized remuneration committee and the board of directors based on their involvement and contribution scale, along with the standard pay of the industry. The individual directors' annual performance assessment shall be held for reference. Furthermore, an amount of no more than 3% of the annual profit shall be set aside as directors' rewards pursuant to the Articles of Association of the Company, where the detailed distribution of the reward shall be calculated based on the provisions of the Remuneration Payment Guidelines for Directors and Functional Committee Members and then presented to the remuneration committee and the board of directors for resolution prior to distribution. The evaluation content of the overall director's remuneration includes: financial indicators such as revenue and net profit after tax, as well as non-financial indicators such as meeting participation, speech performance, and internal control.
- B. **Manager remuneration:** The package includes fixed salary, year-end bonus, and an amount of 3%-9% of the annual profit set aside as employee reward pursuant to the Articles of Association. The fixed salary is evaluated based on industrial standards, position, job rank, education background, work experiences, professionalism, and job scope; the bonus and employee reward take into consideration the manager's performance, including annual budget achievement, personal KPI, and individual professionalism, as well as behavior and conduct. The evaluation content includes: financial indicators such as revenue, after-tax net profit ratio, market share, gross profit margin, etc., as well as non-financial indicators such as operational management capabilities, participation in sustainable development, and risk control. The procedures of Administrative Measures for Salary and Remuneration of Managers and Guidelines Governing Manager Performance Assessment are followed when the remuneration committee offers suggestions regarding distribution principles and details, and from there it is submitted to the board of directors for resolution.
- C. The review of our company's remuneration policy, relevant compensation standards, and systems is primarily based on the overall operational performance of the company. Compensation standards are determined based on performance achievement and contribution levels, aiming to enhance the overall effectiveness of the board of directors and management departments. Additionally, industry salary standards are taken into consideration to ensure that the compensation for our management tier remains competitive within the industry, thereby retaining excellent managerial talent.
- D. The key performance indicators set for our company's management team are integrated with risk management to ensure effective management and mitigation of potential risks within their scope of responsibility. Important decisions made by our company's management tier are made after assessing various risk factors. The performance of these decisions is reflected in the company's revenue and profitability, thereby correlating the compensation of the management tier with the effectiveness of risk management.

2.3 Implementation of Corporate Governance

2.3.1 Board of Directors

The board of directors met for 5 times (A) in the latest year (2024). Directors attending the meetings are as follows:

Title	Name	Attendance in Person(B)	By Proxy	Attendance Rate (%) 【 B / A 】	Remarks
Chairman	Min Aik Technology Co., Ltd. Representative: Chia, Kin-Heng	5	0	100%	
Director	Min Aik Technology Co., Ltd. Representative: Yang, Hung-Jen	4	1	80%	
Director	Min Aik Technology Co., Ltd. Representative: Sun, Te-Wen	5	0	100%	
Director	Beacon Investments Limited Representative: Kuo, Yao-Wen	5	0	100%	
Independent Director	Chen, John-Sea	5	0	100%	
Independent Director	Sun, Chu-Wei	5	0	100%	
Independent Director	Chung, Kai-Hsun	5	0	100%	

Other mentionable items:

1. If any of the following circumstances occur, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the company's response should be specified:
 - (1) Matters referred to in Article 14-3 of the Securities and Exchange Act: Not applicable, since the Company has established an audit committee; matters listed under Article 14-5 of the Securities and Exchange Act shall be applicable instead.
 - (2) Other matters involving objections or expressed reservations by independent directors that were recorded or stated in writing that require a resolution by the board of directors: None.
2. If there are directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified:
 - (1) On January 16, 2025, the 9th session of the 10th Board of Directors discussed the proposal to adjust the chairman's salary. Since this discussion involved Chairman Chia, Kin-Heng, he did not participate in the discussion and voting or exercise his voting right on behalf of other directors on the principle of avoiding a conflict of interest. The case was passed after voting by the directors present.
3. The self-evaluation (or peer evaluation) cycle and period, scope, method, and content of the Board:

Board Evaluation Status

Evaluation Cycle	Evaluation Period	Scope	Method	Content
Once every year	2024.01.01 to 2024.12.31	1. Board 2. Individual directors 3. Audit committee 4. Remuneration committee	Self-evaluation of the Board, committees, and directors	Note 1
At least once every three years	2022.01.01 to 2022.12.31	1. Board 2. Individual directors 3. Audit committee 4. Remuneration committee	An external independent institution [Taiwan Corporate Governance Association] is designated for evaluation	Note 2

Note 1: Content

- (1) Board performance evaluation includes five major directions: the degree of participation in company operations, promotion quality of Board decisions, Board composition and structure, the selection and continuous training of directors, and internal control, with 45 indicators in total.
- (2) The performance evaluation of individual directors includes six major directions: the control company goals and missions, knowledge to competences of director, the degree of participation in company operations, internal relationship operations and communication, professional and continuous study of director, and internal control, with 23 indicators in total.
- (3) The performance evaluation of the audit committee includes five major directions: the degree of participation in company operations, promotion quality of functional committee decisions, the composition of functional committee and member selection, and internal control, with 22 indicators in total.
- (4) The performance evaluation of the remuneration committee includes four major directions: the degree of participation in company operations, knowledge to the competence of functional committees, promotion quality of functional committee decisions, and the composition of functional committee and member selection, with 18 indicators in total.

Note 2: The external evaluation unit assesses eight major dimensions: the composition, instructions, authorization, supervision, communication, internal control, risk management, self-discipline, and other (board meeting, supporting system, etc.) of the Board, through written review and field interview.

4. Evaluation of achievement of the goal of strengthening functions of the board of directors (e.g.: establishing an audit committee, enhancing transparency of information, etc.) during the current year and the latest years:
 - (1) To carry out corporate governance, enhance the functions of the Board, and establish performance goals to reinforce the efficiency of Board operation, the Board of the Company approved the “Regulations Governing the Board Performance Evaluation” and implemented internal and external evaluation.
 - (2) To cooperate with the competent author regulations, the English version of the financial report and information related to shareholders are prepared, and significant information in English is published to promote the transparency of information.

2.3.2 Audit Committee

The audit meeting met for 4 times (A) in the latest year (2024). Independent directors attending the meetings are as follows:

Title	Name	Attendance in Person(B)	By Proxy	Attendance Rate (%) 【 B / A 】	Remarks
Independent Director	Chen, John-Sea	4	0	100%	
Independent Director	Sun, Chu-Wei	4	0	100%	
Independent Director	Chung, Kai-Hsun	4	0	100%	

Other mentionable items:

1. If any of the following circumstances occur, the dates of meetings, sessions, contents of motion, the independent directors' objections, reservations or major recommendations, resolutions of the Audit Committee and the company's response to the Audit Committee's opinion should be specified:

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

Date/Session of Audit Committee	Content of Proposal	The independent directors' objections, reservations or major recommendations	Resolution of Audit Committee	The company's response
2024.03.07 The 3rd meeting of the 4th Session	1. Approved the business report, individual financial report, and consolidated financial report of the Company for 2023. 2. Approved the appointment and remuneration of the auditing CPA for 2024. 3. Approve the 2024 Certified Public Accountant Offering of Non-Conviction Services. 4. Approved the proposal of distributing earnings of 2023. 5. Approved the declaration for internal control system of the Company for 2023.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.

Date/Session of Audit Committee	Content of Proposal	The independent directors' objections, reservations or major recommendations	Resolution of Audit Committee	The company's response
2024.05.09 The 4rd meeting of the 4th Session	1. Approved the Company's consolidated financial quarter report for Q1 2024.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.
2024.08.08 The 5rd meeting of the 4th Session	1. Approved the Company's consolidated financial quarter report for Q2 2024. 2. Approved the endorsement and guarantees provided for Esteem King Limited.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.
2024.11.07 The 6rd meeting of the 4th Session	1. Approved the Company's consolidated financial quarter report for Q3 2023. 2. Amendment to the "Internal Control System" 3. Approved the annual audit plan of the Company for 2024.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.
2025.01.16 The 7rd meeting of the 4th Session	1. Approved the factory expansion and purchase of production equipment.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.
2025.03.06 The 8rd meeting of the 4th Session	1. Approved the business report, individual financial report, and consolidated financial report of the Company for 2024. 2. Approved the appointment and remuneration of the auditing CPA for 2025. 3. Approve the 2025 Certified Public Accountant Offering of Non-Conviction Services. 4. Approval of accounts receivable overdue for more than three months is not a loan of funds. 5. Approved the proposal of distributing earnings of 2024. 6. Approved the declaration for internal control system of the Company for 2024.	None	It was approved unanimously by all members of the Audit Committee.	The BOD agrees with the resolution of the Audit Committee.

- (2) Other matters which were not approved by the Audit Committee but were approved by two-thirds or more of all directors: None.
2. If there are independent directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified: None
3. Communications between the independent directors, the company's chief internal auditor and CPAs (e.g., the material items, methods and results of audits of corporate finance or operations, etc.):
- (1) All independent directors were members of the audit committee. They not only had to review the audit report of the head of internal audit periodically and communicate with the head of internal audit, but also should invite the head of internal audit to report at the meeting of the audit committee, if necessary.
 - (2) Certified Public Accountants were also invited periodically to fully explain certification of financial statements of the company and relevant internal control and audit at the meeting of the audit committee
 - (3) Frequency of independent communication between independent directors and Head of audit and CPAs: Head of audit at least once a quarter; CPAs at least twice a year.
 - (4) Communication situation this year:

Date	Method of communication	Person to communicate with	Focus of communication	Communication Situation and Results
2024.03.07	Audit Committee	Auditing CPA	➤ Review of the 2023 annual financial report.	Submit the resolution to the board of directors after consent
2024.03.07	Audit Committee	Head of audit	➤ Report the results of auditing business execution from December 2023 to January 2024. ➤ Discuss the 2023 Internal Control System Statement.	Submit the resolution to the board of directors after consent
2024.05.09	Audit Committee	Auditing CPA	➤ Review of the Company's Q1 2024 financial report.	Submit the resolution to the board of directors after consent
2024.05.09	Audit Committee	Head of audit	➤ Report on the results of auditing business execution from February to March 2024.	No comments and suggestions
2024.08.08	Audit Committee	Auditing CPA	➤ Review of the Company's Q2 2024 financial report.	Submit the resolution to the board of directors after consent
2024.08.08	Audit Committee	Head of audit	➤ Report the results of auditing business execution from April to May 2024.	No comments and suggestions
2024.11.07	Audit Committee	Auditing CPA	➤ Review of the Company's Q3 2024 financial report.	Submit the resolution to the board of directors after consent

Date	Method of communication	Person to communicate with	Focus of communication	Communication Situation and Results
2024.11.07	Audit Committee	Head of audit	<ul style="list-style-type: none"> ➤ Report on the results of auditing business execution from June to August 2024. ➤ Formulate the "2025 Annual Audit Plan" 	Submit the resolution to the board of directors after consent

4. Functionality of the Audit Committee:

(1) The main function of the Audit Committee is to supervise the following matters:

- A. Fair presentation of the financial reports of this Corporation.
- B. The hiring (and dismissal), independence, and performance of certificated public accountants of this Corporation.
- C. The effective implementation of the internal control system of this Corporation.
- D. Compliance with relevant laws and regulations by this Corporation.
- E. Management of the existing or potential risks of this Corporation.

(2) The audit committee of the Company held 4 meetings in 2024, and the actual attendance rate of all members was 100%. The work priorities completed this year are as follows: :

- A. Assessment of the effectiveness of the internal control system.
- B. Asset transactions.
- C. Loans of funds, endorsements, or provision of guarantees of a material nature.
- D. Appointment and remuneration of CPAs, and periodic assessment of their independence and competence.
- E. Annual and quarterly financial reports.
- F. Other material matters as may be required by this Corporation or by the competent authority.

5. The state of participation in board meetings by the supervisors in the most recent year: Not applicable, since the Company has established an audit committee.

2.3.3 Corporate Governance Implementation Status and Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”?	✓		The board of directors of the Company established and disclosed the corporate governance principles in Market Observation Post System and its website on Jan. 26, 2016.	None
2. Shareholding structure & shareholders’ rights		✓		None
(1) Does the company establish an internal operating procedure to deal with shareholders’ suggestions, doubts, disputes and litigations, and implement based on the procedure?		✓	(1) The Company has not established an internal operating procedure, but has designated a spokesperson, an acting spokesperson and share affairs personnel to deal with suggestions, disputes and conflicts of shareholders. It has also established a specific section for stakeholders and designated a contact person for investors at its website.	
(2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares?	✓		(2) The Company has designated share affairs personnel to manage relevant information and appointed a stock transfer agent to assist the Company in dealing with share-related matters. By doing so, the Company is informed of main shareholders that actually control the Company and the final controllers of the main shareholders.	
(3) Does the company establish and execute the risk management and firewall system within its conglomerate structure?	✓		(3) The Company and its affiliates have their respective rights and responsibilities for management of their respective employees, assets and financial affairs, and have established their respective internal control systems to clarify and ensure everything goes in compliance with applicable laws. Risk evaluation is	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
(4) Does the company establish internal rules against insiders trading with undisclosed information?	✓		also conducted periodically and from time to time to complete the management mechanism and establish proper firewalls. (4) The Company has established the Operating Procedure for Processing of Internal Important Information to regulate its operation of internal important information confidentiality and its procedure of banning purchase and sale in order to prevent insider trading.	
3. Composition and Responsibilities of the Board of Directors (1) Does the Board develop and implement a diversified policy and specific management objectives?	✓		(1) In order to strengthen the functions of the Board, the Company's “Corporate Governance Best Practice Principles” specifies that the composition of the Board of Directors should be diversified to ensure that the Board as a whole can have operational judgment, operational management and analytical oversight capabilities, and in the Company's “Procedures for Election of Directors” Establish a policy of diversity of board members. The Professional background of the 7 current directors covers commerce, finance, accounting, law and the field in which the Company engages its business. The board of directors of the Company to implement the diversity policy and specific management objectives as follows (Page 12).	None
(2) Does the company voluntarily establish other functional committees in addition to the		✓	(2) The Company has set up the remuneration committee and audit committee in accordance with applicable	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
<p>Remuneration Committee and the Audit Committee?</p> <p>(3) Does the company establish standards and method for evaluating Board performance, conduct annual performance evaluations, submit performance evaluation results to the Board, and use the results as a basis for determining the remuneration and nomination of individual directors?</p> <p>(4) Does the company regularly evaluate the independence of CPAs?</p>	<p>✓</p> <p>✓</p>		<p>laws. It also plans to set up other committees with different functions in accordance with applicable laws and based on actual needs in the future.</p> <p>(3) The Company has formulated performance evaluation methods for the board of directors and conducts regular performance evaluations. In addition to submitting the evaluation results to the board for review and improvement, the evaluation results will also be used as a reference for individual directors' salary and remuneration.</p> <p>(4) As per the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies”, our Company evaluates the independence and suitability of the appointed accountant concerning the audit quality index (AQI) at least once a year. We also refer to the “Audit Quality Indicators (AQI)” issued by the Financial Supervisory Commission and the Norm of Professional Ethics for Certified Public Accountants of the Republic of China No. 10 the “Independence of Inspection and Review” to formulate the “Certifying Accountant Independence and Competency Assessment Method” for our Company. Before our Company appoints certified public accountants for 2024, it will evaluate the certified public accountants as per the audit quality index (AQI) issued by the accounting firm and the accountant independence and competence assessment form stipulated in the Company’s “certified</p>	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
			accountant independence and competence assessment method”. After independence and eligibility are satisfied, the evaluation results will be submitted to the Audit Committee and the Board of Directors on March 6, 2025, to approve the appointment and remuneration of accountants.	
4. Does the public company have a suitable number of competent corporate governance personnel, and has it appointed a corporate governance supervisor responsible for corporate governance matters (including but not limited to providing information for directors and supervisors to perform their duties, assisting directors and supervisors with regulatory compliance, handling matters related to Board meetings and shareholders' meetings, and preparing proceedings for Board meetings and shareholders' meetings)?	✓		The Company has appointed the Corporate Governance Officer, responsible for handling corporate governance related matters, and its terms of reference, current year's business execution and training are as follows (Note 2).	None

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
5. Does the company establish a communication channel and build a designated section on its website for stakeholders (including but not limited to shareholders, employees, customers, and suppliers), as well as handle all the issues they care for in terms of corporate social responsibilities?	✓		The Company has established the stakeholder section at its website to identify stakeholders that it contacts or influences based on the business of each unit and collect feedback and concerns of stakeholders through course of business, interview, telephone, Email, website and any other communication channel. For the concerns of different stakeholders, the Company determines priority and actions based on the importance and impact of the concerns on the Company and through internal communication and negotiation and the integrated evaluation made by the management. the Company responds timely to their important concerns of the stakeholders after further understanding their reasonable expectations and needs through proper channels.	None
6. Does the company appoint a professional shareholder service agency to deal with shareholder affairs?	✓		The Company has appointed "Stock-Affairs Agency Department of Taishin Securities Co., Ltd. " to deal with affairs relating to shareholders' meetings.	None
7. Information Disclosure				None
(1) Does the company establish a corporate website to disclose information regarding the company's financial, business and corporate governance status?	✓		(1) The Company has established a website to disclose its financial business and governance information.	
(2) Does the company have other information disclosure channels (e.g., maintaining an English language website, appointing responsible people to handle information collection and disclosure, creating a spokesperson system, webcasting investor conference on company website)?	✓		(2) The Company has designated proper persons to collect and, if necessary, disclose its information. With the established system of spokesperson, the Company has a spokesperson and an acting spokesperson.	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
(3) Does the company announce and report annual financial statements within two months after the end of each fiscal year, and announce and report Q1, Q2, and Q3 financial statements, as well as monthly operation results, before the prescribed time limit?		✓	(3) The Company's financial report and monthly operating status are completed within the statutory period.	
8. Is there any other important information to facilitate a better understanding of the company’s corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors’ and supervisors’ training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?	✓		<p>Information relating to governance of the Company is as follows:</p> <p>(1) Rights of Employees and Care for Employees: The Company adopts the minimum requirements provided in the Labor Standards Act, the Act of Gender Equality in Employment, the Sexual Harassment Prevention Act and applicable government regulations in its personnel management regulations to ensure rights and benefits of its employees.</p> <p>(2) Relationship with Investors: The Company discloses its important operational information periodically and also continues to enhance information transparency for investors to be aware of operational activities and development planning of the Company.</p> <p>(3) Relationship with Suppliers: The Company maintains a good and long-term relationship with its suppliers and provides a mailbox for complaints in the stakeholder section on its webpage.</p>	None

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
			<p>(4) Rights of Stakeholders: For protecting rights and interests of stakeholders, the Company has established various unimpeded communication channels. It deals with things pursuant to the principle of good faith and with a responsible attitude and also assumes corporate social responsibility properly.</p> <p>(5) Training Programs for Directors and Supervisors: The courses and hours of the training programs taken by the Company’s directors and independent directors meet the Directions for the Implementation of Continuing Education for Directors of Listed and OTC Companies. The status of training is disclosed in Market Observation Post System. (Note 3)</p> <p>(6) Performance of Risk Management Policy and Risk Evaluation Standards: The Company conducts risk management and evaluation in accordance with internal regulations to control risks.</p> <p>(7) Performance of Customer Policy: The Company and its subsidiaries value opinions of customers very much. It holds meetings periodically to review business with customers in order to understand opinions of customers about products and relevant questions and maintain a stable relationship with customers to create profits for the Company.</p>	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
			(8) Insurance Acquired by the Company for Directors and Supervisors: The Company has acquired liability insurance for directors.	
9. Please explain the improvements which have been made in accordance with the results of the Corporate Governance Evaluation System released by the Corporate Governance Center, Taiwan Stock Exchange, and provide the priority enhancement measures.	✓		The results of this year's corporate governance evaluation are expected to be comparable to last year's. In the future, efforts will be made not only to continuously enhance information transparency and promote sustainable development but also to strive to meet the requirements of various newly added indicators.	None

Note 1: The independence and competence assessment items of accountants:

1. As per the AQIs provided by KPMG in Taiwan to assess the independence and suitability of the firm and accountants:
 - (1) Professionalism: review experience, training hours, turnover rate, professional support
 - (2) Quality control: accountant load, audit investment, EQCR review status, quality control support capability
 - (3) Independence: public fees for non-audit services, customer familiarity
 - (4) Supervision: lack of external inspection and punishment - the competent authority issued a letter for improvement
 - (5) Innovative capability: innovation planning or initiative
2. Refer to Article 47 of the Certified Public Accountant Act and the Norm of Professional Ethics for Certified Public Accountants of the Republic of China No. 10 evaluation indicators:
 - (1) The term of office of the auditing CPA is less than 7 years.
 - (2) Do the members of the audit service team, other joint practicing CPAs or CPA firm shareholders, CPA firms and their respective affiliates remain independent from the Company?
 - (3) Neither the auditing CPA nor the members of the audit service team serve as director, supervisor or manager of any audited customer or in any important position currently or in the latest 2 years.
 - (4) Neither the auditing CPA nor the members of the audit service team have a kinship relationship with any director, supervisor, manager of the Company or any person having an important influence on an audit case.

- (5) The auditing CPA has not served as director, supervisor or manager of the Company or in any important position having an important influence on an audit case within one year after his/her resignation.
- (6) The auditing CPA does not have any direct or indirect important financial interest in the Company.
- (7) The revenue of the auditing CPA's firm does not come from a single customer (The Company).
- (8) The auditing CPA does not have a significant and close business relationship with the Company.
- (9) There is not an employer and employee relationship between the auditing CPA and the Company.
- (10) The auditing CPA has no contingent sponsorship relevant to an audited case.
- (11) The auditing CPA does not represent the Company to defend in a legal case of a third party or any other dispute.
- (12) The auditing CPA does not promote or introduce stocks or securities issued by the Company.
- (13) The auditing CPA does not receive valuable gifts or special preference from the Company or any of its directors, supervisors, managers or main shareholders.
- (14) Neither the auditing CPA nor the members of the audit service team temporarily take care of money on behalf of the Company.
- (15) Whether the certified accountant has complied with the regulations for independence stipulated in the Norm of Professional Ethics for Certified Public Accountants of the Republic of China No. 10 and obtained the "Statement of Independence" issued by the certified accountant.
- (16) Whether the quality and timeliness of accounting, auditing, and taxation services meet the Company's needs.
- (17) Whether the accountant regularly takes the initiative to update the Company on the tax and securities management laws and applicable regulations of the new standards.
- (18) Whether the accountant assists in communication and coordination with the competent authority.
- (19) Whether the accountant has appropriate interaction with the audit committee and keeps records before the audit planning and issuance of audit opinions.

Note 2 : Corporate Governance Officer Established and Operation:

1. In order to strengthen corporate governance and enhance the effectiveness of the Board of Directors, we will consider the relevant provisions of Article 3(1) of the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies” and the “Regulations Governing the Appointment and Exercise of Powers by the Board of Directors of Listed Companies”, and will be issued on January 17, 2019. The board of directors decided to appoint the Corporate Governance Officer.
2. Terms of Reference: including but not limited to the following:
 - (1) Handling of matters relating to board of directors meetings and shareholders meetings in compliance with law;
 - (2) Preparation of minutes of the board of directors meetings and shareholders meetings;
 - (3) Assistance in onboarding and continuing education of the directors;
 - (4) Provision of information required for performance of duties by the directors;
 - (5) Assistance in the directors' compliance of law;
 - (6) Report to the board of directors the results of its review on whether the qualifications of independent directors comply with relevant laws and regulations at the time of nomination, election and during their tenure;
 - (7) Handle matters related to the change of directors; and
 - (8) Other matters described or established in the articles of incorporation or under contract.
3. The implementation of the annual business:
 - (1) Handle the pre-registration and various announcements of the shareholders' meeting according to law, and make relevant notices, discussion manuals and other related matters within the statutory time limit.
 - (2) Assist in the compliance of the board of directors and the committee's proceedings and resolutions to ensure compliance with relevant laws and corporate governance practices:
 - A. Prepare the agenda of each board of directors, notify the directors and provide the information required for the meeting before the 7th, and complete the production and distribution of the minutes within 20 days after the meeting.
 - B. Remind the directors to abide by the regulations and matters that need to be avoided when implementing the business or conference resolutions.
 - C. Issue important information of important resolutions of the board of directors and ensure the legality and correctness of the contents of the announcement to protect the rights and interests of investors.
 - (3) Formulate an annual training plan and assist in arranging courses according to the Company's business field and the characteristics of the industry and the background of each director's study and experience.
 - (4) Arrange for the audit supervisor, accountant, visa accountant and relevant department heads to communicate and communicate with the directors to assist the directors in performing their duties.

4. 2024 Corporate Governance Officer training records:

Name	Study Date	Sponsoring Organization	Course	Training hours	Annual training hours
Hsiao, Chia-Ling	2024/06/06	Taiwan Stock Exchange Corporation	Empowering the Carbon Era with Sustainable Knowledge	7	13
	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	

Note 3 : 2024 Directors' training records:

Name	Study Date	Sponsoring Organization	Course	Training hours	Annual training hours
Chia, Kin-Heng	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	6
Yang, Hung-Jen	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	6
Sun, Te-Wen	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	12
	2024/09/06	Securities & Futures Institute	2024 Insider Trading Prevention Promotion Conference	3	
	2024/10/07	Chinese National Association of Industry and Commerce	2024 Taishin Net Zero Summit	3	
Kuo, Yao-Wen	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	6
Chen, John-Sea	2024/01/12	Taiwan Corporate Governance Association	Corporate Carbon Management following the Promulgation of the Climate Change Act	3	9
	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	
Sun, Chu-Wei	2024/03/14	Corporate Operating and Sustainable Development Association	Revolution and case study of shareholder meeting	3	9
	2024/06/05	Corporate Operating and Sustainable Development Association	The global trend of ESG	3	
	2024/08/30	Taiwan Project Management Association	Application of Generative AI and ChatGPT	3	
Chung, Kai-Hsun	2024/01/19	Taiwan Corporate Governance Association	Senior managers' compensation and ESG performance system design	3	9
	2024/07/03	Taiwan Stock Exchange Corporation	2024 Cathay Sustainable Finance and Climate Change Summit	6	

2.3.4 Composition, Responsibilities and Operations of the Remuneration Committee

1. Information on Members of the Remuneration Committee

Title	Criteria	Professional qualifications and experience	Independence situation	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
	Name			
Convener Independent Director	Chung, Kai-Hsun	Please refer to page 9-11 for information on directors		0
Independent Director	Sun, Chu-Wei			1
Independent Director	Chen, John-Sea			1

2. Remuneration Committee Scope of duties

According to the Company's Remuneration Committee Charter, the Committee shall exercise the care of a good administrator to faithfully perform the following duties and present its recommendations to the board of directors for discussion. However, recommendations regarding compensation for supervisors may be submitted to the board of directors for discussion only when the board of directors is expressly authorized to resolve on that matter by the articles of incorporation or by a resolution of the shareholders meeting:

- (1) Periodically reviewing this Charter and making recommendations for amendments.
- (2) Establishing and periodically reviewing the annual and long-term performance goals for the directors, supervisors, and managerial officers of this Corporation and the policies, systems, standards, and structure for their compensation.
- (3) Periodically assessing the degree to which performance goals for the directors, supervisors, and managerial officers of this Corporation have been achieved, and setting the types and amounts of their individual compensation.

The Committee shall perform the duties under the preceding paragraph in accordance with the following principles:

- (1) Ensuring that the compensation arrangements of this Corporation comply with applicable laws and regulations and are sufficient to recruit outstanding talent.
- (2) Performance assessments and compensation levels of directors, supervisors, and managerial officers shall take into account the general pay levels in the industry, the time spent by the individual and their responsibilities, the extent of goal achievement, their performance in other positions, and the compensation paid to employees holding equivalent positions in recent years. Also to be evaluated are the reasonableness of the correlation between the individual's performance and this Corporation's operational performance and future risk exposure, with respect to the achievement of short-term and long-term business goals and the financial position of this Corporation.
- (3) There shall be no incentive for the directors or managerial officers to pursue compensation by engaging in activities that exceed the tolerable risk level of this Corporation.
- (4) For directors and senior managerial officers, the percentage of bonus to be distributed based on their short-term performance and the time for payment of any variable compensation shall be

decided with regard to the characteristics of the industry and the nature of this Corporation's business.

- (5) No member of the Committee may participate in discussion and voting when the Committee is deciding on that member's individual compensation.

"Compensation" as used in the preceding two paragraphs includes cash compensation, stock options, profit sharing and stock ownership, retirement benefits or severance pay, allowances or stipends of any kind, and other substantive incentive measures. Its scope shall be consistent with the compensation for directors, supervisors, and managerial officers as set out in the Regulations Governing Information to be Published in Annual Reports of Public Companies.

If the decision-making and handling of any matter relating to the remuneration of directors and managerial officers of a subsidiary is delegated to the subsidiary but requires ratification by the board of directors of this Corporation, the Committee shall be asked to make recommendations before the matter is submitted to the board of directors for deliberation.

3. Attendance of Members at Remuneration Committee Meetings

- (1) The Remuneration Committee of the Company is comprised 3 members.
- (2) Committee members' tenure of their current term: from June 28, 2023 to June 20, 2026. and the Remuneration Committee held 4 meetings(A) in 2024, during the most recent year, and members' qualifications and their attendance are given as bellows:

Title	Name	Attendance in Person(B)	By Proxy	Attendance Rate (%) 【 B / A 】	Remarks
Convener Independent Director	Chung, Kai-Hsun	4	0	100%	
Independent Director	Sun, Chu-Wei	4	0	100%	
Independent Director	Chen, John-Sea	4	0	100%	

Other mentionable items:

- (1) If the board of directors declines to adopt or modifies a recommendation of the remuneration committee, it should specify the date of the meeting, session, content of the motion, resolution by the board of directors, and the Company's response to the remuneration committee's opinion:
- A. 2024.01.16 The 9th meeting of the 10th Session
Proposal: Discuss the Compensation of Chairman.
Resolution: The proposal was approved by the Board of Directors after voting.
Opinion response: Approval by vote as some directors oppose the case.
- (2) Resolutions of the remuneration committee objected to by members or expressed reservations and recorded or declared in writing, the date of the meeting, session, content of the motion, all members' opinions and the response to members' opinion should be specified: None.
- (3) Content of Proposal, Resolution of Remuneration Committee, and How the company Dealt With it Subsequently :

Date/Term	Content of Proposal, Resolution of Remuneration committee, and How the company Dealt With it Subsequently
2024.01.25 The 2nd meeting of the 5th Session	1. Approved the proposal for 2023 employee remuneration and director remuneration appropriation ratio proposal. 2. Approved the proposal for 2023 manager performance appraisal and year-end bonus payment. 3. Approved the proposal on the promotion and salary adjustment of Company managers. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions.
2024.03.07 The 3rd meeting of the 5th Session	1. Approved the distribution of employees' and directors' compensation in 2023. 2. Approved the KPI of managers for 2024. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions.
2024.05.09 The 4th meeting of the 5th Session	1. Approved the distribution of employees' and directors' compensation in 2023. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions.
2024.08.08 The 5th meeting of the 5th Session	1. Approved the proposal for managers to allocate employee compensation for 2023. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions.
2025.01.16 The 6th meeting of the 5th Session	1. Approved the proposal for 2023 employee remuneration and director remuneration appropriation ratio proposal. 2. Approved the proposal for 2023 manager performance appraisal and year-end bonus payment. 3. Approved the proposal on the promotion and salary adjustment of Company managers. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions. 4. Approved the Compensation of Chairman ■ Resolution: Approved by all members. ■ Opinion response: This proposal was approved by the Board of Directors after voting.
2025.03.06 The 7th meeting of the 5th Session	1. Approved the distribution of employees' and directors' compensation in 2024. 2. Approved the KPI of managers for 2025. ■ Resolution: Approved by all members. ■ Opinion response: Agree and implement the committee's resolutions.

2.3.5 The state of the company's promotion of sustainable development, any variance from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, and the reason for any such variance

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
1. Does the company establish a governance structure to promote sustainable development, established a dedicated (part-time) unit to promote sustainable development; and did the Board of Directors authorize senior management to handle it and report the supervisory status to the Board of Directors?	✓		<p>1. To practice the sustainable development goals and strengthen sustainable governance, the Board of Directors established a Sustainable Development Committee in November 2024 in accordance with the Company's "Sustainable Development Best Practice Principles. " The Chairman acts as the chairperson, while the General Manager and all division-level supervisors serve as ex-officio members of this committee to promote the implementation of policies related to corporate sustainable development.</p> <p>2. The Sustainable Development Committee serves as a cross-departmental communication platform for top-down integration and horizontal collaboration. Cross-departmental groups, such as the Environmental Sustainability Group, Social Responsibility Group, and Corporate Governance Group, have been established under this committee to identify sustainability issues relevant to corporate operations and stakeholders, develop corresponding strategies and work guidelines, allocate budgets related to sustainable development for each organization, plan and implement annual initiatives, and follow up on the implementation's effectiveness, ensuring that sustainable development strategies are fully integrated into the Company's daily operations.</p> <p>3. The Sustainable Development Committee will report on the status of sustainable development implementation and future work plans to the Board of Directors at least once a year. The contents reported include: (1) Formulating, promoting, and strengthening the Company's sustainable development policies, annual plans, strategies, etc. (2) Reviewing, tracking, and revising the implementation status and effect</p>	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			<p>of sustainable development.</p> <p>(3) Supervising sustainable information disclosures and deliberating sustainability reports.</p> <p>(4) Supervising the implementation of the business specified in the Sustainable Development Best Practice Principles of the Company and other work related to sustainable development as resolved by the Board of Directors.</p> <p>(5) Establishing cross-departmental groups to promote and implement sustainable development affairs and determining their formation and tasks.</p> <p>4. When the Board of Directors regularly listens to the management team's sustainable development implementation report, the management team must propose corporate strategies to the Board, who will evaluate the potential success of these strategies, review their progress, and encourage the management team to make adjustments as needed.</p>	
2. Does the company assess ESG risks associated with its operations based on the principle of materiality, and establish related risk management policies or strategies?	✓		<p>1. The Sustainable Development Committee conducts analyses in accordance with the materiality principle outlined in the sustainability reports. It communicates with internal and external stakeholders, evaluates material ESG issues by reviewing domestic and foreign research reports and literature, and integrates evaluation data from each department and subsidiaries. The committee formulates risk management policies focusing on effective risk identification, measurement, evaluation, supervision, and control, and implements concrete action plans to mitigate the impact of relevant risks. Relevant risk management policies or strategies established according to the evaluated risks are shown in Table 1.</p> <p>2. The disclosed information covers our achievements with regard to environmental sustainability in 2024; the boundary of risk assessment focuses on the precision metal stampings of our business.</p>	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
3. Environmental issues (1) Does the company establish proper environmental management systems based on the characteristics of their industries?	✓		1. The main process of the Company is precision metal stampings and surface treatment. By effectively identifying potential environmental pollution that may be caused through the process, an appropriate environment management solution was proposed and the Company environment management system established in order to execute the system and ensure legal compliance by our dedicated personnel of the Environmental Engineering Department. 2. To strengthen the process and environment safety management, the Company adopted effective management in accordance with management system and regulations, and every pollution facility installation and discharge permit abides by relevant laws and regulations. Furthermore, the PDCA cycle is implemented to successfully reduce the impact made to the environment by polluted air, sewage, waste, and toxicity. 3. The Company became a certified Environmental Management System (ISO14001) in 2009; its latest certificate is valid from 2024.10.21 through 2027.10.10.	None
(2) Does the company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment?	✓		1. The Company has a system for sorting garbage and a dedicated place for recycling. Papers are recycled and reused, and we encourage reusable food ware. Our paperless movement helps reduce impact on the environment. 2. Wastewater recycling equipment has been installed to reduce water usage and the load wastewater places on the natural environment. The target is to recycle more than 10,000 tons of used water. 3. Regarding energy use, no effort was spared for saving electricity. From energy saving lighting to smart electric meters in selected areas, energy consumption is minimized with our eco-friendly measures. 4. Natural gas has replaced boiler fuel since the end of 2019 as part of the Company's energy efficiency enhancement policy. With the same heating value but fewer CO2 emissions, GHG volume has been continuously	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			examined every year since then. Compared with the reference year, 2019, where 7,901 tons of CO2 was emitted, a total of 2,398 tons of CO2 was emitted from 2020 to 2024. In the future, continuous carbon reduction will be an annual goal.	
(3) Does the company evaluate potential risks and opportunities brought by climate change, and take response measures to climate-related issues?	✓		<ol style="list-style-type: none"> 1. Within the structure of the S H E (Safety, Health, and Environment) management system, in each department, the personnel implementing the system must review any changes in the internal and external environment and Company products, activities, and service flow via annual management review meetings and perform risk identification based on the analysis of internal and external S H E risks and opportunities that may affect the Company management system's operation. Quantitative scoring is made against the impact and urgency to the Company in accordance with Internal and External Topics Scoring Criteria to locate material topics. 2. As a result of such assessment, countermeasures were taken on the topics of Greenhouse Gas Management, pollution and wastes, energy saving, and carbon reduction to improve performance through personnel training, reduction from sources, water quality investigation, improvement assessment, and recycle tests and examination. 3. In response to climate change and in line with government policies, the Company established a greenhouse gas inventory system in 2023 and obtained a greenhouse gas inventory verification statement every year. 	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons																														
	Yes	No	Description of Summary																															
(4) Does the company compile statistics of greenhouse gas emissions, water use, and total weight of waste in the past two years, and does it establish policies for energy conservation & carbon reduction, greenhouse gas emission reduction, water use reduction, and other waste management?	✓		<p>The main statistical boundary of the Company is precision metal stamping. The GHG volume has been disclosed on the Company’s website for the past two years. Waste reduction, wastewater recycling and reuse, and steam reuse are all a part of the policy contributing to environmental protection.</p> <p>1. GHG: At the end of 2019, an energy efficiency enhancement policy was carried out, with natural gas replacing boiler fuel, with 39.7% CO2 reduction as a yearly goal. The statistics below show the GHG volume emitted by the Company in the past two years.</p> <table><tr><th>Year</th><th>Direct (tons CO2e)</th><th>Indirect energy (tons CO2e)</th><th>Other indirect (tons CO2e)</th><th>Intensity (tons CO2e /million NT-net income)</th><th>Note</th></tr><tr><td>2023</td><td>1,074</td><td>5,036</td><td>1,400</td><td>7.18</td><td>Verification report obtained on May 29, 2024</td></tr><tr><td>2024</td><td>1,406</td><td>6,001</td><td>1,896</td><td>6.46</td><td>Statistics have been completed and verification is expected to be completed in May 2025</td></tr></table> <p>2. Water usage: The Company started recycling wastewater years ago. Each year, we aim to recycle more than 10,000 tons of tap water for reuse. The statistics of water usage and recycling in the past two years are listed below.</p> <table><tr><th>Year</th><th>Water usage (tons)</th><th>Water recycled (tons)</th><th>Intensity(tons water /million NT-net income)</th></tr><tr><td>2023</td><td>198,237</td><td>19,272</td><td>189</td></tr><tr><td>2024</td><td>258,637</td><td>25,634</td><td>180</td></tr></table>	Year	Direct (tons CO2e)	Indirect energy (tons CO2e)	Other indirect (tons CO2e)	Intensity (tons CO2e /million NT-net income)	Note	2023	1,074	5,036	1,400	7.18	Verification report obtained on May 29, 2024	2024	1,406	6,001	1,896	6.46	Statistics have been completed and verification is expected to be completed in May 2025	Year	Water usage (tons)	Water recycled (tons)	Intensity(tons water /million NT-net income)	2023	198,237	19,272	189	2024	258,637	25,634	180	None
Year	Direct (tons CO2e)	Indirect energy (tons CO2e)	Other indirect (tons CO2e)	Intensity (tons CO2e /million NT-net income)	Note																													
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Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons																					
	Yes	No	Description of Summary																						
			<div>3. Waste: With source reduction as our original intention, the sludge drying system helps cut sludge by 57% in each batch of hazardous industrial waste. The statistics below list the wastes in the past two years.</div> <table><tr><th>Year</th><th>Hazardous waste (tons)</th><th>Intensity of non-hazardous wastes(tons water /million NT-net income)</th><th>Hazardous wastes reduced (tons)</th></tr><tr><td>2023</td><td>100</td><td>0.10</td><td>176</td></tr><tr><td>2024</td><td>96</td><td>0.07</td><td>169</td></tr></table> <table><tr><th>Year</th><th>Non-hazardous waste (tons)</th><th>Intensity of non-hazardous wastes (tons water /million NT-net income)</th></tr><tr><td>2023</td><td>194</td><td>0.19</td></tr><tr><td>2024</td><td>303</td><td>0.21</td></tr></table>	Year	Hazardous waste (tons)	Intensity of non-hazardous wastes(tons water /million NT-net income)	Hazardous wastes reduced (tons)	2023	100	0.10	176	2024	96	0.07	169	Year	Non-hazardous waste (tons)	Intensity of non-hazardous wastes (tons water /million NT-net income)	2023	194	0.19	2024	303	0.21	
Year	Hazardous waste (tons)	Intensity of non-hazardous wastes(tons water /million NT-net income)	Hazardous wastes reduced (tons)																						
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2023	194	0.19																							
2024	303	0.21																							
<div>4. Social issues</div> <div>(1) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?</div>	✓		<div>1. The Company opted to abide by the UN’s Universal Declaration of Human Rights, follows relevant labor laws in adopting and implementing procedures, and is RBA and SA 8000 certified.</div> <div>2. The following human rights policies have been adopted</div> <div>(1) Choice of work at free will: The Company prohibits coercion, sponsorship, or contracts to bind involuntary laborers.</div> <div>(2) Youth labor: No child laborer is employed in any part of the manufacturing process.</div> <div>(3) Work hours: Work hours are aligned with the Labor Act.</div> <div>(4) Pay and welfare: Laborers are paid according to the provisions of relevant laws and orders.</div> <div>(5) Humane treatment: Equal treatment and respect shall be given to each and every employee. No violence, verbal abuses, maltreatment, or inhuman treatment is tolerated.</div>	None																					

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			<p>(6) Non-discrimination: The Company provides equal job opportunities to job seekers and every employee, and shall not discriminate against their race, class, language, thought, religion, party affiliation, place of origin, place of birth, gender, sexual orientation, age, marriage, appearance, Facial features, disabilities, horoscope, blood type or past union membership..</p> <p>(7) Freedom of association: The Company respects employees' rights of free association and protects employees from retaliation, threats, or harassment while openly discussing work conditions with the management team.</p> <p>3. In addition to labor and health insurance, each employee is insured with group accident insurance; there are employee welfare committees, labor-management meetings, meal committees and other organizations, and meetings are held regularly, and symposiums are held regularly with foreign migrant workers to safeguard the rights and interests of employees.</p> <p>4. With respect to employee feedback, in addition to the employee opinion box and direct complaint line, a dedicated independent director letterbox and a phone line are in place so that employees can make direct contact with independent directors to provide their opinions on Company operation, financial status, and/or major decisions about employee -related interests and benefits. For foreign employees, regular foreign colleague communication meetings are held so that they can express their opinions.</p> <p>5. The Company training on human rights protection is as follows. This year, the total training hours reached 1,272 hours, with 626 employees completing human rights training.</p> <p>(1) Internal communication structure: Pre-job training for new employees includes no coercive labor or child labor, no discrimination, no harassment, humane treatment, work hour management, grievance</p>	

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			<p>procedure and humane treatment protection, passing down and promoting relevant laws and regulations.</p> <p>(2) Training on unlawful infringement prevention: understand the concept of unlawful infringement and how the Company handles it.</p> <p>(3) Series of comprehensive occupational safety training: suitable safety training associated with situations faced by different types of employees in the workplace. These training sessions include fire training, emergency reaction training, first aid training, and statutory safety training, among others.</p> <p>6. See Table 2 for the Company's Human Rights Concerned Issues and Practices.</p>	
(2) Does the company have reasonable employee benefit measures (including salaries, leave, and other benefits), and do business performance or results reflect on employee salaries?	✓		<p>1. Thorough employee welfare measures and retirement system: The off-day system is in accordance with the Labor Act. For child caring, major illness, and major incidents that require longer leave, unpaid leave is applicable to meet personal and family needs. According to the Articles of Association, 3%-9% of annual profits shall be set aside as employee compensation, reflecting business achievement on the employee remuneration package.</p> <p>2. To secure the future living of employees, the Management Guidelines for Employee Stock Ownership Trust has been adopted, along with the employee Stock Ownership Committee, setting aside a reward amount based on the amount of members' salary withheld.</p> <p>3. In addition to regular labor physical examinations, employees who have served for two years can enjoy additional physical examination subsidies. The subsidy is once every two years at NT\$10,000 each time.</p> <p>4. We value a diversified workplace and gender equality. Women represent 50% of our employees, while 40% of senior management personnel are female.</p> <p>5. See Labor Relationship under Operation Overview (page 111) for employee</p>	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			welfare measures and retirement system implementation.	
(3) Does the company provide a healthy and safe working environment and organize training on health and safety for its employees on a regular basis?	✓		<ol style="list-style-type: none"> 1. The following sets out the SHE policy adopted by the Company to provide a safe and healthy working environment. Legal compliance, continuous improvement, risk minimization, training implementation, consultation and communication, energy saving and carbon reduction, health improvement 2. In addition to providing a safe and healthy working environment for our employees, we regularly organize employee safety education and training, employee health inspections, and conduct workplace monitoring twice a year to provide a healthy working environment. A total of 52 training courses have been held, with a total of 2,597 trainees and 2,878 hours of training. 3. There were 3 work-related injuries this year, down from 4 last year. Although it has continued to decrease, the Company still adheres to the practice of continuous improvement and has added various safety measures, including strengthening 6S inspections, adding machine safety interlock devices, revising SOPs, safety production observations, safety KPI systems and factory Conduct extensive safety education and training to ensure safe production for employees. 4. The Company regularly conducts fire-fighting related education and training, such as fire extinguisher training and operation, plant-wide evacuation drills, escape and evacuation knowledge training and education, fire protection and electricity safety training and publicity, etc. There have been no fire incidents this year. 5. The Company was ISO45001 (standard for occupational health and safety) certified in February 2021. The latest certificate is valid 2024.02.03-2027.02.03. 	None
(4) Does the company provide its employees	✓		The training programs for employees and their implementation are described below:	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
with career development and training sessions?			<ol style="list-style-type: none"> 1. New employees receive training on the day they report for work. This year, a total of 222 employees received training, with a total training time of 666 hours. 2. A total of 404 people attended the RBA and anti-corruption courses, with a total training time of 606 hours. 3. Safety and health training courses totaling 943 people and 632 hours (Promote the "E-Learning Safety Online Learning" course, employees can flexibly use their time to study without any restrictions.) 4. General courses for a total of 670 people and 723 hours. 5. Quality management training for a total of 862 people and 1,683 hours. 6. A total of 1,414 direct personnel participated in the training; a total of 986 indirect personnel participated in the training; and a total of 224 management personnel participated in the training. 7. The total training expenses this year are more than NT\$ 400,000. 	
(5) Does the company comply with relevant regulations and international standards in customer health and safety, customer privacy, and marketing and labeling its goods and services, and has it established consumer rights protection policies and complaint procedures?	✓		Consumer protection, customer rights, and complaint procedures have not been adopted because the parts and components we produce are not categorized as end products. However, as specified by the provision of SA 8000, an NDA is signed and implemented to protect mutual rights and interests with regard to client privacy. For customer health and safety, all raw materials in production are compatible with RoHS requirements, and restricted substances and green assurance are explicitly defined. Environment protection related laws and orders are followed when making applications and reports regarding industrial waste disposal.	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
(6) Does the company have a supplier management policy, require suppliers to comply with regulations on environmental protection, occupational safety and health, and labor rights, and what is its implementation status?	✓		<ol style="list-style-type: none"> 1. The Supplier Quality Management Procedure was adopted in conformity with ISO9001 Quality management principles, Environmental Management System (ISO14001), ISO45001 occupational safety management system, RBA, and SA8000. 2. With respect to environment protection and occupational safety and health, suppliers are required to commit to lowering risks to employees and stakeholders caused by processes, facilities, and activities and make every effort to create regulations that comply with standard environment and occupational safety and health management systems. 3. With regard to labor rights, suppliers are required to abide by national labor acts and regulations and assume respective social responsibility in order to ensure that its business operation and management activities fall under the guidance of the Company's social responsibility policy and work to minimize the risks of social responsibility. Inspection is required on child labor, forced labor, health and safety, freedom of association, right to collective bargaining, discrimination, disciplinary measures, work hours, and payment and reward, among others. 4. At fixed intervals, the Company gives supplier training and questionnaires to verify that suppliers have received and understood the procedures stipulated by the Company. 5. The supervision of supplier abidance is carried out through field assessment, which covers items from "Supplier Quality Audit system" to "supplier procurement system audit" and "general assessment and check on supplier social responsibility management." A contract with a supplier that violates social responsibility and brings significant impact on the environment shall be canceled or terminated pursuant to the content of the contract. 	None
5. Does the company reference internationally accepted		✓	The Company is committed to fulfilling its social responsibility and has obtained ISO14001, ISO 45001, RBA and SA 8000 certifications. We will also compile	None

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
reporting standards or guidelines, and prepare reports that disclose non-financial information of the company, such as corporate social responsibility reports? Do the reports above obtain assurance from a third-party verification unit?			and publish a Sustainability Report for 2024.	
6. If the company has its own sustainable development policy in accordance with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, please specify its operation and the difference from its policy: None				
7. Important information helpful for understanding the state of the company's promotion of sustainable development:				
<p>(1) Employees of the Company are offered equal rights of employment and opportunities of expressing opinions and developing abilities freely regardless of race, sex and age. the Company has also established and complied with strict standards for safety and health of the work environment for employees.</p> <p>(2) As a corporate citizen, the Company, when developing its business, also pays attention to protection of natural environment and prevention of occupational injury to meet the requirements provided by internal and external customers. To perform social responsibility, the Company also promotes the road adoption activity while facilitating the growth of the enterprise as well as environmental protection.</p> <p>(3) The Company has achieved ISO14001, ISO45001, RBA and SA 8000 certification. Members of the team not only promote the aforementioned system, but also visit nearby underprivileged groups needing assistance in hopes of starting from communities to take care every corner that needs us.</p> <p>(4) With the philosophy of “Take from Society and Give Back to Society”, the Company performs its obligations as an enterprise by developing and realizing the concept of environmental protection and making charitable contributions in order to bring about care and warmth for the society. Checking greenhouse gases has been listed as one of the key points in work in recent years. The Company actively reduces greenhouse gases in order to achieve the objective of reduction of CO2 omission, protecting the earth and sustainable operation.</p>				

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
8. Implementation of Climate-related Information				
Item		Status of implementation		
1. Describe the oversight of the Board and Management's, governance of climate-related risks and opportunities.		The supervision and governance of climate-related risks and opportunities are crucial for the sustainable development of companies, and the board of directors and managers play a significant role in this regard to ensure effective response to the risks due to climate change while seizing corresponding opportunities. The Board of Directors established the "Sustainable Development Committee" in 2024, which is responsible for formulating climate-related policies, risk assessment and management measures, personnel training and education, and promoting dialogue with stakeholders to ensure that the Company's climate policies align with the interests of all parties and achieve sustainable development goals.		
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the organization (short, medium, and long term).		<p>1. Short-term Impact:</p> <p>Business: Sudden climate events may cause damage to or shutdown of production facilities, thereby affecting production capacity and delivery times.</p> <p>Strategy: In the short term, it may be necessary to adjust business strategies to cope with sudden climate events, such as rearranging plans of or adjusting supply chains.</p> <p>Finance: Production interruptions and facility damage may lead to a short-term decrease in revenue and additional maintenance costs, which could have a negative impact on cash flow and profit margins.</p> <p>2. Medium-/Long-term Impact:</p> <p>Business: Climate change may lead to instable supply chains, or changes in product demand and market trends, thereby affecting the Company's business model and development direction.</p> <p>Strategy: The Company needs to include climate risk into its strategic planning, and evaluate and invest in more advanced production facilities and supply chain</p>		

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
			management systems, while seeking new market opportunities, such as products that cater to an increased demand, to address climate change. Finance: Medium-/long-term climate change will lead to higher risks and challenges for companies, but it also presents an opportunity to open up new markets and generate profits.	
3. Describe the financial impacts of extreme climate events and transformational actions.			1. Extreme weather events will cause losses to the Company's production and inventory equipment and may also disrupt the supply chain and halt production, affecting the Company's manufacturing and sales, thereby directly impacting its finance. 2. The transformation actions in response to extreme weather conditions will inevitably increase the Company's capital expenditures and operating costs, which will have an impact on cash flow and financial conditions. However, it may also bring new market opportunities, enhance the Company's brand value and reputation, and create long-term competitive advantages and market benefits.	
4. Describe how the process of identifying, assessing, and managing climate risk is integrated into the overall risk management system.			Our Company's "Sustainable Development Committee" is responsible for climate risk management, the responsibilities of which include identifying climate-related risks, evaluating the likelihood and impact of risks, developing response strategies, establishing supervision and audit mechanisms, and integrating climate risk management into the overall risk management system.	
5. If scenario analysis is used to assess the resilience to climate change risk, describe the scenarios, parameters, assumptions, analytical actors, and key financial impacts.			The Company has not yet used scenario analysis to assess resilience to climate change risks.	
6. If there is a transformation plan for managing climate-related risks, describe the content of the plan and the metrics and objectives used to			The Company does not yet have a transformation plan to manage climate-related risks.	

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
identify and manage physical and transformation risks.				
7. If internal carbon pricing is used as a planning tool, the basis for price setting should be stated.			The Company does not yet use internal carbon pricing.	
8. If climate-related targets are set, the activities covered, the scope of greenhouse gas emissions, the planning period, and the annual progress of achievement should be described; if carbon offsets or renewable energy certificates (RECs) are used to achieve the relevant targets, the source and quantity of carbon reduction credits or the quantity of renewable energy certificates (RECs) offset should be described.			To cope with work from the Sustainable Development Roadmap and release the greenhouse gas inventory in stages with verified information, the Company has submitted the greenhouse gas inventory and verification schedules of each Company in the group to the board of directors and completed internal inventory and external verification in 2023. The consolidated financial subsidiary is expected to complete internal inventory in 2025 and external verification in 2026.	
9. GHG inventory and confirmation situation, reduction targets, strategies and specific action plans.			Please refer to 1-1 and 1-2 below.	
1-1 GHG Inventory and Confirmation Situation of the Company in the Last Two Years				
1-1-1 GHG Inventory Information				
Describe the emission volume (tons CO ₂ e), intensity (tons CO ₂ e/million yuan) and data coverage of GHG in the past two years.				

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons																			
	Yes	No	Description of Summary																				
<div>■ Information covered Company Name: Min Aik Precision Industrial Co., Ltd. Address and function: No.2, Guorui Rd., Guanyin Dist., Taoyuan City（office and factory）, Tai'an St., Guanyin Dist., Taoyuan City（staff dorm）, Lequn St., Guanyin Dist., Taoyuan City（staff dorm）</div> <div>■ GHG inventory standard: ISO 14064-1:2018</div> <div>■ Emissions in the last two years:</div> <table><tr><th>Year</th><th>Direct (tons CO2e)</th><th>Energy Indirect (tons CO2e)</th><th>Other Indirect (tons CO2e)</th><th>Intensity (tons CO2e /million NT-net income)</th><th>Note</th></tr><tr><td>2023</td><td>1,074</td><td>5,036</td><td>1,400</td><td>7.18</td><td>Verification report obtained on May 29, 2024</td></tr><tr><td>2024</td><td>1,406</td><td>6,001</td><td>1,896</td><td>6.46</td><td>The inventory has been completed and is expected to be verified in May 2025</td></tr></table>						Year	Direct (tons CO2e)	Energy Indirect (tons CO2e)	Other Indirect (tons CO2e)	Intensity (tons CO2e /million NT-net income)	Note	2023	1,074	5,036	1,400	7.18	Verification report obtained on May 29, 2024	2024	1,406	6,001	1,896	6.46	The inventory has been completed and is expected to be verified in May 2025
Year	Direct (tons CO2e)	Energy Indirect (tons CO2e)	Other Indirect (tons CO2e)	Intensity (tons CO2e /million NT-net income)	Note																		
2023	1,074	5,036	1,400	7.18	Verification report obtained on May 29, 2024																		
2024	1,406	6,001	1,896	6.46	The inventory has been completed and is expected to be verified in May 2025																		
<div>1-1-2 GHG Verification Information</div> <div>Describe the verification situation in the last two years as of the publication date of the annual report, including verification scope, verification agency, verification criteria and verification opinions.</div> <div>■ The Company established a GHG inventory system in 2023 and obtained a GHG inventory certificate statement every year.</div> <div>■ Verification scope: Company Name: Min Aik Precision Industrial Co., Ltd.</div>																							

Evaluation Item	Implementation Status			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Description of Summary	
<p>Address and function: No.2, Guorui Rd., Guanyin Dist., Taoyuan City (office and factory) , Tai'an St., Guanyin Dist., Taoyuan City (staff dorm) , Lequn St., Guanyin Dist., Taoyuan City (staff dorm)</p> <p>■ Verification agency: AFNOR Asia Ltd (艾法諾國際股份有限公司)</p> <p>■ Verification criteria: ISO 14064-1:2018</p> <p>■ Verification opinions: Confirm that the organization makes a greenhouse gas statement in accordance with the requirements of the verification criteria agreed by both parties and presents greenhouse gas data and related information fairly, consistent with the verification scope, objectives and criteria agreed by both parties. The reasonable assurance level of the declared inventory data is Category 1 and Category 2.</p>				
1-2 GHG reduction targets, strategies and specific action plans.				
Describe the GHG reduction base year and its data, reduction targets, strategies, specific action plans and achievement of reduction targets.				
<p>■ The base year for reduction is 2022, with emissions of 8,671 tons.</p> <p>■ Reduction target: In order to respond to global climate change and achieve the international reduction trend, the Company uses 2022 as the carbon emission base year and expects to reduce carbon emissions by 2.5% each year. The mid-term goal is to reduce it by 20% by 2030, and the long-term goal is to achieve net zero emissions by 2050.</p> <p>■ Reduction measures: The current main reduction measures are adding a frequency converter to adjust the speed of the water pump, clean the internal pipelines of the ice water main unit, modify the air compressor pipelines, gradually replacing air compressors and ice water machines, and recovering steam waste heat. In the long term, solar power generation will be installed.</p> <p>■ Achievement of reduction targets: In 2024, due to increased revenue, emissions increased by 632 metric tons compared to 2022, but compared with the emission intensity, it decreased by 10% compared to the base year.</p>				

Table 1- Risk assessment and management policy

Material Topic	Items assessed	Description
Environment	Environment protection and ecological maintenance	<ol style="list-style-type: none"> 1. Acquired the first environment certificate in 2009 and again in October 2024, the Company environment management system has maintained ISO 14001 certification. 2. Substantial reduction of pollution source. Practices in line with the government regarding the protection of air quality. Full practice of natural gas throughout process lines to minimize waste gas emitted from heavy fuel combustion. 3. Water reuse policy pursuant to government policy. Wastewater recycling system to reduce discharge so that every drop can be reused. 4. Beach cleaning activities restore the natural look a coast should have. Beach adoption in response to government policy further protects our environment through physical action. 5. Sludge drying system in place to reduce solid wastes.
Society	Occupational safety	<ol style="list-style-type: none"> 1. In 2021, the Company's occupational safety management system was ISO 45001 Occupational Health and Safety Management Systems (OH&SMS) certified. Daily field safety is checked based on 6S for the work environment. 2. Regular annual employee fire drills, plant-scaled evacuation drills and dormitory escape drills fully prepare employees' capability in reacting to emergency and safe escape.
	Social responsibility	<ol style="list-style-type: none"> 1. Approved by and received RBA certificate regarding the full inspection on labor, health and safety, environment, and ethics. The Company is RBA VAP validated with a silver award. 2. Participate in public welfare and spare no effort, organize "blood donation activities" and call on employees to participate together; Joining hands with the Genesis Foundation, employees are invited to respect the spirit of life, donate invoices as a gesture of love, and devote all their efforts to implement social missions by gathering sand into a tower. 3. In response to "Earth Day", we organized a plastic reduction and ocean beach cleaning activity, using Oyster Coast in Xinwu District as the beach cleaning site, and led colleagues to use corporate capabilities to improve coastal cleanliness.
Corporate Governance	Ethical management	<ol style="list-style-type: none"> 1. Any form of bribery, corruption, blackmail, or embezzlement is prohibited. Specific standards and regulations are established for employees to follow. 2. Promising, offering, approving, giving, or accepting bribes or any form of unjustifiable income, including promising, offering, or taking any valued items, is prohibited.
	Continuous operation and management	<ol style="list-style-type: none"> 1. Regulations of each department and office shall be followed; internal control procedure implemented to ensure all personnel are working pursuant to Company regulations. 2. The operation is in line with government regulations by regular follow up on acts and orders and update Article of Associations.

Material Topic	Items assessed	Description
		3. To fulfill environmental sustainability, every management policy is implemented, along with the obtainment of ISO 22301, Business Continuity Management System certificate.
	Reinforcing the function of Directors and its value	1. To advance the function of Directors, courses are offered every year regarding the most updated legal regulations and concerned topics available for directors. 2. The Procedure for Handling Demands by Directors is adopted to ensure proper handling and execution regarding issues raised by directors.
	Engaging stakeholders	1. We value employees' rights and interests by establishing consultation and complaint channels for employees to speak freely and express their concerns in their position; we follow up on Company related topics and are devoted to creating a work environment that is friendly and has positive labor relations. 2. Channels are in place for external communication; regular announcements on stakeholders' concerned issues are made for their reference.

Table 2- Concerned human rights and practices

Concerned Topics	Goal and Implementation	Risk Assessment	Measures for Mitigation	Remedy
Providing a safe and healthy work environment	Full prevention of occupational illness to enhance employees' physical and mental health.	1. Records with regard to any occupational illness caused by chemical exposure. 2. The voluntary participation rate in the health project shows how the Company supports employees in health promotion.	1. Control chemical, physical, human, biological, psychosocial hazardous elements that cause occupational illness by management representatives and committee representatives of laborer health and hygiene management in relevant departments. 2. Nursing staff in place for healthcare, health promotion, and employee support projects. 3. Regular residence to perform	1. Immediate adjustment of work. 2. Sufficient medical resources. 3. Prevention from recurrence

Concerned Topics	Goal and Implementation	Risk Assessment	Measures for Mitigation	Remedy
			health consultation and related inquiry with physicians.	
Complete eradication of unlawful discrimination to ensure equal job opportunities	<ol style="list-style-type: none"> 1. We comply with labor laws, international standards and the Company's human rights policies, and do not discriminate or harass employees in recruitment or actual work due to factors such as race, skin color, age, gender, sexual orientation, gender identity and expression, ethnicity or nationality, disability, pregnancy, belief, political stance, group background, veteran status, protected genetic information or marital status. 2. Procedures are adopted and implemented; declaration in Recruitment and Employment Management Procedure with regard to the non-discrimination principle: equal job opportunities for every job seeker and employee. No discrimination against their race, class, language, thought, religion, party affiliation, place of origin, place of birth, gender, sexual orientation, age, marriage, appearance, Facial features, disabilities, horoscope, blood type or past union membership. 3. Training for recruiting managers on no discrimination against applicants. 4. Due to the "Zero Payment Policy for 	As early as possible in the recruit process, internal control is activated to eliminate any discrimination against laws. On their resume, no applicants are required to provide job-irrelevant personal information.	Legal compliance is performed from the very beginning of recruitment in order to eliminate discrimination against laws.	No violation cases.

Concerned Topics	Goal and Implementation	Risk Assessment	Measures for Mitigation	Remedy
	Foreign Workers", our Company's foreign workers no longer need to pay domestic agency service fees, medical examination fees and residence permit fees. Approximately NT\$5.5 million in related fees will be paid in 2024.			
Child Labor Avoidance	Child Labor Avoidance Management Procedures are adopted when interviewing applicants. Newly hired employees are reviewed to ensure no omission.	Applicants are required to produce statutory identification proof so that the Company may verify their appointment qualification.	Legal compliance is performed from the very beginning of recruitment.	No violation cases.
Prohibition of forced labor and inhuman treatment	<ol style="list-style-type: none"> 1. We strictly abide by local government labor laws, international norms and the Company's human rights policy, and have implemented the "Zero Payment Policy for Foreign Workers" since 2016. Foreign workers are recruited by our Company through a country-to-country recruitment method, so that local employees or foreign workers will not be forced or coerced into performing labor services. 2. Avoid harsh and inhumane treatment of employees, including any form of sexual harassment, sexual assault, corporal punishment, mental or physical coercion or verbal abuse; and do not threaten any such behavior. 3. It is specified in the work rules that extra work hours require the consent of employees, with overtime pay or 	In addition to internal controls for work hours, channels for complaint and communication sessions are in place for dissemination and inspection.	The attendance system and overtime report system are devised with reminders. Monthly checks and control on work hours.	In the event of forced labor, improvement measures shall be taken by relevant management personnel. Relevant employees shall be compensated accordingly.

Concerned Topics	Goal and Implementation	Risk Assessment	Measures for Mitigation	Remedy
	compensatory leave.			
Supporting employees' balance between mental and physical health and work life	<ol style="list-style-type: none"> 1. Diversified activities from culture and art to sports, family, and kids; clubs and societies are available for expanding colleague interaction and obtaining a balance between work and life. 2. Contract with kindergarten helps provide childcare solutions and better support employees' work performance. 3. Make special agreements with external units to provide employees and their families with multiple leisure places at preferential prices, praying for peace of life and work, and physical and mental health. 4. Promote employee club programs, encourage employees to set up clubs on their own and organize activities. After approval by the Employee Welfare Committee, they will enjoy funding subsidies for organizing activities. 	Participation rate will be reviewed.	Encouraging employees and their family to participate in activities by publicizing such activities through Welfare Committee members and partner sponsors.	Survey after activities for future improvement.

2.3.6 Implementation of Ethical Corporate Management and Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies" and Reasons

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
<p>1. Establishment of ethical corporate management policies and programs</p> <p>(1) Did the company establish an ethical corporate management policy that was approved by the Board of Directors, and declare its ethical corporate management policy and methods in its regulations and external documents, as well as the commitment of its Board and management to implementing the management policies?</p> <p>(2) Does the company establish mechanisms for assessing the risk of unethical conduct, periodically analyze and assess operating activities within the scope of business with relatively high risk of unethical conduct, and formulate an unethical conduct prevention plan on this basis, which at least includes preventive measures for conduct specified in Article 7, Paragraph 2 of the Ethical Corporate Management Best- Practice Principles for TWSE/TPEX Listed Companies?</p> <p>(3) Did the company specify operating procedures, guidelines for conduct, punishments for violation, rules of appeal in the unethical conduct prevention plan, and does it implement and periodically review and revise the plan?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>(1) The Company not only establishes the ethical corporate management principles and the procedures for ethical management and guidelines for conduct, but also establishes FCPA management procedures and ethics management procedures in accordance with the Responsible Business Alliance (RBA; former EICC) specifications.</p> <p>(2) The Company has established the ethical corporate management principles and the procedures for ethical management and guidelines for conduct, and has implemented them step by step. Training for new employees and on-the-job training will be communicated to all employees pursuant to the Company’s requirements for integrity and guidelines for conduct.</p> <p>(3) The Company has established relevant operational procedures in the “integrity operation procedures and code of conduct” to actively prevent dishonest acts.</p>	None

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
2. Fulfill operations integrity policy				None
(1) Does the company evaluate business partners’ ethical records and include ethics-related clauses in business contracts?	✓		(1) The Company and its subsidiaries have established an assessment mechanism for their customers. When executing a contract with a customer, the Company, which has clearly provided the rights and obligations of both parties in detail in the contract, makes a confidentiality agreement with the customer.	
(2) Did the company establish a dedicated unit under the board of directors to promote ethical corporate management, and periodically (at least once a year) report to the Board of Directors and supervise the implementation of the ethical corporate management policy and unethical conduct prevention plan?	✓		(2) Operational Service Office is authorized by the Company to be responsible for developing and dealing with ethical corporate management related matters for the Company and its subsidiaries, and reporting the status of performance of the previous year to the Board of Directors every year.	
(3) Does the company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	✓		(3) The Company provides a policy for prevention of conflicts of interest and states relevant channels in the ethical management procedures for employees and the procedure for employees to complain and participate in management.	
(4) Does the company have effective accounting system and internal control systems set up to facilitate ethical corporate management, does the internal auditing unit formulate audit plans based on unethical conduct risk assessment results, and does it audit compliance with the unethical conduct	✓		(4) The design of the accounting systems and internal control systems of the Company and its subsidiaries are examined by the CPAs retained by the Company and its subsidiaries and are reviewed periodically. During the audit conducted by internal auditors, no violation by	

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
<p>prevention plan or commission a CPA to perform the audit?</p> <p>(5) Does the company regularly hold internal and external educational trainings on operational integrity?</p>	✓		<p>any employee or the management of ethical corporate management principles has been found.</p> <p>(5) The Company holds internal educational training on ethical corporate management periodically and from time to time and holds external educational training based on actual needs.</p>	
<p>3. Operation of whistleblowing system</p> <p>(1) Does the company establish both a reward/punishment system and an integrity hotline? Can the accused be reached by an appropriate person for follow-up?</p> <p>(2) Does the company establish standard operating procedures for investigating reported cases, and does it take subsequent measures and implement a</p>	<p>✓</p> <p>✓</p>		<p>(1) The Company has provided a concrete reporting and reward system in the procedures for ethical management and guidelines for conduct. Internal or external persons are able to complain or report via telephone and Email. An ad hoc unit is authorized to deal with matters relevant to complaints. Whistleblowing Channels: A. Whistleblowing Hotline: 03-4389010 B. Whistleblowing Email: Independent Directors’ Mailbox: IDS@mapi.com.tw Internal Whistleblowing Mailbox:eicc@mapi.com.tw C. Responsible Unit : Internal Audit Department</p> <p>(2) The Company has provided relevant standard procedures and the confidentiality mechanism in the procedures for ethical management and guidelines for conduct.</p>	None

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
confidentiality mechanism after completing investigation?			<p>A. Acceptance Principles: Whistleblowers must provide at least the following information:</p> <ul style="list-style-type: none"> a. The whistleblower’s name and identification number, as well as contactable address, telephone number, and email address. b. The name of the person being reported—or other information sufficient to identify the individual. c. Specific facts that can be investigated and verified. <p>B. Investigation Procedures</p> <ul style="list-style-type: none"> a. If the matter concerns general staff, it must be reported to the department head; if it involves a director or senior executive, it must be reported to an independent director. b. The company’s designated unit and the reporting supervisor or relevant personnel must immediately ascertain the facts. If necessary, assistance should be provided by the Legal Compliance or other related departments. c. If it is confirmed that the reported person has indeed violated applicable laws or the company’s ethical management policies and regulations, the company must immediately require the cessation of the behavior and take appropriate disciplinary 	

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
			<p>action. If necessary, legal proceedings may be initiated to claim damages in order to protect the company’s reputation and interests.</p> <p>d. Documentation of the acceptance, investigation process, and results must be retained in writing for five years. Such records may be kept electronically. If litigation related to the whistleblowing incident occurs before the retention period expires, the records must continue to be preserved until the conclusion of the litigation.</p> <p>C. Processing Deadline: The principle is to handle whistleblowing matters immediately.</p> <p>D. Follow-up Measures and Confidentiality Mechanisms</p> <p>a. When a reported matter is verified to be true, the relevant internal units of the company must review the internal control systems and operational procedures, then propose corrective measures to prevent recurrence of similar conduct.</p> <p>b. The company’s designated unit must report the whistleblowing matter, its handling, and subsequent review and corrective actions to the board of directors.</p> <p>c. Personnel handling whistleblowing must make a written declaration to keep the</p>	

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
(3) Does the company provide proper whistleblower protection?	✓		<p>identity of the whistleblower and the contents of the report confidential. The company also undertakes to protect whistleblowers from unfair treatment resulting from their report.</p> <p>(3) To strengthen and implement the confidentiality of whistleblowers’ identities, encourage suppliers and employees to report misconduct, establish a joint supervision mechanism, and handle complaints confidentially to protect complainants from any retaliation or other unfavorable treatment, the Company has established the “Whistleblower Protection and Anti-Retaliation Management Procedures.”</p> <p>In 2024, no incidents of reported misconduct occurred.</p>	
4. Strengthening information disclosure Does the company disclose its ethical corporate management policies and the results of its implementation on the company’s website and MOPS?	✓		The Company has disclosed information regarding ethical corporate management principles at its website and in Market Observation Post System.	None
5. If the company has established the ethical corporate management policies based on the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies, please describe any discrepancy between the policies and their implementation: None				
6. Important information helpful for understanding ethical corporate management: (e.g.: review and amendment of the ethical corporate management principles, etc.)				
The Board of Directors of the Company approved the establishment of the ethical corporate management principles on Mar. 6, 2013 and approved the establishment of the procedures for ethical management and guidelines for conduct on Aug. 9, 2013. On Mar. 25, 2015, the Board of Directors also amended the Company’s ethical corporate management principles and procedures for ethical management and guidelines for conduct, after				

Evaluation Item	Implementation Status			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Description of Summary	
referring to the examples announced by the competent authority, in accordance with applicable laws and the Company’s governance-related rules and based on the Company’s actual needs.				

2.3.7 If the Company has established Corporate Governance Best Practice Principles and related regulations, the inquiry methods shall be disclosed: The information has disclosed At the Investor’s Zone of the Company’s official website and the Market Observation Post System (MOPS).

2.3.8 Other Important Information Relating to Governance of the Company:

1. Established Remuneration Committee on March 6, 2013.
2. Established the Audit Committee on April 17, 2014.
3. Established the “Corporate Governance Principles” on January 26, 2016.
4. Established Corporate Governance Officer on January 17, 2019.
5. Established Sustainable Development Committee on November 7, 2024.

2.3.9 The Performance in Internal Control System shall disclose items given as follows:

1. Declaration of Internal Control System: Please refer to Market Observation Post System > Single Company> Corporate Governance > Internal Control > Internal Control Statement Announcement (Website: <https://mops.twse.com.tw/mops/#/web/t06sg20>)
2. Where accountant was commissioned to perform ad hoc review on the internal control system, the accountant review report required to be disclosed: None

2.3.10 In the most recent year and as of the Annual Report issuance date, the Key Resolutions resolved in the shareholders' meeting and Board of Directors are as below:

1. The summary and important resolutions made at the shareholders' meeting and the status of performance are stated as follows:

Important Resolutions Made at Regular Meeting of Shareholders on May 30, 2024		
Subject	Result of Resolution	Status of Performance
(1) Proposal of recognizing the business report and financial statements of 2023	Approved after voting	Relevant statements have been announced and reported in accordance with applicable regulations.
(2) Proposal of recognizing the proposal of earnings distribution plan for 2023	Approved after voting	Allocated in accordance with the resolution of the shareholders meeting, the dates are as follows: 1. Record date of distribution: 2024.07.05 2. Date of cash distribution: 2024.07.17

2. Important matters resolved by board of directors: (Jan. 1, 2024 to Mar. 31, 2025)

Date/Term	Important matters resolved
2024.01.25 The 4th meeting of the 10th Session	<ol style="list-style-type: none"> (1) Approved the Company's 2024 budget. (2) Approved the proposal of applying to the bank for credit extension. (3) Approved the proposal for 2023 employee remuneration and director remuneration appropriation ratio proposal. (4) Approved the proposal for 2023 manager performance appraisal and year-end bonus payment. (5) Approved the proposal on the promotion and salary adjustment of Company managers.
2024.03.07 The 5th meeting of the 10th Session	<ol style="list-style-type: none"> (1) Approved the distribution of employees' and directors' compensation in 2023. (2) Approved the business report, individual financial report, and consolidated financial report of the Company for 2023. (3) Approved the appointment and remuneration of the auditing CPA for 2024. (4) Approve the 2024 Certified Public Accountant Offering of Non-Conviction Services. (5) Approved the proposal of distributing earnings of 2023. (6) Approved the declaration for internal control system of the Company for 2023. (7) Approved the proposal of convening the general meeting of shareholders for 2024 and other relevant matters. (8) Approved the KPI of managers for 2024.

2024.05.09 The 6th meeting of the 10th Session	<ul style="list-style-type: none"> (1) Approved the Company's consolidated financial quarter report for Q1 2024. (2) Approved the proposal for the distribution of directors' remuneration in 2023.
2024.08.08 The 7th meeting of the 10th Session	<ul style="list-style-type: none"> (1) Approved the Company's consolidated financial quarter report for Q2 2024. (2) Approved the endorsement and guarantees provided for Esteem King Limited. (3) Approve the proposal for managers to allocate employee compensation for 2023.
2024.11.07 The 8th meeting of the 10th Session	<ul style="list-style-type: none"> (1) Approved the Company's consolidated financial quarter report for Q3 2024. (2) Formulate the "Sustainable Development Principles". (3) Establish the "Sustainable Development Committee" and formulate its organizational Charter. (4) Amendment to the "Internal Control System". (5) Approved the annual audit plan of the Company for 202. (6) Approved appointment of Director of Amould Plastic Technologies (Suzhou) Co., Ltd.
2025.01.16 The 9th meeting of the 10th Session	<ul style="list-style-type: none"> (1) Approved the Company's 2024 budget. (2) Approved the factory expansion and purchase of production equipment. (3) Approved the proposal of applying to the bank for credit extension. (4) Approved the proposal of changing the keeping unit of the Seal registered with the Ministry of Economic Affairs of the Company. (5) Approved the proposal for 2023 employee remuneration and director remuneration appropriation ratio proposal. (6) Approved the proposal for 2024 manager performance appraisal and year-end bonus payment. (7) Approved the proposal on the promotion and salary adjustment of Company managers. (8) Approved the compensation of Chairman.
2025.03.06 The 10th meeting of the 10th Session	<ul style="list-style-type: none"> (1) Approved the distribution of employees' and directors' compensation in 2024. (2) Approved the business report, individual financial report, and consolidated financial report of the Company for 2024. (3) Approved the appointment and remuneration of the auditing CPA for 2025. (4) Approve the 2025 Certified Public Accountant Offering of Non-Conviction Services. (5) Approval of accounts receivable overdue for more than three months is not a loan of funds. (6) Approved the proposal of distributing earnings of 2024. (7) Approved the declaration for internal control system of the Company for 2024. (8) Amendment to the Company's Articles of Incorporation (9) Approved the proposal of convening the general meeting of shareholders for 2025 and other relevant matters. (10) Approved the KPI of managers for 2025.

2.3.11 In the most recent year and as of the Annual Report issuance date, different opinions posed by the directors to the Key Resolutions in the board of directors, as backed with written records or declaration in writing:

1. 2025.01.16

- Proposal: Discuss the Chairman's compensation.
- Kuo, Yao-Wen: He entrusted the directors to express his objection.

2.4 Information on CPA professional fees

1. Information on CPA professional fees

Unit: NT\$ Thousand

Accounting Firm	Name of CPA	Audit period	Audit Fee	Non-audit Fee (Note)	Total	Remarks
KPMG	Yu, Sheng-Ho	2024.01.01	4,060	950	5,010	
	Cheng, An-Chih	~ 2024.12.31				

Note: The non-audit Fee content includes tax visa (820 thousand) and payment in advance (130 thousand).

2. If any of the following applies to the company, it shall disclose information as follows:

- (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:
N/A
- (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, the reduction in the amount of audit fees, reduction percentage, and reason(s) therefor shall be disclosed: N/A

2.5 Information on replacement of CPA

1. Regarding the former CPA:

Replacement Date	2025.03.06		
Replacement reasons and explanations	Due to the internal business adjustment of the accounting firm, the CPAs were changed from Yu, Sheng-Ho and Cheng, An-Chih to Tsai, Meng-Chuan and Cheng, An-Chih.		
State whether the appointment is terminated or rejected by the Consignor or CPAs	Parties		CPA
	Status		Consignor
	Termination of appointment	N/A	N/A
	No longer accepted (continued) appointment	N/A	N/A
Other issues (except for unqualified issues) in the audit reports within the last two years	None		
Is there any disagreement in opinion with the Issuer	Yes		Accounting principles or practices
			Disclosure of Financial Statements
			Audit scope or steps
			Others
	None	V	

	Remarks/specify details:
Other facts of disclosure (Facts to be disclosed under Article 10, Paragraph 6, Subparagraph 1, Item 4 ~ 7 of the Regulations)	None

2. Regarding the successor CPA:

Name of accounting firm	KPMG
Name of CPA	Tsai, Meng-Chuan Cheng, An-Chih
Date of appointment	2025.03.06
Consultation results and opinions on accounting treatments or principles with respect to specified transactions and the company's financial reports that the CPA might issue prior to the engagement.	None
Succeeding CPA's written opinion of disagreement toward the former CPA	None

3. The reply by the former CPA in response to the three key points under Subparagraphs 1 and 2 of Paragraph 6, Article 10: N/A

2.6 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, the name and position of the person, and the period during which the position was held, shall be disclosed: None

2.7 In the most recent year and as of the Annual Report issuance date, transfer of shares, pledge or change in equity by the directors, managers and shareholders holding over 10% of the aggregate total:

1. Changes in directors, managerial officers and Major shareholders

Title	Name	2024		As of 2025/03/31	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
Director Major shareholders	Min Aik Technology Co., Ltd.	70,000	0	0	0
Chairman	Chia, Kin-Heng	(138,000)	(415,000)	(130,000)	0
Director	Yang, Hung-Jen	(50,000)	0	0	0
Director	Sun, Te-Wen	0	0	0	0
Director Major shareholders	Beacon Investments Limited	(1,576,763)	0	(276,000)	0
Director	Kuo, Yao-Wen	0	0	0	0
Independent Director	Chen, John-Sea	0	0	0	0
Independent Director	Sun, Chu-Wei	0	0	0	0
Independent Director	Chung, Kai-Hsun	0	0	0	0

Title	Name	2024		As of 2025/03/31	
		Holding Increase (Decrease)	Pledged Holding Increase (Decrease)	Holding Increase (Decrease)	Pledged Holding Increase (Decrease)
General Manager	Fang, Kuang-Yi	(68,000)	0	0	0
Assistant Vice President	Hsieh, Hsiu-Lan (Note 1)	0	0	N/A	N/A
Assistant Vice President	Chen, Chin- Tung	118	0	0	0
Assistant Vice President	Li, Chung- Hsien	13,000	0	0	0
Assistant Vice President	Hsiao, Chia-Ling	0	0	0	0
Chief Accountant	Chan, Chih-Chi	0	0	0	0

Note 1: Dismissed on 2024.12.31

2. Where the transferee of equity transfer is a related party, the Company should disclose the name, his or her relationship with the Company, the Company's directors and supervisors, key shareholders holding over 10% shares and the number of shares held:

Name	Reason for transfer	Transaction date	Counterparty	Relationship	Number of shares	Price
Fang, Kuang-Yi	Disposal (gift)	2024.07.02	Fang, Tsung-Jia	First-degree relatives	29,000	NT\$ 40.85
			Fang, Tsung-Wei	First-degree relatives	29,000	NT\$ 40.85

3. Where the pledge of equity transfer is a related party, the Company should disclose the name, his or her relationship with the Company, the Company's directors and supervisors, key shareholders holding over 10% shares and the number of shares held: None

2.8 Information of the interrelationship as related party, spouse, blood relatives within the second degree of kinship among the top 10 shareholders in shareholding

2025/03/31

Name	Current Shareholding		Spouse's/minor's Shareholding		Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top 10 Shareholders, or Spouses or Relatives Within Two Degrees		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relationship	
Min Aik Technology Co., Ltd.	29,857,000	38.78%	-	-	-	-	Chia, Kin-Heng	Chairman of Min Aik Technology Co., Ltd.	-
Min Aik Technology Co., Ltd. Representative: Chia, Kin-Heng	439,766	0.57%	146,000	0.19%	-	-	-	-	-
Beacon Investments Limited	22,756,000	29.55%	-	-	-	-	-	-	-

Beacon Investments Limited Representative: Kuo, Yao-Wen	-	-	-	-	-	-	-	-	-
Taiwan Fu Hsing Industrial Co., Ltd.	1,500,000	1.95%	-	-	-	-	-	-	-
Taiwan Fu Hsing Industrial Co., Ltd. Representative: Lin, Jui-Chang	-	-	-	-	-	-	-	-	-
Wang, Chung-Chi	1,034,000	1.34%	-	-	-	-	-	-	-
Fang, Kuang-Yi	732,022	0.95%	67,000	0.09%	-	-	-	-	-
UBS Europe SE Investment Account	661,063	0.86%	-	-	-	-	-	-	-
LGT Bank (Singapore) Ltd.	444,000	0.58%	-	-	-	-	-	-	-
Chia, Kin-Heng	439,766	0.57%	146,000	0.19%	-	-	Min Aik Technology Co., Ltd.	Chairman	-
CTBC Bank Employee Stock Ownership Trust Account of Min Aik Precision Industrial Co., Ltd.	399,725	0.52%	-	-	-	-	-	-	-
Hsu, Chien-Hung	361,000	0.47%	-	-	-	-	-	-	-

2.9 The total number of shares and total equity stake held in any single enterprise by the company, its directors and supervisors, managers, and any companies controlled either directly or indirectly by the company

2025/03/31; Unit: thousand shares

Investees	Investments of the Company		Investment by directors, supervisor, manager and directly or indirectly controlled company		Comprehensive investments	
	Shares	%	Shares	%	Shares	%
MATC TECHNOLOGY MALAYSIA SDN.BHD.	4,427	20%	17,707	80%	22,134	100%

III. Capital Overview

3.1 Capital and Shares

3.1.1 Source of Capital

1. Process for the share capital to come into being

2025/3/31; NT\$ thousands; thousand shares

Month/ Year	Par Value	Authorized Capital		Paid-in Capital		Remark		
		Shares	Amount	Shares	Amount	Source of Capital	Capital Increased by Assets Other than Cash	Other
Jan. 2001	10	12,000	120,000	6,000	60,000	Initiative founding capital	None	Note 1
Sep. 2002	10	20,000	200,000	14,000	140,000	Increment in cash 80,000 thousands	None	Note 2
Jul. 2003	10	35,000	350,000	28,000	280,000	Increment in cash 140,000 thousands	None	Note 3
Apr. 2004	10	35,000	350,000	21,700	217,000	Capital reduction 63,000 thousands	None	Note 4
Apr. 2004	10	35,000	350,000	31,700	317,000	Increment in cash 100,000 thousands	None	Note 4
May 2006	10	50,000	500,000	40,900	409,000	Capital increase by earnings 92,000 thousands	None	Note 5
Sep. 2012	20	50,000	500,000	44,172	441,720	Employee stock option certificate transferred to capital increase 32,720 thousands	None	Note 6
Aug. 2013	10	100,000	1,000,000	56,100	561,000	Capital increase by earnings 81,276 thousands, Capital Surplus to capital increase 38,004 thousands	None	Note 7
Jun. 2014	10	100,000	1,000,000	61,710	617,100	Capital increase by earnings 56,100 thousands	None	Note 8
Sep. 2015	10	100,000	1,000,000	67,881	678,810	Capital increase by earnings 61,710 thousands	None	Note 9
Jan. 2016	88	100,000	1,000,000	77,000	770,000	Increment in cash 91,190 thousands	None	Note 10

Note 1: Approved by the letter Jing-(90)-Zhong-Tzu No. 9031598960 dated January 18, 2001

Note 2: Approved by the letter Jing-Shou-Zhong-Tzu No. 09101374800 dated September 16, 2002

Note 3: Approved by the letter Jing-Shou-Zhong-Tzu No. 09232369190 dated July 16, 2003

Note 4: Approved by the letter Jing-Shou-Zhong-Tzu No. 09331981200 dated April 16, 2004

Note 5: Approved by the letter Jing-Shou-Zhong-Tzu No. 09532256130 dated May 30, 2006

Note 6: Approved by the letter Jing-Shou-Zhong-Tzu No. 10132553220 dated October 2, 2012

Note 7: Approved by the letter Jing-Shou-Shang-Tzu No. 10201160200 dated August 6, 2013

Note 8: Approved by the letter Jing-Shou-Shang-Tzu No. 10301112880 dated June 19, 2014

Note 9: Approved by the letter Jing-Shou-Shang-Tzu No. 10401182630 dated September 4, 2015

Note 10: Approved by the letter Jing-Shou-Shang-Tzu No. 10501022900 dated February 1, 2016

2. Categories of outstanding shares

2025/3/31

Categories of shares	Authorized Capital			Remark
	Outstanding shares	Unissued shares	Total	
Common shares	77,000,000	23,000,000	100,000,000	Listed stocks

3. Information for shelf registration: N/A

3.1.2 List of Major Shareholders:

The names, shareholding number and percentages of shareholders holding over 5% or shareholders ranking among the top ten:

2025/3/31; shares

Name	Shares	Shareholding	Percentage
Min Aik Technology Co., Ltd.		29,857,000	38.78%
Beacon Investment Limited (Malaysia)		22,756,000	29.55%
Taiwan Fu Hsing Industrial Co., Ltd.		1,500,000	1.95%
Wang, Chung-Chi		1,034,000	1.34%
Fang, Kuang-Yi		732,022	0.95%
UBS Europe SE Investment Account		661,063	0.86%
LGT Bank (Singapore) Ltd.		444,000	0.58%
Chia, Kin-Heng		439,766	0.57%
CTBC Bank Employee Stock Ownership Trust Account of Min Aik Precision Industrial Co., Ltd.		399,725	0.52%
Hsu, Chien-Hung		361,000	0.47%

3.1.3 Dividend Policy and Implementation

1. Dividend Policy

The net profit of the Company after yearly closing shall, other than paying the income tax payable by law, first be used to compensate losses from the past years. Then 10% of the balance amount shall be provided as legal reserve (unless the amount of legal reserve has reached the total amount of capital). Special reserve shall also be provided in accordance with the law as required. The rest shall be used to distribute dividend. If there is any profit remaining, it shall be combined with the undistributed profit in the beginning of the period, subject to a dividend distribution proposal to be prepared by the board of directors and submitted to the shareholders meeting for resolution for distribution.

To pursue long-term shareholder interest and achieve the target of stable operating performance, the Company adopts the policy of balanced dividend, provided that cash dividend shall not be less than 30% of total dividend.

Although the dividend policy of the Company's articles of association does not specify the proportion of dividend distribution, considering the short-term capital needs and long-term financial planning of the Company, as well as the domestic and international competition, and taking into account the interests of shareholders, the Company's shareholder dividends should not be low. In the current year, the principle of 50% of the surplus is allocated.

2. Allocation of dividend for the year having been proposed

The Company's board of directors already resolved the 2024 Earnings Distribution on March 6, 2025:

Unit: NT\$	
Item	Amount
Undistributed profit at start of period	104,586,817
Plus: Variation following re-evaluation of confirmed welfare plan	4,019,635
Plus: Net profit after tax for the current period	182,774,584
Plus: Special surplus reserve	34,723,416
Less: Legal reserve	(18,679,422)
Accumulated distributable earnings	307,425,030
Allocation items in this period	
Less: Cash dividends (NT\$ 1.65 per share)	(127,050,000)
Undistributed earnings at the end of the period	180,375,030

3. If there is a significant change in the expected dividend policy, it should be stated: N/A

3.1.4 The impact of proposed stock dividend on the company's business performance and earnings per share: N/A

3.1.5 Employees' and Directors' compensation

1. Percentage or range of employees'/directors' compensation stated in the Articles of Incorporation:

If the Company has profit in the year, 3% to 9% shall be provided as employees' compensation and no more than 3% as directors' compensation. However, if the Company has accumulated losses, the amount of compensation shall first be provided.

The employees entitled to shares or cash as compensation under the previous paragraph shall include employees of the subsidiaries who meet certain conditions.

2. Basis of calculation for employees'/directors' compensation and share-based compensation, and accounting treatment for any discrepancies between the amounts estimated and the amounts paid: N/A

3. Compensation approved by the board of directors:

The employees' compensation and directors' compensation in 2024 was approved by the Board of Directors on March 6, 2025 and they are to be distributed in cash. The amounts are as follows:

(1) Employees' compensation: NT\$ 17,769,751.

(2) Directors' compensation: NT\$7,615,607.

4. Allocation of compensation to employees and directors in the preceding year with significant discrepancy of the acknowledgement of bonus to employees and compensation to directors, the causes, and countermeasures:

In 2023, the Company actually distributed NT\$ 8,320,842 in employee compensation and NT\$ 3,566,075 in director compensation, both of which were paid in cash, and there was no difference from the amount recognized in the financial report.

3.1.6 Share buybacks: None

- 3.2 Corporate Bonds issued: None**
- 3.3 Preferred stock issued: None**
- 3.4 Global depositary receipts (GDR) issued: None**
- 3.5 Employee Stock Options issued: None**
- 3.6 Acts on new restricted employee shares: None**
- 3.7 Facts of merger/acquisition (M&A) or inward transfer of outstanding new shares from another company: None**
- 3.8 Capital plans and execution: None**

IV. Operations Overview

4.1 Business Content

4.1.1 Business Scope

1. Main Content of Operating Activities

Min Aik Precision Industrial Co., Ltd.: (hereinafter referred to as “The Company” or **Min Aik Precision**)

- (1) C805050 Industrial Plastic Products Manufacturing
- (2) C805010 Plastic Sheets, Pipes and Tubes Manufacturing
- (3) C805030 Plastic Made Grocery Manufacturing
- (4) CA02010 Metal Architectural Components Manufacturing
- (5) CA02020 Aluminum and Copper Manufacturing
- (6) CA04010 Metal Surface Treating
- (7) CA01050 Iron and Steel Rolling, Drawing, and Extruding
- (8) CB01010 Machinery and Equipment Manufacturing
- (9) CB01990 Other Machinery Manufacturing Not Elsewhere Classified
- (10) CC01080 Electronic Parts and Components Manufacturing
- (11) CN01010 Furniture and Fixtures Manufacturing
- (12) F401030 Manufacturing Export
- (13) ZZ99999 All business items that are not prohibited or restricted by law, except those that are subject to special approval.

MAP PLASTICS PTE. LTD.: (hereinafter referred to as “MAPP”)

- (1) Design and manufacturing of the medical plastic injection product.
- (2) Design and fabricate plastic injection mould.
- (3) Provide customised automation solutions to medical device industry.
- (4) Design and manufacturing of precision plastic injection product.

Amould Technology (Suzhou) Co., Ltd.: (hereinafter referred to as “Suzhou Amould”)

- (1) Design, R&D, production, manufacturing and marketing of automation equipment and providing related technologies and after-sales services.

2. Ratio of Operating Revenue

Unit: NT\$ thousands

Main Content	2024	
	Sales volume	Proportion
Hard Disk Drive stamping components	746,989	31%
Electronic stamping components	685,367	29%
Plastic injection parts	598,274	25%
Automated machine	247,599	10%
Other	117,896	5%
Total	2,396,125	100%

3. Current Products (Services) of the Company

Min Aik Precision

- (1) Stamping assembly of the hard disk drive.
- (2) Consumer electronic assembly.
- (3) Parts of the heat spreader.
- (4) Stamping parts for the automobile.

- (5) Surface treatment and electroplating service of metal parts

MAPP

- (1) Medical plastic consumables.
- (2) Life Science consumable and enclosure plastic parts to be used in the lab.
- (3) Other precision plastic products.
- (4) Mould fabrication.
- (5) Automation equipment for assembling of the medical consumables.

Suzhou Amould

- (1) Assembly, testing, installation, laser and assembly line of 3C Product automation equipment.
- (2) Inspection and assembly automation equipment of medical products.
- (3) Equipment for loading and unloading, assembly, testing of food and small household appliances.

4. New Products (Services) Planned to be Developed

Min Aik Precision

- (1) Develop high-end servers and high-capacity hard disk related stamping components incorporated with market trend.
- (2) The development and manufacturing of mobile phone, tablet, notebook, automobile, display electronic components.
- (3) The development and manufacturing of semiconductor Heat Sink components.
- (4) Electroplating and surface treatment services for precision machinery and mechanical parts.

MAPP

- (1) “Otoscope” complex secondary process with insert mould - reducing cost for customer by replacing laser direct structure (LDS).
- (2) Silicon moulding of medical devices.

Suzhou Amould

- (1) Design and develop automatic process equipment with the launch of 3C new products in the market.
- (2) Design and develop automatic equipment to meet the needs of traditional industries.
- (3) Design and develop automation equipment to meet the needs of medical products.
- (4) Inspection and assembly automation equipment of medical products.
- (5) Equipment for loading and unloading, assembly, testing of food and small household appliances.

4.1.2 Overview of the Industry

1. Current Situation and Development of the Industry

- (1) Stamping of precision metal

A. Hard disk drive industry

After years of industrial competition and benign merger and acquisition, the oligopoly market mode in which the hard disk drive industry has been globally dominated by three major hard disk drive manufacturers began in 2012. All the procedures for Seagate to merge with and acquire the Hard Disk Drive Department of Samsung Electronics Co., Ltd. were completed on December 19, 2011. Western Digital Corporation (WD) successfully carried out its acquisition of Hitachi Global Storage

Technologies (HGST) on March 8, 2012. However, due to requirements of mainland China's Ministry of Commerce at that time, the status was maintained until October 2017, and the independent operation of WD and HGST brands was maintained until then. Therefore, WD and HGST were considered different brands and storage technology companies and occupied the market separately although they belonged to the same group. In 2018, WD Group continuously merged, organized, and adjusted its actions, market positioning, and target groups. After successive acquisitions of such internal storage device brands as HGST, SanDisk, G-Technology, Tegile, and Upthere, WD decided to re-adjust the brands it owned so that the products of the owned brands could be more easily identified in the market. After such adjustment, the name -- Western Digital would be used in a unified manner to refer to all the brands of the enterprise, as well as its commercial application products. In the future, HGST and WD brands would no longer be used to promote the products of the enterprise and commercial application, respectively. In February 2025, WD officially separated its NAND Flash memory business and transferred it to SanDisk. Moving forward, WD will concentrate more on its hard disk drive (HDD) market, while SanDisk will assume control of the NAND Flash memory and SSD segments. Currently, the global HDD market is predominantly led by three major manufacturers: WD, Seagate, and Toshiba. When observing the market share of HDD manufacturers in 2024, we can see that WD became the world's largest HDD manufacturer with a global market share of 41%. Seagate had a market share of 40%, making it the second largest HDD manufacturer in the world. Toshiba maintained third place with a market share of 19%.

Shipment statistics of hard disk drives and analysis of market shares of major hard disk manufacturers in 2022-2024

Unit: Million sets

Year	2022		2023		2024	
Manufacturer	Shipment	%	Shipment	%	Shipment	%
Seagate	74.0	43%	53.1	43%	50.5	40%
Western Digital	63.0	37%	46.2	38%	49.7	41%
Toshiba	34.0	20%	23.5	19%	23.8	19%
Total	172		122.8		124	
Growth (%)	-33.5%		-28.6%		+1%	

Source: Storage Newsletter & The Company's statistical evaluation

The global economic outlook appears stable in the short run, but uncertainties remain. The economic performance of the United States is expected to slow slightly in 2025, yet it will remain robust, mainly benefiting from its financial support and the productivity improvements arising from generative AI. Economic momentum in Europe is anticipated to improve compared to 2024, though it remains weak. Although the decline in inflation and interest rates boosts private consumption, weak export and investment growth in Europe will offset some of this impact. China's economic growth may be hindered by U.S. tariffs and uncertainties surrounding the effects of stimulus policies. Emerging markets will benefit from recovering global trade and product demand, but the strong U.S. dollar and high debt costs present ongoing challenges.

According to data from relevant research agencies, the ratio of NB products exported from the Chinese mainland to the United States remained as high as 70% in 2024. Brand manufacturers have increased their purchases in response to the escalation of the trade war. In 2025, market shipments are expected to rise by 5%. Three factors support

the growth of the PC business. Firstly, with the rise of AI PCs, models have become lighter and more compact, and the popularization of end-to-end applications has accelerated; secondly, Microsoft will discontinue support in the fourth quarter this year, leading to the retirement of Windows 10; finally, PCs were replaced in large numbers during the pandemic. All of these factors will contribute to the moderate growth of PCs this year.

With Seagate and WD, two major manufacturers, successively launching 30TB-grade HDD products at the beginning and end of 2024, the maximum capacity of HDDs has officially increased to the 30TB level. However, these two manufacturers have adopted different technical approaches. Specifically, Seagate has achieved the 30TB capacity with a configuration of 10 disks, each with a capacity density of 3TB, while WD configured 11 disks with a lower disk capacity density to reach the same 30TB capacity.

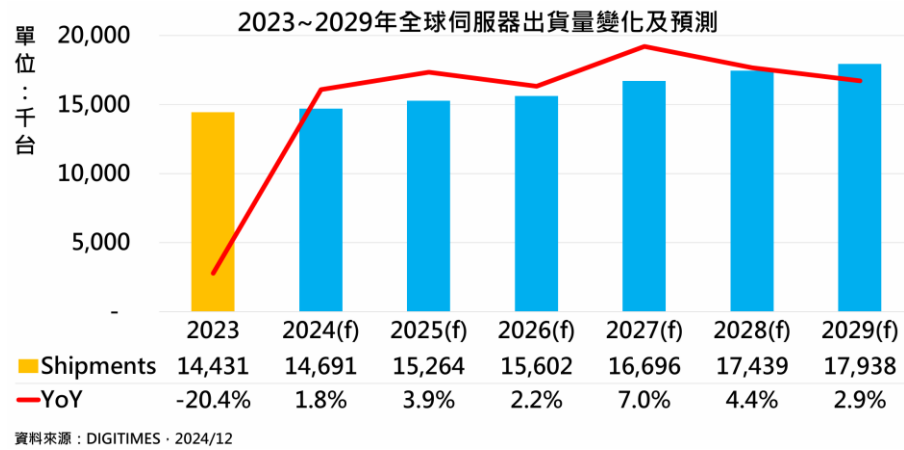
Regarding further development, leveraging its advantage with HAMR technology, Seagate is anticipated to be the first manufacturer to attain a 40TB capacity. At the beginning of 2024, Seagate stated that the 2nd-generation HAMR technology was projected to achieve a capacity density of 4TB per disk, enabling HDD capacity to reach the 40TB level. If everything proceeds as planned, the 40TB HDDs could be available by the end of 2025.

Utilizing new magnetic disc technology on the hard disk, HAMR allows the data bits to be smaller and more tightly congregated together while maintaining the stability of magnetic properties and heat resistance. When writing new data, HAMR can be connected to a small laser diode attached to each magnetic head which briefly heats a small spot on the hard drive, allowing the magnetic head to flip the magnetic polarity one bit at a time to write the data. While consumers have turned to faster solid-state discs (SSDs) for their storage needs, as storage capacity requirements have grown in almost all areas, only a hard disk drive can provide a low-cost option for the storage capacity required by data centers, the cloud, and other similar fields. It is expected that the two storage devices, HDD & SSD, will be able to continue to coexist in the future. Research institution TrendFocus has pointed out that large-capacity HDDs are still the mainstream in the market. With cloud and high-performance computing, application scenarios require inexpensive, low-power consumption, and high-density storage technology products. It is expected that HDD will still have the advantage of lower unit capacity cost than SSD in the future, especially in the nearline storage market for data centers.

B. Electronic Components

The Heat Sink is one of most basic heat spreading components and is usually made of metals that easily conduct heat. The metal materials of the heat spreader include such high heat conductive metal materials as copper alloy, aluminum material, alumina-silicon carbon, and stainless steel. In general, the heat spreader is in direct contact with the chip that is the direct material for CPU or GPU. Since the heat spread must be completely bound with CPU to equally conduct the heat, flatness is very important. Furthermore, because it needs to be bound with CPU, the heat spreader has become a highly customized product in order to meet the different requirements of various chip plants for the package.

The application range of the flip-chip-lid is broad and wide, such as electronic components, semiconductors, and photoelectric devices in the electronic information industry. The end industry of downstream applications has even extended to the 3C and automotive electronics industries. Presently, the most important applications are in computer microprocessors (CPU), graphics cards (GPU), data center servers, and electric vehicles, the demand for data center servers will continue to grow.



According to the latest research report from DIGITIMES, the compound annual growth rate (CAGR) of global server shipments is expected to reach 4% from 2024 to 2029. However, the overall recovery momentum of the server market will be limited due to multiple challenges, such as an unstable global macroeconomic environment, threats from Trump's taxes, and the intensified geopolitical competition between China and the United States. The growth rate of server shipments is projected to be only 3.9% in 2025.

In 2025, benefiting from the increasing demand for Artificial Intelligence (AI) and High-Performance Computing (HPC), the semiconductor industry continues to grow substantially. The demand for high-performance semiconductor components is soaring due to the rising need for applications such as cloud data processing, electric vehicles, wireless communication, and end products, along with the evolution of emerging technologies. A global semiconductor industry survey conducted by KPMG in 2025 revealed that as many as 92% of senior executives predicted an increase in semiconductor industry revenue for the following year, with 36% believing the growth rate would surpass 10%, highlighting their strong confidence in the industry's expansion.

Data from Counterpoint Research indicated that the annual growth rate of global PC market shipments grew steadily by 3.7% in the fourth quarter of 2024, primarily driven by the year-end shopping season and the promotion of China's subsidy policies. Additionally, support for the Windows 10 operating system will be terminated in October 2025, necessitating enterprises to continually update their IT systems, which is expected to bring stable PC orders. As analyzed by relevant facilities, the PC market has returned to its normal seasonal demand. Following the launch of AI PCs last year, a new development stage has begun. In 2025, AI PCs are expected to become the main battlefield in the computer market.

C. Automotive stamping parts

As the demand for electric vehicles continues to increase, it also drives the application and development of Insulated Gate Bipolar Transistor (IGBT) modules. China has the largest automobile market in the world, and IGBT is a key component of power semiconductors for power control and power conversion, making this module a vital technology for high-powered applications such as electric vehicles.

The Chinese EV market is undergoing a major reshuffle, but impacted by overall trends, it remains a popular market. Catering for customer requests, some manufacturers who originally specialized in producing safety parts have begun to enter the EV radiator market in recent years. The Chinese EV market may therefore seem like a big cake, but the low-price competition for vehicle parts is fierce. In addition to the rising demand

of EV radiators, which requires a great deal of research and development funds, there is considerable, intangible cost of research and investigation, contact with vehicle manufacturers, and sample delivery and calibration matters. Driven by Chinese government policies, Chinese vehicle manufactures are launching a new round of price wars, which will compress the profit margins of both vehicle manufacturers and the supply chain.

Looking into the global electric vehicle market in 2025, DIGITIMES estimates that sales will reach 20.47 million units, with an annual growth of 18.8%. This figure is slightly lower than the 25.5% growth expected in 2024 but remains 1.7% higher than the overall automotive market. At the same time, the performance differences of electric vehicles in various regions will further intensify.

According to DIGITIMES's forecast, the Chinese mainland will continue to dominate the global electric vehicle market, with an estimated sales volume of 14.25 million units in 2025 and a market penetration rate as high as 54.6%. This dominance mainly results from the ongoing launch of cost-effective electric vehicle models by Chinese car companies and continuous support from policies issued by the Chinese government.

(2) Medical consumable industry

The global medical devices market size is projected to grow from USD 542.21 billion in 2024 to USD 886.80 billion by 2032, exhibiting a CAGR of 6.3% during the forecast period. The medical device market size in the U.S. is projected to grow significantly, reaching an estimated value of USD 314.96 billion by 2032, driven by the robust pipeline and increasing R&D investment by industry players. The growing patient population suffering from chronic diseases such as cancer and diabetes, along with rising awareness regarding the treatment options among these patients, is leading to an increasing number of patients undergoing diagnostic and surgical procedures. The rising number of surgical procedures, including orthopedic, cardiac, neurological, and others globally, is expected to contribute to the growing medical devices market size.

The impact of COVID-19 on the global market was negative due to the significant decrease in the number of elective surgical procedures and emergency room visits in hospitals. The overall demand for medical devices decreased during the pandemic, resulting in a decline in revenues for these medical device companies.

(3) Automation industry

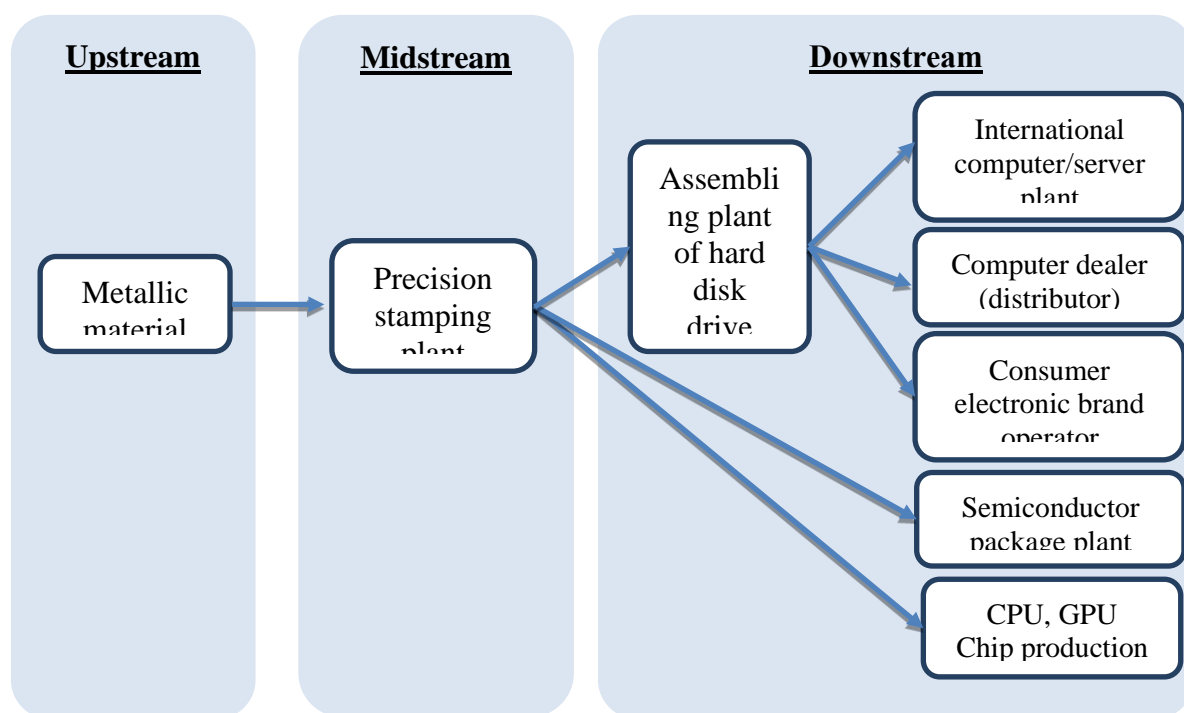
Automation industry is the support industry of automation technology for other industries, belonging to the upstream industry with technology-intensive, service-intensive, non-mass production and many kinds of projects. This characteristic is the same at home and abroad, but the advanced countries abroad started earlier, the industry has developed and formed, and the world market is mostly occupied by it, while the scale of domestic automation industry is still small due to its late start. Because of the wide range of automation products and the high quality of technical services, there is still a lot of room for the development of domestic automation industry in the future.

Automation refers to the combination of various types of computers, application software, sensors, control and communication technology, in order to replace or save labor, increase productivity, provide stable quality and increase efficiency. Various industries have different products and processes, and they need different functions of automation machines. Therefore, the demand for automation machines in industry is continuing. It is an important task for manufacturing industry to find manufacturers with the ability to design and manufacture automation equipment in order to manufacture automation machines that meet their needs.

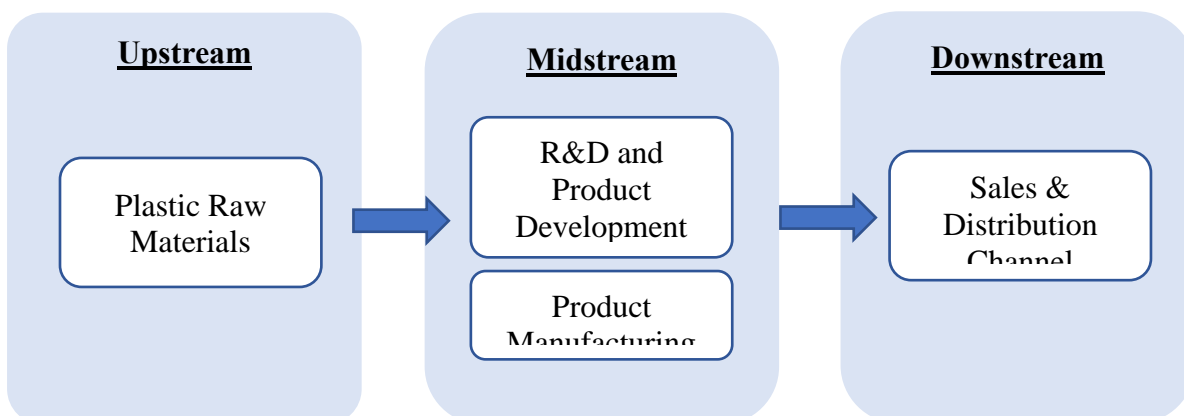
Since 2008, China has applied the Active Contract Law, which expressly stipulates the protection of employment rights, including the provision of social insurance, overtime pay and severance pay. This has greatly increased the employing cost of enterprises, especially in the intensive manufacturing industry. In addition, due to the increase of employment opportunities and wages in China, manufacturers in coastal areas are facing fierce competition. In severe cases, there will be job shortages. However, automation will help to improve production efficiency, reduce employee costs, improve quality, and enhance competitiveness. Especially in the case of high wages and job shortages, it is expected that the demand for automation will increase year by year in the future.

2. Relevance to Upstream, Midstream and Downstream Suppliers in the Industry

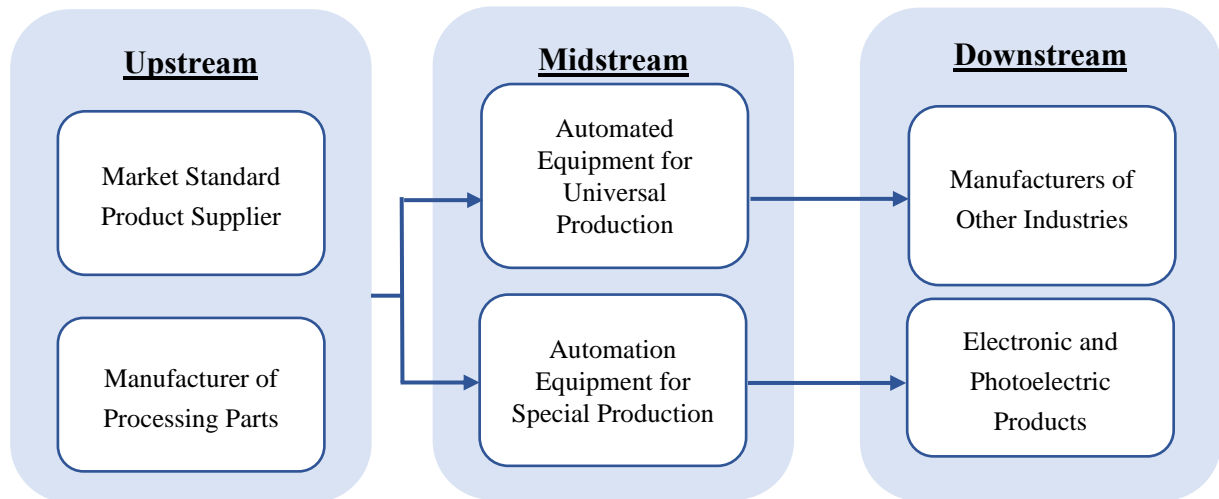
(1) Precision Metal Stamping



(2) 2. Medical Consumables Industry



(3) Automation industry



3. Trends of Product Development and Competition

(1) Hard disk drive industry

A. Development trend of hard disk products

In terms of future development of the hard disk product, the design to be applied to the non-portable product should emphasize the capacity and performance first. While the design of the hard disk product should emphasize breakthroughs on lower power consumption/power saving, lower heat dissipation, lightness and seismic resistance when applied to the portable products.

Observing the design trends of hard disk products in recent years, Energy-Assisted Magnetic Recording (EAMR) technology, Heat Assisted Magnetic Recording (HAMR), and Ultra-thin substrate technology with a thickness of less than 5mm are the most important technological developments, all of which can help to continue to expand the capacity of traditional hard drives. Recently, with the continuous growth of demand from large data centers and branded server manufacturers, hard disk drive manufacturers have invested more development resources in the R&D and the production of Nearline and other large-capacity hard drives.

As industrialized AI is driving explosive data growth, the amount of data created, captured, stored, protected, and analyzed globally is also growing rapidly. According to research firm IDC, generative AI is expected to contribute 100ZB of data itself alone in the next five years, while the data volume of the Global Datasphere is expected to reach 291ZB in 2027. Seagate CEO Dave Mosley observed that the value of raw data has been increased by using artificial intelligence (AI), and more and more companies are investing efforts into storing this data. Therefore, the large amount of data generated and this driving trend also makes areal density even more important than before. In the next decade, with the development of many new devices and software, AI will play a key role. Interestingly, before AI advances, companies need data to train AI otherwise it will not develop. The problem lies in the fact that these large amounts of collected and created data may also pose challenges for businesses, such as skyrocketing storage costs, rising energy consumption, and insufficient physical storage space.

Seagate's newly launched Mozaic 3+ hard drive platform utilizes technology to overcome the problem of increasing the number of bits that can be stored on a disk without increasing the number of disks. This allows for more data to be stored in the same area, which also reduces power consumption and costs. By utilizing Thermal Assisted Magnetic Recording (HAMR) technology, the areal density per disk can

exceed 3TB. In coming years, areal densities of 4TB and 5TB or more per disk are expected to be developed.

In January 2024, Seagate launched its first commercial HAMR hard drive, Mozaic 3+. This product pushed HDD capacity beyond the 30TB threshold. Combined with CMR technology, capacities of up to 30TB can be achieved. If SMR technology is applied, the capacity will reach 32TB, enabling Seagate to regain its leading position. Additionally, Seagate increased capacity by 4TB within just over a year, marking a significant growth in HDD capacity not seen in the last decade.

When pursuing Seagate, WD initially launched Ultrastar DC HC590 and HC690 with 11-disk technology. When paired with CMR and SMR technology, these two products can offer maximum capacities of 26TB and 32TB, respectively, allowing WD to match Seagate's capability specifications once again.

In comparison, Toshiba progressed relatively slowly in expanding storage capacity. It was not until the second half of 2024 that Toshiba launched 24TB and 28TB HDDs, which had already been realized by Seagate and WD in 2023. In September 2024, Toshiba released the MG11 series HDDs, based on CMR technology, and the MA11 series HDDs, based on SMR technology, with maximum capacities reaching 24TB and 28TB, respectively.

As WD and Toshiba gradually catch up, Seagate released the Exos M series in January 2025, which could provide a maximum capacity of 36TB based on the Mozaic 3+ platform and HAMR technology. This release reclaims its dominance in storage capacity and demonstrates its capability to increase HDD capacity by 4TB within just a year. This growth rate is twice the average growth rate over the last decade.

The Mozaic 3+ hard drive platform integrates many innovative technologies, such as Superlattice Platinum Alloy Media, a plasmonic writer, and 12nm integrated controllers. According to the principles of basic physics, to increase storage density, magnetic particles need to be reduced at nanometer level. However, the smaller the magnetic particles, the more unstable they become. The magnetic stability of traditional alloys cannot guarantee the effectiveness and reliability of storage. Superlattice platinum alloy discs can significantly enhance their magnetic coercivity, achieving precise data writing and unprecedented positional stability.

The use of disks with stronger magnetism ensures the stability of magnetic particles, so the magnetic writer also needs to be developed synchronously. Seagate integrates nanophotonic lasers into the plasmonic writer subsystem, generating extremely small hotspots on the surface of the disk through nanophotonic lasers to ensure stable and reliable data writing. HAMR technology will support the latest large-capacity devices and substantially improve areal density, driving the development and growth of next-generation hardware over the next decade. Although shipments of traditional HDDs have gradually decreased in the consumer electronics market, the annual average growth rate of shipments of traditional HDDs used in data centers is expected to reach 22% prior to 2028, while storage capacity will grow even faster at a rate of 40%. The market share of 30- 50 TB HAMR HDDs is projected to reach 70% by 2030.

B. Competitive situation of the hard disk product

Min Aik Precision Industrial Co., Ltd. produces a variety of stamping assemblies of the hard disk, therefore the competitive situations of all products are also different from each other according to different types of the products. The market competitive

situations of the first two major products of the Group -- Voice Coil Motor Plate (VCM plate) and the stamping assembly of the hard disk drive shall be briefly explained.

The manufacturers from Southeast Asia or Taiwan are the main competitors of the Group. The main competitors of the VCM plate include Cheung Woh, Interplex (originally named as Amtek), CFTC and MMI Precision, the main competitors of the stamping assembly of the hard disk drive include IPT and NHK Spring. Because the stamping assembly of the hard disk plant has the high requirements -- high precision and high cleanliness, the entry threshold is high and the hard disk drive manufacturers rarely introduce and develop the new suppliers. The good and stable product quality is more important than the price competition. Based on slowdown of the hard disk shipment, the assembly suppliers have also begun to further merge, and the supply chain is also expected to be adjusted. With changing market environment and increasing demand of data center, the design of top and bottom plate of voice coil motor tends to have thicker materials and complicated design, which have promoted the threshold and technology of component suppliers and correspondent orders will be centered on more competitive component suppliers.

(2) Medical consumable industry

A. Development trend of Medical consumable industry

a. Material Advancements & Sustainability:

Bio-based and Biodegradable Plastics: Increasing use of plastics derived from renewable resources and those designed to decompose under specific conditions, addressing environmental concerns. This is driven by both regulation and corporate sustainability goals.

High-Performance Polymers (HPPs): Expanded use of materials like PEEK, PPSU, and COC/COP for their superior chemical resistance, temperature stability, and biocompatibility, replacing traditional materials like glass and metal in demanding applications (e.g., surgical instruments, implants, drug delivery devices).

b. Application & Design Trends:

Single-Use Systems (SUS) in Biopharma: Continued growth in the adoption of disposable plastic components (bags, tubing, connectors) in biopharmaceutical manufacturing for increased flexibility, reduced contamination risk, and faster turnaround times.

Drug Delivery Devices: Innovation in plastic-based drug delivery systems, including inhalers, auto-injectors, transdermal patches, and implantable devices, for improved patient adherence and controlled release of medications.

Smart Packaging for Pharmaceuticals: Integration of sensors and electronics into plastic packaging to monitor drug stability, track shipments, and improve patient adherence (e.g., reminder systems).

c. Manufacturing & Process Improvements:

Micro-Molding and Precision Injection Molding: Advancements in molding technologies to produce intricate, small-scale plastic components with tight tolerances for microfluidics, medical devices, and drug delivery systems.

Automation and Robotics in Manufacturing: Increased use of automation and robotics in plastic processing to improve efficiency, precision, and quality control, while reducing labor costs.

Digitalization and Industry 4.0: Adoption of digital technologies (IoT, data analytics,

AI) in plastic manufacturing for real-time monitoring, predictive maintenance, and process optimization.

d. Regulatory & Safety Focus:

Enhanced Biocompatibility Testing: More rigorous testing and validation of plastic materials to ensure their safety and compatibility with the human body, particularly for implantable devices and drug contact applications.

Stricter Regulations on Chemical Leaching: Increased scrutiny of potential chemical leaching from plastic packaging and devices, with regulations focusing on minimizing exposure to harmful substances (e.g., BPA, phthalates).

Traceability and Supply Chain Security: Growing emphasis on traceability of materials and components throughout the plastic supply chain to ensure quality, authenticity, and compliance with regulations. This includes measures to combat counterfeit medical products.

e. Sustainability and Environmental Regulations:

Extended Producer Responsibility (EPR): EPR schemes are expanding globally. These schemes hold producers responsible for the end-of-life management of their products, including plastic packaging and components. This may involve fees, take-back programs, or design-for-recyclability requirements.

Single-Use Plastics Restrictions: Many jurisdictions are implementing bans or restrictions on certain single-use plastic items. While medical applications often have exemptions, the overall pressure to reduce plastic waste is impacting design and material choices.

f. Worker Safety:

OSHA Compliance (and equivalents): Maintaining a safe working environment is paramount. This includes compliance with OSHA regulations (in the US) or equivalent standards in other regions, covering aspects like machine guarding, chemical handling, ergonomics, and personal protective equipment (PPE). Regular safety audits and training are crucial.

B. Competitive situation of Medical consumable industry

- a. **Global Players vs. Regional Specialists:** The market includes large, multinational corporations with injection molding capabilities across multiple continents, alongside smaller, regional players often specializing in specific niches or geographic areas.
- b. **Nearshoring Trend:** Due to supply chain disruptions and geopolitical factors, there's a trend towards nearshoring production (e.g., Mexico for the US market, Eastern Europe for Western Europe), impacting the competitive landscape.
- c. **Micro-Molding Expertise:** A significant competitive differentiator is the ability to perform micro-molding and high-precision molding for small, complex components used in microfluidics, drug delivery, and minimally invasive surgery.
- d. **Material Expertise:** Deep knowledge of medical-grade polymers (PEEK, PSU, COP/COC, etc.), their properties, and processing requirements is a key competitive advantage.
- e. **Tooling Capabilities:** In-house tool design and manufacturing capabilities can significantly reduce lead times and provide greater control over quality, giving a competitive edge.

- f. Automation and Robotics: Highly automated facilities with advanced robotics offer greater efficiency, precision, and cost-competitiveness.
- g. Secondary Operations: Offering secondary operations (assembly, printing, welding, sterilization) streamlines the supply chain and provides a one-stop-shop solution for customers.
- h. Validation and Regulatory Support: Assisting customers with validation processes (IQ, OQ, PQ) and navigating regulatory requirements (FDA, MDR) is a valuable service.
- i. Supply Chain Management: Robust supply chain management, including material sourcing, inventory management, and logistics, is critical for ensuring on-time delivery and minimizing disruptions.
- j. Price Competition: Cost pressures are always present, particularly from lower-cost regions. Companies compete on price, efficiency, and value-added services.
- k. Quality and Reliability: In the medical and pharma industries, quality and reliability are paramount. Companies build reputations based on consistent quality and adherence to standards.
- l. Strategic Partnerships: Forming strategic partnerships with customers, material suppliers, and technology providers can enhance capabilities and market access.

In summary, the competitive landscape is dynamic and demanding. Success requires a combination of technical expertise, operational excellence, regulatory compliance, and a strong customer focus. Companies must continuously adapt to evolving market needs and technological advancements to maintain a competitive edge.

(3) Automation Industry

A. Development Trend of Automation Industry

As a world-class factory, China mainland provides processing and manufacturing services for many world-class customers. Automation industry started late in the mainland, and the existing industry is still small. There is still a lot of room for development in the future industry. In addition, China's labor costs are increasing year by year, and the demand for automation equipment is increasing gradually. The trend of industrial development in recent years, the most important technology is the integrated use of robots and the application of precision mounting and measuring equipment. In addition, according to the manufacturing layout of existing and new customers, the service area will also be extended to Asia Pacific region such as Vietnam, India and other regions.

a. Integrated Utilization of Robots

Due to the increasing labor costs and the increasing requirements of assembly quality, more and more jobs have been replaced by robots to reduce the pressure of labor costs and work intensity. Robot technology will change factories in the next five years.

b. Application of Precision Mounting and Measurement Equipment

On the basis of improving the performance of the current consumer electronic equipment, the pursuit of thinning the product itself, accuracy requirements have been raised to the micron level for internal parts assembly, relying on manual work has been unable to meet the accuracy requirements, it is necessary to rely on automatic equipment to complete high-precision assembly and testing.

c. The rapid development of the medical industry has created a demand for automated

production to improve its quality and output.

B. Competitive situation of Automation Products

3C: The automation equipment produced by our Company involves the integration and use of automation in various fields, from robots to assembly lines, from precision adjustment platform to complete process development. The R&D team is actively integrating existing mechanical, control, optical and software modules to construct more precise and high-speed manufacturing and processing equipment to meet the development needs of future equipment.

Medical and other industries: In order to improve the Company's product structure, in addition to continuing to develop 3C-related equipment in recent years, the Company has paid more attention to the development of equipment to the medical industry. At present, it has made certain progress in related equipment in the medical field. In addition, we have also begun to set foot in the traditional manufacturing industry.

4.1.3 Technology and R&D

1. R&D expenses in the latest year and as of the publication date of the annual report:

Unit: NT\$ thousands

Item \ Year	2024
A.R&D expense	52,639
B. Operating income	2,396,125
A/B	2.20%

2. Technologies or products developed successfully in the latest year and as of the publication date of the annual report

(1) Min Aik Precision

Year	R&D achievements
2024	Deep learning AOI machine implementation HDD Air Shroud with precision deep drawing technology
2025	Precision Metal surface roughness forming techniques

(2) MAPP

Year	R&D achievements
2024	Developed multi stage Injection over moulding with secondary process to replace expensive LDS process with Complex assembly requirements.
2025	Currently working with our customer to develop complex semi-implant drug delivery product; involving multiple 2K moulding to facilitate stringent assembly process

(3) Suzhou Amould

Year	R&D achievements
2024	Automatic assembly testing line for sweeping robots Packing machine for food and alcohol production

2025	None
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4.1.4 Long-term and Short-term Business Development Plans

1. Short-term plans

Min Aik Precision

In order to serve the existing customers and develop the potential customers, the Company shall continuously implement the pace of globalization in accordance with the requirements of the market and the customers while establishing the overseas production and service bases duly and continuously introducing the automation technology, to improve the capacity, the productivity and the product quality, achieve the goal of reducing cost, expanding market share of the products and accordingly improve the profitability. In addition, the Company shall strengthen the strategic alliance with the service agent partners while expanding other niche markets, developing the products and increasing the existing market share. In allusion to the existing customers, the Company shall also enhance the high involvement in the development stage of the new product, to improve the customer's trust and dependence on the Company and acquire the first opportunity in mass production and the high market share.

MAPP

- (1) Collaborative Innovation and New Product Development: MAP Plastics is committed to fostering innovation within the MedTech sector. We will actively seek collaborations with:

MedTech Startups: Partner with promising startups to provide manufacturing expertise, scaling support, and access to our advanced facilities (including our cleanroom capabilities).

Research Institutes and Hospitals: Engage with leading research institutions and hospitals to co-develop and manufacture next-generation medical products and technologies. This will involve leveraging our expertise in precision molding, tool fabrication, and automation.

- (2) Reshoring/Nearshoring Initiatives: Position ourselves as a reliable and high-quality partner for companies seeking to diversify their supply chains and bring manufacturing closer to key markets.
- (3) Evolving Product Needs: Adapt to changing customer requirements driven by the pandemic experience, such as increased demand for disposable medical devices, point-of-care diagnostics, and telehealth solutions.
- (4) Automation Solutions for MedTech: Building on our in-house automation capabilities, we will offer integrated automation solutions to MedTech companies. This leverages the expertise of the broader Min Aik Precision Group and provides a compelling value proposition:

Increased Efficiency: Help clients optimize their manufacturing processes, reduce labor costs, and improve throughput.

Enhanced Quality Control: Implement automated inspection systems (AOI) and testing procedures to ensure the highest levels of product quality and regulatory compliance.

Customized Solutions: Develop tailored automation systems to meet specific client needs, from assembly lines to packaging and sterilization processes.

- (5) Leveraging Government Support: MAP Plastics will continue to actively explore and utilize available funding support and incentive programs offered by the Singapore government. This proactive approach will maximize our competitiveness, facilitate

investment in new technologies, and support our expansion initiatives. This includes grants, tax incentives, and programs designed to foster innovation and industry growth.

- (6) **Digital Transformation and Industry 4.0 Adoption:** MAP Plastics is committed to embracing digital manufacturing. We will implement key Industry 4.0 technologies, including IoT sensors, data analytics, and potentially AI-driven process optimization, to enhance efficiency, improve quality, and gain real-time insights into our operations.
- (7) **Enhanced Supplier Relationships:** We will strengthen our supply chain by fostering strategic partnerships with key material suppliers, emphasizing collaboration, quality assurance, and risk mitigation. This will involve diversifying our supplier base and implementing rigorous supplier audit and performance monitoring processes.
- (8) **Market Intelligence and Competitive Analysis:** MAP Plastics will invest in robust market intelligence gathering to stay ahead of industry trends and competitive pressures. This includes continuous market monitoring, competitive benchmarking, and active participation in industry events to inform our strategic decision-making.

Suzhou Amould

Utilize the ability of automation equipment to solve the problem of lack of manpower, reduce costs and improve production capacity to meet the needs of the market. Machine modular design integrates the production technology of machinery and equipment, quickly supplies the machinery and equipment needed by downstream industries. Modularizes similar equipment institutions in various industries. Only special or different parts need to be designed and developed when receiving new demands. In addition to speeding up the lead time, it can also reduce the cost of research and development. Coordination of excellent management and sales personnel within the group and injects new blood into the Company to meet the needs of professionals at all stages of the Company's growth. At the same time, Amould will strengthen its business development in the medical industry and other traditional industries to explore the potential demand of existing customers and increase the promotion of the Company's products, which can maintain the visibility and activity of Amould in the market and strive for more opportunities to seek cooperation with new customers.

2. Long-term plans

Min Aik Precision

- (1) In terms of production: Min Aik Precision shall actively cooperate with the strategic partners and establish a mode of division during production, to facilitate the control of the overseas inventory and make the timely adjustment and supply in real time in accordance with the changes of overseas customers' requirements. In this way, the transportation and process expenses may be effectively reduced, and the undertaking rate of the orders may be improved.
- (2) In terms of R&D: Min Aik Precision shall maintain the technological improvement of the hard disk and the storage device, while continuously expanding the design, production and assembling technologies of other electronic assemblies and the assemblies for automobile and improving application of the production automation to mass production, inspection and packaging of the product.
- (3) In terms of marketing:
 - A. Min Aik Precision shall consolidate and strengthen the existing business contacts with the customers having good relationships while creating the integrated advantages of Development and Manufacturing of Metal Assembly of Precision Hard Disk Drive in the field of storage, improving the customer satisfaction, expanding the proportion of the existing customers' orders and actively developing the potential customers and products.

- B. Creation of other niche markets: In the future, we plan to gradually adjust the proportion of hard disk products, increase the proportion of heat sinks/heat spreaders, and expand into other 3C electronic product markets in order to achieve the goal of diversifying market risks.
 - C. Min Aik Precision shall promote the field of professional Original Equipment Manufacturer (OEM) of the electronic parts and constitutive products to integrate the products and advantages of the subsidiaries of the Group and provide the customers with the more comprehensive product line, added values, bases and services.
 - D. Min Aik Precision shall continuously focus on the metal stamping assembly market related to the automobile in response to the electronic trend of the automobile.
 - E. Extended services to electroplating and surface treatment of metal parts
- (4) In terms of quality assurance and environmental protection, Min Aik Precision shall implement these policies related to quality assurance, environmental protection, labor and safety, such as ISO 9001, ISO 14001, ISO 22301, ISO 45001, IATF16949, ISO 14064-1:2018 and RBA (EICC), Automobile quality management system certification, while creating the high-quality products on the premise of meeting the specification of RoHS, fulfilling the social responsibilities, and enhancing the enterprise image and the international competitiveness.
- (5) Operating scale:
- A. Min Aik Precision shall coordinate the industry boom and market development and adjust the diversified capacity, to increase the operating scale.
 - B. Except continuous research of the main products and diversification of product development, Min Aik Precision shall adhere to the concept of "Sustainable operation", and develop towards the direction of enterprise cluster, in order to implement the management of various business systems.

MAPP

MAP Plastics is committed to sustained growth and leadership within the precision plastic manufacturing sector, with a particular focus on the evolving needs of the MedTech industry. Our long-term strategic vision is built upon four key pillars: Advanced Manufacturing, Strategic Partnerships, Market Leadership, and Operational Excellence.

(1) Advanced Manufacturing & Automation:

Smart Factory Transformation: We will continue our journey towards becoming a Smart Factory. This involves a multi-year investment in advanced automation, robotics (including collaborative robots – Cobots), data analytics, and interconnected systems to achieve unprecedented levels of efficiency, quality, and responsiveness. The aim is to minimize manual intervention, optimize resource utilization, and enable real-time decision-making.

Vertical Integration & Value-Added Services: To provide comprehensive solutions to our MedTech clients, we will expand our service offerings beyond injection molding. This includes establishing in-house capabilities for complete device assembly, packaging, and becoming a true strategic supply chain partner for our customers.

(2) Strategic Partnerships & Innovation:

Collaborative R&D Ecosystem: MAP Plastics will actively cultivate strategic partnerships with leading research institutions, universities, and hospitals in Singapore and internationally. This will focus on co-developing new technologies in MedTech, industrial automation, and advanced materials, securing our position at the forefront of innovation.

Automation Solutions Business Unit: We will formalize and expand our expertise in automation by establishing a dedicated business unit focused on designing, building, and selling custom automation solutions. This will initially target our existing customer base and subsequently expand to new markets, leveraging our proven capabilities in this area.

ODM Partnerships and New Ventures: We will pursue Original Design Manufacturing (ODM) partnerships with promising MedTech startups and established companies. This will involve leveraging our design, engineering, and manufacturing expertise to bring innovative products to market, potentially creating new revenue streams and expanding our product portfolio.

(3) Market Leadership & Expansion:

Market Expansion: MAP Plastics will actively pursue new customer acquisition in high-growth markets. We will prioritize India and Vietnam, leveraging their expanding MedTech sectors and favourable cost structures, while also initiating a strategic entry into the US market, targeting specific niches where our precision molding expertise offers a competitive advantage.

Diversification of Capabilities: We will continuously explore and invest in new manufacturing technologies that complement our core injection molding expertise. This includes assessing the strategic fit and potential adoption of technologies such as fast molding setup for high mix low volume projects, precision micro machining, and to broaden our service offerings and address evolving customer needs.

Open Innovation and Ecosystem Engagement: We will actively participate in open innovation initiatives and engage with the broader MedTech ecosystem, including industry consortia, regulatory bodies, and technology providers, to foster collaboration and drive industry advancements.

(4) Operational Excellence & Sustainability:

Enhanced Quality and Regulatory Compliance: Maintaining the highest standards of quality and regulatory compliance is paramount. We will build upon our existing ISO 9001, ISO 14001, and ISO 13485 certifications. We will also move towards Good Manufacturing Practice (GMP) and pursuing US Food and Drug Administration (FDA) certification for our facilities, enabling us to manufacture a wider range of medical devices and access new market segments.

Sustainable Manufacturing Leadership: We will deepen our commitment to environmental sustainability, moving beyond compliance to become a leader in sustainable manufacturing practices within the MedTech sector. This will involve continuous improvement in resource efficiency, waste reduction, and the adoption of eco-friendly materials and processes.

Strategic Acquisitions and Organic Growth: We will pursue a balanced approach to growth, combining organic expansion with strategic acquisitions. We will actively seek out potential acquisition targets that align with our core competencies, expand our technological capabilities, or provide access to new markets, accelerating our overall growth trajectory.

(5) Risk Management and Business Continuity: MAP Plastics will proactively manage potential risks to our operations. This includes conducting thorough risk assessments, developing and maintaining a robust business continuity plan, and ensuring adequate insurance coverage to safeguard against unforeseen disruptions.

(6) Branding and Marketing Enhancement: To effectively communicate our value proposition and expand our market reach, we will invest in strengthening our brand presence. This includes updating our marketing materials, redesigning our website to reflect current

capabilities and trends, and potentially engaging a specialized marketing agency to enhance our visibility within the MedTech sector.

Suzhou Amould

- (1) In terms of production: Promote modular process program control system, strengthen process management and shorten production time to stabilize product quality.
- (2) In terms of R&D: On the basis of existing technology, develop more mature technology, integrate machine and equipment production technology with modular design. When receiving new customer needs, only design for special or different parts can accelerate the delivery speed and reduce R&D costs.
- (3) In terms of marketing:
 - A. Consolidate and strengthen business contacts with existing good relationship customers. Improve customer satisfaction and expand the proportion of orders of existing customers and develop potential customers and products actively.
 - B. Understand the Company's competitive advantages, find market entry points, seek quantitative product production plans in stable cooperative relationships, and share benefits with customers.
 - C. Predict customer demand, prepare beforehand and take the initiative to attack.
 - D. Understanding the needs of traditional manufacturing and medical industries, providing complete solutions to potential customers and expanding new businesses.
- (4) In terms of quality assurance and environmental protection:

Implementing ISO 9000 and conforming to RoHS standards to enhance corporate image and international competitiveness.
- (5) Operating scale:
 - A. In line with the development of the industrial boom, we should choose the right time to expand production capacity to increase the scale of operation..
 - B. In addition to the continuous research of major products, and the development of multi-directional integration and utilization of automated products.

4.2 Market, Production, and Sales Review

4.2.1 Market Analysis

1. Sales of main products (services)

Unit: NT\$ thousands

Area \ Amount		2023		2024	
		Sales volume	Proportion	Sales volume	Proportion
Sales in domestic market		227,228	11%	201,804	8%
Export sales	Asia	1,638,316	79%	1,998,633	83%
	America	54,572	3%	12,085	1%
	Europe	155,023	7%	183,603	8%
	Subtotal	1,847,911	89%	2,194,321	92%
Total		2,075,139	100%	2,396,125	100%

2. Market Share

Min Aik Precision

Our Company insists on creating an integrated advantage in the development and manufacture of omnidirectional HDD components in the storage field, and expects to diversify the operations of the group through efforts in product diversification. At present, the only three hard disk drive manufacturers in the world are all customers of our Company. In addition to laying a solid foundation in the supply chain of HDD components, the product line has been extended to other electronic components and has successfully become a trusted supplier and partner for international manufacturers.

In terms of the revenue in 2024, HDD components which account for 52% of the total annual revenue of our Company are the prime products and are also supplied in large quantities to major hard drive organization assembly customers around the world (WD, Seagate, Min Aik & ShinEtsu). The global market share of the Company's principal product, the VCM Plate of a hard disk, is about 30%.

Global market share of the Company's main product in 2022 and 2024

VCM plate

Unit: Million sets

Year	2022	2023	2024
Shipment of the Company (SET)	32.5	26.6	37.3
Shipment of the hard disk drive all over the world	172	122.8	124
Market share of Min Aik Precision	19%	21.6%	30%

Source: Storage Newsletter & The Company's statistical evaluation

MAPP

MAP Plastics manufactures a diverse range of high-precision plastic components primarily for the MedTech industry, including medical consumables, device components, and parts for life science applications. Our products are shipped globally, with key markets including Europe, North America, Japan, and Southeast Asia. Due to the specialized nature of our products and the fragmented structure of the global MedTech components market, precise market share data for individual product categories is not readily available. However, MAP Plastics is a recognized and significant player within the Singaporean precision plastics manufacturing ecosystem, known for its high quality, cleanroom capabilities, and advanced automation.

Suzhou Amould

Suzhou Amould is a professional manufacturer of customized automation equipment. The manufacturing process of the industry is extremely complex and the equipment needs to fully meet the specific needs of customers to design and plan. Therefore, there is no certain product specifications, and there are many types of automation equipment. Each manufacturer of automation equipment has its own areas of specialization and development, and there is no perfect competitor. Thus, there is no complete and objective market share statistics available.

3. The future supply and demand situation and growth of the market

(1) Hard disk drive industry

A. Supply and demand situations of the market

The storage technology will develop towards high performance, high capacity, low latency, and greater scalability by 2025 to meet the demands of various emerging applications, such as big data, AI, and IoT. Below are the potential development trends: Innovations in HDD technology, including the further commercialization of HAMR

and MAMR (Microwave-assisted Magnetic Recording), may lead to HDD capacities of 50TB or more. By 2025, continual breakthroughs are expected in storage technology concerning capacity, speed, and intelligent management. Simultaneously, greater emphasis will be placed on energy efficiency and sustainability. Storage systems will become increasingly flexible and application-specific, ranging from personal devices to cloud data centers, thereby addressing diverse needs in the data-driven era.

B. Future growth and development trend of the industry

In applications such as traditional PCs and laptops, SSDs continue to replace HDDs in the consumer market, and the trend of HDDs transforming into near-line storage markets is accelerating. From the perspective of medium and long-term industry trends, the demand for edge computing is also increasing and will play a critically important role in the cloud and terminal devices, mainly to avoid delays in message delivery. In the future, there will be a demand for edge computing in many markets, including financial services, manufacturing, health care, mobile communication and telecommunications carriers, and security control system service providers. Many innovative business models will emerge.

Artificial intelligence, the Internet of Things, and 5G will be the three major driving forces pushing the growth of data storage demand. First of all, with the rise of artificial intelligence, the information processed is very large, and more and more data will be stored, higher even than the collection of data. Secondly, as part of the Internet of Things, more and more sensors are ubiquitous in various systems. Thirdly, regarding 5G, it's not only about the speed but also the capacity which can transmit a large amount of information. Therefore, major hard disk drive manufacturers continue to invest in the development of large-capacity hard disks to meet the market's demand for information storage.

The annual shipment of HD drivers (see table below) .It is expected that the overall shipment of hard disks will be reduced to about 1.24 million sets in 2025.

Shipment of hard disk drives from 2021 to 2025

Unit: Million sets

Annual projection	2021 (Actual)	2022 (Actual)	2023 (Actual)	2024 (Actual)	2025 (Forecast)
Total	259	172	123	124	124

Source: The statistics and evaluation of Trendfocus and the Company

(2) Electronic Components

A. Supply and demand situation of the market

The World Semiconductor Trade Statistics (WSTS) organization predicted that the global chip market will grow by 11.2% in 2025, reaching a record-high amount of USD 697.18 billion, driven by the strong demand for semiconductors from AI smartphones and data centers. This figure exceeds the USD 687.38 billion predicted last June.

WSTS indicated in its latest outlook report that the demand for chips has soared due to the ongoing use of AI technology across various countries and industries worldwide. According to relevant analysis, the AI trend is unstoppable, and TSMC is expected to become the biggest winner, having secured nearly all AI chips and ASIC outsourcing orders from major companies. With the ongoing release of new AI-related chips, the capacity utilization rate of TSMC's 5nm process family, which contributes most to its revenue, is expected to remain high, while its 3nm family will continue to operate at full capacity..

B. Growth and development trends of the industry in the future

According to WSTS's analysis, regarding product categories, the demand for logic ICs, which serves as the "brain" of electronic devices, is anticipated to grow by 16.8% to reach USD 243.78 billion in 2025. Meanwhile, the demand for memory ICs used for data storage is projected to increase by 13.4% to reach USD 189.41 billion.

WSTS believes that the markets for other types of semiconductors, such as analog ICs, will also expand as long as the global economy maintains moderate growth. When viewed by region, the chip market is experiencing the fastest growth in the Americas, with a projected increase of 15.4%, reaching USD 215.31 billion. The Asia-Pacific region follows, where the chip market is expected to grow by 10.4% to reach USD 376.27 billion. Europe shows the lowest growth rate for the chip market, with an expected increase of only 3.3%, reaching USD 53.74 billion.

The application of advanced computing chips in terminal fields such as AI smartphones, AI PCs, edge AI hardware, automotive electronics, and servers is driving the growth of the output value of the IC design industry. Meanwhile, advanced processes and packaging technologies serve as new engines, propelling the industry's rapid expansion. The ongoing development of AI automotive electronics and satellite communication fosters upgrading specifications for electronic components such as PCBs, passive components, and sensor components. It is anticipated that the output value of the information and electronics industry will continue to grow by 10.33% in 2025.

(3) Medical consumable industry

A. Supply and Demand Dynamics

The global MedTech market, including the medical consumables and components segment, is experiencing a period of dynamic change and sustained growth. While the immediate surge in demand for certain COVID-19-related products (e.g., specific diagnostic components) has normalized, the underlying drivers of long-term growth remain strong:

- a. **Aging Global Population:** Increasing life expectancy and a growing elderly population worldwide are driving demand for medical devices and consumables.
- b. **Rise of Chronic Diseases:** The prevalence of chronic diseases (diabetes, cardiovascular disease, etc.) is increasing globally, requiring ongoing medical care and device usage.
- c. **Technological Advancements:** Continuous innovation in medical devices, diagnostics, and drug delivery systems is creating new opportunities for specialized plastic components.
- d. **Reshoring/Nearshoring:** Supply chain disruptions and geopolitical factors are leading many MedTech companies to diversify their manufacturing bases, creating opportunities for regional suppliers like MAP Plastics.
- e. **Increased Healthcare Spending:** Particularly in developing economies, rising incomes and increased government investment in healthcare are fueling market expansion.

B. Future Growth and Development Trend of the Industry

Several key trends are shaping the future of the MedTech components industry:

- a. Miniaturization: Continued demand for smaller, less invasive medical devices is driving the need for micro-molding and high-precision manufacturing capabilities.
- b. Connected Health and Wearables: The growth of wearable medical devices, remote patient monitoring systems, and connected drug delivery devices is creating demand for specialized plastic components with integrated electronics and sensors.
- c. Biocompatible and Sustainable Materials: Increasing focus on patient safety and environmental sustainability is driving demand for biocompatible polymers, bio-based plastics, and materials that can withstand rigorous sterilization processes.
- d. Personalized Medicine: Advances in personalized medicine, including 3D-printed implants and customized drug delivery systems, are creating opportunities for flexible and adaptable manufacturing solutions.
- e. Automation and Smart Manufacturing: MedTech manufacturers are increasingly adopting automation, robotics, and data analytics to improve efficiency, quality, and traceability.

(4) Automation Industry

In recent years, due to the upgrade trend of 3C products, electric vehicle industry, medical industry and traditional industry, the demand for automation equipment has increased, and the industry upgrade is an inevitable trend in the future. At the same time, more traditional enterprises through the epidemic gradually see the reality that automated equipment is more stable than manual, coupled with the main production and manufacturing areas of labor costs rise year by year, so the future demand for automated special machinery and equipment, although the short term due to unstable demand and affect the customer's willingness to invest in equipment, but in the medium and long term the demand for automated equipment will certainly grow year by year.

Supply and Demand of Market.

A. The demand for OEM products and quantities in the downstream of automation is relatively stable and persistent. The demand for 3C products such as mobile phones and computers has stabilized.

B. Future Growth and Development Trend of the Industry

a. Memory

In recent years, the sales volume of domestic intelligent hardware industry has shown explosive growth. With the continuous development of Internet of things, cloud computing, artificial intelligence and other technologies, differentiated intelligent products emerge in an endless stream, and the functions are constantly upgraded and iterated quickly. The memory market still has broad application prospects in the future.

b. LED

With the continuous development and subdivision of the downstream application of LED, the market penetration has gradually increased. In consideration of efficiency, quality and cost, more and more led enterprises are bound to adopt automation equipment.

c. 3C electronic products related fields

According to data from market surveyors, the global growth trend of smart phones has slowed down, and demand for other personal devices is no longer strong, but products for virtual reality experience are on the rise.

d. Traditional industries

According to media reports, in recent years, countries around the world have encouraged their domestic industries to introduce automation in order to improve per capita output value. Some countries have proposed preferential measures or tax deductions to accelerate the introduction of automation.

e. Medical Industry

With the development of the medical industry, medical products continue to upgrade, industry standards improve, the traditional mode of production can no longer meet the new standard requirements; at the same time, because of the domestic medical supplies collection price reduction, in order to reduce the production of non-saturated production and labor-intensive conditions, more companies began to consider the introduction of automated equipment to reduce production costs. In the future, the demand for automation in the medical industry will gradually increase.

f. Small household appliance industry

Driven by both policy initiatives and market demand, the small household appliance manufacturing industry is transforming towards intelligence, personalization, and environmental friendliness. In recent years, there has been an increasing demand for automation testing and assembly equipment on production lines.

4. Competitive Niche

Min Aik Precision

(1) Cost and capacity advantages

The Company implements consistent operation and lays a strong design, development and production competitiveness by combining with production, manufacturing, R&D, marketing, management and other competitive advantages, including the mould design capability, simulated design of Computer Aided Engineering (CAE), process development capability, automation machine design, dust-free room production, good management technology and supply chain management in operation and management. The Company focuses on the efficiency, technology and shortening of the process with the way of perpendicular integration and production, and further reduces the manufacturing and R&D costs to accordingly improve the market competition. In presence of introduction of the ERP material requirement system, the cost can be controlled more effectively. Therefore, the Company is more competitive than any other competitors.

(2) Complete quality assurance system and strict quality control

The Company is committed to wholly improving the quality. Besides passing the certification of ISO 9001, ISO 14001, ISO 22301 IATF16949 and ISO 45001 Automatic quality management system certification, quality and environmental system and full implementation, the Company adheres to the principle of “Innovation-centered, management-based and quality first” to achieve a high-quality level while producing the products with high added value and low pollution to maintain stable and sustainable operation. In this way, the Company is well received by the customers, thereby consolidating the long-term partnership.

(3) R&D capability of new product

The Company adheres to the consistent integration to provide the most complete and rapid R&D services and the most real-time professional technology through the team technology; in this way, the requirement of new development is handled preferentially and properly. The Company assists the customers to shorten the R&D time of the new products, thereby facilitating the launch of the new products to the market within the shortest time and

making the customers enjoy the higher profits by. Recently, industry-university cooperation has also been introduced, and there has been constant emphasis on improving design and production technology.

(4) Flexibility

The Company masters the market trend and the customer needs at any time while actively and continuously analyzing and adjusting all details from design, production and even shipment and logistics of the product in order to grasp the market opportunity and make a response to the increasingly competitive market.

(5) Diversified development

The products of the Company are more diversified than any other competitors. Besides the VCM plate developed for the hard disk drive, the Company also develops the stamping assembly of other hard disk drives, such as Disk Clamp, Balance Weight, Insert Plate, Bobbin, Stiffener, Pin and Protector in accordance with the customers' requirements, and actively expands the capacity and the overseas bases, in order to fight for making the other electronic assemblies, such as the heat spreader, the consumer electronic parts and the electronic parts for automobile become the focus of the Company's development at this stage and achieve the remarkable growth.

(6) Maintain the good and mutually beneficial partnership with the customers

Because the service life of the hard disk drive product is prolonged and the technical and professional requirements are improved, it is not easy for other manufacturers to enter except the existing leading manufacturers. The Company has many years of professional experiences in manufacturing, and has established the stable and mutually beneficial partnership with the customers. Moreover, the Company plays an indispensable role in the customer supply chain.

MAPP

- (1) Advanced Automation Capabilities: Our significant investment in automated production lines, including robotic systems and automated optical inspection (AOI), provides superior efficiency, precision, and quality control compared to less automated competitors.
- (2) Strategic Location in Singapore's MedTech Hub: Singapore's thriving MedTech ecosystem, with its concentration of multinational companies, research institutions, and government support, provides MAP Plastics with access to talent, partnerships, and market opportunities.
- (3) Extensive Cleanroom Manufacturing: Our large-scale Class 100K and Class 10K cleanroom facilities meet the stringent hygiene requirements of medical device and life science manufacturing, a critical differentiator in the market.
- (4) Deep MedTech Expertise and Regulatory Compliance: Our decades of experience in the MedTech industry, coupled with our ISO 13485 certification and commitment to regulatory compliance (with plans to pursue GMP and FDA certification), instill confidence in our customers.
- (5) In-House Tooling and Customization: Our strong in-house tool fabrication capabilities enable rapid prototyping, customized solutions, and reduced lead times for our customers.

Suzhou Amould

(1) Complete Quality Assurance System and Strict Quality Control

Suzhou Amould is committed to improving its overall quality. Besides being certified by ISO 9001/TS16949/ISO 13485/UL and fully implemented, the Company also has strict control over the improvement of production efficiency and design and R&D skills, so it

has won the favor of large manufacturers and affirmed and consolidated the long-term partnership.

(2) R & D capability

Suzhou Amould can provide customers with instant technical services, help customers shorten the time of new product development, so as to facilitate the launch of new products in the shortest time, and enjoy higher profits. Participate in customer R&D and design, grasp change trend of design and schedule, and improve design productivity.

(3) Flexibility

In addition to keeping abreast of market trends and customer needs, Suzhou Amould has taken the initiative to analyze and adjust all the details of product design, production, shipment and even all the details in order to grasp market opportunities and cope with the increasingly competitive market. At the same time, it can adapt to the needs of customers, upgrade the previous generation of equipment to produce new products, and help customers reduce capital investment, thus attracting more customers.

5. Favorable and Disadvantage Factors for Development Prospects and Corresponding Strategies

Min Aik Precision

Favorable Factors

(1) Expectable industrial and market growths

With the rapid development of the information, the consumer electronic products, and the cloud digital demand, the Company is committed to improving the technology, quality, cost and market of the assembly of the hard disk drive, and also gets involved in application of the mainstream consumer electronic assembly and thigh-end semiconductor heat sink assembly fields, to maintain the continuous growth of the customers and the market.

(2) High entry barrier for the new competitor

Because the hard disk drive industry is featured with intensive technology, prolonged service life of the product, high innovation pressure and other characteristics, the hard disk market is more closed than other industries and has the high technology barrier. In order to ensure maximization of the speed and the efficiency, and accordingly gain the technological and market opportunities, the relationship between the upstream and downstream manufacturers of the hard disk drive industry is very close. Therefore, it is not easy for the competitors outside the industry to enter into the market.

(3) Unique niche in management, production and quality

The Company has the complete management system and excellent technical personnel which are conducive to the long-term operation and development of the technology, and has rich experiences in plant management and perpendicular integration advantages. Therefore, the Company can accurately master from the upstream mould design, precision stamping, vibration grinding in the post process and electroplating to the operating environment and technology of the dust-free room.

In addition, in order to fulfill the commitment to the quality and the environment, the Company has passed the certification of ISO 9001, ISO 14001, ISO 22301 TS16949 and ISO 45001, and actually implemented all quality control requirements in the actual operation. Therefore, the product quality of the Company is fairly stable and well received by the major customers every year.

(4) Master the market demand and marketing channel

In order to expand the overseas market and provide the customers with the real-time services, the Company has set up the overseas storage locations in mainland China, Malaysia and Thailand, so as to master the market trend and the industrial information while timely scheduling and offering the services. In the era that the channel means the business opportunities, the good channel is the important niche for the Company's development in the future.

(5) Maintain long-term and good cooperation with the world-class plants

Most of the main customers of the Company are world-class plants, with fairly strong finances and operations. Due to years of development in the hard disk drive market, the Company has established the good and tacit cooperation with the customers in R&D and production of the products and has been well received by the customers in terms of quality and service. Therefore, the Company can keep up with the market trend at any time in mastering the key technologies and improving the production efficiency.

(6) Solid R&D and design capability

In order to implement the in-depth development of the R&D technology, the Company adheres to the concept of training the professional talents to promote the high-tech and sophisticated technology and accordingly meet the industry requirements and challenges. The Company recruits the elites of the industry and has been continuously ensuring the continuous improvement of the R&D technology through a series of R&D training plans, such as the internal technology inheritance of the Company, internal/external education and training, and technical exchanges with the academic societies.

Disadvantage Factors

(1) Lack of the professional talents of the hard disk product and inadequate domestic labor supply

Because Taiwan is lacking in the professional talents of the hard disk industry, the Company should train the relevant talents every year and work on making the human resource planning, in order to handle the changes of the industry.

Corresponding Strategies

A. Since its establishment, the Company has been committed to improving the automatic production and process to improve the unit output of the grass-roots human resources while further improving the degree of automation of the plant, and reducing the dependence on manpower by increasing the automatic machine and equipment.

B. The Company strengthens the pre-service and on-the-job training of the employees to improve the personnel quality and productivity, and is committed to planning the human resources and strengthening the welfare of the employees, to effectively reduce the turnover rate of mold the employees.

(2) The Company has high degree of industrial concentration which accordingly increases the operating risk.

The operating income of the products related to the hard disk drive of the Company was 31% of the operating income of the whole Group in 2024. If the industrial supply and demand change greatly or the imbalance occurs between the supply and the demand, the Company may be trapped in operating pressure.

Corresponding Strategies

The Company actively develops other non-hard disk electronic assemblies, such as the heat spreader, the consumer electronic parts and the electronic parts for automobile. In order to diversify the Company's products, a number of key technologies and products are

being actively developed, including heat spreaders for high-end IC packaging and steel sheets, aluminum sheets, heat sinks, green energy parts for mobile phones and cars. Moreover, the Company also makes the customers and products of the Group more diversified through implementing the strategic merger and acquisitions at home and abroad and setting up the overseas bases.

MAPP

Favorable factors

- (1) Singapore's Strong MedTech Ecosystem: The Singapore government's continued commitment to developing the country as a leading biomedical hub provides a supportive environment for growth.
- (2) Global MedTech Investment: Continued investments by major MedTech companies in Singapore and the broader Southeast Asia region create new opportunities.
- (3) Growing Demand for Automation: The increasing need for automation in manufacturing, driven by labor shortages and the push for Industry 4.0, aligns with MAP Plastics' core capabilities.
- (4) High Barriers to Entry: The significant capital investment, stringent regulatory requirements, and specialized expertise required in MedTech manufacturing create barriers to entry, protecting established players.
- (5) Increased Healthcare Investment: Private and government sector.

Unfavorable factors

- (1) Labor Market Challenges: Singapore's tight labor market and rising labor costs remain a challenge.

Corresponding Strategies

- A. Continued investment in automation and robotics to reduce reliance on manual labor.
 - B. Proactive talent acquisition and development programs, including partnerships with educational institutions.
 - C. Competitive compensation and benefits packages to attract and retain skilled employees.
- (2) Global Economic Uncertainty and Supply Chain Volatility: Geopolitical instability, inflation, and potential supply chain disruptions pose ongoing risks.

Corresponding Strategies

- A. Diversification of our supplier base and strengthening relationships with key suppliers.
 - B. Implementation of a robust supply chain risk management system.
 - C. Strategic inventory management and proactive planning to mitigate potential disruptions.
 - D. Building digital connectivity and visibility.
- (3) Intense global competition in plastic injection molding.

Corresponding Strategies

Continue to provide good service and explore new technology to enhance our Company.

Suzhou Amould

Favorable factors

(1) Prosperity of Industry and Market Growth

With the rapid development of demand for consumer electronics products, automation replaces manual labor with automation machines to achieve the same cost reduction and improve product quality stability. There are various products and processes in various industries, and the functions of automation machines are different. It is expected that with the increasing competitiveness of automation technology, quality and cost, automation will be applied more widely and demand will continue to grow.

The increase of labor cost in mainland China by about 6% every year will inevitably lead to the rapid introduction of automation process to reduce the cost of human resources and also reduce manufacturing risk of chain-break due to uncontrollable factors(such as COVID-19)

(2) Unique In terms of R&D in management, production and quality

In addition to the complete management system and excellent technical personnel, which is beneficial to the Company's long-term operation and deep cultivation of technology, the other advantage is our Company also has rich experience in factory management and vertical integration. Our Company could grasp the process development, software integration, mechanical and fixture design accurately.

(3) Solid R&D and design capability

In order to further develop R&D technology, the Company not only collects the elites of the industry, but also continuously ensures the continuous improvement of R&D technology through a series of R&D training programs, such as internal technology inheritance, internal/external education and training, and technical exchanges with academic groups.

Unfavorable Factors

(1) Lack of professional design and R&D talents in automation industry and insufficient supply of domestic talents.

Due to the shortage of relevant professionals, our Company devotes itself to human resource planning in order to cope with the fluctuations of the industry while training relevant talents every year.

Coping strategies

Strengthen the pre-service and on-the-job training of colleagues, improve the quality and productivity of personnel, and devote to human resources planning and strengthen the welfare of colleagues, so as to reduce the turnover rate of personnel effectively.

Set up automation R & D center in Taiwan to undertake customer demand assessment projects simultaneously, improve efficiency and human coordination flexibility.

(2) The homogeneity of the target market of domestic equipment manufacturers is too high. At the same time, we are facing the catch-up of the mainland manufacturers and the pressure of competition is too high.

Coping strategies

Enhance the overall competitiveness, speed up the delivery speed, rectify design ingenuity, enhance customization capabilities. And expand new customers through the understanding about other markets.

(3) Labor cost in China are rising, and major 3C customers are considering relocating to Southeast Asia such as Vietnam and Thailand, increasing the pressure of competition in the future.

Coping strategies

We should make use of our status as a major supplier to enter the Southeast Asian market, do a good job of local market research, actively cooperate with local customers, and explore their potential demand, which is both a challenge and an opportunity for us.

4.2.2 Important Use and Manufacturing Processes of Main Products

1. Important Purposes of Main Products

Min Aik Precision

- (1) VCM plate: the VCM plate is mainly taken as the drive motor of the magnetic head when assembled with the VCM with the permanent magnet and responsible for driving the radial movement of the magnetic head, in order to make the magnetic head change the track arbitrarily on the disk and accordingly read and write the data.
- (2) Disk clamp: the disk clamp is mainly used to fix the hard disk and the spindle motor so that the disk can be driven to rotate by the spindle motor.
- (3) Automatic stiffener: The major function is to reinforce the metal support as required by the electric circuit board and is made of a metal material for the local welding of parts or reinforcement to facilitate assembly
- (4) Heat spreader: The major function is to spread heat of high-end packages and semiconductor components. It equally diffuses several hot spots in the chip to the surface of the heat spreader to equally spread the heat source and achieve the heat dissipation effect.

MAPP

- (1) Plastic medical components: Mainly non-invasive medical plastic components, such as needle tubes, infusion tubes, etc.
- (2) Plastic components for DNA diagnostic testing kits: Mainly used by hospital medical laboratories, biochemical laboratories, etc., to carry out medical testing for data analysis or various physiological reactions and pathological analysis.
- (3) Mold fixture: Used for production of plastic injection products.
- (4) Automation: Automated Optical Inspection, Automated product assembly and packaging.
- (5) Precision plastic products for semi-conductor and various other industries.

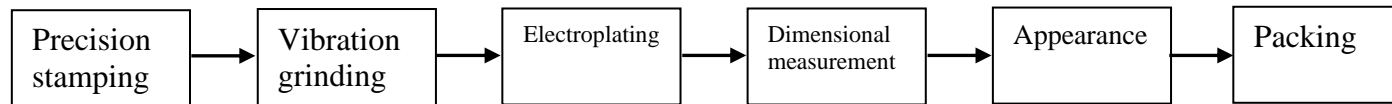
Suzhou Amould

- (1) SMT RF Test integration equipment : The main function is to fully automate SMT RF test section, including integration: test equipment, transmission pipeline, communication system, Robot.
- (2) Memory card test equipment: the main function is to achieve the memory module loading and unloading related path and test memory module related functions.
- (3) Magnetic flux measuring machine : The main function is to measure whether the magnetic flux of the magnet assembled on the housing is within the range.
- (4) Multiple Types of Mylar Mounter : The main function is to identify Mylar of different sizes and mount it accurately on the specified parts.
- (5) Medical product assembly and testing equipment: the main function is to assemble and test all parts of medical disposable products to achieve the output of finished products.

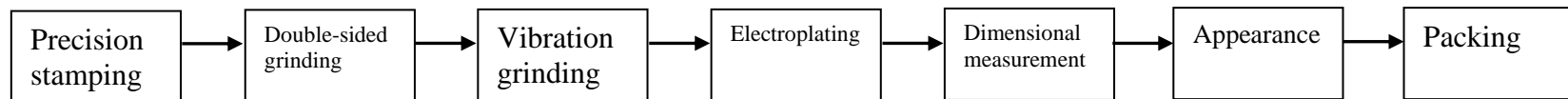
2. Manufacturing Processes of Main Products

Min Aik Precision

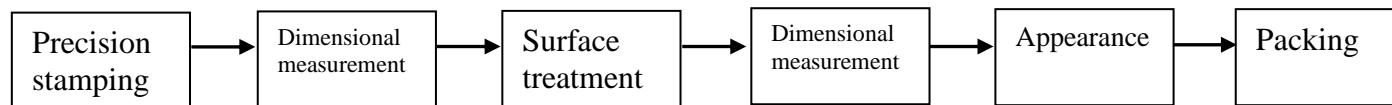
■ Manufacturing process of the VCM plate



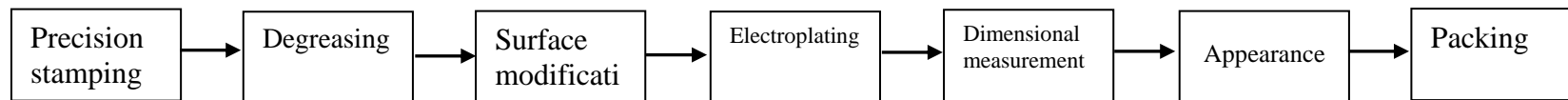
■ Manufacturing process of the disk clamp



■ Manufacturing process of the stiffener

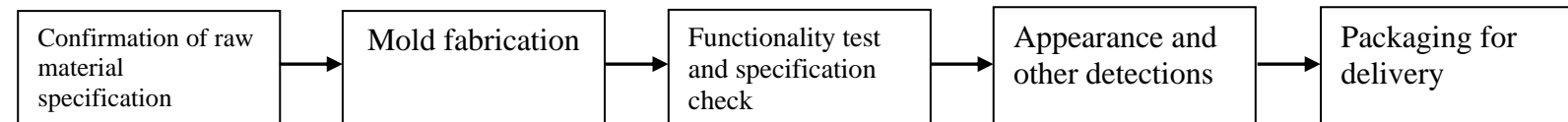


■ Manufacturing process of the heat spreader



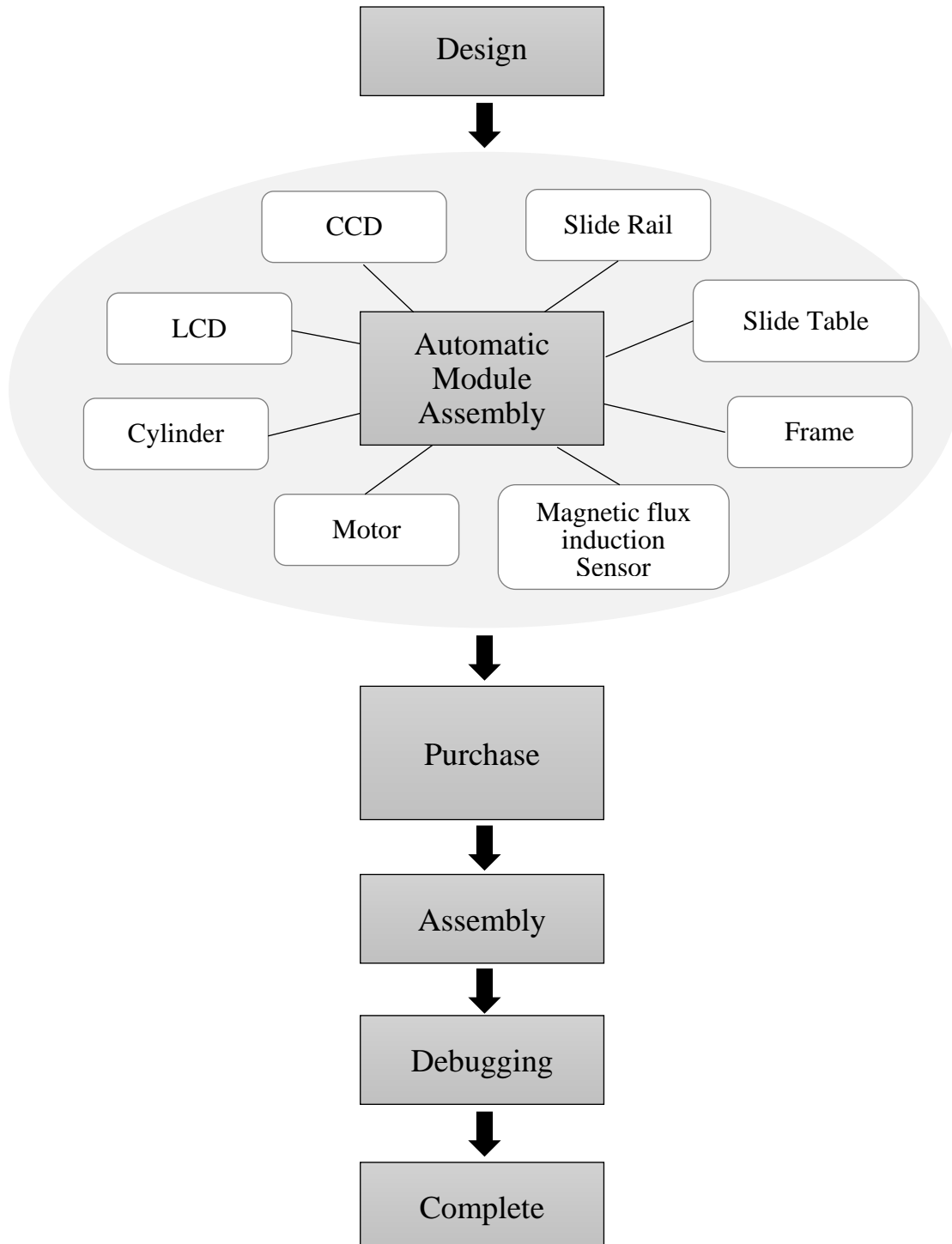
MAPP

■ Manufacturing process of the medical plastic product

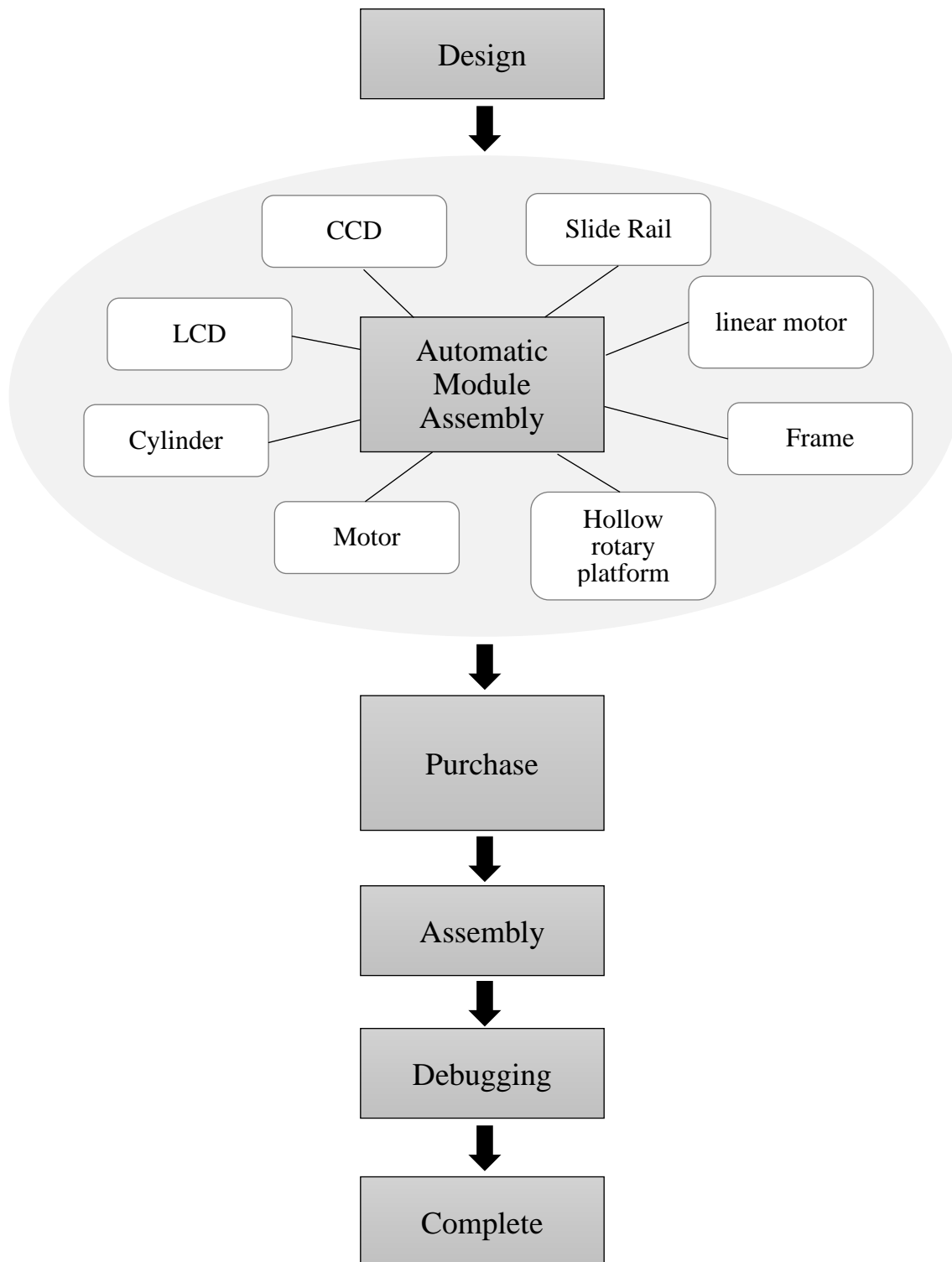


Suzhou Amould

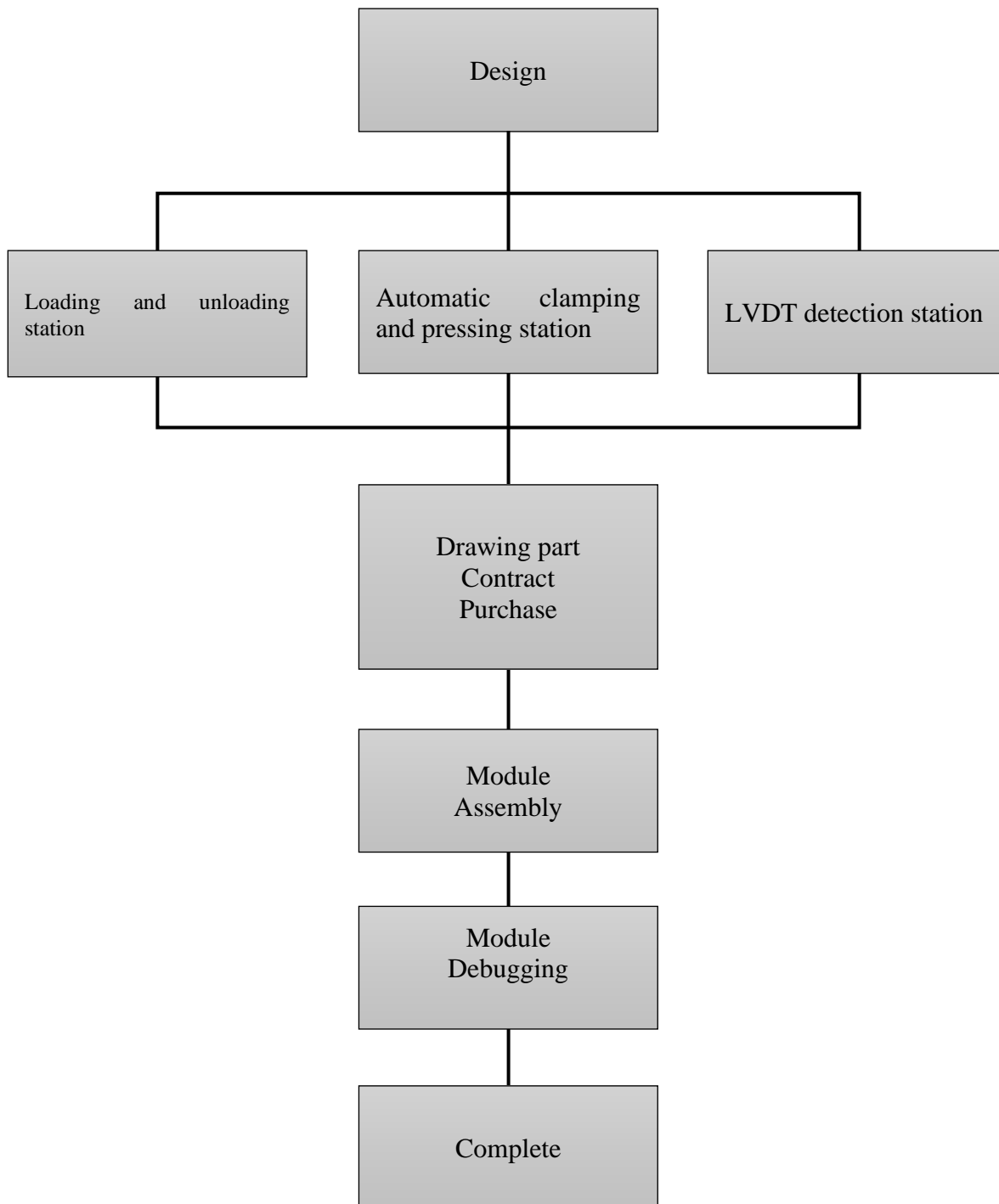
■ Manufacturing process of Magnetic flux measuring machine



■ Manufacturing process of Multiple Types of Mylar Mounter



■ Medical product assembly test equipment manufacturing process



4.2.3 Quality of Supplied Main Raw Materials

1. Min Aik Precision

Name of Main Raw Materials	Main source	Quality of Supply
Iron	Taiwan	Good
Electroplating solution	Taiwan	Good

2. MAPP

Name of Main Raw Materials	Main source	Quality of Supply
Plastic resin	Singapore	Good

3. Suzhou Amould

Name of Main Raw Materials	Main source	Quality of Supply
Machined part of the rack	China	Good
Electromechanical parts	China	Good

4.2.4 The name of the suppliers (clients) and the amount and proportion of the goods in which the 10% total amount of goods has been accounted for in either of the two most recent years, and the reasons for the increase or decrease.

- Suppliers accounted for at least 10% of annual consolidated net procurement in recent two years

Unit: NT\$ thousands

	2023				2024			
Item	Name	Amount	As % of total net procurement	Relation to the Company	Name	Amount	As % of total net procurement	Relation to the Company
1	AB Company	78,763	11.31	None	AB Company	156,285	15.29	None
2	Others	617,682	88.69	—	CD Company	155,805	15.24	None
	—	—	—	—	Others	710,235	69.47	—
	Total net procurement	696,445	100.00	—	Total net procurement	1,022,325	100.00	—

Reasons for increase or decrease:

- AB Company is the Company's major suppliers of copper materials. CD Company is the Company's major suppliers of iron materials. Customer demand increased in 2024, and the demand of copper and iron materials are increased, the net purchases amount and the proportion of purchases from AB and CD Company are increased compared to 2023.
- AB Company and CD Company are the Company's copper and iron material suppliers respectively. In 2024, the purchase amount increased due to the increase in end-customer demand.

2. Customers that accounted for at least 10% of annual consolidated net revenue in recent two years

Unit: NT\$ thousands

	2023				2024			
Item	Name	Amount	As % of total net Revenue	Relation to the Company	Name	Amount	As % of total net Revenue	Relation to the Company
1	A Group	346,183	16.68%	None	A Group	588,647	24.57%	None
2	J Company	344,590	16.61%	None	Min Aik Group	417,194	17.41%	Affiliated Company
3	Min Aik Group	249,283	12.01%	Affiliated Company	J Company	344,589	14.38%	None
4	—	—	—	—	S Group	331,027	13.81%	None
5	Others	1,135,083	54.70%	—	Others	714,668	29.83%	—
	Total net Revenue	2,075,139	100.00%	—	Total net Revenue	2,396,125	100.00%	—

Reasons for increase or decrease:

- (1) A Group: Due to increased demand from customers, the overall sales amount and proportion in 2024 increased compared with 2023.
- (2) Min Aik Group: Due to increased demand from end customers, the sales amount and proportion in 2024 increased compared with 2023.
- (3) J Company: There was no significant change in sales amount in 2024, due to annual sales amount of group increased, the proportion decreased compared with 2023.
- (4) S Group: Due to increased demand from end customers, the sales amount and proportion in 2024 increased compared with 2023.

4.3 Employees: the number of the employees, average length of service, average age and educational background distribution ratio in the last two years and as of the date of publication of the annual report

Year		20233	2024	As of 2025/03/31
Number of employees		845	893	903
Average age		38	39	39
Average years of service (year)		7	7	7
Distribution of Educational Background	Ph.D.	0%	0%	0%
	Master	1%	1%	1%
	College	36%	36%	36%
	High school and below	63%	63%	63%

4.4 Information of Expenditure for Environmental Protection

Indicate the amount of the loss (including compensation) and penalty resulting from environmental pollution in the latest year and as of the publication date of the annual report, and explain the countermeasures (including improvement measures) to be taken in the future and possible expenditures (including the estimated amount of possible loss, penalty and compensation if improvement measures are not taken. If it cannot be evaluated reasonably, please explain why it cannot be reasonably estimated.): the Company has not yet been suffered from the loss (including compensation) or punishment due to environmental pollution so far.

4.5 Labor-Employer Relation

4.5.1 State employee welfare measures, advanced study, training, retirement system, implementation of retirement system, agreements between the employer and the employees, and measures for protection of employees' rights and interests.

1. Welfare measures of the employees: the welfare measures of the Company are standardized in accordance with the laws and regulations, and some of the welfare measures are better than the laws and regulations; we actively create a more friendly environment, in order to make all employees work in a better environment.
 - (1) Insurance: besides the statutory labor and health insurance, the Company buys all employees the accidental medical insurance.
 - (2) Physical and mental health and safety assurance of the employees:
 - A. In order to maintain the health of the employees, the employees can receive additional health check-up allowance after working two years, once every two years and each for NT\$10,000 besides the health check-up stipulated by the law.
 - B. The Company cordially invites the external professional lecturers to give the health promotion lectures every season - to exchange and teach in allusion to the issues, such as the career, personal and family, chronic diseases, tobacco damage prevention, stress management and so on, in order to maintain the physical and mental health of the employees.
 - C. The Automatic External Defibrillator (AED) is arranged to protect the safety of the

employees and accordingly promote the Company as a safe enterprise.

- D. Senior managers conduct weekly interviews with employees to provide face-to-face care about their lives and work.

(3) Rest, growth and learning:

- A. In order to promote the communication between the employees and the children, the Company holds the family day from time to time. In this way, the feeling between the employees and the family members and the centripetal force of the Company are increased, and accordingly the goal of balancing the job and the life is achieved.
- B. The Company handles the tourism activities at home and abroad for the employees, or provides subsidies.
- C. Encourage employees to participate in club activities, formulate club management regulations, and provide club activity subsidies to encourage employees to participate in various activities after work to achieve physical and mental balance.

(4) Facilities: the dormitory, the rest area, the dining room, the nursing rooms and so on

(5) Other welfares: cash gift for birthday, hospitalization leave, wedding and funeral leave, birth allowance, cash gift of three important festivals, dinner party, Company's uniforms, etc.

- 2. Advanced studies of the employees: the Company provides the employees with the in-service advanced study channel which includes teaching centers in various professional fields, extension education , etc., and also hires lecturer to give lectures and guidance in the factory.
- 3. Training of the employees: the Company also offers the training courses, such as the industrial trend information and spiritual growth so far besides the core, professional and management function training.
- 4. Retirement system and its implementation situation: the Company stipulates the retirement measures in accordance with the relevant provisions of the Labor Standards Act and Labor Pension Act, and allocates the reserve for employee retirement:
 - (1) Besides the reserve for employee retirement to be allocated each month in accordance with the proportion 2.29% of the gross salary, the employee to whom the Labor Standards Act is applicable to allocate the pension can regularly review the allocation rate every year. The Labor Retirement Reserve Oversight Committee is established to regularly monitor the allocation of retirement reserve and is responsible for reviewing the retirement applications.
 - (2) The employees to whom the Labor Pension Act is applicable to allocate the pension can allocate 6% to their personal retirement accounts in accordance with the allocated salary scale every month, or allocate the pensions with a proportion of less than 6% to the their personal retirement accounts every month according to the allocated salary scale based on their own wishes. The remaining subsidiaries shall handle in accordance with the relevant local laws.
 - (3) The Defined Contribution Plan (DC plan) shall be implemented in the overseas subsidiaries in allusion to the pensions, and the provident fund, the pension, the medical and other social security benefits are paid monthly in accordance with the provisions of the local government.
 - (4) Retirement conditions shall be handled in accordance with local laws and regulations. The applicable regulations for employees in the ROC are as follows:
 - A. Those who joined the Company after July 1, 2005 (inclusive) shall fully apply the Labor Pension Act.
 - B. Those who joined the Company before July 1, 2005 (exclusive) may choose to continue to apply the pension provisions of the Labor Standards Act or the Labor Pension Act within five years from that date.

C. Employees who meet the retirement requirements of the Labor Standards Act may apply for retirement.

(5) Set up employee stock ownership trusts, in order to achieve long-term savings through continuous accumulation and ensure the stability of employees' retirement life. °

5. Agreements between the employer and the employees and various measures to protect the rights and interests of employees:

(1) The Company formulates the 'Measures for the Implementation of Labor-management Conference, 'while holding the labor-management conference to discuss and consult various relevant issues of the employees. The relevant units are also be obligated to handle and complete the matters decided during the conference within a certain period of time.

(2) The Company formulates 'Internal Appeal Measures 'to protect the legal rights and interests of the employees and assists to solve the unreasonable treatment received by the employees, in order to maintain a legal, reasonable and fair work environment.

(3) In order to provide the more diversified channels of communication, the Company provides the options of communicating the opinions in the Employee Handbook and sets up the staff suggestion box. The Company also sets up the contact mailbox on the entrance website while publicizing the communication channels during the assembly of all employees, so as to give full play to the labor-management coordination mechanism.

(4) The Company also complies with the provisions on Gender Equality in Employment Act and formulates the measures to prevent and control the sexual harassment, appealing and disciplinary measures, to protect the rights and interests of the employees.

6. The Company is committed to improving labor safety and health facilities and working environment to effectively reduce the incidence of occupational hazards and ensure the safety and health of workers. We actively formulate and implement various management methods, and have obtained international certifications such as ISO 14001, ISO 45001 and SA 8000. In addition, we strictly follow the RBA Responsible Business Alliance Code of Conduct and successfully completed the Verification Assessment Program.

4.5.2 The losses as a result of labor disputes in recent years and as of the date of publication of the annual report were listed, and the estimated amount and countermeasures that occur at present and might occur in the future were disclosed. If they cannot be estimated, the fact that they cannot be estimated should be clarified.

The Company and its subsidiaries always regard the employees as the most important asset of the Company, equally pay attention to the working conditions and the welfare of the employees and are committed to creating a good work environment and providing an unblocked communication channel between the employer and the employees. Therefore, the Company has not yet been suffered from the loss due to the labor disputes in recent years and as of the date of publication of the annual report. The Company will continue to make efforts in this direction to maintain the harmonious relationship between the employer and the employees and accordingly protect the Company from the loss due to the labor disputes which occur in the future.

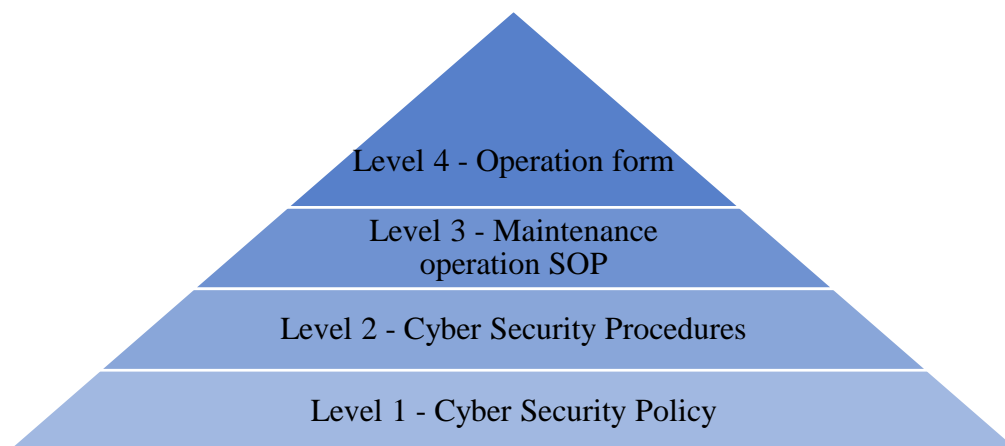
4.6 Cyber security management

4.6.1 Describe the cyber security risk management framework, cyber security policies, concrete management programs, and investments in resources for cyber security management.

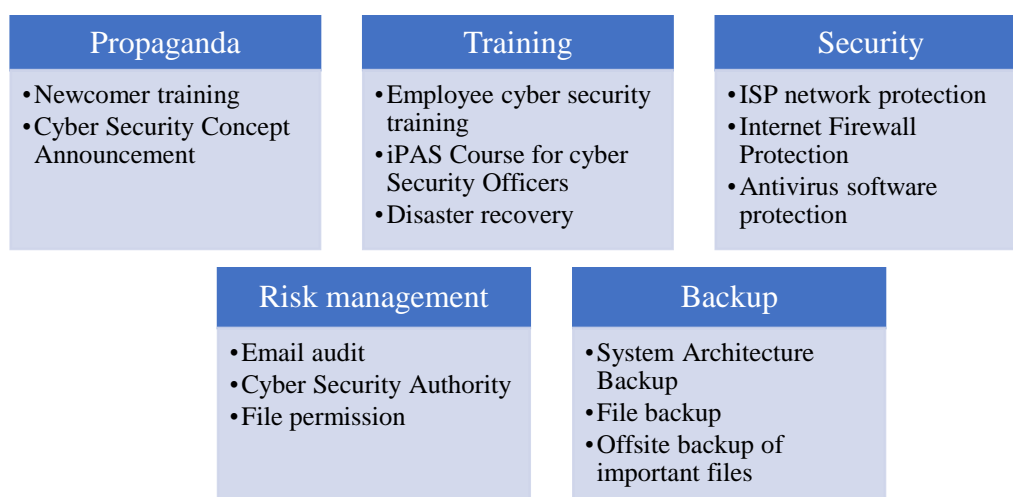
1. Risk management framework:

Security Policy					
Organization of Information Security					
Asset Management					
Human Resource Security	Physical and Environmental Security	Communications and Operation Management	Access Control	System Acquisition Development Maintenance	Information Security Incident
Business Continuity Management					
Compliance					

2. Cyber security policies: In order to implement the system, the following four-level documents are therefore established:



3. Concrete management programs:
- (1) Establish various management and comprehensive records of various information activities:
Mobile storage management, document operation management, authorized connection management, equipment usage management, asset record management.
 - (2) The Company has not yet purchased capital security insurance. In order to implement risk management, before completing the insurance, the specific preventive measures are as follows:
 - A. Backup data encryption.
 - B. The data storage device actually builds a three-tier structure.
 - C. Three different places to store.
4. Investments in resources for cyber security management:
- (1) In order to strengthen information security, the company continuously invests manpower and related resources to implement the following measures:



(2) The Company has a total of 2 dedicated information security supervisors and personnel. In 2024, it has actually invested approximately NT\$1.15 million in information security software, hardware, network services and maintenance contracts; it has held 50 information security meetings (once a week)); 7 information security concept announcements; new employee training conducted for 96 participants, totaling 96 hours.

4.6.2 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

4.7 Important contracts

1. Min Aik Precision

Contractual nature	Concerned Party	Contract Date	Main contents	Restrictive clause
Loan contract	Cathay United Bank	2018.04.16~ 2027.04.16	Land and building guarantee loans	None
Loan contract	Hua Nan Bank	2024.01.22~ 2026.01.22	Medium and long-term loans	None
Loan contract	Hua Nan Bank	2024.03.22~ 2026.03.20	Medium and long-term loans	None

2. MAPP

Contractual nature	Concerned Party	Contract Date	Main contents	Restrictive clause
Lease contract	JTC	1996.11.01~ 2052.10.31	Plant lease	None
Lease contract	JTC	1995.12.16~ 2052.12.15	Plant lease	None

3. Suzhou Amould

Contractual nature	Concerned Party	Contract Date	Main contents	Restrictive clause
Lease contract	Suzhou Yifeng Automation Equipment Co., Ltd.	2022.07.15~ 2027.07.14	Plant lease	None

V. Review of Financial Conditions, Financial Performance, and Risk Management

5.1 Analysis of Financial Status

Unit: NT\$ thousands

Item \ Year	2023		2024		Difference	
	Amount	%	Amount	%	Amount	%
Current assets	1,774,367	58%	2,008,011	62%	233,644	13%
Investments accounted for using equity method	0	0%	0	0%	0	0%
Property, plant and equipment	1,133,022	37%	1,092,262	33%	(40,760)	(4%)
Other assets	156,907	5%	154,805	5%	(2,102)	(1%)
Total assets	3,064,296	100%	3,255,078	100%	190,782	6%
Current liabilities	944,746	31%	939,375	29%	(5,371)	(1%)
Non-current liabilities	256,367	8%	308,002	9%	51,635	20%
Total liabilities	1,201,113	39%	1,247,377	38%	46,264	4%
Capital stock	770,000	24%	770,000	24%	0	0%
Capital surplus	642,785	21%	642,785	20%	0	0%
Retained earnings	495,963	17%	605,757	18%	109,794	22%
Other equity interest	(45,565)	(1%)	(10,841)	(0%)	34,724	76%
Total equity	1,863,183	61%	2,007,701	62%	144,518	8%

Analysis of changes in financial ratios over 20% and the difference amount over NT\$ 10,000 thousand:

- (1) Non-current liabilities increased by NT\$ 51,635 thousand with an increase of 20%, mainly due to the increase in long-term loans and deferred income tax liabilities.
- (2) Retained earnings increased by NT\$ 109,794 thousand with an increase of 22%, primarily due to increased net profit.
- (3) Other equity increased by NT\$ 34,724 thousand with an increase of 76%, primarily due to exchange differences in the translation of financial statements of foreign operating entities due to exchange rate fluctuations.

5.2 Analysis of Financial Performance

1. Analysis of changes in Financial Performance

Unit: NT\$ thousands

Item \ Year	2023	2024	Difference	(%)
	Amount	Amount		
Operating revenue	2,075,139	2,396,125	320,986	15%
Operating costs	1,692,541	1,852,875	160,334	9%
Gross profit	382,598	543,250	160,652	42%
Operating expenses	295,065	361,946	66,881	23%
Operating Income	87,533	181,304	93,771	107%
Non-operating income and expenses	30,386	64,085	33,699	111%
Profit before income tax	117,919	245,389	127,470	108%
Minus: Income tax expense	34,854	62,614	27,760	80%
Net profit	83,065	182,775	99,710	120%
Other comprehensive income (net of income tax)	(2,614)	38,743	41,357	1,582%
Total comprehensive income	80,451	221,518	141,067	175%

Analysis of changes in financial ratios over 20% and the difference amount over NT\$ 10,000 thousand:

- (1) Gross profit increased by NT\$ 160,652 thousand, up by 42%. This is mainly due to the increase in operating income, the unit costs decreased for the current period.
- (2) Operating expenses increased by NT\$ 66,881 thousand, up by 23%. This is mainly due to the increase in operating income cause increase related operating expenses, and the impairment loss determined in accordance with IFRS 9 was increased for the current period.
- (3) Non-operating income and expenses increased by NT\$ 33,699 thousand, up by 111%. This was mainly due to the impact of exchange rate fluctuations, increase in exchange gains compared to the previous year.
- (4) Income tax expense increased by NT\$ 27,760 thousand, up by 80%, mainly due to the increase in pre-tax net profit for the current period.
- (5) Other comprehensive income for the period increased by NT\$ 41,357 thousand, up by 1,582%. The increase was mainly due to the impact of exchange rate fluctuations, resulting in recognition of exchange differences on translation of foreign financial statements.

2. Anticipated sales volume and grounds thereof, potential impact upon the Company in future financial conditions and the countermeasures:

The company deeply engaged in the fields of precision metal stamping, medical consumable, and automation machinery, continuously driving innovation. In the precision metal stamping business, the hard drive market is continuously moving toward higher storage capacities, we are going to optimize production processes and increase market share. The electronics components-related business will focus on technological upgrades to meet customer needs as the primary goal. Therefore, the precision metal stamping business will continue to enhance production efficiency and yield, while reducing waste, in order to increase production capacity and optimize product performance.

To improve the quality of human life, the prospects for medical-related business are promising. The company will strengthen product competitiveness through high-spec production environments and continuously upgrade automated inspection equipment to improve production efficiency. In addition, the company will actively develop new non-medical products, making full use of newly constructed factory resources to expand larger-scale business opportunities.

Furthermore, the adoption of automation equipment has become an inevitable trend for future development. The company will seize market opportunities through talent development and technological innovation. With years of experience in the automation machinery business, the company will leverage its scale and brand recognition to strengthen customer trust and continuously expand into diversified business fields, further broadening the scope of automation operations.

Overall, in the face of multiple challenges in the market environment, the company sees them as opportunities for growth and breakthrough. Through technological upgrades and production equipment optimization, it will continuously enhance market competitiveness. At the same time, with talent development at its core, the company will actively introduce new talent and technological innovation, flexibly responding to market and technological changes, and achieving the goal of sustainable operations.

5.3 Analysis of Cash Flow

1. Cash Flow Analysis for the Current Year

Unit: NT\$ thousands

Item \ Year	2023	2024	Variance (%)
Operating activities	569,403	182,616	(68%)
Investing activities	(68,258)	(33,248)	(51%)
Financing activities	(272,181)	(164,371)	(40%)
Total	228,964	(15,003)	(107%)
Analysis of change in cash flow in the current year: (1) Operating activities: the decrease in net cash inflow for this period was mainly due to the accounts receivable and inventory increase for this period. (2) Investing activities: the decrease in net cash outflow for this period was mainly due to the reduction in capital expenditures in the current period. (3) Financing activities: the decrease in net cash outflow for this period was mainly due to the decrease in cash dividends paid in the current period. (4) In summary: the net cash outflow for the 2024 increased by NT\$ 243,967 thousand as compared to 2023.			

2. Contingency plans for projected insufficient capital liquidity: N/A

3. Cash Flow Analysis for the Coming Year (2025)

(1) Cash Flow Analysis for the Coming Year:

Unit: NT\$ thousands

Cash and Cash Equivalents, Beginning of Year	Net Cash Flow from Operating Activities	Cash Outflow	Cash Surplus (Deficit)	Leverage of Cash Deficit	
				Investment Plans	Financing Plans
926,431	297,180	417,410	806,201	-	-
(1) Operating activities: The cash inflow from operating activities is estimated at NT\$ 297,180 thousand in 2025.					
(2) Investing activities: Expected to acquisition of machinery and equipment, estimated cash outflows at NT\$ 260,858 thousand in 2025.					
(3) Financing activities: Repayments of bank borrowings and dividend distributions to shareholders by cash, estimated cash outflows at NT\$ 156,552 thousand in 2025.					
(4) In summary, the total cash surplus in 2025 is approximately NT\$ 806,201 thousand.					

(2) Contingency plans for projected insufficient cash position: N/A

5.4 The impact of the significant capital expenditure of the latest year upon the financial conditions: None

5.5 Investment Policy in the Last Year, Main Causes for Profits or Losses, Improvement Plans and Investment Plans for the Coming Year

1. Reinvestment policy for the most recent fiscal year: The Company's reinvestments are in compliance with the "Procedures for Acquisition and Disposal of Assets", and shall be implemented after the evaluation of investment effectiveness and approved by the board of directors.
2. The main reasons for profits or losses: At the end of 2024, the Company has no remaining balance for investments accounted for using equity method, and the unrecognized investment loss amounts to NT\$ 4,263 thousand. The Company (MATC) in the 2024 year have turned from losses to profits, and are continuing to actively expand their business to improve future operational performance.
3. Investment Plans for the Coming Year: In order to meeting the future needs of customers and products upgrade, the Company plans to expand factory, add and upgrade machines and inspection equipment for the long-term development.

5.6 Analysis of Risk Management

1. 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) Interest rate

If the interest rate had increased or decreased by a quarter-point, the Company's net income before tax would have increased or decreased by NT\$ 760 thousand with all variable factors remaining constant. This is mainly due to the Company's financial liabilities in variable-rate loans and deposits. The Company use bank loans for debt financing, with agreements on interest rate intervals to reduce the interest rate risks. Thus, the change in interest rate has no significant impact on the Company. The Company has also kept up with changes in interest rates and conduct necessary measures, thereby reducing the impact of interest rate fluctuations on profit and loss.

(2) Foreign exchange rate

The Company's business is mainly focused on exports, which is mainly based on US dollars, whereas purchases are mainly from domestic manufacturers. Total receivables denominated in US dollars is larger than the purchases denominated in US dollars, thus after calculating the balance amount, the foreign exchange rate fluctuations would still have certain impact on the Company's income.

A weakening or strengthening of 1% of the NTD against the foreign currency as of 31, December, 2024 would have decreased or increased the net profit before tax by NT\$ 4,680 thousand.

Although the foreign exchange rate fluctuations have an impact on the Company's revenue and profit, the Company manages its foreign capital based on the Conservatism Principle, and commit to greater efforts to avoid adverse effects that may be caused by foreign exchange rate fluctuations. In addition to the natural hedges from foreign denominated receivables and payables, the Company's financial personnel would retain foreign currency holdings in response to the demand for foreign currencies, and adjust its foreign currency holdings accordingly, depending on the exchange rate trends, in order to reduce the impact of foreign exchange rate fluctuations. When providing a quote, the business department also considers price adjustment caused by foreign exchange rate fluctuations to ensure profitability, and make efforts on eliminating the impact of foreign exchange rate fluctuation on the Company's income.

(3) Inflation

Inflation has no significant impact on the Company, and the Company will also pay close attention to future inflation, and adjust its inventories and product price accordingly.

2. Policies, Main Causes of Gain or Loss and Future Response Measures with Respect to High-risk, High-leveraged Investments, Lending or Endorsement Guarantees, and Derivatives Transactions

In order to manage financial risks, the Company has not engaged in high-risk or highly leveraged investments, and has established internal management and operational procedures in accordance with regulations such as the "Procedures for Acquisition and Disposal of Assets", "Procedures for the Loaning of Funds", and "Procedures for Endorsements and Guarantees". Financial derivatives held or issued by the Company are for hedging foreign exchange rate risks of net assets or net liabilities, and the transactions are based on regulations of the "Procedures for Acquisition and Disposal of Assets". Up to date of publication of the annual report in 2024, the Company has not engaged in transactions of financial derivatives.

3. Future Research & Development Projects and Corresponding Budget

(1) Future Research & Development Projects

As market demand for product performance continues to rise, the company has invested significant resources in the development of various new products. In the field of precision metal stamping, both hard drive and non-hard drive products are continually improving in terms of technology and expanding production capacity to meet customer development needs. Additionally, through research and development systems such as computer-aided engineering simulation design, for strengthens design, development, and production competitiveness. At the same time, by integrating robotic technology and the development and introduction of automated machinery, the company enhances the competitiveness of its products to meet customers' need for more durable products as their performance requirements continue to rise.

In the medical plastic business, the company will continue to invest in automated inspection equipment to reduce production costs, improve product quality, and increase production

efficiency. The company will also expand and upgrade its cleanroom facilities to provide customers with higher-spec products and services. As for the automation equipment business, since automation equipment is inherently a highly customized industry, the business unit already possesses considerable research and development and innovation capabilities to meet customer requirements. Moreover, with global labor costs continuing to rise, the automation market still has room for growth. The company will continue technological innovation and breakthroughs to expand market areas, deepen business development, and enhance its competitive advantage.

(2) Expected Research Expenditure

The Company will continue on developing projects acquiring patents, investing R&D expenses accounting about 3% of total operating revenue in 2025, in order to boost its R&D capability and market competitiveness.

4. Effects of and Response to Changes in Policies and Regulations Relating to Corporate Finance and Sales

The Company's various businesses are implemented in accordance with regulations of the competent authority, and pay attention to the changes major policies and regulation changes locally and internationally in order to assess its impact on the Company. Up to the date of publication of the annual report, major policies and regulation changes locally and internationally have no significant impact on The Company's financial and business activities.

5. 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 attaches great importance to improvements in technology and carefully monitors market trends and assesses the impact they may have on the Company's operations. Therefore, there are no significant impact on the company's finances currently.

In terms of cyber security, the Company has obtained ISO22301 Operational Continuous Management System Certification, and regularly conducts information system operational impact analysis and risk assessment every year, and implements improvement measures based on risk level assessment results, and continuously strengthens security protection to respond to information systems. Possible risks to avoid disruption of operations. In addition, the company also conducts employee education training and promotion to jointly strengthen the company's information security. Up to now, the Company has no significant security risks.

In response to the global trend of achieving net-zero emissions, the company has obtained external certification for ISO 14064-1 and ISO 50001, the company has identified potential opportunities to save energy, improve energy performance, and fulfill its corporate social responsibility.

Facing changes in the market, the Company will use its existing core technology to not only increase its share of the hard disk products market, but also continue to invest in technology development and business expansion. Through vertical integration of the three main businesses, the company will develop more diversified products and create opportunities.

6. The Impact of Changes in Corporate Image on Corporate Risk Management, and the Company's Response Measures

The Company always adheres to relevant laws and regulations on fulfilling its corporate social responsibility. Since 2009, has successively implemented ISO22301, ISO9001, ISO14001, ISO45001, IATF16949, SA8000, ISO14064-1 and ISO50001. The Company has also implemented the Responsible Business Alliance (RBA) policy.

There are no negative reports on the Company's corporate image.

7. Expected Benefits from, Risks Relating to and Response to Merger and Acquisition Plans: N/A

8. Expected Benefits from, Risks Relating to and Response to Factory Expansion Plans:

In order to obtain business opportunities and product upgrades, the Company expects to expand the factory to expand the production capacity and increase the production scale in order to obtain business opportunities. The source of funds for the factory expansion is by Company's own funds, so the risks are still limited.

9. Risks Relating to and Response to Excessive Concentration of Purchasing Sources and Excessive Customer Concentration:

(1) Risks Relating to Excessive Concentration of Purchasing Sources

The Company has a large number of suppliers of the same nature to supply its main raw materials, in order to achieve high raw material flexibility. The supplier also has flexible schedules for special specifications and spot markets to secure a stable source of steel supply. The Company maintained a good relationship and business cooperation with all its suppliers, hence there are no risks associated with shortage or interruption of the source caused by consolidation of purchasing.

(2) Risks Relating to Excessive Customer Concentration

The Company's main products are precision metal stamping, plastic injection parts and automatic machines, which are mainly sold to famous international companies or assembly foundries. The Company has a diverse customer base that provides stability, and maintains stable strategic partnership with downstream clients and upstream suppliers to ensure stable operations.

10. Effects of, Risks Relating to and Response to Large Share Transfers or Changes in Shareholdings by Directors, Supervisors, or Shareholders with Shareholdings of over 10%: N/A

11. Effects of, Risks Relating to and Response to the Changes in Management Rights: N/A

12. Litigious and non-litigious matters. 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

13. Other important risks, and mitigation measures being or to be taken: None

5.7 Other important matters: None

VI. Specially Noted Matters

6.1 Relevant information of Affiliated Enterprise

1. Affiliates information: Please refer to

Market Observation Post System > Single Company> E-Book Download > Three Documents of Affiliates (Website:https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

2. Consolidated financial statements of Affiliates: Please refer to

Market Observation Post System > Single Company> E-Book Download > Three Documents of Affiliates (Website:https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

3. Report of affiliated enterprise: N/A

6.2 Acts in privately placed securities in categories and names of negotiable securities in the most recent year as of the Annual Report issuance date: None.

6.3 Other necessary supplementary notes: None.

6.4 Occurrence of significant impact upon shareholders' equity or securities prices under Subparagraph 2, Paragraph 3, Article 36 of the Act in the most recent year as of the Annual Report issuance date: None.

Min Aik Precision Industrial Co., Ltd.

Chairman: Chia, Kin-Heng