IRON FORCE INDUSTRIAL CO., LTD.

2025

SUSTAINABILITY REPORT

Resilient operations | Responsible growth | Shared value

ENVIRONMENT | SOCIAL | GOVERNANCE

Reporting year: 1 January - 31 December 2025

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Message from the Chairman

Since its founding in 1977, Iron Force Industrial Co., Ltd. (hereinafter referred to as "Iron Force" or "the Company") has adhered to the vision of "excelling beyond peers in our industry and operating sustainably within a sound environment," forging ahead toward the goal of becoming a century-old sustainable enterprise. Against the backdrop of an ever-changing global economy, sustainable development has become the core of corporate operations. As Chairman, I deeply understand that in this uncertain economic environment, our strategies and actions hold a critical impact on our future growth. Looking to the future, we will take smart manufacturing as our core to continuously promote sustainable operations, achieving the Company's vision through innovation and technological advancement.

In the short term, we will focus on the electric vehicle (EV) and automotive thermal management markets to further enhance our core competitiveness, strengthen collaboration with customers, and seize market opportunities. In the medium term, taking "thermal management" as our strategic axis, we will drive the development and application of new technologies to further expand our market share. In the long term, our goal is to become a leading global supplier of automotive thermal management solutions, while continuously innovating in smart manufacturing and sustainable products to realize sustainable corporate development.

Regarding our short-term and medium-term sustainability strategies, we will enhance production efficiency, optimize processes, and focus on reducing manufacturing costs while improving product quality. Concurrently, we will actively invest in the research and application of environmentally friendly materials, promoting a more sustainable supply chain and product design to ensure a positive environmental impact from our business operations.

Facing macroeconomic trends such as global interest rate hikes, the rapid development of the electric vehicle industry, and the rise of e-commerce, we will flexibly adjust our strategies in response. Particularly under the context of energy transition and growing demand in the EV market, we will strengthen our deployment of relevant technologies to capture future opportunities.

We not only respond to the collective challenges facing the globe, but also pay close attention to the needs and expectations of our stakeholders. In the future, we will continuously align with international trends while integrating local needs to adjust our strategies and products, ensuring that we maintain competitiveness in an ever-changing market.

Over the past year, our capacity expansion at the Poland Automotive Business Unit achieved remarkable results, successfully introducing automotive thermal management products. However, impacted by the pandemic and

market environment, demand in certain markets has not yet fully recovered, which represents an area where we must continue our dedicated efforts moving forward.

In the coming year, we will face challenges including global economic fluctuations, energy policy adjustments, and intensified market competition. Our primary objective is to strengthen the development and application of new technologies and deepen collaboration with global customers to increase our market share. Over the next 3 to 5 years, we will commit to achieving higher revenue growth, expanding our international market footprint, and attaining an industry-leading position in sustainable product development and technological innovation.

To ensure long-term sustainable development, we will continuously enhance our R&D capabilities, elevate manufacturing technologies, and improve internal management while reducing production costs. Simultaneously, we will foster a healthier work environment and strengthen talent development and integration.

In summary, in confronting current and future challenges, we will continue to uphold our corporate purpose of "excelling beyond peers, striving for continuous improvement, prioritizing quality, and driving R&D innovation." Guided by technological innovation and sustainable development as our twin driving forces, we aim to achieve mutual growth among the Company, employees, customers, stakeholders, and society, advancing together toward a brighter and more sustainable future.



Chairman

Huang, Cheng-Yi

About This Report

This is the second Sustainability Report issued by Iron Force Industrial Co., Ltd. (hereinafter referred to as "Iron Force," "the Company," or "we"). The Report communicates the Company's sustainability performance, management approaches, and future outlook across environmental, social, and governance dimensions to its stakeholders.

1. Compilation Principles and Standards

The Report has been prepared primarily in accordance with the GRI Standards and the Regulations Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. It also incorporates the applicable climate-related information requirements and the Sustainability Accounting Standards Board (SASB) Standard for the Auto Parts industry.

2. Reporting Period and Scope

- The Report primarily covers data and information for the period from January 1 to December 31, 2025. To enhance completeness and comparability, certain information is traced back to 2023 or extends to 2026 to illustrate relevant trends and changes.
- The reporting boundary differs from that of the Company's consolidated financial statements. Unless otherwise stated in a specific chapter, the Report covers only the operations and production sites of Iron Force Industrial Co., Ltd., namely the Taipei Headquarters and the Nantou plants. Annual financial data are derived from audited financial statements and are presented in thousands of New Taiwan dollars; other data are compiled from the Company's internal surveys and records. Quantitative information is calculated using generally accepted international indicators, local regulations, industry standards, or industry practices. Any indicator requiring special interpretation is accompanied by an explanatory note.
- PwC Taiwan was engaged to perform a limited assurance engagement on selected indicators in accordance with ROC Standard on Assurance Engagements No. 3000, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The signed independent assurance report was not included in the source file provided for this review and is to be inserted in Appendix 4 upon issuance.

3. Publication and Contact Information

- This is the second Sustainability Report issued by Iron Force. The Report is published annually and is available for viewing and download on the Company's website. Date of this publication: August 2026. Expected date of the next publication: August 2027.
- The Report is published in Traditional Chinese and English and is available on the Iron Force website.
- We welcome comments and suggestions regarding this Report and Iron Force's sustainable development.
    - https://www.irf.biz/Responsible unit/contact: General Management Office / Ting-Chun Lin, Assistant Vice President
    - Email: terrylin@irf.com.tw
    - Telephone: +886-2-2696-2818
    - ESG website: https://www.irf.biz/index.html
      Address: 19F., No. 98, Sec. 1, Xintai 5th Rd., Xizhi Dist., New Taipei City 221, Taiwan

Chapter 1 Corporate Sustainability

1.1 About Iron Force Industrial Co., Ltd.

Item	Content
Impacts	Positive Impacts: Capacity expansion and continuous new product development in the Poland Automotive Business Unit are expected to drive revenue growth through the globalization of production regions and diversification of the product portfolio, further enhancing the Company's financial performance. In addition, optimizing production processes and introducing automated equipment will help reduce costs, improve efficiency, elevate overall financial performance, and further support the Company's continuous future growth. Negative Impacts: The Display Rack Business Group has been affected by the pandemic and a slowdown in market demand, and its operational status has not fully recovered, which may pose challenges to revenue growth. Furthermore, the risks of global interest rate hikes and economic recession may also impact consumer demand and investment willingness, creating operational pressure and limiting resource input and future growth.
Policies and Commitments	In the event of significant economic performance incidents, material information will be announced on the Market Observation Post System (MOPS) within the statutory time limit.
Goals	Short-term Goals: Continuously increase operating revenue through diversified production footprints and product portfolios, while seeking cross-industry collaborations to expand the market and customer base. Medium-term Goals: Through the introduction of smart manufacturing and automated equipment, standardize and digitize products and production lines to achieve Productivity 4.0 capabilities, improve production efficiency, reduce production costs, and continuously train and develop highly skilled talent to enhance overall operational and profitability performance.

Item	Content
	Long-term Goals: Benchmark against industry leaders to gradually expand the global footprint and business groups.
Action Plans	1. Formulate annual budgets, regularly track and review them through meetings, and take necessary measures. 2. Periodically explain the Company's operational results to the public. 3. Promptly disclose the Company's significant financial information. 4. Actively invest in the introduction of smart manufacturing and automated equipment to improve capacity utilization and achieve high production efficiency and revenue growth. 5. Accelerate the development of new products to shorten the time-to-market and seize market opportunities.
Effectiveness Evaluation	1. Quarterly financial statements are reviewed (or audited) by CPAs who issue review (or audit) reports. After being approved by the Audit Committee, the financial reports reviewed (audited) by CPAs and submitted to the Board of Directors are announced and reported in accordance with the law. 2. The management team regularly holds management and budget meetings to review production, sales, and profitability to ensure the Company's normal operations.
Grievance Mechanism	Contact Window: General Management Office Telephone: (02) 2696-2818 Email: terrylin@irf.com.tw
Responsible Units	Board of Directors, all departments of the Company

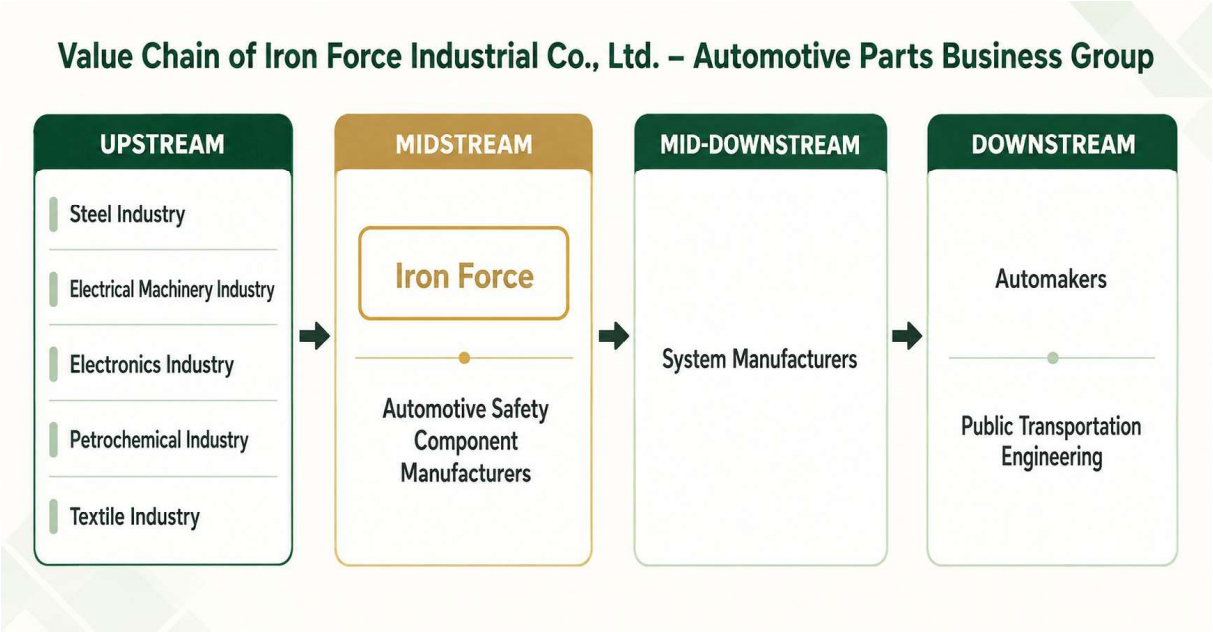
1.1.1 Company Profile

Established in April 1977, Iron Force Industrial Co., Ltd. upholds the founding principles of "Surpassing the ordinary, Striving for excellence, Quality first, and R&D innovation." The Company is dedicated to the R&D and OEM manufacturing of metal parts, including automotive components and display racks. Iron Force is divided into two major business groups: Automotive Parts and Display Racks. The upstream industries for Automotive Parts include the steel, electrical machinery, electronics, petrochemical, and textile industries, while the downstream industries include system manufacturers and major automakers. For the Display Rack Business Group, upstream industries include the steel, glass, textile, woodworking, and plastics industries, whereas downstream customers are retailers such as department stores, hypermarkets, and boutique clothing stores. Iron Force's products are applied across various industries based on extended demand, spanning multiple sectors, with sales regions covering Taiwan, Japan, China, the Americas, and Europe.

The Company continues to actively transform its production strategy through smart manufacturing, integrating new technologies to continuously strengthen core capabilities and competitive advantages. Concurrently, following the growth trend of electric vehicles, the Company focuses on the strategic core of "thermal management" through the layout of key technologies developed by new business units. Iron Force concentrates on the early-stage market and product technology development to seize market share in the automotive thermal management industry and establish a foothold in new markets. Internally, the Company continues to strengthen the integration and cultivation of human resources to better grasp changes in the market environment and to iterate frontend technologies and production processes. Iron Force is also committed to creating a superior work environment to lay the foundation for a century of sustainable corporate operations.

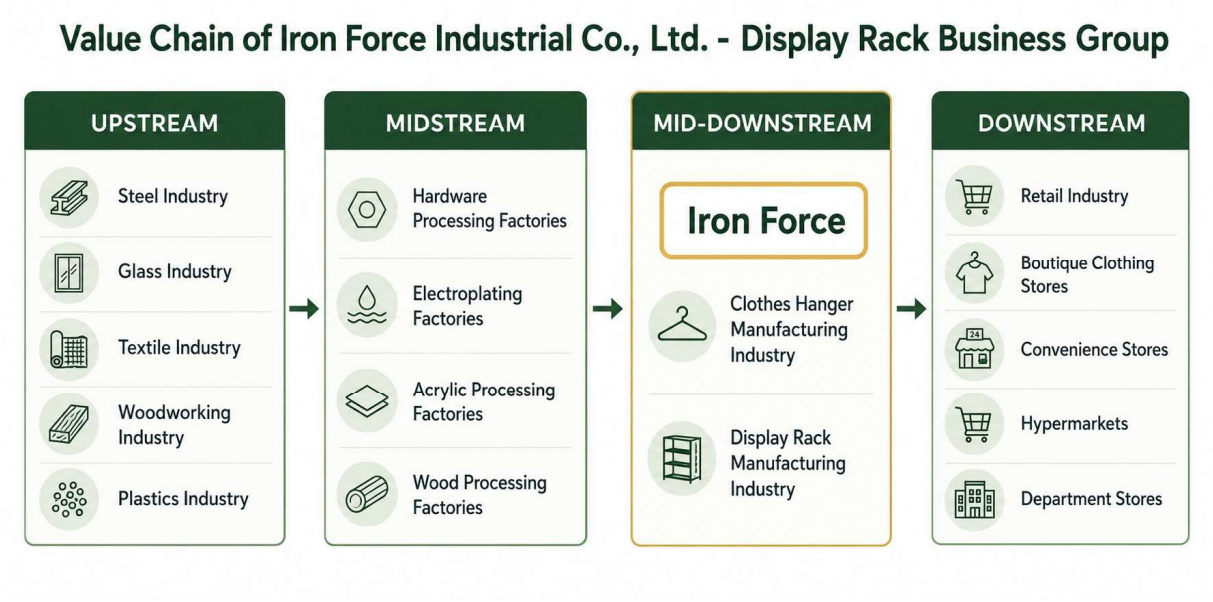
Company Basic Information

Full Company Name	Iron Force Industrial Co., Ltd.
Abbreviated Company Name	Iron Force
Date of Establishment	April 27, 1977
Corporate Headquarters	19F., No. 98, Sec. 1, Xintai 5th Rd., Xizhi Dist., New Taipei City
Chairman	Cheng-Yi Huang
President	Cheng-Chung Huang
Industry Sector	Automobile and Parts Manufacturing
Stock Code	2228
Listing Date	January 25, 2013
Paid-in Capital	NT$ 798 million
Main Products	Airbag inflator housings, department store display racks, clothes hangers, and others
Operating Locations	Taipei Headquarters: 19F., No. 98, Sec. 1, Xintai 5th Rd., Xizhi Dist., New Taipei City Nantou Plant: No. 13, Gongye N. Rd., Nangang Industrial Park, Nantou City Nantou Plant II: No. 8, Yongxing Rd., Fuxing Vil., Nantou City, Nantou County



Value Chain of Iron Force Industrial Co., Ltd. - Automotive Parts Business Group

- **Upstream:** Steel Industry, Electrical Machinery Industry, Electronics Industry, Petrochemical Industry, Textile Industry
- **Midstream:** Iron Force, Automotive Safety Component Manufacturers
- **Mid-Downstream:** System Manufacturers
- **Downstream:** Automakers, Public Transportation Engineering



Value Chain of Iron Force Industrial Co., Ltd. - Display Rack Business Group

- **Upstream:** Steel Industry, Glass Industry, Textile Industry, Woodworking Industry, Plastics Industry

- **Midstream:** Hardware Processing Factories, Electroplating Factories, Acrylic Processing Factories, Wood Processing Factories
- **Mid-Downstream:** Iron Force, Clothes Hanger Manufacturing Industry, Display Rack Manufacturing Industry
- **Downstream:** Retail Industry, Boutique Clothing Stores, Convenience Stores, Hypermarkets, Department Stores

1.1.2 Operational and Financial Status

In 2025, the annual revenue of the Company and its subsidiaries reached NT$ 4,954,066 thousand, a decrease of approximately 1.7% compared to the previous year, primarily due to geopolitical factors and intensified competition affecting selling prices. Meanwhile, Iron Force also distributed the direct economic value generated, returning a portion to stakeholders, including utilizing it for employee benefits, demonstrating Iron Force's willingness to share profits with stakeholders and achieve sustainable operations together.

Financial Performance over the Past Three Years

(Unit: NT$ thousands)

Item	2023	2024	2025
Operating Revenue	4,894,258	5,041,489	4,954,066
Operating Costs	(3,681,197)	(3,792,915)	(3,785,117)
Gross Profit	1,213,061	1,248,574	1,168,949
Operating Expenses	(652,182)	(721,049)	(715,135)
Interest Income	31,988	41,983	36,657
Other Income	336	336	336
Finance Costs	(10,115)	(13,608)	(10,922)
Other Gains and Losses	121,941	266,537	121,125
Income Tax Expenses	(191,212)	(91,747)	(183,011)
Net Income for the Period	513,817	731,026	417,999

Additional Supplementary Information

Item	2023	2024	2025
Cash Dividends Distributed	303,121	378,901	715,782
Payments to Government (Note 1)	80,241	148,271	170,849
Community Investments	0	0	0
Employee Benefit Expenses (Note 2)	1,175,589	1,261,625	1,230,074

Note 1: Payments to the government include income tax payments and fines.

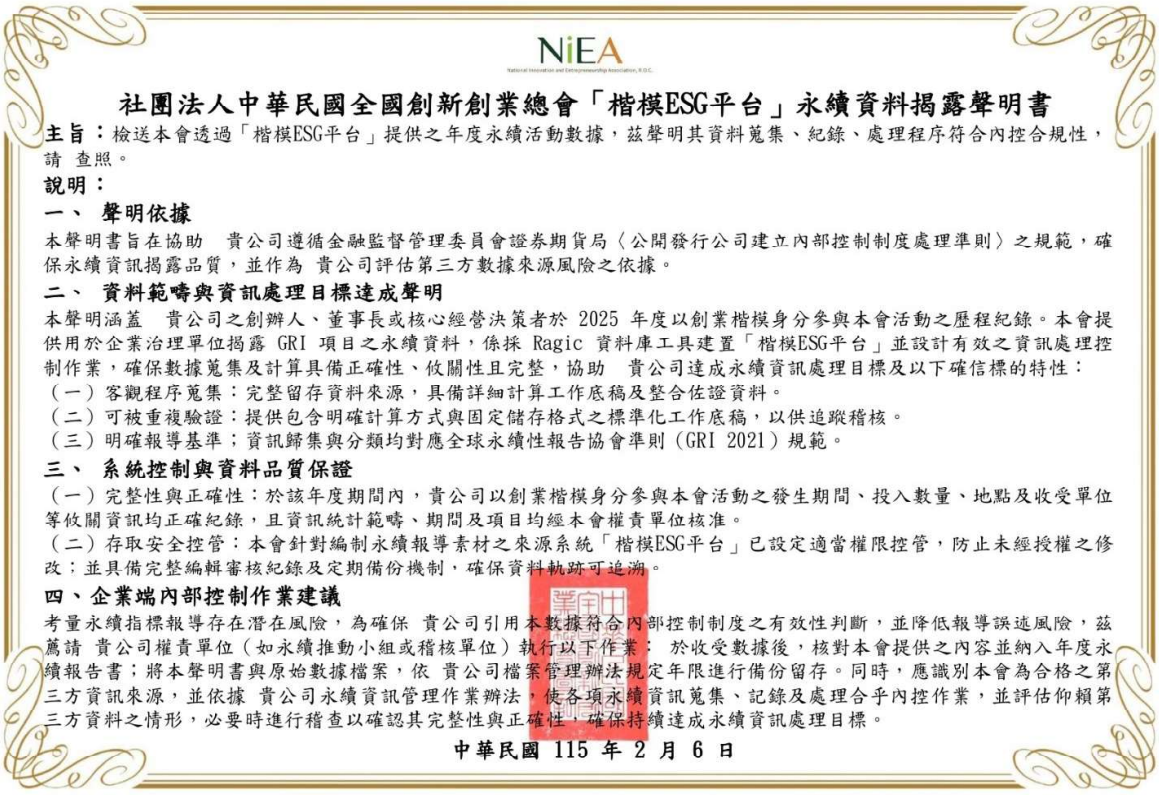
Note 2: Employee benefit expenses include salary expenses, labor/health insurance, and pension expenses.

1.1.3 Participation in Associations and Organizations

Iron Force actively participates in domestic and international industry associations, continuously maintaining information sharing and keeping abreast of the latest industry dynamics and development trends. This serves as an important input for the Company's medium- to long-term operational layout and competitive strategy adjustments. In 2025, the Company participated as a member in the "National Innovation and Entrepreneurship Association, R.O.C." (NiEA). President Cheng-Chung Huang (Director of the Company) represented the Company in the association's activities as an "Entrepreneurship Role Model," demonstrating the direct participation of the highest level of corporate governance in industry dialogues. During the year, Company representatives attended 2 regular meetings for medium-to-large enterprises hosted by the "Automotive Component Alliance," accumulating 5 hours of participation to continue building consensus on industry development, focus on technological innovation and corporate governance issues, promote cross-sector collaboration, and enhance the overall sound development of the industry.

President Cheng-Chung Huang was selected by the association as the "26th Entrepreneurship Role Model." The honor recognizes his leadership since co-founding Iron Force with Chairman Cheng-Yi Huang in 1977, guiding the Company from display-rack exports into automotive airbag inflator housings, establishing relevant quality management and R&D capabilities, and achieving a global market share of 2.7% to 5.5%. He continues to exchange industry information with fellow members of the National Innovation and Entrepreneurship Association, R.O.C.

No.	Association Name	Participation Role
1	National Innovation and Entrepreneurship Association, R.O.C.	Member



NiEA

社團法人中華民國全國創新創業總會「楷模ESG平台」永續資料揭露聲明書

主旨：檢送本會透過「楷模ESG平台」提供之年度永續活動數據，茲聲明其資料蒐集、紀錄、處理程序符合內控合規性，請 查照。

說明：

一、 聲明依據

本聲明書旨在協助 貴公司遵循金融監督管理委員會證券期貨局〈公開發行公司建立內部控制制度處理準則〉之規範，確保永續資訊揭露品質，並作為 貴公司評估第三方數據來源風險之依據。

二、 資料範疇與資訊處理目標達成聲明

本聲明涵蓋 貴公司之創辦人、董事長或核心經營決策者於 2025 年度以創業楷模身分參與本會活動之歷程紀錄。本會提供用於企業治理單位揭露 GRI 項目之永續資料，係採 Ragic 資料庫工具建置「楷模ESG平台」並設計有效之資訊處理控制作業，確保數據蒐集及計算具備正確性、攸關性且完整，協助 貴公司達成永續資訊處理目標及以下確信標的特性：

（一）客觀程序蒐集：完整留存資料來源，具備詳細計算工作底稿及整合佐證資料。

（二）可被重複驗證：提供包含明確計算方式與固定儲存格式之標準化工作底稿，以供追蹤稽核。

（三）明確報導基準：資訊歸集與分類均對應全球永續性報告協會準則（GRI 2021）規範。

三、 系統控制與資料品質保證

（一）完整性與正確性：於該年度期間內，貴公司以創業楷模身分參與本會活動之發生期間、投入數量、地點及收受單位等攸關資訊均正確紀錄，且資訊統計範疇、期間及項目均經本會權責單位核准。

（二）存取安全控管：本會針對編制永續報導素材之來源系統「楷模ESG平台」已設定適當權限控管，防止未經授權之修改；並具備完整編輯審核紀錄及定期備份機制，確保資料軌跡可追溯。

四、企業端內部控制作業建議

考量永續指標報導存在潛在風險，為確保 貴公司引用本數據符合內部控制制度之有效性判斷，並降低報導誤述風險，茲薦請 貴公司權責單位（如永續推動小組或稽核單位）執行以下作業： 於收受數據後，核對本會提供之內容並納入年度永續報告書；將本聲明書與原始數據檔案，依 貴公司檔案管理辦法規定年限進行備份留存。同時，應識別本會為合格之第三方資訊來源，並依據 貴公司永續資訊管理作業辦法，使各項永續資訊蒐集、記錄及處理合乎內控作業，並評估仰賴第三方資料之情形，必要時進行稽查以確認其完整性與正確性，確保持續達成永續資訊處理目標。

中華民國 115 年 2 月 6 日

1.2 Corporate Sustainability Governance Structure

To operate sustainably in a sound environment and create profits while growing together with stakeholders, Iron Force established the "Sustainable Development Promotion Committee" in 2024 as the dedicated unit for the Company's sustainable development. The committee is chaired by the President as the General Convener, with the General Management Office acting as the executing unit, responsible for coordinating and promoting matters related to the Company's sustainable development. Under the committee, three working groups are established: "Corporate Governance," "Society/Employee/Product," and "Environment." The members of these working groups consist of heads and staff from various departments to effectively integrate resources and implement sustainability strategies across all departments. Iron Force reports the effectiveness of its sustainability strategies and project execution to the Board of Directors at least once a year. Among the 6 Board meetings held in 2025, reports related to sustainable development accounted for 16.67% of the total proposals.



- **Board of Directors**
  - **Sustainable Development Promotion Committee (General Convener: President)**
    - **General Management Office**
      - Corporate Governance Group
      - Society/Employee/Product Group
      - Environment Group

1.3 Identification and Analysis of Material Topics

Iron Force annually conducts Stakeholder identification and materiality assessments to identify potential risks that may cause conflicts of interest and to formulate necessary response strategies. This identification process is prioritized based on the "AA1000 Stakeholder Engagement Standard," ensuring that the handling of Stakeholder topics follows accountability, impact, and transparency. In addition, in accordance with Taiwan's "Rules Governing the Preparation and Filing of Sustainability Reports by TWSE/TPEx Listed Companies," the Company adopts the Global Reporting Initiative (GRI) Universal Standards 2021 to identify the impact levels of various sustainability topics. This not only serves as the management approach for the Sustainability Report but also allows for the inventorying of the Company's current sustainability status, the continuous promotion of relevant policy implementation, and the co-creation of value for society and the Company. To effectively track the performance of targets for Material Topics and allow sufficient time to observe sustainability trends in the industry, Iron Force conducts its materiality analysis of sustainability topics biennially. This year, the Material

Topics identified in 2024 will be maintained, and the next materiality analysis is scheduled for 2026. During this period, Iron Force will continue to utilize diverse Stakeholder communication channels to collect sustainability-related suggestions and feedback, moving towards a better sustainable future.

Materiality Analysis Process

PHASES 1-2

01 PHASE 1 Understand the Organization's Context

Collect Sustainability Topics

12

Sustainability Topics

Based on the Company's industry characteristics and internal focus topics, and with reference to GRI Standards, domestic and international sustainability trends, industry benchmarks, and peer information, common topics within the industry were identified through intersection, narrowing down to 12 sustainability topics.

02 PHASE 2 Assess Actual/Potential Impacts of Topics

Assess Significance of Impacts

32

Internal Questionnaires

Conducted via questionnaires, managers and employees involved in sustainability information operations jointly scored the 12 sustainability topics, resulting in 32 valid questionnaires recovered. The positive/negative impacts of the 12 sustainability topics on the economic, environmental, and human (including human rights) dimensions were assessed. The 'degree of positive/negative impact' and the 'likelihood of positive/negative occurrence' of each topic were multiplied and summed to obtain the total impact score for each topic.

Materiality Analysis Process

PHASES 3-4

03 PHASE 3 Establish the Prioritization of Material Topics

Material Topic Resolution

8

Material Topics

Following discussions by the Iron Force Sustainable Development Promotion Committee, a total of 8 Material Topics were identified: Economic Performance, Risk Management, Occupational Safety and Health (OSH), Climate Change Adaptation, Labor/Management Relations, Information Security and Customer Privacy, Customer Relationship Management, and Innovative Products and Technologies. This year's Sustainability Report is based on the above Material Topics, with their management approaches and performance outcomes fully disclosed in the report.

04 PHASE 4 Conduct Reporting and Disclosure

Information Reporting and Disclosure

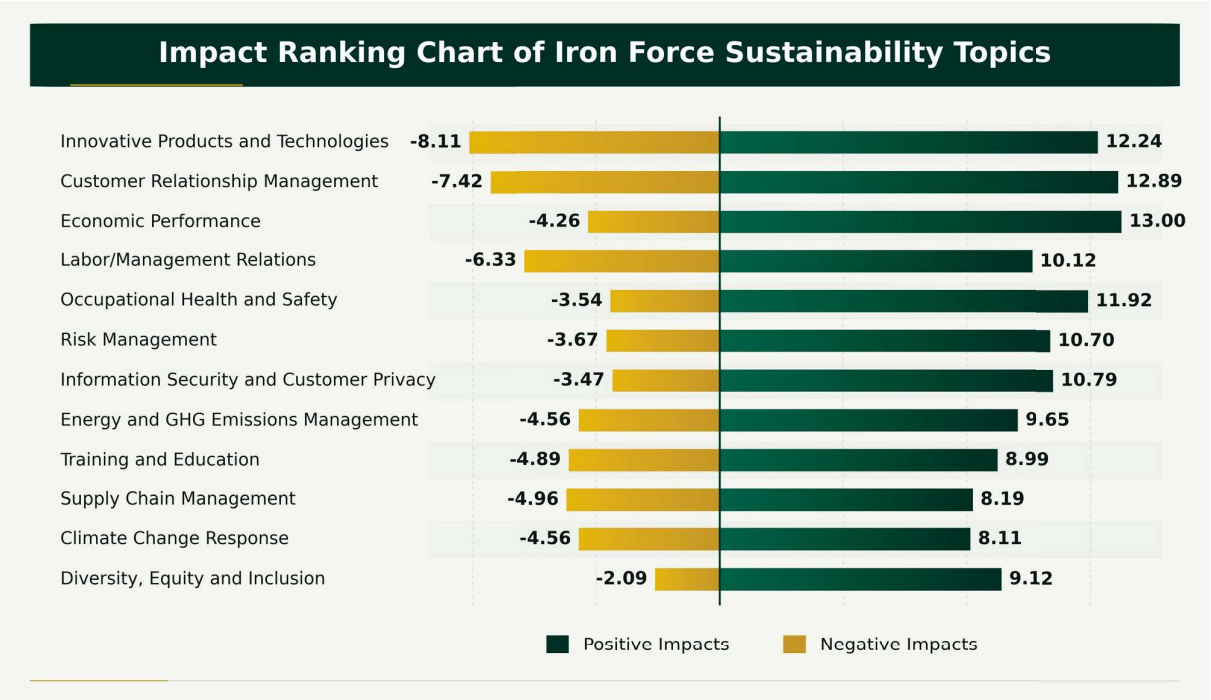
The Sustainable Development Promotion Committee establishes management systems and processes, collects information, and compiles the Sustainability Report. The committee then reviews and verifies the report to ensure that sustainability information and performance are accurately presented. Finally, the report is approved by the Board of Directors and published by August 31 of each year.

- **Phase 1: Understand the Organization's Context**
  - **Collect Sustainability Topics (12 Sustainability Topics):** Based on the Company's industry characteristics and internal focus topics, and with reference to GRI Standards, domestic and international sustainability trends, industry benchmarks, and peer information, common topics within the industry were identified through intersection, narrowing down to 12 sustainability topics.
- **Phase 2: Assess Actual/Potential Impacts of Topics**
  - **Assess Significance of Impacts (32 Internal Questionnaires):** Conducted via questionnaires, managers and employees involved in sustainability information operations jointly scored the 12 sustainability topics, resulting in 32 valid questionnaires recovered. The positive/negative impacts of the 12 sustainability topics on the economic, environmental, and human (including human rights) dimensions were assessed. The "degree of positive/negative impact" and the "likelihood of positive/negative occurrence" of each topic were multiplied and summed to obtain the total impact score for each topic.
- **Phase 3: Establish the Prioritization of Material Topics**
  - **Material Topic Resolution (8 Material Topics):** Following discussions by the Iron Force Sustainable Development Promotion Committee, a total of 8 Material Topics were identified: Economic Performance, Risk Management, Occupational Safety and Health (OSH), Climate Change Adaptation, Labor/Management Relations, Information Security and Customer Privacy, Customer Relationship Management, and Innovative Products and Technologies. This year's Sustainability Report is based on the above Material Topics, with their management approaches and performance outcomes fully disclosed in the report.
- **Phase 4: Conduct Reporting and Disclosure**
  - **Information Reporting and Disclosure:** The Sustainable Development Promotion Committee establishes management systems and processes, collects information, and compiles the Sustainability Report. The committee then reviews and verifies the report to ensure that sustainability information and performance are accurately presented. Finally, the report is approved by the Board of Directors and published by August 31 of each year.

Iron Force Sustainability Topics List

Dimension	Sustainability Topics	Evaluation Dimensions Included
Governance	Economic Performance	Investor focus / Customer focus / Corporate operational priority
	Risk Management	Investor focus / Government agency focus

Dimension	Sustainability Topics	Evaluation Dimensions Included
Environment	Climate Change Adaptation	Customer focus / Government agency focus / Peer performance actions / International sustainability ratings
	Energy and Greenhouse Gas Management	Customer focus / Government agency focus / Peer performance actions / International sustainability ratings
	Supply Chain Management	International trends / International sustainability ratings / Customer focus
Society	Occupational Safety and Health	Employee focus / Customer focus / Government agency focus / Peer performance actions
	Labor/Management Relations	Employee focus / Government agency focus / Peer performance actions
	Training and Education	Employee focus / Government agency focus / Peer performance actions
	Diversity, Equity, and Inclusion	International trends / Employee focus / Government agency focus / Peer performance actions
Product	Information Security and Customer Privacy	International trends / Customer focus / Government agency focus
	Customer Relationship Management	Customer focus / Corporate operational priority
	Innovative Products and Technologies	Customer focus / Peer performance actions / Corporate operational priority



Iron Force Material Topics List

Dimension	2025 Material Topics	Significance to Iron Force	Value Chain Impacts				Disclosure Chapter	GRI Standards Index
			Internal (Iron Force)	External Upstream (Suppliers)	External Midstream (Peers)	External Downstream (Customers)		
Governance	Economic Performance	Through sound corporate operations, increasing revenue or reducing operating expenses lowers operational risks, improves employee stability, promotes economic development, and enhances investor trust; improper business strategies resulting in operational losses may damage corporate image, lead to resource constraints, and lower investors' willingness to invest.	V	V		V	1.1 About Iron Force Industrial Co., Ltd.	GRI 201-1
Governance	Risk Management	Sound risk management can quickly stabilize operational status	V	V		V	2.3 Risk Management	Custom Topic

Dimension	2025 Material Topics	Significance to Iron Force	Value Chain Impacts				Disclosure Chapter	GRI Standards Index
			Internal (Iron Force)	External Upstream (Suppliers)	External Midstream (Peers)	External Downstream (Customers)		
		during a crisis, safeguard assets, and stabilize systems; failing to anticipate or plan for future risks may cause financial losses for the Company, and in severe cases, could lead to business interruption.						
Environment	Climate Change Adaptation	Under global trends, the Company must actively enhance its adaptability and resilience to climate change and contribute to relevant actions; failure to formulate actions in response to climate change may leave the Company unable to flexibly handle drastic changes in the external environment, ultimately leading to additional costs or lost business opportunities.	V		V	V	3.1 Climate Change Adaptation	GRI 201-2
Society	Occupational Safety and Health	Establishing a sound Environment, Safety, and Health (ESH) management system can enhance labor safety awareness, increase workplace safety, reduce the incidence of occupational accidents, increase employee care, and improve employee efficiency, thereby creating a safe and healthy workplace; failure to respond properly may elevate risks, reduce work efficiency, increase costs related to downtime and business	V	V		V	5.4 Occupational Safety and Health	GRI 403: Occupational Health and Safety

Dimension	2025 Material Topics	Significance to Iron Force	Value Chain Impacts				Disclosure Chapter	GRI Standards Index
			Internal (Iron Force)	External Upstream (Suppliers)	External Midstream (Peers)	External Downstream (Customers)		
		interruption, or increase medical expenses.						
Society	Labor/ Management Relations	By ensuring the rationality of the Company's employee management policies, promoting good and harmonious labor-management relations helps increase employee cohesion, attract and retain talent, and boost competitiveness; failure to maintain good labor-employer relations may result in labor disputes leading to talent drain and difficulties in recruiting, causing top talent to flow to competitors and decreasing the Company's competitiveness.	V		V	V	Employee Human Rights Protection, Talent Attraction and Retention	GRI 401: Employment GRI 402: Labor/Management Relations
Product	Information Security and Customer Privacy	Enhancing the information security defense network prevents the leakage of customer privacy or data, or strengthening employees' cybersecurity awareness and personal data incident response mechanisms through regular system testing and training, consolidates the security of the Company's infrastructure and elevates customer trust; failure to properly control information security risks may result in hacker attacks causing overall system crashes or leakage of critical	V			V	4.3 Information Security and Customer Privacy	GRI 418-1

Dimension	2025 Material Topics	Significance to Iron Force	Value Chain Impacts				Disclosure Chapter	GRI Standards Index
			Internal (Iron Force)	External Upstream (Suppliers)	External Midstream (Peers)	External Downstream (Customers)		
		information. Losing customer data and violating the Personal Data Protection Act may also expose the Company to litigation risks.						
Product	Customer Relationship Management	Good customer relationship management can improve customer satisfaction, enhance trust and interaction between the enterprise and customers, and further boost corporate competitiveness; lacking effective customer relationship management may lead to decreased customer satisfaction, damage corporate reputation and brand image, resulting in customer loss and impacting sales amounts and market share.	V			V	4.2 Customer Relationship Management	GRI 416: Customer Health and Safety GRI 417: Marketing and Labeling
Product	Innovative Products and Technologies	Thinking about R&D and designing new products from the perspective of customer needs helps enhance competitive advantages and brand value, increase product stability, guarantee the safety of customers and users, and strengthen the Company's product competitiveness; if products cannot continuously improve and follow industry changes, it may endanger the personal safety of product users, fail to meet customer	V		V	V	4.1 R&D and Innovation	Custom Topic

Dimension	2025 Material Topics	Significance to Iron Force	Value Chain Impacts				Disclosure Chapter	GRI Standards Index
			Internal (Iron Force)	External Upstream (Suppliers)	External Midstream (Peers)	External Downstream (Customers)		
		product requirements, impact customer orders, and fail to align with market trends.						

1.4 Stakeholder Engagement and Communication

Based on past experience and operational attributes, Iron Force Industrial Co., Ltd. selected 5 categories of stakeholders with reference to the five core principles of the AA1000 Stakeholder Engagement Standard: Employees, Customers, Suppliers, Investors, and Government Agencies. We have established transparent and smooth communication channels, hoping to understand the topics of concern to each Stakeholder, and continuously improve to meet their expectations and needs. The Company regularly reports the status of communications with stakeholders to the Board of Directors to achieve Stakeholder expectations and sustainable development goals.

stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Communication Performance
Employees	1. Compensation and Benefits 2. Talent Cultivation 3. Business Performance 4. Information Security Management	1. Regular Labor-Management Meetings	Quarterly	Held 4 labor-management meetings in 2025 to facilitate communication between labor and management, and announced the resolutions.
		2. Regular Employee Health Examinations	Annually	Arranged for employees to undergo health examinations, special health examinations, and health promotion lectures in October and November 2025.
		3. Disaster Prevention and Emergency Response Drills	Annually	Conducted 5 disaster prevention drills (2 firefighting drills, 3

stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Communication Performance
				emergency response drills) in 2025.
		4. Establish employee training classrooms and hold irregular employee education and training to enhance professional skills, operational safety, and welfare awareness.	Irregularly	Held 51 internal employee promotions and education/training sessions in 2025.
		5. Confidential Grievance System (1) Sexual harassment grievance needs (2) Employee grievance needs	Irregularly	Established a grievance hotline and mailbox according to Articles 98 and 88 of the "Work Rules" to provide timely assistance and care to employees. No relevant grievance incidents occurred in 2025.
Customers	1. Customer Service 2. Supply Chain Management 3. Regulatory Compliance	1. Regular Communication and Discussion Meetings	Daily	Real-time communication with customers through multiple channels such as phone, email, and messaging apps. In 2025, conducted on-site visits to customers or held project meetings to understand customer needs and gather market information. Monitor customer satisfaction monthly, and propose the previous year's "Customer Satisfaction Analysis Report" before the end of May each year to compile and track customer feedback.
		2. Customer Satisfaction Monitoring	Daily/ Monthly	
Suppliers	1. Sustainable Development Strategy	1. Review Reports or Meetings	Quarterly	Real-time communication with

stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Communication Performance
	2. Business Performance 3. Innovation Management			suppliers through multiple channels such as phone, email, and messaging apps. The Company has formulated the "Supplier Management Procedures" to conduct on-site supplier evaluations to continuously improve product quality management, pricing, and delivery times. In 2025, completed annual audits of raw material and processing suppliers, and conducted workplace safety and environmental protection advocacy and surveys through supplier ESH questionnaires.
		2. ESH-related Management Briefings	Irregularly	
Investors	1. Sustainable Development Strategy 2. Business Performance 3. Risk Management	1. Shareholders' Meeting	Annually	Held the Annual General Shareholders' Meeting on May 29, 2025. Held 4 Institutional Investor Conferences in 2025 to report the Company's operational results. Held 10 scheduled company interview meetings in 2025 to explain the Company's operational status directly to investors or institutional investors in real-time. Regularly update the Company's website, including financial statements. Established an investor contact window on the Company's website

stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Communication Performance
				to provide operational-related information.
		2. Institutional Investor Conferences	Quarterly	
		3. Announcements on Market Observation Post System (MOPS)	Irregularly	
		4. Announcements on Company Website	Irregularly	
Government Agencies	1. Occupational Safety and Health 2. Ecological Conservation 3. Environmental Management	1. Regulatory Public Hearings and Discussion Seminars Held by Competent Authorities	Irregularly	Declare relevant data regarding environmental protection and OSH in accordance with legal regulations. ESH goals, performance indicators, improvement methods, and international certifications have been disclosed in the Annual Report and on the Company's website. Attended 10 relevant meetings held by competent authorities in 2025 (such as regulatory briefings, seminars, symposiums, etc.). Received no environmental regulatory penalty incidents in 2025. Held 4 Occupational Safety and Health Committee meetings in 2025 to regularly review whether there are any regulatory violation issues, as well as statistical reports on occupational safety, health, and environmental protection.
		2. Pass Various International Certifications for ESH and Quality	Irregularly	

stakeholders	Topics of Concern	Communication Channels	Communication Frequency	Communication Performance
Government Agencies	1. Occupational Safety and Health 2. Ecological Conservation 3. Environmental Management	3. Formulate various control procedures for wastewater, waste oil, air pollution, and hazardous substances in accordance with laws and regulations	Irregularly	

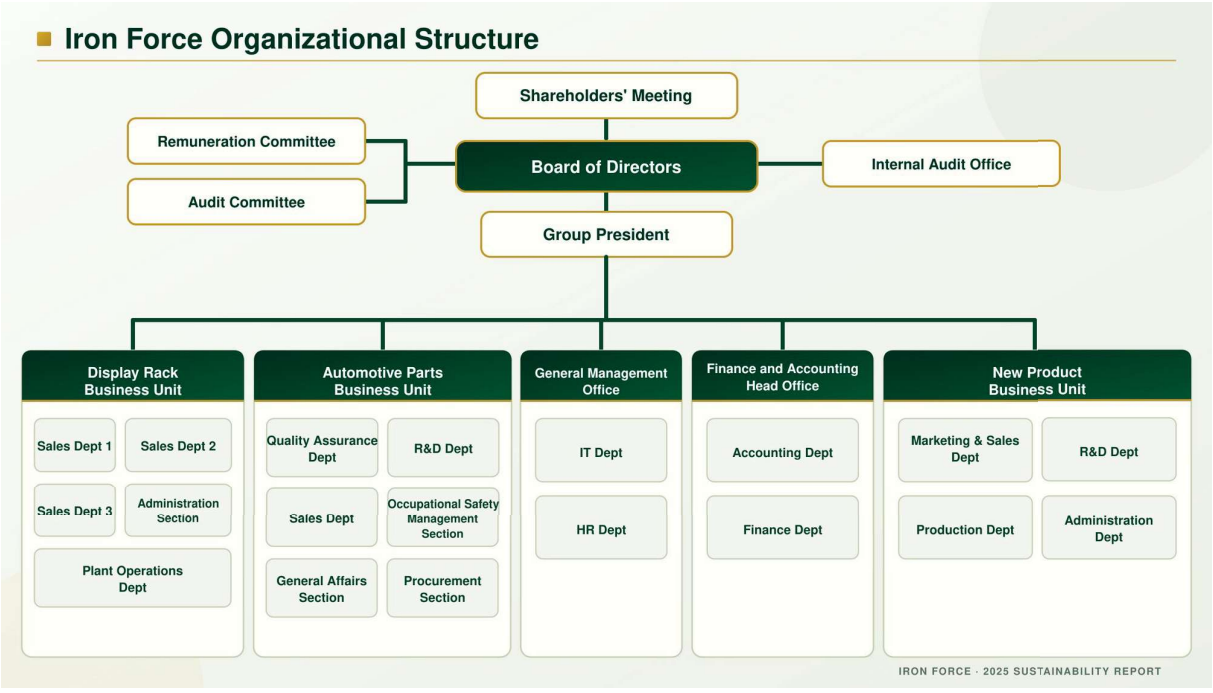
Chapter 2 Robust Corporate Operations

2.1 Corporate Governance

2.1.1 Corporate Structure and Board Composition

Iron Force views sustainable operations as its core and focuses on enhancing the effectiveness of corporate governance. As a company listed on the Taiwan Stock Exchange (TWSE), we strictly adhere to the corporate governance framework established by the Securities and Exchange Act. The Shareholders' Meeting is the Company's highest decision-making body, responsible for resolving major matters. The Board of Directors is the highest business execution body, overseeing the Company's operations and the execution of significant decisions. The President, as the highest-ranking executive of the Company, is responsible for formulating the Company's goals and policies, supervising their implementation, and proposing improvement plans.

To effectively manage the Company's business, Iron Force has established several core business units, including the Display Rack Business Unit, Automotive Parts Business Unit, General Management Office, Finance and Accounting Head Office, and New Product Business Unit. These are further subdivided into various departments responsible for daily operational matters.



- **Shareholders' Meeting**
  - **Board of Directors**
    - Remuneration Committee
    - Audit Committee
    - Internal Audit Office
    - **Group President**
      - **Display Rack Business Unit**
        - Sales Dept 1
        - Sales Dept 2
        - Sales Dept 3
        - Administration Section
        - Plant Operations Dept
      - **Automotive Parts Business Unit**
        - Quality Assurance Dept
        - R&D Dept
        - Sales Dept
        - Occupational Safety Management Section
        - General Affairs Section
        - Procurement Section
      - **General Management Office**
        - IT Dept
        - HR Dept
      - **Finance and Accounting Head Office**
        - Accounting Dept
        - Finance Dept
      - **New Product Business Unit**
        - Marketing & Sales Dept
        - R&D Dept
        - Production Dept
        - Administration Dept

The Company complies with Article 20 of the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and has formulated a diversity policy for Board members to ensure the implementation of corporate governance, enhance the functions of the Board of Directors, and perfect the Board's structure. The Board formulates appropriate diversity guidelines based on the Company's operational models and needs, and therefore the selection of Board members has gradually trended toward diversity. Through diverse recruitment experiences, we have attracted talent with different professional backgrounds, professional skills, and industry experience to continuously strengthen corporate governance and operational synergy.

The Company's current Board of Directors consists of 9 seats, comprising 6 General Directors and 3 Independent Directors, with 2 female Directors, accounting for 22%. The members of the Board include professionals in fields such as improving the intelligence of production processes, rich knowledge in automotive component manufacturing, legal knowledge, CPA qualifications, and Environment, Safety, and Health (ESH). Every Director has extensive experience in the industry, and it is expected that when the Company formulates business directions, different strategic aspects can be comprehensively considered by incorporating the background knowledge of different members. In 2025, Iron Force held a total of 6 Board meetings with an average attendance rate of 100%, fully demonstrating the high level of participation of Directors in corporate governance. To allow shareholders to understand the Company's financial status and operational outlook, Iron Force also holds at least 1 institutional investor conference annually in accordance with the law. In 2025, a total of 4 institutional investor conferences were held to strengthen communication with investors.

The Company encourages Board members to pursue continuous education and enhance their professional capabilities and literacy, become more familiar with current industry and regulatory changes, and master and apply the latest management strategies to expand their corporate governance horizons and cultivate their judgment and sensitivity to the overall market environment. This year, Board members underwent continuing education by participating in training courses, seminars, forums, etc. In 2025, the total training hours for all Directors amounted to 54 hours, complying with the statutory limits for training hours.

2025 Board of Directors Training Status:

Director Name	Organizing Entity	Course Title	Training Hours (Hours)	Total Training Hours (Hours)
Cheng-Yi Huang (Institutional Director Representative / Chairman)	Taiwan Project Management Association	Board of Directors vs. Management Team	3.0	6.0
	Securities and Futures Institute (SFI)	2025 Insider Trading Prevention Advocacy Session	3.0	

Director Name	Organizing Entity	Course Title	Training Hours (Hours)	Total Training Hours (Hours)
Cheng-Chung Huang (Director)	Taiwan Corporate Governance Association (TCGA)	Grasping the Keys to Industrial Holding and Group Operations	3.0	6.0
	Taipei Exchange (TPEx)	Practicing Sustainable Development through the TPEx Market_General Principles	3.0	
Yung-Tu Wei (Institutional Director Representative)	Taiwan Corporate Governance Association (TCGA)	Creating a New Era of Sustainability Seminar	2.0	6.0
	Taiwan Corporate Governance Association (TCGA)	Management Accounting and ESG Innovation	1.0	
	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum - Corporate Response Strategies to US Tariff Policies and Supply Chain Restructuring	3.0	
Yi-Fan Huang (Institutional Director Representative)	Taiwan Project Management Association	System Operation and Evaluation of Project Performance Management in Corporate Governance	3.0	6.0
	Taiwan Project Management Association	Industry Analysis and Corporate Diagnosis	3.0	
Yi-Yang Huang (Institutional Director Representative)	Taiwan Corporate Governance Association (TCGA)	Digital Finance Revolution: Principles of Stablecoins and Development Trends of Blockchain Virtual Assets	3.0	6.0
	Taiwan Corporate Governance Association (TCGA)	Legal Liability Analysis for False Sustainability Information Disclosure (Greenwashing)	3.0	
Chin-Neng Lin (Institutional Director Representative)	Taipei Exchange (TPEx)	Practicing Sustainable Development through the TPEx Market Course	3.0	6.0
	Securities and Futures Institute (SFI)	2025 Insider Trading Prevention Advocacy Session	3.0	

Director Name	Organizing Entity	Course Title	Training Hours (Hours)	Total Training Hours (Hours)
Su-Huan Wu (Independent Director)	Computer Audit Association, R.O.C.	Technology Risk Development Trends in the Cloud Generation	6.0	6.0
Ying-Ling Chang (Independent Director)	Taiwan Corporate Governance Association (TCGA)	Corporate Governance Officer and Meeting Management	3.0	6.0
	Taiwan Corporate Governance Association (TCGA)	Corporate Governance, Organizational Culture, and Corporate Sustainability	3.0	
Kuo-An Chen (Independent Director)	Securities and Futures Institute (SFI)	2025 Insider Trading Prevention Advocacy Session	3.0	6.0
	Taiwan Corporate Governance Association (TCGA)	Digital Finance Revolution: Principles of Stablecoins and Development Trends of Blockchain Virtual Assets	3.0	

Board Members and Backgrounds

Title	Director Name	Gender	Age	Election Date	Term	Major Education	Other Important Experience and Positions
Chairman	Meng-Ching Investment Co., Ltd.	Institutional Director					
	Institutional Director Rep: Cheng-Yi Huang	Male	71-80	2024/06/21	3 Years	Christ's College Taipei (CCT)	Founder, Iron Force Industrial Co., Ltd. Chairman, Iron Force Industrial Co., Ltd. Chairman, Fan-Yang Investment Co., Ltd. Director, Han-Te Co., Ltd. Director, Yang-Fan Investment Co., Ltd. Chairman, Meng-Ching Investment Co., Ltd. Chairman, Transtat Investment Ltd.

Title	Director Name	Gender	Age	Election Date	Term	Major Education	Other Important Experience and Positions
							Chairman, Zhejiang Iron Force Metal Products Co., Ltd. Chairman, Huzhou Iron Force Metal Products Co., Ltd. Responsible Person, Cortec GmbH
Director	Cheng-Chung Huang	Male	71-80	2024/06/21	3 Years	The World College of Journalism	Sales Manager, Iron Force Industrial Co., Ltd. President, Iron Force Industrial Co., Ltd. Chairman, Cheng-Yu Investment Co., Ltd. Director, Han-Te Co., Ltd. Director, Meng-Ching Investment Co., Ltd. Director, Transtat Investment Ltd. Director, Zhejiang Iron Force Metal Products Co., Ltd. Director, Huzhou Iron Force Metal Products Co., Ltd.
Director	Meng-Ching Investment Co., Ltd.	Institutional Director					
	Institutional Director Rep: Chin-Neng Lin	Male	61-70	2024/06/21	3 Years	MBA, National Taiwan University	General Manager, Huzhou Iron Force Metal Products Co., Ltd. Vice President, Ruentex Industries Ltd. Director, QST International Corp. Supervisor, Frontec Industrial Co., Ltd. Chairman, Chi-Ke International Investment Co., Ltd.
Director	Ever-Diligence Enterprise Co., Ltd.	Institutional Director					
	Institutional Director Rep: Yung-Tu Wei	Male	81-90	2024/06/21	3 Years	MBA, University of Georgia (USA)	Responsible Person, Wei Yung-Tu CPA Firm

Title	Director Name	Gender	Age	Election Date	Term	Major Education	Other Important Experience and Positions
							President, Deloitte & Touche Chairman, Ever-Diligence Enterprise Co., Ltd. Independent Director, Audit Committee Member, Remuneration Committee Member, Cathay Financial Holding Co., Ltd. (Subsidiary) Independent Director, Cathay Securities Corporation (Subsidiary) Independent Director, Cathay United Bank Institutional Director Rep, Chilisin Electronics Corp. Director, Vanguard International Semiconductor Corporation Institutional Director Rep, MiTAC Holdings Corporation Independent Director, Audit Committee Member, Remuneration Committee Member, Taita Chemical Company, Limited Independent Director, Audit Committee Member, Remuneration Committee Member, Far Eastern Department Stores Ltd.
Director	Yi-Yang Investment Co., Ltd.	Institutional Director					
	Institutional Director Rep: Yi-Yang Huang	Male	31-40	2024/06/21	3 Years	The University of Hawaii, Dept. of Communicology	Project Manager, Chairman's Office, Iron Force Industrial Co., Ltd. Associate Vice President, Taiwan Display Rack Business Unit, Iron Force Industrial Co., Ltd. Director, Cheng-Yi Investment Co., Ltd. Director, Fan-Yang Investment Co., Ltd.

Title	Director Name	Gender	Age	Election Date	Term	Major Education	Other Important Experience and Positions
							Director, Yang-Fan Investment Co., Ltd. Director, Chih-Ming Investment Co., Ltd. Director, Yi-Yang Investment Co., Ltd.
Director	Yi-Fan Investment Co., Ltd.	Institutional Director					
	Institutional Director Rep: Yi-Fan Huang	Male	41-50	2024/06/21	3 Years	Century College	Director, Cheng-Yi Investment Co., Ltd. Director, Fan-Yang Investment Co., Ltd. Director, Yang-Fan Investment Co., Ltd. Director, Chih-Ming Investment Co., Ltd. Director, Yi-Yang Investment Co., Ltd.
Independent Director	Su-Huan Wu	Female	51-60	2024/06/21	3 Years	EMBA, National Taiwan University Dept. of Accounting, Tunghai University	Partner, PwC Taiwan Executive Director, PwC Consulting Co., Ltd. Special Assistant to the Chairman, Merry Monarc Group President, Non-Ferrous Original Co., Ltd. Chairman and President, Suzhou SCC Pharmaceutical Co., Ltd.
Independent Director	Ying-Ling Chang	Female	61-70	2024/06/21	3 Years	Dept. of International Trade, Ming Chuan College	Sales Specialist, Iron Force Industrial Co., Ltd. Sales Manager, Iron Force Industrial Co., Ltd. Vice President, Taiwan Display Rack Business Unit, Iron Force Industrial Co., Ltd.
Independent Director	Kuo-An Chen	Male	51-60	2024/06/21	3 Years	Graduate Institute of Management, Tunghai University	Vice President, Capital Markets Dept., Waterland Securities Co., Ltd. Vice President, Waterland Venture Capital Co., Ltd.

2.1.2 Nomination and Selection of Board Members

According to the Company's Articles of Incorporation, the Board of Directors shall consist of seven to nine members, and the term of each Director is three years. The nomination of Directors adopts a candidate nomination system, and Directors are elected by shareholders from the list of candidates based on the single open ballot, cumulative voting method. Elected Directors may be re-elected for successive terms. Among the Director seats, there must be no fewer than two Independent Directors, and they must not account for less than one-fifth of the total Director seats. The professional qualifications, shareholding, concurrent position restrictions, nomination and election methods, exercise of duties, and other relevant matters of Independent Directors shall be handled in accordance with the relevant regulations of the competent securities authority.

Furthermore, according to the Articles of Incorporation, the Board is composed of Directors and requires the attendance of more than two-thirds of the Directors and the consent of a majority of the attending Directors to elect a Chairman among themselves in accordance with the law. The Chairman internally presides over the shareholders' meeting and the Board of Directors and externally represents the Company. Currently, Mr. Cheng-Yi Huang serves as the Chairman of the Company, and Mr. Cheng-Chung Huang serves as the President.

To avoid conflicts of interest, the Company's "Rules of Procedure for Board of Directors Meetings" clearly stipulates a system for the recusal of Directors in case of conflicts of interest: If a Director or the legal entity the Director represents has a personal interest in the matters discussed at the meeting, the Director shall explain the important content of their interest at that Board meeting. If there is a risk of harming the Company's interests, the Director may not participate in the discussion and voting, shall recuse themselves during the discussion and voting, and may not exercise voting rights as a proxy for another Director. If the spouse, a blood relative within the second degree of kinship of a Director, or a company with a controlling and subordinate relationship with a Director has a personal interest in the matters discussed at the aforementioned meeting, the Director is deemed to have a personal interest in that matter.

2.1.3 Functional Committees

To strengthen corporate governance and to ensure that significant proposals for the Board of Directors can be effectively discussed or subjected to conflict of interest recusal, the Company has established an Audit Committee and a Remuneration Committee to enhance the functions of the Board. The functions and composition of each functional committee are listed in the table below.

Functions and Composition of Functional Committees

Functional Committee	Main Responsibilities and Supervisory Items	Composition
Audit Committee	This Committee convenes at least once a quarter and may convene meetings at any time as needed.	This Committee is composed of all Independent Directors, numbering not fewer than three

Functional Committee	Main Responsibilities and Supervisory Items	Composition
	The operation of the Audit Committee is primarily purposed for the supervision of the following matters: (1) Fair presentation of the Company's financial statements. (2) The hiring (dismissal), independence, and performance of CPAs. (3) The effective implementation of the Company's internal control. (4) The Company's compliance with relevant laws and regulations. (5) Management and control of the Company's existing or potential risks. Through professional supervision and evaluation, the Audit Committee ensures that the Company's operations comply with regulatory requirements, safeguards investors' interests, and provides valuable financial reports and management opinions.	persons, one of whom shall be the convener, and at least one of whom shall have accounting or financial expertise. In 2025, 6 meetings were held, with a 100% attendance rate.
Remuneration Committee	The function of the Company's Remuneration Committee is to professionally and objectively evaluate the remuneration policies and systems for the Directors and Managers of the Company. It meets at least twice a year and may convene meetings at any time as needed to provide recommendations to the Board of Directors for its decision-making reference. The duties of the Iron Force Remuneration Committee include the following: (1) Periodically reviewing this Charter and proposing recommendations for amendments. (2) Establishing and periodically reviewing the annual and long-term performance targets and the remuneration policies, systems, standards, and structures for the Directors and Managers of the Company.	This Committee consists of 3 Independent Directors. In 2025, 3 meetings were held, with a 100% attendance rate.

Functional Committee	Main Responsibilities and Supervisory Items	Composition
	(3) Periodically evaluating the performance target achievement of the Company's Directors and Managers and determining the content and amount of their individual remuneration. The Remuneration Committee shall exercise the due care of a good administrator to fulfill these duties to ensure that the remuneration system for Directors and Managers is fair, reasonable, and aligned with their performance. The recommendations it proposes will be submitted to the Board of Directors for discussion to promote the transparency and fairness of the remuneration system.	

2.1.4 Performance Evaluation

To implement corporate governance and enhance the functions of the Company's Board of Directors, we have established performance goals for the Board to increase its operational efficiency. According to the "Board of Directors Performance Evaluation Guidelines," the Board shall conduct an internal Board performance evaluation annually based on the evaluation procedures and indicators in the relevant guidelines, and the Board must complete the self-assessment process before the end of the first quarter of the following year.

In the self-assessment process, the Chairman fills out the "Self-Assessment Questionnaire of Board Performance Evaluation," while other Directors fill out the "Self-Assessment Questionnaire of Board Member Performance Evaluation." These questionnaires are used to collect information related to Board activities. Finally, the coordinating executive unit uniformly collects the data, records the evaluation results report based on the scoring standards of the evaluation indicators, and submits it to the Board of Directors for review and improvement.

According to this year's self-assessment results of the Board's performance evaluation and the self-assessment results of the Board members' performance evaluation, the scores were all above 4.9, indicating good performance. An external third-party unit compiled the self-assessments of each Director, visited the Company, and conducted interviews with the Chairman and Independent Directors. After the evaluation, it was confirmed that the Company's Board of Directors has formulated relevant policies and processes for the Board's operation in various aspects according to relevant laws and domestic corporate governance indicators, and is simultaneously composed of Directors with relevant professional capabilities. The evaluation concluded that the functions of the Board and various functional committees operate effectively, giving an evaluation result of

"Excellent." These evaluation results will serve as the basis for our continuous improvement to enhance the operational effectiveness of the Board of Directors.

Self-Assessment Results of Board Performance Evaluation

Type	Evaluation Dimension	Number of Questions	Weight	Average Score	Total Average Score
Internal Evaluation	A. Degree of participation in the Company's operations	10	26%	4.7	4.9
	B. Improvement in the quality of Board decision-making	10	26%	5.0	
	C. Composition and structure of the Board	7	18%	4.7	
	D. Election and continuing education of Directors	6	15%	5.0	
	E. Internal control	6	15%	5.0	
	Total	39	100%	-	-

Self-Assessment Questionnaire Results of Board Member Performance Evaluation

Type	Evaluation Dimension	Number of Questions	Weight	Single Item Statistics	Total Average Score
Internal Evaluation	A. Grasp of the Company's goals and missions	3	13%	4.9	4.8
	B. Understanding of Director's duties	3	14%	4.9	
	C. Degree of participation in the Company's operations	8	36%	4.8	
	D. Internal relationship management and communication	2	9%	4.7	
	E. Professionalism and continuing education of Directors	3	14%	4.6	

Type	Evaluation Dimension	Number of Questions	Weight	Single Item Statistics	Total Average Score
Internal Evaluation	F. Internal control	3	14%	4.8	4.8
	Total	22	100%	-	-

2.1.5 Remuneration Policy

The Company refers to industry standards when conducting performance evaluations and remuneration decision-making for Directors and Managers. The remuneration of Directors is determined based on their level of participation and contribution, taking into account the standards of peers in the listed automotive industry. If the Company makes a profit, no more than 5% is allocated as Director remuneration in accordance with the Articles of Incorporation, provided that Independent Directors do not participate in the distribution. Manager remuneration is set according to salary guidelines, considering annual business performance, financial status, and personal performance, and no less than 0.5% of the profit is allocated as employee remuneration.

The performance appraisal and reasonableness of remuneration for Directors and Managers are regularly reviewed by the Remuneration Committee and the Board of Directors annually, taking into account the Company's overall operational performance, industry risks, and development trends. The remuneration distribution for 2025 was deliberated by the Remuneration Committee and resolved by the Board of Directors.

Employee salary evaluations comprehensively consider responsibilities, time invested, goal achievement, and other job performances, while referring to historical remuneration standards. The reasonable correlation between individual performance and corporate performance, the achievement of the Company's short-term and long-term goals, and financial status are all taken into consideration.

The above remuneration setting procedures ensure the reasonableness of performance evaluation and remuneration decision-making, and emphasize the regular review and transparency of the salary system.

Remuneration Policy

Directors	Managers
The remuneration for Directors performing their duties is negotiated based on the individual Director's degree of participation and contribution value, with reference to listed automotive industry peers. Additionally, if the Company makes a profit in that year, no more than 5% shall be allocated as Director remuneration in accordance with Article 20 of the	The remuneration of the Company's Managers expressly specifies various job allowances and bonuses according to the salary guidelines to express appreciation and reward employees for their hard work. Relevant bonuses are also granted based on the Company's annual business performance, financial status, operational conditions, and

Directors	Managers
Company's Articles of Incorporation. Independent Directors do not participate in the distribution of Director remuneration. The Company periodically evaluates Directors' remuneration, which includes both fixed and variable portions, in accordance with the "Board of Directors Performance Evaluation Guidelines" and the "Guidelines for the Payment of Remuneration to Directors and Functional Committee Members." The fixed portion considers the remuneration for Directors and Independent Directors discussing issues and attending meetings; the variable portion applies only to General Directors and is set linked to the Group company's annual profit percentage. The relevant performance appraisals and reasonableness of remuneration are all reviewed by the Remuneration Committee and the Board of Directors.	individual job performance. Additionally, if the Company makes a profit in that year, in accordance with Article 20 of the Company's Articles of Incorporation, no less than 0.5% of the profit shall be allocated as employee remuneration in addition to the year-end bonus. The Company executes performance evaluations based on the "Performance Bonus Issuance Guidelines" formulated and approved by the Remuneration Committee, which serves as the reference basis for issuing Managers' performance bonuses. Manager performance evaluation items are divided into: ● Financial Indicators: At the beginning of each year, the annual operating revenue and profit indicator thresholds for each business unit are set. Subsequently, based on the Company's management income statements, the actual operating revenue and profit amounts achieved by each business unit are considered with reference to the aforementioned indicators as the basis of consideration. ● Non-Financial Indicators: At the beginning of each year, non-financial annual goals other than revenue/profit are simultaneously set. The scope covers various dimensional indicators such as internal management, employee learning and growth, organizational optimization, customer satisfaction, and sustainable operations, and the completed items and scores are reviewed at the end of the year. The performance bonuses for Managers are issued by combining the achievement of the above financial and non-financial indicators, in accordance with the "Performance Bonus Issuance Guidelines."

2.1.6 Sustainability Governance

The Board of Directors is the Company's highest governance body. In addition to executing business in accordance with laws, the Articles of Incorporation, and resolutions of the shareholders' meeting, the Company's

annual and semi-annual financial reports, the evaluation of the effectiveness of the internal control system, the appointment and dismissal of CPAs, the appointment and dismissal of Managers, and strategic plans must also be approved by the Board of Directors. The Board holds multiple regular and interim meetings each year to discuss economic, environmental, and social issues related to the Company's operations, and authorizes the Chairman to handle them through hierarchical delegation or directly assign relevant units to handle them.

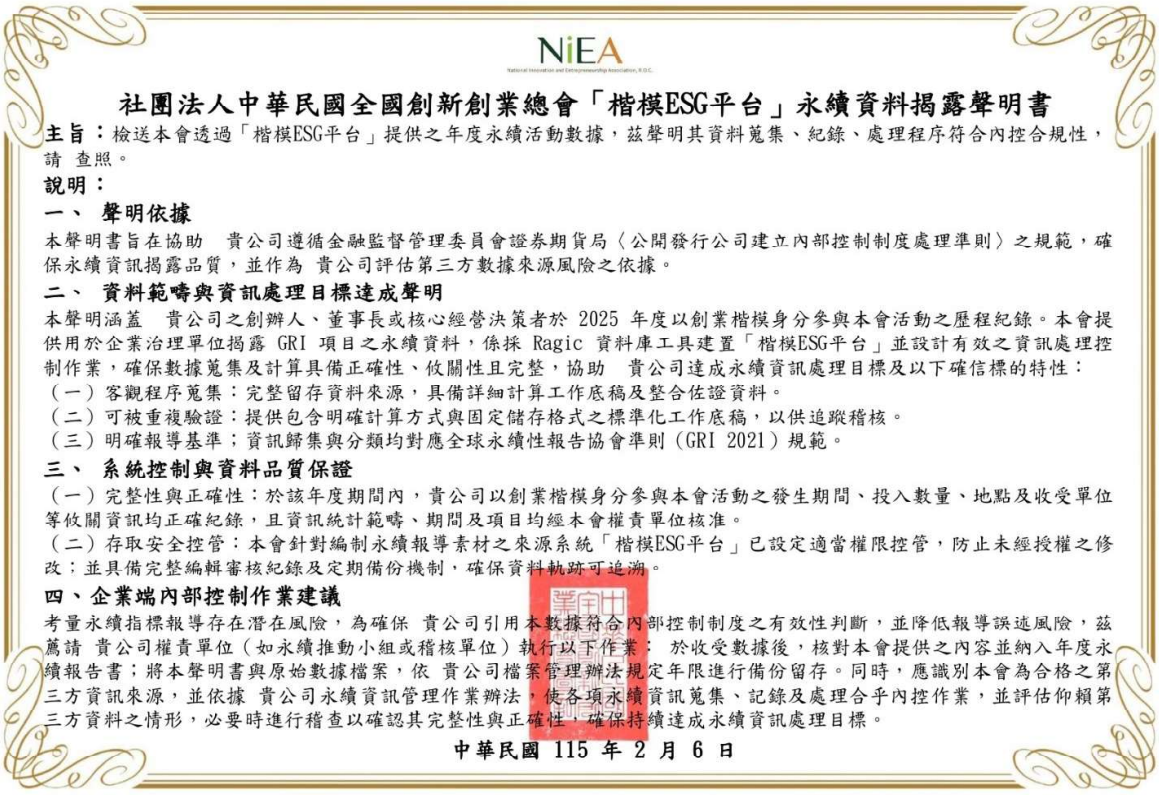
To promote the Company's sustainable development and advance related policies, Iron Force established the "Sustainable Development Promotion Committee" in 2024 as a dedicated unit. The committee is chaired by the President as the General Convener, with the General Management Office acting as the executing unit, responsible for integrating and advancing matters related to the Company's sustainable development. Under the Sustainable Development Promotion Committee, three working groups are established: "Corporate Governance," "Society/Employee/Product," and "Environment." The members consist of supervisors and staff appointed from various departments to effectively integrate resources and implement sustainability strategies into the execution of each department. These groups bring together talent with diverse backgrounds, professional knowledge, and experience. In the future, the Sustainable Development Promotion Committee is expected to report to the Board of Directors at least once a year on sustainability strategies and project execution effectiveness.

2025 Board of Directors Reports and Proposals Related to Promoting Sustainable Development

Date	Board of Directors Report Proposal
2025/08/01 The 9th Meeting of the 18th Board of Directors	1. To comply with the regulations of the competent authorities and convey the Company's long-term commitment and actions in prioritizing all aspects of Environmental, Social, and Governance (ESG), the Company followed the GRI Standards issued by the Global Reporting Initiative (GRI), sector disclosures, and referenced other applicable standards based on industry characteristics to complete the compilation of the "2024 Sustainability Report." 2. Progress report on the schedule for the Group's (including subsidiaries) greenhouse gas inventory and verification disclosures.
2025/12/12 The 11th Meeting of the 18th Board of Directors	1. The Company established a dedicated unit responsible for promoting and executing the ethical corporate management policy, information security management system, and intellectual property management plan, detailed as follows: Ethical Corporate Management Policy: Promote the ethical corporate management policy in accordance with the Company's "Procedures for Ethical Management and Guidelines for Conduct," designating the General Management Office as the dedicated unit to regularly report

Date	Board of Directors Report Proposal
	the execution status of ethical corporate management to the Board of Directors. 2. Information Security Management System: Promote the information security management system in accordance with the Company's "Information Security Management Procedures," establish an information security committee, and regularly review information security policies. The General Management Office is designated as the dedicated unit and regularly reports the execution status of information security policies to the Board of Directors. 3. Intellectual Property Management Plan: In accordance with the provisions of Article 37-2 of the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies," the Company actively implements the management, application, and protection of intellectual property. The General Management Office is designated as the dedicated unit to regularly report the execution status of intellectual property management to the Board of Directors.

To perfect sustainability performance information management, the Company's course of participation and sustainability data in the activities of the "National Innovation and Entrepreneurship Association, R.O.C." in 2025 have been incorporated into the "Role Model ESG Platform" by the association. The platform declares that it follows the "Regulations Governing Establishment of Internal Control Systems by Public Companies," and its information collection and classification correspond to the Global Reporting Initiative (GRI 2021) Standards. Based on the Sustainability Data Disclosure Declaration issued by the association, it ensures that the collection and processing of relevant data possess objective procedures and traceability. The Company also retains this declaration and the original data files as the basis for risk evaluation of third-party data sources.



NiEA

社團法人中華民國全國創新創業總會「楷模ESG平台」永續資料揭露聲明書

主旨：檢送本會透過「楷模ESG平台」提供之年度永續活動數據，茲聲明其資料蒐集、紀錄、處理程序符合內控合規性，請 查照。

說明：

一、 聲明依據

本聲明書旨在協助 貴公司遵循金融監督管理委員會證券期貨局〈公開發行公司建立內部控制制度處理準則〉之規範，確保永續資訊揭露品質，並作為 貴公司評估第三方數據來源風險之依據。

二、 資料範疇與資訊處理目標達成聲明

本聲明涵蓋 貴公司之創辦人、董事長或核心經營決策者於 2025 年度以創業楷模身分參與本會活動之歷程紀錄。本會提供用於企業治理單位揭露 GRI 項目之永續資料，係採 Ragic 資料庫工具建置「楷模ESG平台」並設計有效之資訊處理控制作業，確保數據蒐集及計算具備正確性、攸關性且完整，協助 貴公司達成永續資訊處理目標及以下確信標的特性：

（一）客觀程序蒐集：完整留存資料來源，具備詳細計算工作底稿及整合佐證資料。

（二）可被重複驗證：提供包含明確計算方式與固定儲存格式之標準化工作底稿，以供追蹤稽核。

（三）明確報導基準：資訊歸集與分類均對應全球永續性報告協會準則（GRI 2021）規範。

三、 系統控制與資料品質保證

（一）完整性與正確性：於該年度期間內，貴公司以創業楷模身分參與本會活動之發生期間、投入數量、地點及收受單位等攸關資訊均正確紀錄，且資訊統計範疇、期間及項目均經本會權責單位核准。

（二）存取安全控管：本會針對編制永續報導素材之來源系統「楷模ESG平台」已設定適當權限控管，防止未經授權之修改；並具備完整編輯審核紀錄及定期備份機制，確保資料軌跡可追溯。

四、企業端內部控制作業建議

考量永續指標報導存在潛在風險，為確保 貴公司引用本數據符合內部控制制度之有效性判斷，並降低報導誤述風險，茲薦請 貴公司權責單位（如永續推動小組或稽核單位）執行以下作業： 於收受數據後，核對本會提供之內容並納入年度永續報告書；將本聲明書與原始數據檔案，依 貴公司檔案管理辦法規定年限進行備份留存。同時，應識別本會為合格之第三方資訊來源，並依據 貴公司永續資訊管理作業辦法，使各項永續資訊蒐集、記錄及處理合乎內控作業，並評估仰賴第三方資料之情形，必要時進行稽查以確認其完整性與正確性，確保持續達成永續資訊處理目標。

中華民國 115 年 2 月 6 日

2.2 Ethics and Integrity

2.2.1 Anti-Corruption Communication and Training

The Company engages in commercial activities based on the principles of fairness, honesty, trustworthiness, and transparency. To implement the ethical corporate management policy and actively prevent unethical conduct, we have formulated the "Procedures for Ethical Management and Guidelines for Conduct" based on the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies" and the relevant laws and regulations of the jurisdictions where the Company and its Group enterprises and organizations operate, specifically prescribing matters that Company personnel should pay attention to when executing business. In addition, we formulated "Procedures for Handling Material Inside Information and Preventing Insider Trading" and "Transactions with Group Enterprises, Specified Companies, and Related Parties" to establish effective accounting and internal control systems, utilizing internal auditors for regular audits and periodic reviews of audit reports to ensure that the design and execution of the systems remain continuously effective.

Iron Force designated the General Management Office as the dedicated unit, allocating sufficient resources and competent personnel to manage relevant affairs, primarily in charge of the following matters:

- Assisting in integrating ethics and moral values into the Company's business strategies and formulating relevant anti-fraud measures to ensure compliance with laws and systems.
- Regularly analyzing and evaluating the risks of unethical conduct within the scope of business operations, and accordingly formulating a program to prevent unethical conduct, prescribing standard operating procedures and guidelines for conduct for related business tasks within each program.
- Planning internal organization, structure, and duties, establishing mutual supervision and checks-and-balances mechanisms for operational activities with a higher risk of unethical conduct within the business scope.
- Promoting and coordinating advocacy and training for the ethical management policy.
- Planning a whistleblowing system and ensuring the effectiveness of its execution.
- Assisting the Board of Directors and management in auditing and evaluating whether the preventive measures established for implementing ethical corporate management are operating effectively, periodically evaluating compliance regarding relevant business processes, and preparing reports.
- Preparing and properly preserving documented information such as the ethical corporate management policy, its compliance declaration, commitment to implementation, and execution status.

The General Management Office reports the implementation status of ethical corporate management to the Board of Directors at least once a year. This year, the execution status was reported to the Board of Directors on December 12, 2025.

Iron Force actively communicates with internal employees and suppliers to convey the importance of anti-corruption. To emphasize integrity at work and prevent illegal acts such as receiving or offering bribes, all new employees are required to sign the "Employee Integrity and Self-Discipline Commitment" upon joining. This year, a total of 41 people completed the signing, with a completion rate of 78.8%; to ensure procurement quality and prevent occupational crimes and other improper behaviors, all new suppliers must sign the "Supplier Integrity Commitment." This year, 7 newly added suppliers all completed the signing, achieving a 100% signing rate. Moreover, the suppliers conducting transactions this year have integrated the commitment with their contracts at the time of signing, also achieving a 100% signing rate. Iron Force builds a transparent and ethical trading environment with corporate partners. In the future, we will continue to conduct anti-corruption advocacy with Company members and suppliers to continuously elevate the anti-corruption awareness of corporate partners.

Percentage of Anti-Corruption Communication for Internal Employees in 2025

Number of Employees Who Received Anti-Corruption Communication	Total Number of Employees	Percentage of Employees Who Received Anti-Corruption Communication
328	466	70.39%

Note: Foreign colleagues have not yet signed the "Employee Integrity and Self-Discipline Commitment," so the anti-corruption communication ratio has not reached 100%.

Percentage of Anti-Corruption Communication for New Business Partners in 2025

Business Partners	Number of Entities That Received Anti-Corruption Communication	Total Number of Entities in This Category	Percentage of Entities That Received Anti-Corruption Communication
Suppliers	7	7	100%

2.2.2 Ethical Corporate Management Policy

In the future, before establishing commercial relations with suppliers, customers, and other business counterparties, the Company will follow the provisions of the "Procedures for Ethical Management and Guidelines for Conduct" passed by the Iron Force Board of Directors in 2014, and establish relevant evaluation mechanisms considering the actual operational needs of the Company. The preventive measures for this year are as follows:

- Formulated the "Procedures for Ethical Management and Guidelines for Conduct" with the following objectives:

  (1) Establish good behavioral models for Company colleagues that meet ethical standards.

  (2) Maintain the corporate culture and sound development of ethical management, and establish good commercial operation models.

  (3) Prescribe matters that Company personnel should pay attention to when executing business.
- Invited lawyers to record a digital course on the "Code of Employee Conduct" covering topics such as gifts, transfer of interests, bid-rigging, part-time jobs, safekeeping of goods, confidentiality, information security, and consequences of violations. This was arranged to be implemented during new employee training courses so that colleagues understand the behavioral and attitudinal standards expected of Company employees.
- Formulated the "Employee Integrity and Self-Discipline Commitment" and "Supplier Integrity Commitment," allowing employees and suppliers to have a legal compliance basis for ethical management and professional work ethics, and allowing them to perceive the Company's emphasis on the philosophy of ethical corporate management.
- The Internal Audit Office executes routine audits in accordance with the annual audit plan approved by Board resolution, and executes ad-hoc audits as necessary to reduce possible deficiencies in the internal control system and propose improvement recommendations. After completing the audit operations, an audit report is issued, submitted to the Chairman for approval, and reported to the Board of Directors to implement the spirit of corporate governance.

- Established an open and transparent whistleblowing channel, whistleblowing measures, and processing procedures for internal and external personnel to report incidents, and established a mechanism to protect whistleblowers.

2.2.3 Whistleblowing System

Iron Force has designated the General Management Office as the dedicated unit responsible for receiving reported matters and handling them properly in accordance with the relevant provisions of the "Procedures for Ethical Management and Guidelines for Conduct." Iron Force did not receive any whistleblowing reports in 2025. The relevant report processing workflow and whistleblower protection system are as follows:

The Company has established and announced an internal independent whistleblowing mailbox and hotline on the Company's website and internal intranet, or entrusted an external independent institution to provide a whistleblowing mailbox and hotline for the use of the Company's internal and external personnel. The whistleblower shall provide at least the following information:

- The name of the whistleblower (anonymous reporting is also permitted) and the address, telephone number, and email address where the whistleblower can be reached.
- The name of the reported party or other information sufficient to identify the characteristics of the reported party.
- Concrete evidence available for investigation.

The personnel of the Company handling whistleblowing matters shall declare in writing to keep the whistleblower's identity and the content of the report confidential. The Company also commits to protecting the whistleblower from improper treatment as a result of the whistleblowing. The Company's dedicated unit handles whistleblowing matters according to the following procedures:

- If the reported matter involves general employees, it shall be reported to the department head. If the reported matter involves Directors or senior executives, it shall be reported to the Independent Directors.
- The Company's dedicated unit and the supervisors or personnel receiving the report as per the preceding paragraph shall immediately ascertain the relevant facts, with assistance provided by the legal compliance or other relevant departments when necessary.
- If it is proven that the reported party indeed violated relevant laws or the Company's ethical corporate management policies and regulations, the reported party shall be immediately required to cease the relevant conduct, and appropriate disciplinary actions shall be taken. When necessary, reports shall be made to the competent authorities, referrals shall be made to judicial authorities for investigation, or claims for damages shall be pursued through legal proceedings to protect the Company's reputation and rights.

- Written documents shall be retained for the acceptance of the whistleblowing report, the investigation process, and the investigation results, and shall be kept for five years; such retention may be done electronically. If litigation related to the whistleblowing content occurs before the retention period expires, the relevant data shall continue to be retained until the conclusion of the litigation.
- For whistleblowing matters verified to be true, the relevant units of the Company shall be tasked to review the relevant internal control systems and operating procedures, and propose improvement measures to prevent the recurrence of the same conduct.
- The Company's dedicated unit shall report the whistleblowing matters, their handling methods, and subsequent review and improvement measures to the Board of Directors.

2.3 Risk Management

Item	Content
Impacts	To ensure sustainable operations and reduce operational risks, the Company is committed to continuously monitoring changes in the internal and external environment and potential risks based on risk management. The policy direction will focus on: ● Cross-Industry Collaboration: Seek cross-industry partners, integrate diverse resources, and enhance the Company's market competitiveness and risk diversification capabilities. ● Risk Prediction and Control: Establish a risk identification mechanism, predict uncertainties in economic, environmental, and social factors, and use data analysis and models to forecast risk trends, thereby reducing the impact of unforeseen events on business operations.
Policies and Commitments	1. The Company's Board of Directors has resolved the internal control system and necessary management regulations. 2. List major operational risks based on the Company's operational attributes, and formulate long-term strategies and improvement measures for their risk evaluation and control. 3. Risk Management Mechanism: Evaluate the establishment of a dedicated Risk Management Committee to regularly evaluate and monitor various risks in the Company's operations, control manageable risks, establish response measures for unmanageable risks, and continuously optimize the risk response processes.
Goals	Short-term Goals (1-2 years):

Item	Content
	• Technology Upgrade: Enhance competitiveness through Productivity 4.0, cultivate high-level talent, and create added value. • Cross-Industry Collaboration: Seek cross-industry collaboration to expand into new markets and customers, and discover new business opportunities. • Overseas Base Optimization: Utilize the production, cost, and geographical advantages of overseas bases to develop unique niche products. Medium-term Goals (3-5 years): • Strategic Alliance Establishment: Build strategic alliances with customers and suppliers to share resources and capabilities, elevate competitiveness, and achieve mutually beneficial outcomes. • Core Technology and New Product Development: Strengthen the Company's core technical capabilities, develop new products combined with market demands, and seek more business opportunities. • Overseas Market Expansion: Plan to set up production and R&D bases overseas, develop market share in new regions, and pursue the dual goals of revenue growth and technological advancement. Long-term Goals (5+ years): • Becoming a Green Enterprise: Promote green production and products, reduce the negative impact on the natural environment, maximize resource utilization efficiency, and strive to become an environmentally friendly enterprise. • Globalization and Sustainable Development: Deepen presence in the global market, collaborate with international customers, jointly develop new products, and elevate the Company's position in the global market.
Action Plans	• Continuously Enhance Technology and Productivity: Maintain investment in technological innovation and Productivity 4.0, further optimize manufacturing processes, and elevate competitiveness. Continue to cultivate high-level talent and utilize advanced technologies to increase product added value. • Expand Markets and Collaboration Opportunities: Continuously seek cross-industry collaborations, explore new customer and market domains, deepen connections with existing partners, and further expand market share. • Optimize Overseas Operations: Strengthen the operational efficiency of overseas bases, leverage cost and geographical advantages, continue developing competitive unique products, and accelerate penetration into overseas markets. • Strengthen Green Production and Sustainable Development: Continuously promote green production and eco-friendly products, optimize resource utilization, strengthen corporate social responsibility, and move towards the goal of being an

Item	Content
	environmentally friendly enterprise.
Effectiveness Evaluation	• Conduct regular audits related to operational risks through the internal audit unit. • Track the outcomes of cross-industry collaborations and evaluate the synergy of alliances and the resource utilization efficiency of both parties. • Regularly review financial statements, especially revenue from new markets and new products, to ensure the achievement of financial goals. • Ensure the accumulation of internal technology and knowledge, and adjust training and future recruitment strategies based on employee development feedback. • Review the Company's achievement of environmental regulatory requirements and evaluate the implementation of corporate social responsibility.
Grievance Mechanism	Contact Window: General Management Office Telephone: (02) 2696-2818 Email: terrylin@irf.com.tw Email: announcer@irf.com.tw
Responsible Units	General Management Office

2.3.1 Risk Management Structure and Responsibilities

To enhance corporate governance and risk control capabilities, the Company takes the execution status of the risk management policies and risk measurement standards resolved by the Board of Directors as the highest guiding principle for risk management. Based on the principle of materiality, risks related to operations, such as environmental, social, and corporate governance issues, are integrated into the operational management strategy. Through the identification, measurement, supervision, and control of potential risks, the scope of operational risks is clearly grasped, building a holistic risk management system, and promoting an operating model guided by appropriate risk management.

Ensuring the establishment, implementation, and maintenance of the internal control system is a crucial responsibility of the Company's Board of Directors and Managers. Currently, the Company has established an internal control system to reasonably ensure the achievement of the following objectives: enhancing the effectiveness and efficiency of operations (including profitability, performance, and asset safety and protection), reliability, timeliness, and transparency of reporting, as well as compliance with relevant norms and laws. In daily operations, internal auditors are responsible for assisting in evaluating and inspecting the effectiveness of the internal control system, the reliability of financial statements, the status of legal compliance, and measuring operational efficiency. In addition, auditors also achieve the effectiveness of risk management by evaluating

whether various plans, organizations, and management procedures can effectively support the realization of the Company's goals.

2.3.2 Key Risks and Response Strategies

Every year, the Company collects and analyzes industry risk trends through risk assessments and regularly holds risk management meetings with various departments to collect potential risks faced by the Company's operations from different perspectives. Then, these risk factors are categorized, and the Company's current response strategies and status are inventoried to ensure that all potential risks remain within a controllable range and will not have a significant impact on the Company's financial status, reputation, and production. For 2025, Iron Force continues to use the four main operational risks identified in 2024, which are interest rate risks, exchange rate risks, the impact of inflation on the Company's profit or loss, and information security risks. The table below lists the Company's considerations and response strategies regarding these risk items.

2025 Risk Items and Future Response Strategies

Risk Category	Risk Item	Risk Description and Response Measures
Social	Operational Risks	The Company has established the "Labor Safety and Health Department," formulated the "Safety and Health Manual" in accordance with the requirements of the Taiwan Occupational Safety and Health Management System (TOSHMS), established an appropriate manufacturing environment, sets ESH goals annually, proposes improvement methods, sets performance indicators, and designates responsible units for cooperative execution. The Occupational Safety and Health Committee periodically reviews the degree of compliance with occupational safety category-related laws and regulations.
Social	Labor Costs	The Company has established "Work Rules" in accordance with the Labor Standards Act, Labor Pension Act, Employment Service Act, and other regulations to protect employee rights and interests. In the "Work Rules," the Company stipulates provisions related to employee remuneration, such as wage payment, working hours, attendance, appraisals, and various reward and disciplinary systems. The Company has established a Remuneration Committee. Annually, referencing the economic growth and price forecast overview published by the Directorate-General of Budget, Accounting and Statistics, Executive Yuan, the Remuneration Committee proposes the salary adjustment policy to the Board of Directors. Following approval

Risk Category	Risk Item	Risk Description and Response Measures
		by Board resolution, it is executed by the HR Department. In accordance with the ISO 45001:2018 Occupational Health and Safety Management Systems, the Company has formulated operating procedures such as the "Occupational Safety and Health Management Regulations," conducts annual hazard identification surveys, and proposes preventive and protective measures for all potential causes of hazards involving the environment, equipment, tools, materials, etc. For detailed measures, please refer to: 5.4 OSH Policy and Management System. In 2025, no fire incidents occurred in the Company, and a fire drill implementation plan and execution status are maintained regularly. Taking long-term talent cultivation as paramount, the Company plans and arranges various internal and external training programs according to organizational needs, upgrading and updating employees' knowledge and skills, building abundant human capital, and balancing the cultivation of core competencies and professional competencies for employees' career capability development.
Economic	Financial	The boundary of the Company's climate risk assessment covers Iron Force Industrial Co., Ltd., Plant 1 and Plant 2 at the Nangang Industrial Park in Nantou, and does not yet include subsidiaries outside Taiwan listed in the consolidated financial statements. In response to extreme weather, the Company will gradually improve energy use efficiency, introduce environmentally friendly materials, replace highly polluting machinery and equipment, improve waste and wastewater treatment mechanisms, which, aside from reducing operational costs, will also enhance corporate reputation and image, and increase overall revenue. In the short- to medium-term, there may be instances where the government levies carbon and energy-related taxes, leading to increased operational costs. This requires strengthening the use of low-carbon energy and adopting more efficient production methods in response. In the long-term, conditions such as elevated water stress and changes in average temperatures may occur, forcing changes in labor management and planning. This requires enhancing overall disaster response capabilities and introducing more diversified alternative

Risk Category	Risk Item	Risk Description and Response Measures
		energies to mitigate the degree of risk impact.
Economic	Supply Chain	On the supply chain side, the Company continues to build a roster of secondary suppliers to reduce the probability of business interruption caused by climate change. Using routine audits and advocacy, the Company strengthens the implementation of eco-friendly measures to jointly mitigate the probability of extreme weather occurrences. The Company has formulated a "Supplier Management Policy" and regularly evaluates and monitors to ensure selected suppliers comply with relevant norms. To implement corporate governance and sustainable operations, various units of the Company have established diverse and smoothly operating communication channels with stakeholders. Through various effective communication channels, the contact information of relevant business units and subsidiaries is also provided. stakeholders can contact the Company's spokesperson via phone or email (announcer@irf.com.tw) to report various information directly to the Company. This allows for a full understanding of stakeholders' thoughts and needs, obtaining the topics of concern and feedback provided by stakeholders.
Environmental	Environmental Protection and Compliance Risks	The Company obtained the ISO 14001 certification in 2001, which is the internationally recognized standard for environmental management systems and the flagship standard in the ISO 14000 series. It provides a set of guidelines directing enterprises to consider the needs of environmental protection, pollution prevention, and socioeconomics while effectively managing the company's business and the environmental impacts of its products and services. The current certificate is valid from July 23, 2025, to July 22, 2028.

2.4 Regulatory Compliance

Complying with laws is the fundamental responsibility of an enterprise and simultaneously demonstrates the enterprise's responsible attitude. Upholding this principle, Iron Force actively monitors regulatory changes and makes timely adjustments to meet requirements. Although the Company does not have dedicated internal legal personnel, we annually commission professional lawyers to provide legal consulting and review contracts with

stakeholders to ensure that the Company complies with the regulations and administrative orders issued by the government.

The Company manages its business activities based on various regulations related to operations, and defines incidents resulting in fines of NT$ 500,000 or more from competent authorities as significant regulatory incidents. We constantly require employees to abide by laws during business activities to prevent improper conduct. The General Management Office and all departments share the responsibility of ensuring the effective establishment and execution of the legal compliance system. We prioritize vital regulations closely related to the Company's operations and use them as the basis for priority implementation. Each department is responsible for the following tasks:

- Establish a clear and appropriate system for regulatory dissemination, consultation, coordination, and communication to ensure the effective transmission of laws and the circulation of relevant information.
- Regularly review and update various operational and management guidelines to meet the requirements of relevant regulations. Ensure that all operational activities of the Company comply with legal and regulatory provisions.
- Each department is responsible for conducting self-assessment operations, and the head of the department assigns corresponding personnel to compile regulation-related information. By establishing a regulatory compilation table, the regulatory content is organized and summarized, allowing each department to more clearly understand applicable regulatory requirements.

This year, there were no violation or penalty incidents, and over the past two years, there have been no incidents violating regulations related to the health and safety of products and services, information on products and services, or marketing communications (including advertising, promotion, and sponsorship) regulations, nor have there been any legal lawsuits related to anti-competitive behavior regulations. The Company will continue to view compliance as its own duty in the future, operating sustainably in a sound environment, growing together, and creating profits.

Chapter 3 Environmental Sustainability

3.1 Climate Change Adaptation

Item	Content
Impacts	As global climate change issues become increasingly severe and the failure of carbon reduction worsens extreme weather year by year, climate change has undoubtedly become an issue that global enterprises must face today. If extreme weather is not properly managed and prevented, it may increase the risks of supply chain delivery disruptions and the inability of plant sites to continue operations. Today, energy conservation, carbon reduction, and sustainable development have become core issues in corporate development.
Policies and Commitments	Energy conservation, carbon reduction, and sustainable development have become core issues in corporate development. Although Iron Force's sustainability measures are in their initial stages, we hope that as we gradually promote relevant policies, we will simultaneously and actively reduce carbon emissions and improve energy use efficiency to mitigate the risks that extreme weather may bring to the supply chain and the operations of various plant sites. These measures not only comply with domestic and international environmental protection regulations but also help enhance the Company's competitiveness in the market, ensuring Iron Force's sustainable operations in the future.
Goals	Short-term (Within 3 years): 1. Complete the greenhouse gas inventory for the entire Group. 2. All employees implement management practices for environment, energy, water resources, etc., cherishing energy and natural resources. 3. Annually disclose response strategies and target progress to the public through the official website and sustainability report, explaining to stakeholders. Medium- to Long-term (3+ years): 1. Complete greenhouse gas verification for the entire Group. 2. Promote the installation of factory solar power generation, energy-saving improvements

Item	Content
	or replacements for air compressors, air conditioners, and chiller units, etc.
Action Plans	• All units jointly implement energy-saving and carbon-reduction improvements in manufacturing processes, supply chains, products, and office equipment, such as turning off lights and unplugging cords when leaving work. • Complete greenhouse gas inventories for each operating location to grasp greenhouse gas emission hotspots and reduction potentials, and establish specific short-, medium-, and long-term carbon reduction targets respectively. • Replace outdated equipment in the factory areas with high-efficiency equipment to reduce the baseline electricity consumption of daily factory operations. • The Board of Directors tracks the greenhouse gas inventory progress at least once a year.
Effectiveness Evaluation	• Complete the greenhouse gas inventory of the Taiwan parent company every March. • The Board of Directors regularly tracks the progress of greenhouse gas inventories.
Grievance Mechanism	The Company's official website provides a stakeholder communication contact email: Company Website: https://www.irf.biz/ Grievance Email: announcer@irf.com.tw
Responsible Units	Sustainable Development Promotion Committee, all departments

3.1.1 Climate Governance

In recent global climate science assessments and international consensus reflected in United Nations climate conferences, scientists and national representatives have consistently warned that in the foreseeable near future, the challenge of strictly limiting global warming to 1.5°C above pre-industrial levels is becoming increasingly greater. Changes in the climate system have led to a significant increase in the frequency and intensity of extreme precipitation, droughts, heatwaves, sea-level rises, and other climate impacts. Physical risks, transition risks that are simultaneously accelerating (such as policy, regulatory, technological, and market changes), and international attention on loss and damage issues all pose direct and substantial impacts on corporate operations, supply chains, asset values, and long-term competitiveness.

As a member of global citizens, Iron Force will actively face the potential risks brought by climate change and proactively formulate management strategies and actions in response to extreme weather to enhance climate resilience. In addition, to contribute to slowing down the speed of climate change, we also plan to gradually transform our own operations toward low-carbon operations.

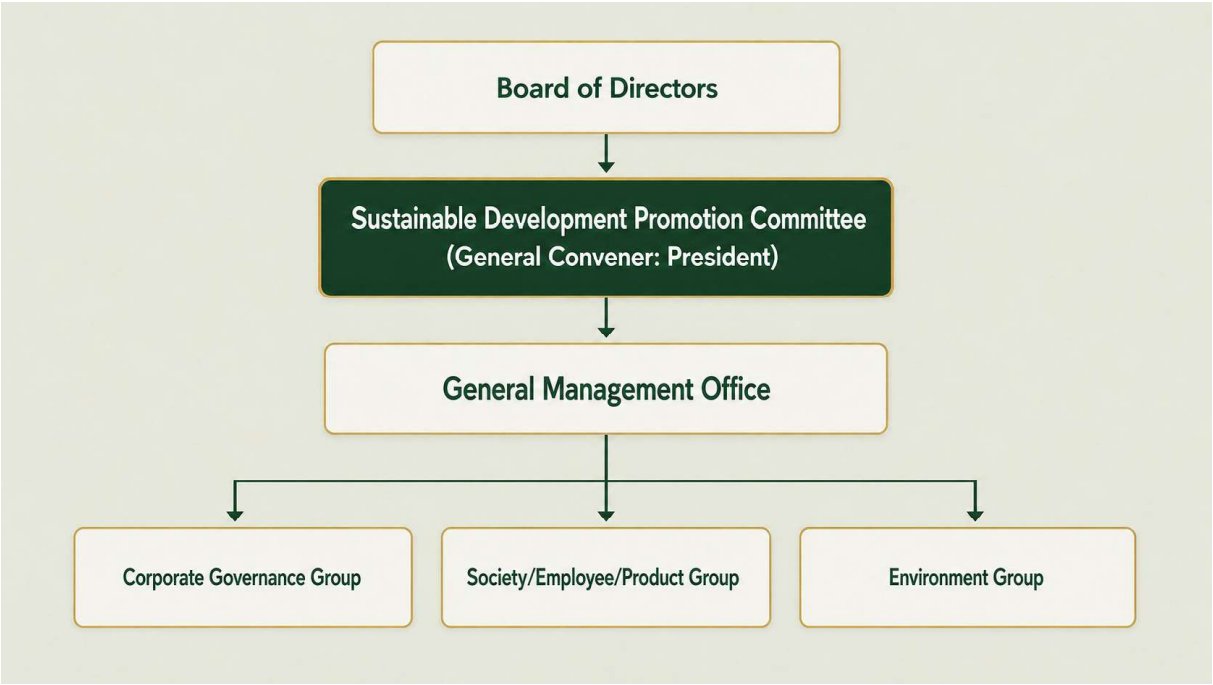
Board of Directors

The highest climate governance unit of Iron Force is the Board of Directors, which is responsible for promoting and deciding the Company's climate-related strategic directions while playing a role in supervising the promotion of the Company's overall climate action. The Board of Directors is also a key role in resolving the Company's climate commitments and targets, regularly discusses current climate risk and opportunity trends, and proposes concrete group-wide strategies addressing key climate risks to steadily maintain the Company's sustainable operations. Under the Board of Directors, the "Sustainable Development Promotion Committee" is established, with the President serving as the General Convener of the committee. Reports on the effectiveness of sustainability strategies and project execution are submitted to the Board of Directors at least once a year.

Sustainable Development Promotion Committee

To strengthen Iron Force's management and identification of climate-related risk and opportunity issues, we established the Sustainable Development Promotion Committee in 2024, chaired by the President as the Convener, and subdivided into three groups: the Corporate Governance Group, the Society/Employee/Product Group, and the Environment Group. These groups are required to hold meetings annually regarding the Company's climate key opportunity and risk issues, and submit the results to the Board of Directors.

The responsibility of the Sustainable Development Promotion Committee is to assist in implementing the climate risk management policies and targets resolved by the Board of Directors, assist in supervising the achievement of climate response targets and actions of various companies and plant sites within the Group, and assist in communicating and integrating the Group's climate governance status.

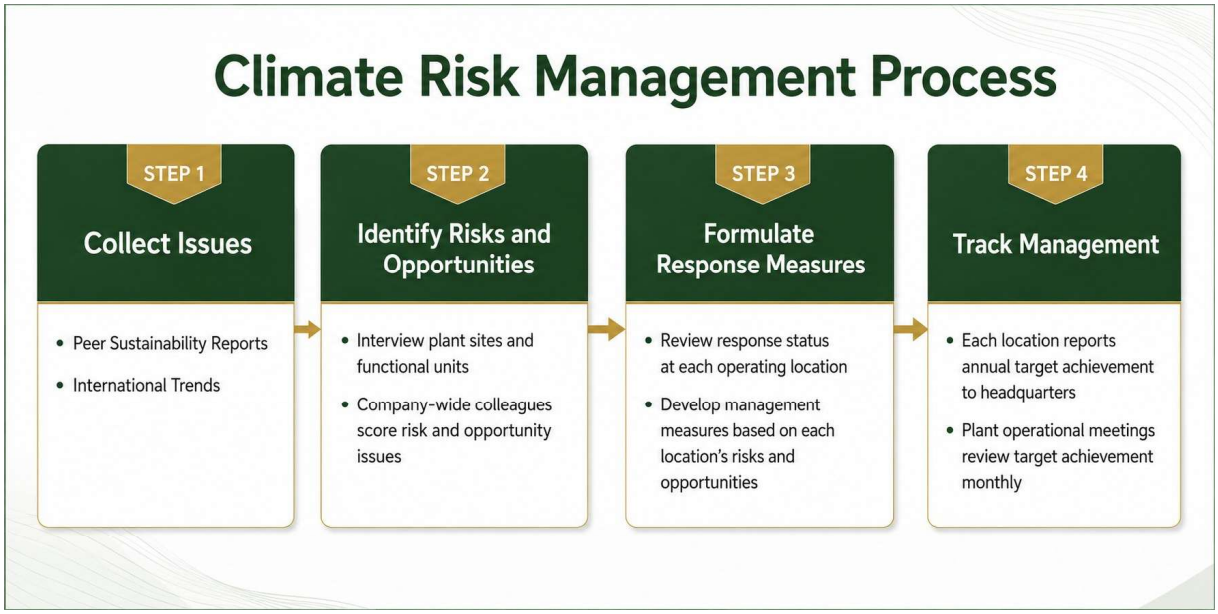


- **Board of Directors**

- **Sustainable Development Promotion Committee (General Convener: President)**
  - **General Management Office**
    - Corporate Governance Group
    - Society/Employee/Product Group
    - Environment Group

3.1.2 Climate Risk Management

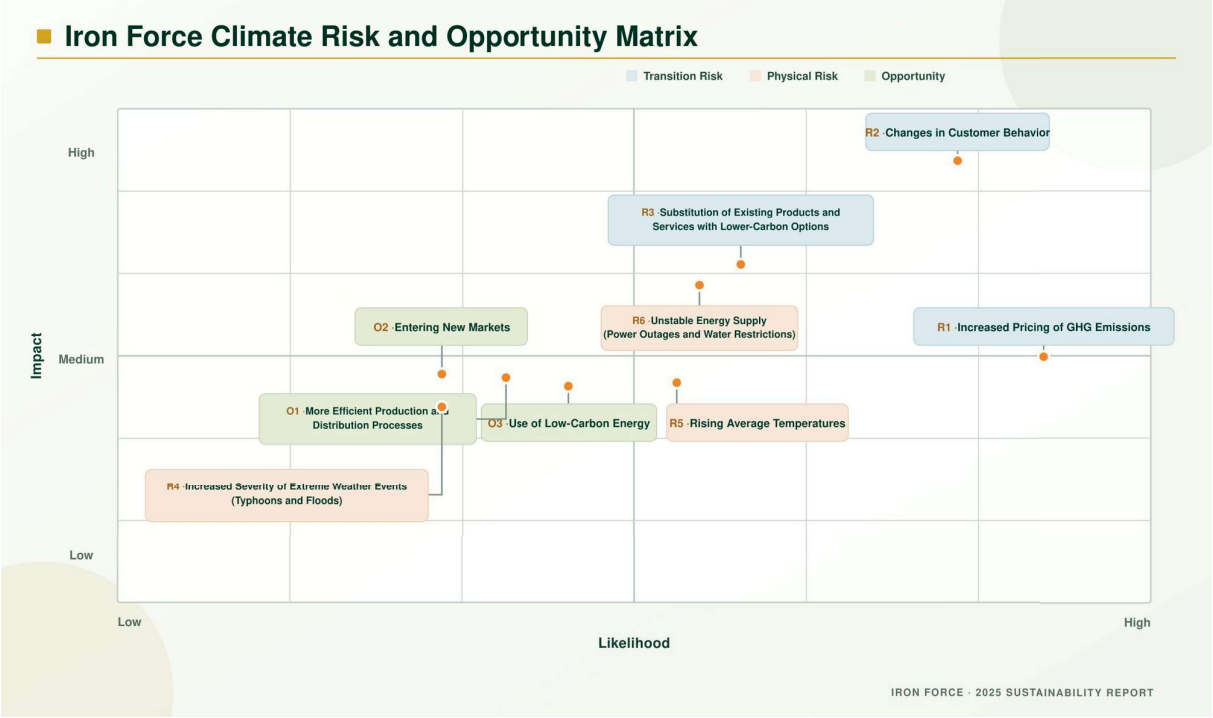
To enable the Company to grasp current key climate opportunities and risks, the Sustainable Development Promotion Committee regularly collects sustainability reports from industry peers every year and regularly convenes the three working groups. The Sustainable Development Promotion Committee collects annual climate risk response conditions from various relevant plant sites and departmental units, and through interviewing units related to climate issues regarding their views on the impact degree and likelihood of occurrence of the issues, compiles and identifies Iron Force's annual key climate risks and opportunities. The results are reported upward to the Sustainable Development Promotion Committee for resolution by the Board of Directors to formulate group strategies.



- **Step 1: Collect Issues** (Peer Sustainability Reports, International Trends) →
- **Step 2: Identify Risks and Opportunities** (Interviewing various plant sites and units; colleagues across companies scoring risk and opportunity issues) →
- **Step 3: Formulate Response Measures** (Inventorying response status of each operating location, formulating management measures based on the risks and opportunities of each location) →
- **Step 4: Track Management** (Each location submitting target achievement status to headquarters annually; reviewing target achievement status monthly at plant operational meetings)

3.1.3 Climate Change Adaptation Strategies

To formulate the Company's key climate change strategies, it is first necessary to identify annual climate risk and opportunity key issues. In 2024, Iron Force's Sustainable Development Promotion Committee convened the three working groups, following listed company climate-related information, peer reports, and international trends, to compile 9 climate issues exclusive to Iron Force. Through discussions with the ESG Committee and various units regarding actual encountered and responded issue conditions, 3 key climate risks and opportunities were ultimately resolved, comprising 1 transition risk, 1 physical risk, and 1 climate opportunity. The 3 key issues are shown in the climate risk and opportunity identification results below, detailing their occurrence timeframes, current statuses, and future response strategies.



Iron Force Key Climate Risk and Opportunity Issues and Response Strategies

Dimension	Issue	Impact Timeframe	Current Status of Climate Risks and Opportunities	Response Strategies and Management Measures
Transition Risk	Changes in Customer Behavior	Medium-term	As environmental standards become increasingly stringent, customers place greater emphasis on suppliers' material sources and carbon footprints, demanding transparent environmental information. Carbon emissions have become a baseline threshold for selecting suppliers, and Iron Force may	● Establish Environmental-Related Targets: Simplify production processes, reduce material transfers during the process, and control and progressively reduce pollution emissions during production. ● Market Insight: Continuously

Dimension	Issue	Impact Timeframe	Current Status of Climate Risks and Opportunities	Response Strategies and Management Measures
			face risks of increased costs and decreased competitiveness. To this end, Iron Force needs to incorporate environmental commitments, emphasize sustainable development, enhance brand attractiveness and customer loyalty, and adapt to environmental requirements.	observe changes in the market and industry, and timely introduce innovative processes and technologies meeting customer demands to maintain competitiveness. ● Strengthen Customer Communication: Enhance communication with customers, providing clear information on products and specifications, including audit results, to meet customer needs and expectations. ● Supply Chain Environmental Screening: In the future, select suppliers equipped with environmental equipment and carbon management to ensure supply chain sustainability. ● Enhance Product Environmental Innovation: Flexibly adjust and increase the proportion of green products according to customer demands to meet and exceed customer requirements in environmental protection.
Physical Risk	Unstable Energy Supply (Power Outages, Water Restrictions, Raw Material Shortages)	Short-term	Unstable energy supplies and raw material shortages will increase operating costs, elevate the risk of production interruptions, and impact profits and efficiency. Although in most	● Resource Management: Strengthen the management of energy and water resources, enhance utilization efficiency, and reduce resource

Dimension	Issue	Impact Timeframe	Current Status of Climate Risks and Opportunities	Response Strategies and Management Measures
			cases instability lasts for 1 to 3 days, prolonged continuation would severely impact the supply chain, leading to raw material shortages and increased transportation costs, further damaging the company's profitability and increasing operational risks.	waste. ● Alternative Solutions Setup: Establish alternative energy and water supply solutions to ensure continuous operations during resource shortages. ● Raw Material Management: a. Plan material preparation and safety stock to cope with potential supply interruptions. b. Adopt a two-supplier sourcing strategy for high-demand or high-risk raw materials. ● Power Outage Response: Evaluate the installation of solar systems or energy storage devices to reduce reliance on unstable power supplies. ● Water Restriction Measures: Plan to adopt wastewater recycling and reuse systems to cope with water restriction conditions and ensure continuous production.
Opportunity	Entering New Markets	Long-term	With global sustainability trends, if Iron Force can successfully enter emerging markets such as electric vehicles, energy storage equipment, and low-carbon products, it will bring new revenue sources and business growth opportunities, which will contribute to revenue growth.	● Market Expansion Strategy: Conduct in-depth demand analysis for new markets, set customized marketing plans for target markets, and reduce the risks of entering new markets. ● Build Strong Partnerships: Establish stable cooperative

Dimension	Issue	Impact Timeframe	Current Status of Climate Risks and Opportunities	Response Strategies and Management Measures
				relationships with industry-leading customers and technology development partners to ensure stable product demand and accelerate technology R&D to meet customer and market demands. ● Financial Forecasting and Risk Assessment: Strengthen financial forecasting for new markets, analyze capital investment, payback periods, and risks, and ensure the efficiency of the Company's capital allocation.

3.1.4 Indicators and Targets

To actively face the impact of climate change, in addition to setting specific reduction targets for Scope 1 and Scope 2 greenhouse gases, Iron Force has also set corresponding targets for extreme weather conditions faced by each operating location. Through the Sustainable Development Promotion Committee, the annual achievement status of each location is supervised, climate targets are rolling-corrected and reported to the Board of Directors annually, and their effectiveness and appropriateness are confirmed year by year. Below are the climate-related targets and achievement statuses set by Iron Force:

Climate-Related Targets and Achievement Status

Target Category	Target Description	Achievement Status
Carbon Reduction Targets	Complete third-party verification of greenhouse gas inventory for the company's consolidated entities by 2028	In Progress
	Achieve net-zero carbon emissions by 2050	In Progress
Entering New Markets	Actively expand low-carbon emerging markets, reduce climate-related risks, and create sustainable growth momentum through	In Progress

Target Category	Target Description	Achievement Status
	strategic cooperation and technological innovation.	
Climate Change Adaptation	No suspension of shipments due to supply chain stockouts caused by extreme weather within the year	Achieved in 2025
	No plant shutdowns due to water and power restrictions within the year	Achieved in 2025
	No employee health conditions caused by extreme weather within the year	Achieved in 2025
	No loss of existing customers due to sustainability issues within the year	Achieved in 2025
	Continuously develop sustainable products according to customer demands	In Progress
	Continuously reduce waste generation	In Progress

3.2 Energy and Greenhouse Gas Management

With the elevation of global sustainability awareness, in order to respond to the national net-zero emission target and mitigate the global warming trend caused by greenhouse gases, Iron Force regards energy and greenhouse gas management and energy conservation and carbon reduction targets as one of its key focus issues. Starting in 2023, we established the "Parent Company Greenhouse Gas Inventory Management Procedures" and initiated organizational greenhouse gas inventory operations in accordance with ISO 14064-1:2018, conducting inventories targeting Category 1 to Category 4 emission sources for the company. We designated 2024 as the emission baseline year, established routine internal audit and carbon inventory management systems to ensure the accuracy of the inventory, and passed third-party verification operations for emission data of 2023 and 2024 to ensure the quality of the Company's emission data. Regarding energy management, the company has internally formulated the "Energy and Resource Control Procedures," which have clear specifications for electricity-using equipment such as internal manufacturing processes, air conditioning, and lighting to prevent electricity waste and reduce energy consumption. Iron Force will continue to move toward national and global net-zero targets through concrete energy and greenhouse gas management actions.

3.2.2 Energy Management

Iron Force's main products include automotive airbag inflator housings and display racks. The primary energy consumption comes from electricity-using equipment such as process machinery, office lights, and air conditioning, while the remaining energy consumption comes from gasoline and diesel used by mobile equipment such as company cars and forklifts. In 2025, Iron Force's total energy consumption exceeded 38,000 GJ, among which purchased electricity accounted for the vast majority of total energy, primarily consumed by process machinery, factory lighting, and air conditioning equipment, followed by gasoline used by company cars. This year's energy usage showed a slight growth compared to 2024, but it can also be seen that energy intensity decreased by approximately 3.3%, indicating that while business performance grew, Iron Force simultaneously undertook energy-saving measures to reduce energy consumption for industrial development. In the future, Iron Force will continue to track the consumption trends of various energy categories annually and continuously reflect on energy-saving solutions.

Total Internal Energy Consumption

Energy Category	Energy Item	2023	Percentage (%)	2024	Percentage (%)	2025	Percentage (%)
Non-Renewable Fuel	Gasoline	252.09	0.75%	332.28	0.87%	457.81	1.20%
	Diesel	78.60	0.23%	25.55	0.07%	18.87	0.05%
Purchased Energy	Electricity	33,399.67	99.02%	37,805.90	99.06%	37,701.10	98.75%
Total Energy Calorific Value (GJ)		33,730.36	100.00%	38,163.73	100.00%	38,179.18	100.00%
Intensity (GJ / Million NTD Revenue)		18.86		19.28		18.67	

Scope of energy consumption data statistics covers: Taipei Headquarters, Nantou Plant.

Gasoline calorific value = 7,586 kcal/L, diesel calorific value = 8,636 kcal/L, coefficients reference the latest calorific values announced by the Ministry of Environment; electricity calorific value = 860 kcal/kWh, coefficients originate from the Energy Products Unit Calorific Value Table of the Energy Administration, Ministry of Economic Affairs.

The denominator of intensity is the annual total million NTD revenue of the parent company entity.

3.2.3 Greenhouse Gas Management

The Company began introducing ISO 14064-1 organizational greenhouse gas inventories in 2022, calculating and statistics direct or indirect greenhouse gases for the Taipei Headquarters and Nantou Plant, with 2024 as the baseline year. After passing third-party verification in 2023 and 2024, internal inventory and verification operations are conducted annually. Emission scopes include Category 1 to Category 4, incorporating emission

sources from own emissions to product transportation and procurement into the inventory scope to demonstrate Iron Force's firm determination in promoting greenhouse gas inventories and emission reductions.

In 2025, Iron Force completed greenhouse gas inventory operations. Total emissions for Iron Force this year were 21,177.4936 metric tons of CO2e, among which Category 1 direct emissions accounted for 0.44% of the total, mainly originating from company cars, refrigeration equipment, septic tanks, etc.; Category 2 accounted for 23.33% of the total, mainly originating from process equipment, air conditioning, and lighting equipment; Category 3 accounted for 24.69% of the total, statistically measuring greenhouse gases generated by the upstream and downstream transportation of the company's products; Category 4 accounted for 51.53%, measuring greenhouse gases generated by the company's goods procurement and waste disposal. Additionally, this year has incorporated the emissions of Nantou Plant II; however, since this plant was included in the operational scope starting September 2025, only actual emissions from September to December 2025 are included. In 2025, the overall greenhouse gas emission intensity decreased by approximately 1.18% compared to the previous year, primarily due to the steady growth of company revenue while carbon emissions did not increase simultaneously, showing that carbon efficiency remained stable. From the inventory results, it is known that Iron Force's main greenhouse emissions still originate from Category 4 and Category 3 emissions. Therefore, the Company will advocate various energy-saving and carbon-reduction measures internally and externally, and in the future will also formulate carbon reduction plans for goods transportation and upstream and downstream product value chains to contribute to global carbon reduction.

Currently, Iron Force's main internal energy consumption comes from electricity usage by factory machinery. To achieve the long-term goal of low-carbon operations and uphold the philosophy of sustainable operations, the Company continuously promoted energy-saving and carbon-reduction measures from 2023 to 2025, including turning off lighting and air conditioning after work, periodically shutting down computers and office equipment, periodically reviewing contracted capacity, zoning air conditioning, lighting circuits, and gradually replacing energy-saving equipment (such as LED lighting) as daily green actions to enhance energy use efficiency and reduce energy carbon emissions. In 2025, the main measure executed was replacing with LED lighting, with annual carbon reduction amounting to approximately 4.2 metric tons of CO2. In the future, the ISO 50001 Energy Management System will also be introduced to continuously strengthen and control energy usage to achieve low-carbon operation goals and promote the factory's development toward a more energy-efficient and sustainable future.

Energy-Saving Measures and Carbon Reduction Benefits in 2025

Item No.	Location	Energy-Saving Measure	Annual Carbon Reduction (ton CO2e)
1	Taipei Office	Replaced office and conference room lighting with energy-saving lamps	2.6020

Item No.	Location	Energy-Saving Measure	Annual Carbon Reduction (ton CO2e)
		(changed from 60W to 30W), totaling 94 fixtures	
2	Taipei Office	Replaced conference room lighting with energy-saving lamps (changed from 75W to 14W), totaling 10 fixtures	0.8442
3	Nantou Plant	Replaced 3rd floor cafeteria lighting with energy-saving lamps (changed from 80W to 40W), totaling 30 fixtures	0.4150
4	Nantou Plant	Replaced 1st floor wall lighting with energy-saving lamps (changed from 23W to 15W), totaling 20 fixtures	0.3040
Total			4.1652

Electricity emission coefficient references the 2024 electricity emission coefficient of 0.474 kg CO2e/kWh announced by the Energy Administration, Ministry of Economic Affairs.

Greenhouse Gas Emissions Statistics Scope 1, Scope 2 Emissions and Intensity for the Past 3 Years

Emission Category / Indicator	Unit	2023 (tonCO2e)	2023 (%)	2024 (tonCO2e)	2024 (%)	2025 (tonCO2e)	2025 (%)
Category 1 (Scope 1)	tonCO2e	118.9533	0.64%	84.2855	0.37%	94.1894	0.44%
Category 2 (Scope 2)	tonCO2e	4,500.7767	24.29%	4,946.8152	21.28%	4,941.5124	23.33%
Category 1 + Category 2 Emissions	tonCO2e	4,619.7300	-	5,031.1007	-	5,035.7018	-
Category 1 + Category 2 Emission Intensity	tonCO2e / Million NTD	2.5826	-	2.5424	-	2.4622	-
Emission Intensity Increase/Decrease compared to Previous Year (%)	%	2.66%	-	-1.58%	-	-3.15%	-
Category 3 (Scope 3) Indirect GHG emissions from transportation	tonCO2e	4,013.1079	21.66%	5,602.9227	24.11%	5,229.6360	24.69%
Category 4 (Scope 3) Indirect GHG emissions from products used by organization	tonCO2e	9,897.2655	53.41%	12,875.4591	54.24%	10,912.1558	51.53%
Total Emissions	tonCO2e	18,530.1034	100.00%	23,509.4820	100.00%	21,177.4940	100.00%

Greenhouse gas coverage scope: Taipei Headquarters, Nantou Plant I and Plant II (from September to December).

Greenhouse gas coefficients cited: EPA Greenhouse Gas Emission Coefficients Management Table Version 6.0.4, GWP values using IPCC Sixth Assessment Report, Ministry of Environment Carbon Footprint Information Net, etc.

Inventory methodology: Based on ISO 14064-1.

Greenhouse gas inventory scope: Carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6), nitrogen trifluoride (NF_3), totaling 7 types of greenhouse gases.

Greenhouse gas inventory adopts the operational control approach for inventorying.

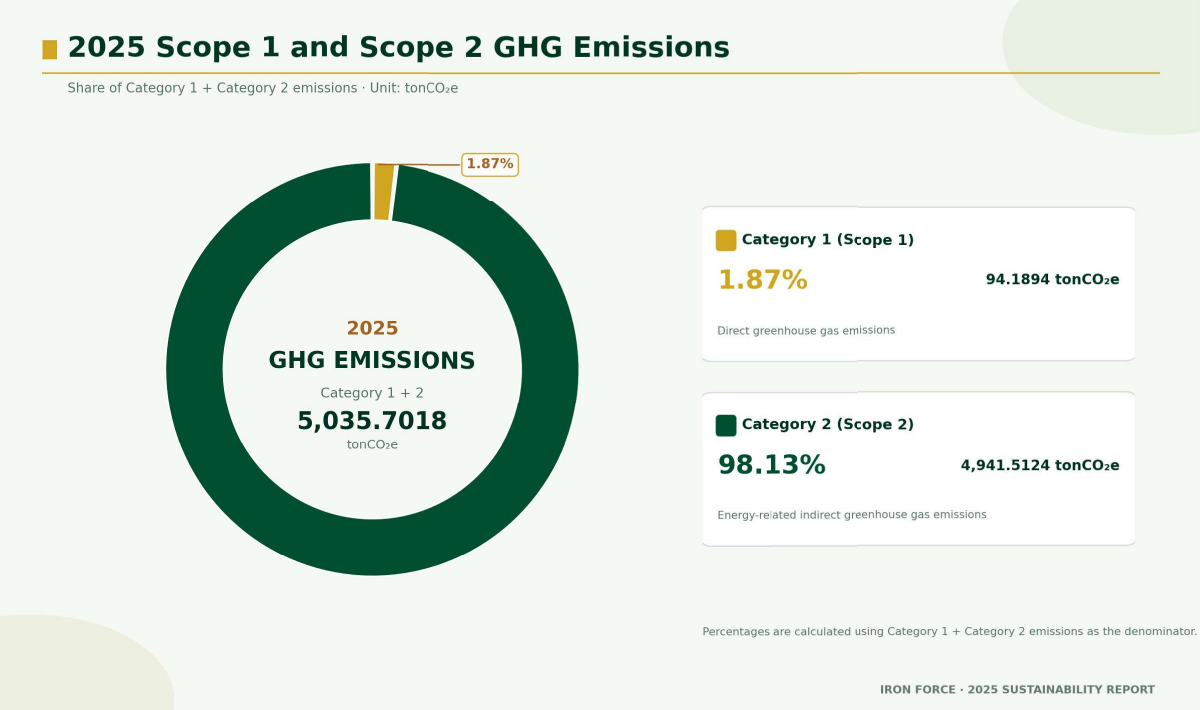
Emission intensity = (Category 1 + Category 2 emissions) / Parent company entity's annual total million NTD revenue.

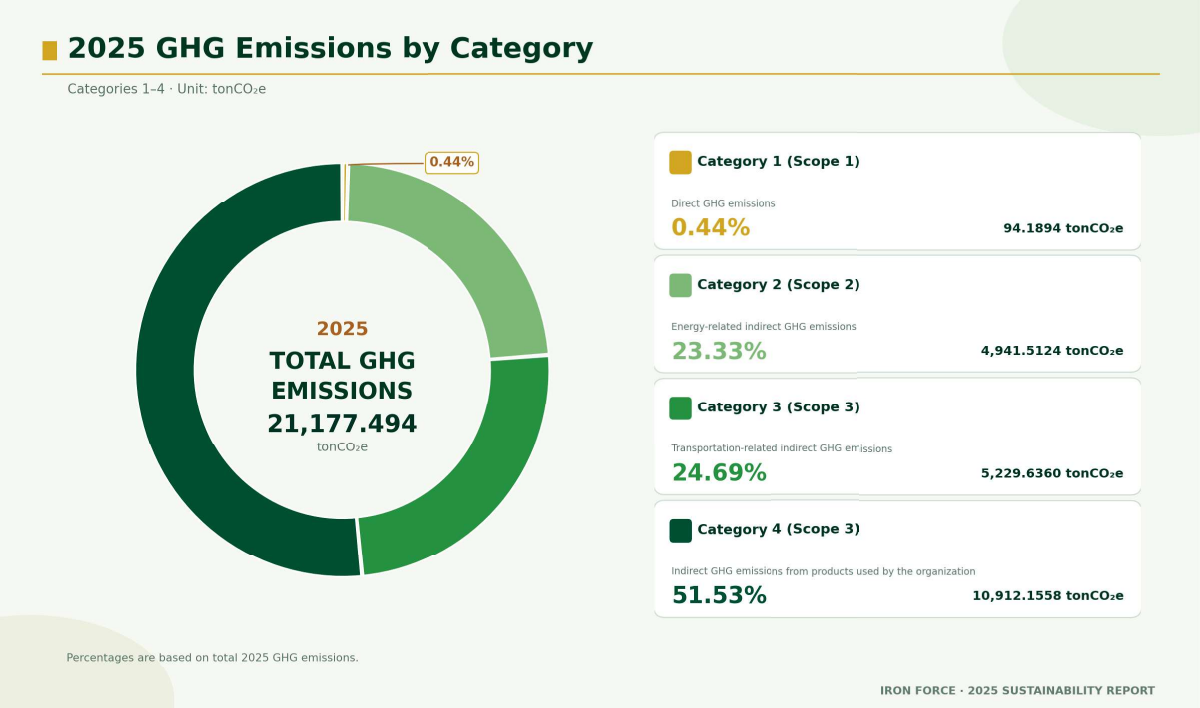
Category 3 emissions: 3.1 upstream transportation, 3.2 downstream transportation.

Category 4 emissions: 4.1 purchased goods, 4.3 waste disposal.

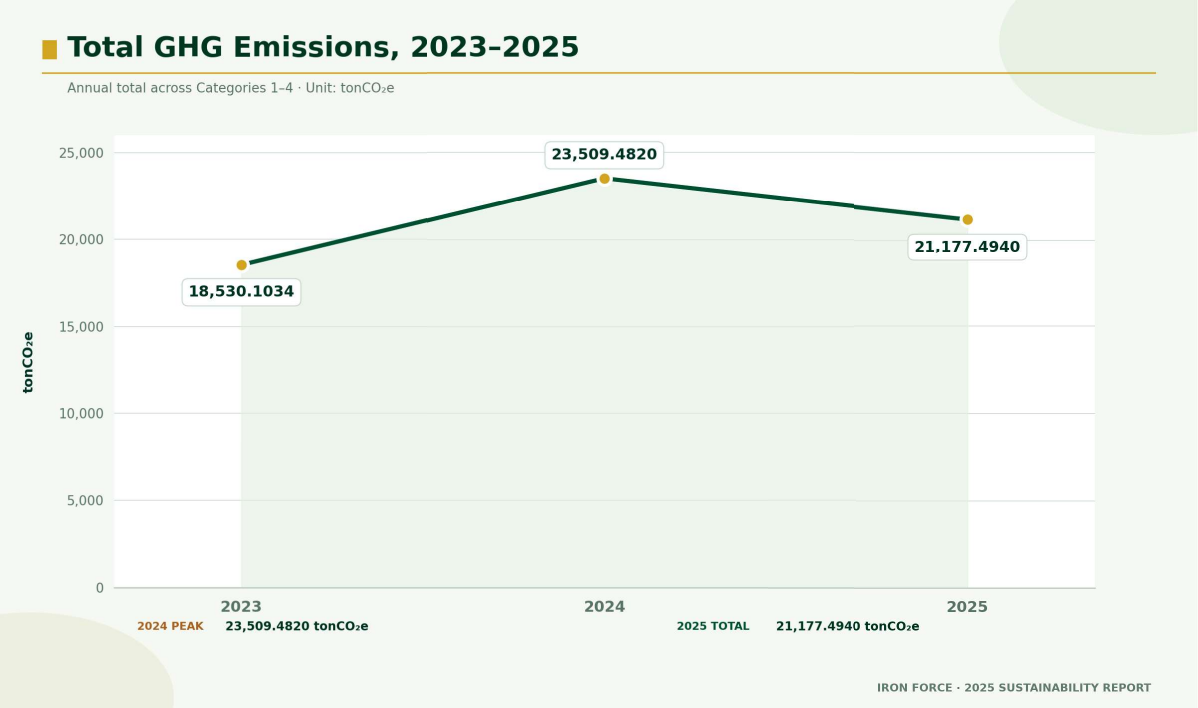
2024 emission data adjusted due to third-party verification operations.

3.2.3 Greenhouse Gas Management





Figures are presented in the order of disclosure: Categories 1 and 2, followed by Categories 1–4.



3.3 Air Pollution Control

Iron Force executes all air pollution control in accordance with government environmental protection regulations, complying with the emission standards of the Air Pollution Control Act to prevent the factory and surrounding environment from being polluted and to safeguard the health of employees and nearby residents. The main waste gases generated by the Company originate from dust generated by internal sandblasting, and volatile or acidic gases generated by metal surface treatment. To this end, the Company has internally formulated the "Air Pollution Control Procedures" with corresponding norms for each type of emission source, including daily inspection of operation and control equipment, execution in accordance with stationary pollution source and fuel operation permit specifications. Various types of air pollutants will pass through air pollution control equipment such as dust collectors and scrubbers, and then be discharged into the atmosphere through stacks. In 2025, the Company's air pollution test results all complied with regulatory standards. In the future, the Company will continue to conduct control operations and legal emissions in accordance with regulatory standards to safeguard the health of employees and surrounding community residents.

3.3 Air Pollution Control - Continued

Operation Permit Items

Operation Permit Item	Operation Permit Standard	2023	2024	2025
Particulate Pollutants (tons/year)	0.5482	0.201	0.136	0.130
VOCs (tons/year)	111.612 ~ 122.772	81.387	111.932	116.130

Emission standards according to: Nantou County Stationary Pollution Source Operation Permits: Fu-Shou-Huan-Kong-Cao-Zheng-Zi No. M1164-00 and M1791-00.

3.4 Waste Management

3.4.1 Waste Management System

The wastes primarily generated by Iron Force can be categorized into: 1. Process Waste, 2. Packaging Material Waste, 3. Domestic Waste. To this end, the Company has formulated the "Waste Control Procedures" in hopes of achieving effective waste control and attaining the goal of waste reduction. Industrial wastes generated by the Nantou Plant all comply with regulatory requirements and are entrusted to qualified third-party contractors for clearance and treatment; the Taipei Headquarters only generates employee domestic garbage, which is uniformly handed over to the building management committee for handling.

Waste Generation Table

Waste Category	Generated Waste
Process Waste	Waste lubricating oil and waste metals generated from metal cutting Sludge and flammable liquid waste generated from electroplating wastewater

Waste Category	Generated Waste
Packaging Material Waste	Paper and wooden pallets and other wastes generated from upstream and downstream packaging
Domestic Waste	Domestic garbage generated from employees' daily lives



- **Upstream of Value Chain (Metal Ingots, Packaging Materials) → Iron Force (Airbag Inflator Housings, Racks) → Downstream of Value Chain (Automotive Assembly Industry, Retail Stores)**
- Waste flows: Waste metals (Recycling), Packaging offcuts (Recycling/Incineration), Electroplating wastewater sludge (Solidification), Liquid waste (Incineration), Waste lubricating oil and waste oil mixtures (Physical treatment), Employee general domestic garbage (Incineration), Waste wood, waste fibers and other mixtures (Incineration), Packaging materials (Cardboard or plastic) (Recycling).

Regarding the clearance and treatment of industrial waste, from on-site storage to entrusting third-party clearance and terminal treatment, Iron Force handles everything in reference to the Waste Disposal Act and internal control procedures. This includes storing different types of waste individually according to waste characteristics when temporarily storing them within the factory. Storage areas are all equipped with facilities to prevent waste from seeping and polluting surface water or groundwater, and are equipped with corresponding warning signs. During clearance, vehicle license numbers are checked, and declaration manifests and waste quantities are logged into the government reporting system within deadlines; for entrusted clearance and treatment contractors, the company's dedicated personnel visit and audit the waste clearance and treatment

contractors at least once a year, record and compile the audit conditions, and submit a report. In addition, besides executing the aforementioned measures internally, the company also arranges dedicated personnel to conduct monthly regular audits on waste storage management, clearance, and treatment processes. If any abnormalities occur, an ESH abnormality correction sheet is issued in accordance with the "Corrective and Preventive Measures Control Procedures" to ensure that the Company's wastes are properly treated.

3.4.2 Generation of Waste

The wastes generated by Iron Force are primarily non-hazardous wastes, namely waste oil mixtures and waste metals generated by the metal cutting process. Waste oil mixtures are ultimately treated through physical methods, while waste metals are handed over to qualified third parties for recycling and reuse. The hazardous wastes generated are electroplating wastewater sludge and organic solvent waste liquids, which undergo terminal treatment via solidification and incineration respectively, and the storage and clearance stages fully comply with Environmental Protection Bureau norms. In 2025, the total volume of waste generated decreased by over 1% compared to 2024, and the intensity was also lower than last year. Although the waste generated increased significantly in waste lubricating oil compared to last year due to adjustments in related manufacturing processes, other related wastes showed minor growth or even decreases, such as waste oil mixtures, waste iron, and waste aluminum, indicating the effectiveness of Iron Force's waste management and promotion of waste reduction. In the future, the Company will continue to track changes in waste output, plan to carry out waste oil reduction projects, and increase waste recycling and reuse measures to reduce the environmental impact of waste generated by the Company.

Total Waste Volume - Waste Generation Volume and Terminal Treatment Methods (Tons)

Waste Type	Waste Item Code / Description	2023	2024	2025	Departure Terminal Disposal Method
Non-Hazardous Waste	D-1801 General Garbage	21.61	27.24	24.85	Incineration
	D-0799 Waste Wood or Mixtures Thereof	14.46	16.89	13.03	Incineration
	D-0899 Waste Fibers or Other Cotton, Cloth Mixtures Thereof	9.00	13.79	11.90	Incineration
	D-1703 Waste Lubricating Oil	32.72	36.24	58.99	Physical
	D-1799 Waste Oil Mixture	98.13	92.98	99.07	Physical
	R-1301 Waste Iron	395.96	538.96	508.49	-

Waste Type	Waste Item Code / Description	2023	2024	2025	Departure Terminal Disposal Method
Non-Hazardous Waste	R-1304 Waste Aluminum	11.17	10.30	5.57	-
	R-0601 Waste Paper	7.43	4.90	7.90	-
	General Recyclable Wastes	5.62	5.36	6.29	-
	Taipei Headquarters Domestic Garbage	15.17	12.78	13.43	Incineration
Total Weight of Non-Hazardous Waste		612.21	759.34	749.48	-
Hazardous Waste	A-8801 Wastewater Treatment Sludge from Electroplating Process	8.37	11.87	8.46	Solidification
	C-0301 Waste Liquid with Flash Point Less Than 60°C	17.19	15.16	18.65	Incineration
Total Weight of Hazardous Waste		25.56	27.03	27.11	-
Total Waste Volume		637.77	786.37	776.63	-
Annual Growth Rate (%)		-	23.30%	-1.26%	-
Waste Intensity (Tons / Million NTD Revenue)		0.36	0.40	0.38	-

Taipei Headquarters domestic garbage is estimated using the average per capita daily general waste generation amounts announced by the Ministry of Environment for 2023 to 2025, which were 1.359 KG/day, 1.382 KG/day, and 1.377 KG/day respectively.

Waste statistics coverage scope covers locations: Taipei Headquarters, Nantou Plant.

Note 3: Waste intensity = Total waste volume / Parent company entity's annual total million NTD revenue.

Note 4: General recyclable wastes: plastic wrap, iron cans, aluminum cans, wire stock, recyclable plastics, etc.



To reduce operational impact on the environment, Iron Force is dedicated to reducing waste output. In addition to daily advocacy of waste reduction to employees in all units, the Company also continuously promotes process waste reduction practices under the ISO 14001 environmental management system. In 2025, the scrap rate and rework rate were reduced to below 2.90%, achieving the target set last year. In 2026, it is projected to promote the optimization of lubricating oil use efficiency, reducing lubricating oil consumption to less than 1.5g per product (1.5g/PCS), which will effectively reduce the generation of wastes such as waste oil, waste oil mixtures, and waste metals.





3.5 Water Resources Management

3.5.1 Water Resources Risk Assessment

The Company's main water-using location is the Nantou Plant. Water is used in both the metal cutting process and the electroplating process. The Taipei Headquarters uses water for office employee domestic purposes. In recent years, as extreme weather phenomena become increasingly severe, uneven global precipitation distribution has become the norm. The frequency and severity of heavy rains, droughts, and floods continue to break historical records, not only affecting daily domestic water use but also leading to increased instability in corporate supply chains and risks of plant operational disruptions. Therefore, water resources risk management has become an important issue that cannot be ignored in corporate operations.

To evaluate the water risk status of Iron Force's operating locations, we used the World Resources Institute's Aqueduct Water Risk Atlas online tool to conduct water stress analysis. The analysis results show that none of Iron Force's locations are located in high water stress areas. We plan to continuously track and evaluate the water stress of these locations annually in the future to prevent Iron Force's water use from having a potential impact on local residents and ecosystems.

Water Withdrawal and Effluent Destination of Each Location

Operating Location	Main Water Withdrawal Source	Water Withdrawal Catchment	Effluent Treatment Level	Final Effluent Destination	Water Stress
Nantou Plant	Third-party water	Pinglin Stream	Secondary treatment	Maoluo Stream	Low-Medium (10-20%)
Taipei Headquarters	Third-party water	Xingshan Reservoir	Primary treatment	Bali Sewage Treatment Plant (Taiwan Strait)	Low-Medium (10-20%)

3.5.2 Water Withdrawal, Consumption, and Effluent

Water withdrawal across all locations of Iron Force originates from third-party water utility supplies. Main water usage comes from mixing with lubricating oil in a certain proportion during metal cutting and water used during the metal electroplating process. Water consumption in 2025 decreased by approximately 7% compared to 2024. Recognizing the importance of water conservation, Iron Force promoted multiple water-saving measures internally in 2025, including replacing process recovery water tank equipment and other water-saving actions such as replacing outdated toilets and routing RO wastewater from drinking fountains into the rainwater harvesting system for toilet flushing, thereby achieving the 2% water-saving target. In the future, Iron Force will continue to plan more water-saving measures to reduce dependence on water resources and mitigate the impact of sudden water shortages on company operations.

Water Resources Statistics (Million Liters)

Water Category	Withdrawal / Effluent Destination Classification	Location	2023	2024	2025
Water Withdrawal	Withdrawn from Water Utility Company	Nantou	28.394	25.122	22.885
		Taipei	1.214	0.786	1.243
	Total Water Withdrawal		29.608	25.908	24.128
Effluent	Discharged to Wastewater Treatment Plant for Treatment	Nantou	22.715	20.098	18.308
		Taipei	0.971	0.629	0.994
	Total Effluent		23.686	20.727	19.302
Water Consumption	Water Consumption	Nantou	5.679	5.024	4.577
		Taipei	0.243	0.157	0.249
	Total Water Consumption		5.922	5.181	4.826
Water Withdrawal Intensity (Million Liters / Million NTD Revenue)			0.0166	0.0131	0.0118
Water Withdrawal Intensity Trend (%)			-	-20.93%	-9.86%

Unit: Million Liters.

Water withdrawal sources for all locations of Iron Force are not located in high water stress areas.

Total dissolved solids of Iron Force's water withdrawal sources are all ≤ 1,000 mg/L.

Water resources data statistics scope covers: Taipei Headquarters, Nantou Plant.

Since drainage flowmeters are not installed at all locations, effluent volume is calculated referencing the domestic sewage volume estimation coefficient of 0.8 recommended by the Construction and Planning Agency, Ministry of the Interior (https://www.nlma.gov.tw/filesys/file/EMMA/t1110301-1.pdf).

Note 5: Water withdrawal intensity = Total water withdrawal / Parent company entity's annual total million NTD revenue.

Note 6: Information restatement: 2023 and 2024 data were revised due to concerns regarding the statistics scope.

3.5.3 Wastewater Discharge Management

Process wastewater generated by Iron Force is uniformly discharged to the Nangang Industrial Park Wastewater Treatment Plant, and discharged in accordance with the Water Pollution Control Act by applying for a Water

Pollution Control Measures Permit. To ensure that the wastewater discharged by the Company complies with government regulatory standards and the acceptance limits of the Nangang Industrial Park Wastewater Treatment Plant, the Company has established the "Wastewater Control Procedures" to treat wastewater and regularly test the quality of effluent to reduce the environmental impact caused by the Company's wastewater. The company commissions a testing laboratory qualified by the Ministry of Environment semi-annually to test the effluent and regularly reports data to the local Environmental Protection Bureau. If testing abnormalities are found, corrective actions are immediately initiated in accordance with the Corrective and Preventive Measures Control Procedures. In 2025, wastewater discharged by the Company all complied with the regulatory requirements of the industrial park and the Environmental Protection Bureau, and no events violating relevant regulations occurred.

Annual Wastewater Testing Results and Local Effluent Standards

Water Quality Parameter	Discharge Standard	2023	2024	2025
pH	5.0 ~ 9.0	7.4	7.5	7.2
SS (mg/L)	320.0	60.3	48.5	37.0
COD (mg/L)	640.0	202.5	104.0	144.0
Zinc (mg/L)	3.50	0.990	0.075	0.065
Ammonia Nitrogen (mg/L)	75.0	36.4	18.0	34.5
Water Temperature (°C)	45.0	27.0	27.9	23.3

Discharge Standard: Service Center of Ministry of Economic Affairs Nantou (and Zhushan) Industrial Park - Nangang Industrial Park Sewerage System User Effluent Water Quality Standards.

3.6 Sustainable Supply Chain

3.6.1 Supply Chain Management

Sustainable supply chain management has become an increasingly important part of enterprises in today's globalized economy. With the continuous elevation of public emphasis on environmental and social responsibility, consumers' and various stakeholders' expectations of enterprises regarding sustainable development and social impact have also become increasingly rigorous. Under this background, building a sustainable supply chain not only helps reduce corporate risks but can also enhance corporate market competitiveness and make positive contributions to society and the environment.

As an enterprise in the automotive component industry, Iron Force's main products include automotive components (such as airbag inflator housings, pretensioner seatbelt parts) and display racks. Upstream suppliers of automotive components are primarily engaged in metal processing, with downstream industries being the automotive industry; upstream of display racks is primarily the steel industry, while downstream covers retail industries and department store operators. To establish long-term and stable cooperative relationships with suppliers, Iron Force has formulated the Supplier Evaluation Procedures and the Supplier Environmental Evaluation Management Procedures, and communicates with suppliers regularly through methods (on-site or online). We hope to maintain good cooperative relationships with suppliers through these measures and jointly create maximum economic performance and value targets.

To further systematically manage the sustainability risks and responsibilities of the supply chain, Iron Force newly formulated and implemented the "Supplier Sustainable Development Management Regulations" in 2025 as the basis for supplier management and procurement practices. These regulations apply to major suppliers and incorporate environmental, social, and governance (ESG) related requirements into the supplier selection, evaluation, and management processes to ensure that supplier operational behaviors comply with relevant legal norms and the Company's sustainability policies.

Iron Force Value Chain Upstream, Midstream, and Downstream Diagram

Product Category	Upstream	Own Operations (Midstream)	Downstream
Automotive Components	Copper / Aluminum Material Factories	Copper / Aluminum Heat Sinks	Semiconductor Module Factories / Automobiles
Automotive Components	Steel Material Factories	Inflator Parts and Accessories	Airbag Modules
Automotive Components	Steel Material Factories	Seatbelt Precision Guide Tubes	Seatbelt Modules
Display Racks and Household Goods Industry	Hardware Processing Factories Electroplating Factories Acrylic Processing Factories Wood Processing Industry	Hanger Manufacturing Display Rack Manufacturing	Retail Industry, Boutique Clothing Stores, Convenience Stores, Hypermarkets, Department Stores

3.6.2 Supplier Screening and Evaluation

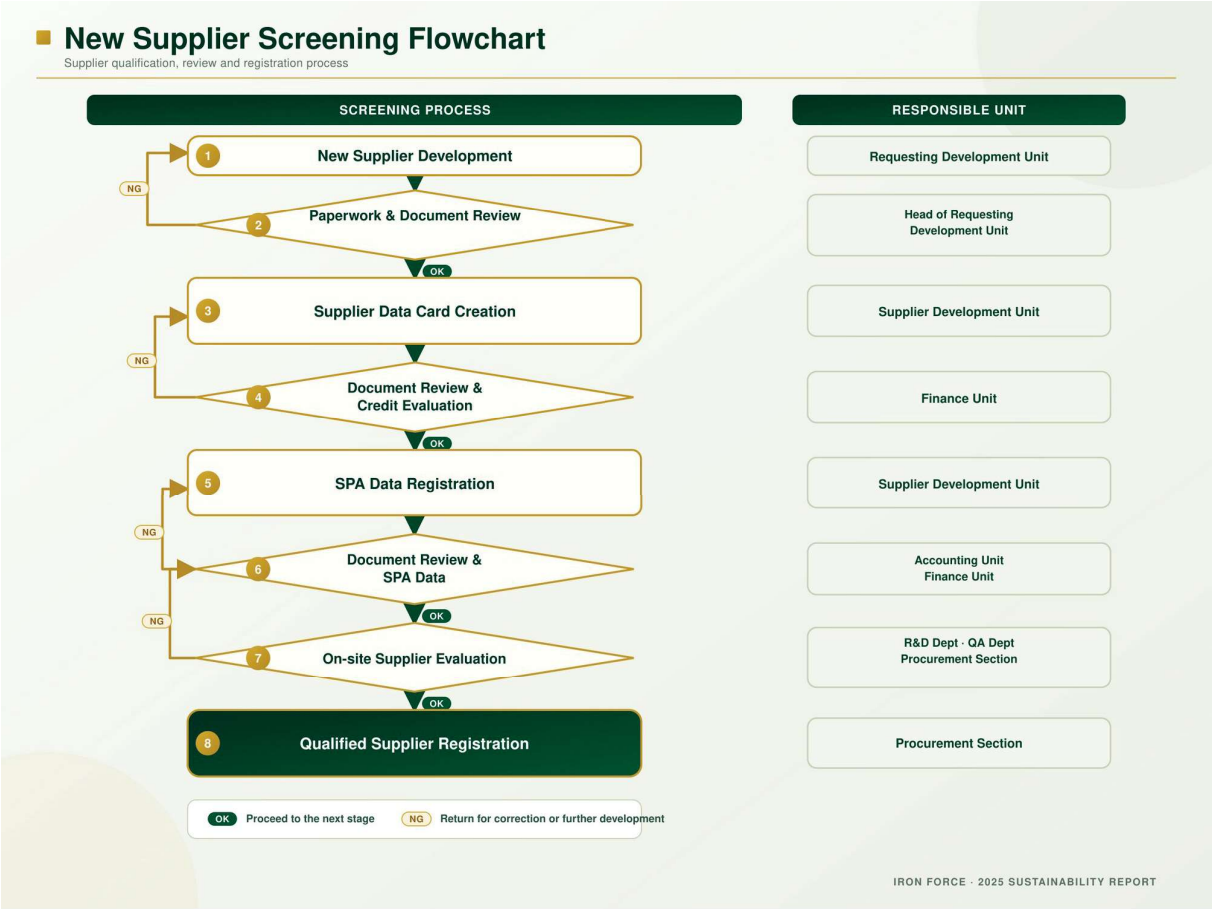
Iron Force Industrial Co., Ltd. has formulated relevant supplier management procedure policies, covering new supplier sourcing, screening, and existing supplier evaluation management, to ensure that the product quality, price, delivery schedule, cooperation, service, production capacity, and ESH provided by suppliers can meet the requirements of Iron Force and its customers.

In the aspect of supplier management, before cooperating with new suppliers, Iron Force requires them to sign the Supplier Code of Conduct and ESG commitment documents. In existing supplier management, through the supplier evaluation mechanism and the Supplier Environmental Evaluation Management Procedures, potential risks of suppliers regarding labor rights and human rights, occupational health and safety, environmental protection, and ethical management are identified. The relevant evaluation results serve as an important reference basis for subsequent supplier management, communication, and coaching. The proportion of newly added suppliers this year that signed this code of conduct reached 100%.

In addition, the Company has drafted a brand-new Supplier ESG Self-Assessment Questionnaire, and will regularly conduct ESG self-assessment questionnaire surveys on continuously trading suppliers annually in the future to evaluate their risk levels in environmental and social dimensions, conducting tiered management based on evaluation results. For suppliers whose evaluation results show higher risks, Iron Force will provide improvement recommendations, education and training, or coaching measures based on actual circumstances to help suppliers enhance their sustainability management capabilities, thereby reducing supply chain-related risks.

Through the above institutionalized and risk-oriented supplier management practices, Iron Force continuously incorporates sustainable development requirements into procurement and supply chain management decisions, expecting to jointly strengthen the stability and responsibility of the supply chain with suppliers, and progressively elevate the management performance of the overall supply chain in environmental and social dimensions.

Regarding new supplier screening, tasks are assigned to corresponding departments regarding product quality, supply risks, cost, occupational safety, and social responsibilities, and according to the industry-specific "Supplier Environmental Evaluation Management Procedures," special attention is paid to suppliers without ISO 14001 management systems and pollution-potential industries such as metal processing and surface treatment; suppliers are also requested to provide Material Safety Data Sheets (MSDS) for control, or the Company provides the "Prohibited/Restricted Materials Table" to suppliers, which is noted in contracts to protect the rights and interests of both parties. In 2025, there were a total of 7 new suppliers, and the screening proportion passing new supplier environmental standards and social standards was 100%. Only after passing the Company's evaluation can they become qualified business partners of Iron Force.



- New Supplier Development (Requesting Development Unit) → Paperwork & Document Review (Head of Requesting Development Unit) [If NG, loop back to development; if OK, proceed] → Supplier Data Card Creation (Supplier Development Unit) [If NG, loop back] → Document Review & Credit Evaluation (Finance Unit) [If NG, loop back] → SPA Data Registration (Supplier Development Unit) [If NG, loop back] → Document Review & SPA Data (Accounting Unit, Finance Unit) [If NG, loop back] → On-site Supplier Evaluation (R&D Dept, QA Dept, Procurement Section) [If NG, loop back] → Qualified Supplier Registration (Procurement Section).

In accordance with internal supplier evaluation methods, Iron Force evaluates raw material and processing suppliers annually through interviews and internal control methods via written audits or on-site audits. Evaluation contents cover quality, delivery schedule, and service dimensions, and score issues such as occupational safety and health and social responsibility. In addition, specific suppliers without ISO 14001 are regularly subjected to annual supplier environmental evaluations to evaluate their qualifications, regulations, and pollution prevention aspects. Supplier evaluation results are categorized into average grades A+ to C, and supplier environmental evaluations are categorized into grades A to D. Intensified coaching work is targeted specifically at suppliers with supplier environmental evaluation grade D and below to assist suppliers in upgrading. If a supplier's behavior may affect Iron Force's reputation, cooperative relations will be immediately terminated. It is expected

that through these supplier evaluations, goals such as assisting suppliers in improving related capabilities and increasing the Company's satisfaction can be achieved.

Supplier Audit Scoring Weights

Supplier Quality System Evaluation - Evaluation Item	Weight
Quality	57%
Delivery Schedule	20%
Cost	9%
Response and Cooperation	14%

Supplier Environmental Evaluation - Evaluation Item	Weight
Qualifications	30%
Environmental Regulations	40%
Pollution Prevention	30%

ESG Self-Assessment Questionnaire - Evaluation Item	Weight
Labor and Human Rights Assessment	32%
Health and Safety Assessment	16%
Environmental Protection Assessment	18%
Moral Conduct and Ethical Standards Assessment	16%
Management System Assessment	8%
Product Responsibility Assessment	10%

Questionnaire survey scores of 70 points or below are considered high risk, and those above 71 points are considered low risk. Those classified as high risk will be provided with coaching and improvement (including but not limited to on-site coaching, education and training, etc.) to lower the risk level, enhance the corporate sustainability development of all suppliers, and strive together for corporate sustainable development.

The ESG self-assessment questionnaire will be implemented starting in subsequent years, and questionnaire distribution and statistical results are expected to be disclosed in subsequent years.

Supplier Audit Scoring Grading System

Supplier Evaluation Grade	Representative Meaning Explanation
Grade A+	Monthly average score 90 ~ 100 points: Evaluated as Grade A+ for six consecutive months, will be listed as a priority new product development supplier.
Grade A	Monthly average score 80 ~ 89 points: Order volume remains unchanged. If one supplier in the same process and series is Grade A+, order volume is reduced by 10%.
Grade B	Monthly average score 70 ~ 79 points: Order volume remains unchanged. If one supplier in the same process and series is Grade A, order volume is reduced by 10%.
Grade C	Monthly average score 60 ~ 69 points: Request the QA unit to coach for upgrading. If upgrading and improvement are still not achieved after three months, immediately evaluate developing an alternative supplier.

Supplier Environmental Evaluation Grade	Representative Meaning Explanation
Grade A	90 ~ 100%
Grade B	80 ~ 89%
Grade C	70 ~ 79%
Grade D	60 ~ 69%: Those at Grade D or below but complying with IATF 16949 supply procedure evaluations are retained; otherwise, transferred out.

2025 Supplier Evaluation Results

This year, a total of 36 sessions of raw material and processing supplier evaluations were executed. Evaluation results included 24 suppliers at Grade A+, 11 suppliers at Grade A, and 1 supplier at Grade B, with no non-compliant suppliers. Additionally, 22 suppliers underwent supplier environmental evaluations, with evaluation results including 5 suppliers at Grade A, 12 suppliers at Grade B, and 5 suppliers at Grade C, with no non-compliant suppliers. Furthermore, a total of 43 supplier self-assessment questionnaires were distributed this year, and 41 were recovered, accounting for 95% of suppliers with ongoing transactions regularly evaluated annually.

Supplier Evaluation Average Grade	Number of Entities	Supplier Environmental Evaluation Result	Number of Entities
Grade A+	24	Grade A	5
Grade A	11	Grade B	12
Grade B	1	Grade C	5
Grade C	0	Grade D	0
Total Evaluations / Audits Completed	36	Total Evaluations / Audits Completed	22
Annual Non-Compliant Supplier Count (Grade C)	0	Annual Non-Compliant Supplier Count (Grade D)	0
Annual Improved Non-Compliant Supplier Count	0	Annual Improved Non-Compliant Supplier Count	0

3.6.3 Procurement Practices

To maintain domestic industry development, shorten product delivery schedules, reduce transportation costs, effectively lower greenhouse gas emissions caused by transportation, and promote the proportion of local procurement, in 2025, Iron Force's total procurement amount was NT$ 1,002 million, among which local procurement amounted to approximately NT$ 182 million, accounting for 18.2% of the procurement amount, a decrease of 17.6% compared to 2024. This was primarily due to procuring specific specifications of tubing from foreign suppliers this year according to customer demands, causing the local procurement ratio to decline. In the future, we will continue to cooperate with local suppliers to increase the local procurement ratio.

Local Procurement Amount

Year	Total Net Procurement Amount (Million NTD)	Total Net Procurement Amount from Local Suppliers (Million NTD)	Local Procurement Proportion (%)
2023	805	204	25.3%
2024	1,042	221	21.2%
2025	1,002	182	18.2%

Definition of local: Suppliers providing raw materials and processing domestically.

3.6.4 Conflict Minerals

To uphold human rights in conflict regions and demonstrate the Company's concern for conflict mineral issues, Iron Force Industrial Co., Ltd. does not use columbite-tantalite, cassiterite, gold, and wolframite metals originating from the Democratic Republic of the Congo, Angola, Burundi, the Central African Republic, the Republic of the Congo, Rwanda, South Sudan, Tanzania, Uganda, and Zambia. Furthermore, the QA department regularly conducts conflict mineral surveys targeting raw material suppliers every November.

Chapter 4 Product Innovation and Customer Service

4.1 R&D and Innovation

Item	Content
Impacts	Positive Impacts: 1. Facing trends in the automotive industry, actively participate in cooperation with international Tier 1 major manufacturers to jointly develop product components. 2. During the development process, continuously expand various design and manufacturing capabilities, thereby broadening the product portfolio. 3. Focus on multiple product developments for new energy vehicles, striving to achieve breakthroughs in this field. Negative Impacts: 1. Active R&D and innovation leading to discrepancies between financial expenditures or investment benefits and expectations.
Policies and Commitments	Through resource integration, enhance product added value and develop green new energy products.
Goals	Enhance surface treatment capabilities to manage supply chain quality Expand production volume of copper-lead brazing technology Development of copper water-cooled coolers
Action Plans	Included in APQP project execution Establish project items to detail completion times and human resources for each stage, regularly reviewing progress and effectiveness
Effectiveness Evaluation	The business division plans annual goals and executes progress reviews every quarter, conducting a total of 4 reviews in 2025.
Grievance Mechanism	The Company's official website provides a stakeholder communication contact email: Company Website: https://www.irf.biz/

Item	Content
	Grievance Email: announcer@irf.com.tw
Responsible Units	NBD (New Business Development)

4.1.1 Main Products and Services

Iron Force is primarily centered on the manufacturing and export business of safety components such as airbag system inflator housings and seatbelts, as well as commercial display racks, clothes hangers, and household hardware. Currently, the company focuses on thermal management and AI server liquid cooling sectors, demonstrating exceptional innovation capabilities and market insights. The modular server liquid cooling manifolds currently under development by Iron Force are key components within the water-cooling thermal dissipation systems of AI servers. With growing market demand and changing customer consumption patterns, their shipment volumes are expected to increase gradually, bringing considerable growth potential to the company.

Sales Status of Main Products in 2025

Main Product Name	Annual Revenue (NTD Thousands)	Revenue Proportion (%)
Automotive Parts and Accessories	4,201,977	85%
Display Racks	752,089	15%

Future R&D Focus Projects / Expected Product Development Items

Product Category	Product Items and Description
Freeform Geometric Baseplate Forging Processing Technology	Copper/aluminum heat sinks, an extension of forging capabilities, aimed at meeting diverse product geometries, serving as product technology for new energy vehicles.
Server Water-Cooling Manifolds	Cooling pipelines for AI servers.
Hybrid Production Line Technology	Product technology for new energy vehicles.
Aluminum and Copper Material Water-Cooling Plate Brazing Technology	Welding copper or aluminum materials into chambered cooling units, serving as product technology for new energy vehicles.

4.1.2 R&D Personnel and Financial Investments

Iron Force attaches great importance to product R&D and innovation, thereby increasing the proportion of R&D personnel and financial investments year by year. Iron Force hopes to bring more internal innovation to the company and continuously create value for customers through recruiting industry talents and continuously expanding R&D investments.

Number and Proportion of R&D Personnel in the Past 2 Years

Year	Number of R&D Personnel (Persons)	Proportion of R&D Personnel to Total Employees (%)
2023	71	15.74%
2024	81	17.05%
2025	74	15.87%

Note: The statistics scope for R&D personnel includes employees in the Mainland China region.

R&D Expenditures and Proportions in the Past 2 Years

Year	R&D Expenditures (NTD Thousands)	Proportion of R&D Expenditures to Annual Revenue (%)
2023	153,779	3.14%
2024	153,525	3.05%
2025	149,783	3.02%

4.1.3 Future R&D Outlook

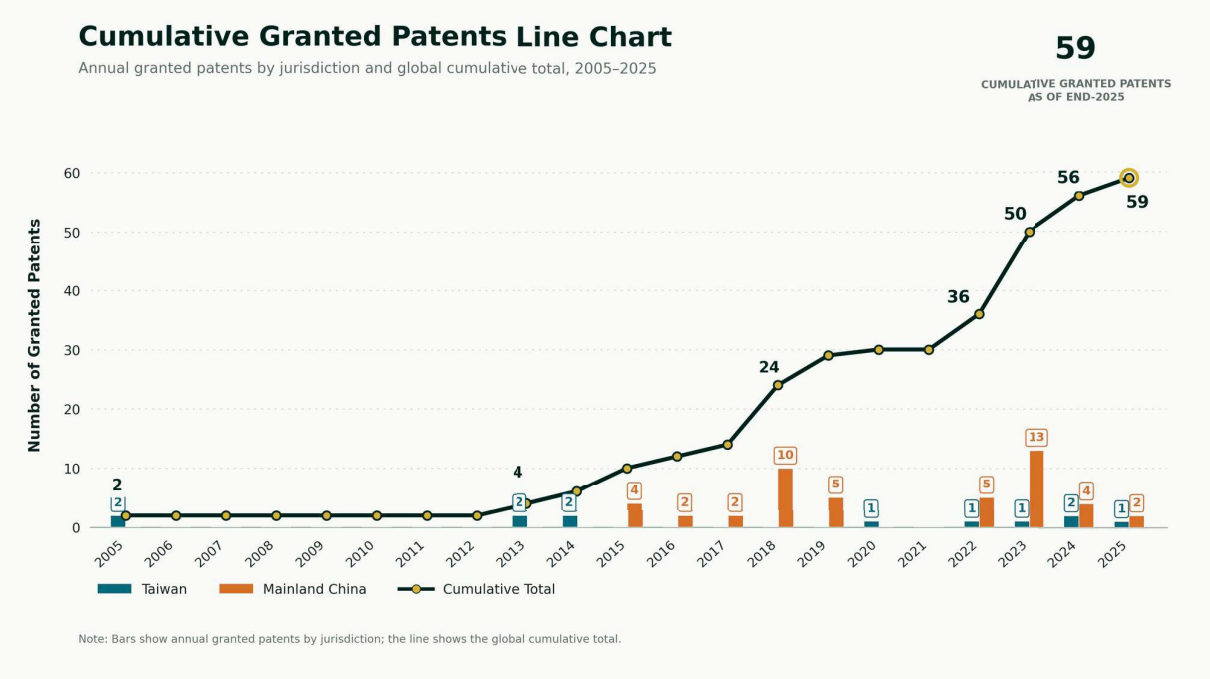
Iron Force primarily manufactures automotive components, including internal mechanical elements for automotive airbag modules, pretensioner seatbelt modules, and electronic power steering systems. Its business performance fluctuates primarily with economic cycles of the global automotive market. In developed countries, due to more complete public transportation systems and stabilized daily commuting modes of residents, annual demand for automobiles generally remains stable with little fluctuation barring major events.

In recent years, the electric vehicle market has flourished with huge growth potential for the future. In response to this trend, Iron Force's R&D strategy continues to center on "thermal management," actively entering the automotive thermal dissipation field, expecting to drive a new wave of growth momentum for the company through various R&D efforts. Meanwhile, Iron Force is committed to the R&D of low-carbon products and process energy conservation. To address mold stress issues, enhance product lifespan, and improve the quality of

manufactured products, cold forging processing technology is adopted to boost production processing efficiency, thereby reducing costs and energy waste. In the cleaning process, tap water is adopted to replace pure water, lowering the energy consumption of pure water production, improving water resource allocation in the washing process more effectively, and reducing wastewater discharge.

In the future, Iron Force will establish short-term plans to develop and optimize copper-aluminum thermal product manufacturing processes, dedicated to integrating upstream and downstream supply chains and providing high-added-value products. Medium- and long-term R&D plans involve accumulating design experience for various thermal dissipation products, establishing close cooperative development relationships with customers and market ends, providing design solutions and introducing new technologies, and surpassing peers in the industry. Furthermore, it aims to continuously promote technological innovation and sustainable development.

4.1.4 Intellectual Property Protection and Patent Portfolio Strategy



Iron Force has established a sound intellectual property management system to create an operational model that builds company value, enhances corporate competitiveness, protects the company's operational achievements, strengthens competitive advantages, and promotes continuous industry refinement. As of the end of 2025, the company's cumulative number of globally approved patents reached 59. In the future, Iron Force will continue to enhance the company's competitive advantages through intellectual property layout and consistently maintain favorable corporate operations.

4.2 Customer Relationship Management

Item	Content
Impacts	Positive Impacts: Ensuring trade secrets and transaction security while providing high-quality service directly contributes to enhancing customer satisfaction, helping the company's long-term business growth and achieving sustainable development. Negative Impacts: If improperly managed, it may lead to customer churn and damage brand image.
Policies and Commitments	Fulfill confidentiality obligations, comply with customer confidentiality policies, and provide fast, reliable service to enhance customer satisfaction.
Goals	Improve customer satisfaction index, customer satisfaction grade target: Grade A.
Action Plans	Execute in accordance with the [Customer Satisfaction Management Procedures] Strengthen employee education and training, and have new hires sign confidentiality agreements.
Effectiveness Evaluation	Submit the 'Customer Satisfaction Analysis Report' of the previous year before the end of May each year, present it to the business division supervisor for signature approval, and review it in the management review meeting. Annual customer satisfaction is Grade A, meeting the target.
Grievance Mechanism	The company's webpage discloses relevant responsible personnel, contact phone numbers, and email boxes of various departments. Company Website: https://www.irf.biz/ Taipei Headquarters Phone: +886-2-2696-2818 Nantou Plant Phone: +886-49-2257-447 Grievance Email: announcer@irf.com.tw
Responsible Units	APD Sales Department

4.2.1 Customer Satisfaction Survey

Iron Force executes annual customer satisfaction survey feedbacks based on the "Customer Satisfaction Survey Procedures" to grasp customer satisfaction regarding product quality, delivery schedules, and service, and regularly reviews the results as a direction and basis for future improvements. Customer satisfaction for the 2024 fiscal year was Grade A, indicating that customers are quite satisfied with and recognize the company's

overall service. The customer satisfaction target for Iron Force in 2025 is maintained at Grade A, and Iron Force will continue to strive to achieve the goal.

Iron Force Customer Satisfaction Survey Results

Year	Surveys Issued	Surveys Recovered	Recovery Rate (%)	Satisfaction Score / Grade
2023	7	7	100%	A
2024	7	7	100%	A
2025	7	7	100%	A

Customer Satisfaction Score Analysis Across Aspects

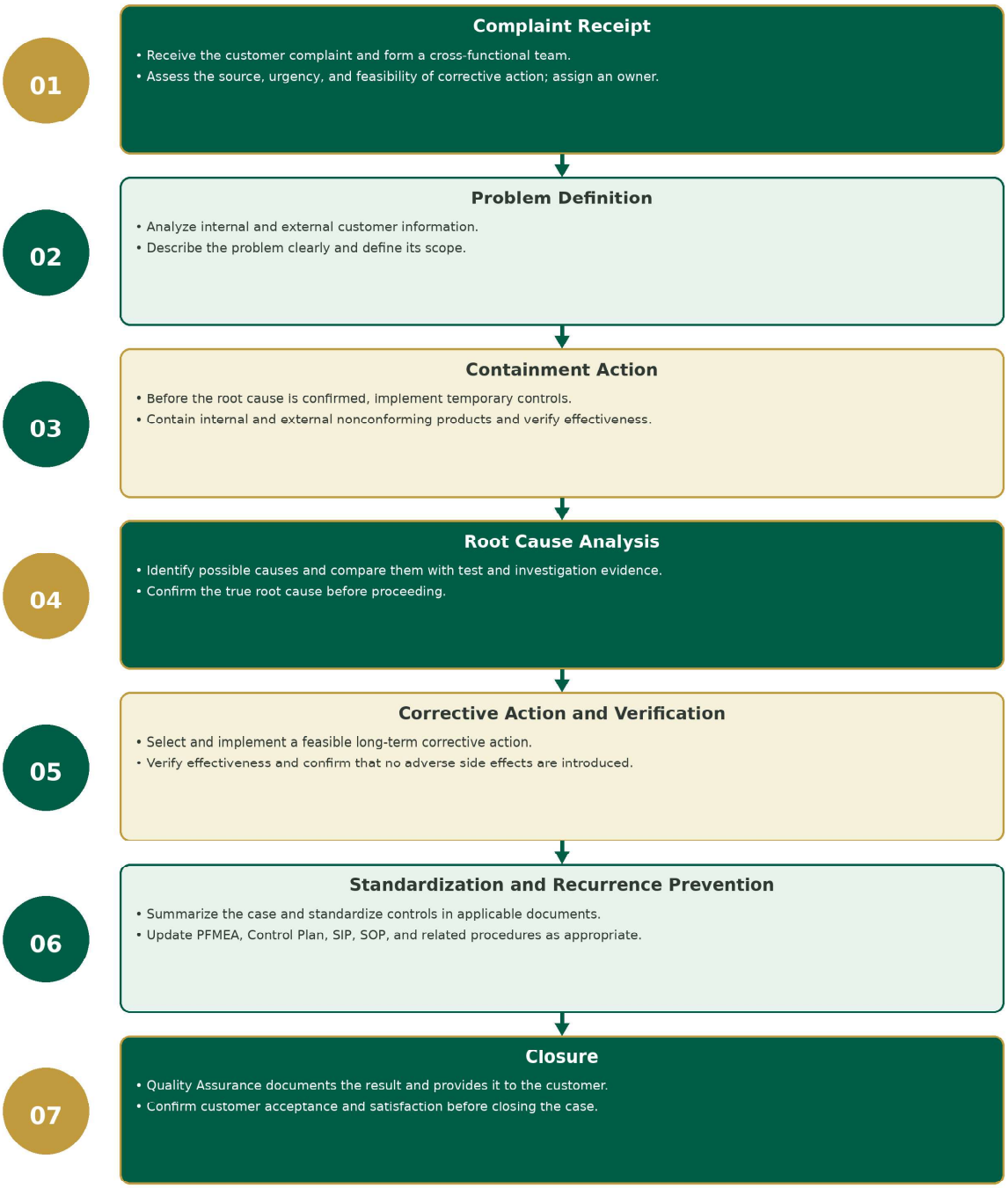
Year	Quality	Delivery Schedule	Others*
2023	A	A	A
2024	A	A	A
2025	A	A	A

* Others (Terms and Conditions / Procurement and Service)

4.2.2 Customer Complaints and Improvements

To ensure the effective handling and resolution of customer complaints, the sales unit regularly submits the previous year's "Customer Satisfaction Analysis Report" based on the evaluation results of recovered "Customer Satisfaction Survey Questionnaires," "Customer Standard Specification Satisfaction Forms," and "Customer Satisfaction Special Condition Scoring." When necessary, the sales department supervisor may convene a customer satisfaction review meeting to continuously improve and increase customer satisfaction. In addition to understanding customer needs through customer satisfaction, when customers raise complaints or provide feedback, the company has established a comprehensive tracking process according to industry characteristics and practical requirements, acquiring valuable information from the customer end through customer case analysis and improvement to enhance product quality and service standards and prevent similar customer complaint events from recurring. In 2025, there were 5 formal customer complaint events, with customers primarily reflecting issues regarding product dimensions or quality. Subsequently, the company increased inspection points within the production line and relevant personnel education and training to improve the situation, while maintaining good cooperative relationships with customers continuously.

Customer Complaint Handling Process



- **Step 1: Complaint Receipt -** Form a specialized team of members with professional knowledge of procedures/products, matching technical hierarchy and professional level, to solve problems and execute corrective actions. The QA department supervisor serves as the convenor.
- **Step 2: Problem Description -** Analyze current data: analyze problems of internal/external customers and record them; express problems.

- **Step 3: Formulation and Execution of Short-Term Countermeasures** - Before permanent corrective countermeasures are established, the cross-functional team first defines temporary improvement countermeasures so that internal/external parties are no longer disturbed by quality abnormality issues, and verifies the effectiveness of temporary countermeasures.
- **Step 4: Root Cause Analysis** - The cross-functional team analyzes possible causes causing the problem, then compares and tests them against the problem description and test data from Step 2, breaking down and confirming the true root cause.
- **Step 5: Formulation of Long-Term Countermeasures and Effectiveness Verification** - (1) The cross-functional team proposes feasible solutions capable of truly improving the root cause, and through testing plans, determines that the selected improvement measures can reliably solve customer problems without engendering other defects. (2) Implement permanent corrective countermeasures according to post-improvement conditions to ensure the true root cause is eliminated. If improvement benefits are insufficient or unacceptable to customers, further countermeasures must be pursued.
- **Step 6: Prevention of Recurrence and Standardization** - The cross-functional team summarizes this customer complaint case and horizontally deploys it to all products to prevent identical or similar problems from recurring, revising relevant standard documents (such as PFMEA, CP, SIP, SOP, etc.).
- **Step 7: Closure** - (1) The QA department provides complete customer complaint handling results to the customer. (2) Understand customer satisfaction regarding relevant treatments through the sales department.

4.2.3 Product Quality and Hazardous Substance Management

Iron Force Industrial Co., Ltd. has established quality inspection control procedures for its product quality policy and objectives. Since parts related to automotive safety systems have higher requirements for quality and precision, product certification by automotive safety system manufacturers for upstream component suppliers often requires stricter standards and longer timeframes. The company possesses automated production and high-standard specification inspection procedures, achieving good manufacturing quality and meeting special requirements for high-precision product specifications and quality assurance, having successively passed ISO 14001, ISO 45001, IATF 16949, and other related quality certifications to ensure production quality consistently complies with quality requirements through standard operating procedures.







With the daily rising awareness of global environmental protection, the public's emphasis on environmental protection has increased. Coupled with the severe impacts of numerous chemical substance leakage incidents on the environment and human health in recent years, global attention and concern regarding hazardous substance management have intensified. Consequently, restrictions and requirements of major international brands regarding hazardous substances and restricted substances in products have become increasingly stringent in recent years. The compliance of oxygen and argon steel cylinders, rust inhibitors, cleaning agents, paint conditioners, lubricating oils, wastewater treatment plant chemicals, high-pressure gas cylinders, gas generator modules, and hazardous chemicals used by Iron Force has become a standard that enterprises cannot ignore.

Iron Force attaches importance to potential risks that products may cause to downstream manufacturers and is therefore dedicated to cooperating with customer requirements, complying with restrictions and regulations on hazardous substances, formulating and strictly executing hazardous material control procedures, and ensuring no regulated prohibited hazardous substances are used across all products. In 2025, Iron Force did not experience any violations of regulations related to the health and safety of products and services, and will continue to maintain this excellent record in the future.

4.3 Information Security and Customer Privacy

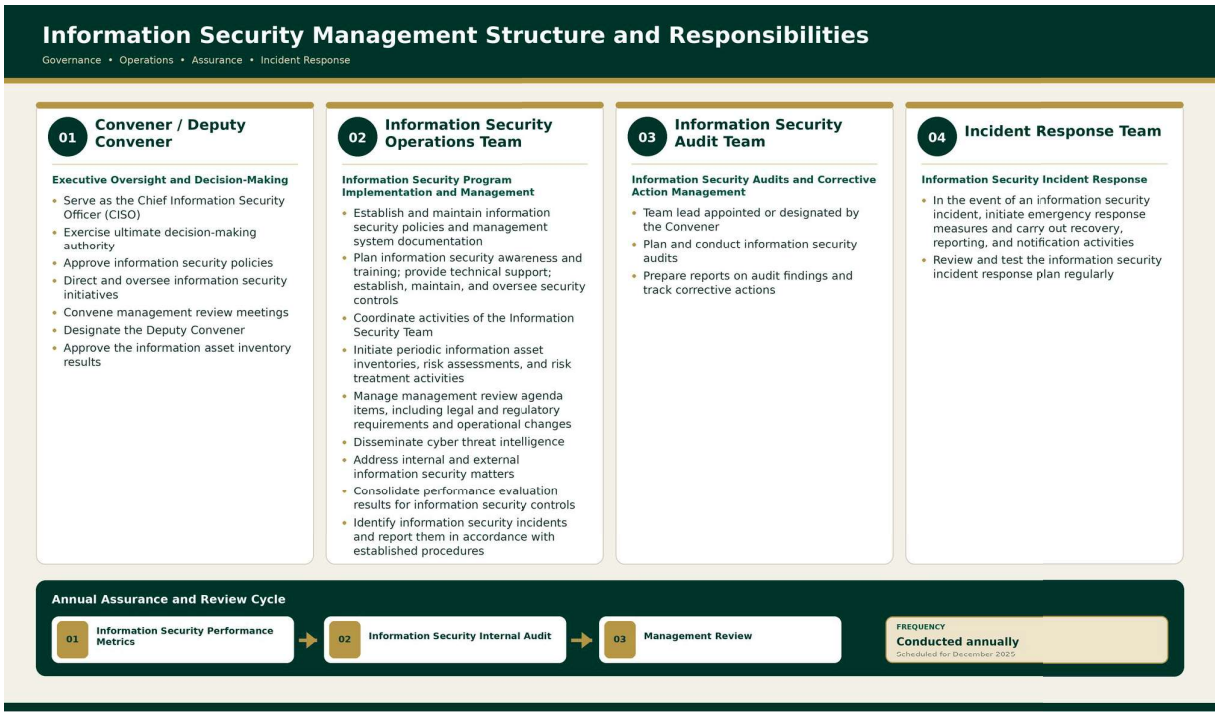
Item	Content
Impacts	Positive Impacts: Enhance data protection capabilities: Effective information security management policies can reduce the risk of confidential data leakage and enhance organizational data protection capabilities.

Item	Content
	Improve operational efficiency: Through systematic management, operational interruptions caused by security issues are reduced, thereby improving overall operational efficiency. Negative Impacts: Increased costs: Formulating and implementing information security management policies requires substantial capital investment for purchasing security equipment, hiring professionals, training employees, etc. Increased operational burden: Strict security measures increase the tedium of daily work, such as multi-factor authentication and strict access control, which may reduce employee work efficiency.
Policies and Commitments	Establish a secure and reliable computerized operating environment to ensure the security of data, systems, equipment, and networks for group operations and service provision, prevent unauthorized modification or use of data and systems, and safeguard the sustainable operation of group and customer rights and interests.
Goals	Short-term Goal: Continuously comply with inspections of periodic (annual/semi-annual/weekly) items established based on TISAX. Complete the TISAX assessment and obtain or renew the applicable TISAX label in 2026. Medium- and Long-term Goal: Continuously plan and strengthen information security management facilities.
Action Plans	Engage external specialists to support implementation of the applicable TISAX assessment requirements. Implement the applicable TISAX assessment requirements internally and conduct periodic internal and external assessments. Build information security awareness among internal employees. Arrange for new employees to participate in information security education and training courses.
Effectiveness Evaluation	Information security measurement indicator table completed on 2025/07/10. (1) Management review meetings convened 1 time/year, passed. (2) Information asset inventory counts 1 time/year, passed. (3) Outsourced vendor quality (including validity of outsourced vendor confidentiality agreements) review counts 1 time/year, passed.

Item	Content
	(4) Risk assessment table update counts 1 time/year, passed. (5) Emergency response drill counts 1 time/year, passed. (6) Account audit counts 1 time/year, passed.
Grievance Mechanism	The company's official website provides a stakeholder communication contact email: Company Website: https://www.irf.biz/ Grievance Email: announcer@irf.com.tw
Responsible Units	Information Department

4.3.1 Information Security Management Structure and Responsibilities

Iron Force established the "Information Security Group" in 2023, with the Chief Information Security Officer serving as the Convener, responsible for approving information security policies, deliberating information security needs, promoting and supervising information security-related affairs, and convening and chairing information security management review meetings; a Deputy Convener is also appointed to act as the proxy for the Convener. Underneath, the "Information Security Audit Group," "Information Security Operations Group," and "Emergency Response Group" are established respectively. In 2024, the company initiated the TISAX (Trusted Information Security Assessment Exchange) assessment process, an automotive-industry information security assessment and exchange mechanism, formulating the "TISAX Procedures" as the basis for organizational information and communications security management to continuously strengthen information security management mechanisms. The "Information Security Audit Group" is responsible for planning and executing information security audit matters, tracking the execution status of information security systems and subsequent improvement conditions, and producing relevant audit reports. It promotes relevant units to conduct TISAX-ISA self-assessment operations and assists in compiling self-assessment results to ensure the continuous and effective implementation of the system; the "Information Security Operations Group" is composed of department heads designated by the Convener, responsible for drafting, deliberating, evaluating, and establishing information security policies, collecting relevant information security data, education and training, and technical services, as well as establishing and maintaining information security control mechanisms and executing information security monitoring matters, handling and managing information security status and events; the "Emergency Response Group" is responsible for emergency response measures during disasters, adopting rescue and notification operations.



- **Convener**
  - **Deputy Convener**
    - **Information Security Audit Group**
    - **Information Security Operations Group**
    - **Emergency Response Group**

Description of Responsibilities of Each Unit

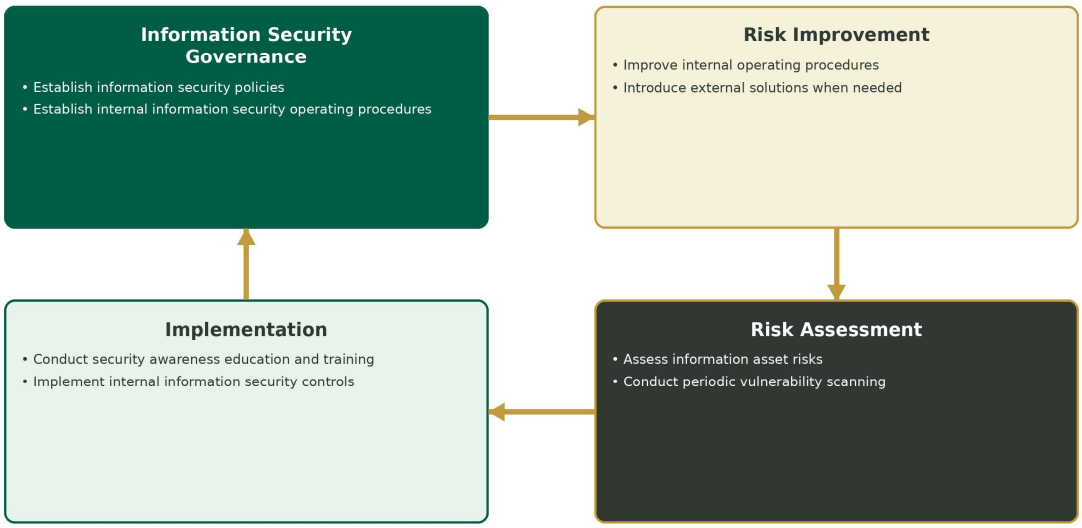
Unit Name	Description of Responsibilities
Convener	Serves as Chief Information Security Officer; approval of information security policies, deliberation of information security needs, promotion and supervision of information security affairs, and convening and chairing management review meetings.
Deputy Convener	Serves as the proxy for the Convener of the Information Security Group.
Emergency Response Group	Responsible for emergency response measures during disasters, taking rescue and notification operations.
Information Security Operations Group	Responsible for drafting information security policies and coordinating the Information Security Group in executing related work.
Information Security Audit Group	Planning of information security audit matters, tracking of audit results and

Unit Name	Description of Responsibilities
	improvements, promoting relevant units to conduct TISAX-ISA self-assessment operations, and assisting in compiling self-assessment results.

4.3.2 Information Security Management Strategy

In a digitalized and globalized commercial environment, information security has become an important guarantee for corporate operations and customer trust. Iron Force deeply understands the importance of the confidentiality, integrity, and availability of information assets for continuous business operations, and is committed to establishing and maintaining a comprehensive information security management strategy complying with relevant regulatory requirements to identify and mitigate internal and external information security risks.

Information Security Management Framework



PDCA-based continual improvement

- **Information Security Governance:** Formulate information security policies; formulate internal information security operation management norms.
- **Risk Assessment:** Information asset risk evaluation; regularly review execution effectiveness.
- **Promotion and Execution:** Personnel information security policy publicity and education and training; internal information security operation introduction and implementation.
- **Risk Improvement:** Improve internal operating procedures; introduce external solutions.

Information Security Management Policy

To ensure the confidentiality, integrity, and availability of information assets, Iron Force establishes a secure and reliable computerized operating environment, ensuring the security of company data, systems, equipment, and networks, and preventing unauthorized modification or use of data and systems. Department heads regularly review and update these policies to ensure their effectiveness.

Policy	Content
Maintain Confidentiality, Integrity, and Availability of Information Assets	Includes preventing unauthorized modification or use of systems and data.
Risk Assessment Operations	Formulate a "Risk Assessment Table" to describe potential operational-related risks that operational workflows may face. Once risk identification is completed, potential damage and likelihood of occurrence should be evaluated for each risk scenario, information security risk values calculated, and risk assessment results compiled and recorded in the "Risk Assessment Table" to reduce corporate exposure to cybersecurity threats.
Data Access Control Operations	Access permissions of information systems are appropriately authorized and maintained to ensure only authorized personnel can access specific information.
Regular Audits	Execute information security audit operations annually to ensure the implementation of information security.
Physical Environment Management	To ensure the physical security of Iron Force's computer server rooms and secure areas, physical protection measures are established, alongside management norms for portable information equipment and data storage media, to reduce the risk of confidential data leakage caused by improper management.
Backup Services	Systems are built with backup services, and data undergoes multiple backups stored off-site.

Specific Management Solutions

In accordance with information security policies, Iron Force implements a series of specific management solutions to protect information security in a systematic and standardized manner.

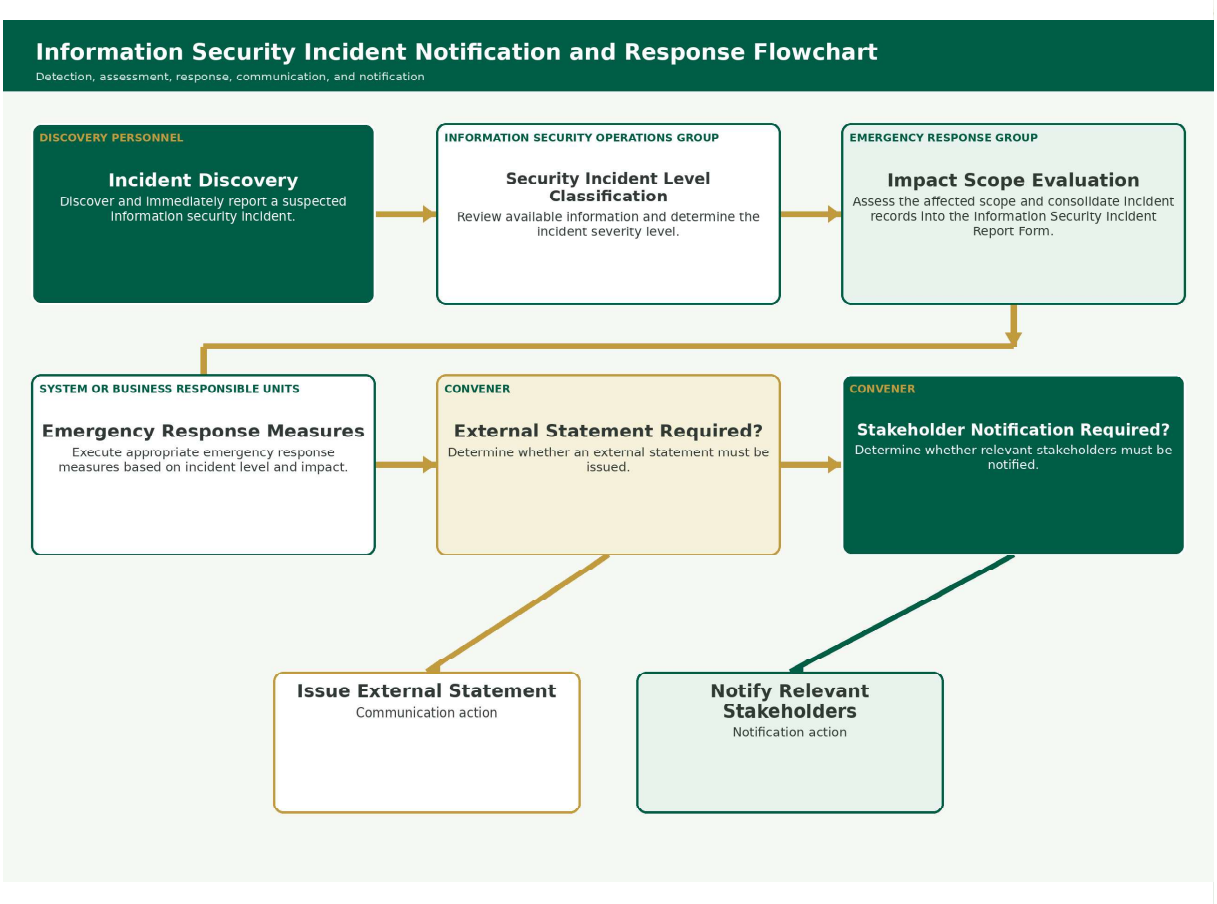
Management Solution Type	Specific Measures
Risk Management	Conduct risk assessments annually and establish a complete information security

Management Solution Type	Specific Measures
	management system.
Computer Equipment Security Management	All application servers and other equipment are located in dedicated server rooms and cloud hosts. The interior of the physical server room is equipped with independent air conditioning to maintain computer equipment operating under an appropriate temperature environment, and pharmaceutical fire extinguishers are placed, applicable for fires caused by general or electrical sources. Server room hosts are configured with uninterrupted power supply (UPS) equipment to prevent sudden power outages from causing system crashes and ensure computer application system operations are not interrupted during temporary power failures.
Network Security Management	Deploy firewalls and set connection rules to block illegal hacker intrusion. Logging into the company's internal network to access data requires applying for a VPN account via an information service application form, logging in and using securely through VPN. Set up internet behavior management and filtering to block visits to harmful or policy-disallowed network addresses and contents, strengthen network security, and prevent bandwidth resources from being improperly occupied.
Virus Protection and Management	Use antivirus software and automatically update virus definitions to reduce the chance of virus infection. Emails adopt Microsoft cloud mailboxes, with Microsoft filtering mails and attachments as the first line of defense, and Chunghwa Telecom providing the second line of cybersecurity protection to block viruses from entering user computers.
Data Access Control	Computer equipment must be kept by dedicated personnel, and accounts and passwords must be set. On the day an employee resigns, account deletions for all systems and reinstallation of computer operating systems are executed. Before equipment scrapping, confirm that hard drive data has undergone wiping processing. When hard drives do not need to be used, hard drive platters undergo physical destruction disposal.
Incident Recovery Mechanism	Construct off-site backup systems, adopting a daily backup mechanism with one copy of backup data stored in each off-site server room to ensure system and data security.

Management Solution Type	Specific Measures
	Regularly execute system recovery drills to ensure the correctness of backup data.

4.3.3 Information Security Incident Notification and Response Procedure

Iron Force proactively establishes the "Information Security Incident Notification and Response Operating Procedures" to minimize the impact of security incidents on the company and handle potential information security incidents of all kinds in a timely manner. In 2025, Iron Force experienced no major information security incidents resulting in losses.



- Information Security Incident Discovery Personnel → Information Security Operations Group Judges Security Incident Level → Emergency Response Group Evaluates Impact Scope (Consolidates incident records into "Information Security Incident Report Form") → System or Business Responsible Units Execute Appropriate Emergency Response Measures accordingly → Convener Determines Whether External Statements Need to be Issued → Judge Whether Relevant stakeholders Need to be Notified

4.3.4 Information Security Education and Training

To enhance employees' security awareness and professional knowledge regarding information security and privacy protection, Iron Force conducts relevant education and training annually, covering new employee awareness training courses and TISAX information security awareness courses. In 2025, total training hours for personnel in cybersecurity-related education and training amounted to 164 hours.

2025 Information Security Education and Training

No.	Training Course	Course Hours	Participants (Person-times)
1	New Employee Awareness Training	1 hour	41
2	TISAX Information Security Awareness Training	3 hours	41

Chapter 5 Harmonious and Healthy Workplace

5.1 Protection of Employee Human Rights

Item	Content
Impacts	Promoting performance-oriented salary and welfare systems, welfare provisions superior to legal regulations, and incentive measures increases employees' sense of identification and cohesion with the company while attracting and retaining outstanding talents. Arranging internal and external training programs to enhance and update employees' knowledge and skills, enabling their career capability development to balance core competencies and professional competency cultivation.
Policies and Commitments	Convey the company's annual strategy from top to bottom, and assist employees in combining personal career goals with company goals to increase work engagement and reduce resignation phenomena caused by mismatched career paths. At the same time, provide diversified communication channels to build a sound working environment.
Goals	Zero labor-management dispute events for the year.
Action Plans	Hold quarterly labor-management meetings and occupational safety and health committee meetings, construct safety and health internal websites and information platforms, conduct new employee education and training, organize year-end banquet activities, annual health check-ups, domestic and foreign employee travel handled by the Employee Welfare Committee, free provision of lunch and overtime dinner, employee external education training subsidies, and senior employee recognition activities.
Effectiveness Evaluation	The labor-management committee executed a total of 4 labor-management meetings this year, communicating on matters such as labor welfare planning, work efficiency improvement, and safety and health improvement suggestions.
Grievance Mechanism	Contact Window: General Management Division Telephone: 02-26962818 Email: terrylin@irf.com.tw

Item	Content
Responsible Units	General Management Division

5.1.1 Promoting Workplace Human Rights Protection

Regarding workplace human rights issues, the company recognizes and supports the Universal Declaration of Human Rights, the United Nations Global Compact, the UN International Labor Standards, and the UN Guiding Principles on Business and Human Rights, and has established relevant measures to ensure the prohibition of child labor, forced labor, harassment, and discrimination. Colleagues can file grievances through multiple channels such as dedicated telephone lines and email mailboxes. All related grievance cases are handled by dedicated personnel, and information related to the complainant and the grievance process is kept confidential to protect employee rights and interests. In 2025, no effective human rights-related grievance cases were received, and no discrimination events involving ethnicity, gender, religion, political party, sexual orientation, sexual harassment, or workplace bullying occurred.

To implement international human rights standards and respond to structural changes in the labor market, the company has promoted the "Zero Recruitment Fee Policy" starting January 1, 2026, with the company fully bearing all recruitment-related expenses to prevent workers from bearing improper costs during the job hunting and appointment process. This is combined with existing grievance and remedy mechanisms for institutionalized management and supervision, continuously reducing human rights risks and strengthening the foundation of sustainable human resource governance. At the same time, the company also continues to promote workplace diversity and human rights education and publicity, ensuring that employees can embody human rights values in their work at all times.

In addition, Iron Force holds an annual Model Employee Selection event, selecting winners based on their performance across various aspects, providing rewards to winners and public commendation to promote the human rights spirit. Model workers are recommended by supervisors of each unit, with specific deeds of nominated candidates explained, and then evaluated by labor-management meeting committee members to select six candidates, from among whom one representative is chosen to participate in the commendation by the Nantou Industrial Park Manufacturers Association.



5.1.2 Workforce Structure and a Diverse Workplace

In 2025, Iron Force had a total of 466 employees, all of whom were regular full-time employees, with no other dispatched units or consultants hired during the year. In terms of gender distribution, males accounted for approximately 60% and females approximately 40%; in terms of age distribution, colleagues aged between 30 and 50 accounted for the largest proportion, at approximately 69% of the total number of employees, followed by colleagues aged 50 and above, accounting for 18% of all employees; in terms of employee rank distribution, a total of 53 persons were managerial positions, among whom female managers accounted for 10 persons, representing 19% of all managers.

Iron Force attaches importance to multiculturalism and workplace inclusion. In 2025, there were 3 employees with disabilities, accounting for 0.6% of total employees, and 138 employees were foreign nationals. Employee recruitment by the company is based on the abilities required to fulfill job duties. In recruitment and employment, education and training, performance appraisal, rewards, promotion and transfer, retirement, and other employment conditions, no discrimination occurs based on gender, religion, race, nationality, age, sexual orientation, disability, or other legally protected circumstances, striving to provide an equal and consistent workplace experience for all colleagues. In 2025, the company received no reported or investigated cases of discrimination, child labor, forced or compulsory labor, etc.

2025 Employee Composition Structure

Gender	Employment Type	Number	Total Number	Proportion (%)
Male	Regular	278	278	60%
	Contract	-	-	-
	Zero-hour Guarantee Employees	-	-	-
Female	Regular	188	188	40%
	Contract	-	-	-
	Zero-hour Guarantee Employees	-	-	-

Note: Employee numbers are calculated based on employees in service as of 2025/12/31.

Regular/Fixed-term Contracts: Please refer to the definition in Article 9 of the Labor Standards Act.

Full-time/Part-time: Part-time (so-called part-hour workers) refers to workers whose working hours are shortened to a considerable extent compared to full-time workers within the organization, as defined by the Ministry of Labor, with the shortened hours agreed upon jointly by labor and management.

WORKFORCE DIVERSITY

Diversified Workforce Composition over the Past Three Years

2023–2025 | By management level, age group and gender | Unit: persons

Year	Employee Category	Under 30		Ages 30–50		Age 50 and Above		Total
		Male	Female	Male	Female	Male	Female	
2023	Senior Management	—	—	7	—	4	—	11
	Middle Management	—	—	10	3	4	—	17
	Junior Management	—	—	17	4	3	1	25
	General Employees	8	53	119	156	20	32	398
	Total	8	53	153	173	31	33	451
	Share of Total Workforce (by Age Group and Gender)	1.77%	11.75%	33.92%	38.36%	6.87%	7.32%	—
	Share of Total Workforce (by Age Group)	13.53%		72.28%		14.19%		—
2024	Senior Management	—	—	7	—	2	—	9
	Middle Management	—	—	12	3	3	—	18
	Junior Management	—	—	11	3	2	2	18
	General Employees	17	65	129	155	22	32	430
	Total	17	65	159	171	29	34	475
	Share of Total Workforce (by Age Group and Gender)	3.58%	13.68%	33.47%	36%	6.11%	7.16%	—
	Share of Total Workforce (by Age Group)	17.26%		69.47%		13.26%		—
2025	Senior Management	—	—	5	—	5	—	10
	Middle Management	1	—	9	3	3	1	17
	Junior Management	—	—	15	5	5	1	26
	General Employees	32	28	176	107	27	43	413
	Total	33	28	205	115	40	45	466
	Share of Total Workforce (by Age Group and Gender)	7.08%	6.01%	43.99%	24.68%	8.58%	9.66%	100%
	Share of Total Workforce (by Age Group)	13.09%		68.67%		18.24%		100%

Note 1 Senior Management: Grade 8, Assistant Vice President and above.

Note 2 Middle Management: Grades 6–7, Deputy Manager and Manager.

Note 3 Junior Management: Grade 5, Section Chief or below.

Note 4 Percentages may not total 100% due to rounding.

Workforce composition summary. Proportion of total employees by gender and age: male under 30, 7.08%; female under 30, 6.01%; male 30-50, 43.99%; female 30-50, 24.68%; male 51 and above, 8.58%; female 51 and above, 9.66% (total: 100%). By age group: under 30, 13.09%; 30-50, 68.67%; 51 and above, 18.24% (total: 100%). Senior Management means Grade 8 Associate Manager and above; Middle Management means Grade 6-7 Deputy Manager or Manager; Junior Management means Grade 5 Section Chief and below.

5.1.3 Open Communication Channels

Iron Force expects to shape a workplace culture of instant and transparent communication. Labor-management meetings composed of labor and management representatives are held regularly every three months, encouraging both parties to communicate opinions with each other. In 2025, a total of 4 labor-management meetings were held, during which issues related to employee rights and interests were actively discussed, and the aforementioned meeting results apply to all employees. To achieve two-way labor-management communication, the Company has set up multiple communication channels such as the "Labor Opinion Mailbox" and "Grievance Email" to promptly reflect various suggestions.

If any adjustment to labor conditions in the Company requires the consent of a labor-management meeting, all operational activities comply with local legal regulations. According to the minimum advance notice period prescribed by the Labor Standards Act based on employee seniority: those who have worked continuously for three months to under one year shall be given 10 days' advance notice; those who have worked continuously for one year to under three years shall be given 20 days' advance notice; those who have worked continuously for three years or more shall be given 30 days' advance notice. If a layoff is made without advance notice within the periods prescribed in the preceding paragraphs, wages for the advance notice period shall be paid.

5.2 Talent Attraction and Retention

5.2.1 New Hire and Turnover Status

In the 2025 fiscal year, Iron Force recruited a total of 52 new employees, with a new hire rate of approximately 11.16%, and a total of 56 employees resigned, with a turnover rate of approximately 12.02%. To analyze and investigate the reasons for employee turnover, we found that job nature inconsistent with expectations, family factors, health issues, and personal career planning are the main factors. Therefore, Iron Force will strengthen detailed explanations of job contents during the interview process to ensure job seekers' understanding of positions is consistent with actual conditions. In addition, the Company will provide options for unpaid leave for retention and study subsidies, providing comprehensive support to employees to increase the retention rate of outstanding talents.

New Employee Statistics (2025)

New Employee Hire Statistics

Gender	Age Group	2023		2024		2025	
		No. of New Hires	Rate (%)	No. of New Hires	Rate (%)	No. of New Hires	Rate (%)
Female	< 30	17	3.77%	22	4.63%	6	1.29%
	31–50	32	7.10%	24	5.05%	12	2.58%
	> 51	—	—	2	0.42%	—	—
Male	< 30	15	3.33%	15	3.16%	7	1.50%
	31–50	26	5.76%	28	5.89%	26	5.58%
	> 51	1	0.22%	2	0.42%	1	0.21%
Subtotal		**91**	**20.18%**	**93**	**19.58%**	**52**	**11.16%**

Note 1: New hire rate = (Number of new employees hired in the respective category during the year ÷ Total number of employees at year-end) × 100%.

Employee Turnover Statistics

Gender	Age Group	2023		2024		2025	
		No. of Employees Leaving	Rate (%)	No. of Employees Leaving	Rate (%)	No. of Employees Leaving	Rate (%)
Female	< 30	14	3.10%	10	2.11%	2	0.43%
	31–50	22	4.88%	29	6.11%	15	3.22%
	> 51	1	0.22%	1	0.21%	3	0.64%
Male	< 30	14	3.10%	6	1.26%	5	1.07%
	31–50	28	6.21%	22	4.63%	27	5.79%
	> 51	1	0.22%	4	0.84%	4	0.86%
Subtotal		**80**	**17.74%**	**72**	**15.16%**	**56**	**12.02%**

Note 1: Employee turnover rate = (Number of employees leaving in the respective category during the year ÷ Total number of employees at year-end) × 100%.

New hire rate = [(Number of new employees in each category for the year) / (Total number of employees at the end of the year)] * 100%

Turnover rate = [(Number of resigned employees in each category for the year) / (Total number of employees at the end of the year)] * 100%

5.2.2 Comprehensive Remuneration System

Iron Force focuses on establishing a transparent and fair remuneration system, aiming to determine salary levels based on employees' educational background, professional knowledge, technical skills, work experience, and personal performance. We insist that all employees' remuneration will not differ due to gender, age, race, nationality, religious belief, political stance, or sexual orientation. We believe that such a remuneration system can not only inspire employees to give full play to their potential, but also create a diverse and inclusive working environment, promoting overall team cooperation and innovation. We are committed to ensuring that every employee can receive due reward based on their strength and efforts in a fair environment.

Female-to-Male Remuneration Ratio

Rank	2024 (Female Remuneration : Male Remuneration)	2025 (Female Remuneration : Male Remuneration)
Senior Management	0	0
Middle Management	0.17	0.22
Junior Management	0.23	0.24
General Employees	0.75	0.73

Senior Management: Grade 8 Associate Manager and above

Middle Management: Grade 6, 7 Deputy Manager, Manager

Junior Management: Grade 5 Section Chief and below

Average and Median Salary of Full-Time Employees Not in Managerial Positions

Item (Unit: NTD Thousands)	2024	2025	Difference Explanation
Full-time Employees Not in Managerial Positions (Number)	422	452	-
Average Salary of Full-time Employees Not in Managerial Positions	680	648	Affected by changes in personnel composition, overall salary distribution has been adjusted.
Median Salary of Full-time Employees Not in Managerial Positions	572	558	-

5.2.3 Diverse Employee Welfare

Iron Force provides employees with reasonable rights and benefits, strictly complying with legal regulations of operating locations, granting employees their due basic rights and interests including insurance, pensions, leave, etc., and also provides diverse welfare policies superior to legal regulations, including year-end bonuses, cash or vouchers for the three major traditional festivals (Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival) gift cash/vouchers, birthday gift vouchers, and wedding and funeral subsidies, to unite colleagues' loyalty and build harmonious labor-management relations. The company allocates 0.15% of total operating revenue monthly according to law as employee welfare funds, which are centrally utilized by the independently operating Employee Welfare Committee. In the 2025 fiscal year, total employee welfare expenditures reached NT$6.1 million.

Category	Content
Items Stipulated by Law	Salary, labor insurance, health insurance, overtime pay, leave, statutory pension contributions, etc.
Items Superior to Legal Regulations	Three festival cash/vouchers, birthday gift vouchers, wedding and funeral subsidies, annual health check-ups, domestic and foreign employee travel handled by the Welfare Committee, free lunch provision, overtime dinner, employee education and training subsidies, senior employee recognition, employee group insurance, uniform provision (Nantou), free car/motorcycle parking lots (Nantou), year-end banquets, etc.
Stipulated Based on Operational Performance	Year-end bonuses, annual salary adjustments, employee remuneration.













5.2.4 Parental Leave

To encourage and support employees in raising the next generation with peace of mind, we grant employees the right to parental leave without pay according to law. In addition to specifying application methods in internal regulations, the company also provides consultation windows to assist colleagues in handling matters in accordance with the Gender Equality in Employment Act and Implementation Rules for Parental Leave Without Pay. In 2025, a total of 2 colleagues at Iron Force applied for parental leave without pay, with expected parental leave reinstatements of 0 and actual reinstatements of 0.

Item	Male Number	Female Number	Total
2025 - Entitled to apply for parental leave (A)	6	10	16
2025 - Actually applied for parental leave (B)	-	2	2
2025 - Expected parental leave reinstatement (C)	-	-	-
2025 - Actual parental leave reinstatement (D)	-	-	-
2024 - Actual parental leave reinstatement (E)	-	-	-
2024 - In service 12 months after reinstatement from parental leave (F)	-	2	2
Parental leave application rate (B/A)	0.00%	20.00%	12.5%
Reinstatement rate (D/C)	-	-	-
Retention rate (F/E)	-	-	-

5.3 Talent Training and Development

5.3.1 Talent Development Management

Iron Force plans corresponding education and training courses for different hierarchies and positions to enhance employees' professional competencies, improve management capabilities, and strengthen corporate competitiveness. Through the Business Plan Management Regulations, we deploy 1-, 3-, and 6-year strategy maps, convey the company's annual strategy from top to bottom, translate it into annual goals and action plans, and periodically review and revise through specific, quantifiable measurement indicators linked with goals to achieve organizational growth targets. In 2025, through diversified training methods such as departmental on-the-job training and off-site training, Iron Force enabled employees to learn new knowledge keeping pace with the times, achieving 475 person-times of education and training with average training hours totaling 13.87 hours, representing an average increase of 6.29 training hours per employee compared to the 2024 fiscal year.

Average Training Hours in the Past Two Years (2025 Data Summary)

Average Hours of Training per Year per Employee

Employee training data by gender and employee category, 2023–2025

GRI 404-1

Gender	Employee Category	2023				2024				2025			
		Training Attendances	Total Training Hours	Employee Headcount	Average Training Hours per Employee	Training Attendances	Total Training Hours	Employee Headcount	Average Training Hours per Employee	Training Attendances	Total Training Hours	Employee Headcount	Average Training Hours per Employee
Male	Senior Management	3	49	11	4.45	11	178.5	9	19.83	8	109	10	10.89
	Middle Management	4	64	14	4.57	18	216.5	15	14.43	14	191	13	14.66
	First-line Management	21	532	20	26.60	21	376.5	13	28.96	20	272	20	13.61
	General Employees	199	1,147	147	7.80	226	1,492	168	8.88	239	3,252	235	13.84
Female	Senior Management	—	—	—	—	—	—	—	—	—	—	—	—
	Middle Management	1	17	3	5.67	5	64	3	19.83	9	122	4	30.62
	First-line Management	3	140	5	28.00	6	107	5	14.43	4	54	6	9.08
	General Employees	153	699	251	2.78	189	1,166	262	28.96	181	2,463	178	13.84
Total		**384**	**2,648**	**451**	**5.87**	**476**	**3,601**	**475**	**7.58**	**475**	**6,464**	**466**	**13.87**

Note: In the reporting year, the methodology used to calculate average training hours was revised in accordance with the GRI Standards; accordingly, the figures for the preceding two years were restated.

Employee Sustainability Education and Knowledge Awareness

EMPLOYEE SUSTAINABILITY ENGAGEMENT

Sustainability Newsletter Topics

April-December | Email communications for sustainability awareness

Month	Email Subject
APR	0422 Earth Day Special — Sustainability Knowledge, Iron Force Insight #1: Let's Start Saving Energy and Reducing Carbon Emissions Today!
MAY	0501 Labor Day Special — Sustainability Knowledge, Iron Force Insight #2: Respect Labor, Prioritize Safety—Putting Sustainability into Practice through a Healthy Workplace
JUN	World Environment Day × World Oceans Day × Let Sustainability Action Begin with "One Small Step"!
JUL	The First Six SDGs × Our Shared Mission at Work and Across Industries
AUG	SDGs 7–12 and Our Sustainability Responsibilities in Daily Work | Happy Father's Day!
SEP	SDGs 13–17 | 2024 Sustainability Report Officially Released!
OCT	Seeing ESG through ISO: Carbon Emissions, Occupational Safety, and Mid-Autumn Reunion—Sustainability on Every Page!
NOV	Taiwan Stock Exchange Announces the Inaugural 2026 ESG Evaluation: Emerging Environmental Trends and Insights from COP30
DEC	2026 ESG Evaluation: Emerging Trends in the Social (S) Dimension, with Greater Emphasis on Human Rights and Employee Well-being

Note: ROC Year 115 is presented as 2026 for international readers.

Iron Force Industrial Co., Ltd.

Starting April 2025, Iron Force regularly issues the internal monthly e-newsletter "Sustainable Knowledge a Bit" on the 10th of every month, integrating sustainability concepts into employees' daily work and life. Column themes systematically link to the United Nations Sustainable Development Goals (SDGs), covering environmental protection, labor safety, workplace health, climate action, corporate governance, and the latest sustainability trends, while combining festivals and international commemorative days to provide concrete actionable guidelines. At the same time, this enhances sensitivity and agency toward environmental, social, and corporate governance issues, laying the foundation for a stable, sustainable organizational culture and continuously deepening colleagues' understanding and implementation of ESG.

5.3.2 Performance Appraisal Mechanism

The company's internal control system "Salary and Wage Cycle" clearly stipulates "Appraisal, Reward and Punishment Operations," conducted periodically every six months. Direct personnel are evaluated by their responsible supervisors, while indirect personnel conduct self-evaluations and submit them for review and interviews by responsible supervisors. Appraisal focuses on measuring past work task execution, while specific appraisal items are established separately according to job duties. All appraisal and reward/punishment records must be included in employee personnel data as reference bases for salary determination, promotion, rewards/punishments, and manpower planning, ensuring transparency, fairness, and soundness of promotion channels.

Standards and methods of appraisal should be communicated to employees in advance, and when supervisors discuss appraisal results with appraisees, both parties must prepare in advance, and appraisal feedback provided by supervisors should be constructive, achieving common understanding of the enterprise and goals through two-way communication management. In 2025, 97.54% of regular employees at Iron Force completed annual performance appraisals, with most colleagues undergoing appraisals except for those on unpaid leave or whose probationary appraisal timing was too close.

Iron Force Performance Appraisal Items

Employee Category	Appraisal Items
Supervisors of Grade 6 and Above	Planning, Risk Management, Succession, Cultivation, Incident Decision-Making and Communication/Coordination
Direct Personnel	Work Performance, Team Discipline, Cooperation Attitude, Other Items
Indirect Personnel	Annual KPI Achievement Status, Work Attitude and Sense of Responsibility, Work Communication and Coordination

5.4 Occupational Safety and Health

Item	Content
Impacts	Commit to establishing and maintaining an occupational safety and health management system in accordance with applicable safety and health regulations, to plan operational procedures for safety and health control, supervise execution, and continuously improve the performance of workplace safety and employee health.
Policies and Commitments	To safeguard the physical and mental health of all employees, contractors, clients, suppliers, and other stakeholders, we are determined to guarantee the safety and hygiene of products and the environment, and establish occupational safety and health policies including three key points: "Comply with Safety and Health Regulations," "Strengthen Safety and Health Discipline," and "Actively and Continuously Improve." At the same time, we encourage colleagues to use labor-management meetings to propose safety and health improvement suggestions, and responsible units will evaluate and reply to response practices based on proposal contents, actively preventing occupational disasters from occurring and continuously creating a comfortable, safe working environment and living environment for employees.
Goals	Short-term Goals: 1. Encourage employees to propose safety and health improvement suggestions. 2. Promptly respond to and handle employee suggestions. 3. Reduce external occupational safety inspection deficiencies. 4. Reduce the Frequency-Severity Incidence (FSI). 5. Continuously promote the ISO 45001 occupational safety and health management system. Medium- and Long-term Goals: 1. Continuously improve occupational safety and health environments. 2. Establish a long-term occupational disaster prevention mechanism.
Action Plans	1. Internal autonomous patrols, regulatory identification, automatic inspections. 2. Operation hazard identification, emergency response drills, safety and health education and training, and professional personnel education and training. 3. Continuous promotion in accordance with occupational safety and health management plans. 4. Establish occupational disaster prevention mechanisms, formulate and implement occupational disaster emergency drills, holding them at least once a year to ensure employees are familiar with response procedures. Training content includes new employee

Item	Content
	onboarding safety education, emergency processing skills, equipment usage safety, etc.
Effectiveness Evaluation	1. Increased participation rate of labor-management meetings, strengthening employee concern and sense of participation in safety and health. 2. Participation rate of regular safety and health training reached over 90%, enhancing employee safety awareness and emergency response capability. 3. Reduced external occupational safety inspection deficiencies - 3 external audit deficiencies (no penalty for violations). 4. Reduced overall injury index - annual Frequency-Severity Incidence (FSI) of 0.17. 5. Continuously promoted ISO 45001 occupational safety and health management system - completed ISO 45001 external audit in 2025. 6. Obtained the 2025 Healthy Workplace Promotion Evaluation Pass Certificate.
Grievance Mechanism	Labor-management meetings, employee opinion mailboxes, etc.
Responsible Units	1. Employee Safety, Health, and Hygiene: Occupational Safety Management Section 2. Unlawful Harassment, Sexual Harassment, etc.: Handled by personnel dispatched by headquarters after reporting through grievance channels.

5.4.1 OSH Policy and Management System

Following the ISO 45001:2018 occupational safety and health management system, the company has established operating methods such as the "Occupational Safety and Health Management Regulations," "Occupational Safety and Health Management Plan," and "Organization Environmental, Safety and Health Risk and Opportunity Assessment Management Procedure," covering all workers (employees, contractors, and visitors) at Iron Force's Taipei headquarters and Nantou factory, achieving a 100% site coverage rate. To evaluate the effectiveness of the management system, an external third-party verification unit is entrusted to conduct an external audit annually for the ISO 45001:2018 occupational safety and health management system, and the external audit evaluation was passed in the 2025 fiscal year.



TÜVNORD

Certificate

TÜVNORD
TÜV NORD CERT GmbH
ISO 45001
tuev-nord.de

Management system as per
ISO 45001:2018

The Certification Body TÜV NORD CERT GmbH hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

IRON FORCE INDUSTRIAL CO., LTD.
13, Industry North Rd., Nan-Kang Industrial Park,
Nan-Tou City, Taiwan, R.O.C.

operates a management system in accordance with the requirements of ISO 45001 : 2018 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

Manufacturing of Gas Generator Supplementary Parts of Air Bag System, Pretensioner Tube for Safety Belt System, Precision Tube for Steering and Powertrain System, and Precision Parts of Shock Absorber for Chassis System

Certificate Registration No. 44 126 24 82 0106
Audit Report No. 2.5-0664/2024

Valid from 2024-01-07
Valid until 2027-01-06
Initial certification 2024-01-07

Visit our database to verify the validity of this certificate.

Taipei, 2025-02-22

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307 Essen
tuev-nord-cert.de

IAF
DAkkS
Deutsche Akkreditierungsstelle
D-ZM-12007-01-00

TÜV ®

To implement the execution and promotion of various occupational health and safety plans, the company has established an Occupational Safety and Health Committee, incorporating health and safety issues into regular discussion items to review related safety and health management plans, including education training plans, working environment improvement countermeasures, hazard prevention management, internal audits,

contractor management, and health promotion, continuously promoting the creation of a comfortable and safe working and living environment for employees. A total of four occupational safety and health meetings were held in the 2025 fiscal year, discussing matters primarily concerning the procurement of anti-leakage pallets, addition of motorcycle shed lighting, working environment monitoring, review of surface treatment line protective equipment, and quality assurance laboratory remodeling. General employees can also propose suggestions to unit supervisors and OSH committee members via telephone and email for discussion in the committee; for the dissemination of relevant OSH laws and norms, all employees can understand safety and health information via email or bulletin boards.

5.4.2 Hazard Identification and Risk Assessment Management

To identify internal and external issues related to organizational and management system management capabilities, and understand the needs and expectations of workers and other stakeholders to translate them into environmental, safety, and health (ESH) management scopes for sustainable operation, the company has established the "Organization ESH Risk and Opportunity Processing Procedure" and "Hazard Identification and Risk and Opportunity Assessment Management Procedure." The business division supervisor convenes the risk and opportunity assessment team to execute hazard identification and operational safety risk and opportunity assessments annually, identifying potential possibilities of losses, environmental impacts, personnel injuries, or health hazards caused by organizational activities to stakeholders or service provisioning, or investigating situations that can improve ESH performance. Based on possible impact timing, ability to achieve management system capabilities, and impact degree, risk control is judged and adopted, and response strategies and action plans are formulated according to risk levels to continuously improve and lower hazard risk values. During operational risk reviews in 2025, there were 5 unacceptable risk levels, which were all reduced to acceptable risk levels after the company implemented control countermeasures. Identified risks and opportunity response actions are regularly discussed in management review meetings to confirm effective execution of action measures. In 2025, besides fire response drills, internal emergency response drills were conducted for unexpected water outages, power outages, and raw material shortages, simulating abnormal occurrence conditions to effectively enhance employee response capabilities and reduce accident disaster severity.

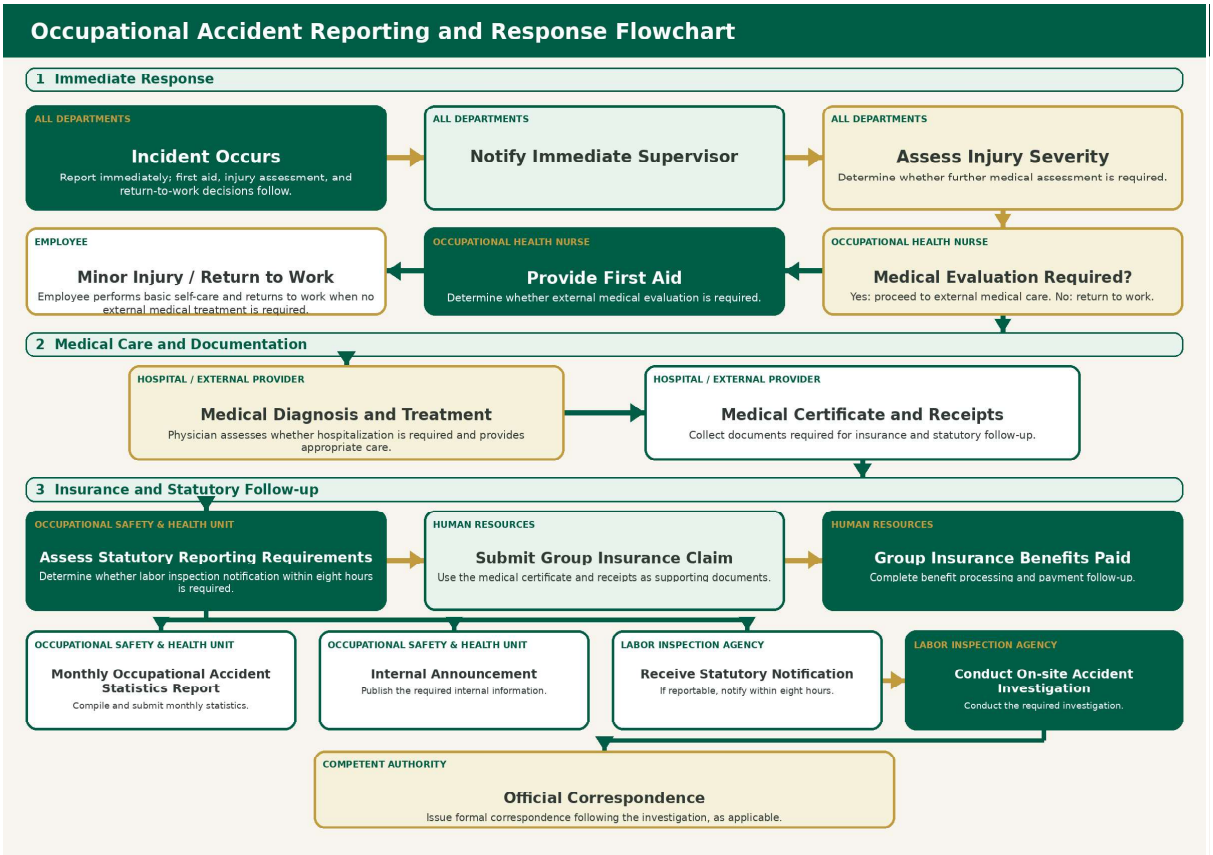
Measures to Improve Occupational Safety and Health Impacts

Item for Preventing or Mitigating OSH Impacts	Description of Practices
Establish Safety and Health Management System	Promote the ISO 45001 occupational safety and health management system, set up safety and health organizations and personnel, establish a management system, and elevate safety and health management levels through planning, implementation, evaluation, and improvement measures.

Item for Preventing or Mitigating OSH Impacts	Description of Practices
Risk Assessment and Control	Execute identification, evaluation, and control of working environment or operational hazards, and formulate corresponding management plans or procedures.
Plan Safety and Health Education and Training	To ensure all relevant personnel receive appropriate safety and health education and training, conduct safety and health education and training for new hires and in-service workers to enhance their safety awareness and emergency response capabilities.
Regular Inspection, Maintenance, and Patrols	Conduct regular inspections and maintenance on machinery, equipment, and workplaces to ensure safety performance, while patrolling and checking field operators' implementation of regulations, discovering and improving problems.
Emergency Response Drills	Formulate emergency prevention, preparedness, and response plans based on hazards identified through risk assessment, and conduct regular drills.

5.4.3 Work-related Incident Investigation Procedure

To enable various units to handle related matters sequentially and promptly when an work-related incident occurs to reduce disaster losses, Iron Force has established the "Occupational Disaster Management Regulations." Starting from the moment an employee has an accident, upper levels must be notified step-by-step within one working day up to the division supervisor, and an event report form must be filled out; if an employee is injured and requires medical treatment, hospitalization, or death, the division supervisor must be notified within one hour of the event, and headquarters must be notified within two hours. Following notification, the department where the work-related incident occurred must conduct investigation, analysis, and fill out the "Event Report Form," with the initial report of the event submitted within one working day.



5.4.4 OSH Education and Training

To ensure all employees understand occupational safety and health regulations and are familiar with the company's safety and health management mechanisms, the company provides employees with safety and health education and training according to regulations and job requirements, including: general safety and health education for new employees and workers transferred to new operations, in-service personnel safety and health training, first-aid personnel training, managerial personnel safety and health education, and hazard communication education and training. In 2025, training situations for occupational safety and health education and training were as follows.

2025 OSH Education and Training List

Course Category	Training Hours (Hours)	Trained Person-times	Sessions Held	Total Training Hours (Hours)
OSH Managerial Education and Training	6	2	1	12
OSH Personnel Education and Training	3	3	2	18
High-Pressure Gas / Construction Work / Hazardous Operation Supervisor Education and Training	3	2	1	6

Course Category	Training Hours (Hours)	Trained Person-times	Sessions Held	Total Training Hours (Hours)
Dangerous Machinery or Equipment Education and Training	3	5	3	45
Special Operation Personnel Education and Training	1	63	3	189
Labor Health Service Personnel Education and Training	9	1	5	45
First-Aid Personnel Education and Training	8	50	2	800
General Safety and Health Education and Training	1	53	5	265

5.4.5 Occupational Health Services and Promotion Activities

To construct a friendly, healthy, and safe workplace, the company uses the Occupational Safety and Health Act and self-assessment methods according to Ministry of Health and Welfare guidelines to review health promotion practices, matched with the PDCA cycle self-assessment method to facilitate systematic integration of various health promotion implementation measures within the workplace. The company also obtained the Healthy Workplace Promotion Evaluation Pass Certificate this year, and expects to conduct annual self-assessments for regular review and continuous refinement in the future, thereby building a healthy workforce and promoting the enterprise toward sustainable development. Aside from plant nurse care in the factory daily, there are also physician on-site services, first-aid education and training, health check-up follow-up lectures, and other health information promotion. We firmly believe that to construct a safe and hygienic workplace culture, workers' safety and health knowledge must be enhanced. Through multiple channels such as internal and external meetings, education and training, health education literature, and health promotion activities, we convey safety and health information to enhance colleagues' emphasis on safety and hygiene, while reminding colleagues that if they encounter hazards in the workplace, they should take personal safety as the primary consideration and proceed with subsequent reporting.

2025 Health Promotion and Awareness Activities

Occupational health services • Preventive care • Workplace well-being

GRI 403-3 | GRI 403-6

Location	Program / Initiative	Frequency	Description	2025 Performance
Taipei Headquarters	**General Health Examination**	**Annually**	Employees received subsidies for health examinations covering general physical examinations, urinalysis, blood tests, and physician consultations.	36 participants; 90% employee coverage.
Nantou Plant	**General Health Examination**	**Annually**	Employees received subsidies for health examinations covering general physical examinations, urinalysis, blood tests, chest X-rays, and physician consultations.	419 participants; 99.3% coverage of employees required to undergo the examination.
	Special Health Examination	**Annually**	With subsidies from the local labor affairs authority, statutory special health examinations were provided to employees engaged in high-risk operations to identify potential occupational health effects associated with noise, dust, nickel, and its compounds.	76 high-risk employees; 100% completion rate.
	On-site Physician Services (including Occupational Medicine Physicians)	**Monthly**	1. Analyze and evaluate employee physical and health examination results; conduct health management and retain related records. 2. Assist the employer in assigning employees to work suited to their health status. 3. Provide follow-up case management and health guidance for employees with abnormal health examination findings. 4. Assess and manage cases involving workers under 18; workers exposed to maternal health risks; workers with occupational injuries or diseases; and workers at high occupational health risk. 5. Retain occupational hygiene and occupational health research reports, as well as injury and disease records. 6. Plan and implement employee health education, hygiene guidance, physical and mental health protection, and health promotion measures. 7. Prevent work-related injuries and illnesses, provide health consultations, and deliver first aid and emergency treatment. 8. Report regularly to the employer and provide recommendations concerning employee health services. 9. Identify and assess workplace environmental, operational, and organizational hazards that may affect employees' physical and mental health, and recommend improvements. 10. Recommend plans to improve workplace occupational safety and health facilities. 11. Investigate relationships between employee health conditions and work, and implement necessary preventive and health promotion measures. 12. Provide consultation and recommendations on functional capacity assessment, job redesign, or job adjustment for employees returning to work. 13. Perform other duties designated and announced by the central competent authority.	1. Follow-up for abnormal health examination findings: 30 person-visits 2. Maternal health protection program: 2 person-visits 3. Ergonomic hazard prevention program: 8 person-visits 4. Prevention of diseases induced by abnormal workloads: 7 person-visits 5. Work suitability assessment for middle-aged and older workers: 1 person-visit 6. Return-to-work and job accommodation assessment: 1 person-visit 7. Other (individual health consultation): 11 person-visits 8. Other (individual health consultation): 10 person-visits 9. Other (reassessment of special health examination results for noise-exposed operations): 24 person-visits

2025 Health Promotion and Awareness Activities — Continued

Occupational health services • Preventive care • Workplace well-being

GRI 403-3 | GRI 403-6

Location	Program / Initiative	Frequency	Description	2025 Performance
Nantou Plant	CPR and AED Training	Annually	Through classroom instruction and hands-on practice in chest compressions and AED operation, employees learned the relevant emergency response procedures.	25 participants.
	Obesity: A Major Risk Factor for Chronic Disease	Annually	Courses were arranged based on health examination indicators with comparatively high abnormal-result rates during the year, helping employees address identified health concerns.	16 participants.
	Strengthening Personal and Organizational Psychological Resilience in Today's High-Pressure Environment	Annually	Workplace mental health, pressures in the digital era, the health impacts of stress, and strategies for achieving mind-body balance.	14 participants.
	Staying Free from Tobacco, Betel Nut, and Alcohol for a Healthier Life	Annually	Awareness and prevention initiatives covering tobacco and betel nut use, illicit drugs, communicable diseases, cancer screening, and metabolic syndrome.	12 participants.
	Finding Yourself: Maintaining Ease and Strength across Multiple Roles	Annually	The life-role clock; psychological impacts of multiple roles; losing sight of self-care; micro self-care exercises; and a one-week self-care plan.	13 participants.
	Workplace Health Recovery: A Practical Course	Annually	Understanding sarcopenia and its health impacts, with an in-class self-assessment and dietary adjustment strategies.	13 participants.







5.4.6 Occupational Injuries and Occupational Diseases

To ensure the effectiveness of occupational safety and health management measures, Iron Force uses detailed statistical data on occupational injuries and occupational diseases as key indicators. This not only helps evaluate our management performance, but also enables deep tracking of the root causes of problems to continuously optimize management strategies and enhance overall safety levels. In the past two years, our Company has never experienced any serious occupational disasters, reflecting our efforts and results in OSH management.

This year, our company experienced 1 near-miss event where equipment caught fire and burned, with a near-miss rate of 0.24. Given that on-site personnel immediately used fire extinguishers to extinguish the fire during routine safety drills, fortunately, there were no injuries or deaths, and an investigation and operational improvement were subsequently filed.

However, several occupational injury accidents occurred this year, respectively accidental events such as falls, pinch injuries, and contusions. To prevent accidents from recurring, internal discussions have been promptly launched to identify potential risks leading to accidents and formulate specific improvement plans to prevent similar events from recurring. This reminds us that even in a good safety environment, we still need to be vigilant at all times.

In 2025, the number of recordable occupational injuries was 6 persons, the proportion of recordable occupational disaster personnel to total employees was 1.4%, and the recordable occupational injury rate was 7.3%; the number of serious occupational injuries was 3 persons, and the serious occupational injury rate was 3.65%; the number of occupational diseases was 0 persons.

Occupational Injury and Disease Data in the Past Two Years

Year	Total Working Hours Note 1	Lost Days Note 2	Recordable Occupational Injuries (Quantity)	Recordable Occupational Injury Rate Note 3	Serious Occupational Injuries (Quantity)	Serious Occupational Injury Rate Note 4	Number of Occupational Diseases	Number of Work-related Deaths Note 5
2023	744,721	0	0	-	0	0	0	0
2024	815,216	1	1	1.23	1	0.04	0	0
2025	821,806	20	6	7.3	3	3.65	0	0

Note 1: Total actual working hours of all employees: sum of working hours of all personnel except employers (including employees and non-employee workers), annual total working days multiplied by daily working hours.

Note 2: Lost days: Number of days injured workers are temporarily unable to work. Total lost days exclude the day of injury and the day of return to work, but include intervening days (including Sundays, holidays, or business shutdown days) and any full days unable to work after return due to the disaster.

Note 3: Recordable occupational injury rate = [(Number of recordable occupational injuries (occupational injury number + number of deaths caused by occupational injuries)) * 10^6] / Total working hours.

Note 4: Serious occupational injury rate = [(Number of serious occupational injuries (excluding deaths)) * 10^6] / Total working hours.

Note 5: Includes the number of deaths caused by occupational injuries and occupational diseases.

2025 Fire Drill Implementation Status

Fire Drill Specific Implementation Plan	Frequency	Execution Time	Participants
1. Fire extinguishing training 2. Notification training 3. Evacuation guidance training 4. Comprehensive drill (a. CPR teaching, b. AED teaching instruction)	Twice a year	2025/04/18	435 persons
		2025/10/17	395 persons

5.5 Social Contribution and Community Engagement

Iron Force deeply understands that a company's success lies not only in financial performance, but also in our contribution and responsibility to society. We firmly believe that enterprises should actively participate in and give back to society to promote overall social harmony and progress. Based on this belief, we are continuously exploring and planning diverse social welfare activities in the future, covering various fields such as education, environmental protection, and community development, aiming to improve people's quality of life and promote the sustainable development of society.

Industry-Academia Cooperation Activities

To support local education and strengthen industry-academia cooperation, the Taipei Headquarters Display and Household Division upholds corporate social responsibility, actively promoting industry-academia cooperation projects with colleges and universities, dedicated to sharing corporate resources and industrial practical experience with academia, and promoting the integration of theory and practice. Through these cooperative projects, Iron Force not only supports students' professional learning and creative expression, but also cultivates future talents equipped with practical ability and innovative spirit for society, achieving multi-win outcomes for enterprises, schools, and society.

2025 Taipei Headquarters Display and Household Division Industry-Academia Cooperation Projects

Partner Campus	Cooperation Project Name	Cooperation Results and Applications	Fund Investment (NTD)
National Taipei University of Business	Innovative Pet Product Design Project	Observing growth trends in the international pet supplies market, combining corporate social responsibility to design products	30,000

Partner Campus	Cooperation Project Name	Cooperation Results and Applications	Fund Investment (NTD)
		friendlier and more functionally complete for pets and owners. The project incorporates students' creative opinions widely, imparts corporate manufacturing knowledge and experience, enables students to get in touch with the industry in advance, builds skills, and expands horizons.	
National Taipei University of Business	Recyclable Eco-Friendly Cup Design Project	Responding to global decarbonization trends, combining enterprise and school innovation capabilities under set environmental and functional standards to jointly design eco-friendly cups "distinct from existing functions and designs in the market."	120,000
National Kaohsiung University of Science and Technology	Industry-Academia Talent Cultivation and Product R&D Practical Participation Project	Through school cooperation and summer practical participation opportunities, students are arranged to enter the R&D unit for short-term work-study, participating in product development-related work. During the internship, students contact multiple processes and conduct drawing designs, deepening process and product design integration capabilities, and enhancing professional skills and industrial understanding through practical operations.	50,000









Appendix 1: GRI Standards Content Index

Statement of Use: Iron Force Industrial Co., Ltd. has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2025.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): None

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
GRI 2: General Disclosures (2021)	2-1 Organizational details	6	1.1.1 Company Profile
	2-2 Entities included in the organization's sustainability reporting	1	About This Report
	2-3 Reporting period, frequency and contact point	1	About This Report
	2-4 Restatements of information	-	Noted and explained within respective chapters
	2-5 External assurance	1	About This Report
	2-6 Activities, value chain and other business relationships	6	1.1.1 Company Profile
	2-7 Employees	102	5.1.2 Workforce Structure and a Diverse Workplace
	2-8 Workers who are not employees	102	5.1.2 Workforce Structure and a Diverse Workplace
	2-9 Governance structure and composition	26	2.1.1 Company Structure and Board Composition

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
	2-10 Nomination and selection of the highest governance body	34	2.1.2 Board Member Nomination and Selection
	2-11 Chair of the highest governance body	34	2.1.2 Board Member Nomination and Selection
	2-12 Role of the highest governance body in overseeing the management of impacts	39	2.1.6 Sustainable Governance
	2-13 Delegation of responsibility for managing impacts	39	1.2 Corporate Sustainability Governance Framework 2.1.6 Sustainable Governance
	2-14 Role of the highest governance body in sustainability reporting	39	2.1.6 Sustainable Governance
	2-15 Conflicts of interest	34	2.1.2 Board Member Nomination and Selection
	2-16 Communication of critical concerns	39	1.3 Material Topics Identification and Analysis 2.1.6 Sustainable Governance
	2-17 Collective knowledge of the highest governance body	26	2.1.1 Company Structure and Board Composition
	2-18 Evaluation of the performance of the highest governance body	36	2.1.4 Performance Evaluation
	2-19 Remuneration policies	38	2.1.5 Remuneration Policy
	2-20 Process to determine remuneration	38	2.1.5 Remuneration Policy
	2-21 Annual total compensation ratio	-	As remuneration details are governed by internal corporate confidentiality regulations, the Company does not disclose this information.
GRI 2: General Disclosures (2021)	2-22 Statement on sustainable development strategy	1	Message from Management

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
	2-23 Policy commitments	42	2.2.1 Anti-Corruption Communication and Education and Training
	2-24 Embedding policy commitments	42	2.2.1 Anti-Corruption Communication and Education and Training
	2-25 Processes to remediate negative impacts	21	1.4 Stakeholder Engagement and Communication
	2-26 Mechanisms for seeking advice and raising concerns	45	2.2.3 Whistleblowing System
	2-27 Compliance with laws and regulations	51	2.4 Regulatory Compliance
	2-28 Membership of associations	10	1.1.3 Participation in Associations and Organizations
	2-29 Approach to stakeholder engagement	21	1.4 Stakeholder Engagement and Communication
GRI 2: General Disclosures (2021)	2-30 Collective bargaining agreements	-	The Company has not established a labor union; labor-management meeting resolutions apply to all employees.
GRI 3: Material Topics (2021)	3-1 Process to determine material topics	12	1.3 Material Topics Identification and Analysis
	3-2 List of material topics	12	1.3 Material Topics Identification and Analysis
Economic Performance	3-3 Management of material topics	5	1.1 About Iron Force Industrial Co., Ltd.
GRI 201: Economic Performance (2016)	201-1 Direct economic value generated and distributed	9	1.1.2 Operational and Financial Status
	201-4 Financial assistance received from government	9	1.1.2 Operational and Financial Status
GRI 205: Anti-corruption (2016)	205-1 Operations assessed for risks related to corruption	42	2.2.1 Anti-Corruption Communication and Education and Training
	205-2 Communication and training about anti-	42	2.2.1 Anti-Corruption Communication and

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
	corruption policies and procedures		Education and Training
	205-3 Confirmed incidents of corruption and actions taken	42	2.2.1 Anti-Corruption Communication and Education and Training
Risk Management	3-3 Management of material topics	17	2.3 Risk Management
Climate Change Response	3-3 Management of material topics	18	3.1 Climate Change Response
GRI 201: Economic Performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	57	3.1.3 Climate Change Response Strategies
Labor/Management Relations	3-3 Management of material topics	100	5.1 Protection of Employee Human Rights
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	105	5.2.1 New Hire and Turnover Status
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	107	5.2.3 Diverse Employee Welfare
	401-3 Parental leave	108	5.2.4 Parental Leave
GRI 405: Diversity and Equal Opportunity (2016)	405-1 Diversity of governance bodies and employees	102	5.1.2 Workforce Structure and a Diverse Workplace
	405-2 Ratio of basic salary and remuneration of women to men	106	5.2.2 Comprehensive Remuneration System
GRI 402: Labor/Management Relations (2016)	402-1 Minimum notice periods regarding operational changes	104	5.1.3 Open Communication Channels
GRI 406: Non-discrimination (2016)	406-1 Incidents of discrimination and corrective actions taken	101	5.1.1 Promoting Workplace Human Rights Protection
GRI 408: Child Labor (2016)	408-1 Operations and suppliers at significant risk for incidents of child labor	101	5.1.1 Promoting Workplace Human Rights Protection
GRI 409: Forced or	409-1 Operations and suppliers at significant risk	101	5.1.1 Promoting Workplace Human Rights

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
Compulsory Labor (2016)	for incidents of forced or compulsory labor		Protection
Occupational Health and Safety	3-3 Management of material topics	18	5.4 Occupational Safety and Health
GRI 403: Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	114	5.4.1 OSH Policy and Management System
	403-2 Hazard identification, risk assessment, and incident investigation	116	5.4.2 Hazard Identification and Risk Assessment Management 5.4.3 Work-related Incident Investigation Procedure
	403-3 Occupational health services	119	5.4.5 Occupational Health Services and Promotion Activities
	403-4 Worker participation, consultation, and communication on occupational health and safety	114	5.4.1 OSH Policy and Management System
	403-5 Worker training on occupational health and safety	118	5.4.4 OSH Education and Training
	403-6 Promotion of worker health	119	5.4.5 Occupational Health Services and Promotion Activities
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	116	5.4.2 Hazard Identification and Risk Assessment Management 5.4.3 Work-related Incident Investigation Procedure
	403-8 Workers covered by an occupational health and safety management system	114	5.4.1 OSH Policy and Management System
	403-9 Work-related injuries	121	5.4.6 Occupational Injuries and Occupational Diseases
	403-10 Work-related ill health	121	5.4.6 Occupational Injuries and Occupational

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
			Diseases
Innovative Products and Technology	3-3 Management of material topics	20	4.1 R&D and Innovation
Customer Relationship Management	3-3 Management of material topics	20	4.2 Customer Relationship Management
GRI 416: Customer Health and Safety (2018)	416-1 Assessment of the health and safety impacts of product and service categories	90	4.2.3 Product Quality and Hazardous Substance Management
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	90	4.2.3 Product Quality and Hazardous Substance Management
Information Security and Customer Privacy	3-3 Management of material topics	19	4.3 Information Security and Customer Privacy
GRI 418: Customer Privacy (2016)	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	98	4.3.3 Information Security Incident Notification and Response Procedure
Other Topics	GRI 200: Economic		
	GRI 201 (2016): Economic Performance - 201-3 Defined benefit plan obligations and other retirement plans	107	5.2.3 Diverse Employee Welfare
	GRI 204 (2016): Procurement Practices - 204-1 Proportion of spending on local suppliers	81	3.6.3 Procurement Practices
	GRI 300: Environmental		
	GRI 302 (2016): Energy - 302-1 Energy consumption within the organization	62	3.2.2 Energy Management
	GRI 302 (2016): Energy - 302-3 Energy intensity	62	3.2.2 Energy Management
	GRI 303 (2018): Water and Effluents - 303-1 Interactions with water as a shared resource	73	3.5.1 Water Resources Risk Assessment

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
GRI 300: Environmental	GRI 303 (2018): Water and Effluents - 303-2 Management of water discharge-related impacts	74	3.5.3 Wastewater Discharge Management
	GRI 303 (2018): Water and Effluents - 303-3 Water withdrawal	73	3.5.2 Water Withdrawal, Consumption, and Discharge
	GRI 303 (2018): Water and Effluents - 303-4 Water discharge	73	3.5.2 Water Withdrawal, Consumption, and Discharge
	GRI 303 (2018): Water and Effluents - 303-5 Water consumption	73	3.5.2 Water Withdrawal, Consumption, and Discharge
	GRI 305 (2016): Emissions - 305-1 Direct (Scope 1) GHG emissions	62	3.2.3 Greenhouse Gas Management
	GRI 305 (2016): Emissions - 305-2 Energy indirect (Scope 2) GHG emissions	62	3.2.3 Greenhouse Gas Management
	GRI 305 (2016): Emissions - 305-3 Other indirect (Scope 3) GHG emissions	62	3.2.3 Greenhouse Gas Management
	GRI 305 (2016): Emissions - 305-4 GHG emissions intensity	62	3.2.3 Greenhouse Gas Management
	GRI 305 (2016): Emissions - 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	62	3.3 Air Pollution Control
	GRI 306 (2020): Waste - 306-1 Waste generation and significant waste-related impacts	68	3.4.1 Waste Management System
	GRI 306 (2020): Waste - 306-2 Management of significant waste-related impacts	68	3.4.1 Waste Management System
	GRI 306 (2020): Waste - 306-3 Waste generated	70	3.4.2 Waste Generation
	GRI 306 (2020): Waste - 306-4 Waste diverted from disposal	70	3.4.2 Waste Generation

GRI Standard	Disclosure	Page Number	Corresponding Chapter / Supplementary Notes
	GRI 306 (2020): Waste - 306-5 Waste directed to disposal	70	3.4.2 Waste Generation
	GRI 308 (2016): Supplier Environmental Assessment - 308-1 New suppliers that were screened using environmental criteria	76	3.6.2 Supplier Screening and Evaluation
Other Topics	GRI 308 (2016): Supplier Environmental Assessment - 308-2 Negative environmental impacts in the supply chain and actions taken	76	3.6.2 Supplier Screening and Evaluation
	GRI 400: Social		
	GRI 404 (2016): Training and Education - 404-1 Average hours of training per year per employee	110	5.3.1 Talent Development Management
	GRI 404 (2016): Training and Education - 404-2 Programs for upgrading employee skills and transition assistance programs	110	5.3.1 Talent Development Management
	GRI 404 (2016): Training and Education - 404-3 Percentage of employees receiving regular performance and career development reviews	112	5.3.2 Performance Appraisal Mechanism
	GRI 405 (2016): Diversity and Equal Opportunity - 405-2 Ratio of basic salary and remuneration of women to men	106	5.2.2 Comprehensive Remuneration System
	GRI 414 (2016): Supplier Social Assessment - 414-1 New suppliers that were screened using social criteria 414-2 Negative social impacts in the supply chain and actions taken	76	3.6.2 Supplier Screening and Evaluation

Appendix 2: Sustainability Accounting Standards Board (SASB) Content Index

Disclosure Topic	Code	Metric	Category	Description of Current Year Disclosure	Chapter	Page Number
Energy Management	TR-AP-130a.1	(1) Total energy consumption, (2) percentage grid electricity, (3) percentage renewable	Quantitative	1. 38,179.18 GJ 2. 98.75% 3. Iron Force did not use renewable energy this year.	3.2.2 Energy Management	62
Hazardous Waste Management	TR-AP-150a.1	(1) Total weight of waste generated, (2) percentage hazardous, (3) percentage recycled	Quantitative	1. 776.63 tonnes 2. 3.49% 3. 68.02%	3.4.2 Waste Generation	70
Product Safety	TR-AP-250a.1	Number of recalls issued and total units recalled	Quantitative	In 2025, there were no product recalls due to product safety issues. Number of recalls: 0; Total number of recalled products: 0.	4.2.3 Product Quality and Hazardous Substance Management	90
Fuel Economy and Emissions in Use-phase	TR-AP-410a.1	Revenue from products designed to increase fuel efficiency or reduce emissions	Quantitative	Iron Force's products are related to electric vehicles (EVs) and do not involve internal combustion engine vehicles; therefore, there are no products designed to increase fuel efficiency or reduce emissions. Fuel efficiency / emission reduction products: 0 items.	-	-
Materials Efficiency	TR-AP-440a.1	Description of the management of risks associated with the use of	Qualitative	Iron Force provides the "Prohibited/Restricted Substance	3.6.2 Supplier Screening and	76

Disclosure Topic	Code	Metric	Category	Description of Current Year Disclosure	Chapter	Page Number
		critical materials		List" to suppliers, incorporates it into contracts, and manages procurement risks through regular supplier evaluations and conflict minerals surveys.	Evaluation	
	TR-AP-440b.1	Percentage of products by revenue that are recyclable	Quantitative	Iron Force does not have a policy regarding recycled products and their packaging; therefore, information on the recyclability of sold products is not applicable.	4.1.1 Main Products and Services	84
Materials Efficiency	TR-AP-440b.2	Percentage of raw materials used that are recycled or remanufactured	Quantitative	Iron Force's raw materials are not sourced from recycled or remanufactured materials; therefore, related information is not applicable.	4.1.1 Main Products and Services	84
Competitive Behavior	TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	In the 2024 fiscal year, Iron Force had no monetary losses resulting from legal proceedings associated with anti-competitive behavior regulations.	2.4 Regulatory Compliance	51
Activity Metrics	TR-AP-000.A	Number of parts produced	Quantitative	Number of parts produced by Iron Force in 2025: Nantou Plant: 32,723,445 units.	-	-
	TR-AP-000.B	Weight of parts produced	Quantitative	Weight of parts produced by Iron Force in 2025: Nantou Plant: 93,499,730 kilograms (kg).	-	-
	TR-AP-000.C	Area of manufacturing plants	Quantitative	Area of manufacturing plants of Iron Force in 2025: Nantou Plant: 14,433 m^2.	-	-

Note: This disclosure is prepared in accordance with the metrics for the Transportation — Auto Parts industry established by the Sustainability Accounting Standards Board (SASB).

Appendix 3: TWSE/TPEx Listed Companies Climate-Related Information

Item	Disclosure Content	Chapter	Page Number
1	Describe the board and management's oversight and governance of climate-related risks and opportunities.	3.1 Climate Change Response	18
2	Describe how the identified climate risks and opportunities impact the enterprise's business, strategy, and financials (short-term, medium-term, and long-term).	3.1 Climate Change Response	18
3	Describe the financial impacts of extreme weather events and transition actions.	3.1 Climate Change Response	18
4	Describe how the climate risk identification, assessment, and management processes are integrated into the overall risk management system.	3.1 Climate Change Response	18
5	If scenario analysis is used to assess resilience to climate change risks, describe the scenarios, parameters, assumptions, analytical factors, and key financial impacts used.	Under Planning	-
6	If there is a transition plan in place to manage climate-related risks, describe the content of the plan, as well as the metrics and targets used to identify and manage physical and transition risks.	3.1 Climate Change Response	18
7	If internal carbon pricing is used as a planning tool, describe the basis for price setting.	Under Planning	-
8	If climate-related targets have been set, describe the activities covered, greenhouse gas emissions scopes, planning timeframes, and annual progress information. If carbon offsets or Renewable Energy Certificates (RECs) are used to achieve related targets, describe the source and	Under Planning	-

Item	Disclosure Content	Chapter	Page Number
	quantity of carbon credits or the number of RECs.		
9	Greenhouse gas inventory and assurance status.	3.2.3 Greenhouse Gas Management	62

Appendix 4: Independent Assurance Report

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會計師有限確信報告

(115)資會綜字第 25014107 號

劍麟股份有限公司　公鑒：

本會計師受劍麟股份有限公司（以下簡稱「貴公司」）之委任，對　貴公司選定西元 2025 年度永續報告書所報導之關鍵績效指標（以下簡稱「所選定之關鍵績效指標」）執行確信程序。本會計師業已確信竣事，並依據結果出具有限確信報告。

標的資訊與適用基準

本確信案件之標的資訊係　貴公司上開所選定之關鍵績效指標，有關所選定之關鍵績效指標及其適用基準詳列於　貴公司西元2025年度永續報告書之「確信項目彙總表」。前述所選定之關鍵績效指標之報導範圍業於永續報告書之「報告書邊界與資料範圍」段落述明。

管理階層之責任

貴公司管理階層之責任係依照適用基準編製永續報告書所選定之關鍵績效指標，且設計、付諸實行及維持與所選定之關鍵績效指標編製有關之內部控制，以確保所選定之關鍵績效指標未存有導因於舞弊或錯誤之重大不實表達。

先天限制

本案諸多確信項目涉及非財務資訊，相較於財務資訊之確信受有更多先天性之限制。對於資料之相關性、重大性及正確性等之質性解釋，則更取決於個別之假設與判斷。

會計師之獨立性及品質管理

本會計師及本事務所已遵循會計師職業道德規範有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密及專業行為。

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本事務所適用品質管理準則 1 號「會計師事務所之品質管理」，該品質管理準則規定會計師事務所設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及所適用法令有關之政策或程序。

會計師之責任

本會計師之責任係依照確信準則 3000 號「非屬歷史性財務資訊查核或核閱之確信案件」規劃及執行有限確信案件，基於所執行之程序及所獲取之證據，對第一段所述 貴公司所選定之關鍵績效指標是否未存有重大不實表達取得有限確信，並作成有限確信之結論。

依確信準則 3000 號之規定，本有限確信案件工作包括評估 貴公司採用適用基準編製永續報告書所選定之關鍵績效指標之妥適性、評估所選定之關鍵績效指標導因於舞弊或錯誤之重大不實表達風險、依情況對所評估風險作出必要之因應，以及評估所選定之關鍵績效指標之整體表達。有關風險評估程序（包括對內部控制之瞭解）及因應所評估風險之程序，有限確信案件之範圍明顯小於合理確信案件。

本會計師對第一段所述 貴公司所選定之關鍵績效指標所執行之程序係基於專業判斷，該等程序包括查詢、對流程之觀察、文件之檢查是否適當之評估，以及與相關紀錄之核對或調節。

基於本案件情況，本會計師於執行上述程序時：

- 已對參與編製所選定之關鍵績效指標之相關人員進行訪談，以瞭解編製前述資訊之流程，以及攸關之內部控制，以辨認重大不實表達之領域。
- 基於對上述事項之瞭解及所辨認之領域，已對所選定之關鍵績效指標選取樣本進行包括查詢、觀察、檢查等測試，以取得有限確信之證據。

相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於有限確信案件所取得之確信程度亦明顯低於合理確信案件中取得者。因此，本會計師不對 貴公司所選定之關鍵績效指標在所有重大方面，是否依照適用基準編製，表示合理確信之意見。

此報告不對西元 2025 年度永續報告書整體及其相關內部控制設計或執行之有效性提供任何確信。

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有限確信之結論

依據所執行之程序與所獲取之證據，本會計師並未發現第一段所述　貴公司所選定之關鍵績效指標在所有重大方面有未依照適用基準編製之情事。

其它事項

貴公司網站之維護係　貴公司管理階層之責任，對於確信報告於　貴公司網站公告後任何所選定之關鍵績效指標或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

資誠聯合會計師事務所

會計師 廖福銘

西元 2026 年 8 月 4 日

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附錄　確信項目彙總表

編號	關鍵績效指標	頁次	適用基準
1	劍麟股份有限公司（以下簡稱「劍麟公司」）於西元 2025 年度廢棄物總重量為 776.63 噸；有害廢棄物之重量及百分比分別為 27.11 噸及 3.49%；再循環廢棄物之重量及百分比分別為 528.25 噸及 68.02%。	68	劍麟公司係依據《廢棄物管理程序》統計廢棄物總重量、有害廢棄物及再循環廢棄物之百分比。 一、南投廠區有害廢棄物及 D 類非有害廢棄物係根據行政院環境保護部事業廢棄物申報及管理資訊系統之資料進行統計。 二、南投廠區 R 類非有害廢棄物及一般回收類廢棄物係根據清運及處理廠商提供之過磅單進行統計。 三、台北總部生活垃圾係依據每月總計工作日數乘以環境部公布西元 2025 年度平均每人每日一般廢棄物產生量估算而得。 四、有害廢棄物之百分比=自製造之營運中所產生之有害廢棄物之重量÷自製造之營運中所產生之廢棄物之總重量。 五、再循環廢棄物之百分比=自製造之營運中所產生之廢棄物中已再循環者之重量÷自製造之營運中所產生之廢棄物之總重量。
2	劍麟公司於西元 2025 年度之取水總量為 24.129 百萬公升。	73	劍麟公司南投廠區之取水量係根據台灣自來水公司之水費單進行統計，而台北總部之取水量係由出租人根據承租面積，分攤整棟大樓之取水總量而得。

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3	劍麟公司於西元 2025 年度執行供應商評價共 36 家次，此外，供應商環境評鑑共執行 22 家次。	80	一、供應商評價：劍麟公司係依據《供應商評價辦法》每月完成供應商月評核成績表後統計平均分數及等級。 二、供應商環境評鑑：劍麟公司係依據《供應商環境評鑑管理程序》每年提供予供應商填寫環境管理問卷調查表後，再進行環境管理評分及評鑑等級。
4	劍麟公司於西元 2025 年度員工人數為 466 人，總訓練時數為 6,464 小時，平均受訓時數為 13.87 小時。	119	劍麟公司係依據《教育訓練程序》統計受訓人數及訓練時數。內部訓練係根據教育訓練簽到表進行統計，而外部訓練係根據訓練申請表統計。 平均受訓時數＝總訓練時數÷員工人數。

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