

ICHIA TECHNOLOGIES INC.

2024 ANNUAL REPORT

Stock Code : 2402

i.The Company's spokesperson, acting spokesperson, position TEL and e-mail:

Spokesperson

Name: Tseng Kung-Sheng

Position: Chief executive officer

TEL: (03)397-3345

E-mail: ichia.ir@ichia.com

Acting spokesperson

Name: Huang Yen-Hsiang

Position: Chief finance officer

TEL: (03)397-3345

E-mail: ichia.ir@ichia.com

ii.Address of the Company's Head Office and Plant, and TEL:

Address: No. 268, Huaya 2nd Rd., Guishan Dist., Taoyuan City

TEL: (03)397-3345

iii.Stock transfer agency:

Name: Taishin Securities Co., Ltd.,

Address: B1, No. 96, Section 1, Jianguo North Road, Taipei City

TEL: (02)2504-8125

Website: <https://www.tssco.com.tw>

iv.Attesting CPA of the annual financial statements for the most recent year:

CPA: Hsieh Ming-Chung, Liu Shu-Lin

CPA firm: Deloitte Touche Tohmatsu Limited

Address: 20th Floor, No. 100 Songren Road, Xinyi District, Taipei City

TEL: (02)2725-9988

Website: <http://www2.deloitte.com/tw>

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

vi.Company website: <http://www.ichia.com>

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I. Letter to Shareholders

In the past year, global geopolitical turmoil continued and the labor market stabilized, but the risks of inflation and economic recession have not disappeared, and the business environment is still full of challenges. However, risks also hide many opportunities. The management team of ICHIA still delivered a brilliant performance in 2024: the Group's consolidated revenue for the full year was NT\$9.531 billion, the consolidated gross profit margin was 18%, the consolidated operating net profit was NT\$774 million, the consolidated net profit after tax was NT\$711 million, and the earnings per share after tax was approximately NT\$2.36. Revenue increased by 11% over the previous year, and profits increased by more than 50% compared to the previous year. The overall operation has once again achieved the best results in recent years.

In response to customer needs and global supply chain restructuring, ICHIA Group continues to promote global cross-domain integration and actively expands its production base in Southeast Asia. In 2024, we accelerated the layout of our manufacturing base in Malaysia, which is expected to be completed and put into production in the third quarter of 2025 to enhance supply flexibility, meet market demand and respond to changes in the international situation.

From the view of market trend, the development of electric vehicles, smart cockpits and autonomous driving technology will drive the demand for automotive electronic components to continue to rise. Whether it is a fuel vehicle or an electric vehicle, automotive intelligence has become standard equipment, and automotive electronic solutions are indispensable. In recent years, ICHIA Group has focused on transformation and is committed to becoming a full-module solution provider, integrating mechanisms, electronics and thermal management technologies, providing complete solutions, expanding markets such as smart cockpits, wearable devices, robots, drones and optical communications, and becoming a trusted partner for customers.

We are fully aware that only through continuous innovation and transformation, the long-term development of the Company can be ensured. ICHIA Group is actively engaged in smart manufacturing, improving efficiency through automation and intelligence of production processes, strengthening software and hardware integration capabilities, expanding module solutions, providing customers with one-stop services, enhancing product competitiveness, and moving towards the goal of becoming a global leader in module product solutions.

In terms of corporate sustainable development, we continue to optimize corporate governance, promote the use of green energy and recycled materials, build energy-saving smart factories, and actively fulfill our corporate social responsibilities. In the future, we will continue to meet challenges, maintain our competitive advantages, and create maximum value for our shareholders.

Chairman: Huang Chiu-Yung

i. 2024 Business Result

(i) Implementation Result of Business Plan

(In Thousands of NTD; Net Profits (Losses) After Tax per Share in NTD)

Item	2023	2024	Increase (decrease) percentage (%)
Net operating revenues	8,561,414	9,531,011	11%
Operating costs	7,287,462	7,822,192	7%
Net operating profits (losses)	482,612	773,807	60%
Non-operating incomes and expenses	65,871	76,847	17%
Net profits (losses) after tax	465,261	711,214	53%
Net profits (losses) after tax per share	1.56	2.36	51%

The Company's operating revenue for 2024 was \$9,531,011 thousand, an increase of \$969,597 thousand, or an increase of 11%, from \$8,561,414 thousand in 2023. The net profit after tax for 2024 was \$711,214 thousand, an increase of \$245,953 thousand from net profit after tax of \$465,261 thousand for 2023, representing a profit increase of 53%.

(ii) Implementation status of budget: Not applicable.

(iii) Financial receipts and expenditures, and profitability analysis

Item		2023	2024
Capital structure (%)	Debts to total assets ratio	38.65	45.98
	Long-term capital to property, plant, and equipment ratio	242.68	238.43
Solvency (%)	Current ratio	184.57	157.36
	Quick ratio	150.85	128.14
	Times interest earned ratio	13.23	11.94
Profitability (%)	Return on assets	5.02	6.71
	Return on equity	7.88	12.05
	Net profit margin	5.43	7.46
	Earnings per share (NT\$)	1.56	2.36

(iv) Research and development

The Company's mechanical integrated components and electronic integrated components all adhere to quality first, efficiency first and global logistics services to compete with peers. From design, production, integration, to assembly, we focus on integrated and one-stop solutions to reduce the client's supplier management costs. At the same time, we actively invest in the research and development and manufacturing of high-tech products in order to gain competitive advantages and provide value-added services. In 2024, the Company invested NT\$317,895 thousand, or approximately 3% of its revenues. For research and development plans for future years, please refer to page 53 of this annual report; for newly developed technologies and products, please refer to page 49-50 of this annual report.

ii. Summary of 2025 Business Plan

(i) Operational guidelines

1. Operation planning

- (1) Conduct training of professionals, implement performance evaluation system, optimize salary and reward mechanism, and enrich human capital.
- (2) Establish a comprehensive global production and sales network, diversify and pluralize our products and continue developing highly reliable products at the technology level to become a world-class

module solution provider.

- (3) Implement organizational reform and accountability culture to strengthen team competitiveness and enhance operational performance.

2. Financial Planning

- (1) Based on the medium- and long-term capital demand planning, raise capital, deploy assets safely and soundly, effectively control the budget and capital expenditure, and improve the financial structure.
- (2) Establish close collaboration relationship with financial institutions to keep abreast of financial market trends, reduce capital costs, use financial instruments flexibly, hedge exchange rate/interest rate risks, build financial risk management mechanisms, and enhance the Group's capital utilization efficiency.
- (3) Make good use of the capital market and expand the economies of scale for operations through investment, merger and acquisition to enhance shareholders' equity value.

(ii) Expected sales volume and its basis

- (1) Based on our existing mass production and developing models, as well as our customers' expected demand for new models in the future, and according to our production capacity and future expansion plans, we expect our sales volume to continue to grow steadily.
- (2) Based on the product development trend of the end market and the assessment of our process technology and capability, we will continue to develop new business performance in the field of new products and technologies.

(iii) Important production and marketing policies

1. Production strategy

- (1) Adjust the organization and production capacity configuration according to the business conditions of the Company and the customer to improve production efficiency and competitiveness.
- (2) Effectively regulate and utilize each manufacturing base's production capacity, implement production risk diversification, increase the proportion of automation in the production process, and effectively shorten the delivery time and promote the production efficiency of each factory.
- (3) Construct the full-process production capacity, work with customers to research and develop solid intellectual property, strengthen smart automatic production equipment, continuously improve the quality of production, technology capability, and improve yield rate and reduce cost.

2. Marketing strategies

- (1) With the headquarters in Taiwan as the global operation center, establish a global operation management and collaboration system, integrate and establish a long-term and stable international marketing network, and increase global sales volume and profits.
- (2) Actively participate in domestic and foreign trade shows to expand our sales reach, and continue to collect and analyze industry information to improve sales and marketing capabilities.
- (3) Cultivate long-term relationships with our customers, develop niche markets for high reliability products, and help customers reduce costs and provide one-stop-shopping services by expanding our product lines and production and sales scale.
- (4) Continue to expand overseas markets to establish competitive advantages in quality, delivery and price and increase the market share steadily.

iii. The Company's future development strategy

- (i) Expand our product applications and are committed to new product and technology development to capture market opportunities.
- (ii) Develop products in multiple material combinations to increase the diversity of product lines and expand our niche by developing high value-added products.
- (iii) Enhance engineering capabilities, actively invest in product development and design, shorten product development time, reduce development costs, and continue to work on quality improvement.
- (iv) Combine the existing product series, recruit high-level researchers to invest in the research and development of high-end products.

iv. The effect of the external competitive, legal and macroeconomic environment:

Please refer to the "Letter to Shareholders" on page 1.

II. Corporate Governance Report

i. Information on directors, general managers, deputy general managers, senior managers, and heads of departments and branches

(i) Director

1.Information on directors

April 21, 2025 Unit: Shares / Shareholding percentage: %

Job title	Nationality or place of registration	Name	Gender	Election (Appointment) Date	Term of office	Inauguration Date	Shares held at election		Current shareholding		Current Shares Held by Spouse and Children of Minor Age		Shareholding Under the Name of a Third Party		Major (Academic Degree) Experience	Holding other positions of the Company and other companies at present	Other Chiefs, Supervisors or Directors with Spouses, or Relatives Within the Second Degree of Kinship			Remarks
			Age				Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Job title	Name	Relationship	
Chairman	R.O.C.	Huang Chiu-Yung	Male 61-69	2023.6.20	3 years	1999.6.5	10,913,486	3.55	11,951,089	3.89	3,180,790	1.03	41,137,961	13.38	Attended EMBA at National Taiwan University Kinpo Electronics, Inc.	(Note 1)	None	None	None	None
Vice Chairman	R.O.C.	Huang Li-Ling	Female 61-69	2023.6.20	3 years	1999.6.5	4,707,083	1.53	4,707,083	1.53	2,513,994	0.82	0	0	Department of Economics, Fu Jen University Completion of the credit class of the Institute of Business Management of Chung Hsing University Teapo Electronic Corporation	(Note 2)	None	None	None	None
Director	R.O.C.	Tseng Kung-Sheng	Male 51-59	2023.6.20	3 years	2023.6.20	651,000	0.21	871,000	0.28	985,000	0.32	0	0	Department of Physics, Tamkang University Senior Assistant, General Manager's Office, Unimicron Technology Corporation CEO of ICHIA Technologies	(Note 3)	None	None	None	None
Director	R.O.C.	Huang Tzu-Cheng	Male 71-79	2023.6.20	3 years	2014.6.11	1,285,000	0.42	1,285,000	0.42	0	0	0	0	Pacific Western University	Chairman of I-Sheng Electric Wire & Cable Co., Ltd. Chairman of Dragonjet Corporation Independent director of Radiant Opto-Electronics Corporation. Director of VSO Electronics Co., Ltd. (Representative of I-Sheng Electric Wire & Cable Co., Ltd.)	None	None	None	None
Independent director	R.O.C.	Huang Chin-Ming	Male 71-79	2023.6.20	3 years	2017.6.13	0	0	0	0	0	0	0	0	Department of Electronic Engineering, National Chiao Tung University	(Note 4)	None	None	None	None
Independent director	R.O.C.	Chen Tai-Jan	Male 71-79	2023.6.20	3 years	2017.6.13	0	0	0	0	200,000	0.07	0	0	Ph.D., State University of New York at Albany, USA	Distinguished Chair Professor, National Taiwan University Independent director and member of Remuneration Committee of CHROMA ATE Inc. Independent director of Goldsun Building Materials Co., Ltd. Chairman of Taiwan Climate Partnership Chairman of Chinese Culture University	None	None	None	None
Independent director	R.O.C.	Hsu Wan-Lung	Male 61-69	2023.6.20	3 years	2020.6.12	0	0	0	0	0	0	0	0	Doctoral degree, Institute of Management Studies, National Chiao Tung University Senior Management Program, School of Business, University of Washington	Consultant of Chinese Professional Management Association of Hsinchu Consultant of Digital Economy Technological Innovation R&D and Application Program, National Tsing Hua University Vice Chairman of the Chinese Intellectual Property Trade Association	None	None	None	None

Note 1: Chairman of the Board of Directors of the Company, Chairman of ICHIA Holdings (B.V.I) Co., LTD. Chairman of the Board of Directors of ICHIA U.S.A., INC., Director of ICHIA RUBBER INDUSTRY (M) Sdn Bhd., Chairman of ICHIA UK Ltd., Chairman of ICHIA Holdings (H.K.) Co., Director of ICHIA TECHNOLOGIES MALAYSIA SDN. BHD., Chairman of Ferrari Investment Co. Ltd., Chairman of Chuang Yi Investment Co., Ltd., Independent Director of Ultra Chip, Inc., Member of Audit Committee and Remuneration Committee

Note 2: The Vice Chairman of the Company, the General Manager of ICHIA Holdings (B.V.I) Co. LTD., Director of ICHIA U.S.A.,INC., Director, ICHIA Rubber Industry (M) Sdn Bhd, Managing Director of ICHIA Technologies Hungary Limited Liability Company, Director of ICHIA Electronics (Suzhou), Director of Zhongshan ICHIA Electronics Co., Ltd., Director of ICHIA Holdings (H.K.) Co., Chairman of SOGAI Investment Co., Ltd.

Note 3: Director and General Manager of the Company, Chairman and General Manager of ICHIA Electronics (Suzhou), Chairman and General Manager of Zhongshan ICHIA Electronics Co., Ltd, Chairman of ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.

Note 4: Concurrent positions held in other companies: Chairman of CHROMA ATE Inc., Director of Leadtek Research Inc., Chairman of DynaScan Technology Corp., Director of I SHENG ELECTRIC WIRE & Cable Co., Ltd., Director of TwoWay Communications, Inc., Chairman of Testar Electronics Corp., Director of Tian Zheng International Precision Machinery Co., Ltd., Chairman of Innovative Nanotech Incorporated.

2. Major shareholders of the corporate shareholder: None.

3. Professional knowledge and independence of directors and independent directors:

Name	Qualification	Professional qualifications and experience								Status of independence				Number of public companies where the person holds the title as an independent director	
		Ability to make operational judgments	Ability to perform accounting and financial	Ability to conduct business management.	Ability to conduct crisis management	Knowledge of the industry	Understanding of international markets.	Ability to lead	Ability to make decision	Not a person with any of the circumstances under	Does the person, their spouse, or a relative within the second degree of kinship serve as a director, supervisor, or employee of the Company or any of its affiliated companies	Number and percentage of shares held by the person, spouse, a relative within the second degree of kinship (or in the name of another person)	Whether the person is a director, supervisor or employee of any companies in a special relationship with the Company		The compensation and amount received for providing the Company or affiliates with commercial, legal, financial, accounting or related services in the most recent two years
Huang Chiu-Yung		√	√	√	√	√	√	√	√	√	Please refer to the disclosures in the "Information on Directors" on page 4.			None	1
Huang Li-Ling		√	√	√	√	√	√	√	√	√	Please refer to the disclosures in the "Information on Directors" on page 4.			None	0
Tseng Kung-Sheng		√	√	√	√	√	√	√	√	√	Please refer to the disclosures in the "Information on Directors" on page 4.			None	0
Huang Tzu-Cheng		√	√	√	√	√	√	√	√	√	No	Please refer to the disclosures in the "Information on Directors" on page 4.	No	None	1
Huang Chin-Ming		√	√	√	√	√	√	√	√	√	No	None	No	None	0
Chen Tai-Jan		√	√	√	√	√	√	√	√	√	No	Please refer to the disclosures in the "Information on Directors" on page 4.	No	None	2
Hsu Wan-Lung		√	√	√	√	√	√	√	√	√	No	None	No	None	0

4. Diversity and independence of the Board of Directors:

(1) Diversity of the Board of Directors:

All seven directors of the Company's 13th Board are nationals of the country, including six male directors and one female director. The directors are experts from both industry and academia, covering

various professional fields. Their selection process is open, transparent, and fair, prioritizing professional expertise and adherence to independence.

The age distribution of the directors is as follows: one director aged 51-59, three directors aged 61-69, and three directors aged 71-79.

Three directors hold employee status, accounting for 43%; one director is female, accounting for 14%.

The reason why neither gender reaches one-third representation in this term is due to industry characteristics, making it difficult to find qualified female candidates. In the next board election (Year 115), in addition to considering professional knowledge and independence, gender balance will also be taken into account, aiming to increase the representation of the underrepresented gender.

Industry Experience and Professional Expertise Distribution

Chairman Huang Qiuyong and Vice Chairman Huang Liling are entrepreneurial partners of Yijia, having led the company for over 40 years to successfully break through the declining functional mobile phone market. The company has now become an important supplier in the automotive panel and related equipment supply chain, rich in practical experience. Additionally, Chairman Huang, as the company's Chief Strategy Officer, is responsible for formulating the medium- and long-term business development strategies for the Company and its subsidiaries, and for monitoring execution results, effectively promoting innovative technologies and process development.

Director Zeng Gongseng joined Yijia Technology in 2012 and was officially appointed by the board in 2020 as General Manager and CEO. He has long been responsible for planning and executing overall operational strategies. During his tenure, he has worked to transform the company from a traditional electronic components manufacturer to a module integration solution provider, strengthening core technologies and manufacturing capabilities, leading Yijia to build a solid international reputation for quality. In 2023, he was approved by shareholder vote to become a new director of Yijia. Over his 30-plus year career, the CEO excels at turning major decisions into concrete actions, demonstrating outstanding strategic execution and integrative management capabilities.

Director Huang Zicheng is Chairman of Yisheng Industrial Co., Ltd., possessing deep experience in corporate governance and industry management. Since founding Yisheng Industrial, he has adhered to rigorous quality control and financial discipline, successfully building the company into one of the world's leading manufacturers of power cords and connectors. The company has maintained stable profitability over the years, demonstrating his strong expertise in strategic planning and operational management.

Independent Director Huang Qinming currently serves as Chairman of listed company Chroma ATE Inc. He has been selected for five consecutive terms as one of Harvard Business Review (HBR) Taiwan's Top 100 Business Leaders, ranking 34th in 2024 (ranking methodology follows the U.S. English edition's global top 100 CEOs survey, based on financial performance—85% of total score—and ESG effectiveness—15%). He has over 40 years of experience in corporate operations and management.

Independent Director Chen Tairan is currently Chairman of Chinese Culture University. He has dedicated over 40 years to higher education development and academic research promotion, possessing profound humanistic qualities and excellent leadership. He also values industry-academia collaboration, emphasizing corporate ethics and social responsibility, actively nurturing new generations with global vision and local care.

Independent Director Xu Wanlong served many years at the Industrial Technology Research Institute, responsible for technology transfer, startups, and intellectual property value-added operations. He also served as Executive Director of the National Chiao Tung University Industry-Academia Operations Center and Entrepreneurship Incubation Center, overseeing campus startup guidance and incubation. He has

over 30 years of practical experience in innovation and entrepreneurship.

All seven directors have many years of practical business management experience and collectively possess operational judgment, crisis management, industry knowledge, financial and accounting analysis abilities, management skills, international market insight, leadership, and decision-making capabilities.

The specific management objectives and achievement status of the board diversity policy are as follows:

Management Goal	Achievement
The term of office of an independent director shall not exceed three terms	Achieved Among the three independent directors, two have served a term of 8 years, and one has served 5 years, none exceeding three terms.
At least one-third of the independent directors shall have legal, accounting, or technology specialties	Achieved
At least one-third of the independent directors must have industry, marketing or technology expertise	Achieved

(2) Independence of the Board of Directors:

The Company has 3 independent directors, accounting for 43%. In accordance with the regulations for listed companies, the Company has obtained written statements from each director, and the corporate governance unit has also confirmed their eligibility for election and their immediate family members' independence from the Company and that there has been no violation of Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.

The Company has established a performance evaluation system for the Board of Directors, and conducts internal Board and board member self-evaluation once a year. The results of the self-evaluation are submitted to the Board of Directors and disclosed in the Company's annual report. Please refer to page 13 for evaluation items and results.

(ii). Information on general managers, deputy general managers, senior managers, and officers of various departments and branches

April 21, 2025; Unit: Shares

Job title	Nationality	Name	Gender	Election (Appointment) Date	Shareholding		Current Shares Held by Spouse and Children of Minor Age		Shareholding Under the Name of a Third Party		Major (Academic Degree) Experience	Holding positions in other companies at present	Managers Within the Second Degree of Kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding Percentage			Job title	Name	Relationship	
Chairman and CSO	R.O.C.	Huang Chiu-Yung	Male	2019.8.22	11,951,089	3.89%	3,180,790	1.03%	40,935,961	13.31%	EMBA at National Taiwan University (dropped out) Chairman of ICHIA TECHNOLOGIES	(Note 1)	None	None	None	None
General Manager	R.O.C.	Tseng Kung-Sheng	Male	2020.7.1	871,000	0.28%	985,000	0.32%	0	0%	Department of Physics, Tamkang University Senior Assistant, General Manager's Office, Unimicron Technology Corporation CEO of ICHIA Technologies	Director of the Company, Chairman and General Manager of ICHIA Electronics (Suzhou), Chairman and General Manager of Zhongshan ICHIA Electronics Co., Ltd., Chairman of ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	None	None	None	None
Deputy General Manager	R.O.C.	Wu Feng-Hsin	Male	2011.6.1	610,000	0.20%	0	0%	0	0%	Executive MBA Program, National Central University General Manager of IMS BU, ICHIA Technologies	None	None	None	None	None
Deputy General Manager	R.O.C.	Tu Tsung-Ying	Male	2024.1.15	100,000	0.03%	0	0%	0	0%	Master of Business Administration, School of Management, Shih Chien University; Assistant Manager of Marketing Department and Director of System Product Division, AURAS Technology Co., Ltd. Deputy General Manager of TMS BU, ICHIA Technologies	General Manager of Xu Kun Telecom Limited Company Responsible person of Sky Stairs Solution Consultant Ltd	None	None	None	None
Deputy General Manager	R.O.C.	Hsu Ling-Yu	Female	2025.2.1	436,802	0.14%	12,000	0.00%	0	0%	Department of Foreign Languages and Literature, National Taiwan University Deputy General Manager, Sustainability Management Division, ICHIA Technologies Inc.	None	None	None	None	None
Finance officer	R.O.C.	Huang Yen-Hsiang	Male	2019.11.12	261,500	0.08%	0	0%	0	0%	Institute of Science in Finance, Tamkang University CFO of ICHIA Technologies	Supervisor of ICHIA Electronics (Suzhou) Supervisor of Zhongshan ICHIA Electronics Co., Ltd. Director of ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	None	None	None	None
Accounting officer	R.O.C.	Cheng Ching-Yi	Female	2020.3.18	25,040	0.00%	0	0%	0	0%	Department of Business Administration, National Taipei University of Technology Accounting specialist, Ding Pei Marketing Co., Ltd. Accounting supervisor of ICHIA Technologies, Inc.	None	None	None	None	None

Note 1: Chairman of the Board of Directors of the Company, Chairman of ICHIA Holdings (B.V.I) Co. LTD., Chairman of the Board of Directors of ICHIA U.S.A., INC., Director of ICHIA Rubber Industry (M) Sdn Bhd., Chairman of ICHIA UK Ltd., Chairman of ICHIA Holdings (H.K.) Co., Director of ICHIA TECHNOLOGIES MALAYSIA SDN. BHD., Chairman of Ferrari Investment Co. Ltd., Chairman of Chuang Yi Investment Co., Ltd., Independent Director of Ultra Chip, Inc., Member of Audit Committee and Remuneration Committee.

ii. Remuneration paid to directors, general manager and deputy general manager in the most recent year

(i) Remuneration to directors

Unit: NT\$ Thousand

Job title	Name	Remuneration to directors								The total amounts of items A, B, C and D, and their respective proportions of the net income after tax		Remuneration for employees with concurrent positions								The total amounts of items A, B, C, D, E, F, and G, and their respective proportions of the net income after tax		Remuneration from reinvested enterprises outside subsidiaries or from the parent company
		Base Compensation (A)		Severance and Pension (B)		Remuneration to directors (C)		Business execution fee (D)				Salary, bonus and Special allowance (E)		Severance and Pension (F)		Proposed remuneration to employees (G)						
		The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company		All companies are included into the financial statement.		The Company	All companies are included into the financial statement.	
																Cash dividends	Stock dividends	Cash dividends	Stock dividends			
Chairman	Huang Chiu-Yung	0	0	0	0	3,800	3,800	80	80	3,880 0.55%	3,880 0.55%	14,347	14,347	0	0	0	0	0	0	18,227 2.56%	18,227 2.56%	0
Vice Chairman	Huang Li-Ling	0	0	0	0	2,000	2,000	40	40	2,040 0.29%	2,040 0.29%	200	200	0	0	0	0	0	0	2,240 0.31%	2,240 0.31%	0
Director	Tseng Kung-Sheng	0	0	0	0	1,800	1,800	80	80	1,880 0.26%	1,880 0.26%	12,255	14,459	108	108	0	0	0	0	14,243 2.00%	14,243 2.00%	0
Director	Huang Tzu-Cheng	0	0	0	0	1,200	1,200	80	80	1,280 0.18%	1,280 0.18%	0	0	0	0	0	0	0	0	1,280 0.18%	1,280 0.18%	0
Independent director	Chen Tai-Jan	600	600	0	0	400	400	80	80	1,080 0.15%	1,080 0.15%	0	0	0	0	0	0	0	0	1,080 0.15%	1,080 0.15%	0
Independent director	Huang Chin-Ming	600	600	0	0	400	400	80	80	1,080 0.15%	1,080 0.15%	0	0	0	0	0	0	0	0	1,080 0.15%	1,080 0.15%	0
Independent director	Hsu Wan-Lung	600	600	0	0	400	400	80	80	1,080 0.15%	1,080 0.15%	0	0	0	0	0	0	0	0	1,080 0.15%	1,080 0.15%	0

1. Please describe the payment policy, system, standard and structure of the remuneration to independent directors, and the association of their responsibility, risk, and time devoted with the amount of the remuneration paid:

The Company has established the “Regulations Governing the Distribution of Remuneration and Compensation to Directors” to govern the distribution thereof depending on the involvement of the directors in the business of the Company.

(i) Fixed compensation: The Company may pay a fixed monthly compensation of NT\$10,000 to NT\$50,000 to independent directors for their independent fulfillment of duties and participation in the corporate governance within the scope of their responsibilities.

(ii) Travel expenses: The travel expenses that a director should receive for going to the Company to attend a meeting. Those who attend are entitled to receive this allowance.

(iii) Distribution of remuneration: To be implemented in accordance with Article 23 of the Articles of Incorporation governing the remuneration to directors.

(iv) Other remuneration items: Where any other compensations other than those listed above are paid to independent directors, the Remuneration Committee shall put forward assessment recommendations and submit them to the Board of Directors for approval.

2. The remuneration received by the Company's directors for providing services (e.g. serving as a consultant, who is not regarded as an employee, of the parent company / any of the companies included in the financial reports / any investee) in the most recent year other than the remunerations disclosed above: None.

(ii) Remuneration to general manager and deputy general manager

Unit: NT\$ Thousand/ Thousand shares

Job title	Name	Salary (A)		Severance and Pension (B)		Bonus and special allowance (C)		Remuneration to employees (D)				The total amounts of items A, B, C and D, and their respective proportions of the net income after tax		Remuneration from reinvested enterprises outside subsidiaries or from the parent company
		The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company	All companies are included into the financial statement.	The Company		All companies are included into the financial statement.		The Company	All companies are included into the financial statement.	
								Cash dividends	Stock dividends	Cash dividends	Stock dividends			
Chairman and CSO	Huang Chiu-Yung	4,200	4,200	0	0	10,147	10,147	0	0	0	0	14,347 2.02%	14,347 2.02%	None
General Manager (CEO)	Tseng Kung-Sheng	5,642	7,846	108	108	6,613	6,613	0	0	0	0	12,363 1.74%	14,567 2.05%	None
Deputy General Manager	Wu Feng-Hsin	4,618	4,618	108	108	3,889	3,889	300	0	300	0	8,915 1.25%	8,915 1.25%	None
Deputy General Manager	Tu Tsung-Ying	3,356	3,356	108	108	2,494	2,494	0	0	0	0	5,958 0.84%	5,958 0.84%	None
CFO	Huang Yen-Hsiang	2,497	2,497	108	108	1,894	1,894	193	0	193	0	4,692 0.66%	4,692 0.66%	None

(iii) The name of the managerial officer in charge of the distribution of employee remuneration and the status of the distribution

December 31, 2024

Position	Job title	Name	Stock dividends	Cash amount	Total	Total amount as a % of the net profits after tax (%)
Managerial officer	Strategy office	Huang Chiu-Yung	0	570	570	0.08%
	General Manager (CEO)	Tseng Kung-Sheng				
	Deputy General Manager	Wu Feng-Hsin				
	Deputy General Manager	Tu Tsung-Ying				
	Finance officer	Huang Yen-Hsiang				
	Accounting officer	Cheng Ching-Yi				

(IV) A comparative explanation of the total amount of remuneration paid by the Company and all the companies in the consolidated statements to the Company's directors, general manager and deputy general manager in the most recent two years and an analysis of the proportion of the net profit after tax in the individual or separate financial reports, and an explanation of the policy, standard and combination of remuneration payment, the procedure for setting remuneration, and the correlation with operating performance and future risks:

- i. Analysis of the remuneration that the Company and all the companies included in the consolidated financial statements paid to the directors, general managers and deputy general managers of the Company in the most recent two years as a percentage of the net profit after tax stated in the stand-alone or individual financial statements:

Job title \ Item	The Company				All Companies in Consolidated Financial Statements			
	2023		2024		2023		2024	
	Total amount (NTD thousand)	Percentage	Total amount (NTD thousand)	Percentage	Total amount (NTD thousand)	Percentage	Total amount (NTD thousand)	Percentage
Remuneration to directors	10,360	2.23%	12,320	1.73%	10,360	2.23%	12,320	1.73%
Remuneration to general manager and deputy general manager	41,625	8.95%	46,275	6.51%	44,005	9.46%	48,479	6.82%
Net profits after tax	465,261	—	711,214		465,261	—	711,214	

The total remuneration of directors, supervisors, general manager and deputy general manager in 2024 increased compared to 2023, but the proportion of net profit after tax decreased compared to the previous year.

- (i) Policies, standards and portfolios for the payment of remuneration:

For the remuneration of the Company's directors, according to the Company's Articles of Incorporation, no more than 3% of the current pre-tax profit before deduction of employee remuneration and director remuneration for the year shall be set aside as director remuneration. In accordance with the "Board of Directors' Performance Evaluation Measures," the Company conducts regular performance evaluations covering six aspects: (1) Understanding of the Company's goals and missions (2) Awareness of directors' duties (3) Participation in the Company's operations (4) Internal relationship management and communication (5) Professionalism and continuing education of directors (6) Internal control.

For the remuneration of the Company's managerial officers, according to the Company's Articles of Incorporation, no less than 1% of the current pre-tax profit before deduction of employee remuneration and director remuneration for the year shall be set aside as employee remuneration. The performance evaluation for managerial officers covers three parts: (1) Duties of each managerial officer (2) Achievement of the performance goals for the current year (3) Contribution to the Company.

The remuneration package is as specified in the Remuneration Committee Charter and includes

cash remuneration, stock options, dividends and shares, retirement benefits or severance pay, various allowances, and other substantive incentive measures.

(ii) Remuneration determination procedure

The performance of the Company's directors and managerial officers is linked to the Company's operating performance indicators. Their remuneration and individual performance are evaluated and reviewed annually by the Remuneration Committee and the Board of Directors. The performance self-evaluation results of the Board of Directors, Board members and functional committees in 2024 were “excellent” or above, indicating an overall outstanding operation of the units. According to the results of the managerial performance review in 2024, all managerial officers' performance have met or exceeded the preset targets. The above evaluations took into account an individual's performance achievement rate and contribution to the Company, as well as the overall operational performance of the Company, future risks and development trends in the industry. In addition, the remuneration system has been reviewed in a timely manner based on the actual business status and in accordance with the relevant laws and regulations to provide reasonable remuneration. The remuneration to directors and managerial officers in 2024 was determined through performance evaluation, submitted to the Remuneration Committee for deliberation, and referred to the Board of Directors for resolution.

(iii) Association with the operating performance and future risks

The review of the payment standard and system related to the Company's remuneration policy uses the Company's overall operations as the main consideration, and the payment standard is determined based on performance achievement rates and contributions to improve the overall organizational efficiency of the Board of Directors and managerial officers. In addition, reference is made to the remuneration standards in the industry to ensure that the remuneration of the Company's management is competitive om the industry, so that outstanding management talent can be retained.

Important decisions of the Company's management are made after balancing various risk factors. The performance of related decisions is reflected in the Company's profitability. There is a positive correlation between management's remuneration and the performance of risk control.

Remuneration paid to directors, general managers, and deputy general managers by the Company and subsidiaries includes long-term incentives, and is in the form of cash, shares, or stock options. The remuneration is not fully paid in the year when there are earnings, and the actual value of the remuneration is related to future stock prices, that is, the directors, general managers, and deputy general managers will assume future business risks together with the Company and subsidiaries.

iii. Implementation of corporate governance

(i) Operations of the Board of Directors

The Board of Directors held 5 meetings in 2024, and the attendance of directors was as follows:

Job title	Name	Number of actual attendance in person	Number of Attendances by Proxy	Actual Attendance (as a Non-voting Participant) Rate	Remarks
Chairman	Huang Chiu-Yung	5	0	100%	None
Vice Chairman	Huang Li-Ling	3	2	60%	None
Director	Huang Tzu-Cheng	5	0	100%	None
Director	Tseng Kung-Sheng	5	0	100%	None
Independent director	Chen Tai-Jan	5	0	100%	None
Independent director	Huang Chin-Ming	5	0	100%	None
Independent director	Hsu Wan-Lung	5	0	100%	None

Other matters to be recorded:

- I. If any of the following is applicable to the operation of the Board, specify the date, the series of the session, the content of the motions, the opinions of the Independent Directors, and the response of the Company to the opinions of the Independent Directors:
 - (i). Matters listed in Article 14-3 of the Securities and Exchange Act: The Company has established an audit committee. The provisions of Article 14-3 of the Securities and Exchange Act are not applicable.
 - (ii). Any other documented objections or qualified opinions raised by the independent director against board resolution in relation to matters other than those described above: None.
- II. The implementation of directors' recusal of proposals for being interested parties:
For 2024 and as of the date of the annual report, there were no resolutions in which the directors of the Company have personal interests.
- III. Implementation of Board of Directors' evaluation:

Evaluation Cycle	Evaluation period	Evaluation scope	Evaluation method	Evaluation scope and result
Once a year	Evaluation of the performance of the Board of Directors from January 1, 2024 to December 31, 2024	Board of Directors, individual board members, functional committees	<ol style="list-style-type: none"> i. Self-evaluation of Board of Directors ii. Self-evaluation of board members iii. Self-evaluation of functional committees (Audit Committee and Remuneration Committee) 	<p>■ Scope of evaluation:</p> <ol style="list-style-type: none"> i. Self-evaluation of Board of Directors <ol style="list-style-type: none"> 1. Participation in the Company's operations. 2. Quality of the Board of Directors' decisions 3. Composition and structure of the Board of Directors. 4. Election and continuing education of directors. 5. Internal control. ii. Self-evaluation of board members <ol style="list-style-type: none"> 1. Alignment of the goals and mission of the company. 2. Awareness of directors' duties. 3. Participation in the Company's operations.

					<p>4. Internal relationship management and communication.</p> <p>5. Professionalism and continuing education of directors.</p> <p>6. Internal control.</p> <p>iii. Self-evaluation of functional committees</p> <p>1. Participation in the Company's operations.</p> <p>2. Awareness of functional committees' duties.</p> <p>3. Functional committees' decision-making quality.</p> <p>4. Composition and member election of functional committees.</p> <p>5. Internal control.</p> <p>■Result of evaluation: The Company completed the performance evaluation of the Board of Directors, directors, Remuneration Committee and Audit Committee in December 2024, and held the board meeting on March 7, 2025. The evaluation results were submitted for review. All the evaluation results were "Excellent" or above, indicating that the overall operation was perfect.</p>
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IV. Evaluation of the goals and implementation status of strengthening the functions of the Board of Directors in the current year and the most recent year: Directors are encouraged to participate in corporate governance related courses. In 2024, a total of 7 directors took continuing education courses, with a total of 70.4 training hours.

(II) The annual work priorities and operations of Audit Committee

1. Annual work focus

- (1) The fair presentation of the Company's financial statements.
- (2) The selection (dismissal) and independence of CPAs.
- (3) Effective implementation of the Company's internal control.
- (4) The Company complies with relevant laws and regulations.
- (5) Control of existing or potential risks of the Company.

2. Operation status

The Audit Committee met five times in 2024, and the attendance of independent directors is as follows:

Job title	Name	Number of actual attendance in person	Number of Attendances by Proxy	Actual Attendance (as a Non-voting Participant) Rate	Remarks
Independent director	Chen Tai-Jan	5	0	100%	None
Independent director	Huang Chin-Ming	5	0	100%	None
Independent director	Hsu Wan-Lung	5	0	100%	None

Other matters to be recorded:

I. If the operation of the Audit Committee involves any of the following circumstances, the date, period, content of the proposal, objections, reservations or major suggestions of the independent directors, the resolution of the Audit Committee and the Company's handling of the Audit Committee's opinions shall be stated.

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

Date:	Proposal content	Resolution	The Company's handling of the opinions of the independent directors
2024.03.11	1. 2023 Business Report. 2. 2023 stand-alone and consolidated financial statements. 3. 2023 earnings distribution and cash dividends proposal. 4. 2023 Statement of Internal Control System. 5. Establishment of a new subsidiary in Malaysia. 6. Formulation of "Pre-approval Non-Assurance Services Policy"	The proposal was approved and submitted to the Board of Directors for resolution.	The proposal was approved by all directors present without objection.
2024.04.11	1. Transfer of treasury shares to employees (not directors or managers) and set the base date for subscription.		
2024.05.09	1. 2024 Q1 financial statements.		
2024.08.13	1. 2024 Q2 financial statements.		
2024.11.11	1. 2024 Q3 financial statements. 2. Updated the Company's internal control for sustainable information management. 3. Establishment of 2025 annual internal audit plan. 4. Assessment of the independence of the CPAs. 5. Appointment of 2025 CPAs and their compensation.		

(ii) Other than the foregoing, resolutions not approved by the Audit Committee and approved by two-thirds or more of all directors: None.

ii. The recusal of the independent directors from motions that involved a conflict of interest. Specify the names of the independent directors, the content of the motions, and reason for recusal, and the participation in voting: None.

iii. Communication between independent directors, internal audit officer and CPA (major matters, methods and results of communication on the Company's financial and business conditions, etc. should be included):

(i) The internal auditor and CPA may contact with independent directors whenever necessary. They can make smooth communication.

(ii) The independent directors receive an audit report every month and the audit officer reports important matters to them at the quarterly meeting. They have made full communication on the implementation of audit matters and its effectiveness.

(iii) Status of corporate governance, deviations from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, and reasons for such deviations:

Items under evaluation	Status			Any nonconformity to the Corporate Governance Best Practice Principles for TSEC/GTSM Listed Companies, and reasons thereof:
	Yes	No	Summary description	
i. Has the Company formulated and disclosed its corporate governance practice principles in accordance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies?	V		The Company has established "Corporate Governance Best Practice Principles," which is disclosed on the Company's website.	No difference
ii. Equity structure and shareholders' equity				
(i) Does the Company have established internal operating procedures to handle shareholder suggestions, doubts, disputes and litigation, and implement them in accordance with the procedures?	V		(i) The Company has an investor relations specialist dedicated to handling shareholders' proposals or disputes and will appoint legal counsel to assist when necessary.	
(ii) Whether the Company controls the list of major shareholders and the controlling parties of such shareholders?	V		(ii) The Company's stock affairs are entrusted to a professional stock affairs agency. A person is assigned to understand the shareholder structure so that he/she can grasp the list of major shareholders and ultimate controllers of major shareholders who substantially control the Company.	No difference
(iii) Whether the Company establishes or implements some risk control and firewall mechanisms between the Company and its affiliates?	V		(iii) The Company has established management systems in accordance with relevant laws and regulations, such as the "Regulations Governing the Operation of Subsidiaries" and "Management of Related Party Transactions," to control the risks between the Company and its affiliated companies and to establish appropriate firewalls.	
(iv) Does the Company set up internal norms to prohibit the insiders from utilizing the undisclosed information to trade securities?	V		(iv). The Company has an "Ethical Business Best Practice Principles," Article 14 of which explicitly prohibits insider trading and is disclosed on the website of the Company. Insiders are reminded, when necessary, not	

			to trade the Company's stocks during the trading period to avoid violation of these Principles.	
<p>iii. The organization of the Board of Directors and its duties:</p> <p>(i) Does the Board of Directors formulate a diversity policies, specific management goals, and implement them?</p> <p>(ii) Does the Company, in addition to setting up the Remuneration Committee and Audit Committee lawfully, have other functional committee set up voluntarily?</p> <p>(iii) Whether the Company has formulated board performance evaluation measures and methods, conducts performance evaluations annually and regularly, and reports the results of performance evaluations to the Board of Directors, and uses them as a reference for individual directors' remuneration and a nomination for reappointment?</p> <p>(iv) Does the Company have the independence of the public accountant evaluated regularly?</p>	<p>V</p> <p>V</p> <p>V</p> <p>V</p>	<p>V</p>	<p>(i) Yes, please refer to page 5-6 for more information about disclosure.</p> <p>(ii) The Company currently has no other functional committees, but plans to establish a risk assessment committee in 2026.</p> <p>(iii) The Company has evaluation regulations for the performance of the Board of Directors, conducts regular performance evaluation every year, submits the results to the Board of Directors, uses them as the basis for the nomination for re-election of individual directors.</p> <p>(iv) The Company evaluates the independence of its CPAs once a year and has incorporated the "Audit Quality Indicator (AQI)" into the evaluation since 2023. The results were submitted to the Board of Directors for approval on November 11, 2024. It has been evaluated that CPA Hsieh Ming-Chung and Liu Shu-Lin of Deloitte Touche Tohmatsu Limited appointed by the Company meet the Company's independence evaluation criteria (Note 1).</p>	<p>Other functional committees will be established if needed</p>

iv.	Does the Company as a listed enterprise have a suitable and appropriate number of corporate governance personnel and appoint a corporate governance officer to be responsible for corporate governance related matters (including but not limited to providing information necessary for directors and supervisors to perform their business, assisting directors and supervisors in complying with laws and regulations, conducting board meeting and shareholder meeting related matters in accordance with the law, handling company registration and alteration registration, and preparing minutes of board meetings and shareholder meetings, etc.)?	V		The Company has a corporate governance officer and investor relations and stock affairs departments responsible for corporate governance-related matters. There were no violations and fines by the competent authorities in 2024.	No difference
v.	Has the Company established channels for communications with the stakeholders (including but not limiting to shareholders, employees, customers, and suppliers), and set up an area for stakeholders at the official website of the Company with proper response to the concerns of the stakeholders on issues related to corporate social responsibility?	V		The Company has a dedicated staff to act as a communication channel for the Company and to maintain a smooth communication channel with stakeholders through face-to-face communication, phone calls, letters or emails. It has set up a stakeholder area on the Company's website to keep track of relevant information to protect the legal and reasonable rights of both parties.	No difference
vi.	Has the Company commissioned a professional share registration and investor service institution for providing services to shareholders?	V		The Company has appointed the "Stock Affairs Agency Department of Taishin Securities Co., Ltd." to handle the affairs of shareholders' meeting.	No difference

<p>vii. Disclosure of information</p> <p>(i) Does the Company have a website setup and the financial business and corporate governance information disclosed?</p> <p>(ii) Whether there are other means for disclosure adopted by the Company (e.g. set up an English website, with the personnel dedicated to gathering and disclosing relevant information, properly implement the spokesman system, and post the meetings minutes with institutional investors on the Company website)?</p> <p>(iii) Does the Company publicly announce and file annual financial statements within two months after the end of the fiscal year? The financial statements for the first, second and third quarters and the monthly operating status before the prescribed deadline?</p>	<p>V</p> <p>V</p> <p>V</p>	<p>(i) The Company has established a website (www.ichia.com) to regularly disclose information regarding the Company's finance, business and corporate governance.</p> <p>(ii) The Company has dedicated personnel responsible for the disclosure of information on the Market Observation Post System and the Company's website, the implementation of the spokesperson system, and the posting of presentations and video files of earnings call or corporate briefing in the investors' area of the Company's website in accordance with the regulations.</p> <p>(iii) According to the current operation schedule, the Company cannot publicly announce and file annual financial statements within two months after the end of the fiscal year. However, we have announced and file the Q1, Q2 and Q3 financial statements earlier within the prescribed deadline.</p>	<p>No material difference</p>
<p>viii. Other important information facilitating understanding of the functioning of corporate governance (including but not limited to the state of employees' rights and interests, concern for employees, investor relations, vendor relations, rights of interested parties, continuing education of directors and supervisors, implementation of risk management policy and risk assessment criteria, implementation of customer policy, and liability insurance purchased by the Company for directors and supervisors)?</p>	<p>V</p>	<p>(i) Employee rights and benefits: The Company protects the rights and benefits of its employees in accordance with the Labor Standards Act</p> <p>(ii) Employee care: The Company has an Employee Welfare Committee that arranges employee travels and various annual festival benefits. The occupational safety personnel arrange regular health checkups for employees and advanced health checkups for the management. The "Employees Stock Ownership Trust" has been implemented since 2022.</p> <p>(iii) Investor relations: The Company has dedicated investor relations personnel to handle shareholder proposals.</p> <p>(iv) Supplier relationships: The Company maintains good</p>	<p>No difference</p>

			<p>long-term cooperative relationships with its suppliers.</p> <p>(v) Rights of stakeholders: The Company has dedicated personnel to establish a smooth communication channel with stakeholders to protect the rights and interests of both parties.</p> <p>(vi) Directors' and supervisors' continuing education: The number of hours of continuing education for the Company's directors and supervisors in 2024 complied with the requirements of the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies," as described in Note 2.</p> <p>(vii). Implementation of risk management policies and risk measurement standards: The Company establishes internal regulations and conducts various risk management and evaluation in accordance with the law.</p> <p>(viii). Implementation of customer policies: The Company maintains good relationships with its customers, builds long-term mutual trust and cooperation, and creates company profits.</p> <p>(ix) Liability insurance for directors and supervisors: Liability insurance is purchased for directors and managers every year.</p>	
ix	<p>Please explain the improvements made based on the corporate governance evaluation results published by the Corporate Governance Center of Taiwan Stock Exchange in the most recent year, and propose enhancement measures and measures for those that have not yet been rectified:</p> <p>Every year, the Company reviews and schedules improvement plans for items that did not score in the corporate governance evaluation. Since 2024, we have added English versions of our quarterly financial statements and sustainability reports to the Company's website to provide foreign investors with more complete information about the Company. The establishment of other functional committees will be continuously evaluated and planned based on the Company's operational needs.</p>			

Note 1: CPA Independence and Competence Evaluation Form

Items under evaluation	Evaluation of evaluation	Compliance with independence and competence
1. Whether the CPA has an employment relationship with the Company?	No	Yes
2. Whether the CPA has held any position as a director, supervisor, managerial officer, or others with significant influence on the audit of the Company in the last two years?	No	Yes
3. Whether the CPA is related to a director, supervisor or managerial officer of the Company?	No	Yes
4. Whether the CPA has had dealings with the Company or the Company's person in charge in the form of financial loans?	No	Yes
5. Whether a statement of independence has been received from the CPA?	Yes	Yes
6. Whether the CPA has provided the Company with audit services for 7 consecutive years?	No	Yes
7. Whether the Company's financial statements have been subject to litigation or corrected by the competent authorities?	No	Yes
8. Use of the Audit Quality Indicators (AQIs) in evaluation:		
8.1 Aspect 1: Are the professionalism indicators (audit experience, training hours, turnover rate, professional support) sufficient?	Yes	Yes
8.2 Aspect 2: Are the quality control indicators (CPA workload, audit input, EQCR status, and quality control support capability) sufficient?	Yes	Yes
8.3 Aspect No. 3: Is independence (non-audit services, client familiarity) abnormal?	No	Yes
8.4 Aspect 4: Is supervision (external inspection deficiencies and penalties, letter from the competent authority for improvement) is abnormal?	No	Yes
8.5 Aspect 5: Is there audit innovation planning ability?	Yes	Yes

Note 2: Directors' continuing education for 2024:

Job title	Name	Date		Organizer	Name of Course	Hours
		From	To			
Chairman	Huang Chiu-Yung	2024/09/06	2024/09/06	Securities and Futures Institute	2024 Insider Trading Prevention Seminar	3
		2024/10/07	2024/10/07	Chinese National Association of Industry and Commerce	2024 Taishin Net Zero Summit	3
Vice Chairman	Huang Li-Ling	2024/09/04	2024/09/04	Taiwan Corporate Governance Association	Taipei - Net Zero Carbon Emissions Promotion Conference	3
		2024/09/20	2024/09/20	Securities and Futures Institute	2024 Insider Trading Prevention Seminar	3
Director	Huang Tzu-Cheng	2024/09/20	2024/09/20	Securities and Futures Institute	2024 Insider Trading Prevention Seminar	3
		2024/09/30	2024/09/30	Taiwan Stock Exchange	Taiwan Capital Market Summit	3
Director	Tseng Kung-Sheng	2024/09/30	2024/09/30	Taiwan Stock Exchange	Taiwan Capital Market Summit	3
		2024/10/18	2024/10/18	Securities and Futures Institute	2024 Insider Trading Prevention Seminar	3

Independent director	Huang Chin-Ming	2024/06/03	2024/06/03	Securities and Futures Institute	Institutional Investors' Perspectives Forum	3
		2024/09/30	2024/09/30	Taiwan Stock Exchange	Taiwan Capital Market Summit	3
Independent director	Chen Tai-Jan	2024/03/22	2024/03/22	The Taiwan Business Council for Sustainable Development	CDP Taiwan Conference - Creating a New Carbon Age with Sustainable Knowledge	3
		2024/04/17	2024/04/17	Taiwan Institute of Directors	How to achieve breakthrough growth from core technology through benchmark learning	3
		2024/05/13	2024/05/13	Securities and Futures Institute	Domestic building materials training - Advanced practical seminar for directors and corporate governance officers [Implementation and Development Trends of Sustainable Innovation Enterprises and Ethical Corporate Management Best Practice Principles]	3
		2024/06/03	2024/06/03	Securities and Futures Institute	Institutional Investors' Perspectives Forum	3
		2024/08/12	2024/08/12	Securities and Futures Institute	Domestic building materials training - Advanced practical seminar for directors and corporate governance officers [Legal Risks of Joint Monopoly under the Antitrust Law (Including Gender Equality) and Joint Behavior Related to the Fair Trade Law]	3
Independent director	Hsu Wan-Lung	2024/01/30	2024/01/31	Securities and Futures Institute	Practical training course for directors and supervisors (Including independent directors) and corporate governance officers - Taipei class	12
		2024/02/02	2024/02/02	Securities and Futures Institute	Courses for directors, supervisors, and corporate governance officers - carbon trading mechanism and carbon management application	3
		2024/03/22	2024/03/22	Taiwan Institute for Sustainable Energy	Corporate Sustainability Elite Training Program	3
		2024/09/30	2024/09/30	ITRI College	Market-oriented patent layout	2.7
		2024/09/30	2024/09/30	ITRI College	2024 Intellectual Property Innovation	2.7

(iv) Composition and operations of the Remuneration Committee:

1. Member information

April 21, 2025

Qualification	Name	Identity	Professional qualifications and experience	Status of independence	Number of public companies where the person holds the title as Remuneration Committee member
Independent directors (Note 1)	Huang Chin-Ming	Please refer to "Professional Qualifications of Directors and Independence of Independent Directors" on page 5			0
Independent directors (Note 2)	Chen Tai-Jan				2
Independent directors (Note 3)	Hsu Wan-Lung				0

Note 1. Independent Director Huang Chin-Ming is the convener of the Remuneration Committee. Please refer to the information on directors on page 4 for his identity.

Note 2: Please refer to the information on directors on page 4 for the identity of the Independent Director Chen Tai-Jan.

Note 3: Please refer to the information on directors on page 4 for the identity of the Independent Director Hsu Wan-Lung.

2. Annual work focus

- (1) Review the policies, systems, standards and structures of managers' performance evaluation and remuneration.
- (2) Evaluate the remuneration to the managers.
- (3) Evaluation of other policies and systems related to employee benefits and remuneration.

3. Operational information

- (1). The Company's Remuneration Committee consists of three (3) members.
- (2) The term of office of the Committee: June 20, 2023 to June 19, 2026. The Remuneration Committee held three meetings in 2024. The membership qualifications and attendance of the committee members are as follows:

Job title	Name	Number of Actual Attendances	Number of Attendances by Proxy	Actual Attendance Rate	Remarks
Convener	Huang Chin-Ming	3	0	100%	None
Committee member	Chen Tai-Jan	3	0	100%	None
Committee member	Hsu Wan-Lung	3	0	100%	None

(3) The Remuneration Committee's discussions and resolutions:

Date:	Proposal content	Resolution results and the Company's handling of independent directors' opinions
2024.03.11	1. 2023 remuneration to directors and employees 2. Adjustment of remuneration to CFO 3. Monthly salary of new managers	1. All proposals were approved and submitted to the Board of Directors for resolution. 2. The Company's handling of the Remuneration Committee's opinion: All directors present passed the motion without objection.
2024.04.11	Transfer of treasury shares to managers and determination of base date for stock subscription	
2024.08.13	1. Adjustment of the remuneration to the General Manager 2. 2023 remuneration distribution to managerial officers and employees	

(4) Other matters to be recorded:

1. If the Board of Directors does not adopt, or amends, the Remuneration Committee's suggestions, please specify the meeting date, term, contents of motion, resolution of the board of directors, and the Company's handling of the Remuneration Committee's opinions: None
2. For resolution(s) made by the Remuneration Committee with the Committee members voicing opposing or qualified opinions on the record or in writing, please state the meeting date, term, contents of motion, opinions of all members and the Company's handling of the said opinions: None.

(v) Promotion of sustainable development:

Item	Implementation status			Any nonconformity to the Sustainable Development Governance Best Practice Principles for TSEC/GTSM Listed Companies, and reasons thereof:
	Yes	No	Summary description	
i. Does the Company have a governance structure that promotes sustainable development and have a special unit or designate an existing unit for the task of sustainable development promotion? Does the Board of Directors of the Company authorize the top management to handle relevant matters? How does the Board of Directors conduct supervision?	V		<p>The concurrent “ESG Team” has been set up. The CEO acts as the head of the Team and gathers the heads of different departments to serve as the team members to establish medium-term and long-term and sustainable development plans. The team conducts vertical integration and horizontal communication across departments, identifies sustainable development issues related to the Company's operations and stakeholders' concerns, formulates corresponding strategies and work guidelines, prepares relevant budgets, plans and implements annual plans, and tracks implementation results to ensure that the sustainable development strategy is fully implemented in the Company's daily operations.</p> <p>The implementation results of the sustainable development and the work plans for the coming year have been reported to the Board of Directors. If necessary, it supervises the sustainability team to make adjustments depending on the progress of the strategy.</p>	No difference
ii. Does the Company conduct risk evaluations on environmental, social and corporate governance issues related to the Company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies?	V		<p>Faced with the rapid changes in the VUCA era, the Company establishes the “Risk Assessment and Management Procedure”. The responsible units identify, analyze, measure and monitor risks with respect to their business-related risk characteristics and the level of impact based on the principle or materiality. In addition to the daily management and operation of each functional department, the Group holds monthly operation and management meetings to identify and evaluate internal and external risks through TOWS analysis to ensure timely adjustment of operating strategies.</p>	No difference

<p>iii. Environmental Issues</p> <p>(i) Does the Company have an appropriate environmental management system established in accordance with its industrial character?</p>	V	<p>The Company has passed the ISO 14001 environmental management system and established an "Environmental Management Policy" based on the management system. It carries out environmental management work in accordance with the policy. In addition to complying with regulatory standards, it also makes commitments to environmental protection and strives for the environment and moves towards sustainability based on the United Nations SDGs (2030 Sustainable Development Goals) and ESG spirit.</p>	No difference
<p>(ii) Is the Company committed to improving energy efficiency and using renewable materials that have low impact on the environment?</p>	V	<p>The Company is committed to the design and development of new low-pollution green products. In 2023, the Company has begun to produce self-made quench plates used for shipment and cooperate with customers in the aspect of the recycle mechanism to increase the plastic recycling and reuse rate. Starting from 2024, the Group's subsidiaries will conduct an inventory of their plastic usage and subsequently plan to find alternative materials and recycling mechanisms to reduce plastic usage, with the goal of achieving plastic neutrality in the future.</p>	No difference
<p>(iii) Does the Company evaluate the potential risks and opportunities of climate change to the Company now and in the future, and take corresponding measures to respond to related issues?</p>	V	<p>Please refer to pages 28-34 of this annual report for details.</p>	No difference
<p>(iv) Does the Company make statistics on greenhouse gas emissions, water consumption and the total weight of waste for the past two years and formulate policies for greenhouse gas reduction, water consumption reduction or other waste management?</p>	V	<p>The Company continuously compiles statistics on greenhouse gas emissions, water consumption, and weight of waste every year, and discloses relevant policies, goals, and results on its website and sustainability report.</p>	No difference

<p>iv. Social Issues</p> <p>(i) Does the Company have the relevant management policies and procedures stipulated in accordance with the relevant laws and regulations and international conventions on human rights?</p>	V	<p>The Company has established management policies and procedures in accordance with labor-related laws and regulations and international human rights conventions. It has integrated corporate citizenship principles into its internal management strategies, including corporate policies, management procedures, human resource development, internal reporting, etc. The Company adopts a two-way open communication approach to promote corporate policies and the understanding of employees' opinions. Subsidiaries within the Group have also successively obtained relevant certifications such as RBA and Harmonious Enterprise.</p>	No difference
<p>(ii) Whether the Company has formulated and implemented reasonable employee welfare measures (including remuneration, vacation and other benefits, etc.), and appropriately reflects operating performance or results in employee remuneration?</p>	V	<p>The Company has established work rules and related personnel management regulations, which cover basic wages, working hours, leave, pension benefits, labor and health insurance benefits, and compensation for occupational accidents for workers employed by the Company in accordance with the Labor Standards Act. We also have an Employee Welfare Committee, which handles various welfare matters through welfare committee members elected by employees. For more information on employee welfare and activities, please refer to the Company's sustainability report - Chapter 5 "Employee Care and Community Engagement". The Company's remuneration to employees is based on the individual's ability and associated with the contribution to the Company and performance. It has a positive relation with the operating performance of the Company.</p>	No difference
<p>(iii) Whether the Company provides its employees with a safe and healthy work environment and regularly implements employee safety and health education measures?</p>	V	<p>In addition to provision of the causes on occupational safety, the Company takes the necessary preventive equipment or measures to protect workers from occupational accidents; new employees are all provided with occupational safety training. Every year, we provide workers with the necessary safety and health education and training for their work and disaster prevention. In 2024, the Company conducted fire escape drills once in the first and second half of each year, and the number of fire incidents for the entire year was zero. Two AED usage teaching courses were also held in December.</p>	No difference

(iv) Does the Company have an effective career capacity development training program established for the employees?	V		The newly established "Ichia Training Institute" focuses on the Company's goals to formulate training plans and launch employee training courses. Please refer to page 64 of this annual report for details.	No difference
(v) Does the Company comply with relevant laws and regulations and international standards regarding the issues of customer health and safety, customer privacy, marketing and labeling of products and services, and establish relevant consumer or customer rights protection policies and complaint procedures?	V		The Company has complied with laws and international standards with regards to the marketing and labeling of products and services.	No difference
(vi) Has the Company formulated supplier management policies requiring suppliers to follow relevant environmental protection regulations, occupational safety and health, or labor rights and monitor their implementation?	V		Before dealing with suppliers, the Company assesses whether there is any record of impacting the environment and society, and requires suppliers to sign a social responsibility commitment and a declaration of non-use of conflict minerals to ensure compliance with the Company's corporate social responsibility policy.	No difference
v. Does the Company use internationally accepted standards or guidelines for preparation of reports as a reference for preparing corporate sustainability reports and other reports disclosing non-financial information of the Company? Has the assurance or opinion been obtained from a third-party certifying institution for the reports of the preceding paragraph?		V	The Company prepared the corporate sustainability report pursuant to the standards or guidelines, and publishes it in the ESG section on the Company's website to disclose the actual operation. We will obtain assurance from a third-party certifying institution for the report within the schedule required by laws and regulations.	We will also obtain assurance from a third-party certifying institution for subsequent reports within the schedule required by laws and regulations.
If the Company has established its own sustainable development principles in accordance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies", please explain the differences between its operations and the established principles: The Company has established its own Sustainable Development Best Practice Principles, and its actual operations are in compliance with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.				

- vii. Other information that enables a better understanding of the Company's promotion of sustainable development:
- (i) Environmental protection, safety, and health:
Comply with domestic environmental protection and safety and health-related laws and regulations, meet the requirements of the government and customers on the banned substances of the products delivered, and strive to save energy, industrial waste reduction, pollution prevention and comprehensive risk assessment to effectively reduce safety and health risks to achieve the goal of continuous improvement.
 - (ii) Community involvement, social contribution, social service and social welfare:
In 2024, we continued the "I Love Guishan" mountain cleaning activity and participated in the AUO beach cleaning activity, continuing to take care of the environment and the community, and putting the concept of protecting the earth into practice. We have provided venues for Mr. Yu Chung-Ping to exhibit ceramic works and supported arts and cultural events many years. In addition, we sponsor LPGA professional golfers to training domestic sports talents.
 - (iii) Consumer rights:
Comply with fair trade, no exaggerated and untrue marketing, abide by the business philosophy of honesty and integrity, and provide the highest quality and service to our customers.
 - (iv) Human rights:
We will not recruit or employ child labor as defined by the laws of each country; we will not force employees to work; we will prohibit any violence or discrimination; we will provide employees with a physically and mentally healthy and safe working environment, and we will protect the rights and interests of employees.

Implementation of climate-related information:

Item	Implementation status
1. Describe the supervision and governance of climate-related risks and opportunities by the Board of Directors and management.	<p>The Company has established a part-time unit "ESG Sustainability Team" with the CEO as the chairman, and the heads of several departments as members of the team to integrate vertically and horizontally and communicate across departments. The Company has established a part-time unit "ESG Sustainability Group", with the CEO as the chairman, who has convened several heads of different departments as group members to conduct vertical integration and horizontal cross-departmental communication.</p> <p>We also refer to the Task Force on Climate-related Financial Disclosures (TCFD) indicators to review the risks and opportunities brought about by climate uncertainty within the Group, formulate corresponding strategies and work guidelines, prepare relevant budgets, track implementation results, and report at the monthly ESG meetings to grasp changes in the external environment and market trends and consider the formulation of operating strategies more comprehensively.</p> <p>At each quarterly board meeting, the results of sustainable development implementation are regularly reported. The Board of Directors will supervise the sustainability team to make adjustments when necessary based on the progress of the strategy.</p>
2. Describe how the identified climate risks	Short-term (1-3 years)

and opportunities affect the Company's business, strategy, and finances (short-, medium-, and long-term).	Climate risks and opportunities	Response measures	Impact on finance and business
	The severity of extreme weather events such as typhoons, heavy rainfall, and drought has increased	The factory has been investing in water-saving facilities and strengthening the recycling of water resources (such as recycled water, condensate water, and rainwater recovery) to reduce the impact of water outages.	Increase in capital expenditure and operating costs; however, the risk of water shortage is more controllable.
	Customers' requirements for suppliers to reduce greenhouse gas emissions, increase "Scope 3" emissions reporting obligations, and change supplier's selection criteria	Accelerate carbon reduction actions, gradually add "Scope 3" items to carbon inventory operations, and discuss with customers the possibility of carbon reduction in the supply chain.	Increase in operating costs and greater uncertainty in customer orders.
	Medium term (3 - 5 years)		
	Climate risks and opportunities	Response measures	Impact on finance and business
	Requirements of carbon tax, carbon fee and other laws and regulations, and renewable energy regulations	Currently, it is not included in the tax collection targets. However, in the medium and long term, it is possible that carbon taxes and carbon fees will be levied.	Process improvement requires more manpower, time and cost, and the collection of carbon taxes and carbon fees will also cause overall operating costs to rise.
	Changes in customer behavior, stricter requirements and regulations on products and services	Work with customers to develop low-carbon products, research and innovate new materials, and optimize processes.	

	Long-term (over 5 years)		
	Climate risks and opportunities	Response measures	Impact on finance and business
	<p>Supply chain management</p> <p>Use of a low-carbon emission production and distribution process</p>	<p>We will continue to review and improve the management of raw material reduction in the production process, form alliances with upstream and downstream value chains, combine technology and innovation (material recycling, process waste reduction, etc.), and implement and continuously expand the benefits of the circular economy through actions.</p>	<p>Operating costs increased.</p>
3. Describe the financial impacts of extreme climate events and transition actions.	<p><u>Financial impacts of extreme weather events</u></p> <p>Through internal discussions and assessments, our sustainability team has identified that extreme weather conditions such as warming, floods, droughts, etc. pose potential risks to operations, production, or transportation. Extremely high or low temperatures will increase the factory's electricity consumption. Floods caused by heavy rainfall will cause shutdowns at operating locations and damage to equipment, while drought and water shortages will affect the normal operation of our production lines. When these situations occur, the Company's overall operating costs will increase.</p> <p><u>Financial impact of transformation actions</u></p> <p>As sustainable transformation actions are promoted, the transition to a low-carbon economy will face extensive changes in policies, regulations, production technologies, operations and industries. In the future, cap control policies of carbon taxes, carbon fees and greenhouse gas, renewable energy regulations and consumer preferences will increase the Company's operating costs and may also lead to an increase in supply chain costs.</p>		

<p>4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.</p>	<p>The Company has established a "Risk Assessment Management Procedure" and each responsible unit is responsible for identifying, analyzing, measuring and monitoring risks related to its business and the degree of impact. In addition to the daily management operations of each functional department, the Group also holds monthly management meetings to identify and evaluate internal and external risks through TOWS analysis. In addition to evaluating existing risk issues, it also includes extreme climate risk monitoring to strengthen the climate adaptation management of the entire group and adjust the operating strategy in real time.</p>
<p>5. If scenario analysis is used to assess resilience to climate change risks, describe the scenarios, parameters, assumptions, analysis factors, and major financial impacts used.</p>	<p>None.</p>
<p>6. If there is a transition plan in place to manage climate-related risks, describe the content of the plan, and the metrics and targets used to identify and manage physical and transition risks.</p>	<p><u>Contents of the transformation plan to address climate risks</u></p> <p>ICHIA sets the goals of its transformation plan to achieve net zero emissions by 2050, comply with international climate regulations, and meet the expectations of stakeholders.</p> <p><u>Indicators and targets of transformation risks</u></p> <p>Each factory within the Group has reduced the impact of energy shortages and renewable energy costs by producing solar photovoltaic power on its largest available area, transforming large-scale plant equipment, and adopting energy-saving solutions to obtain policy incentives from the public sector.</p> <p>In green design, we take the whole life cycle as the thinking, start from the rethink of product development, incorporate Recycle, Reuse, and Reduce into product development, and aim to produce environmentally friendly products that are non-toxic (to the environment and to people), easy to assemble, easy to recycle, and low in energy consumption. Actively collaborate with customers and supply chains to help customers reduce costs and respond to stakeholders' expectations with low-carbon product portfolios.</p> <p><u>Physical risk indicators and targets</u></p> <p>Heavy rainfall may cause flooding in a factory area and interrupt operations. Drought may cause production activities to be interrupted or costs to increase because production and operation activities require a large amount of water. In addition, unstable power supply may also interrupt production activities.</p> <p>The relevant factories have successively invested in water-saving facilities and strengthened the recycling of water resources (recycled water, condensate water, and rainwater recovery) to reduce the impact of water outages. At the same time, an emergency response plan is formulated to reduce the operational losses caused by the risks of water and power outages.</p>

7. If internal carbon pricing is used as a planning tool, the basis for setting the price shall be described.	None.
8. If climate-related targets are set, the activities covered, the scope of GHG emissions, the planned schedule, and the progress of each year shall be described; if carbon offsets or renewable energy certificates (RECs) are used to achieve the related targets, the source and quantity of the carbon reduction credits offset or the quantity of the RECs used shall be described.	<p><u>Reduce carbon emissions by 30% compared to the base year by 2030</u></p> <p>ICHIA's mid-term goal is to reduce carbon emissions across the entire group by 30% by 2030. To achieve this goal, we have renovated and replaced old equipment and added solar panels to our Suzhou plant for own use. In addition, we also purchased green electricity to achieve energy conservation and carbon reduction to achieve our set goals.</p> <p>For the implementation results in the past two years, please refer to item 4 of the table below "1-2 Greenhouse gas reduction goals, strategies and concrete action plans".</p>

9. Greenhouse gas inventory and assurance status and reduction targets, strategies and concrete action plans (fill in 1-1 and 1-2):

1-1 Greenhouse gas inventory and assurance status for the last 2 years

1-1-1 Greenhouse gas inventory

Describe the greenhouse gas emissions (metric tons CO ₂ e), intensity (metric tons CO ₂ e/NTD million) and data coverage for the most recent two years.
<p>2022: 53,047 CO₂e</p> <p>2023: 42,041 CO₂e</p> <p>Data coverage: ICHIA TECHNOLOGIES INC., ICHIA TECHNOLOGY (SUZHOU) CO., LTD and ZHONGSHAN ICHIA ELECTRONICS CO., LTD.</p>

Note 1: Direct emissions (Scope 1, i.e., emissions directly from sources owned or controlled by the Company), energy indirect emissions (Scope 2, i.e., indirect greenhouse gas emissions from the import of electricity, heat or steam) and other indirect emissions (Scope 3, i.e., emissions generated by company activities that are not energy indirect emissions but come from emission sources owned or controlled by other companies).

Note 2: The scope of direct emissions and energy indirect emissions data shall be handled in accordance with the schedule specified in the order stipulated in Article 10, Paragraph 2 of the regulations. Other indirect emissions information may be disclosed on a voluntary basis.

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

Note 4: The intensity of greenhouse gas emissions may be calculated per unit of product/service or turnover, but at least the data calculated based on turnover (NTD million) should be stated.

1-1-2 Greenhouse gas assurance

Describe the assurance status in the last two years up to the date of publication of the annual report, including the scope of assurance, the assurance organization, the assurance standards, and the assurance opinions.

Assurance scope	Parent company		Subsidiaries included in the consolidated financial statements		Subsidiaries included in the consolidated financial statements	
	ICHIA TECHNOLOGIES INC.		ICHIA TECHNOLOGY (SUZHOU) CO., LTD		ZHONGSHAN ICHIA ELECTRONICS CO., LTD	
Year	2022	2023	2022	2023	2022	2023
Assurance institution	China Productivity Center		China Quality Certification Center		Centre Testing International Group Co., Ltd.	
Assurance standards	ISO 14064-1:2018					
Assurance opinion	Reasonable assurance					

Complete assurance information for 2024 will be disclosed in the sustainability report.

Note 1: The Company shall comply with the order specified in Article 10, Paragraph 2 of the regulations. If the Company has not obtained a complete greenhouse gas assurance opinion by the date of publication of the annual report, it shall indicate "complete assurance information will be disclosed in the sustainability report". If the Company has not prepared a sustainability report, it shall indicate "complete assurance information will be disclosed at the MOPS" and disclose the complete assurance information in the annual report of the following year.

Note 2: The assurance institution shall comply with the relevant provisions of the Sustainability Report Assurance Provider stipulated by the Taiwan Stock Exchange and the Taipei Exchange of the Republic of China.

1-2 Greenhouse gas reduction goals, strategies and concrete action plans

Describe the greenhouse gas reduction base year and its data, reduction targets, strategies and specific action plans, and the status of achievement of the reduction targets.

1. Carbon reduction base year: 2021, Scope 1 + Scope 2 was 58,428 tons.
2. Carbon reduction target: Reduce carbon emissions by 30% compared to the base year by 2030 and achieve net zero carbon emissions by 2050.

3. Strategy and concrete action plan:

2021 is the base year for the Company's carbon reduction. The Company's mid-term goal is to reduce greenhouse gas emissions by at least 30% by 2030, and the ultimate goal is to achieve net zero carbon emissions by 2050. We have renovated and replaced old equipment and added solar panels at our Suzhou plant for own use. We also purchased green electricity to achieve our goals of energy conservation and carbon reduction.

4. Achievement:

The Group's carbon reduction goals and implementation status

Unit: tCO₂e

Year	2021	2022	2023	2024-2029	2030	2050
Scope 1+2	58428.31	53047.44 (-9.2%)	42041.15 (-28.05%)	In progress	40899.82 (-30%)	Net Zero
Scope 3	1898.12	4816.54	18982.89	In progress		

Diagram illustrating the carbon reduction goals and implementation status. The table shows emissions for Scope 1+2 and Scope 3 from 2021 to 2030, with a target for 2050 (Net Zero). An arrow points from the 2030 target to the 2050 goal.

In 2023, ICHIA Group reduced carbon emissions by 28.05%, which is not far from its mid-term target. The inventory items of Scope 3 increased year by year due to customer requirements, so the carbon emissions increased.

Note 1: It shall be handled in accordance with the schedule specified in the order pursuant to Article 10, Paragraph 2 of the regulations.

Note 2: The base year should be the year in which the audit is completed based on the boundary of the consolidated financial report. For example, according to the provisions of Article 10, Paragraph 2 of the regulations, a company with a capital of more than \$10 billion should complete the audit of the consolidated financial report for 2024 in 2025. Therefore, the base year is 2024. If the Company has completed the audit of the consolidated financial report in advance, the earlier year may be used as the base year. The data of the base year may be calculated based on a single year or the average of several years.

- (vi) The implementation of ethical corporate management and any deviations from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies" and the reasons:

Items under evaluation	Status			Any nonconformity to the Ethical Business Best Practice Principles for TSEC/GTSM Listed Companies, and reasons thereof:
	Yes	No	Summary description	
i. Establish ethical business policies and programs (i) Has the Company established an ethical corporate management policy approved by the Board of Directors and stated in its Articles of Incorporation or external correspondence about the policies and practices it has to maintain ethical management? Are the board of directors and the management committed to fulfilling this commitment? (ii) Whether the Company has established a mechanism for evaluating the risk of unethical conduct, regularly analyzes and evaluates the activities in the scope of business with a higher risk of unethical conduct. Based on this, it has formulated a plan to prevent unethical conduct, which covers at least the preventive measures for the conduct set out in Paragraph 2 of Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies"? (iii) Whether the Company has specified operating procedures, conduct guidelines, and disciplinary and complaint systems for violations in the plan to prevent unethical conduct and implemented the plan as well as regularly reviews and amends it?	V		(i) The Company has established Ethical Business Best Practice Principles and adheres to the management philosophy of honesty and integrity. (ii) The precautionary measures are clearly defined in the Company's Ethical Business Best Practice Principles. (iii) The precautionary measures are clearly defined in the Company's Ethical Business Best Practice Principles.	No difference
ii. The implementation of ethical corporate management (i) Does the Company evaluate the integrity of all	V		(i) Before working with any counterparties, we will evaluate their	No difference

Items under evaluation	Status			Any nonconformity to the Ethical Business Best Practice Principles for TSEC/GTSM Listed Companies, and reasons thereof:
	Yes	No	Summary description	
counterparts it has business relationships with? Are there any ethical management clauses in the agreements it signs with business partners?			ethical records and set up a letter of commitment to operating in ethical ways, requiring them to comply with each country's laws and regulations and our internal regulations and not to have improper interests.	
(ii) Does the Company have a dedicated unit under the Board of Directors to promote ethical corporate management and regularly report (at least once a year) to the Board of Directors on its ethical management policy and plan to prevent unethical conduct and monitor their implementation?	V		(ii) The Board of Directors, the Chairman's Office, and the Finance and Accounting Division are the functional units that promote and implement the Company's ethical corporate management.	
(iii) Does the Company have developed policies to prevent conflicts of interest, provided an adequate channel for communication, and substantiated the policies?	V		(iii) Article 6 of the Company's Code of Ethical Conduct and affidavit for Employees states that employees shall avoid any situation that may cause a conflict between their personal interests and those of the Company.	
(iv) Whether the Company has established an effective accounting system and internal control system for the implementation of ethical corporate management, and the internal audit unit draws up relevant audit plans based on the evaluation results of risk of unethical conduct and audits the compliance of the plan to prevent unethical conduct or entrusts a CPA to perform the audit?	V		(iv) The Company has established an effective accounting system and internal control system, and the internal auditors regularly review the compliance of the above-mentioned system.	
(v) Does the Company organize internal or external training on a regular basis to maintain ethical management?	V		(v) We arrange education and training on corporation culture for new employees during the induction training to make sure our corporate culture of "Integrity & Honesty, Dedication, Innovation, and Achievement" are the values of the employees. Then, the Company regularly promotes the ethical	

Items under evaluation	Status			Any nonconformity to the Ethical Business Best Practice Principles for TSEC/GTSM Listed Companies, and reasons thereof:
	Yes	No	Summary description	
			corporate management policy to directors and employees and integrates it in the internal education and training programs.	
iii. The operations of the Company's whistleblower reporting system (i) Has the Company set up a specific whistleblower reporting and reward system and a convenient reporting channel and designated appropriate personnel to deal with the reported matters? (ii) Has the Company formulated standard operating procedures to investigate the reported matters, follow-up measures to be taken after the completion of the investigation, and the relevant confidentiality mechanisms? (iii) Whether the Company takes measures to protect whistleblowers from being improperly handled due to reporting?	V		(i) The Company has established Ethical Business Best Practice Principles, and has set up a stakeholder complaint mailbox with a dedicated department to establish a good and convenient reporting channel. (ii) The Company has a dedicated unit to receive reports and complaints, and the identity of the person making the report and the content of the report are kept confidential. (iii) The Company shall take appropriate protection and confidentiality for the whistleblower and shall not suffer improper disposal due to the whistleblower.	No difference
iv. Strengthening information disclosure Has the Company disclosed its ethical management principles and progress onto its website and Market Observation Post System (MOPS)?	V		The Company's website and Market Observation Post System (MOPS) have disclosed the ethical management principles.	No difference
v. If the Company has related practice principles of its own in accordance with the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies," please state the differences between the two and the state of implementation: The Company has established Ethical Corporate Management Best Practice Principles and its actual operations are in compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies" with no material differences.				
vi. Other important information that is helpful to understand the implementation of ethical corporate management: None.				

(vii) Other important information that is helpful to understand the Company's implementation of corporate governance may also be disclosed:

Please refer to the following schedule for the corporate governance-related courses attended by the Company's senior executives during 2024:

Job title	Name	Date	Institute	Name of Course	Hours
CFO (and Corporate Governance Officers)	Huang Yen-Hsiang	2024.04.10	Taiwan Stock Exchange	Sustainability Knowledge Empowerment Promotion Course - Electronics Industry	6
		2024.11.22	Securities and Futures Institute	2024 Insider Equity Trading Legal Compliance Seminar	3
		2024.12.05	Taiwan Corporate Governance Association	Impact of climate change on financial statements	3
Accounting officer	Cheng Ching-Yi	2024.06.19	Accounting Research and Development Foundation	The latest "Annual Report Preparation" related to ESG sustainability policies and laws and net zero carbon emissions on financial statements practical analysis	6
		2024.08.19 2024.08.20	Accounting Research and Development Foundation	Continuing Education Program for Accounting Officer of the Issuer, Securities Firm and Securities Exchange	12
Audit officer	Chang Hsin-Yi	2024.06.05	Internal Audit Association	Information governance and internal audit control (personal information, trade secrets protection and artificial intelligence)	6
		2025.01.09	Accounting Research and Development Foundation	Analysis of the strengthening the internal control defense function and the board of directors' operating mechanism and fraud case studies	6

(viii) Implementation status of internal control system:

1. Internal Control statement:

ICHIA TECHNOLOGIES INC.
Statement of International Control System

Date: March 7, 2025

The following declaration is made based on the 2024 self-assessment of the Company's internal control system:

- I. The Company is fully aware that the Board of Directors and the management are responsible for establishing, implementing, and maintaining the internal control system and it is established accordingly. The purpose of this system is to provide reasonable assurance in terms of the effectiveness and efficiency of operations (including profitability, performance and asset security etc), reliable, timely and transparent reporting, and compliance with relevant laws and regulations.
- II. The internal control system is designed with inherent limitations. No matter how perfect the internal control system is, it can only provide reasonable assurance to the fulfillment of the three objectives referred to above. Moreover, the internal control system's effectiveness could be affected by the changes in the environment and circumstances. The Company's internal control system is designed with a self-monitoring mechanism; therefore, corrective actions will be activated upon identifying any nonconformity.
- III. The Company has assessed the effectiveness of the internal control system design and implementation in accordance with the criteria provided in the "Regulations Governing the Establishment of Internal Control Systems by Public Companies" (hereinafter referred to as "the Regulations"). The criteria defined in "the Regulations" include five elements depending on the management control process: (1) environment control, (2) risk assessment, (3) control process, (4) information and communication, and (5) supervision. Each of the five elements is then divided into a sub-category. Please refer to "the Regulations" for details.
- IV. The Company has implemented the internal control system's criteria referred to above to inspect the effectiveness of internal control system design and implementation.
- V. Based on the result of the assessment, the Company finally determined the effectiveness of the design and implementation of our internal control system until December 31, 2024 (including supervision and management of subsidiaries) regarding the effectiveness and efficiency of operations, the reliability, promptness, and transparency of reports and compliance with relevant laws and regulations. This system provided reasonable assurance that the above objectives have been achieved.
- VI. The Statement of Internal Control System is the main content of the Company's annual report and prospectus published. Any false and concealment of the published contents referred to above involve the liability illustrated in Article 20, Article 32, Article 171, and Article 174 of the Securities and Exchange Act.
- VII. The Statement of Internal Control System was resolved at the Board meeting with the objection of 0 board directors out of the 7 attending board directors on March 7, 2025. The contents of the statement have been accepted without objection.

ICHIA TECHNOLOGIES INC.

Chairman: Huang Chiu-Yung
General Manager: Tseng Kung-Sheng

2. The internal control audit report issued by the CPA commissioned to conduct an internal control audit if any: None.

(ix) Resolutions reached in the shareholder's meeting or by the Board of Directors during the most recent year and up to the date of publication of this annual report:

1. Important resolutions made at shareholders' meeting and their implementation

Meeting date	Summary of major motions	Resolution	Implementation status
2024.06.21	1. 2023 business report, stand-alone and consolidated financial statements.	The number of voting rights of shareholders present at the time of voting was 174,977,524, and the number of voting rights in favor of the proposal was 171,703,252, representing 98.13% of the total number of voting rights. The proposal was approved as originally proposed after voting.	The relevant reports have been reported to the competent authorities and publicly announced in accordance with the law.
	2. 2023 earnings distribution proposal.	The number of voting rights of shareholders present at the time of voting was 174,977,524, and the number of voting rights in favor of the proposal was 171,320,984, representing 97.91% of the total number of voting rights. The proposal was approved as originally proposed after voting.	July 9, 2024 was set as the ex-dividend date, and the dividend was fully paid on July 23, 2024, with a cash dividend of NT\$1.18616475 per share.

2. Important resolution made by the Board of Directors

Meeting date	Important resolution
2024.03.11	<ol style="list-style-type: none"> 1. Establishment of the 2024 Business Plan. 2. Establishment of 2024 annual budget. 3. 2023 Business Report. 4. 2023 Financial Statements. 5. 2023 earnings distribution and payment of cash dividends. 6. 2023 remuneration to directors and employees. 7. 2023 Statement of Internal Control System. 8. Establishment of a new subsidiary in Malaysia. 9. Adjustment of the remuneration to the finance supervisor. 10. The position and remuneration of the new managers. 11. Lifting of non-competition restriction for new managers 12. Determination of the convening of the 2024 general shareholders' meeting. 13. Formulations of the agenda for 2024 shareholders' meeting. 14. Formulation of "Pre-approval Non-Assurance Services Policy" 15. Application for bank credit facility.
2024.04.11	Transfer of treasury stocks to employees and determination of subscription base date.
2024.05.09	<ol style="list-style-type: none"> 1. 2024 Q1 financial statements. 2. Application for bank credit facility.

2024.08.13	<ol style="list-style-type: none"> 1. 2024 Q2 financial statements. 2. 2023 Sustainability Report 3. Application for bank credit facility. 4. 2023 remuneration distribution to managerial officers and employees.
2024.11.11	<ol style="list-style-type: none"> 1. 2024 Q3 financial statements. 2. Amendments to the “Internal Control System” and “Internal Audit Implementation Rules”. 3. Establishment of 2025 annual internal audit plan. 4. Assessment of the independence and suitability of the CPAs. 5. Appointment of 2025 CPAs and their compensation. 6. Capital increase in cash by subsidiary ICHIA Technologies Malaysia Sdn. Bhd. 7. Application for bank credit facility.

- (x) Recorded or written statements made by any director or supervisor which specified dissent to important resolutions passed by the Board of Directors during the most recent year and up to the date of publication of this annual report: None.

iv. Information on CPA’s professional fees

- (i) Disclosure of the amount of the audit and non-audit fees paid to CPAs, their firm and any of its affiliates, and the details of the non-audit services:

Unit: NT\$ Thousand

Firm Name	CPA Name	Duration of Audit	Audit Fee	Non-Audit Fee	Total	Remarks
Deloitte Touche Tohmatsu Limited	Hsieh Ming-Chung	2024.01.01 - 2024.12.31	2,900	405	3,305	Non-audit fees include: Transfer pricing report, information review of non-supervisory full-time employees, and CFC tax declaration audit fee
	Liu Shu-Lin					

1. In the event that the accounting firm has been changed and that the amount of audit fees paid during the year when the change occurs is lower than that paid during the previous year, the amounts before and after the change and the reasons must be disclosed: N/A.
2. In the event the amount of audit fees is reduced by at least 10% in comparison with the previous year, the amount, percentage and reasons of the reduction must be disclosed: N/A.

v. Information on the Replacement of CPA: N/A.

- vi. The chairman, general manager, or manager in charge of finance or accounting affairs of the Company who has worked for the firm to which the CPA belongs or its affiliated companies within the past year: None.
- vii. Any transfer of equity interests and pledge of or change in equity interests by a director, supervisor, managerial officer, or shareholder with a stake of more than 10 percent in the most recent year and until to the date of publication of the annual report:

(i) Changes in the equity of directors, supervisors, managers and major shareholders:

Unit: Number of shares

Job title	Name	2024		As of April 21, 2025	
		Increase (Decrease) in number of shares held	Increase (Decrease) in number of shares pledged	Increase (Decrease) in number of shares held	Increase (Decrease) in number of shares pledged
Chairman	Huang Chiu-Yung	410,000	0	0	0
Vice Chairman	Huang Li-Ling	0	0	0	0
Director	Huang Tzu-Cheng	0	0	0	0
Director	Tseng Kung-Sheng	286,000	0	0	0
General Manager	Tseng Kung-Sheng	286,000	0	0	0
Deputy General Manager	Wu Feng-Hsin	200,000	0	0	0
Deputy General Manager	Tu Tsung-Ying	100,000	0	0	0
Deputy General Manager	Hsu Ling-Yu	0	0	0	0
Major shareholders	Huang Chiu-Yung	410,000	0	0	0
Independent director	Chen Tai-Jan	0	0	0	0
Independent director	Huang Chin-Ming	0	0	0	0
Independent director	Hsu Wan-Lung	0	0	0	0
Finance supervisor	Huang Yen-Hsiang	100,000	0	0	0
Accounting supervisor	Cheng Ching-Yi	10,000	0	0	0
Others	Huang Chiu-Yung	410,000	0	0	0
Others	Huang Yen-Hsiang	100,000	0	0	0

(ii) Information on the transfer of shares: None.

(iii) Information on the pledge of shares: None.

viii. Information on whether the top ten shareholders in terms of shareholding ratio are related persons or spouses or relatives within the second degree of kinship

Name	Own shareholding		Current Shares Held by Spouse and Children of Minor Age		Total shareholding Under the Name of a Third Party		If the top ten shareholders are related persons or spouses, or relatives within the second degree of kinship, their names or full names and relationship		Remarks
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Name (or name)	Relationship	
Creative Investment Co., Ltd.	20,587,480	6.69%	0	0.00%	0	0.00%	Fa La Li Investment Co., Ltd.	Same Chairman	None
Fa La Li Investment Co., Ltd.	20,348,481	6.62%	0	0.00%	0	0.00%	Creative Investment Co., Ltd.	Same Chairman	None
Huang Chiu-Yung	11,951,089	3.89%	3,180,790	1.03%	41,137,961	13.38%	Huang Tzu-Hsuan Huang Tzu-Rui	Father and son Father and son	None
Huang Tzu-Rui	5,695,406	1.85%	0	0.00%	0	0.00%	Huang Chiu-Yung Huang Tzu-Hsuan	Father and son Brothers	None
Huang Tzu-Hsuan	5,633,896	1.83%	0	0.00%	0	0.00%	Huang Chiu-Yung Huang Tzu-Rui	Father and son Brothers	None
Huang Li-Ling	4,707,083	1.53%	2,513,994	0.82%	0	0.00%	None	None	None
Citi (Taiwan) Commercial Bank is entrusted with the custody of the investment account of Polunin Emerging Markets Fund, Inc.	4,406,573	1.43%	0	0.00%	0	0.00%	None	None	None
Standard Chartered International Commercial Bank Business Department is entrusted with custody of Advanced Starlight Fund Corporation's series of funds Advanced Aggregate International Stock Index	3,262,439	1.06%	0	0.00%	0	0.00%	None	None	None

Standard Chartered International Commercial Bank Business Department is entrusted with custody of Vanguard Group's Vanguard Emerging Markets Stock Index Fund	3,254,000	1.06%	0	0.00%	0	0.00%	None	None	None
Kuo Chia-Tung	3,224,000	1.05%	0	0.00%	0	0.00%	None	None	None

ix. The number of shares held by the Company, its directors, managers and enterprises directly or indirectly controlled by the Company in the same invested enterprise, and the calculation of consolidated shareholding ratio

All of the Company's investees are 100% owned by the Company or companies in which the Company directly holds 100% of the shares (see "Organization Chart of Affiliates" on page 75). Therefore, the Company's directors and managers do not hold shares in the same investees.

III. Capital Raising

i. Capital and shares

(i) Source of Capital Stock

1. Source of Capital Stock

April 21, 2025; Unit: NTD Thousand/thousand shares

Year/ Month	Issue price (TWD Dollar)	Authorized capital		Paid-in capital		Remarks		
		Number of shares	Amount	Number of shares	Amount	Source of Capital Stock	Using property other than cash as payment of shares	Others (Approval date and document number)
2018.8	10	420,000	4,200,000	325,650	3,256,505	Capital reduction by treasury stock of \$100,000,000	None	Jing-Shou-Shang-Tzu No. 10701104780 on August 17, 2018
2018.12	10	420,000	4,200,000	317,267	3,172,675	Capital reduction by treasury stock of NT\$83,830,000	None	Jing-Shou-Shang-Tzu No. 10701146090 on December 4, 2018
2019.4	10	420,000	4,200,000	307,536	3,075,366	Capital reduction by treasury stock of NT\$97,310,000	None	Jing-Shou-Shang-Tzu No. 10801037270 on April 8, 2019
2020.7	10	600,000	6,000,000	307,536	3,075,366	None	None	Jing-Shou-Shang-Tzu No. 10901113430 on July 8, 2020

2. Type of share

April 21, 2025 Unit: Share

Type of share	Authorized capital			Remarks
	Outstanding shares	Unissued shares	Total	
Common share	307,536,533 (Including 3,964,000 shares of treasury stock)	292,463,467	600,000,000	Listed on TWSE

3. Information on shelf registration system: None.

(ii) Roster of Major Shareholders

April 21, 2025

Name of Major Shareholder	Share	Shareholding	Shareholding Percentage
Creative Investment Co., Ltd.		20,587,480	6.69%
Fa La Li Investment Co., Ltd.		20,348,481	6.62%
Huang Chiu-Yung		11,951,089	3.89%
Huang Tzu-Rui		5,695,406	1.85%
Huang Tzu-Hsuan		5,633,896	1.83%
Huang Li-Ling		4,707,083	1.53%
Citi (Taiwan) Commercial Bank is entrusted with the custody of the investment account of Polunin Emerging Markets Fund, Inc.		4,406,573	1.43%
Standard Chartered International Commercial Bank Business Department is entrusted with custody of Advanced Starlight Fund Corporation's series of funds Advanced Aggregate International Stock Index		3,262,439	1.06%
Standard Chartered International Commercial Bank Business Department is entrusted with custody of Vanguard Group's Vanguard Emerging Markets Stock Index Fund		3,254,000	1.06%
Kuo Chia-Tung		3,224,000	1.05%

(iii) Dividend Policy and the Status of Implementation

1. The dividend policy defined by the Articles of Incorporation

The Board of Directors determines the Company's dividend policy in accordance with the business plan, investment plan, capital budget and changes in the internal and external environment. The Company may distribute all or part of the distributable earnings for the year based on financial, business and operational considerations. The distribution of earnings may be made in the form of cash or stock dividends, with the percentage of cash dividends distributed being no less than 30% of the total dividends distributed in the year. However, if the shareholders' total dividend is less than NT\$0.50 per share, the entire amount may be distributed in the form of stock dividends.

2. Distribution of dividends proposed at the shareholders' meeting

The proposed distribution of earnings for 2024 was approved by the board of directors on March 7, 2025 and proposed distributing cash dividends of NT\$607,145,066 to shareholders and NT\$2 per share in cash.

(iv) The effect of stock dividend as proposed in this General Meeting on the operation performance and earnings per share of the Company: N/A.

(v) Employees' Remuneration and Directors' Remuneration.

1. Proportion or scope of remuneration to employees and directors as stated in the Articles of Incorporation:

The Company shall set aside not less than 1% of its annual net profits before tax before employees' and directors' remuneration as employees' remuneration and not more than 3% as directors' remuneration, which shall be distributed by resolution of the board of directors and reported to the stockholders' meeting. However, if the Company still has accumulated losses (including the amount of adjustment to undistributed earnings), it should retain the loss make-up amount in advance. When the above-mentioned employees are paid in stock or cash, the recipients of the payment may include employees of the subordinate companies who meet certain criteria.

2. The accounting in the case of deviation from the basis for stating remuneration to employees and directors, the basis for calculating the quantity of stock dividends to be allocated, and the actual allocation:

In accordance with the Company's Articles of Incorporation, the Company appropriates no less than 1% and no more than 3% of the net profits before tax to employees' and directors' remuneration, respectively, for the year before the distribution of employees' and directors' remuneration. If there is a change in the amount of the financial statements after the date of its issuance, the amount is adjusted in the following year in accordance with the rules related to changes in accounting estimates.

3. Distribution of remuneration approved by the Board of Directors:

Unit: NTD

Item	Board Resolution (March 7,2025)
Directors' Remuneration (Cash payment)	10,000,000
Employees' Remuneration (Cash payment)	10,000,000

Note 1: The proposed distribution amounts for directors' and employees' remuneration mentioned above are consistent with the estimated figures recognized in the financial statements of the respective fiscal year.

Note 2: The amount of employee remuneration distributed in the form of shares and its proportion of the total after-tax net income and total employee remuneration in the individual financial statements for the year 2024: Not applicable.

4. Actual payment of employees'/directors'/supervisors' remuneration for the previous year (including the number of shares allocated, the sum of cash paid, and the price at which shares were issued), and any differences from the figures estimated (explain the amount, the cause, and treatment of such discrepancies).

Unit: NTD

Item	2023 (paid in 2024)			
	Proposed payment approved by the Board of Directors	Actual payment	Difference	Handling situations
Employee bonus	10,146,000	4,463,795	5,682,205	Distribution in installments
Remuneration to directors	8,000,000	8,000,000	0	The payment was fully made in 2024

(vi) Repurchase of the Company's shares:

April 21, 2025

Repurchase term	1st in 2016	1st in 2020
Purpose for repurchase	Transfer of shares to employees	Transfer of shares to employees
Repurchase period	2016/1/15-2016/3/14	2020/7/28-2020/9/25
Estimated repurchase price range	NT\$12-18	NT\$12-18
Type and number of shares actually repurchased	Common stock 9,731,000 shares	Common stock 10,000,000 shares
Actual amount of shares repurchased	NT\$148,996,738	NT\$161,328,237
Ratio of Actual Share Repurchases to Planned Repurchase Quantity (%)	100%	100%
Number of shares retired and transferred	9,731,000 shares	6,036,000 shares
Cumulative number of shares held in the Company	0 shares	3,946,000 shares
Percentage of the cumulative number of shares held in the Company to the total number of shares issued (%)	0%	1.29%

ii. Issuance of Corporate Bonds: None.

iii. Issuance of preferred shares: None.

iv. Issuance of global depository receipts: None.

v. Employee stock option: None.

vi. Employee restricted stock: None.

vii. Issuance of new shares in connection with mergers or acquisitions of shares of other companies: None.

viii. Implementation of Capital Utilization Plan: None.

IV. Operation overview

i. Business Contents

(i) Business lines

1. Business Contents

- (1) CC01080 Electronics Components Manufacturing
- (2) CC01030 Electrical Appliances and Audiovisual Electronic Products Manufacturing
- (3) CC01110 Computer and Peripheral Equipment Manufacturing
- (4) F113050 Wholesale of Computers and Clerical Machinery Equipment
- (5) F119010 Wholesale of Electronic Materials
- (6) CA04010 Surface Treatments
- (7) CC01060 Wired Communication Mechanical Equipment Manufacturing
- (8) CC01070 Wireless Communication Mechanical Equipment Manufacturing
- (9) CQ01010 Mold and Die Manufacturing
- (10) CE01030 Optical Instruments Manufacturing
- (11) F601010 Intellectual Property Rights
- (12) CC01101 Controlled Telecommunications Radio-Frequency Devices and Materials Manufacturing
- (13) F401021 Restrained Telecom Radio Frequency Equipment and Materials Import.
- (14) F401010 International Trade.
- (15) ZZ99999 All business items that are not prohibited or restricted by law, except those subject to special approval.

2. Weight of business

Unit: NT\$ Thousand

Revenue and sales percentage	2024	
	Revenue	Sales percentage (%)
Product items		
Mechanism integrated components (including products + molds + modules + heat dissipation modules)	1,874,927	20%
Electronic integrated components (including products + molds+modules)	7,656,084	80%
Total	9,531,011	100%

3.Current products

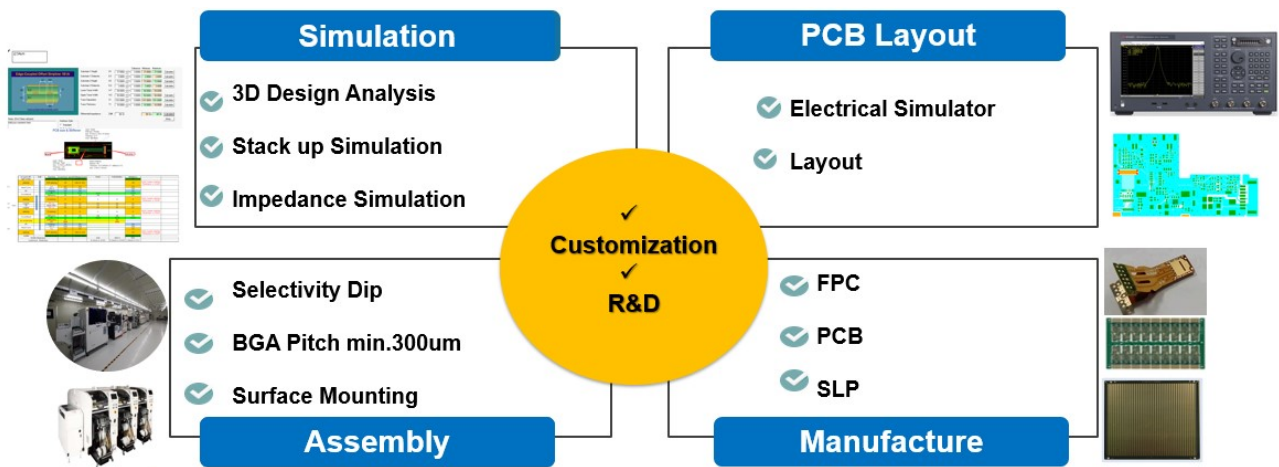
Main products	Purpose
Electronic modules	The wiring design and testing of FPC, PCB and SLP can be combined with SMT process and other components for assembly.
Integrated modules	Integrate the previous mechanisms and electronic integrated components. Whether it is a single component or a module, it can be customized in design and manufacturing to provide customers with a one-stop solution.
Thermal modules	One-stop service capabilities from thermal simulation design to mass production, application areas include: personal computers, servers, artificial intelligence related technologies, industrial control, portable devices, automotive electronics and optical communications, etc.

4. New products under development

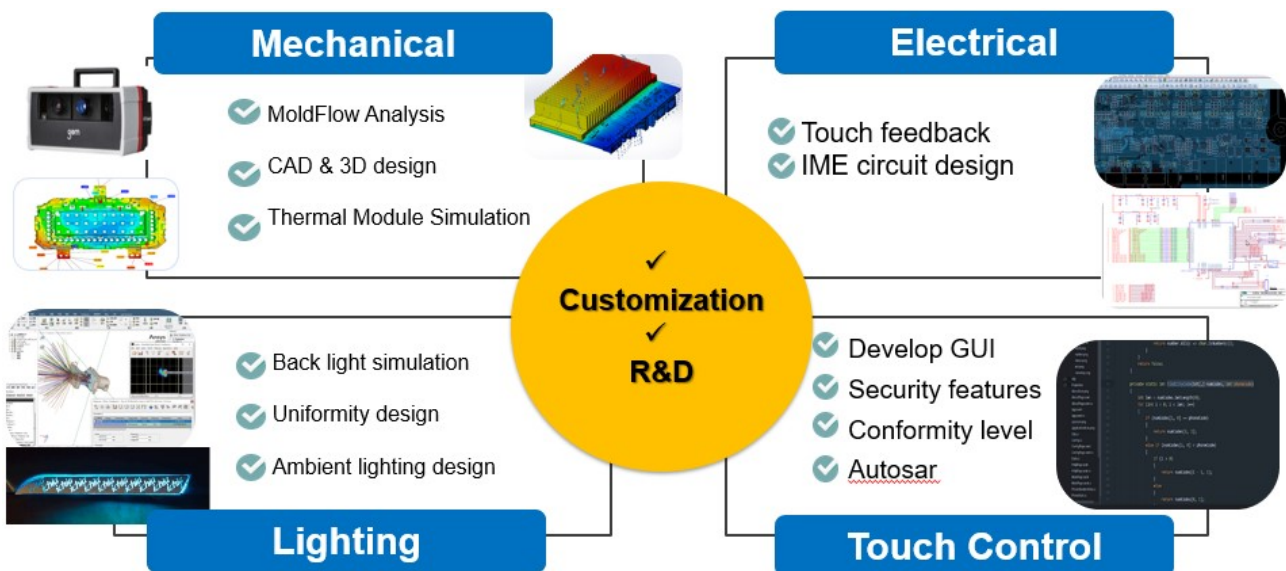


Transformation from a key component supplier to a module solution provider

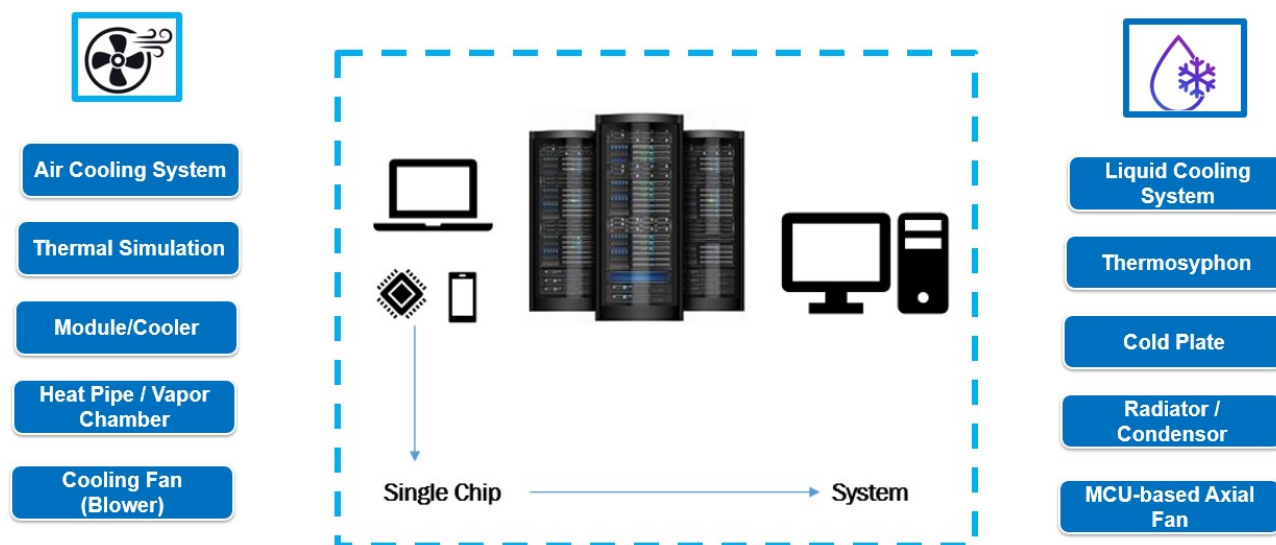
(1) Electronic module solutions



(2) Integrated module solutions



(3) Thermal Module Solutions



(ii) Overview of industry

1. Overview and development of industry

Communication technology has entered a ten-year replacement cycle, and after the technological change, it has gradually entered the application and industry transformation stage. Starting from 2023, 3GPP has started discussing 6G technology standards. It is expected that after 2030, millimeter wave (mmWave), terahertz (THz) communication and AI-driven network management technology will be integrated to further promote the development of smart terminal devices, low-latency high-bandwidth network architecture and cloud computing platforms. In addition, ESG promotes digital transformation, accelerates the application of AIoT in medical, transportation, display and retail sectors, and develops synchronously with AI robots, widely extending to UAVs, smart cockpits, robots, AUVs and other multi-field applications, to promote all-round technology integration:

(1) Optical receiver modules promote communication technology upgrades

With the expansion of 5G infrastructure and the rapid development of AI, big data and cloud computing, global optical communication transmission is accelerating from 400G to 800G and 1.6T upgrades. Compared with 10 million sets in 2024, global 800G optical receiver module (Optical Receiver Module) shipments will reach 18 million to 20 million sets in 2025. The market is also simultaneously promoting the development of silicon photonics (SiPh) technology to improve the transmission efficiency and cost advantages of optoelectronic conversion (O/E Conversion) modules. The surge in demand for AI training platforms and edge computing has led to an increase in demand for high-density optical modules and short-distance fiber connections, and has promoted the upgrade of OSFP and QSFP-DD optical modules in PCB mounting and heat dissipation management to meet the high-speed transmission needs of AI data centers.

(2) The Internet of Vehicles, smart cockpits and AI robots are promoting the cross-domain technology upgrade.

The maturity of vehicle-to-everything (V2X) technology has promoted the simultaneous upgrade of advanced driver assistance systems (ADAS), smart cockpits, and battery

management systems (BMS). Together with AI robotics technology, it has led to the simultaneous development of multi-field applications of unmanned autonomous vehicles in the air, on land, and underwater, including:

a. Unmanned Aerial Vehicles (UAVs):

The AI autonomous flight control system pushes FPC/PCB, integrated rigid-flex boards, flexible printed circuits (FPC), high-density printed circuits (HDI) technology, and structural components towards lighter weight, higher temperature resistance, and more shock resistance to meet the high-speed movement and high-frequency communication needs of aerial vehicles.

b. Land's smart cockpit and robot:

The smart cockpit sensing module, display system and communication platform are integrated with the modular technology of AI robots (such as collaborative robots and autonomous mobile robots AMR) to improve the driving experience and the accuracy of automated control.

c. Autonomous Underwater Vehicles (AUVs)

Underwater fields have higher requirements for low power consumption, high voltage control and waterproof packaging technology, which will drive FPC and high-density printed circuits (HDI) to develop in a more pressure-resistant and sophisticated direction, while also improving multi-sensory data fusion and AI autonomous navigation capabilities.

(3) Smart power and thermal management technology upgrade

As AI robots and smart cockpits develop simultaneously in multiple fields, the integration of battery management systems (BMS) and power management systems (PMS) is improved to meet the needs of long-term operation and high-frequency data processing, and simultaneously promote the upgrade of thermal management technology of AI training platforms and data centers to support the high-speed computing needs of multi-field applications; air cooling and liquid cooling thermal management technologies continue to evolve. Modular heat dissipation solutions are accelerating integration and upgrading for application scenarios such as unmanned aerial vehicles (UAVs), land-based smart cockpits and robots, and underwater unmanned vehicles (AUVs), which not only ensure that multi-field autonomous vehicles maintain high-performance and low-power stable performance under high-power operation and extreme environments, but also significantly improve equipment safety, energy management efficiency and long-term operation stability, and promote cross-domain intelligent systems to a higher level.

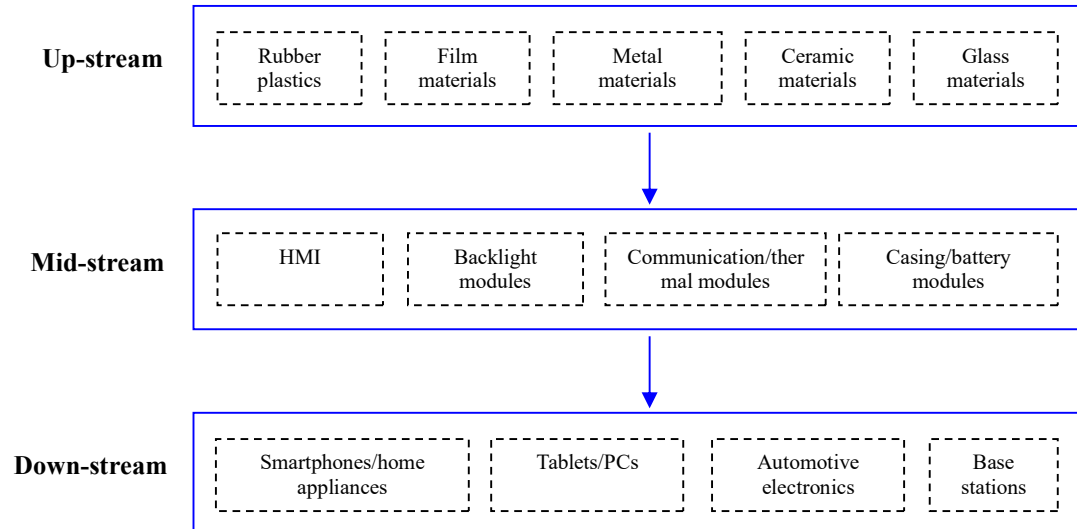
(4) AI technology promotes the upgrade of smart devices and consumer electronics

AI technology drives the continuous upgrading of wearable devices (smart watches, smart glasses), AIoT smart homes and personal terminal devices, and enhances the computing power and interactive experience of devices through NPU and high-frequency communication modules; combined with AI algorithms, real-time data analysis and voice recognition modules, smartphones are gradually equipped with AI processing units (NPU) and high-frequency communication modules, driving personal terminal devices towards high performance and low latency, and further enhancing the user's interactive experience. At the same time, with the integration of multi-field technologies, data security, low-latency architecture optimization and cross-platform communication standardization

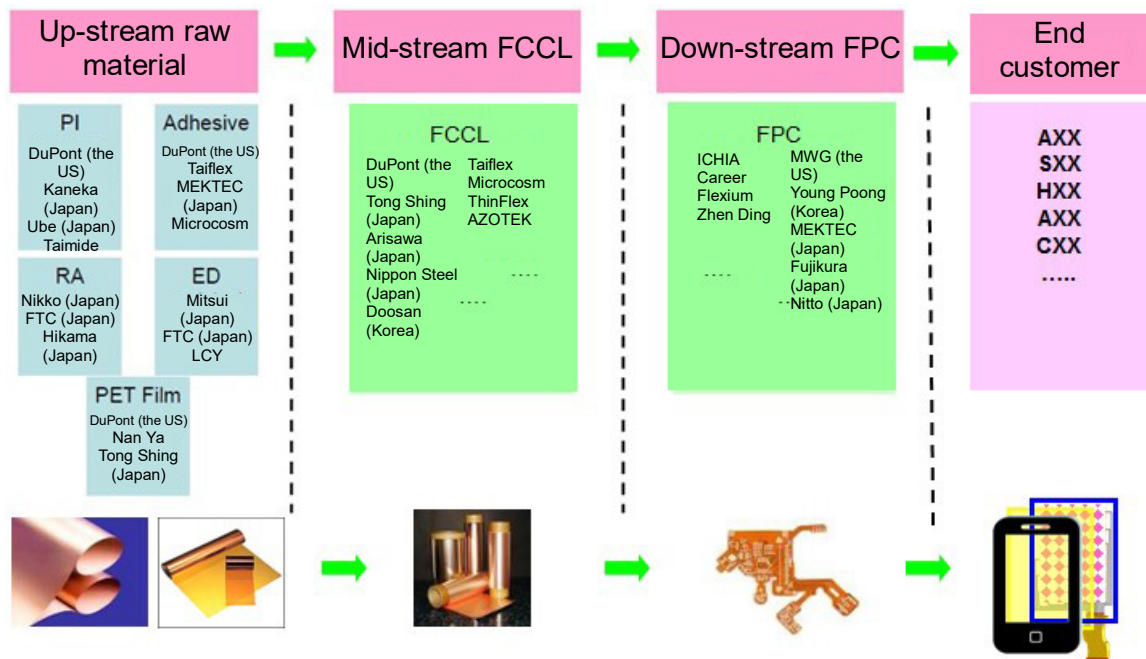
will become key challenges for future development.

2. Correlation between the up-stream, mid-stream, and down-stream dealers in the industry

(1) Integrated modules



(2) Electronic modules



3. Development trends of products

(1) Electronic modules

The product combination of FPC, PCB, and SLP can improve wiring density, is light in weight, small in size, reduces wiring errors, is simple to combine, is flexible, has a large design range, can be three-dimensionally wired, can partially omit contact wire welding, and can change shape without space restrictions. It is suitable for application in various products. The demand for this product continues to grow in line with the industry trend.

(2) Integrated modules

Through electromechanical integration and modular solutions, we cultivate the automotive market, including physical buttons, touch switches, mechanical knobs, overhead control lights, optical design of components, and even hidden display panels and IML (In-Mold Labeling) decorative panels. In addition to durability and environmental protection, they also combine decorative patterns with functionality, adding a sense of refinement and technology to the car interior, improving the overall quality and user experience.

The design of humanoid robots must take into account functionality, aesthetics and user experience. Components must be lightweight, modular, highly precise and safe. The axis control PCBA is the core of its joint operation, integrating motor drive, signal processing and sensor feedback to ensure accuracy and stability. The Company's high-precision SMT and processing capabilities can provide customers with high-quality products.

(3) Thermal modules

As AI develops rapidly, one of the risks it faces is the ever-increasing computing demands. The chips placed in the products also face huge power consumption and heat generation challenges, highlighting the importance of heat dissipation. As product functions improve, CPU/GPU computing power consumption increases, and heat dissipation requirements and complexity also increase. How to meet heat dissipation requirements while reducing costs, optimize product heat dissipation design and lightweight will be the key to winning in the market.

4. Degree of competition

The Company insists on quality first, efficiency first and global logistics services to compete with competitors, and focuses on integrated and one-stop solutions from design, production, integration, and assembly to reduce the client's supplier management costs. At the same time, we actively invest in the research and development and manufacturing of high-tech products, hoping to gain a competitive advantage and value-added services that are ahead of our competitors.

(iii) Overview of technology and R&D

1. R&D expenses in the most recent year and up to the date of publication of the annual report

Unit: NT\$ Thousand

Year Item	2023	2024	2025 (estimates)
R&D expenses	267,214	317,895	381,000

2. Technology or product developed successfully:

- (1) Production processes which meet the environmentally friendly requirements
- (2) Integration and development of thermal modules
- (3) Development of Touch IME modules
- (4) Multi-functional keyboard module combining optical/electronic technology/metal shrapnel, flexible circuit printed board applications
- (5) Keyboard module with energy-saving optical design
- (6) Bluetooth tire pressure detector module
- (7) Automotive component module development
- (8) Multi-layer FPC development

- (9) Extra fine FPC development
- (10) Double-sided COF board development
- (11) Fiber-optic communication FPC development
- (12) FPC substrate development
- (13) Development of FPC which meet the environmentally friendly requirements
- (14) Development of FPC for bezel-less monitor applications
- (15) High-speed signal FPC development
- (16) CCM & OLED flex-rigid PCB project
- (17) Heat sink (TGP) FPC development
- (18) Mini-LED development projects

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

1. Short-term business development plans

(1) Marketing strategies

- A. Actively participate in domestic and foreign trade shows to expand our sales reach, collect industry intelligence quickly, and enhance our marketing capabilities.
- B. Utilize the advantages of the sales locations of the existing overseas investees to enhance the interaction with the customers.
- C. Provide spare parts and module products, expand production and sales scale, help customers reduce costs and provide one-stop shopping services.
- D. Promote new technologies and improve the market adoption and awareness of new technologies.

(2) Production policies

- A. Adapt to changing operational situations and achieve the balance between the planned production capacity and estimated demand to improve capacity utilization and production efficiency, while refining smart workshop modification and managing production using big data.
- B. With the headquarter in Taiwan serving as the R&D center, technical support by our factories and overseas production locations are provided. Provide more service locations and more diversified customer services to enhance production competitiveness.
- C. Effectively adjust and utilize the production capacity of each manufacturing base. Especially, the demand in Southeast Asia is increasing and thus we increase the production and automation percentage of the Malaysian factory. At the same time, we expand the new factory in Malaysia to meet the overseas production needs of the customers.

(3) Products and R&D

- A. We developed advanced technology, precision molds and process technology integration to enrich and diversify our product lines, developed into high value-added module products, and selected markets with future potential to expand our niche.
- B. We focus on the future development direction of major customers and grasp market opportunities to align R&D resources with the market trends.
- C. Enhance engineering capabilities as well as big data system management, shorten product development time, reduce development costs, and continue to work on quality improvement.

(4) Operation planning

- A. We will continue to train and reserve R&D, technical, business professionals and management talents, implement a performance appraisal system, and establish an

employee profit system to strengthen human capital and build up the Company's development potential.

- B. Streamline the workflow, improve the portion of automation, improve the management performance, and reinforce the concept of cost center management.
- C. Continue to enhance technical capabilities, develop product diversification, and march toward the goal of becoming an international group enterprise.

(5) Financial Planning

- A. Use hedging instrument flexibly, avoid the exchange rate fluctuation risk, and develop countermeasures to control the exchange rate risk.
- B. Maintain a close relationship with financial institutions, gain visibility into the financial market trend, reduce capital costs, and improve the performance of financial funds.
- C. Follow the safe and stable principle to perform the financial planning based on the framework of the short-term, mid-term, and long-term capital requirements plans.
- D. Enhance cost and expense control, manage capital expenditure, improve operational efficiency, and build long-term development strength.

2. Long-term development plan

(1) Marketing strategies

- A. With the headquarters in Taiwan as the operation center, we have established a global operations management and division of labor system, unified systems, localized production, integrated and established a long-term and stable international marketing network, and increased global sales and profits.
- B. Adapt to the global massive economic development and increase customer service locations to serve local customers, and enhance customer relations to increase market share.
- C. Screen existing customer groups and select potential customers to increase the depth of cooperation.

(2) Production policies

- A. Put the related ISO processes into practice and achieve the quality goals.
- B. Enhance all manufacturing processes and automated production equipment to reduce incompliance caused by human factors.
- C. Improve the production efficiency of overseas factories and the awareness of cost centers to implement effective cost control.
- D. Continue to improve the quality of the preliminary design and process technology to increase the yield rate.

(3) Products and R&D

- A. Hire senior R&D staff for research and development of products.
- B. In addition to the existing mechanical and flexible printed circuit modular integrated products, we also develop new electronic modules and heat dissipation modules.
- C. Eliminate the inconvenience of the past thin-line supply chain, moving towards one-stop integrated services, giving customers more choices.
- D. Carrier products.

(4) Operation planning

After the performance of short-term product development strategy execution became apparent, ICHIA Group has focused on transformation in recent years and is committed to becoming a full module solution provider, integrating mechanical, electronic and thermal

management technologies, providing complete solutions, and becoming a trusted partner for customers.

(5) Financial planning

Enrich the working capital, improve the financial structure and build mid-term and long-term funds to strengthen the long-term development strength of the Company's operations. In the long run, the Company expects to build a comprehensive global network of sales and production through investment in R&D, production, marketing, finance, and become a famous global leading company with our most excellent R&D team and most efficient production lines.

ii. Overview of market and production & marketing

(i) Market analysis

1. Regions of distribution for the major products

Unit: NT\$ Thousand

Sales regions \ Year	2023		2024	
	Sales volume	Ratio	Sales volume	Ratio
America	130,349	2%	177,343	2%
Europe	34,381	0%	27,952	0%
Asia	6,708,213	78%	7,369,974	77%
Africa	0	0%	0	0%
Subtotal of overseas market	6,872,943	80%	7,575,269	79%
Domestic market	1,688,471	20%	1,955,742	21%
Total	8,561,414	100%	9,531,011	100%

2. Market share

In terms of automotive use, as smart cockpit and self-driving technologies continue to mature, and touch screens become more popular, product penetration is expected to continue to increase. ICHIA has transformed from a Tier 2 supplier to a Tier 1.5 supplier that provides modular design and manufacturing of electronic components and mechanical parts.

In terms of wearable modules, especially smart watch straps, the Company combines the forming process of mechanical components with flexible printed circuit technology to integrate modules such as heart rate monitoring and antennas, which continues to generate revenue.

In terms of optical communications, the Company mainly supplies rigid-flex boards in optical communication transceiver modules, and the proportion of business revenue has gradually increased. In terms of robots, samples have been sent to American customers, and robot joints, structures and flexible printed circuit modules are supplied.

In general, the rapid growth of FPC is mainly driven by several technological trends. These factors continue to increase demand in areas such as electric vehicles, wearable devices, optical communications, robotics and AI applications, and will become one of the most critical components in the electronics industry in the next few years.

(Source of data: UAnalyze Industry Database)

3. Future supply & demand and growth of market

(1) Supply

As AI technology rapidly penetrates into multiple fields such as communications, robotics, autonomous driving, smart healthcare and consumer electronics, the supply side is facing the dual challenges of increasing production capacity and upgrading technology. In the next few years, the demand for key components such as optical modules, heat dissipation elements, smart sensors, plastic structural components and high-density printed circuits (HDI) will continue to rise, especially the market demand for optical receiver modules and high-speed communication modules is expected to become the main growth axis.

a. Supply of modules and optical receiver modules

The expansion of global data centers, AI training platforms and increasing demand for cloud computing are driving the growth in demand for high-speed optical modules, optical receiver modules and thermal solutions. As the Company has optical module integration, circuit board manufacturing and heat management modular assembly technology, it can quickly respond to market changes and further enhance the resilience of the supply chain of optical receiver module and high-speed communication module.

b. Supply of plastic components and heat dissipation modules

As AI devices develop towards lighter, thinner, more efficient, and higher power density, the design and manufacturing requirements for plastic components, flexible printed circuits (FPCs), and heat dissipation materials continue to increase. The Company has the capabilities of plastic component injection molding, structural integration and heat dissipation solution research and development, and actively invests in the technical upgrade of air-cooling and liquid-cooling heat dissipation modules to meet the production capacity and quality requirements of AI application equipment and form a complete supply chain system.

c. Supply of unmanned vehicles and robot modules

The rapid growth of the global logistics and distribution, automatic inspection, smart security and AI robot markets has driven the expansion of demand for unmanned vehicles and AI robot modules. The Company has deployed structural integration, modular design and thermal management optimization technologies to meet the multi-field needs of unmanned aerial vehicles (UAVs), land smart cockpits and robots, and autonomous underwater vehicles (AUVs). It also has the ability to quickly mass-produce and modularize supply to effectively respond to market changes.

(2) Demand

The widespread application of AI technology has led to a surge in demand in multiple market sectors. The following three major demand growth trends are expected in the next few years:

a. The demand for communications and data centers continues to grow

With the rapid expansion of 5G, AIoT and cloud computing applications, the demand for high-speed optical modules, thermal solutions and low-latency devices has increased significantly, especially in the field of AI training data centers, where there is a strong demand for optical receiver modules, silicon photonic modules and high-speed printed circuit technologies. In addition, AI training platforms and data centers have increasing requirements for thermal performance, and liquid cooling and air cooling thermal

management technologies will become the key to future development in order to achieve high-performance and low-power operation goals.

b. Market demand for robots and unmanned vehicles is expanding

The demand for collaborative robots, humanoid robots and unmanned vehicles (UAVs, AUVs) is rapidly increasing in multiple fields such as smart manufacturing, logistics distribution, inspection and security. In the future, the demand for mechanical components, heat dissipation modules, circuit boards and sensor integration modules for aerial, land and underwater AI robots in the fields of autonomous driving systems, smart cockpits and autonomous mobile devices (AMR) will increase significantly.

c. Demand for upgrade of consumer electronics products

AI smart terminal devices, including smart watches, smart phones, smart glasses and AIoT home devices, will grow simultaneously with the market's demand for personalized interaction and intelligent control, as well as AI terminal devices' design requirements for high performance and lightweight. The integration demand for plastic components, flexible printed circuits, heat dissipation modules and display technologies has rapidly responded to market changes.

4. Competitive niche

(1) Strong R&D strength

The Company's products currently hold a total of 114 valid patents worldwide, of which 27% are invention patents. The patent application countries include market countries, manufacturing bases, competitors and technology-developing countries, such as Taiwan, China, the United States, Japan and South Korea. There are still 28 patent applications in various countries that are being approved and certified.

(2) Strong product development capability

Due to the rapid changes in the market and high technology and quality requirements, the Company has built-in systems and R&D teams in the design and production areas to meet customer's customization requirements, give instant reply, improve design quality, and reduce the error rate.

(3) Improved levels of automation

In response to the increase in labor costs and the improvement of yield in the production process, high automation has become the direction pursued by various companies. The Company has accumulated many years of experience in production automation and self-developed automated assembly machinery to design efficient processes for different products. In addition to achieving nearly 90% automation in fine-line manufacturing, the automation ratio of the back-end assembly is also continuously increasing, thereby achieving the effects of excellent product quality, accurate delivery time and cost savings.

(4) Global logistics model

The Company has overseas production bases and marketing centers. In addition to providing services to customers nearby, collecting market information, adjusting production capacity, and reducing production costs, we can also win customer trust with flexible shipping locations and shorter delivery times.

(5) Maintenance of good relationship with terminal brand manufacturers

The Company grasps the R&D direction and trend of terminal brand manufacturers to ensure the consistency of the Company's research and development direction in order to

meet service needs accurately and enhance product competitiveness.

(6) Diversified and integrated development

In addition to the integration of the original structure and flexible printed circuit capabilities, it is equipped with heat dissipation modules and overall solutions to provide customers with integrated services.

5. Advantages and disadvantages for future development, and the countermeasures

(1) Advantages

Whether suppliers can provide diversified modular services to reduce supply chain management costs is a key consideration for customers.

The Company's existing production strengths and new technologies, coupled with integrated modular services, will help raise the threshold of competition and increase market visibility.

(2) Disadvantages

The technology of mobile communications industry is changing with each passing day, and the demand is changing very quickly. The demand for diversified and personalized human-machine interfaces has increased the cost of material technology research and technology development of mass production. Globally, countries are paying more and more attention to ESG issues and environmental protection, which has accelerated the rise of raw material costs and tight supply. The crisis brought about by the epidemic and tariffs, as well as the long-term and short-term material conditions, are all testing the various operational and management capabilities of suppliers.

(3) Countermeasures

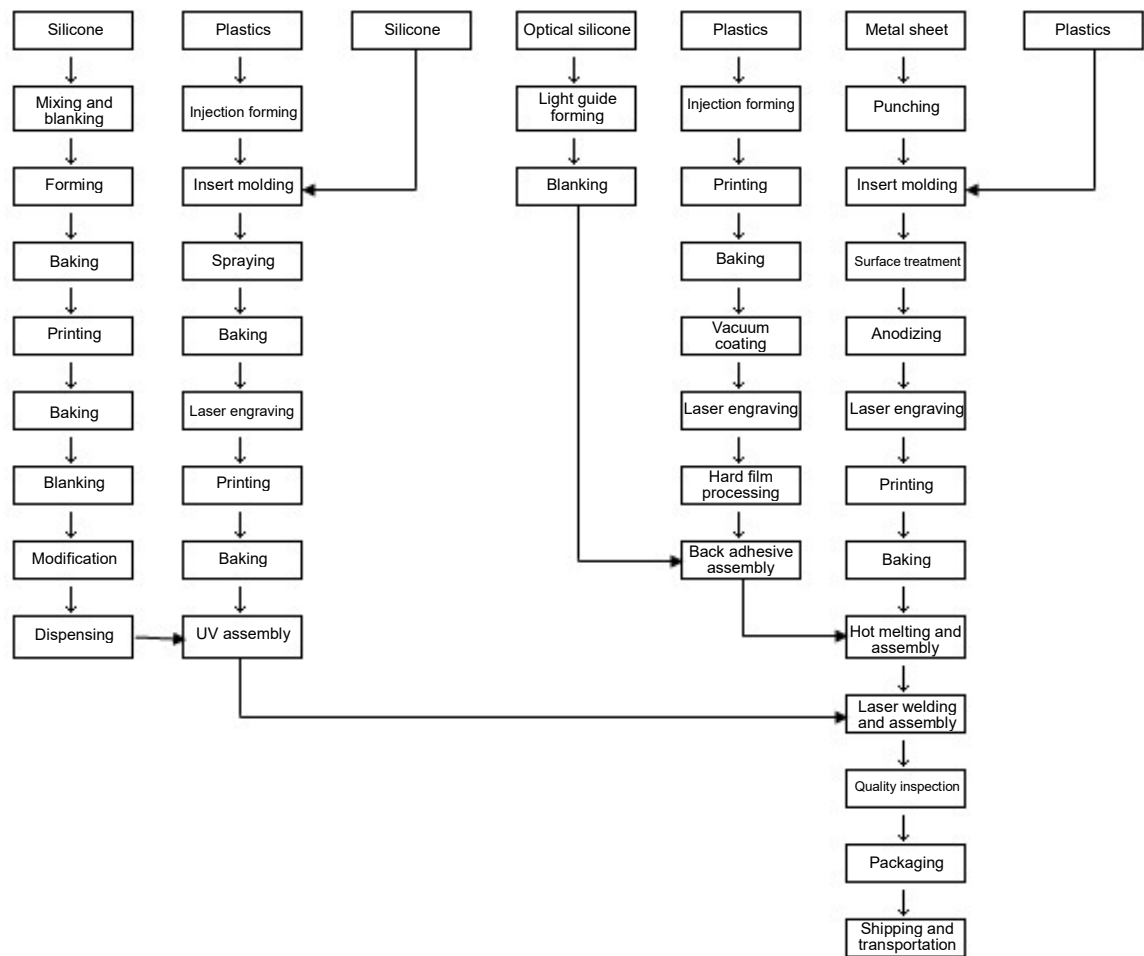
Cooperate closely with customers and manufacturers on supply and demand, understand customer and manufacturer needs and production status, and accurately control inventory levels. Grasp the market trends in real time, respond quickly, establish the direction of customer development, lock in industries with potential and development, and avoid falling into price wars; according to customer product development trends, align the development direction of R&D units, increase R&D funds, so as to enhance product design, development, and integration capabilities and accelerate the training of integrated talents.

(ii) Important purpose and manufacturing processes of main products

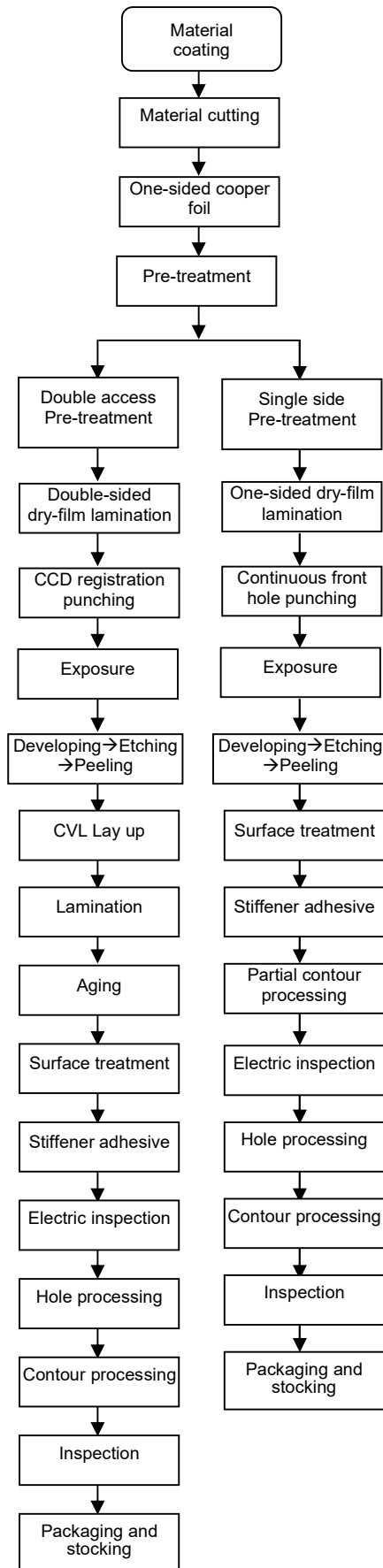
1. Important purpose of main products

Main products	Important uses
Electronic modules	The products are widely used in: smartphones, touch panels, high-end cameras, notebook computers, monitors, waterproof structural components, wearable modules, light guide modules, home smart components, metal alloy products, automotive related: vehicle interior and exterior trim, automotive electronics, door ambient lighting panels, on-screen knobs, steering wheel touch modules, etc., as well as servers, artificial intelligence related technologies, industrial control, portable devices and optical communications, etc.
Integrated modules	
Thermal modules	
Molds	Mechanism forming modes and Flex PCB molds.

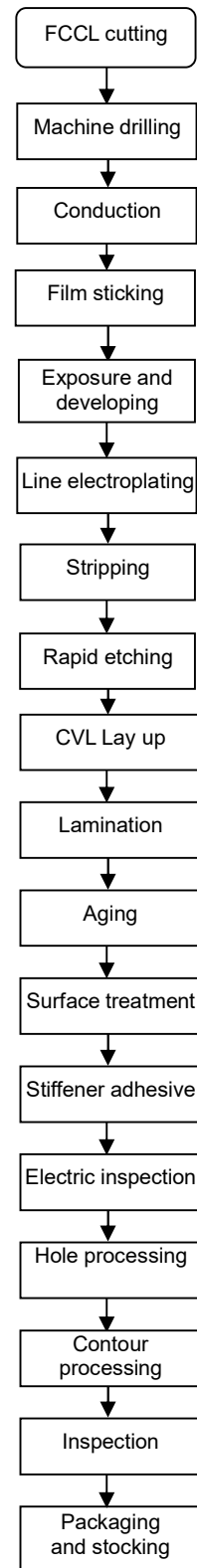
2. Production and manufacturing processes



Mechanical component manufacturing process



Flexible printed circuit process



Fine line MSAP process

(iii) Supply of main raw materials

The main raw materials used for the mechanism integrated modules by the Company are plastics, silicone rubber, polycarbonate, inks, and valuable components; there are only 4 suppliers of silicone rubber in the world. The Company has maintained a good relationship with each supplier for stable supply of raw materials. The Company is also an important customer of each supplier without any raw material supply shortage.

Main Suppliers of Raw Materials for Integrated Modules

Main raw materials	Regions of sourcing	Main suppliers	Current availability
Stainless steel	Domestic	Hotechnic Precious Hardware Limited	Good
Plastic and silicone rubber materials	Overseas	Shandeichenxin Commerce Co., Ltd.	Good

The main raw materials used for FPC products of the Company are Flexible Copper Clad Laminate (FCCL), protective coatings, stiffener films, etc.; all of our suppliers are the famous international and domestic companies that have good product quality, delivery date, pricing, and aftersales services. The availability of raw materials used for our FPC products is very stable.

Major suppliers of Raw Materials for Electronic modules

Main raw materials	Regions of sourcing	Main suppliers	Current availability
Flexible Copper Clad Laminate (FCCL)	Overseas	Guangdong Shengyi Shengyi Technology Co., Ltd.	Good
Protective coatings	Overseas	ITEQ Corporation - Guangzhou	Good
Stiffener films	Overseas	Suzhou Pinxing Electronics Ltd.	Good
Potassium gold cyanide	Overseas	Suzhou Xingrui Noble Metal Material Co., Ltd.	Good

(4) The name of the supplier (customer) that accounted for more than 10% of the total purchase (sale) in any of the last two years, and the proportion of the purchase (sale) amount, the reason for the changes

1. List of major suppliers in the last two years and their purchase amounts and proportions in each year:

	2023				2024			
Item	Name	Amount (NT\$ Thousand)	Annual net purchase ratio (%)	Relationship with the issuer	Name	Amount (NT\$ Thousand)	Annual net purchase ratio (%)	Relationship with the issuer
1	Company A	260,677	5.64%	None	Company A	538,353	10.17%	None
2	Others	4,364,327	94.36%	None	Others	4,755,912	89.83%	None
Total	Net procurement	4,625,004	100%	-	Net procurement	5,294,265	100%	-

The increase in Company A's purchase ratio is attributable to fluctuations in the sales performance of its customers.

2. Major customers in the last two years and their total purchase in any of the last two years, and the proportion of the purchase amount of each year:

2023					2024			
Item	Name	Amount (NT\$ Thousand)	Annual net sales ratio (%)	Relationship with the issuer	Name	Amount (NT\$ Thousand)	Annual net sales ratio (%)	Relationship with the issuer
1	Company I	2,544,373	30%	None	Company I	2,292,358	24%	None
2	Others	6,017,041	70%	None	Others	7,238,653	76%	None
Total	Net sales	8,561,414	100%	-	Net sales	9,531,011	100%	-

The decrease in Company I's sales proportion is due to adjustments in customer orders.

iii. Number of employees, average years of service, average age and educational background distribution ratio in the most recent two years and up to the date of publication of the annual report:

April 21, 2025

Year		2023	2024	As of March 31, 2025
Number of employees	Direct labor	1,339	1,347	1,575
	Indirect labor	862	959	992
	Total	2,201	2,306	2,567
Average age		35	36	35
Average years of service		5	5	5
Qualification	Doctorate Degree	0.05%	0.04%	0.04%
	Master's degree	0.59%	0.74%	0.78%
	University/college	24.31%	25.41%	24.27%
	High school	20.90%	20.77%	22.05%
	Below high school	54.16%	53.04%	52.86%

Note: Information for the year up to the publication date of the annual report shall be provided.

iv. Environment protection expenditure information

- (i) Losses due to pollution of environment in the most recent year up till the publication date of this annual report and countermeasures: None.
- (ii) Future countermeasures:
 1. Compliance with laws and regulations: Communicate information on laws and regulations to employees, and select qualified suppliers for cooperation.
 2. Continuous improvement: Provide regular education and training, carry out audit, and conduct review and improvement whenever deficiencies are identified.

v. Labor-management relations

- (i) Availability and execution of employee welfare, education, training and retirement policies. Elaborate on the agreements made between employers and employees, and the protection of employees' rights:

1. Employee welfare measures:

- (1) The Company has employees' cafeteria, dormitory, parking lot, infirmary, nursing room and reading area. There are social centers such as gym, swimming pool, sauna, rhythm classroom, table tennis room and billiard room for employees to use during their breaks. We also cooperate with external fitness centers to offer related courses (such as Muay Thai, yoga, muscle strength, TABATA, etc.) according to the wishes of the employees. A total of 38 people participated in the weight loss competition in 2023, with a total weight loss of 191.4 kg and achieved remarkable results! Such activities will be held from time to time in the future to enhance workplace health awareness and strengthen the physical fitness of employees.
- (2) In terms of recreational activities, the Company allocates funds every year, and each department plans its own departmental dinners; the Employee Welfare Committee arranges and holds special activities based on festivals and holidays, such as cooking glutinous rice balls, making zodiac lanterns, the Plum Picking Festival, etc. We also organize family days, annual parties, and employee trips every year; we organize group purchases of gourmet food and distribute birthday meal boxes every quarter. The Company also subsidizes club activities and encourages employees to establish clubs and participate in activities. In addition, tickets for arts and cultural performances are distributed from time to time, various soft skill lectures and activities are held, and paintings and ceramic works are exhibited in the factory from time to time to cultivate artistic cultivation and enhance the humanistic atmosphere.
- (3) Starting from 2025, the Company has added birthday leave to the existing leave system. Employees can choose any day off in the month of their birthday to celebrate their birthday! For more information on employee benefits and activities, please refer to the Sustainability report published on the Company's website - Chapter 5: "Employee Care and Community Engagement".

2. Continuing education and training:

Content and implementation of employees' training and development plan

In order to create core competitive advantages, implement organizational strategies and personal performance development, the Company has formulated relevant management measures for education and training and established the "ICHIA Training Institute". Based on the development of professional core competencies and the needs of cultivating next-generation talents, we have developed five major colleges, including the Leadership College, Professional Function College, Sustainable Innovation College, Technology College and Diversity College. We have also created customized function dictionaries and learning blueprints for different departments, job levels and positions, and have successively launched diverse and high-quality courses to inspire employees to unleash their potential and create unlimited possibilities.

Employee training status in 2024:

Courses	Training time	Hours	Total training costs
Various types of internal and external training courses	January 1, 2024 - December 31, 2024	71,573	NT\$4,464 thousand

3. Retirement system and implementation status:

Pension system	Old System	New system
Applicable law	Labor Standards Act	Labor Pension Act
How to contribute	The total monthly salary is appropriated at a specific rate and deposited in the pension account at the Bank of Taiwan in the name of the Company.	Appropriate 6% based on the employee's insurance level into the personal account at the Bureau of Labor Insurance
Amount of contribution	As of January 1, 2025, the balance of the dedicated account was NT\$41,560 thousand	Contribution amount in 2024 was NT\$6,079 thousand

Employee stock ownership trust

In terms of the labor retirement system, in addition to regularly contributing reserves to the statutory retirement account in accordance with the Labor Standards Act and the Labor Pension Act, the Company has established an employee stock ownership trust committee. After full-time employees have been employed for half a year, they can decide on the amount of monthly withdrawals for purchase of the Company's stocks at a regular fixed amount. And, based on the employee's monthly deposit amount, the Company will allocate 100% of the same amount as a shareholding incentive.

4. Labor-management agreements and measures to protect the rights and interests of employees:

The Company's labor-management relations are always harmony and a good communication channel has been established with the Employee Mailbox. Comprehensive regulations have been established for employee motivation, training, and retirement to take care of the employees' and Company's interests.

(ii) Losses due to labor-management disputes in the most recent year up till the publication date of this annual report and countermeasures:

1. Losses due to labor-management disputes and countermeasures: None.

2. The estimated amount of labor-management disputes that may occur in the future and countermeasures:

The Company uses multiple channels to effectively communicate with employees and respond to employees' opinions in a timely manner. Labor-management relations are harmonious and no major labor-management disputes have occurred. Looking to the future, as long as the interaction between labor and management is good, it is estimated that the possibility of losses due to labor-management disputes in the future is low.

vi. Management of information and communication security

- (i) Information and communication security risk management framework, information and communication security policy, specific management plan, and resources invested in information and communication security management:

1.Organization and structure:

The Intelligence Promotion Division is an independent department not affiliated to the using unit. It is responsible for coordinating and implementing information security policies, promoting information security messages, enhancing employees' information security awareness, and collecting and improving the technology, products or procedures of the organization's information security management system. At the same time, it takes the responsibility for promoting the digital transformation of working hours.

The Intelligence Promotion Division cooperates with the Company's audit unit to conduct Information security audits, including internal audits and external audits.

Information security risk management mechanism:

Implement information security management: Implement the management of the network security, computer information file security, device security, email security, and information system access control.

2.Information security policy:

2-1.Goals of information security:

To ensure the confidentiality, integrity and availability of the Company's information and information assets and provide an information environment for the continuous operation of the Company's information business. Establish a safe and reliable computerized operating environment to protect it from internal and external deliberate or accidental threats and protect the Company's interests and the sustainable operation of the information system of each unit.

2-2.Scope of information security:

- 1) Computer system security management.
- 2) Network security management
- 3) System access control.
- 4) Information assets security management.
- 5) Physical and environmental security management.
- 6) Information security audit.

2-3.Principles and standards of information security:

- 1) In order to prevent the information system and files from being attacked and infected by computer viruses, detection and preventive measures shall be adopted for computer virus attacks and infections, and an active intrusion detection system shall be established for intrusion and malicious attacks to meet the requirements of computer data security.
- 2) A policy for the sustainable operation of the information system shall be established to prevent the Company from encountering natural disasters or man-made major events that may cause disruption to important information assets and key services or communication systems.

2-4.Relevant regulations that employees shall abide by:

- 1) Computer data and equipment shall not be arbitrarily damaged, taken out, borrowed, or improperly modified in order to maintain data integrity.
- 2) Employees shall abide by the Company's policies and regulations on e-mail and Internet access, and shall not install software not authorized by the IT department or non-copyright software.
- 3) After accessing the operating system, the user shall exit the system after the work is completed, or when the system is not used for a long time, to prevent the leakage of confidential data, damage by others, or system crash.
- 4) ICT equipment shall be set up in a position convenient for the user. It shall be kept far away from water, tea, coffee, sun or wet locations. Equipment in acid-alkaline environment shall use protective covers to extend the service life.

- 5) When the computer equipment fails to work normally, the user shall immediately notify the information unit for inspection or maintenance.

3. Information security management plan:

3-1. Internet information security management and control:

- 1) Installation of firewalls.
- 2) Email security control.
- 3) The Company conducts virus scanning on the computer system and data storage medium on a regular basis.
- 4) The use of network services shall be implemented in accordance with the information security policy.

3-2. Data access control:

- 1) Computer equipment shall be put under custody of dedicated personnel with user IDs and passwords.
- 2) Different levels of access are assigned based on functions.
- 3) Transferred personnel Revoke the permission of the personnel who have transferred to another position.
- 4) Confidential and sensitive data and copyrighted software shall be removed or overwritten before the equipment is scrapped.
- 5) The use of portable devices is restricted, and data transmission is limited to the Company's operating environment.

3-3. Response and recovery mechanism:

- 1) Establish a system backup mechanism and implement off-site backup.
- 2) Regularly review the emergency response plan.
- 3) Regularly review the computer network security control measures.
- 4) Maintain and evaluate collaboration with third-party partners to improve the recovery mechanism.

3-4. Emergency reporting procedure:

In the event of an information security incident, the responsible unit shall report the incident to the Security Management Team of the IT Division. The type of incident shall be identified, problems shall identified, and a record shall be maintained.

4. Investment of resources in information and communication security management

- 1) Optimize various server hardware equipment, while strengthening the operation of the backup mechanism.
- 2) Introduce the desktop management system to precisely control the application scope of the equipment.
- 3) Education, training and drills on letter-phishing.
- 4) Appoint information security personnel for information and communication management.

- (ii) Losses due to major information and communication security incidents in the most recent year and up to the date of publication of the annual report, and disclose the estimated amounts that may incur currently and in the future, and countermeasures:

As of the date of publication of the annual report, there is no major information security incident causing business damage; the above information and communication policies are implemented to minimize the loss.

vii. Important contracts

As of April 21, 2025

Nature of contract	Principals	Duration	Contents	Restrictive clause
Supply and sale contract	Confidentiality and non-disclosure		Purchase of our products, delivery models, products, specifications, delivery period and quantity, and other related regulations	Non-disclosure agreement
Material Purchase and Sales Agreement	Confidentiality and non-disclosure		Purchase of our products, delivery models, products, specifications, delivery period and quantity, and other related regulations	
Material Purchase and Sales Agreement	Confidentiality and non-disclosure		The quality, objectives and needs of the purchased products and other related regulations	

V. Review and analysis of financial status and financial performance and risk

i. Financial position

Comparative analysis of financial position

Unit: NTD thousands; %

Item \ Year	2023	2024	Difference	
			Amount	%
Current asset	6,406,024	7,919,164	1,513,140	24%
Property, Plant and Equipment	2,357,057	2,939,554	582,497	25%
Other assets	182,258	237,255	54,997	30%
Total assets	10,116,759	12,947,465	2,830,706	28%
Current liabilities	3,470,785	5,032,468	1,561,683	45%
Non-current liabilities	439,442	920,584	481,142	109%
Total liabilities	3,910,227	5,953,052	2,042,825	52%
Share capital	3,075,366	3,075,366	0	0%
Capital surplus	2,086,436	2,151,717	65,281	3%
Retained earnings	1,485,497	1,839,617	354,120	24%
Total shareholders' equity	6,206,532	6,994,413	787,881	13%
<p>1. The main reasons and impacts of major changes in assets, liabilities and equity in the most recent two years:</p> <p>(1) The increase in current assets compared to 2023 was mainly due to the increase in operating income in 2024, so accounts receivable and inventory also increased.</p> <p>(2) The increase in property, plant and equipment compared to 2023 was mainly due to the establishment of the second factory in Malaysia in 2024.</p> <p>(3) The increase in other assets compared to 2023 was mainly due to the increase in prepayment for equipment in 2024.</p> <p>(4) The increase in current liabilities compared to 2023 was mainly due to the increase in short-term loans in 2024.</p> <p>(5) The increase in non-current liabilities compared to 2023 was mainly due to the increase in long-term loans in 2024.</p> <p>(6) The increase in retained earnings compared to 2023 was mainly due to the increase in net profit after tax in 2024.</p> <p>2. Future countermeasures for those with significant impact:</p> <p>The significant changes in assets, liabilities and equity in the past two years were mainly due to the Company's operational growth and investment in the construction of a new factory in Malaysia. The future operational growth and the Company's profits contributed by the operation of the new factory in Malaysia will create cash inflows and support the Company's sustainable development.</p>				

ii. Financial performance

Analysis of financial performance

Unit: NTD thousands; %

Item	2023	2024	Increase (decrease) amount	Change percentage (%)
Net operating revenues	8,561,414	9,531,011	969,597	11%
Operating costs	7,287,462	7,822,192	534,730	7%
Gross gross profits	1,273,952	1,708,819	434,867	34%
Operating expenses	791,340	935,012	143,672	18%
Operating profits	482,612	773,807	291,195	60%
Non-operating incomes and expenses	65,871	76,847	10,976	17%
Net profits before tax for the period	548,483	850,654	302,171	55%
Income tax expenses	(83,222)	(139,440)	(56,218)	68%
Net profits after tax for the period	465,261	711,214	245,953	53%
<p>1. Main reasons for the significant changes in the operating revenue, operating net profit and net profit before tax in the last two years:</p> <p>(1) The increase in operating revenue compared to 2023 was mainly due to the active development of new customers and new products in 2024, which led to the growth in operating revenue.</p> <p>(2) The increase in net operating profit compared to 2023 was mainly due to the increase in revenue in 2024, better gross profit margin of product mix and proper control of operating costs and expenses.</p> <p>(3) The increase in net profit before tax compared to 2023 was mainly due to the increase in revenue and operating gross profit in 2024.</p> <p>2. Expected sales volume and its basis, possible impact on the Company's future financial operations and response plans:</p> <p>Based on the demand budget provided by customers and the continuous development of new products, the sales volume is expected to show a growth trend.</p>				

iii. Cash flow

(i) Analysis of changes in the cash flow for the most recent two years:

Unit: NT\$ Thousand

Item \ Year	2023	2024	Increase (decrease) %
Operating activities	1,060,337	482,228	-55%
Investment activities	(873,363)	(1,742,407)	100%
Financing activities	(91,920)	1,068,261	-1262%

Explanation:

1. Operating activities: Mainly due to the increase in accounts receivable and inventory in this period compared with the previous period.
2. Investing activities: Mainly due to the increase in the purchase of property, plant and equipment in this period compared with the previous period.
3. Financing activities: Mainly due to the increase in long-term and short-term borrowings in this period compared with the previous period.

(ii) Improvement plan for liquidity deficiency: The Company has no liquidity deficiency.

(iii) Cash flow analysis for the coming year

Unit: NT\$ Thousand

Cash balance at beginning of the period	Estimated full-year net cash flow from operating activities	Estimated full-year cash outflow	Estimated cash surplus (shortage)	Remedy for estimated cash shortage	
				Investment plan	Financial plan
1,824,716	1,000,000	1,600,000	1,224,716	N/A	N/A

iv. Major capital expenditure and its impact on the finance and business matters in the most recent year:

In 2024, the Company purchased the land use rights in Malaysia and started the construction of a factory. The increase in capital expenditure led to an increase in interest expenses. The new factory in Malaysia is expected to be completed in the third quarter of 2025, and production equipment will be put into use in phases according to customer demand to meet supply requirements. The actual operation of the new factory will bring revenue and profit contributions to the Group and drive overall business growth.

v. Investment policy for the most recent year, the main reasons for profit or loss, improvement plan and investment plan for the coming year

- (i) Recent annual reinvestment policy: The Company's reinvestment is mainly based on core process capabilities and customer needs. In recent years, no related diversified investment activities have been carried out.
- (ii) The main reasons for the profit or loss of the reinvestment and improvement plan: In addition to continuously increasing the proportion of automation, the Company also maintains its industry competitiveness by improving its core technology and process capabilities, strengthening the R&D and process capabilities of mechanisms, electronic integrated components and thermal management technologies, deepening its presence on existing customers and developing new customers, thereby improving the Company's operating performance.
- (iii) Investment plan for the next year: In response to the global supply chain restructuring and customer demand, the Company's capital expenditure in 2025 will focus on the construction of a new factory in Malaysia and investment in production equipment, in addition to the automation upgrade and renovation of existing process equipment of factories.

vi. Risk factors shall be analyzed and assessed for the following matters in the most recent year and as of the date of publication of the annual report:

- (i) Impact of interest and exchange rate fluctuations and inflation on the profit and loss of the Company, and the future countermeasures

1-1. Impact of interest rate changes on the Company's profit and loss:

Unit: NT\$ Thousand

Item/Year	2023	2024
Interest expense	44,835	77,778
Net operating revenues	8,561,414	9,531,011
Operating profits	482,612	773,807
Interest expense to operating income ratio (%)	0.52%	0.82%
Interest expense to operating profit ratio (%)	9.29%	10.05%

The increase in market interest rate has pushed up the Company's financing interest expenses. The increase in interest in 2024 was not only affected by the interest rate, but also due to the expansion of operating needs and the increase in financing borrowings.

1-2. Future countermeasures:

In the face of changes in the interest rate market, the Company will regularly track and analyze fluctuations in the overall economy and market interest rates, and evaluate at any time whether to avoid interest rate risks by entering into interest rate swap contracts.

2-1. Impact of exchange rate changes on the Company's profit and loss:

Unit: NT\$ Thousand

Item/Year	2023	2024
Foreign currency exchange gain (loss)	44,467	29,398
Net operating revenues	8,561,414	9,531,011
Operating profits	482,612	773,807
Net profits before tax	548,483	850,654
Foreign exchange gains (losses) as a percentage of net operating revenue (%)	0.52%	0.31%
Foreign exchange gains (losses) as a percentage of operating profit (%)	9.21%	3.80%
Foreign exchange gains (losses) as a percentage of net profit before tax (%)	8.11%	3.46%

The impact of exchange rate changes on the Company's profit and loss is mainly constrained by the size of the foreign currency exposure positions of each group company. In 2024, the depreciation of the RMB was smaller than that of the previous year, so the amount of foreign exchange gains for the whole year decreased compared with the previous year.

2-2. Future countermeasures:

The Company's exchange rate risk hedging policy is to use natural hedging and forward foreign exchange contracts to hedge risks. It also reduces the risk of exchange rate fluctuations through the control of foreign currency exposure positions and monitoring of changes in foreign exchange and financial markets through disciplined hedging measures.

3-1. Impact of inflation on the Company's profit and loss:

Inflation of raw materials will increase the Company's cost of goods and indirectly affect part of the profit or loss.

3-2. Future countermeasures:

In response to the possible inflation of raw materials, the Company will strengthen its bargaining power with suppliers through the introduction of strategic materials, reduce the procurement costs of materials, and pass on the quotations to customers in a timely manner. If necessary, it will also evaluate the use of futures hedging to avoid the risk of rising raw material prices.

- (ii) Policies on high-risk, high-leverage investments, lending, endorsement and derivative transactions, the main reasons for profits or losses, and future response measures: The Company does not engage in high-risk investments, and all investments are executed after careful evaluation; loans to others and endorsements are all for affiliated companies in which the Company holds 100% of the shares, and the operation of derivative financial products is also undertaken with risk hedging as the main consideration. All operations have been carefully executed with possible risks in mind.
- (iii) Future R&D plans and expected R&D expenses:
Future R&D plans are detailed on page 53 of this annual report, and budget for R&D expenses for 2025 is NT\$381,000 thousand.
- (iv) Impact of changes in domestic and foreign important policies and laws on the Company's finance and business matters and countermeasures: The Company operates in accordance with domestic and foreign laws and regulations, and regularly reviews and revises the Company's internal management rules and regulations to comply with the laws and regulations.
- (v) The effect of technological and industrial changes on finance and business matters of the Company, and countermeasures: None.
- (vi) Impact of corporate image change on corporate crisis management and countermeasures: The Company operates under the management philosophy of honesty, diligence, innovation, and achievement unlimited. The Company has a good corporate image and has not experienced any incidents that endanger its corporate image over the long term. In the future, we will continue to fulfill our corporate social responsibility and strengthen our corporate governance to achieve the goal of sustainable operations.
- (vii) Expected benefits, possible risks to mergers and acquisitions and countermeasures: The Company has not made any mergers and acquisitions in the most recent year up to the date of publication of the annual report.
- (viii) Expected benefits, possible risks and countermeasures of factory expansion: The Company invested in the construction of a new factory in Malaysia in 2024, which is expected to be completed and put into production in the third quarter of 2025. Changes in customer demand and geopolitical factors will affect operational risks. To this end, we will prudently invest in production equipment based on customer needs and continue to strengthen our global operational layout to reduce risks and ensure steady development.
- (ix) Risks associated with the concentration of purchases or sales and countermeasures: None.
- (x) Impact, risks and response measures of large-scale transfer or replacement of equity by directors, supervisors or major shareholders holding more than 10% of the shares on the Company: As of the most recent year and up to the date of publication of the annual report, there has been no large-scale transfer of equity by directors, supervisors or major shareholders holding more than 10% of the shares of the Company.
- (xi) Impact of the change in operating rights on the Company, risks and corresponding measures: Not applicable.

- (xii) For litigious and non-litigious matters, please list major litigious, non-litigious or administrative disputes that have been resolved or are still proceeding involving the Company and/or any director, supervisor, the general manager, any person with actual responsibility for the firm and any major shareholder holding a more than 10% of the shares, and the affiliated companies. Moreover, where such a dispute could materially affect shareholders' equity or the prices of the 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 publication date of the annual report: None.
- (xiii) Other important risks and countermeasures: The Company has appointed dedicated information security supervisors and personnel, and has established a comprehensive information security mechanism and related management methods. Every year, we conduct assessments and implementation of related software and hardware equipment upgrades and backups to ensure that the operating system maintains normal operation. As of the publication date of the annual report, the Company has not experienced any major information security incidents.

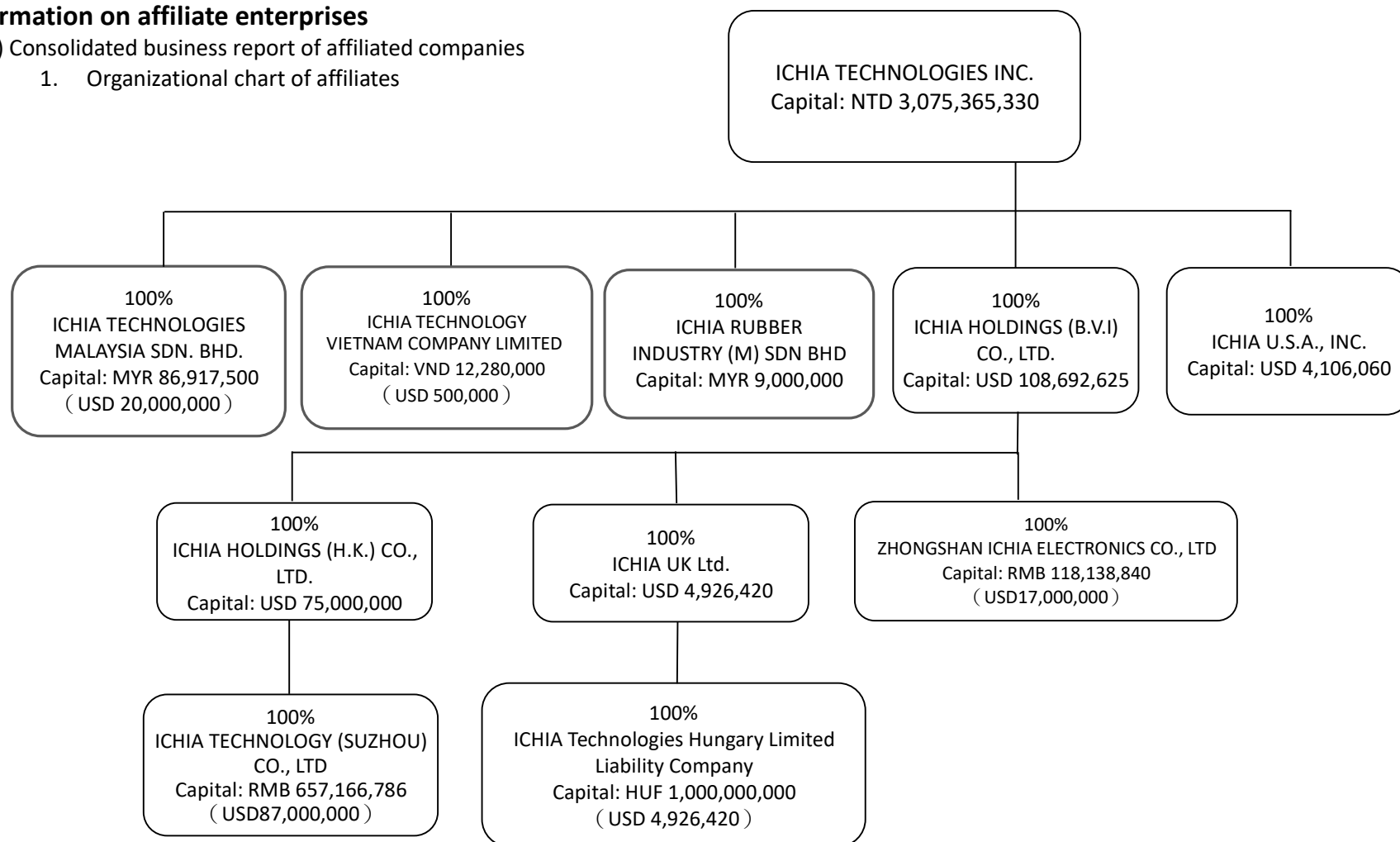
vii. Other important disclosures: None.

VI. Special notes

i. Information on affiliate enterprises

(i) Consolidated business report of affiliated companies

1. Organizational chart of affiliates



2. Basic information on affiliates

Name of enterprise	Date of incorporation	Address	Paid-in capital	Principal business or production items
ICHIA TECHNOLOGIES INC.	1989.11.7	No. 268, Huaya 2nd Rd., Guishan Dist., Taoyuan City	NTD 3,075,365,330	Engaged in the manufacturing, processing, and trading of various components and materials for electronics, home appliances, electronic engineering, electrical equipment, communications (telecommunications), and computers, as well as the import and export of domestic and foreign products and agency, distribution, tender and quotation business.
ICHIA HOLDINGS (B.V.I) CO., LTD.	1997.9.9	Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG1110, B.V.I	USD 108,692,625	Engaged in investments for holding.
ICHIA U.S.A., INC.	1993.9.9	1057 Tierra Del Rey, Suite G ,Chula Vista, CA 91910 U.S.A.	USD 4,106,060	Manufacturing, processing and trading of various electronic components and materials for various electronic and telecommunication computers.
ICHIA RUBBER INDUSTRY (M) SDN BHD	1994.3.30	977-978 Solok Perusahaan 3, Prai Industrial Estate, 13600 Prai, Province Wellesley, Penang, Malaysia.	MYR 9,000,000	Manufacturing and sale of rubber, plastic keypads and flexible printed circuit boards.
ICHIA TECHNOLOGY (SUZHOU) CO., LTD	2001.12.11	No. 118, Jinshan Road, Suzhou New District, Suzhou City, Jiangsu Province, China	RMB 657,166,786	Manufacturing and sale of rubber, plastic keypads and flexible printed circuit boards.
ICHIA UK Ltd.	2002.8.13	OMC Chambers, Wickhams Cay I, Road Town, Tortola, British Virgin Islands	USD 4,926,420	Various investment businesses
ICHIA Technologies Hungary Limited Liability Company	2004.9	2900 Komárom, Bánki Donát u. 2. Hungary	HUF 1,000,000,000	Manufacturing, processing and trading of rubber and plastic keypads.
ZHONGSHAN ICHIA ELECTRONICS CO., LTD	2002.6.28	No. 26, Yixian Road, Torch Development Zone, Zhangjiabian, Zhongshan City, Guangdong Province, China	RMB 118,138,840	Manufacturing, processing and trading of various electronic components and materials for various electronic and telecommunication computers.
ICHIA HOLDINGS (H.K.) CO., LTD.	2008.1.4	151 Gloucester Road, Wanchai, Hong Kong Room 1004, National Health Centre	USD 75,000,000	Various investment businesses.
ICHIA TECHNOLOGY VIETNAM COMPANY LIMITED	2023.10.2	House No 15, Le Thai To Street , Vo Cuong Ward, Bac Ninh City, Bac Ninh Province, Vietnam	USD 500,000	Manufacturing, processing and trading of various electronic components and materials for various electronic and telecommunication computers.
ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	2024.1.22	SUITE 3.01-3.02RD FLOR KHTP BUSINESS CENTRE KULIM HI-TECH PARK 09090 KULIM KEDAH MALAYSIA	USD 20,000,000	Manufacturing, processing and trading of various electronic components and materials.

3. For those presumed to be in a controlling and subordinate relationship, the common shareholder information: None.

4. The industry covered by the business of all affiliated companies

Name of enterprise	Controlling (subordinate) company	Controlling (subordinate) relationship	The division of business between affiliated companies
ICHIA TECHNOLOGIES INC.	Controlling company	-	Group headquarter
ICHIA U.S.A., INC.	Subordinate company	Shareholding Control	Responsible for manufacturing and sales in the Americas
ICHIA HOLDINGS (B.V.I) CO., LTD.	Subordinate company	Shareholding Control	Engaged in investments for holding
ICHIA RUBBER INDUSTRY (M) SDN BHD	Subordinate company	Shareholding Control	Responsible for manufacturing and sales in the Southeast Asian market
ZHONGSHAN ICHIA ELECTRONICS CO., LTD	Subordinate company	Shareholding Control	Engaged in the processing of various types of keypads outsourced by ICHIA (BVI) and manufacturing and sales in China
ICHIA TECHNOLOGY (SUZHOU) CO., LTD	Subordinate company	Shareholding Control	Responsible for manufacturing and sales in Eastern and Northern China markets
ICHIA UK Ltd.	Subordinate company	Shareholding Control	Various investment businesses
ICHIA Technologies Hungary Limited Liability Company	Subordinate company	Shareholding Control	Responsible for manufacturing and sales in the European market
ICHIA HOLDINGS (H.K.) CO., LTD.	Subordinate company	Shareholding Control	Engaged in investments for holding
ICHIA TECHNOLOGY VIETNAM COMPANY LIMITED	Subordinate company	Shareholding Control	Responsible for sales in the Southeast Asian market
ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	Subordinate company	Shareholding Control	Responsible for manufacturing and sales in the Southeast Asian market

5. The names of directors, supervisors and general managers of the affiliated companies and their shareholdings or capital contributions to the companies

Name of affiliated company	Title	Name or representative	Shareholding as of April 21, 2025	
			Number of shares	Shareholding Percentage
ICHIA HOLDINGS (B.V.I) CO., LTD.	Chairman General Manager	Huang Chiu-Yung Huang Li-Lin	ICHIA TECHNOLOGIES INC. Holds 108,692,625 shares	- - 100%
ICHIA U.S.A., INC.	Chairman Director Director	Huang Chiu-Yung Huang Li-Lin Huang Wen-Chieh	ICHIA TECHNOLOGIES INC. Holds 4,106,060 shares	- - - 100%
ICHIA RUBBER INDUSTRY(M) SDN BHD	Chairman Director Director Director	Hung Chien-Cheng Huang Chiu-Yung Huang Li-Lin Huang Ti-Ju	ICHIA TECHNOLOGIES INC. Holds 9,000,000 shares	- - - - 100%

Name of affiliated company	Title	Name or representative	Shareholding as of April 21, 2025	
			Number of shares	Shareholding Percentage
ICHIA TECHNOLOGY (SUZHOU) CO., LTD	Chairman and general manager	Tseng Kung-Sheng	-	-
	Director	Huang Li-Lin	-	-
	Director	Che Xiao-Lin	-	-
	Supervisor	Huang Yen-Hsiang	-	-
			Held by ICHIA HOLDINGS (H.K.) CO., LTD.	100%
ICHIA UK Ltd.	Chairman	Huang Chiu-Yung	-	-
			ICHIA TECHNOLOGIES INC. Holds 4,926,420 shares	100%
ICHIA Technologies Hungary Limited Liability Company	Managing director	Huang Li-Lin	-	-
			Held by ICHIA U.K	100%
ZHONGSHAN ICHIA ELECTRONICS CO., LTD	Chairman and general manager	Tseng Kung-Sheng	-	-
	Director	Huang Li-Lin	-	-
	Director	Luo Li	-	-
	Supervisor	Huang Yen-Hsiang	-	-
			Held by ICHIA HOLDINGS (B.V.I) CO., LTD.	100%
ICHIA HOLDINGS (H.K.) CO., LTD.	Chairman	Huang Chiu-Yung	-	-
	Director	Huang Li-Lin	-	-
			ICHIA TECHNOLOGIES INC. Holds 75,000,000 shares	100%
ICHIA TECHNOLOGY VIETNAM COMPANY LIMITED	Representative	Lai Guo-Fong	-	-
			Held by ICHIA TECHNOLOGIES INC.	100%
ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	Chairman	Tseng Kung-Sheng	-	-
	Director	Huang Chiu-Yung	-	-
	Director	Huang Yen-Hsiang	-	-
	Director	Huang Ti-Ju	-	-
			ICHIA TECHNOLOGIES INC. Holds 86,917,500 shares	100%

6. Business overview of affiliates

Unit: NTD thousand

Name of enterprise	Capital	Total assets	Total liabilities	Net worth	Operating revenues	Operating profits (losses)	Profits or losses for the period	Earnings per share (EPS) (NT\$)
ICHIA TECHNOLOGIES INC.	3,075,365	12,279,156	5,284,742	6,994,414	6,301,469	95,352	711,214	2.36
ICHIA HOLDINGS (B.V.I) CO., LTD.	3,563,488	6,825,561	-	6,825,561	-	(196)	589,814	-
ICHIA U.S.A., INC.	134,617	49,228	4,141	45,086	8,643	(871)	2,848	-
ICHIA HOLDINGS (H.K.) CO., LTD.	2,458,875	5,290,846	-	5,290,846	-	(112)	529,548	-
ICHIA RUBBER INDUSTRY (M) SDN BHD	63,590	197,845	43,387	154,459	169,939	13,526	13,136	-
ICHIA TECHNOLOGY (SUZHOU) CO., LTD	2,997,220	8,813,632	3,513,731	5,299,902	7,853,168	593,383	537,422	-

Ichia U.K. Ltd.	161,513	(25,940)	-	(25,940)	-	-	(6,002)	-
ICHIA Technologies Hungary Limited Liability Company	82,946	39,478	65,419	(25,941)	-	(1,119)	(6,186)	-
ZHONGSHAN ICHIA ELECTRONICS CO., LTD	538,810	1,096,802	196,728	900,074	773,985	81,824	68,169	-
ICHIA TECHNOLOGY VIETNAM COMPANY LIMITED	15,534	13,081	931	12,150	418	(3,140)	(2,438)	-
ICHIA TECHNOLOGIES MALAYSIA SDN. BHD.	614,116	740,940	140,969	599,971	-	(3,194)	(13,522)	-

(ii) Consolidated financial statements of affiliated companies:

Statement of Consolidated Financial Statements of Affiliated Enterprises

The companies to be included in the consolidated financial statements of affiliated enterprises in 2023 (from January 1, 2023 to December 31, 2023) pursuant to the “Criteria Governing Preparation of Affiliation Reports, Consolidated Business Reports and Consolidated Financial Statements of Affiliated Enterprises” are the same as those to be included in the consolidated financial statements of the parent company and subsidiaries pursuant to the IAS 10. Further, the related information to be disclosed in the consolidated financial statement of affiliated enterprises has been disclosed in the said consolidated financial statements of parent company and subsidiaries. Accordingly, it is not necessary for the Company to prepare the consolidated financial statements of affiliated enterprises separately.

Declared by:

Company name: ICHIA TECHNOLOGIES INC.

Corporate director: Huang Chiu-Yung

March 7, 2025

(iii) Relationship report: N/A.

- ii. **Private placement of marketable securities in the most recent year and up to the publication date of the annual report:** None.
- iii. **Other supplementary disclosure:** None.
- iv. **Any of the situations listed in Article 36, Paragraph 2, Subparagraph 2 of the Securities and Exchange Act, which might materially affect shareholder equity or the price of the Company's securities, which has occurred during the most recent year or during the current year up to the date of publication of the annual report:** None.

Integrity & Honesty, Dedication, Innovation, Achievement

ICHIA TECHNOLOGIES INC.

Chairman: Huang Chiu-Yung