中保科技

SECOM

TAIWAN SECOM COMPANY LTD.

Annual Report 2025

Stock Symbol

9917

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I. Letter to Shareholders

The year 2025 marks a pivotal turning point characterized by a drastic upheaval in the global political and economic landscape. As the United States adjusted its trade policies, global supply chains came under unprecedented pressure to reorganize. For Taiwanese enterprises, geopolitical risks and trade barriers have presented not only challenges to survival, but also opportunities for transformation. We understand that only by sustaining agile R&D momentum and evolving with the times can we navigate volatility and move forward steadily.

Backed by a strong operating foundation and core AIoT technologies, the Company has not only maintained our leadership in system security services, but has also expanded into everyday technology applications across food, healthcare, housing, mobility, education, and entertainment, building a smart protection network for modern living. We remain committed to our brand spirit of “reassurance and trust,” meeting market challenges with a mindset of prudent deployment and confident resolve. By continuing to strengthen our technological capabilities and operational resilience, we are steadily fulfilling our long-term commitment to creating value for shareholders in an ever-changing environment.

Business and Financial Performance

In 2025, the consolidated net revenue of the Company and its subsidiaries amounted to NT$18,982,489 thousand, representing an increase of NT$1,123,184 thousand compared to the same period in 2024, marking a growth of 6.29%. The consolidated operating profit reached NT$3,048,962 thousand, indicating an increase of NT$182,768 thousand from the same period in 2024, reflecting a growth of 6.38%. The consolidated net income after tax amounted to NT$3,059,476 thousand, which increased by NT$166,276 thousand compared to the same period in 2024, reflecting a growth of 5.75%. Earnings per share (EPS) reached NT$6.77, an increase of NT$0.35 compared to 2024. The Company has demonstrated strong growth momentum, with revenue reaching record highs for eight consecutive years and profitability increasing for eight consecutive years. This performance underscores our disciplined management approach and steady expansion strategy. Leveraging our strong track record in smart surveillance, smart disaster prevention, and smart parking solutions, we have strategically positioned ourselves to capture the market trend toward smart digital transformation. With thorough preparation, we are well equipped to lead into the future and confidently navigate evolving industry challenges.

Status of Research and Development

The Company is committed to promoting the technological transformation of the security industry. Through the integration of smart building management system technology, we can effectively replace nighttime manpower costs and assist traditional communities in completing digital transformation, achieving automated and precise smart management.

In the area of smart city innovation services, we leverage our core AIoT technologies to seamlessly connect payment platforms, hardware, and software systems. Through our end-to-end integration capabilities, we provide comprehensive, customized solutions, including unmanned retail stores and high-efficiency smart warehousing.

In smart parking, we utilize three key innovations, covering AI identification roadside parking recognition, smart payment systems, and real-time data integration, to connect payment, statistical, and enforcement information in real time. This enhances parking management efficiency and optimizes traffic governance processes.

In addition, in response to net-zero carbon trends and the global momentum of AI applications, our smart communication system, G.Talk, received the CES 2026

Innovation Award. This achievement supports the integration of sustainability into smart buildings and demonstrates our green technology R&D capabilities aligned with international standards.

In smart long-term care, we continue to apply AI technologies to support the aging population, with a focus on improving quality of life and addressing care needs. We have developed solutions such as smart care hubs, AI identification fall detection, and emergency alert services. By analyzing the daily living patterns of older adults through AI and integrating remote care devices with smart connectivity systems, these solutions enable rapid alerts and immediate connection to emergency support in critical situations, significantly enhancing home safety and response efficiency. We were also recognized among the "Top 10 Age-Friendly Technology Products and Services."

In smart disaster prevention, we introduced a 24-hour connected fire blanket integrated with fire monitoring, notification, and early warning systems. In addition to rapidly covering fire sources and isolating oxygen at an early stage to prevent the spread of fire, the solution connects via IoT to security and fire prevention system to provide real-time alerts, accelerate emergency response, and significantly reduce the likelihood and impact of fire incidents.

With our solid operational foundation, technological capabilities, and adaptive responsiveness, the Company was selected for the "Taiwan FINI 100" in 2025, ranking 12th. This recognition reflects our strong performance across market, operational, and sustainability dimensions and underscores our position in the international capital markets.

Impacts of the External Competitive, Regulatory, and Macroeconomic Environment

Looking ahead to 2026, Taiwan's economic outlook remains positive. The continued momentum of AI investment is driving growth in equipment investment and merchandise exports, while private consumption maintains stable growth. Supported by the ongoing expansion of AI applications and innovation in consumer electronics, Taiwan's exports of electronic and ICT products are expected to continue growing. According to forecasts released by the Taiwan Institute of Economic Research on January 26, 2026, Taiwan's GDP growth rate for 2026 has been revised upward from 2.60% to 4.05%. In addition, improving clarity in Taiwan–U.S. tariff negotiations, along with various government stimulus measures and capital gains driven by a strong stock market, are expected to support domestic consumption growth, which has been revised from 2.00% to 2.50%. As AI-driven opportunities continue to expand, gross fixed capital formation is expected to benefit supply chains across upstream and downstream sectors. Traditional industries are also maintaining growth momentum through transformation toward higher value-added activities. The Company is well positioned to benefit from Taiwan's economic growth and the resulting increase in revenue.

In terms of the external competitive environment, we continue to drive innovation, deepen technological transformation, and expand into diversified industries to build a comprehensive smart services ecosystem. To address increasing labor cost pressures, we have proactively developed unmanned operation solutions. Through smart upgrades, we aim to reduce operational burdens, enhance market competitiveness, and strengthen business resilience.

Future Business Plans and Development Strategy

With AI technologies entering a phase of explosive growth, we remain committed to continuously building and expanding diverse smart application scenarios as a core development direction. This year, we will center on an integrated platform service model and focus on seven key AI strategic directions to further strengthen safety protection and smart management across urban environments.

1. Focusing on seven key AI strategic directions to define new benchmarks for smart living

   First, in law enforcement applications, we utilize video surveillance and AI to predict potential risk behaviors, improving the efficiency of police inquiry and incident response. Second, in ATM protection systems, we align with government anti-theft requirements and aim to expand our market share. Third, in disaster prevention, we extend security concepts to fire prevention, helping retail stores and factories reduce the risk of fire occurrence and escalation. Fourth, in smart buildings and business environments, we introduce energy-saving and workforce optimization solutions to help traditional industries reduce operating costs. Fifth, in smart parking services, we provide real-time roadside parking availability information, enabling users to quickly locate and navigate to parking spaces via mobile devices, thereby reducing search time. Sixth, in AI patrol robot upgrades, we introduce mobile patrol capabilities that allow robots to respond to incidents in real time, supporting security inspections in communities and office buildings.

   Seventh, in AI-enabled healthcare, we collaborate with multiple AI partners to analyze and predict the behavior of elderly individuals living alone, enabling timely assistance and enhancing community care safety.

2. Dual-track deployment of physical security and cybersecurity

   In light of the widespread adoption of smart cities and AI applications, we are elevating our security framework to a new level. Through physical security, we safeguard on-site environments with hardware-based protection, while cybersecurity technologies protect cloud-based devices and communication networks. This dual-track defense approach enables precise monitoring and personal safety protection at the physical level, while also establishing robust cybersecurity firewalls and encryption mechanisms at the system level. By integrating hardware and software, we build a comprehensive and resilient defense framework for our clients.

The Company will continue to enhance our AI integration capabilities and service processes, strengthen long-term contract models and operational management efficiency, and, on the basis of stable operations, advance our vision of sustainable development and steady growth.

Lastly,

we would like to wish you all good health and prosperity!

Chairman Lin Chien-Han

II. Corporate Governance Report

2-1 Profile of Directors of the Board, General Managers, Vice President, Directors of Departments, Managers of Departments and Branches

2-1-1 Profile of Directors

Base date of the number of shares held: 2026/3/31

Title	Nationality or place of registration	Name	Gender Age	Date of election (appointment)	Term duration	Date first elected	Shareholdings at the time of elected office		Current shareholdings		Current shareholdings of spouse/minor children		Education and background	Concurrent positions in the Company and other companies	Other officers, directors or supervisors of the Company who are spouses or relatives within the 2nd degree of kinship under the Civil Code		
							Number of shares	Ownership (%)	Number of shares	Ownership (%)	Number of shares	Ownership (%)			Title	Name	Relationship
Chairman	ROC	Shin Lan Investment Co., Ltd.	-	2023.05.30	3 years	2014.06.24	4,000,585	0.89%	4,330,585	0.96%	-	-	-	-	-	-	-
	ROC	Representative: Lin Chien-Han	Male 41-50 years old				3,695,688	0.82%	3,695,688	0.82%	-	-	MA in Marketing Management, Middlesex University, UK	Director and Chief Executive Officer of Goldsun Building Materials Co., Ltd.	Vice Chairman	Lin Ming-Sheng	Brothers
Vice Chairman	ROC	Yuan Hsin Investment Co., Ltd.	-	2023.05.30	3 years	2002.06.19	8,076,190	1.79%	8,166,190	1.81%	-	-	-	-	-	-	-
	ROC	Representative: Lin Ming-Sheng	Male 51-60 years old				3,466,439	0.77%	3,496,439	0.77%	74,135	0.02%	Ph.D. in Law Hastings College of the Law, University of California	Vice Chairman of Goldsun Building Materials Co., Ltd.	Chairman	Lin Chien-Han	Brothers
Director	ROC	Cheng Hsin Investment Co., Ltd.	-	2023.05.30	3 years	1996.04.20	21,851,337	4.84%	21,621,337	4.79%	-	-	-	-	-	-	-
	ROC	Representative: Liu Yun-Fang	Female 51-60 years old				-	-	-	-	-	-	Department of French at Wenzao Ursuline University of Languages	Deputy General Manager of the Company and Lee Bao Security Co., Ltd.	-	-	-
Director	Japan	SECOM Co., LTD.	-	2023.05.30	3 years	1981.12.09	123,110,870	27.29%	126,720,368	28.09%	-	-	-	-	-	-	-
	Japan	Representative: Takatsuki Shuichi	Male 51-60 years old				-	-	-	-	-	-	BA, Beijing Language and Culture University	SECOM CO., LTD. Assistant Chief of GROUP International Business Headquarter	-	-	-
Director	Japan	SECOM Co., LTD.	-	2023.05.30	3 years	1981.12.09	123,110,870	27.29%	126,720,368	28.09%	-	-	-	-	-	-	-
	Japan	Representative: Matsui Hiromichi	Male 61-70 years old				-	-	-	-	-	-	MBA, University of Chicago Booth School of Business, USA	SECOM CO., LTD. Assistant Chief of Head of the Headquarters	-	-	-
Director	SECOM CO., LTD.	Representative: Kanzaki Junichi	-	2023.05.30	3 years	1993.03.30	123,110,870	27.29%	126,720,368	28.09%	-	-	-	-	-	-	-
	Japan		Male 51-60 years old				-	-	-	-	-	-	Bachelor of Laws, Doshisha University, Japan	Deputy General Manager of the Company	-	-	-
Director	ROC	Shin Lan Enterprise Inc.	-	2023.05.30	3 years	2023.05.30	14,605,063	3.24%	14,175,063	3.14%	-	-	-	-	-	-	-
	ROC	Representative: Hsu Lan-Ying	Female 71-80 years old				-	-	-	-	-	-	BA, Department of Oriental Languages at Fu Jen Catholic University	Chairman, Goldsun Building Materials Co., Ltd.	-	-	-
Director	ROC	Tu Heng-Yi	Male 61-70 years old	2023.05.30	3 years	2011.06.15	50,750	0.01%	50,750	0.01%	-	-	MBA, Hawaii National University, USA	Chairman of Wan Yuan Textiles	-	-	-
Independent director	ROC	Chen Tien-Wen	Male 61-70 years old	2023.05.30	3 years	2017.06.22	-	-	-	-	-	-	MBA, University of Southern California, USA	Chairman of CAI Global Holdings Ltd.	-	-	-
Independent director	ROC	Chiang Yung-Cheng	Male 61-70 years old	2023.05.30	3 years	2020.06.16	-	-	-	-	-	-	Bachelor of Law, Soochow University	Lawyer, Cheng Bang/Cheng Yang United Law Firm	-	-	-
Independent director	ROC	Chiang Kuang-Tse	Male 51-60 years old	2023.05.30	3 years	2023.05.30	-	-	-	-	-	-	MBA (Haas School of Business), University of California, Berkeley	Chairman of Aisifengyi Co., Ltd.	-	-	-
Independent director	ROC	Wei Chi-Lin	Male 71-80 years old	2023.10.03	3 years	2023.10.03	-	-	-	-	-	-	Ph.D. in Economics, University of Paris, France	Chairman of IBF Financial Holdings Co., Ltd.	-	-	-

Note 1. In situations where the Company's Chairman, General Manager, or Managerial Officer of the highest equivalent grade is the same person as or a spouse or first-degree relative of the Chairman, please explain the reasons, rationality, and necessity of such an arrangement and any response measures taken: The Chairman of the Company also serves as the General Manager in order to enhance operational efficiency and decision-making effectiveness. The Chairman also maintains close communication with the directors to fully understand the current business situation and implement the Company's operational plans for corporate governance. Currently, the Company has implemented the following measures:

1. Addition of one independent director seat.
2. In each functional committee stage, independent director seats can be fully discussed and suggestions can be made for the Board of Directors' reference, to implement corporate governance.
3. The majority of the board members do not concurrently hold positions as employees or managers.

Note 2: No shares are held under the names of other persons.

1. Principal shareholders of corporate shareholders

March 31, 2026

Name of corporate shareholders	Principal shareholders of corporate shareholders (shareholding)
Cheng Hsin Investment Co., Ltd.	Lin Hsiao-Hsin (44.27%), Lin Ming-Sheng (27.86%), Lin Chien-Han (27.86%)
Shin Lan Investment Co., Ltd.	Lin Hsiao-Hsin (10.44%), Lin Ming-Sheng (8.34%), Lin Chien-Han (12.56%), Lin Hsiu-De (0.33%), Cheng Hsin Investment Co., Ltd. (68.33%)
Yuan Hsin Investment Co., Ltd.	Lin Hsiao-Hsin (22.06%), Lin Ming-Sheng (38.97%), Lin Chien-Han (38.97%)
SECOM Co., LTD.	The Master Trust Bank of Japan, Ltd. (22.46%), Custody Bank of Japan, Ltd. (9.07%), JP Morgan Chase Bank (4.55%), The Master Trust Bank of Japan,Ltd. (3.30%), State Street Bank West Client-Treaty 505234(2.79%), Secom Science and Technology Foundation (1.97%)
Shin Lan Enterprise Inc.	Cheng Hsin Investment Co., Ltd. (20.71%), Yingkai Co., Ltd. (4.73%), Maosen International Co., Ltd. (4.74%), Maojie Industrial Co., Ltd. (4.74%), Yuan Hsin Investment Co., Ltd. (2.60%), Shin Lan Investment Co., Ltd. (2.25%), Shang Jing Investment Co., Ltd. (1.49%)

2. Major shareholders of corporate shareholders in Table 1 who are legal persons

March 31, 2026

Name of corporate shareholders	Principal shareholders of corporate shareholders (shareholding)
Yingkai Co., Ltd.	Lin Hung-Chun (100%)
Mao Sen International Co., Ltd.	Lin Chia-Ling (99.96%), Yu Ming-Hsien (0.04%)
Maojie Industrial Co., Ltd.	Lin Jing-Yi (100%)
Shang Jing Investment Co., Ltd.	Lin Hung-Chun (27%), Lin Chia-Ling (27%), Lin Jing-Yi (27%), Yu Li-Jung (19%)

3. Disclosure of professional qualifications of directors and independence of independent directors:

Criteria / Name	Professional qualifications and experiences	Status of independence	No. of concurrent independent directorships (other public companies)
Chairman Lin Chien-Han	MA in Marketing Management from Middlesex University, UK; currently serves as Chairman of a publicly listed company, with extensive academic credentials and professional experience, and is a recognized leader in the security services industry.	The Chairman concurrently serves as the Company's Chief Executive Officer and as a director of its subsidiaries. All other independence criteria set forth in Article 3, Paragraph 1 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, are satisfied.	0
Vice Chairman Lin Ming-Sheng	Ph.D. in Law, Hastings College of the Law, University of California; has experience serving as Chairman of a publicly listed company, with professional expertise and experience in leadership and decision-making, business management, operational judgment, and commercial and business affairs.	The Vice Chairman concurrently serves as a director of the Company's subsidiaries. All other independence criteria set forth in Article 3, Paragraph 1 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, are satisfied.	0
Director Matsui Hiromichi	MBA, University of Chicago Booth School of Business, USA; has served as a director and has experience in industrial and financial investment and auditing at Japanese companies, with extensive industry experience and strong organizational management capabilities.	SECOM Co., Ltd. holds more than 5% of the Company's issued shares and is its largest shareholder. Mr. Matsui Hiromichi has been elected as a director as the designated representative of SECOM Co., Ltd. All other independence criteria set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, have been duly verified, and the relevant independence requirements continue to be met.	0
Director Takatsuki Shuichi	BA, Beijing Language and Culture University; has served as a director and has experience in industrial and financial investment and auditing at Japanese companies, with extensive industry experience and strong organizational	SECOM Co., Ltd. holds more than 5% of the Company's issued shares and is its largest shareholder. Mr. Takatsuki Shuichi has been elected as a director as the designated representative of	0

Criteria / Name	Professional qualifications and experiences	Status of independence	No. of concurrent independent directorships (other public companies)
	management capabilities.	SECOM Co., Ltd. All other independence criteria set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, have been duly verified, and the relevant independence requirements continue to be met.	
Director Kanzaki Junichi	Bachelor of Laws, Doshisha University; has served as a director and has experience in industrial and financial investment at Japanese companies, with extensive industry experience and strong organizational management capabilities.	SECOM Co., Ltd. holds more than 5% of the Company's issued shares and is its largest shareholder. Mr. Kanzaki Junichi has been elected as a director as the designated representative of SECOM Co., Ltd. Concurrently serves as the Company's Deputy General Manager and is classified as a managerial officer. All other independence criteria set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, have been duly verified, and the relevant independence requirements continue to be met.	0
Director Liu Yun-Fang	Department of French, Wenzao Ursuline University of Languages; has served as a Deputy General Manager of a publicly listed company, with extensive industry experience and strong organizational management capabilities.	Director Liu Yun-Fang serves as the representative appointed by the Company's legal entity, and concurrently serves as the Company's Deputy General Manager and as a director of its subsidiaries. All other independence criteria set forth in Article 3, Paragraph 1 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, are satisfied.	0

Criteria / Name	Professional qualifications and experiences	Status of independence	No. of concurrent independent directorships (other public companies)
Director Hsu Lan-Ying	BA, Department of Oriental Languages, Fu Jen Catholic University; has served as chairwoman and director of publicly listed companies; currently serves as Chairwoman of Goldsun Building Materials and General Manager of the Company's General Management Division, with diversified industry experience and strong organizational management capabilities.	Director Hsu Lan-Ying serves as the Company's General Manager and concurrently serves as a director of its subsidiaries. All other independence criteria set forth in Article 3, Paragraph 1 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, are satisfied.	0
Director Tu Heng-Yi	MBA, Hawaii National University, USA; has served as chairman and director of publicly listed companies; currently serves as Chairman of Wan Yuan Textile Co., Ltd., with diversified industry experience and strong organizational management capabilities;	Is an individual shareholder of the Company. All other independence criteria set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, have been duly verified, and the relevant independence requirements continue to be met.	0
Independent director Chen Tien-Wen	MBA in Business Administration, University of Southern California, USA; founder and former Chairman of Capital Group, with over 40 years in the financial services industry and extensive expertise in commercial banking, investment banking, asset management, venture capital, and futures. Has served as an advisor to the Council for Economic Planning and Development and the Straits Exchange Foundation, and held leadership roles including President of YPO, President of SEE Taiwan, and President of the USC Alumni Association. Recipient of numerous honors, including Outstanding Merchant of the R.O.C. (twice), Top Ten Outstanding Securities and Futures Professionals, and the Ernst & Young Entrepreneur Of The Year. Currently serves as Chairman of CAI Cathay and as an independent director and director of publicly listed companies, contributing	During the two years prior to appointment and throughout the term of office, all qualifications set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, and Article 14-2 of the Securities and Exchange Act have been met. In addition, independent directors have been granted full authority under Article 14-3 of the Securities and Exchange Act to participate in decision-making and express their opinions, thereby enabling them to independently perform their duties.	2

Criteria / Name	Professional qualifications and experiences	Status of independence	No. of concurrent independent directorships (other public companies)
	expertise in corporate governance, with practical experience in financial accounting, business operations, marketing, and operational planning, business management, and administration within the technology industry.		
Independent director Chiang Yung-Cheng	Bachelor of Law, Soochow University; formerly served as a judge at the Taiwan Kaohsiung District Court and the Taiwan High Court, Kaohsiung Branch Court; currently serves as an attorney at Cheng Yang United Law Firm and as an independent director of publicly listed companies, with diversified industry experience and strong organizational management capabilities.	During the two years prior to appointment and throughout the term of office, all qualifications set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, and Article 14-2 of the Securities and Exchange Act have been met. In addition, independent directors have been granted full authority under Article 14-3 of the Securities and Exchange Act to participate in decision-making and express their opinions, thereby enabling them to independently perform their duties.	3
Independent director Chiang Kuang-Tse	MBA (Haas School of Business), University of California, Berkeley; serves as Chairman of Aisifengyi Co., Ltd., with diversified industry experience and strong organizational management capabilities.	During the two years prior to appointment and throughout the term of office, all qualifications set forth in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, and Article 14-2 of the Securities and Exchange Act have been met. In addition, independent directors have been granted full authority under Article 14-3 of the Securities and Exchange Act to participate in decision-making and express their opinions, thereby enabling them to independently perform their duties.	0
Independent director Wei Chi-Lin	PhD in International Economics and Markets, University of Paris, France; a renowned Taiwanese scholar in finance and management with extensive expertise in economics, finance,	During the two years prior to appointment and throughout the term of office, all qualifications set forth in the Regulations Governing Appointment of Independent Directors and	3

Criteria / Name	Professional qualifications and experiences	Status of independence	No. of concurrent independent directorships (other public companies)
	financial markets, and management. Formerly served as Director of the Graduate Institute of International Business at NTU, Secretary-General of the Executive Yuan, Minister of the RDEC, Executive Yuan, Chairman of Land Bank of Taiwan, Chairman of Taiwan Financial Asset Service Corporation, Director of Chung-Hua Institution for Economic Research, and Director of TWSE. Currently serves as Chairman of IBF Financial Holdings Co., Ltd. and International Bills Finance Corp., as well as an independent director of publicly listed companies, with diversified industry experience and strong organizational management capabilities.	Compliance Matters for Public Companies, as promulgated by the Financial Supervisory Commission, and Article 14-2 of the Securities and Exchange Act have been met. In addition, independent directors have been granted full authority under Article 14-3 of the Securities and Exchange Act to participate in decision-making and express their opinions, thereby enabling them to independently perform their duties.	

Note: None of the Company's directors meet any of the conditions stated in Article 30 of the Company Act.

4. Board of Directors diversity and independence:

(1) Diversity of the Board of Directors:

A. Enhancement of Board Functions: The Board meeting is held at least once a quarter, and the chairman is mainly responsible for improving corporate governance and presiding over the operation of the Board. According to the Company's Articles of Incorporation and the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, the selection of directors takes into account the overall configuration of the Board. The composition of the Board considers judgment in operations and management capabilities, accounting and financial analysis capabilities, risk management, industry knowledge, international market perspectives, leadership, decision-making, etc.

B. Specific Management Objectives:

The Company's Board guides the Company's strategies and supervises the management, and is responsible to the Company and shareholders. In terms of the operation and arrangement of the corporate governance system, the Board exercises its powers in accordance with laws and regulations, the Articles of Incorporation or the resolutions of the shareholder meetings. All Board members possess the knowledge, skills and characters and industry decision-making and management capabilities needed to exercise their duties. The Company continues to arrange various continuing education courses for Board members to improve their decision-making quality and supervisory capability, thereby strengthening the capacity of the Board.

C. Implementation of diversity of Board members:

The Company's 17th Board of Directors consists of 12 directors, including 4 independent directors, with 33% of the seats held by independent directors, thereby enhancing the independence of the Board. Board meetings are held at least once a quarter, and the chairman is mainly responsible for improving corporate governance and presiding over the operation of the Board. The Company also emphasizes gender equality in the composition of the Board of Directors and aims to increase the number of directors of each gender to one-third. Of the 12 members of the Board of Directors, 83% (10) are male directors (including independent directors) and 17% (2) are female directors. The Company plans to expand its female talent pool by leveraging available resources, such as the "Independent Director Talent Database" provided by the Securities and Futures Institute, to identify qualified female professionals. At the same time, the Company places emphasis on cultivating internal female senior executives to build a pipeline of future female director candidates. we will endeavor to increase the number of female directors, with the goal of achieving one-third female representation on the Board.

D. Implementation of diversity of Board members:

The current Board of Directors is composed of 12 directors and, all of whom have corporate management practices in listed companies. In addition to possessing leadership and decision-making, crisis management skills and international market insights, among the 4 independent directors, Chen Tien-Wen is the Chairman of CAI Cathay Ltd., Chiang Yung-Cheng is the partner attorney of Cheng Yang United Law Firm, Chiang Kuang-Tse is the Chairman of Aisifengyi Co., Ltd; and Wei Chi-Lin is the Chairman of IBF Financial Holdings Co., Ltd and International Bills Finance Corp. They have expertise in legal practice, finance and accounting, industry knowledge and business judgment, respectively. Among the other 8 directors, Vice Chairman Lin Chien-Han is an industry professional, Director Lin Ming-Sheng and Hsu Lan-Ying serve as chairmen of listed companies, Director Liu Yun-Fang is the Deputy General Manager of Leebao Security Co., Ltd. and an industry professional, and Tu Heng-Yi as Chairman and in other significant management positions at Wan Yuan Textile Co., Ltd.

Basic composition of the Board and its competencies are as follows:

Diverse Core / Name		Professional Knowledge and Skills (Note 2)							Qualified Competencies and Experience (Note 2)					
		Concurrent Employment in the Company	Tenure as Independent Director		Legal Profession	Finance and Accounting	Technology Industry	Finance and Investment	Marketing	Industry Knowledge	Business Management	Leadership and Decision-Making	Environmental Sustainability	Risk management
			Under 3 years	6 to 9 years										
Director	Lin Chien-Han	✓				✓	✓		✓	✓	✓	✓	✓	✓
	Lin Ming-Sheng	✓			✓	✓	✓		✓	✓	✓	✓	✓	✓
	Matsui Hiromichi					✓	✓		✓	✓	✓	✓	✓	✓
	Takatsuki Shuichi					✓	✓		✓	✓	✓	✓	✓	✓
	Kanzaki Junichi	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓
	Liu Yun-Fang	✓				✓	✓		✓	✓	✓		✓	✓
	Hsu Lan-Ying	✓				✓	✓		✓	✓	✓	✓	✓	✓
	Tu Heng-Yi					✓	✓		✓	✓	✓	✓	✓	✓
Independent director	Chen Tien-Wen			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
	Chiang Yung-Cheng			✓	✓	✓	✓		✓	✓	✓		✓	✓
	Chiang Kuang-Tse		✓			✓	✓		✓	✓	✓	✓	✓	✓
	Wei Chi-Lin		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓

Note 1: For the nationality, gender and age of each director and independent director, please refer to (I) Director 1. Profile of Directors in the annual report.

Note 2: ✓ means having the capability in the field.

(2) Independence of the Board of Directors:

A. The Company has 12 directors, including 4 independent directors, accounting for 33% of the Board seats. The independent directors of the Company have issued statements at the time of election and during their term of office, respectively, stating that they meet the eligibility criteria specified in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies and Article 14-

2 of the Securities and Exchange Act two years before being elected and during the term of office. The company shall review the independence of independent directors every year and issue an independent director qualification checklist for future reference in order to comply with the independence requirements.

B. Chairman Lin Chien-Han and the Vice Chairman of Yuan Hsin Investment Co., Ltd., Lin Ming-Sheng, are relatives within the second degree of kinship, and there are no circumstances stipulated in Paragraph 3 and 4, Article 26-3 of the Securities and Exchange Act.

C. To implement corporate governance and enhance the functions of the Board of Directors and functional committees, the Company has established the "Board Performance Appraisal Measures". An annual evaluation of the Board of Directors, functional committee members, and individual directors' performance is conducted. A triennial Board performance evaluation by a third-party professional organization is held. The evaluation results and recommendations are submitted to the Board of Directors and serve as a reference for the selection or nomination of the next term's directors. In 2025, the Board conducted its triennial external performance evaluation, with the results rated as excellent.

(3) Basic composition of the Board is as follows:

Title	Name of Director	Basic Composition									
		Nationality	Gender	Concurrently Employee of the Company	Age				Independent Director Term of Office Tenure		
					41–50	51–60	61–70	71–80	Under 3 years	3–9 years	Over 9 years
Chairman	Lin Chien-Han	ROC	Male	✓	✓						
Vice Chairman	Lin Ming-Sheng	ROC	Male	✓		✓					
Director	Matsui Hiromichi	Japan	Male			✓					
Director	Takatsuki Shuichi	Japan	Male			✓					
Director	Kanzaki Junichi	Japan	Male	✓		✓					
Director	Hsu Lan-Ying	ROC	Female	✓				✓			
Director	Tu Heng-Yi	ROC	Male				✓				
Director	Liu Yun-Fang	ROC	Female	✓		✓					
Independent director	Chen Tien-Wen	ROC	Male				✓			✓	
Independent director	Chiang Yung-Cheng	ROC	Male				✓			✓	
Independent director	Chiang Kuang-Tse	ROC	Male			✓			✓		
Independent director	Wei Chi-Lin	ROC	Male					✓	✓		

2-1-2 Profile of General Managers, Deputy General Managers, Assistant Presidents, and Supervisors of Departments and Branches

Base date of the number of shares held: March 31, 2026

Title	Nationality	Name	Gender	Date of election (appointment)	Shareholding		Shareholdings of spouse/minor children		Education and background	Concurrent positions in other companies	Managers of the Company who are spouses or relatives within the 2nd degree of kinship under the Civil Code		
					Number of shares	Ownership (%)	Number of shares	Ownership (%)			Title	Name	Relationship
General Chief Executive Officer	ROC	Lin Chien-Han	Male	2016.01.01	3,695,688	0.82%	-	-	MA in Marketing Management, Middlesex University, UK	Director, Goldsun Building Materials Co., Ltd.	Chief Strategy Officer	Lin Ming-Sheng	Brothers
Chief Strategy Officer	ROC	Lin Ming-Sheng	Male	2007.03.29	3,496,439	0.77%	74,135	0.02%	Ph.D. in Law, Hastings College of the Law, University of California	Vice Chairman of Goldsun Building Materials Co., Ltd.	General Chief Executive Officer	Lin Chien-Han	Brothers
Chief Executive Officer	ROC	Li Jung-Kuei	Male	2016.01.01	21,156	-	-	-	Department of Electronics, Kuang Wu Industry Junior College	Director of Aion Computer Communication Co., Ltd.	-	-	-
Chief Executive Officer	ROC	Chou Hsing-Kuo	Male	2016.01.01	-	-	-	-	Institute of Civil Engineering and Disaster Prevention, National Taipei University of Technology	Director of Comlink Fire Systems Inc.	-	-	-
Chief Executive Officer	ROC	Chen Su-Ling	Female	2016.01.01	-	-	-	-	Comprehensive Commerce, Taipei Municipal Shilin High School of Commerce	Supervisor of Fuhung Food Co., Ltd.	-	-	-
Chief Executive Officer	ROC	Lin Chih-Fang	Male	2023.12.15	-	-	-	-	Department of Oriental Languages, Tamkang University	None	-	-	-
General Manager	ROC	Hsu Lan-Ying	Female	2005.03.25	-	-	-	-	Department of Oriental Languages, Fu Jen Catholic University	Chairman, Goldsun Building Materials Co., Ltd.	-	-	-
General Manager	ROC	Lei Ching-Ming	Male	2017.03.01	1,065	-	-	-	College of Law, National Taiwan University	Chairman of Zhong Bao Insurance Services Inc.	-	-	-
General Manager	ROC	Huang Hsien-Kuei	Male	2022.03.01	135	-	-	-	Automobile Maintenance Department, Taipei Jingwen High School	None	-	-	-
General Manager	ROC	Teng Ching-Chung	Male	2022.03.16	-	-	2,000	-	Department of Industrial Engineering Management, Lunghwa University of Science and Technology	Director of Comlink Fire Systems Inc.	-	-	-
General Manager	ROC	Chan Jui-Tung	Male	2025.03.01	17	-	-	-	Electrical Engineering Department, NanTai Junior College of Engineering	None	-	-	-
General Manager	ROC	Hu Chih-Chiang	Male	2025.03.01	-	-	-	-	Department of Business Administration, Taipei City University of Science and Technology	None	-	-	-
General Manager	ROC	Wang Chih-Chiang	Male	2026.03.01	-	-	-	-	Department of Printing, Chinese Culture University	None	-	-	-
Vice President	ROC	Lin Chia-Hui	Female	2019.03.01	-	-	-	-	EMBA, College of Commerce, National Chengchi University	None	-	-	-
Vice President	ROC	Chang Hui-Ching	Female	2021.01.01	-	-	-	-	GF-EMBA of National Taiwan Normal University	None	-	-	-
Vice President	ROC	Liu Yun-Fang	Female	2021.03.01	-	-	-	-	Department of French, Wenzao Ursuline University	Deputy General Manager of	-	-	-

Title	Nationality	Name	Gender	Date of election (appointment)	Shareholding		Shareholdings of spouse/minor children		Education and background	Concurrent positions in other companies	Managers of the Company who are spouses or relatives within the 2nd degree of kinship under the Civil Code		
					Number of shares	Ownership (%)	Number of shares	Ownership (%)			Title	Name	Relationship
									of Languages	Lee Bao Security Co., Ltd.			
Vice President	ROC	Wu Jung-Hua	Male	2022.03.01	-	-	-	-	Department of Electronic Engineering, Chung Yuan Christian University	None	-	-	-
Vice President	ROC	Yen Hung-Chun	Male	2023.04.06	-	-	-	-	Master Program in Digital Content Technology and Management, National Changhua University of Education	None	-	-	-
Vice President	Japan	Kanzaki Junichi	Male	2023.06.01	-	-	-	-	Dpartment of Laws, Doshisha University, Japan	None	-	-	-
Vice President	ROC	Chen Hui-Mei	Female	2024.03.01	-	-	-	-	M.S., Department of Management Science, Tamkang University.	None	-	-	-
Vice President	ROC	Tsai Yi-Hsiu	Female	2025.03.01	-	-	-	-	Department of Accounting, Ming Chuan University.	None	-	-	-
Vice President	ROC	Wu Tsung-Chi	Male	2025.03.01	3,016	-	-	-	Department of Navigation, National Taipei University of Ocean Technology.	None	-	-	-
Vice President	ROC	Chang Hung-Tse	Male	2026.03.01	-	-	-	-	Master's degree, Institute of Biomedical Informatics, National Yang Ming University	None	-	-	-
Vice President	ROC	Yu Hao-Wen	Male	2026.03.01	-	-	-	-	Master's degree in Production Technology and Management, National Chiao Tung University	General Manager of Baohwa Trust Co., Ltd.	-	-	-
Vice President	ROC	Chan Hui-Min	Female	2026.03.01	-	-	-	-	Department of Cooperative Economics, Feng Chia University	None	-	-	-
Head of Corporate Governance	ROC	Wu Cheng-Chih	Male	2021.05.13	-	-	-	-	College of Law, National Taiwan University	None	-	-	-
Chief Financial Officer	ROC	Lin Tzu-Hsin	Female	2024.01.26	-	-	-	-	MBA at National Taipei University	None	-	-	-

Note 1: The Company's accounting supervisor is the Executive Officer Chen Su-Ling.

Note 2: None of the Company's managerial officers hold shares under the names of other persons.

Note 3: In situations where the Company's Chairman, General Manager, or Managerial Officer of the highest equivalent grade is the same person as or a spouse or first-degree relative of the Chairman, please explain the reasons, rationality, and necessity of such an arrangement and any response measures taken: The Chairman of the Company also serves as the General Manager in order to enhance operational efficiency and decision-making effectiveness. The Chairman also maintains close communication with the directors to fully understand the current business situation and implement the Company's operational plans for corporate governance. Currently, the Company has implemented the following measures:

1. Addition of one independent director seat.
2. In each functional committee stage, independent director seats can be fully discussed and suggestions can be made for the Board of Directors' reference, to implement corporate governance.
3. The majority of the board members do not concurrently hold positions as employees or managers.

2-2 Remuneration paid to Directors, General Managers, and Vice Presidents in the most recent year:

2-2-1 Remuneration of Directors and Independent Directors

Unit: NT$ thousand

Title	Name	Directors' Remuneration								Ratio of total remuneration (A + B + C + D) to net income after tax (%)		Employee Remuneration (for Concurrent Positions)								Ratio of total remuneration (A + B+ C+ D+ E+ F+ G) to net income after tax (%)		Remuneration received from investee companies other than subsidiaries or the parent company
		Remuneration (A)		Severance pay and pension (B)		Director's remuneration (C)		Business expenses (D)				Salary, bonuses, and allowances (E)		Severance pay and pension (F)		Employee remuneration (G)						
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company		All companies in the financial statements		The Company	All companies in the financial statements	
																Cash amount	Stock value	Cash amount	Stock value			
Chairman	Shin Lan Investment Co., Ltd. Representative: Lin Chien-Han	280	280	-	-	50,189	50,189	40	40	50,509 1.68%	50,509 1.68%	16,488	17,163	-	-	-	-	-	-	66,997 2.23%	67,672 2.25%	660
Vice Chairman	Yuan Hsin Investment Co., Ltd. Representative: Lin Ming-Sheng	880	880	-	-	30,113	30,113	80	80	31,073 1.03%	31,073 1.03%	14,002	14,422	-	-	-	-	-	-	45,075 1.50%	45,495 1.51%	7,760
Director	Cheng Hsin Investment Co., Ltd. Representative: Liu Yun-Fang	1,680	1,680	-	-	60,227	60,227	240	240	62,147 2.07%	62,147 2.07%	14,692	15,690	-	-	30	-	30	-	76,869 2.56%	77,867 2.59%	-
Director (Note 4)	SECOM Co., LTD. Representative: Sato Sadahiro																					
Director	SECOM Co., LTD. Representative: Takatsuki Shuichi																					
Director	SECOM Co., LTD. Representative: Matsui Hiromichi																					
Director	SECOM Co., LTD. Representative: Kanzaki Junichi																					
Director	Shin Lan Enterprise Inc. Representative: Hsu Lan-Ying																					
Director	Tu Heng-Yi																					
Independent director	Chen Tien-Wen	10,800	10,800	-	-	-	-	400	400	11,200 0.37%	11,200 0.37%	-	-	-	-	-	-	-	-	11,200 0.37%	11,200 0.37%	-
Independent director	Chiang Yung-Cheng																					
Independent director	Chiang Kuang-Tse																					
Independent director	Wei Chi-Lin																					

Note 1: The Company does not bear the purchase cost of vehicles for directors, nor does it provide compensation for drivers assigned to directors.

Note 2: Remuneration policy, system, standards, and structure for independent directors, and the correlation between the remuneration provided and factors such as responsibilities undertaken, risks assumed, and time commitment: Remuneration for the Company's independent directors is determined by the Board of Directors in accordance with the authorization set forth in the Company's Articles of Incorporation. Regardless of the Company's profitability, such remuneration is determined on a monthly basis based on each director's contribution to the Company and with reference to prevailing industry standards both domestically and internationally. Independent directors are not entitled to participate in the distribution of directors' remuneration.

Note 3: Except as disclosed in the table above, none of the Company's directors received remuneration in the most recent year for providing services to any companies included in the financial statements.

Remuneration Range Table

Range of remunerations paid to the Company's directors	Name of Director			
	Total of A+B+C+D		Total of A+B+C+D+E+F+G	
	The Company	All companies in the financial statements I	The Company	Parent company and all investee companies J
Under NT$1,000,000	-	-	-	-
NT$1,000,000 (inclusive) ~ NT$2,000,000 (exclusive)	-	-	-	-
NT$2,000,000 (inclusive) ~ NT$3,500,000 (exclusive)	Independent director: Chen Tien-Wen Independent director: Chiang Yung-Cheng Independent director: Chiang Kuang-Tse Independent director: Wei Chi-Lin	Independent director: Chen Tien-Wen Independent director: Chiang Yung-Cheng Independent director: Chiang Kuang-Tse Independent director: Wei Chi-Lin	Independent director: Chen Tien-Wen Independent director: Chiang Yung-Cheng Independent director: Chiang Kuang-Tse Independent director: Wei Chi-Lin	Independent director: Chen Tien-Wen Independent director: Chiang Yung-Cheng Independent director: Chiang Kuang-Tse Independent director: Wei Chi-Lin
NT$3,500,000 (inclusive) ~ NT$5,000,000 (exclusive)	-	-	-	-
NT$5,000,000 (inclusive) ~ NT$10,000,000 (exclusive)	-	-	-	-
NT$10,000,000 (inclusive) ~ NT$15,000,000 (exclusive)	Non-executive director: Cheng Hsin Investment Co., Ltd. (Representative: Liu Yun-Fang) Non-executive director: SECOM Co., LTD. (Representative: Takatsuki Shuichi) (Representative: Matsui Hiromichi) (Representative: Kanzaki Junichi) Non-executive director: Shin Lan Enterprise Inc. (Representative: Hsu Lan-Ying) Non-executive director: Tu Heng-Yi	Non-executive director: Cheng Hsin Investment Co., Ltd. (Representative: Liu Yun-Fang) Non-executive director: SECOM Co., LTD. (Representative: Takatsuki Shuichi) (Representative: Matsui Hiromichi) (Representative: Kanzaki Junichi) Non-executive director: Shin Lan Enterprise Inc. (Representative: Hsu Lan-Ying) Non-executive director: Tu Heng-Yi	Non-executive director: Cheng Hsin Investment Co., Ltd. (Representative: Liu Yun-Fang) Non-executive director: SECOM Co., LTD. (Representative: Takatsuki Shuichi) (Representative: Matsui Hiromichi) Non-executive director: Tu Heng-Yi	Non-executive director: SECOM Co., LTD. (Representative: Takatsuki Shuichi) (Representative: Matsui Hiromichi) Non-executive director: Tu Heng-Yi

Range of remunerations paid to the Company's directors	Name of Director			
	Total of A+B+C+D		Total of A+B+C+D+E+F+G	
	The Company	All companies in the financial statements I	The Company	Parent company and all investee companies J
NT$15,000,000 (inclusive) ~ NT$30,000,000 (exclusive)	-	-	Non-executive director: SECOM Co., LTD. (Representative: Kanzaki Junichi) Non-executive director: Shin Lan Enterprise Inc. (Representative: Hsu Lan-Ying)	Non-executive director: Cheng Hsin Investment Co., Ltd. (Representative: Liu Yun-Fang) Non-executive director: SECOM Co., LTD. (Representative: Kanzaki Junichi) Non-executive director: Shin Lan Enterprise Inc. (Representative: Hsu Lan-Ying)
NT$30,000,000 (inclusive) ~ NT$50,000,000 (exclusive)	Non-executive director: Yuan Hsin Investment Co., Ltd. (Representative: Lin Ming-Sheng)	Non-executive director: Yuan Hsin Investment Co., Ltd. (Representative: Lin Ming-Sheng)	Non-executive director: Yuan Hsin Investment Co., Ltd. (Representative: Lin Ming-Sheng)	-
NT$50,000,000 (inclusive) ~ NT$100,000,000 (exclusive)	Non-executive director: Shin Lan Investment Co., Ltd. (Representative: Lin Chien-Han)	Non-executive director: Shin Lan Investment Co., Ltd. (Representative: Lin Chien-Han)	Non-executive director: Shin Lan Investment Co., Ltd. (Representative: Lin Chien-Han)	Non-executive director: Shin Lan Investment Co., Ltd. (Representative: Lin Chien-Han) Non-executive director: Yuan Hsin Investment Co., Ltd. (Representative: Lin Ming-Sheng)
Over NT$100,000,000	-	-	-	-
Total	12	12	12	12

2-2-2 Remuneration paid to General Managers and Vice Presidents

Unit: NT$ thousand

Title	Name	Salary (A)		Severance pay and pension (B) (Note 4)		Bonuses and allowances (C)		Amount of employee remuneration (D)				Ratio of total remuneration (A + B + C + D) to net income after tax (%)		Remuneration received from investee companies other than subsidiaries or the parent company
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company		All companies in the financial statements		The Company	All companies in the financial statements	
								Cash amount	Stock value	Cash amount	Stock value			
General Chief Executive Officer	Lin Chien-Han													
Chief Strategy Officer	Lin Ming-Sheng													
Chief Executive Officer	Li Jung-Kuei													
Chief Executive Officer	Chou Hsing-Kuo													
Chief Executive Officer	Chen Su-Ling													
Chief Executive Officer	Lin Lei													
Chief Executive Officer	Lin Chih-Fang													
General Manager	Hsu Lan-Ying													
General Manager	Chang Chun-Yuan													
General Manager	Lei Ching-Ming													
General Manager	Huang Hsien-Kuei	68,778	69,498	-	-	64,590	69,131	305	-	305	-	133,673 4.44%	138,934 4.62%	8,420
General Manager	Teng Ching-Chung													
General Manager	Chan Jui-Tung													
General Manager	Hu Chih-Chiang													
Vice President	Lin Chia-Hui													
Vice President	Wang Chih-Chiang													
Vice President	Chang Hui-Ching													
Vice President	Liu Yun-Fang													
Vice President	Wu Jung-Hua													
Vice President	Yen Hung-Chun													
Vice President	Kanzaki Junichi													
Vice President	Li Ching-Chun													
Vice President	Chen Hui-Mei													
Vice President	Tsai Yi-Hsiu													
Vice President	Wu Tsung-Chi													

Note 1: The managerial officers disclosed in this table include those who served during 2025 and were granted remuneration.

Note 2: The Company did not provide information on vehicle purchase costs for managerial officers of all entities included in the consolidated financial statements.

Note 3: The total driver compensation associated with vehicles provided to managerial officers by all entities included in the consolidated financial statements amounted to NT$3,602 thousand.

Note 4: The severance pay and pension amounts listed in the above table represent actual disbursements. In addition, the amounts recognized by the Company and all entities included in the consolidated financial statements totaled NT$2,249 thousand.

Remuneration Range Table

Range of remuneration paid to general managers and vice presidents	Names of general managers and vice presidents	
	The Company	Parent company and all investee companies E
Under NT$1,000,000	-	-
NT$1,000,000 (inclusive) ~ NT$2,000,000 (exclusive)	Tsai Yi-Hsiu, Wu Tsung-Chi	Tsai Yi-Hsiu, Wu Tsung-Chi
NT$2,000,000 (inclusive) ~ NT$3,500,000 (exclusive)	Lin Chia-Hui, Wang Chih-Chiang, Wu Jung-Hua, Yen Hung-Chun, Li Ching-Chun, Chen Hui-Mei	Lin Chia-Hui, Wang Chih-Chiang, Wu Jung-Hua, Yen Hung-Chun, Li Ching-Chun, Chen Hui-Mei
NT$3,500,000 (inclusive) ~ NT$5,000,000 (exclusive)	Lin Lei, Chang Chun-Yuan, Lei Ching-Ming, Huang Hsien-Kuei, Teng Ching-Chung, Chan Jui-Tung, Hu Chih-Chiang, Chang Hui-Ching, Liu Yun-Fang, Kanzaki Junichi	Lin Lei, Chang Chun-Yuan, Lei Ching-Ming, Huang Hsien-Kuei, Teng Ching-Chung, Chan Jui-Tung, Hu Chih-Chiang, Chang Hui-Ching, Liu Yun-Fang, Kanzaki Junichi
NT$5,000,000 (inclusive) ~ NT$10,000,000 (exclusive)	Li Jung-Kuei, Chou Hsing-Kuo, Chen Su-Ling, Lin Chih-Fang, Hsu Lan-Ying	Li Jung-Kuei, Chou Hsing-Kuo, Chen Su-Ling, Lin Chih-Fang, Hsu Lan-Ying
NT$10,000,000 (inclusive) ~ NT$15,000,000 (exclusive)	Lin Ming-Sheng	-
NT$15,000,000 (inclusive) ~ NT$30,000,000 (exclusive)	Lin Chien-Han	Lin Chien-Han, Lin Ming-Sheng
NT$30,000,000 (inclusive) ~ NT$50,000,000 (exclusive)	-	-
NT$50,000,000 (inclusive) ~ NT$100,000,000 (exclusive)	-	-
Over NT$100,000,000	-	-
Total	25	25

2-2-3 Names of managerial officers who received employee remuneration and status of distribution

March 31, 2026

Unit: NT$ thousand;%

	Title	Name	Stock value	Cash amount	Total	Ratio of total amount to net income after tax (%)
Officers	General Chief Executive Officer	Lin Chien-Han	-	360	360	0.01%
	Chief Strategy Officer	Lin Ming-Sheng				
	Chief Executive Officer	Li Jung-Kuei				
	Chief Executive Officer	Chou Hsing-Kuo				
	Chief Executive Officer (Note 2)	Chen Su-Ling				
	Chief Executive Officer	Lin Chih-Fang				
	General Manager	Hsu Lan-Ying				
	General Manager	Lei Ching-Ming				
	General Manager	Huang Hsien-Kuei				
	General Manager	Teng Ching-Chung				
	General Manager	Chan Jui-Tung				
	General Manager	Hu Chih-Chiang				
	General Manager	Wang Chih-Chiang				
	Vice President	Lin Chia-Hui				
	Vice President	Chang Hui-Ching				
	Vice President	Liu Yun-Fang				
	Vice President	Wu Jung-Hua				
	Vice President	Yen Hung-Chun				
	Vice President	Kanzaki Junichi				
	Vice President	Chen Hui-Mei				
	Vice President	Tsai Yi-Hsiu				
	Vice President	Wu Tsung-Chi				
	Vice President	Chang Hung-Tse				
	Vice President	Yu Hao-Wen				
	Vice President	Chan Hui-Min				
	Head of Corporate Governance	Wu Cheng-Chih				
	Chief Financial Officer	Lin Tzu-Hsin				

Note 1: The remuneration paid to employees by the Company is based on the number of employees.

Note 2: The Executive Officer Chen Su-Ling also serves as the Company's accounting supervisor.

2-2-4 The total remuneration paid by the Company and all consolidated entities to the Company's directors, general manager, and vice presidents over the past two fiscal years, expressed as a percentage of the net income after tax reported in the parent company only or individual financial statements, is analyzed, together with a description of the remuneration policies, standards and composition, the procedures for determining such remuneration, and its linkage to operating performance and future risks:

1. Analysis of the total remuneration paid to directors, general managers, and vice presidents by the Company and all consolidated entities in the past two fiscal years as a percentage of the net income after tax reported in the parent company only or individual financial statements:

Unit: NT$ thousand; %

Description	The Company				All companies included in the consolidated financial statements			
	2025		2024		2025		2024	
	Total amount	% of net income after tax	Total amount	% of net income after tax	Total amount	% of net income after tax	Total amount	% of net income after tax
Directors' Remuneration	200,141	6.65%	187,818	6.60%	202,234	6.72%	189,331	6.65%
Remuneration of general managers and vice presidents	133,673	4.44%	133,378	4.69%	138,934	4.62%	143,531	5.04%
Net income after tax	3,007,399	-	2,845,307	-	3,007,399	-	2,845,307	-

Note 1. Directors' remuneration for 2025 increased compared with 2024, primarily due to an increase in net income after tax in 2025; the total remuneration of general managers and vice presidents of all entities included in the consolidated financial statements decreased compared with 2024, due to a reduction in the number of managerial officers and the absence of concurrent positions in subsidiaries.

Note 2. The Company has established independent directors since June 22, 2017, and therefore has not appointed supervisors.

2. Remuneration policies, standards and composition, the procedures for determining remuneration, and its linkage to operating performance and future risks:

(1) Remuneration policies, standards and composition:

A. The remuneration of directors is authorized at Board meetings based on their level of participation in and contribution to the Company's operation. The remuneration follows the standards among the industry peers. The salary and remuneration of the Company's managerial officers are reviewed by the Compensation Committee and submitted to the Board of Directors for approval.

The Company's salary and remuneration policies are based on the Company's financial position, operating results and future capital utilization plans, and the remuneration to directors and employees is distributed in accordance with Article 26 of the Articles of Incorporation to minimize the possibility of future risks.

B. The remuneration of the Company's managers is based on the Company's Job Classification System, which provides for various allowances and bonuses to show care and reward employees for efforts in their work. The bonus is also subject to the Company's annual operating performance, financial status, operational status and individual performance. In accordance with Article 26 of the Company's Articles of Incorporation, if the Company is profitable in the fiscal year, no less than 2% of the profit shall be offered as bonuses for employees (the percentage of such bonuses to be distributed to rank and file employees shall not be less than 50%). The results of the performance evaluation conducted by the Company in accordance with the Performance Management Regulations are used as a reference for managerial officers' bonuses. The manager's performance evaluation is divided into (1) Financial Indicators: according to the Company's management profit and loss statement, each business group division's contribution to the Company's profit is allocated, and the manager's goal achievement rate is taken into consideration; (2) Non-Financial Indicators: the realization and embodiment of the Company's core values and operational management ability, and the participation in sustainable management, etc. The manager's remuneration for operational performance is calculated, and the remuneration system is reviewed from time to time according to the actual operating conditions and relevant laws and regulations.

C. The Company's remuneration package, as defined by the Compensation Committee, includes cash compensation, stock options, stock dividends, retirement benefits or severance pay, allowances and other tangible incentives; the scope of the remuneration package is consistent with that of the directors' and managerial officers' compensation as described in the Regulations Governing Information to be Published in Annual Reports of Public Companies.

(2) Procedures for setting remuneration amounts:

A. In order to regularly evaluate the remuneration of directors and managerial officers, the results of the evaluation based on the "Board Performance Appraisal Measures" and the "Performance Management Measures" applicable to managers and employees, respectively, are established and submitted to the Board of Directors for approval. To fully demonstrate achievement of operating performance targets, the Chairman's performance measures are based on the results of annual operating indicators related to operational, governance and financial results of the Company. The scope of the evaluation includes net income before tax, and credit rating; the scope of the evaluation of the general manager's performance measurement includes operational safety management, supervising the implementation of financial plans, revenue management, promoting maintenance autonomy capabilities, strengthening internal control, carrying out quality assurance and management work, and other performance objectives relevant to their main responsibilities.

B. In 2025, the self-assessment results of the Board of Directors, individual directors, and members of each functional committee were all rated as "Excellent," significantly exceeding the standards. Therefore, the performance evaluation results of the managerial officers for the fiscal year 2025 show that all of them have met or exceeded the predetermined goals. The assessment results of the Company's annual operating indicators have also reached the highest standards.

C. The performance evaluation and the reasonableness of the remuneration of the directors and managerial officers of the Company are evaluated and reviewed by the Compensation Committee and the Board of Directors on a regular basis every year, with reference to the individual's performance achievement rate and contribution to the Company, the overall operational performance of the Company, the future risks and development trends of the industry, and the timely review of the remuneration system from time to time in light of the actual operating conditions and relevant laws and regulations. The Company also considers the current trend of corporate governance and offers reasonable compensation to strike a balance between sustainable management and risk control. The actual amounts of directors' and managers' remuneration for 2025 are reviewed by the Remuneration Committee and submitted to the Board of Directors' meeting for resolution and approval.

(3) Linkage to Business Performance:

A. The Company's remuneration policy is reviewed based on the Company's overall operating conditions, and the payment standards are approved based on the performance achievement rate and contribution level, in order to enhance the effectiveness of the Board of Directors and the managerial team as a whole. In addition, the Company refers to industry salary standards to ensure that our management's salaries are competitive in the industry and to retain outstanding management personnel.

B. The fixed part-time compensation for directors has taken into account the Company's operational objectives, financial condition, and the responsibilities of the directors.

C. The bonuses and compensation for managerial officers, as well as the remuneration for the Chief Executive Officer and Executive Officer, have taken into account their professional capabilities as well as the Company's operational and financial conditions. Senior managerial officers are evaluated according to the Company's performance management measures for senior managerial officers, which link key performance indicators such as “company performance,” “performance of subordinate organizations,” and “individual performance.” Additionally, the results of ESG sustainability practices are taken into consideration for determining variable compensation.

D. The Company issues relevant rewards for senior management and incorporates ESG sustainable development into the performance management measures, which is then implemented by the senior managerial officers under their supervision. The ESG performance of senior managers is directly linked to their individual corporate bonuses and total employee compensation based on the linkage factor coefficient set for that year. The linkage factor coefficient will be increased annually to strengthen the connection between ESG performance and variable compensation.

E. Senior management remuneration and ESG-related performance evaluation
   a. Incentives linked to sustainability performance:
   b. To encourage senior managerial officers, outstanding key professionals, and all employees to prioritize long-term comprehensive performance and achieve sustainable operations, the Company will align its six major sustainable development strategies and objectives with the short-term and long-term incentive remuneration of the Chief Executive Officer and Executive Officer, senior managerial officers, and the heads of departments.
      (a) Chief Executive Officer and Executive Officer:
      Performance indicator: sustainable development performance (15%)
      Execution method (weight): green product innovation (4%), low-carbon manufacturing transformation (4%), occupational safety and health (2%), others (5%).
      (b) Senior executive (one of the six supervisors responsible for sustainable development strategies):
      Performance indicator: sustainable development performance (6%)
      Execution method (weight): sustainable responsibility procurement (6%).
      (c) Head of department (one of the six supervisors responsible for sustainable development strategies):
      Performance indicator: sustainable development performance (5%)
      Execution method (weight): circular economy (5%).

<table>
<tr><th>Subject</th><th>Performance Indicator</th><th>Execution Method (Weight)</th></tr>
<tr><td rowspan="5">Chief Executive Officer and Executive Officer</td><td colspan="2">Financial performance (30%)</td></tr>
<tr><td colspan="2">Market and customers (25%)</td></tr>
<tr><td colspan="2">Internal processes (10%)</td></tr>
<tr><td>Sustainable Development Performance (15%)</td><td>Green product innovation (4%)
Low-carbon manufacturing transition (4%)
Occupational safety and health (2%)
Other (5%)</td></tr>
<tr><td colspan="2">Learning and growth (20%)</td></tr>
<tr><td>Senior Executive (one of the six supervisors responsible for sustainable development strategies)</td><td>Sustainable development performance (6%)</td><td>Sustainable responsibility procurement (6%)</td></tr>
<tr><td>Head of Department (one of the six supervisors responsible for sustainable development strategies)</td><td>Sustainable development performance (5%)</td><td>Environmental regeneration economy (5%)</td></tr>
</table>

(4) Linkage to Future Risks:
The performance objectives of our managers are fully integrated with Risk Management to ensure that possible risks within the scope of duties and responsibilities are managed and prevented, and the results of the actual performance evaluation are linked to the relevant human resources and related salary and remuneration policies. Key management decisions of the Company take into consideration various risk factors, and the performance of the decisions are reflected in the profitability of the Company, and the compensation of the management level is related to the effectiveness of risk management.

2-3 Implementation of Corporate Governance

2-3-1 Operation of the Board of Directors:

As of the publication date, the Board of Directors has convened five times in fiscal year 2025, with the attendance of directors as follows:

Title	Name	Attendance (B)	Attendance by Proxy	Attendance Rate (%) (B/A)	Remark
Chairman	Shin Lan Investment Co., Ltd. Representative: Lin Chien-Han	5	0	100%	
Vice Chairman	Yuan Hsin Investment Co., Ltd. Representative: Lin Ming-Sheng	5	0	100%	
Director	Cheng Hsin Investment Co., Ltd. Representative: Liu Yun-Fang	5	0	100%	
Director	SECOM Co., LTD. Representative: Sato Sadahiro	2	0	100%	Relieved of duties on June 16, 2025.
Director	SECOM Co., LTD. Representative: Matsui Hiromichi	5	0	100%	
Director	SECOM Co., LTD. Representative: Takatsuki Shuichi	3	0	100%	Newly appointed on June 16, 2025
Director	SECOM Co., LTD. Representative: Kanzaki Junichi	5	0	100%	
Director	Tu Heng-Yi	4	1	75%	
Director	Shin Lan Enterprise Inc. Representative: Hsu Lan-Ying	4	1	75%	
Independent director	Chen Tien-Wen	5	0	100%	
Independent director	Chiang Yung-Cheng	5	0	100%	
Independent director	Chiang Kuang-Tse	5	0	100%	
Independent director	Wei Chi-Lin	4	1	100%	

Other information required for disclosure:

I. Where the operation of the Board of Directors meets any of the following circumstances, the minutes concerned shall clearly state the meeting date, term, contents of motions proposals, opinions of all independent directors and the Company's resolution of said opinions:
   (I) Matters specified in Article 14-3 of the Securities and Exchange Act.
   (II) Other BOD resolutions to which objections or qualified opinions for the record or in writing are expressed by independent directors.

II For the recusals of directors due to conflict of interests, the minutes shall clearly state the director's name, contents of the proposal, the reason for not voting and actual voting counts:

- Motions of the 9th meeting of the 17th Board of Directors of the Company on March 11, 2025 are as follows:
    1. Motion of the Company's donation to "Taiwan Secom Cultural Foundation":
        (1) Name of directors: Lin Chien-Han and Liu Yun-Fang
        (2) Reasons for avoiding conflict of interest: Involving self-interest.
        (3) Participation in voting:
            A. Mr. Lin Chien-Han (chairman) and Ms. Liu Yun-Fang (director) did not participate in the discussion and voting of this proposal in accordance with the law. Chairman Lin Chien-Han appointed independent director Chen Tien-Wen as the acting chairman to chair the discussion and resolution of the proposal.
            B. All other directors and independent directors presented consent to the passing of the resolution without raising any objection when the acting chairman puts forward the proposal for approval. All directors consent to the passing of the resolution without raising any objection when the Chairman puts forward the proposal for approval.
- Motions of the 13th meeting of the 17th Board of Directors of the Company on March 10, 2026 are as follows:
    1. Motion of the Company's donation to "Taiwan Secom Cultural Foundation":
        (1) Name of directors: Lin Chien-Han and Liu Yun-Fang
        (2) Reasons for avoiding conflict of interest: Involving self-interest.
        (3) Participation in voting:
            A. Mr. Lin Chien-Han (chairman) and Ms. Liu Yun-Fang (director) did not participate in the discussion and voting of this proposal in accordance with the law. Chairman Lin Chien-Han appointed independent director Chen Tien-Wen as the acting chairman to chair the discussion and resolution of the proposal.
            B. All other directors and independent directors presented consent to the passing of the resolution without raising any objection when the acting chairman puts forward the proposal for approval. All directors consent to the passing of the resolution without raising any objection when the Chairman puts forward the proposal for approval.

III. TWSE and TPEx listed companies shall disclose the information on the periodicity and duration, scope, manner and content of the performance assessment of the Board of Directors' (self-assessments or peer-to-peer assessments):

Execution of Board of Directors appraisal

Assessment Cycle	Evaluation Methods	Scoring Criteria	Evaluation Results (out of 5 points)
Overall performance	appraisal of the Board Evaluated by the agenda working unit based on the actual operation of the Board	The Criteria cover the following five aspects: 1. Participation in the operation of the Company 2. Improvement of the quality of the Board of Directors' decision making 3. Composition and structure of the Board of Directors 4. Election and continuing education of the directors 5. Internal control	The total score was 4.77, and the evaluation result was excellent. The evaluation results indicated that the overall operation of the Board of Directors of the Company was satisfactory and in line with the spirit of corporate governance.
Performance evaluation of individual Board members	Evaluated by each Board member	The Criteria cover the following six aspects: 1. The alignment of the goals and missions of the Company 2. Awareness of the duties of a director 3. Participation in the operation of the Company 4. Internal relationship management and communication 5. Profession and continuing education of directors 6. Internal control	The individual average score was 4.82, and the evaluation result was excellent. The evaluation results showed that the directors of the Company had positive comments on the efficiency and effectiveness of the operation of each evaluation criteria.
Performance appraisal of the Audit Committee	Evaluated by each Audit Committee member	The Criteria cover the following five aspects: 1. Participation in the operation of the Company. 2. Awareness of the duties of the Audit Committee 3. Improvement of quality of decisions made by the Audit Committee. 4. Composition of the Audit Committee and election of its members. 5. Internal control.	The average score of the Audit Committee was 4.81, which was excellent. The evaluation results showed that the Audit Committee had positive comments on the efficiency and effectiveness of the operation of each appraisal indicator.

Assessment Cycle	Evaluation Methods	Scoring Criteria	Evaluation Results (out of 5 points)
Performance appraisal of the Compensation Committee	Self-evaluated by each Compensation Committee member	The Criteria cover the following five aspects: 1. Participation in the operation of the Company. 2. Awareness of the duties of the Compensation Committee 3. Improvement of quality of decisions made by the Compensation Committee. 4. Composition of the Compensation Committee and election of its members. 5. Internal control.	The average score of the Compensation Committee was 5, which was excellent. The evaluation results showed that the Compensation Committee had positive comments on the efficiency and effectiveness of the operation of each appraisal indicator.
Performance appraisal of the ESG Committee	Self-evaluated by each ESG Committee member	The Criteria cover the following five aspects: 1. Participation in the operation of the Company. 2. Awareness of the duties of the ESG Committee 3. Improvement of quality of decisions made by the ESG Committee. 4. Composition of the ESG Committee and election of its members. 5. Internal control.	The average score of the ESG Committee was 5, which was excellent. The evaluation results showed that the ESG Committee had positive comments on the efficiency and effectiveness of the operation of each appraisal indicator.
Performance appraisal of the Nominating Committee	Self-evaluated by each Nominating Committee member	The Criteria cover the following five aspects: 1. Participation in the operation of the Company. 2. Awareness of the duties of the Nominating Committee. 3. Improvement of quality of decisions made by the Nominating Committee. 4. Composition of the Nominating Committee and election of its members. 5. Internal control.	The average score of the Nominating Committee was 5, which was excellent. The evaluation results showed that the Nominating Committee had positive comments on the efficiency and effectiveness of the operation of each appraisal indicator.

In conclusion, based on the aforementioned evaluation results, the performance of the overall Board of Directors, its members, and functional committees for 2025 all met or exceeded the "Above Standard" level. This demonstrates that the overall operation is functioning normally. We will continue to enhance the various functions of the Board of Directors to further improve corporate governance effectiveness.

Note 1: To add the implementation frequency of the Board appraisal, for example: once a year.

Note 2: To add the period covered by the Board appraisal, for example: the evaluation was conducted for the performance of the Board of Directors during the period of January 1, 2025 to December 31, 2025.

Note 3: The scope includes the performance appraisal of the Board, individual Board members and functional committees.

Note 4: Methods can be internal self-assessment by the Board, self-assessment by Board members, peer assessment, appointment of external specialized institutions, experts or other appropriate methods to conduct performance appraisal.

Note 5: Contents of evaluation shall at least include the following items:

(1) Board performance appraisal: At least includes the participation in the operation of the Company, improvement of the quality of the Board of Directors' decision-making, composition and structure of the Board of Directors, election and continuing education of the directors and internal control.

(2) Individual Board member performance appraisal: At least includes the alignment of the goals and missions of the Company, awareness of the duties of a director, participation in the operation of the Company, management of internal relationship and communication, the director's professionalism and continuing education and internal control.

(3) Functional committee performance appraisal: Includes the participation in the operation of the Company, awareness of the duties of the functional committee, improvement of quality of decisions made by the functional committee, composition of the functional committee and election of its members and internal control.

IV. An evaluation of targets and performance for strengthening the functional competence of the Board of Directors during the current and the most recent years: Please refer to (III) Implementation of Corporate Governance, Composition and responsibilities of the Board of Directors.

2-3-2 The operation of the Audit Committee:

As of fiscal year 2025 and up to the date of the publication of the annual report, the Audit Committee has met 5 times, and the attendance of independent directors is shown below:

Title	Name	Attendance	Attendance by Proxy	Attendance Rate (%) (B/A)	Remark
Independent director	Chen Tien-Wen	5	0	100%	Convener
Independent director	Chiang Yung-Cheng	5	0	100%	
Independent director	Chiang Kuang-Tse	5	0	100%	
Independent director	Wei Chi-Lin	4	1	80%	

Other information required for disclosure:

I. The date, session and proposal content of Audit Committee meetings, objection, qualified opinions and content of significant recommendations of independent directors, the Audit Committee's resolutions and the Company's handling of the Audit Committee's comments shall be specified under any one of the following circumstances.

(I) Matters specified in Article 14-5 of the Securities and Exchange Act:

- The Audit Committee held four meetings in 2025, during which the following matters were discussed:
  1. Internal control protocols established or amended in accordance with Article 14-1 of the Securities and Exchange Act.
  2. Evaluation of the effectiveness of the internal control protocols.
  3. The procedures established or amended in accordance with Article 36-1 of the Securities and Exchange Act for material financial or business transactions such as acquisition or disposal of assets, derivatives trading, lending of funds to others, endorsements or guarantees.
  4. A matter bearing on the personal interest of a director.
  5. A material asset or derivatives transaction.
  6. A material monetary loan, endorsement, or provision of guarantee.
  7. The offering, issuance, or private placement of any equity-type securities.
  8. The hiring or dismissal of an attesting CPA, or the compensation given thereto.
  9. The appointment or discharge of a financial, accounting, or internal auditing officer.
  10. Annual financial reports.
  11. Mergers and acquisitions specified in Regulations Governing Mergers and Acquisitions.
  12. Financial report for the first to third quarters.
  13. Communicate and exchange information with the Company's certified public accountants.
  14. Discrepancies in opinions regarding financial reporting between the

management level and the Company's certified public accountants.

15. Discussions about the Company's other financial information and reports required by the U.S. Securities Exchange Act with management and the company's certified public accountants.
16. Approval of the annual audit and non-audit services by the Company's certified public accountant.
17. Any other material matter so required by the Company or the competent authority.

(II) Compilation of 2025 work highlights:

- Review of financial reports
  The Board of Directors has produced the Company's 2025 business report, financial statements and proposals for profits distribution, of which the financial statements have been audited by Ernst & Young, Taiwan, with the auditing report attached. The business report, financial statements, and profit distribution proposal have been reviewed and determined to be correct and accurate by the Audit Committee.
- Evaluation of the effectiveness of the internal control system
  The Audit Committee evaluates the effectiveness of the policies and procedures (including financial, operational, risk management, information security, regulatory compliance and other control measures) of the Company's internal control protocols, and reviews the Company's audit department and certified accountants, management's regular reports, Including risk management and regulatory compliance. The Audit Committee believes that the Company's risk management and internal control systems are effective, and that the Company has adopted the necessary control measures to monitor and correct violations.
- Appointment of certified public accountants
  The Audit Committee is entrusted with the responsibility of overseeing the independence of the CPAs to ensure the integrity of the financial statements. Generally speaking, except for tax-related services or specially approved tasks, the accounting firm shall not provide the Company with other services. All services provided by the CPAs must be approved by the Audit Committee. To ensure the independence of the certified public accounting firm, the Audit Committee conducted an assessment of the independence and competence of the certified public accountants based on the Audit Quality Indicators (AQI). According to the assessment results, no instances of incompetence or violations of independence were found concerning the certified public accountants and their related personnel. The 11th meeting of the 3rd Audit Committee on November 13, 2025 and the 12th meeting of the 17th Board on November 13, 2025 reviewed the assessment of independence and competence of accountants Yu, Chien-Ju and Wang Hsuan-Hsuan of Ernst & Young, Taiwan, and approved that their standard was qualified as the Company's financial reporting and taxation accountants.

II. Operating status of the current year:

<table>
<tr><th>Meeting date</th><th>Motions and subsequent actions</th><th>Matters specified in Article 14-5 of the Securities and Exchange Act</th><th>Independent directors’ dissenting opinions, qualified opinions, or significant recommendations</th><th>Resolution(s) not passed by the Audit Committee but receiving the consent of two-thirds of the Board of Directors</th></tr>
<tr><td rowspan="12">2025/03/11 (The 8th meeting of the 3rd term)</td><td>1. Approval of the Company’s acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>2. Approval of the 2024 business report and financial statements</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>3. Approval of the proposal to the Company’s 2024 earnings distribution</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>4. Approval of the proposal to issue the 2024 Statement on Internal Control</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>5. Approval of the proposal to formulate the Company’s 2025 business plan</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>6. Approval of list of non-assurance services expected to be provided by Ernst & Young,Taiwan, and its affiliates for 2025</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>7. Approval of the proposal to amend the provisions of the Company’s Articles of Incorporation</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>8. Approval of application for credit lines from the financial institutions</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>9. Approval of the proposal of matters regarding the Company’s 2025 Annual Shareholders’ Meeting</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>10. Approval of the proposal of the Company’s donation to Taiwan Secom Cultural Foundation</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td colspan="4">Resolution of the Audit Committee (March 11, 2025): Unanimous approval by the independent directors present.</td></tr>
<tr><td colspan="4">The Company’s handling of Audit Committee’s opinions: Unanimous approval by all directors present.</td></tr>
<tr><td rowspan="5">2025/05/12 (The 9th meeting of the 3rd term)</td><td>1. Approval of the Company’s Q1 2025 consolidated financial report</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>2. Approval of application for credit lines from the financial institutions</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td>3. Approval of the relocation of the Company’s registered office and principal place of business</td><td>V</td><td>None</td><td>None</td></tr>
<tr><td colspan="4">Resolution of the Audit Committee (May 12, 2025): Unanimous approval by the independent directors present.</td></tr>
<tr><td colspan="4">The Company’s handling of Audit Committee’s opinions: Unanimous approval by all directors present.</td></tr>
</table>

2025/08/13 (The 10th meeting of the 3rd term)	1. Approval of the Company's acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more	V	None	None
	2. Approval of the changes in the Company's deputy spokesperson	V	None	None
	3. Approval of the change of the Company's CPAs in response to the internal restructuring of Ernst & Young, Taiwan	V	None	None
	4. Approval of the Company's Q2 2025 consolidated financial report	V	None	None
	5. Approval of the proposal to amend the Company's "Compensation Committee Charter"	V	None	None
	6. Approval of the proposal to amend certain provisions of the Company's "Internal Control System" and "Implementation Rules for Internal Audits"	V	None	None
	7. Approval of application for credit lines from the financial institutions	V	None	None
	8. Approval of the relocation of the Taipei Branch	V	None	None
	Resolution of the Audit Committee (August 13, 2025): Unanimous approval by the independent directors present.			
	The Company's handling of Audit Committee's opinions: Unanimous approval by all directors present.			
2025/11/13 (The 11th meeting of the 3rd term)	1. Approval of the Company's Q3 2025 consolidated financial report	V	None	None
	2. Approval of the regular assessment of the CPAs' independence	V	None	None
	3. Approval of the proposal to establish the Company's "Corporate Value Enhancement Plan"	V	None	None
	4. Approval of the proposal to amend certain provisions of the "Sustainable Development Best Practice Principles"	V	None	None
	5. Approval of the 2026 audit plan	V	None	None
	6. Approval of the proposal to amend certain provisions of the Company's "Internal Control System" and "Implementation Rules for Internal Audits"	V	None	None
	7. Approval of application for credit lines from the financial institutions	V	None	None
	8. Approval of the proposal to lend funds to subsidiaries	V	None	None
	Resolution of the Audit Committee (November 13, 2025): Unanimous approval by the independent directors present.			
	The Company's handling of Audit Committee's opinions: Unanimous approval by all directors present.			

2026/03/10 (The 12th meeting of the 3rd term)	1. Proposal for the Company's acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more	V	None	None
	2. Proposal for the Company's 2025 business report and financial statements	V	None	None
	3. Proposal for the Company's 2025 earnings distribution	V	None	None
	4. Proposal for the Issuance of New Shares through the Capitalization of 2025 Earnings	V	None	None
	5. Proposal for the list of non-assurance services expected to be provided by Ernst & Young, Taiwan, and its affiliates in 2026	V	None	None
	6. Proposal for the issuance of the 2025 Statement on Internal Control	V	None	None
	7. Proposal for the formulation of the Company's 2026 business plan	V	None	None
	8. Proposal for the planning of matters regarding the Company's 2026 Annual Shareholders' Meeting	V	None	None
	9. Proposal for the merger of TransAsia Catering Service Co., Ltd. and Golden Harvest Food Enterprise Ltd.	V	None	None
	10. Proposal for the Company's donation to "Taiwan Secom Cultural Foundation"	V	None	None
	Resolution of the Audit Committee (March 10, 2026): Unanimous approval by the independent directors present.			
	The Company's handling of Audit Committee's opinions: Unanimous approval by all directors present.			

Aside from said circumstances, resolution(s) not passed by the Audit Committee but receiving the consent of two-third of the Board of Directors: None.

III. In instances where an independent director recused himself/herself due to a conflict of interest, the minutes shall clearly state the director's name, contents of the proposal and resolution thereof, reason for not voting and actual voting counts: None.

IV. Communication between independent directors and internal/external auditors:

In order to improve corporate governance and the professional competence of the Board, the Company has established an Audit Committee since the 15th Board, which is composed of all independent directors. In addition to supervising the Company in response to changes in the internal and external environment and in properly designing and implementing the internal control system, and conducting regular inspections of the audit reports from the auditing units, the Audit Committee establishes communication channels and practices with internal audit supervisors and accountants to conduct thorough exchange of opinions, and the communication is summarized as follows:

(I) Method and frequency of communication between independent directors and internal/external auditors:

1. Audit Committee: At least one formal meeting is held every quarter, and the chief of internal auditing reports to the independent directors on the implementation of internal audit and the operation of internal control. If there are matters related to financial reporting, the accountants must attend the meetings to explain the appropriate interpretation of financial reports and communicate questions raised by the meeting participants.
2. Directors and auditing conferences: Held least once a year, and attended by all directors and auditors. They review the internal control operation and the results of the internal control self-assessment of each department of the previous year, and at the same time exchange opinions on the continuous improvement of internal control.
3. Closed-door meetings with accountants: Held at least once a year. The accountants report to the independent directors in the Audit Committee meeting to check the Company's financial status and internal control implementation, and communicate whether there are adjustment entries for financial statements and whether amendments to laws and regulations affect the accounting practices.

(II) Communication between independent directors and internal/external auditors:

Meeting date	Methods of communications	Communication participants	Matters to be communicated	Results
2025/03/11 (8th meeting of the 3rd term)	Audit Committee	(1) Independent Directors (2) The Company's chief audit executive (3) CPAs of the Company and subsidiaries	(1) Internal Audit Office reports on the audit results and follow-up improvements of the parent company and subsidiaries for 2024. (2) Internal Audit Office reports on the internal control system statement for 2024. (3) The accountants offer the 2024 auditors' audit conclusions for the Company and subsidiaries.	Subject to the recommendations
2025/05/12 (The 9th meeting of the 3rd term)	Audit Committee	(1) Independent Directors (2) The Company's chief audit executive (3) CPAs of the Company and subsidiaries	(1) Internal Audit Office reports on the audit results and follow-up improvements of the parent company and subsidiaries for Q1. (2) The accountants offer the Q1 auditors' audit conclusions for the Company and subsidiaries.	Subject to the recommendations

2025/08/13 (The 10th meeting of the 3rd term)	Audit Committee	(1) Independent Directors (2) The Company's chief audit executive (3) CPAs of the Company and subsidiaries	(1) Internal Audit Office reports on the audit results and follow-up improvements of the parent company and subsidiaries for Q2. (2) The accountants offer the Q2 auditors' audit conclusions for the Company and subsidiaries.	Subject to the recommendations
2025/11/13 (The 11th meeting of the 3rd term)	Audit Committee	(1) Independent Directors (2) The Company's chief audit executive (3) CPAs of the Company and subsidiaries	(1) Internal Audit Office's 2026 Annual Audit Plan Proposal. (2) Internal Audit Office reports on the audit results and follow-up improvements of the parent company and subsidiaries for Q3. (3) The Q3 and annual audit reports of the Company and subsidiaries produced by the accountants. (4) The auditor issues an independence statement.	Subject to the recommendations
2026/03/10 (The 12th meeting of the 3rd term)	Audit Committee	(1) Independent Directors (2) The Company's chief audit executive (3) CPAs of the Company and subsidiaries	(1) Internal Audit Office reports on the audit results and follow-up improvements of the parent company and subsidiaries for 2025. (2) Internal Audit Office reports on the internal control system statement for 2025. (3) The accountants offer the 2025 auditors' audit conclusions for the Company and subsidiaries.	Subject to the recommendations

(III) Communication between independent directors and CPAs:

Meeting date	Key Points	Results
2025/03/11 (The 8th meeting of the 3rd term)	I. CPAs provided explanation on the review of the 2024 results. II. Internal control test and discovery. III. CPAs' expected audit opinions for 2024. IV. CPAs communicated and discussed the issues inquired by independent directors.	No opinions.
2025/05/12 (The 9th meeting of the 3rd term)	I. CPAs provided explanation on the review of the Q1 2025 results. II. Contents of the customer statement. III. Scope of review of the Group. IV. CPAs communicated and discussed the issues inquired by independent directors.	No opinions.
2025/08/13 (The 10th meeting of the 3rd term)	I. CPAs provided explanation on the review of the Q2 2025 results, reported and made recommendations on issues identified by the internal control inspection.	No opinions.

	II. Scope of review for the Group, Including parent and subsidiaries, and listed companies. III. Latest updates on sustainability disclosure standards.	
2025/11/13 (The 11th meeting of the 3rd term)	I. CPAs provided explanation on the review of the Q3 2025 results. II. Discussion of communication matters with the corporate governance unit and management. III. Independence of accountants, client statement, scope of review for the Group, and issuance of audit reports, IV. Updates on tax regulations	No opinions.
2026/03/10 (The 12th meeting of the 3rd term)	I. CPAs provided explanation on the review of the 2025 results. II. CPAs' expected audit opinions for 2025. III. Significant accounting and auditing issues. IV. CPAs communicated and discussed the issues inquired by independent directors.	No opinions.

Note:

A. If an independent director leaves before the year ends, the resignation date, the rate of actual attendance rate (%) shall be calculated based on the number of Audit Committee meetings and the number of actual attendance in person.

B. Where a re-election of independent directors takes place before the end of the year, both the previous and new terms of independent directors shall be listed; in which case, the remarks column would specify the reelection date and whether the independent director was elected in the previous term, the new term, or both. The actual attendance rate (%) is calculated based on the number of times of the Audit Committee's meeting and the attendance of the independent director.

2-3-3 Implementation of corporate governance, any departure of such implementation from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies, and the reason for any such deviations

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
I. Does the Company stipulate and disclose the corporate governance practice principles in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies"?	✓		The Board of the Company has approved the "Governance Best Practice Principles" on May 14, 2015 based on the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies established by the Taiwan Stock Exchange and the Taipei Exchange, and has placed it in the Internal Regulations under the Investor Section in the Company's website.	No significant deviation
II. The shareholding structure of the Company and shareholders' rights and interests (I) Has the Company implemented a set of internal procedures to handle Shareholders' suggestions, queries, disputes, and litigations?	✓		The Company has designated a spokesperson and a deputy spokesperson, who are responsible for handling shareholders' suggestions and inquiries. Matters involving legal issues are referred to the Company's legal personnel or external legal counsel for handling.	No significant deviation
(II) Does the Company maintain a list of major shareholders who have actual control over the Company, as well as the ultimate beneficial owners of those shareholders?	✓		The Company has appointed a professional stock affairs agent to handle shareholder services and files monthly reports on the shareholdings of directors, managerial officers, and major shareholders holding 5% or more. Through these measures, the Company maintains a list of major shareholders with actual control over the Company and the ultimate beneficial owners of such shareholders.	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
(III) Does the Company create and implement risk control and firewall mechanism with the related companies?	✓		1. The operation, business and financial transactions between the Company and its affiliates are clearly defined, and the risk assessment and the establishment of appropriate firewalls are implemented. The audit procedures are regularly implemented to achieve the risk control mechanism. 2. The Board of Directors of the Company has approved the operational guidelines regarding financial and business transactions among related parties. These guidelines regulate matters such as the purchase and sale of goods, acquisition and disposal of assets, endorsement guarantees, and fund lending among related parties.	No significant deviation
(IV) Has the Company established internal policies that prevent insiders from trading securities against non-public information?	✓		In order to prevent insider trading, the Company established the Internal Procedures for Handling Material Information and the provisions of Article 21 of the Procedures for Ethical Management and Guidelines for Conduct.	No significant deviation
III. Composition and responsibilities of the Board of Directors (I) Has the Board of Directors established a diversity policy and specific management objectives, and have they been implemented accordingly?	✓		1. Diversity Policy: To strengthen corporate governance and promote the sound development of the composition and structure of the Board of Directors, the Company has adopted its Corporate Governance Best Practice Principles, which stipulate under Article 20 that: Board members should be diverse in a manner that supports the Company’s operations, business activities and growth. The diversity policy should be based on, but is not limited to basic criteria and values (gender, age, nationality, culture, etc.), professional knowledge and skills (such as law, accounting, industry, finance,	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			marketing or technology) and experience in the industry. 2. Specific Management Objectives: The Company's Board guides the Company's strategy and supervises the management, and is responsible to the Company and shareholders. In terms of the operation and arrangement of the corporate governance system, the Board exercises its powers in accordance with laws and regulations, the Articles of Incorporation or the resolutions of the shareholder meetings. All Board members possess the knowledge, skills and characters and industry decision-making and management capabilities needed to exercise their duties. The Company continues to arrange various continuing education courses for Board members to improve their decision-making quality and supervisory capability, thereby strengthening the capacity of the Board. The Company also places emphasis on gender diversity in the composition of the Board of Directors and seeks to increase the number of female directors. The Company plans to expand its pool of female candidates for consideration by leveraging available resources, such as the "Independent Director Talent Database" provided by the Securities and Futures Institute, to identify qualified female professionals. At the same time, the Company places emphasis on cultivating internal female senior executives to build a pipeline of future female director candidates. we will endeavor to increase the number of female directors, with the goal of	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>achieving one-third female representation on the Board.
3. Implementation of diversity of Board members:
The current batch of Board of Directors consists of 12 directors, including 4 independent directors and 8 directors, of which 2 are female directors. Each director possesses the capabilities required for the diverse development of the Company. In addition to possessing the capabilities of the Board as a whole, all directors have relevant industry experience. The composition of the Board in compliance with the Corporate Governance Best Practice Principles should take the diversity policy into consideration. The overall capabilities of the Board members are described in (Note 2).
4. The Board of Directors' policy on diversity in the composition of the Board of Directors is disclosed on the Company's website and the Market Observation Post System (MOPS).</td><td></td></tr>
<tr><td>(II) Does the company voluntarily establish other types of functional committees in addition to the legally established Compensation Committee and Audit Committee? Apart from the Compensation Committee and Audit Committee, has the Company</td><td>✓</td><td></td><td>1. The Board of Directors of the Company approved the merger of the Corporate Governance Committee and ESG Committee on May 12, 2023, consisting of three directors, two of whom are independent directors, aims to strengthen corporate governance, sustainable development, and enhance the effectiveness of the Board of Directors, with the following key responsibilities:
(1) To consider the establishment and amendment of the rules and regulations related to the operation of the Board of Directors of the Company.</td><td>No significant deviation</td></tr>
</table>

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
assembled other functional committees at its own discretion?			(2) To establish the organizational structure of each functional committee and to review the establishment and amendment of the organizational rules of each functional committee. (3) To review the establishment and amendment of the Company's Corporate Governance Best Practice Principles. (4) Such other matters as the Board of Directors may direct the Committee to undertake. 2. The Committee may convene meetings at any time as necessary and, within its scope of responsibility, may appoint lawyers, accountants or other experts by resolution to provide advisory assistance. 3. Operation of the ESG Committee: (1) The members of the ESG Committee (term of office from May 30, 2023 to May 29, 2026) convened on August 13, 2025 to discuss sustainability development related issues. (2) Committee members include: Chen Tien-Wen, an independent director (convener of the committee), specializes in corporate governance, finance, and securities finance. Chiang Yung-Cheng, an independent director whose main expertise is in business and legal practice. Lin Ming-Sheng, a director, specializes in financial law and corporate governance. 4. Operation of the Nominating Committee: (1) The members of the Nominating Committee (term from May 30, 2023 to May 29, 2026) convened on May 12, 2025 to propose the continuing	

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			education program for directors for the year 2025. Committee members include: Chen Tien-Wen, an independent director (convener of the committee), specializes in corporate governance, finance, and securities finance. Chiang Yung-Cheng, an independent director whose main expertise is in business and legal practice. (2) The powers and responsibilities of this committee are as follows: A. Establish and review the selection criteria and succession plans for the composition and qualifications of directors and managers. B. Select and review suitable candidates for directors and managers, assess the independence of independent directors, and present a list of recommended candidates to the Board of Directors. C. Establish and review the structure, responsibilities, and operations of each committee under the Board of Directors, and assess the qualifications of committee members as well as potential conflicts of interest. D. Plan and implement continuing education programs for directors. E. Such other matters as the Board of Directors may direct the Committee to undertake.	
(III) Does the company establish standards and method for evaluating Board performance,	✓		The Company has established the Board Performance Appraisal Measures. Performance appraisals are conducted every year, and an external evaluation is carried out every three years in accordance with the	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
conduct annual performance evaluations, submit performance evaluation results to the Board, and use the results as a basis for determining the remuneration and nomination of individual directors?			measures, and the results are submitted to the Board of Directors as reference for review and improvement. The 2025 Board of Directors appraisal results and the external board evaluation were reported at the 13th meeting of the 17th Board of Directors held on March 10, 2026. As seen in (Note 1)	
(IV) Does the Company assess the independence of external auditors on a regular basis?	✓		The Audit Committee regularly assesses the independence of the accountants every year, and then reports the assessment results to Board of Directors. After the latest assessment was approved by the Audit Committee on November 13, 2025, it was submitted to the Board of Directors for approval on November 13, 2025. The evaluation mechanism is as follows (Note 3): 1. Confirm that the CPAs of the Company are not related to the Company and its directors. 2. Handle the rotation of CPAs in accordance with the Corporate Governance Best Practice Principle. 3. In accordance with Article 47 of the Certified Public Accountant Act and the Bulletin #10 of the Code of Ethics for Professional Accountants, the CPAs report the content of review and audit and the status of compliance with independent requirements to the Audit Committee every quarter. 4. Standards for the Assessment of Auditor Independence. As seen in (Note 3) 5. Regularly obtain the Audit Quality Indicators (AQIs) report provided by the accountants, referencing the “Guidelines	No significant deviation

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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>for the Audit Committee's Interpretation of Audit Quality Indicators (AQIs)" and related regulations to assess the independence and competence of CPAs, and report the evaluation results to the Audit Committee.
The assessment results are as follows:
(1) The independence of the CPAs from the Company complies with the Certified Public Accountant Act and the Code of Ethics for Professional Accountants.
(2) The Company has not appointed the same accountants to conduct auditing for five consecutive years.
(3) Regarding the AQIs, the Audit Committee inquired and understood the contents from Ernst & Young on November 13, 2025, and found no need for improvement or follow-up.</td><td></td></tr>
<tr><td>IV. Has the Company allocated qualified and sufficient number of personnel and appointed managers in charge of corporate governance affairs (including but not limited to providing information required for business execution for directors and supervisors, assisting directors and supervisors to comply with laws, handling matters relating to Board</td><td>✓</td><td></td><td>1. The Company's Board of Directors resolved on May 13, 2021 to designate WU Cheng-Chih as the Head of Corporate Governance to safeguard shareholders' rights and interests and to strengthen the functions of the Board of Directors. WU Cheng-Chih has more than three years of experience in legal affairs of public companies. The main duties of the Head of Corporate Governance are to handle matters related to the Board of Directors' and shareholders' meetings, prepare minutes of Board of Directors' and shareholders' meetings, assist directors in their appointment and continuing education, provide information necessary for directors to perform their business, and assist directors in complying with laws and regulations.</td><td>No significant deviation</td></tr>
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Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
meetings and shareholder meetings according to laws, recording minutes of Board meetings and shareholder meetings, etc)?			2. The corporate governance supervisor has completed 24 hours of training courses in 2025, which has met the requirement of at least 12 hours of classes per year. The training courses are as follows:	

Date of training	Organizer	Course name	Training hours	Total training hours
2025.04.29	Taiwan Corporate Governance Association	Current Status and Practical Insights on the Prevention of Workplace Sexual Harassment and Bullying	3 hours	24 hours
2025.06.10	Taiwan Corporate Governance Association	Operational Practices of the ESG Committee (Sustainability Director, Working Group)	3 hours	
2025.06.20	Taiwan Corporate Governance Association	Analysis of Directors’ Fiduciary Governance and the Effectiveness of the Internal Control System	3 hours	
2025.06.27	Taiwan Corporate Governance Association	Corporate Governance, Organizational Culture and Corporate Sustainability	3 hours	
2025.07.25	Taiwan Corporate Governance Association	Tips for Engaging in Board Meeting Discussions Practical Solutions for Overcoming Typical Shortcomings in the Operations of Board Meetings of TWSE/TPEx-listed Companies	3 hours	
2025.10.21	Taiwan Corporate Governance Association	Corporate Crisis Management and Communication	3 hours	
2025.11.04	Taiwan Corporate Governance Association	Major Information Disclosure and Directors’ Legal Responsibilities: Insights from Judicial Practice	3 hours	
2025.11.11	Taiwan Corporate Governance Association	Applications of AI, Legal Considerations, and Auditing	3 hours	

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
V. Has the Company established communication channels with stakeholders (including, but not limited to, shareholders, employees, customers, and suppliers) and set up an area dedicated to stakeholders on the Company website and does the Company respond appropriately to corporate social responsibility issues that stakeholders consider important?	✓		The Company has set up “Sustainable Development” and “Stakeholders” pages on its website. The pages analyze material issues based on the four principles of the GRI Standards, stakeholder inclusiveness, sustainability context, materiality and completeness, and refer to the AA1000 Stakeholder Engagement Standard (SES) to select six main stakeholders, who are employees, clients, investors, government agencies, community members and suppliers.	No significant deviation
VI. Has the Company commissioned a shareholder service agent specializing in shareholder services to handle shareholder meeting matters?	✓		The Company authorized Yuanta Securities as shareholder services agent.	No significant deviation
VII. Information Disclosure (I) Has the Company established a corporate website to disclose information regarding the Company's financial, business, and corporate governance status?	✓		The Company’s website, http://www.secom.com.tw, discloses instant financial, business, corporate governance related information.	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
(II) Does the Company adopt other methodology of information disclosure (such as creating an English website, appointing a dedicated person to be responsible for the collection and disclosure of the Company's information, implementing the spokesperson system, and uploading videos of the investor conferences on the company's website)?	✓		The Company's website (http://www.secom.com.tw) includes an English version. The Company has designated dedicated personnel responsible for the collection and disclosure of corporate information, while also implementing the spokesperson system. In addition, audio recordings of investor conferences, as well as financial, business, and other operational information, are disclosed under the Investor Section of the Company's website and uploaded to the Market Observation Post System (MOPS) in accordance with applicable regulations.	No significant deviation
(III) Does the Company announce and file its annual financial statements within two months after the end of the fiscal year, and announce and file the first, second and third quarters and the monthly operating status in advance of the specified deadline?	✓		In 2025, all of the public announcements and filings were completed on the day the financial statements were approved by the Board of Directors. The financial statements for 2024 and the first to third quarters of 2025 were announced and filed respectively on March 11, May 14, August 13, and November 13, 2025, the dates of the Board of Directors' approval; and the revenue for each month were completed by the 10th of the following month. The 2025 financial statements have been announced and filed on March 10, 2026.	No significant deviation
VIII. Does the Company have other important information that can help people to understand the	✓		1. Interests and rights of employees: the Company protects the legitimate rights and interests of employees according to the law. 2. Care for employees: The Company pays	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
operations of corporate governance (including but not limited to the employees' rights, employee care, Investor relations, supplier relation, rights of interested parties, status of continuing education for directors and supervisors, implementation status of risk management policies and standards of risk measurement, the implementation of customer policies, the purchase of liability insurance for directors and supervisors by the Company)?			great attention to employee benefits, sets up employee welfare committees and appropriate employee benefits in accordance with the law so that employees can enjoy various welfare measures. 3. Investor relations: The Company's website is maintained by a dedicated unit to disclose the Company's financial status and related information timely. The Company has established a spokesman and deputy spokesman system to publish financial and business information to the public through MOPS, newspapers and magazines. 4. Supplier relations: The Company signs purchase contracts with manufacturers, handles the purchase according to the contract, and regularly evaluates them based on the price, payment terms, delivery date, degree of cooperation and quality. 5. Stakeholders relations: The Company is committed to the development of the industry, and actively strives for opportunities for cross-industry alliance. For the benefit of employee, creditors and shareholders, it strives to pursue the harmony of information, rights and obligations. As seen in (Note 4) 6. The Company operates in accordance with the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies" established by the Taiwan Stock Exchange Corporation. The "continuing education for directors in 2025" is seen in (Note 5). 7. The implementation status of risk	

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			management policies and risk measurement standards: (1) The Company has established relevant management methods for related parties, investees, endorsement/guarantee, etc. In addition to conduct in accordance with the management regulations, all of the transaction are subject to the approval of the Board of Directors through a professional evaluation meeting convened by the Company. (2) The Company operates steadily and is fully focused on the investments and operations in its own industry. 8. Implementation of customer policies: The Company has a customer service center, regularly conducts provincial customer satisfaction surveys and establishes a complete customer complaint handling mechanism to protect consumer rights. 9. The Company's situation regarding the purchase of directors' liability insurance: The Company has taken out liability insurance to cover the potential legal liability of the directors in performing their duties. It has renewed the liability insurance policies of Fubon Insurance and Tokio Marine Newa Insurance in the amount of US$5 million on July 1, 2025, to reduce and diversify the risk of significant damage to the Company and its shareholders due to errors or omissions. The coverage amount of liability insurance and the coverage of the parent and subsidiaries were reported at the latest Board of Directors' meeting (on August 13, 2025).	

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
IX. Does the Company establish intellectual property management policies, objectives, and systems aligned with its operating strategy?	✓		(I) Intellectual property management plan To strengthen its industry leadership and safeguard the results of its efforts, the Company has formulated an intellectual property (IP) management plan aligned with its operating objectives, brand positioning, and R&D resources. By establishing and maintaining various IP management policies and procedures, the Company aims to create and enhance corporate value. The scope of the Company's IP management covers patents, trade secrets, brands, and trademarks. (II) Operating strategy: The Company's operating strategy focuses on three core growth engines: security services systems, smart city applications (including smart parking), and AI drone platforms, which together serve as key drivers of future growth. (III) The Company's IP policy is designed to align with its operating strategy and is reflected in the following: To protect R&D results and prevent product imitation, the Company proactively undertakes patent deployment at the product conceptualization stage to secure a competitive advantage in the market. (IV) The Company has established the following specific measures for IP management: 1. Establishment of an Intellectual Property Management Committee 2. Formulation of patent incentive policies 3. Establishment of an IP management platform	No significant deviation

Description	Implementation Status			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			4. Engagement of professional legal counsel and patent firms as partners and advisors 5. Formulation of IP-related agreements with developers and suppliers 6. Extension of patent incentive programs and IP management platforms to affiliated companies 7. Organization of innovation and creativity competitions on an ad hoc basis 8. Regular convening of IP and patent meetings and issuance of patent incentive announcements 9. Ongoing development of strategies to enhance IP management 10. Establishment of trade secret management policies	
X. Please describe improvements in terms of the results of the Corporate Governance Evaluation System published by the Taiwan Stock Exchange Corporation in recent years and propose areas and measures to be given priority where improvement is needed. ＊ For items that were not scored in the corporate governance assessment in 2025, the Company will focus on improving information transparency and achieving sustainable development in 2026, and the improvement items are expected to be completed. Strive to enhance the transparency of information to reinforce corporate governance.				

Note 1:

- **Performance self-appraisal of the Board of Directors**
  1. The self-assessment of the Board of Directors, functional committees, and individual Board members for the year 2025 will be submitted to the Board of Directors by March 10, 2026, with all evaluation results rated as "Excellent." For the scope and results of the evaluation, please refer to section III: Implementation of Corporate Governance in the annual report, and item 3 under "Other information required for disclosure."
  2. In order to put corporate governance into practice, the Board has approved the amendment to the Board Performance Appraisal Measures on August 13, 2020, which were last amended on November 11, 2021 and then approved by the Board. The internal Board performance appraisal is conducted at least once a year, and once every three

years by external independent specialized institution or teams of external experts and scholars, and the performance appraisal for the year is done before the end of the same year. It is expected to improve the capacity of the Board of Directors and enhance its efficiency by clearly defining performance objectives.
3. Plan and conduct the performance evaluation of the Board of Directors, including the performance evaluation of the Board of Directors as a whole, individual Board members and functional committees. At the end of each year, the Board of Directors collects information about the Board's activities, distributes the "Self-Assessment Questionnaire for Board Members" and the "Self-Assessment Questionnaire for Functional Committees" to each director and member, and scores each assessment item based on the actual operation of the Board, so as to compile the results of the Board's performance evaluation and report to the Board of Directors.

- **External performance appraisal of the Board of Directors**

In order to put corporate governance into practice, the Board approved amendments to the Board Performance Appraisal Measures on August 13, 2020. The Measures were last amended on November 11, 2021 and approved by the Board. The Measures expressly stipulate that an internal Board performance appraisal shall be conducted at least once annually, and that an evaluation shall be conducted once every three years by an external independent professional institution or a team of external experts and scholars.

The Company completed the external performance appraisal of the Board of Directors on November 20, 2025. The appraisal was conducted by Diwan Financial Advisory Services Co., Ltd. (evaluation period: January 1, 2024 to December 31, 2024). The institution and its appointed experts are independent and have no business relationships with the Company. The evaluation was carried out through questionnaires and on-site visits, covering five key dimensions, including board composition, guidance, authorization, supervision, communication, internal control and risk management, self-discipline, and other aspects. The Company submitted the recommendations of the appraisal report to the Board of Directors on March 10, 2026. The relevant evaluation scope and dimensions are as follows:

The Board performance appraisal questionnaire covers five key dimensions:

1. Participation in the operation of the Company: Directors' level of involvement in and understanding of the Company's operations, internal relationship management and communication, and the effectiveness of communication between the Board and the auditors.
2. Enhancement of Board decision-making quality: Directors' familiarity with the Company's strategic objectives, the completeness and timeliness of information required for decision-making, as well as the frequency and scheduling of Board meetings.
3. Board composition and structure: The structure of the Board and the diversity of its members.
4. Director election and continuing education: Director election procedures, training planning, and the status of continuing education.

5. Internal control: Directors' management, evaluation, and oversight of operational risks, the effectiveness of the internal control system, the appointment and attendance of the head of internal audit at Board meetings, and the independence of communication with the auditors.

Assessment results:

1. The Company has effectively implemented corporate governance and strengthened the Board's supervisory functions, resulting in more robust Board operations. To enhance the Board's structure, its members emphasize diversity and possess a wide range of expertise, including industry knowledge, experience in the management of listed companies, legal practice, and accounting. This diversity strengthens the Board's independence, professionalism, and overall governance effectiveness.
2. The functional committees of the Company operate in accordance with their respective mandates and convene meetings on a regular basis, demonstrating the Company's commitment to strengthening corporate governance. The Company has established a sound remuneration system for directors and managerial officers, independent directors fully exercise their powers, and all Board members effectively fulfill their responsibilities.
3. To further enhance corporate governance, and in alignment with the "Sustainable Development Roadmap for TWSE and TPEx Listed Companies" promoted by the Financial Supervisory Commission, the Company reported on the progress of its sustainability initiatives to the Board on August 13, 2025, and approved the 2024 Sustainability Report. The Chinese and English versions of the report were disclosed on the Market Observation Post System (MOPS) on August 14, 2025 in accordance with regulations.
4. The Company's 2024 Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI Standards) and has been verified by an independent third-party assurance provider. The verification confirms the completeness, consistency, and reliability of the disclosed information, aligns with international standards, enhances transparency in sustainability disclosures, and helps strengthen stakeholder trust and the maturity of the Company's sustainable governance.

Appraisal recommendations and the Company's improvement plans and status:

1. Appraisal recommendations:
    (1) It is recommended to moderately increase the proportion of female directors to further strengthen the Company's commitment to diversity and inclusive governance.
    (2) It is recommended to establish clearer policies regarding the tenure of independent directors and succession planning.
    (3) Currently, the positions of Chairman and General Manager are held by the same individual; it is recommended to consider role separation and to strengthen oversight mechanisms.

2. The Company's improvement plans:
   (1) The Company plans to expand its female talent pool by leveraging available resources, such as the "Independent Director Talent Database" provided by the Securities and Futures Institute, to identify qualified female professionals. At the same time, the Company places emphasis on cultivating internal female senior executives to build a pipeline of future female director candidates.
   (2) Starting from 2027, the consecutive term of all independent directors shall not exceed three terms. In planning for succession, the Company will take into account its business development needs and seek candidates with cross-disciplinary expertise in finance, law, and industry.
   (3) The Company plans to identify and appoint independent external experts to serve as directors or members of the Audit Committee, in order to enhance the professionalism and objectivity of corporate governance.
   The Company will also conduct regular reviews and evaluations of its existing internal control and oversight mechanisms to ensure their effectiveness and continuous improvement.

Note 2:

- **The Board's diversity policy**

  Taiwan Secom Group values the long-term interests of the Company and all shareholders, and the Board members exercise their powers based on the principles of objectivity and independence. Based on the principles of good corporate governance, all shareholders vote to assemble a Board, and several functional committees are formed under the Board. There are also independent directors who reinforce the capacity of the Board to ensure its effective operation and protect the long-term rights and interests of shareholders. For the professionalism and independence of the Board, Taiwan Secom Group followed Article 20 of the Corporate Governance Best Practice Principles and the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies to define the knowledge, skills and characters generally needed by the Board to perform their duties. In order to accomplish the preferred governance goals of the Company, the Board of Directors shall generally be equipped with the following capabilities:

  1. The ability to make judgments about operations.
  2. Accounting and financial analysis ability.
  3. Business administration ability (including the management of subsidiaries).
  4. Crisis management ability.
  5. Knowledge of the industry.
  6. An international market perspective.
  7. Leadership ability.
  8. Decision making.
  9. Knowledge and skills of risk management.

- **Diversity of the Board:**

  In order to reinforce corporate governance and promote the sound development of the composition and structure of the Board, The Company takes into account the operating structure, business development directions, future development trends and other needs for the composition of the Board, and assesses the diversity, basic composition (gender, national, age, etc.), professional experience, professional knowledge and skills (accounting, law, IT, enterprise and risk management, etc).

  The Company's 17th Board of Directors consists of 12 directors, including 4 independent directors, with 33% of the seats held by independent directors, thereby enhancing the independence of the Board. Board meetings are held at least once a quarter, and the chairman is mainly responsible for improving corporate governance and presiding over the operation of the Board. The Company also emphasizes gender equality in the composition of the Board of Directors and aims to increase the number of directors of each gender to one-third (i.e. 33%). Of the 12 members of the Board of Directors, 83% (10) are male directors (including independent directors) and 17% (2) are female directors. The Company shall endeavor to increase the number of female Board members in the future, aiming to achieve the goal.

- **Implementation of diversity of Board members:**
  The current Board of Directors is composed of 12 directors, all of whom have corporate management practices in listed companies. In addition to possessing leadership and decision-making, crisis management skills and international market insights, among the 4 independent directors, Chen Tien-Wen is the Chairman of CAI Cathay Ltd.; Chiang Yung-Cheng is the partner attorney of Cheng Yang United Law Firm; Chiang Kuang-Tse is the Chairman of Aisifengyi Co., Ltd; and WeI Chi-Lin is the Chairman of IBF Financial Holdings Co., Ltd. They have expertise in legal practice, finance and accounting, industry knowledge and business judgment, respectively. Among the other 8 non-independent directors, Chairman Lin Chien-Han and Director Hsu Lan-Ying serve as chairperson of listed companies, while Vice Chairman Lin Ming-Sheng has a doctorate in law and is an industry professional, and Director Tu Heng-Yi is Chairman of Wan Yuan Textile Co., Ltd. Basic composition of the Board and its competencies are as follows:

Note 3:

TAIWAN SECOM CO., LTD.

Evaluation methods for assessing the independence and competence of CPAs

The Audit Committee of the Company evaluates the independence and competence of the certified public accountants annually based on the Audit Quality Indicators (AQIs). The assessment of the independence and competence of CPAs for 2025 is as follows:

I. According to Article 29 of the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies," publicly listed companies are required to select professional, responsible, and independent certified public accountants. Publicly listed companies should regularly (at least once a year) refer to Audit Quality Indicators (AQIs) to assess the independence and competence of the accountants.

II. To enhance the quality of financial report audits, the Financial Supervisory Commission has released the AQIs disclosure framework, which includes dimensions and indicators such as professionalism, quality control, independence, supervision, and innovative capabilities. An evaluation will be conducted by referencing the audit quality indicator report provided by Ernst & Young, Taiwan, along with obtaining the independence declaration issued by CPAs Yu, Chien-Ju and Wang Hsuan-Hsuan from Ernst & Young Taiwan.

(I) Assessment Subject:

CPAs	Yu, Chien-Ju	Accounting Firm	Ernst & Young, Taiwan
	Wang Hsuan-Hsuan		

1. Assessment Content:

The Company conducts an annual assessment of the independence of its certified public accountants. The evaluation of the "Audit Quality Indicators (AQIs)" for the fiscal year 2025 was also approved by the Audit Committee and the Board of Directors on November 13, 2025. Following an evaluation by the Board of

Director, it has been determined that the certified public accountants meet the standards for independence and competence as required by the Company.

2. Assessment of the independence of CPAs:

Item	Assessment item	Assessment results	Compliance of independence
1	Are the CPAs free from any direct or material indirect financial interests in the Company?	No	Yes
2	Have the CPAs engaged in any financing or guarantee arrangements with the Company or its directors?	No	Yes
3	Do the CPAs have any close business relationships or potential employment relationships with the Company?	No	Yes
4	Have the CPAs or any members of the audit engagement team served as directors, managerial officers, or in positions with significant influence over the audit at the Company within the past two years?	No	Yes
5	Have the CPAs provided any non-audit services to the Company that may directly affect the audit work?	No	Yes
6	Have the CPAs acted as intermediaries in the issuance of the Company's shares or other securities?	No	Yes
7	Have the CPAs acted as the Company's advocate or represented the Company in coordinating or resolving disputes with third parties?	No	Yes
8	Do the CPAs have any familial relationships with the Company's directors, managerial officers, or personnel holding positions with significant influence over the audit?	No	Yes

3. Assessment of the competence of CPAs:

Item	Assessment item	Assessment results	Compliance of competence
1	Does the CPA firm have a good reputation?	Yes	Yes
2	Are the results of the CPA firm's peer reviews satisfactory?	Yes	Yes
3	Are the CPAs free from any legal proceedings or cases subject to sanctions, corrections, or investigations by competent authorities?	Yes	Yes
4	Is the quality of audit services provided by the CPAs and key audit personnel satisfactory?	Yes	Yes
5	Do the CPAs undertake continuing professional education on a regular basis and provide the Company with timely professional updates?	Yes	Yes

(II) Assessment results:

In accordance with Article 29 of the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies, the Company evaluates the independence and competence of certified public accountants based on Audit Quality Indicators (AQIs). After evaluation, it has been determined that accountants Yu, Chien-Ju and Wang Hsuan-Hsuan from Ernst & Young, Taiwan, meet the standards of independence and competence required by the Company, and are therefore qualified to serve as the Company's certified public accountants.

Auditor Independence Statement issued by Ernst & Young, Taiwan

安永聯合會計師事務所

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會計師獨立性聲明書

中興保全科技股份有限公司董事會及審計委員會　公鑒:

本聲明書係依照我國審計準則之規定，針對民國一一四年度合併財務報表之查核，就會計師獨立性所作之年度溝通。

根據審計準則之規定，本會計師向　貴公司報告安永聯合會計師事務所已遵循有關獨立性的相關道德規範。

依本會計師之專業判斷，並未察覺本事務所或聯盟事務所與　貴公司間，存在可能被認為會影響獨立性之關係及其他事項。

另根據審計準則之規定，本會計師向　貴公司報告在財務報表涵蓋期間內安永及其聯盟事務所向　貴公司提供審計及非審計服務所收取的公費。請參詳「致會計師獨立性聲明書附表」。

本聲明書僅供　貴公司董事會、審計委員會、管理階層以及　貴公司內部其他人員參考，不得用於任何其他目的。

敬頌商祺

安永聯合會計師事務所

會計師:

余倩如

王瑄瑄

中華民國 114 年 11 月 13 日

A member firm of Ernst & Young Global Limited

Note 4: Stakeholder identity, issues of concern, communication channels

Type	Prioritized issues	Communication channels	Stakeholder communication performance	Contact
Government	• Regulatory compliance • Corporate governance • Risk management • Communication with competent authorities	• Compliance with regulatory supervision and audits • Regular convening of the Intellectual Property Management Committee. • Regular participation in the operations of professional public (association) organizations.	• A total of 48 routine regulatory inspections were conducted in 2025 across the head office and 23 branch offices in compliance with the Private Security Service Act. • A total of 23 responses to questionnaires from competent authorities were completed in 2025.	• Ms. Lin, Accounting Department: linchungiu@secom.com.tw • Ms. Chan, Corporate Planning Office: candychan@secom.com.tw • Mr. Li, General Service Division, Operations Headquarters: a805530@seco.com.tw
Employees	• Employer-employee relations • Employee rights and benefits • Occupational safety and health	• Internal website or internal email announcements: announcements regarding employee benefits and information from the Employee Welfare Committee. • “On-site Health Services” for occupational issues • Regular training programs for the promotion and education of the Personal Data Protection Act • Regular provision of training programs for employees at different stages and levels.	• Ongoing support and care for employees were provided, including “On-site Health Services,” which served a total of 694 participants in 2025, along with the implementation of four key initiatives: ergonomics, overwork prevention, workplace violence prevention, and maternal health protection. • A total of 83,520 training hours were completed in 2025.	• Ms. Chen, Human Resources Department kay0625@secom.com.tw
Shareholders and investors	• Corporate governance • Sustainable development strategies • Risk management • Shareholder participation • Operational performance	• Regular holding of investor conferences and hosting of institutional investor visits • Establishment of a contacts and communication channels • Holding of annual shareholders’ meetings and publication of annual reports • Regular risk assessments • Regular disclosure of operational performance metrics and provision of downloadable financial reports and monthly revenue information	• Four investor conferences were held. • Five meetings with domestic and international analysts were hosted, and more than five investor inquiries were addressed. • A total of 38 material information disclosures and 12 announcements were issued. • One shareholders’ meeting was convened.	• Mr. Chang, Public Relations Office kikiya123@secom.com.tw • Mr. Lee, Corporate Planning Office danny.lee@secom.com.tw
Customers	• Customer service quality • Customer protection and communication • Information security	• Monthly customer satisfaction surveys for new customers • Establishment of customer service center, promptly responding to customer needs	• To ensure that information is not lost, the Company has established a comprehensive system consisting of 15 major categories, which are further divided into 38 task codes and detailed into 1,638 sub-tasks, in order to effectively	• Ms. Wang, Customer Service Department service@secom.com.tw • Ms. Chen, Business Planning Office gina@secom.com.tw

Type	Prioritized issues	Communication channels	Stakeholder communication performance	Contact
			respond to customer reports. • ISO 27001 certification was obtained. • In 2025, 79 individuals were apprehended for theft. • In 2025, there were 305 successful theft prevention cases. • In 2025, there were 642 commendations received from customers via phone calls. • In 2025, 41 missing elderly individuals/children/vehicles were successfully found.	
Suppliers	• Sustainable development strategies • Information transparency • Supplier management • Information security •	• Invitation of suppliers to sign the Corporate Social Responsibility Commitment • Regular holding of supplier communication meetings • Regular holding of labor safety seminars (or forums) for labor service providers	• A total of 271 suppliers have signed the Corporate Social Responsibility Commitment. A total of 50% of new suppliers signed the commitment, and the overall supplier signing rate reached 87%.	• Mr. Yu, Business Planning howardyu@secom.com.tw
Community organizations and community members	• Social participation • Community care • Corporate image •	• Establishment of the “Community Care Potential Development Program” to support children from disadvantaged families • Establishment of a 24-hour care center to provide comprehensive support services • Development of the Health Care Cloud Platform to provide remote care services • Support for the development of cultural and artistic activities to enhance the quality of life for the public	• Number of tele-care calls: 407,024. • Number of wellness visits: 91,667. • Number of emergency rescue services: 1,468. • Number of health consultations and resource introductions: 18,155.	• Ms. Fang, SECOM Culture and Education Foundation nicofang@secom.com.tw

Note 5: Continuing education for directors

Title	Name Number of hours in continuing education	Date of Inauguration	Starting Date of First Term	Certificate Date	Organizer	Course name	Training hours
Chairman	Lin Chien-Han 6H	2023.05.30	2014.06.24	1140812	Securities & Futures Institute	Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	3
				1141111	Securities & Futures Institute	Breach of Trust and Aggravated Breach of Trust: Case Studies (Including Insider Trading and Workplace Sexual Harassment Prevention)	3
Vice Chairman	Lin Ming-Sheng 6H	2023.05.30	2002.06.19	1140812	Securities & Futures Institute	Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	3
				1141111	Securities & Futures Institute	Breach of Trust and Aggravated Breach of Trust: Case Studies (Including Insider Trading and Workplace Sexual Harassment Prevention)	3
Director	Liu Yun-Fang 6H	2023.05.30	1996.04.20	1140812	Securities & Futures Institute	Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	3
				1141111	Securities & Futures Institute	Breach of Trust and Aggravated Breach of Trust: Case Studies (Including Insider Trading and Workplace Sexual Harassment Prevention)	3
Director	Matsui Hiromichi 6H	2024.03.27	1981.12.09	1140827	Nikkei Inc.	Roles and Responsibilities of Directors I	5
				1140910	Nikkei Inc.	Roles and Responsibilities of Directors II	5
				1140922	Nikkei Inc.	Financial and Non-Financial Fundamentals	5
Director	Takatsuki Shuichi 12H	2025.06.16	1981.12.09	1141002	Mitsubishi UFJ Research and Consulting Co., Ltd.	Duties and Responsibilities of Directors and Executive Directors	5.15
				1141007	MIZUHO Research & Technologies Co., Ltd.	Transforming Technology and Industry Structure: A Strategy for the Next Decade	3.50
				1141205	MIZUHO Research & Technologies Co., Ltd.	Management Capabilities for Sustained Value Creation	4
Director	Kanzaki Junichi 6H	2024.03.27	1993.03.30	1140926	Taiwan Corporate Governance Association	An Investor's Perspective on Sustainability Disclosure and Investment Value: Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	3
				1141028	Taiwan Corporate Governance Association	Corporate Governance in Practice: The Role of the Board of Directors	3
Director	Hsu Lan-Ying 6H	2023.05.30	2008.06.13	1140812	Securities & Futures Institute	Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	3
				1141111	Securities & Futures Institute	Breach of Trust and Aggravated Breach of Trust: Case Studies (Including Insider Trading and Workplace Sexual Harassment Prevention)	3
Director	Tu Heng-Yi 6H	2023.05.30	2011.06.15	1140425	Securities & Futures Institute	Executive Compensation and ESG Performance: Framework Design	3
				1140519	Taipei Foundation Of Finance	Corporate Governance — Workplace Bullying and Sexual Harassment	3
				1140714	Independent Director Association Taiwan	Latest Developments and Practices in Anti-Money Laundering and Counter-Terrorism Financing	3
Independent Director	Chen Tien-Wen 6H	2023.05.30	2017.06.22	1140729	Securities & Futures Institute	Industry case studies on smart manufacturing and digital decision-making	3
				1141016	Securities & Futures Institute	The U.S.–China Economic Outlook after the U.S. Election and Implications for Taiwan's Industries	3
Independent Director	Chiang Yung-Cheng 6H	2023.05.30	2020.06.16	1140523	Securities & Futures Institute	2025 Seminar on Prevention of Insider Trading	3
				1140711	Taiwan Institute of Directors	Cross-generational talent management and practical implementation of sustainability standards (IFRS S1/S2)	3
Independent Director	Chiang Kuang-Tse 6H	2023.05.30	2023.05.30	1140416	Institute of Financial Law and Crime Prevention	2025 Corporate Governance Practice Programme (Session I) — Corporate Sustainability Performance Evaluation	3
				1140730	The Chinese National Association of Industry and Commerce, Taiwan	Directors and Supervisors Training: Business Negotiation Skills — The PARTS Framework	3
Independent Director	Wei Chi-Lin 6H	1121003	1030624	1140311	Taiwan Corporate Governance Association	ESG Sustainability: Trends, Practices, and Regulatory Updates	1.5
				1140812	Taiwan Corporate Governance Association	Geopolitics and Sanctions: Legal Risk Trends Shaping the Technology Industry	1.5
				1140814	Securities & Futures Institute	Corporate Sustainability: Risk Management and Strategic Analysis	3
				1141111	Taiwan Corporate Governance Association	Labor Disputes: Risk Management	1.5
				1141205	Securities & Futures Institute	Integrity Management and Directors' Fiduciary Duties: AML and CTF Practices	3

2-3-4 Composition, Responsibilities, and Operations of the Company's Compensation Committee and Functional Committees

1. Information of the members of the Compensation Committee

March 31, 2026

Title	Criteria / Name	Professional qualifications and experiences	Status of independence	Number of other public companies for which the committee member concurrently serving as a Compensation Committee member
Independent director	Chen Tien-Wen	(Note)	(Note)	2
Independent director	Chiang Yung-Cheng	(Note)	(Note)	3
Director	Lin Ming-Sheng	(Note)	(Note)	

Note: Please refer to page 8 for directors' information.

2. Duties of Compensation Committee:
Assist the Board of Directors in implementing, regularly evaluating and reviewing the compensation policies, systems, standards and structures of the Company's directors and managerial officers. In addition, the Compensation Committee shall faithfully perform the following duties with attention as a good administrator and shall submit its recommendations to the Board of Directors for discussion.
(1) Stipulate and regularly review the performance of the directors and managers; as well as the compensation policies, systems, standards and structure.
(2) Regularly evaluate and stipulate director and manager compensation.
3. Matters completed under laws and regulations: Please refer to the Company's website for the Compensation Committee Charter.
4. Operations of the Compensation Committee:
(1) The Compensation Committee of the Company consists of 3 members.
(2) The term of office of the current members is from May 30, 2023 to May 29, 2026.
(3) Attendance: The Compensation Committee held a total of three meetings in 2025 and up to the date of this annual report (January 1, 2025 to March 31, 2026). The attendance of the committee members are shown as follows:
The attendance of the committee members are shown as follows:

Title	Name	Actual attendance (B)	Attendance by proxy	Attendance rate (%) (B/A)	Remark
Convener	Chen Tien-Wen	3	0	100%	
Committee	Chiang Yung-	3	0	100%	

Title	Name	Actual attendance (B)	Attendance by proxy	Attendance rate (%) (B/A)	Remark
member	Cheng				
Committee member	Lin Ming-Sheng	3	0	100%	

5. In 2025, the Compensation Committee held two meetings as of the publication date.

Meeting date	Motions	Resolutions
2025/03/11 (5th meeting of the 5th term)	(1) Approval of the proposed distribution of 2024 remuneration to directors, managerial officers and employees (2) Approval of resignation of managerial officers (3) Approval of the adjustment and promotion of managerial positions of the Company	Unanimous vote by all attending committee members to approve the proposal.
2025/11/13 (6th meeting of the 5th term)	(1) Approval of proposal to the Company's Director (including Independent Directors) and Executive Compensation System (2) Approval of the proposal to define the scope of the Company's rank and file employees	Unanimous vote by all attending committee members to approve the proposal.
2026/3/10 (7th meeting of the 5th term)	(1) Approval of the 2025 distribution of employees' and directors' remunerations. (2) Approval of the adjustment and promotion of managerial positions of the Company	Unanimous vote by all attending committee members to approve the proposal.

Other information required for disclosure:

I. If the Board of Directors declines to adopt or modifies a recommendation of the Compensation Committee, it should specify the date of the meeting, session, content of the motion proposal, resolution by the Board of Directors, and the Company's response to the Compensation Committee's opinion (e.g., if the remuneration passed by the Board of Directors exceeds the recommendation of the Compensation Committee, the circumstances and cause for the difference shall be specified): None.

II. Resolutions of the Compensation Committee objected to by members or expressed reservations and recorded or declared in writing, the date of the meeting, session, content of the motion proposal, all members' opinions and the response to their opinions should be specified: None.

6. Profiles of Nominating Committee members and the information on the operation of the committee:

(1) Information on members of the Nominating Committee:

March 31, 2026

Title	Criteria / Name	Professional qualifications and experiences	Status of independence
Independent director	Chen Tien-Wen	(Note)	(Note)
Independent director	Chiang Yung-Cheng	(Note)	(Note)
Director	Lin Ming-Sheng	(Note)	(Note)

Note: Please refer to page 7 for directors' information.

(2) Functions and powers and responsibilities:

The Committee consists of three independent directors, aiming to improve the functions of the Company's Board of Directors and strengthen the management practices. Its authority include:

A. Specify the standards of professional knowledge, skills, experience, gender and independence required for Board members and senior managers, and search, review and nominate candidates for directors and senior managerial officers accordingly.

B. Construct and develop the organizational structure of the Board and committees, conduct performance appraisal of the Board, committees, directors and senior managerial officers, and assess the independence of independent directors.

C. Formulate and regularly review the continuing education plan for directors and the succession plan for directors and senior managerial officers.

D. Establish the Company's Corporate Governance Best Practice Principles.

(3) Operations of the Nominating Committee:

A. The Nominating Committee of the Company consists of 3 members.

B. The term of office of the current members is from May 30, 2023 to May 29, 2026.

C. Attendance: The Compensation Committee held a total of one meeting in 2025 and up to the date of this annual report (January 1, 2025 to March 31, 2026). The attendance of the committee members are shown as follows:

Title	Name	Actual attendance (B)	Attendance by proxy	Attendance rate (%) (B/A)	Remark
Convener	Chen Tien-Wen	2	0	100%	
Committee member	Chiang Yung-Cheng	2	0	100%	
Committee member	Lin Ming-Sheng	2	0	100%	

(4) Annual work focus of Nominating Committee

Session and date of the meeting	Motion content and subsequent actions	Resolutions	Handling of opinions
2025/05/12 (3rd meeting of the 2nd term)	Approval of the proposal of the Company’s 2025 director training program	Unanimous vote by all attending committee members to approve the proposal after the chairperson consulted with the members.	The proposal is submitted to the Board of Directors for deliberation; All attending directors have no objections and the proposal was passed.
2026/03/10 (4th meeting of the 2nd term)	Proposal of the Company’s 2026 director training program	Unanimous vote by all attending committee members to approve the proposal after the chairperson consulted with the members.	The proposal is submitted to the Board of Directors for deliberation; All attending directors have no objections and the proposal was passed.
	Proposal for the full re-election of the Company’s directors (including independent directors) and the review of nominated director candidates	Unanimous vote by all attending committee members to approve the proposal after the chairperson consulted with the members.	The proposal is submitted to the Board of Directors for deliberation; All attending directors have no objections and the proposal was passed.
	Proposal regarding matters related to the Company’s acceptance of shareholder nominations for director (including independent director) candidates.	Unanimous vote by all attending committee members to approve the proposal after the chairperson consulted with the members.	The proposal is submitted to the Board of Directors for deliberation; All attending directors have no objections and the proposal was passed.

Other information required for disclosure:

I. State the meeting date, session, and content of main motions proposals of the Nominating Committee, the content of the recommendations or objections of the committee members, the results of resolutions, and the Company’s handling of the opinions of the Nominating Committee.

7. Profiles of ESG Committee members and the information on the operation of the committee:

The committee was formerly known as the Corporate Governance Committee. In order to implement the goals of environmental protection, social responsibility, and corporate governance for sustainable development, the

Company plans to merge the Corporate Governance Committee and the ESG Committee under the Board of Directors. The new name will be "ESG Committee" to enhance the functions and management mechanisms of the Board of Directors.

(1) Profiles of ESG Committee members:

March 31, 2026

Title	Criteria / Name	Professional qualifications and experiences	Status of independence	Number of other public companies for which the committee member concurrently serving as a ESG Committee member
Independent director	Chen Tien-Wen	(Note)	(Note)	2
Independent director	Chiang Yung-Cheng	(Note)	(Note)	3
Director	Lin Ming-Sheng	(Note)	(Note)	

Note: Please refer to page 8 for directors' information.

(2) Functions and powers and responsibilities:

The committee is composed of three directors, two of whom are independent directors, aim to implement corporate social responsibility, establish good governance systems, and align with international trends, in order to move towards sustainable operations, and its authority includes:

A. Establish sustainable development direction and goals, and formulate relevant management policies and specific implementation plans.

B. Promote and implement the Company's sustainable development and ethical business direction and goals.

C. Tracking, reviewing, and revising the implementation and effectiveness of corporate sustainability development.

D. Such other matters as the Board of Directors may direct the Committee to undertake.

(3) Matters completed under laws and regulations: Please refer to the Company's website for the ESG Committee Charter.

(4) Operations of the ESG Committee:

A. The term of office of the current members is from May 30, 2023 to May 29, 2026.

B. Attendance: For the year ended 2025 and up to the date of publication of the annual report (January 1, 2025 to March 31, 2026), the ESG Committee convened one meeting. The attendance of the committee members are shown as follows:

Title	Name	Sustainability expertise and capabilities	Actual attendance (B)	Attendance by proxy	Attendance Rate (%) (B/A)	Remark
Convener	Chen Tien-Wen	Industry case studies on smart manufacturing and digital decision-making	1	0	100%	
Committee member	Chiang Yung-Cheng	Cross-generational talent management and practical implementation of sustainability standards (IFRS S1/S2)	1	0	100%	
Committee member	Lin Ming-Sheng	Articulation of ESG disclosure frameworks and risk monitoring, with linkage to capital market trust	1	0	100%	

Meeting date	Motions	Resolutions
2025.08.13 (3rd meeting of the 2nd term)	1. Approval of the Company's Draft Sustainability Report for 2024. 2. Approval of the proposal of the amendment to the Company's provisions of the ESG Committee Charter.	All attending directors have no objections and the proposal was passed.

Meeting date	Report content
2025.08.13 (3rd meeting of the 2nd term)	1. Status of sustainable development promotion 2. Status of communication with stakeholders 3. Status of ethical management 4. Implementation of risk management 5. Report on Cybersecurity Operations 6. Status of implementation of intellectual property management 7. Report on the results of the 10th corporate governance evaluation 8. Last meeting's minutes and implementation report

Other information required for disclosure:

I. State the meeting date, session, and content of main proposals of the ESG Committee, the content of the recommendations or objections of the committee members, the results of resolutions, and the Company's handling of the opinions of the ESG Committee.

2-3-5 Status of promotion of sustainable development and its discrepancies from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the reasons:

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
I. Has the Company established a governance structure to implement sustainable development, and a fully (or partially) dedicated unit to promote sustainable development? Does the Board of Directors authorize the senior management to handle such matters? Does the Board of Directors supervise such matters?	✓		1. On May 14, 2014, the Board of Directors approved the establishment of the CSR Committee to promote sustainable development of the Company's governance structure, chaired by the Chief Executive Officer. The Committee attends Board of Directors' meetings as a concurrent unit of the Human Resource Department. The Committee is responsible for the amendment and implementation of these regulations. In 2023, Taiwan Secom renamed the CSR Committee as the ESG Committee to align itself with the global development trends and realize the goal of sustainable development, which was approved by the Board resolution on March 15, 2022. The Committee reports the implementation status to the Board once a year, and the latest report date was August 13, 2025. 2. The ESG Committee serves as interdepartmental communication platform for vertical and horizontal coordination. Quarterly meetings and topic-specific task forces are set up to identify the sustainability issues related to the Company's operations and stakeholders' concerns, formulate corresponding strategies and work guidelines, prepare budgets related to sustainable development of each organization, plan and implement the annual programs, and track the implementation results to ensure that the sustainable development strategy is fully implemented in the Company's daily operations. 3. The ESG Committee reports its performance and future plans to the Board of Directors at least once a year on a regular basis. The most recent report to the Board of Directors was on	No significant deviation

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			August 13, 2025, and the agenda included the following: (1) Identify sustainability issues that require attention and formulate corresponding action plans. (2) Revise goals and policies related to sustainability issues. (3) Supervise the implementation of sustainable management matters and assess the execution status. 4. The Company's Board of Directors regularly receives reports from the management team (including ESG reports), and the management team proposes company strategies to the Board of Directors. The Board evaluates the likelihood of success of these strategies, reviews their progress, and urges the management team to make adjustments when necessary.	
II. Does the Company conduct risk assessments of environmental, social, and corporate governance issues related to the Company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies? (Note 2)	✓		1. The Company formulates and implements the following procedures related to the Company's operation in accordance with the principles of materiality: Sustainable development is the belief that Taiwan Secom has always adhered to. 2. Taiwan Secom fulfills its responsibilities as a corporate citizen, actively promotes energy conservation, carbon emissions reduction and waste reduction, and pursues the common improvement of corporate growth, ecological balance and social development. The Company works hand in hand with all stakeholders such as shareholders, employees, customers, suppliers, and communities, and strives for social equity and justice, human well-being and the sustainability of the earth. In addition to fulfilling corporate social responsibilities, the Company follows the Procedures for Ethical Management and Guidelines for Conduct and the Ethical	No significant deviation

<table>
<tr><th rowspan="2">Assessment item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>Corporate Management Best Practice Principles to assess risks associated with the environmental, social and corporate governance issues, and has established risk management policies and procedures.
3. Based on the principle of materiality, the Company has assessed the environmental, social, and corporate governance (ESG) issues relevant to its operations in 2025. The corporate-level risk assessment items and corresponding risk management strategies are as follows:
<table><tr><th>Major issues</th><th>Risk assessment items</th><th>Risk management policy or strategy</th></tr><tr><td>Environment</td><td>Environmental impact and management</td><td>1. The Company belongs to the security service industry, and originally was not involved in manufacturing environmental management. After taking manufacturing, materials, procedures, quality and corporate social responsibility into consideration, Titan-Star International Co., Ltd., a wholly-owned subsidiary is entrusted with management and protecting consumers from toxic substances.
(1) ISO14001:2015 environmental management system certification: Certification for maintaining equipment production, implementing fire protection, anti-theft and disaster prevention for manufacturing and processing management of server and sensor electronic components. (The latest certificate valid from: December 10, 2024–December 21, 2026).
(2) ISO9001: 2015 quality management verification: Certification for maintaining equipment production, implementing</td></tr></table></td><td></td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			fire protection, anti-theft and disaster prevention for manufacturing and processing management of server and sensor electronic components. (The latest certificate valid from: August 9, 2024–August 8, 2027). 2. The Company places strong emphasis on environmental protection and is committed to implementing energy-saving and carbon reduction measures, actively supporting carbon reduction initiatives and advancing toward green transformation. 3. The Company commenced operation of its solar photovoltaic power generation system in the fourth quarter of 2024. As of December 31, 2025, the system generated 72,642.3 kWh of green energy over a total of 1,174.40 operating hours. Beginning in May 2025, the Company applied for renewable energy certificates, with certified generation amounting to 37,000 kWh. A total of 52 green electricity certificates were issued, primarily used to supply electricity to the common areas of the Cloud Building. 4. In 2023, the Group's subsidiary, Titan-Star, planned to establish a solar photovoltaic system at its new factory, with relocation scheduled for the Q4 of 2024. The generated electricity will be utilized by Titan-Star itself, which not only supports the government's emission reduction requirements but also slightly reduces the cost of electricity procurement. 5. The Group's affiliated enterprises also provide a range of green services,	

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			including renewable energy generation, environmental energy monitoring and management systems, and smart green building solutions. These services assist clients in managing high energy-consuming equipment and reducing unnecessary energy usage, with the aim of closely integrating environmental sustainability into daily life while also lowering overall greenhouse gas emissions. 6. The Company's primary energy consumption consists of electricity used at its operating sites and fuel for vehicles. In 2025, total gasoline and diesel consumption amounted to 1,254,626.19 liters. Electricity consumption is measured in kilowatt-hours (kWh), and the combined calculation of unit carbon emissions from energy consumption in 2025 is expressed in metric tons of CO_2e (ton-CO2e). 7. In accordance with ISO 14064-1, the Company conducts regular greenhouse gas inventories for the parent company and, in 2025, also carried out greenhouse gas inventory operations for its subsidiaries. Through these inventories, the Company identifies emission hotspots and, based on the results, continues to implement carbon reduction measures with the aim of reducing Scope 1 and Scope 2 greenhouse gas emissions. 8. The Company plans and executes its 2025 internal audit program, covering both the parent company and consolidated entities, to ensure compliance with applicable laws and regulations across the Group, with no material	

Assessment item	Implementation Status						Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
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					violations identified. 9. The Company also formulates key annual action plans for environmental protection and climate risk management, and regularly monitors and reviews the progress of each objective to ensure timely execution and successful achievement of targets.		
			Society	Occupational and product safety	Occupational safety: 1. The Company regularly conducts workplace safety and health inspections quarterly and provides safety and health education for new and in-service employees through online and physical courses. In terms of the implementation of health protection management, the Company conducts health checks and special work inspections for employees every year to prevent occupational illness, and, in accordance with the Occupational Safety and Health Act, adds onsite services of doctors and nurses to provide employees with health education counseling and health promotion sessions. 2. Runs regular fire drills, industrial safety education, and training sessions every year to cultivate employees' ability to respond to emergencies and self-directed safety management. Product safety: 1. The Company adheres to the pursuit of high technology and information capabilities, and verifies service quality in research and development, production, service, and listening actions, and makes quick corrections. 2. A strong and complete seven-center structure to accurately exchange information, communicate collaboration, and actively adjust internal		

Assessment item	Implementation Status						Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
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						resources and strategies. The Company believes that only by continuously reinforcing service quality, optimizing service content, and improving innovation can we truly become customers' attentive partners. 3. Value every call from customers. When handling customer complaints, try to adhere to the principle of customer first. Convert customers' attitudes toward the Company's products and services into quantitative data, perform PDCA for improvement, and monitor and control service quality issues to ensure that all departments meet customer expectations.	
				Corporate governance	Society, economics and regulatory compliance	1. Establish corporate governance organizations and implement internal control measures to ensure that all personnel and works of the Company comply with the relevant laws and regulations. 2. The annual internal audit plan is designed to assess the compliance of the merged company with relevant environmental regulations and to verify that all operational processes adhere to the established requirements.	
					Significant cybersecurity and personal data management	1. Establish a comprehensive cybersecurity defense plan to meet the requirements of information security regulations. 2. Strengthening the prevention, reporting, and response plans for incidents of personal data privacy breaches.	
					Strengthening the functions of directors	1. Plan relevant study topics for directors, and provide directors with the latest regulations, system developments and policies on a yearly basis. 2. Cover the Company's	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td><table><tr><td></td><td></td><td>directors under liability insurance to protect them from lawsuits or claims.</td></tr><tr><td></td><td>Stakeholder communication</td><td>1. In order to avoid misunderstandings between stakeholders and the Company, which may lead to business or litigation risks, the Company analyzes important issues regarding the relationship between key stakeholders and the Company every year.
2. Establish various communication channels to actively communicate and reduce confrontation and misunderstanding. Set up an investor mailbox, which is managed and responded to by the spokesperson.
3. The communication status with various core stakeholders will be reported annually at the ESG Committee meetings and subsequently presented to the Board of Directors.</td></tr></table></td><td></td></tr>
<tr><td>III. Environmental issues
(I) Has the company established a suitable environmental management system based on the characteristics of the industry?</td><td>✓</td><td></td><td>Does the The Company divides its environmental management system into two aspects, internal and external:
1. Internal: Establish a committee within the Company to promote environmental issues and organize activities through cross-departmental collaboration, while also formulating relevant systems for environmental management in product research and development.
(1) Establishment of the ESG Committee and the Greenhouse Gas Inventory Committee: Interdepartmental members are invited to form these committees to actively promote and advocate for concepts related to environmental management, thereby establishing effective governance and assuming mutual oversight responsibilities.
(2) Promotion of Interdepartmental Collaboration on Environmental Protection</td><td>No significant deviation</td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			and Management Issues: The General Affairs Office and the Greenhouse Gas Inventory Committee will jointly collaborate to promote and implement the greenhouse gas inventory program. In addition, the GHG Committee has collaborated with the Foundation to mobilize a group of volunteers to participate in and respond to environmental protection activities or courses. (3) Actively develop low-carbon products and utilize materials with a lower environmental impact: Incorporate the concept of product life cycle into the development process of new types of products or services, and actively develop low-carbon products, using environmentally friendly and renewable materials as the main focus of research and development. The aim is to extend the product life cycle through the concept of resource recycling and reuse, with the expectation of reducing environmental impact and burden through low-carbon products. (4) Provide training on environmental protection and greenhouse gas inventory, and expand its implementation: In 2024, greenhouse gas inventory operations and related training were conducted only for the parent company, while in 2025 the training scope was expanded to include consolidated entities. In addition, in recent years the Company has begun organizing environmental education programs. By integrating seminars and interactive activities, it enhances employees' interest in and awareness of environmental protection. In 2025, these initiatives were further expanded to the management	

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<tr><td></td><td></td><td></td><td>offices, encouraging broader employee participation.
2. External: Require suppliers to obtain ISO certification to ensure that the production process complies with regulations. After the termination of the contract, products will be prioritized for recycling and reuse. For equipment that cannot be recycled, the disposal will be entrusted to professional and legally compliant vendors.
(1) Requirement for Product Suppliers to Obtain ISO Certification for Environmental Management Systems: Due to the unique nature of our industry, which falls under the security services sector, our original business scope did not involve product manufacturing. However, in recent years, in order to implement and adhere to the group's sustainable management strategy, the Company has entrusted the production and manufacturing processes to our wholly-owned subsidiary, Titan Star International. A professional team will lead and supervise the entire process to ensure that the products meet environmentally friendly standards during production and do not cause environmental harm. Additionally, we have obtained ISO 14001: 2015 Environmental Management System certification (latest certificate validity: December 10, 2024 – December 21, 2026) and ISO 9001: 2015 Quality Management certification (latest certificate validity: August 9, 2024 – August 8, 2027). By adhering to the standards set by the International Organization for Standardization, we aim to establish an effective management framework and fully implement corporate social responsibility.
(2) Purchased Electricity: The Company plans</td><td></td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
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			to formulate carbon reduction targets and pathways for the parent company in 2026. With respect to electricity consumption, the Company has set 2020 as the base year (9,570,879 kWh) and aims to reduce consumption to 90% of the 2020 level (below 8,593,540 kWh) by 2030. The actions taken to achieve the goals of energy and green procurement are as follows: A. Implement greenhouse gas emissions operations to identify emission hotspots, track and review energy usage, and progressively reduce greenhouse gas emissions. B. Plan to introduce inventory systems and energy management systems to institutionalize energy management through systematic approaches. C. Conduct regular inspections, maintenance, and fuel consumption testing for official vehicles, and promote proper vehicle usage practices. D. Encourage carpooling or the use of public transportation for commuting and business travel. E. Regularly assess the condition of equipment at the Group's operating sites and replace outdated, energy-intensive equipment. (3) Fuel: In 2025, the Company's fuel-related carbon emissions were 252.54 tons CO2e per million kilometers, achieving the previously set target of 275 tons CO2e per million kilometers ahead of schedule. This demonstrates that the Company's fuel management and hybrid vehicle procurement initiatives have begun to deliver measurable results. The Company currently owns one fully electric vehicle,	

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			110 hybrid vehicles, and 30 electric scooters. Through the continued alignment of policy implementation and vehicle deployment, the Company will further advance its carbon reduction objectives. (4) Green Procurement: In recent years, the Company's procurement objectives have prioritized energy-saving labels and green products. As a result, the amount spent on green procurement has exceeded NT$35,000,000 for the past three years. Procurement in 2025 reached NT$46,496,010, and we have received multiple honors as an outstanding enterprise in green procurement from various counties and cities.	
(II) Does the company endeavor to improve energy usage efficiency and use renewable materials which have a low impact on the environment?	✓		1. In recent years, the Company has been actively improving energy efficiency and using raw materials with low environmental impact. (1) The various security hosts and peripherals are provided to our customers through leasing services, therefore each device can be recycled to reduce the impact on the environment. (2) Before developing new types of products or services, incorporate the concept of product or service life cycle and focus on research and development using low-carbon emissions or environmentally friendly renewable materials. Extend the product life cycle with the concept of circular economy. (3) Improve the efficiency of power-consuming equipment, and regularly replace high-energy-consuming devices with high-efficiency, energy-saving alternatives. Plan and implement the introduction of an inventory system and an energy management system, and establish systematic energy control.	No significant deviation

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			(4) Install water-saving equipment in office areas, promote water and electricity conservation practices among employees, reduce resource waste, and conduct regular inspections to detect any water leakage. (5) Prioritize the procurement of hybrid and electric vehicles for service use, and reduce the purchase and use of fuel-powered vehicles. And request the unit to calculate the amount of oil used, review the reasons for oil consumption, and strictly implement regular maintenance. Optimize standby locations to reduce idling, thereby lowering carbon emissions and fuel consumption. Encourage employees to carpool or use public transportation for commuting and business travel. 2. The Company has devised an energy management plan. (1) Establish an energy platform to collect data on the usage of water, electricity, natural gas, gas, and fuel. This will allow employees to enter data on the platform and upload documents and receipts in electronic format. This approach not only reduces the likelihood of data loss and inconvenience but also enables comparisons of concurrent data, serving as a basis for management decision-making. Additionally, we plan to implement an energy management system, with the expectation that through a comprehensive system and ISO certification, we will effectively realize energy management. (2) Held energy-saving competition across operational locations, comparing energy consumption between two consecutive years. Employees were encouraged to incorporate energy conservation and carbon reduction into their daily lives,	

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			while also reflecting on the differences in energy usage. These insights were then used to inform and adjust relevant policies. (3) Actively promote energy conservation through awareness and education, encouraging employees to change their water and electricity usage habits to reduce resource waste. Regular greenhouse gas inventories are conducted to assess energy usage and reduce greenhouse gas emissions.	
(III) Does the company evaluate potential risks and opportunities brought by climate change, and take response measures to climate-related issues?	✓		1. The Company has developed a summary of measures to address relevant issues based on the TCFD framework: (1) Governance: The Company designates the Board of Directors as the highest decision-making body for climate-related matters and has established the ESG Committee, which convenes regularly on an annual basis. The Committee is chaired by an Independent Director, and senior executives are appointed by the Chairman to serve as heads of the functional task forces under the Committee. Together, they are responsible for executing, managing, and overseeing annual targets and plans. The Committee also discusses environmental sustainability and climate change issues, formulates annual action guidelines and targets, and develops response measures based on identified risks and opportunities. Resolutions are then submitted to the Board of Directors for approval. (2) Strategy: The strategies for mitigating and adapting to climate change are as follows: A. Mitigation: Moving towards the net-zero emissions goal by reducing greenhouse gas emissions, implementing carbon reduction policies,	No significant deviation

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<tr><td></td><td></td><td></td><td>
improving energy efficiency, and providing low-carbon services.
B. Adjustment: Strengthening the Company’s security system and equipment to cope with extreme weather conditions, ensuring that the equipment can continue to operate normally when affected by the climate.
<table>
<tr><th>Category</th><th>Climate-related Risk</th><th>Specific Risk</th><th>Annual Response Measures</th><th>Time Horizon</th><th>Potential Financial Impact</th></tr>
<tr><td rowspan="4">Transition risk</td><td rowspan="2">Policy and regulatory risk</td><td>Regulatory requirements for the disclosure of GHG inventories and the implementation of carbon reduction measures.</td><td rowspan="2">1. Conduct GHG inventory activities.
2. Engage consultants and third-party verification bodies.
3. Implement education and training programs or regulatory awareness initiatives.
4. Plan for the introduction of a GHG inventory system.
5. Develop corporate carbon reduction measures to reduce emissions.</td><td>Short term</td><td>• Increased expenditures for consultant support and third-party assurance.
• Increased costs for GHG inventory and carbon reduction training.
• Establishment of a dedicated unit to oversee and implement carbon reduction initiatives.
• Additional expenses associated with the implementation of a GHG inventory system.</td></tr>
<tr><td>Required carbon fee payments or carbon credit procurement.</td><td>Short to medium term</td><td>• Potential increases in operating costs due to carbon fees and carbon credits.
• Increased capital expenditures for carbon reduction equipment.</td></tr>
<tr><td>Technology</td><td>Impacts of emerging products and technologies on existing offerings.</td><td>1. Review existing inventory levels and adjust production capacity to reduce inventory.
2. Optimize current product and service processes.</td><td>Short to medium term</td><td>• Reworking or disposing of products that do not meet market demand may result in increased costs.
• Optimizing R&D and reengineering production processes may have an impact on operating costs.
• Adjustments to existing services may lead to higher training costs.</td></tr>
<tr><td>Market</td><td>Impacts of international developments on energy supply and prices.</td><td>1. Replace with energy-efficient equipment.
2. Establish energy-saving policies and</td><td>Short to medium term</td><td>• Gradual replacement of aging and high energy-consuming equipment increases</td></tr>
</table>
</td><td></td></tr>
</table>

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			promote employee awareness.		expenditures. • Costs associated with email system setup for awareness and communication initiatives.
		Climate risk-driven repricing of corporate assets.	Conduct thorough evaluations prior to asset acquisition to reduce repricing risk.	Medium to long term	• If assets require relocation or enhanced maintenance, related relocation or maintenance expenditures may increase. • There may be potential impacts on share price and asset value.
	Goodwill	Improper conduct by companies or suppliers affecting corporate reputation.	1. Conduct ESG assessments prior to collaboration, and require supporting documentation. 2. Review the ESG-related practices of the Company and its suppliers.	Medium to long term	• Enhancing evaluation criteria or conducting on-site inspections may lead to increased business expenses.
Physical risks	Short-term risks	Extreme weather events (typhoons, floods) leading to emergency incidents.	1. Develop emergency response plans and establish SOPs, and conduct regular drills. 2. Allow unit supervisors to adjust response measures based on circumstances. 3. Require non-essential employees to suspend on-site work during emergencies. 4. Conduct regular reviews of the working environment and strengthen maintenance. 5. Allocate contingency funds to address potential needs.	Short term	• Formulating policies on emergency attendance and compensation may increase operating costs. • Deploying additional manpower for emergency support may result in higher operating costs. • Inspection and repair of the working environment may lead to increased maintenance expenses. • Early retirement or replacement of existing equipment may increase capital expenditure on equipment procurement and repair costs. • Leasing new premises may result in higher rental and electricity expenses.

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	Long-term risks	Rising electricity costs due to increasing average temperatures.	1. Conduct regular awareness initiatives on energy conservation and electricity saving. 2. Turn off air conditioning and lighting in unoccupied areas.	Long term	• Increases in electricity tariffs and higher electricity consumption.
	Long-term risks	Increased strain on power supply due to high temperatures.	1. Conduct regular inspections and maintenance of emergency power supply equipment across all operating sites. 2. Perform regular backups of company data. 3. Develop and design equipment that meets standards and is resistant to high temperatures.	Long term	• Regular equipment maintenance may lead to higher maintenance expenses. • Periodic data backups may require the procurement of additional equipment and servers, and increase data center electricity costs.
	Long-term risks	Heatstroke or heat exhaustion during work under high temperatures.	Conduct regular awareness initiatives on precautions for performing duties in high-temperature conditions.	Medium to long term	• Difficulties in personnel deployment may limit the availability of supporting staff.

Category	**Climate-related Opportunities**	**Annual Response Measures**	**Time Horizon**	**Potential Financial Impact**
Opportunity	Maintain solar photovoltaic power generation equipment and apply for green electricity certificates.	As of December 31, 2025, the Group's solar photovoltaic (PV) system generated 72,642.3 kWh of electricity, with total operating hours of 1,174.40. A total of 52 green electricity certificates were issued.	Short to medium term	• Routine maintenance of solar photovoltaic (PV) systems and equipment increases operating costs. • Electricity generated by the solar PV system is currently used for the building's common areas, resulting in electricity cost savings of approximately NT$20,000.
Opportunity	Develop innovative products or services and optimize existing offerings to provide clients with more diverse options.	Develop fire blankets compatible with electric motorcycles and electric vehicles as emergency response measures in the event of accidents.	Medium to long term	• Innovative products may attract clients to initiate collaboration, creating additional business opportunities. • Collaboration with other industry players may generate cross-industry synergies and open up new business areas.

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			(3) Risk Management: Taiwan Secom's climate change risk management process comprises several key steps. It begins with the identification and assessment of existing risks and opportunities, followed by the regular measurement and monitoring of the effectiveness of implemented measures. Based on the outcomes, rolling adjustments are made to the execution. Finally, the Company evaluates the potential financial impacts of climate-related risks and opportunities, as well as the costs of implementing relevant policies, in order to mitigate any significant impact on overall operations. To enhance management's awareness and responsiveness to climate-related issues, the Company reports the assessment results to the ESG Committee. The Committee then undertakes strategic adjustments and resource allocation, thereby strengthening the Company's resilience in addressing climate change.  (4) Indicators and Goals: In order to achieve the goal of sustainable environment, management goals have been set for emissions reduction and oil consumption. Currently, the goals that were originally set to be achieved by 2025 have already been achieved ahead of schedule.	

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<tr><td></td><td></td><td></td><td>
<table>
<tr><th>Description</th><th>Goals</th><th>Measures</th></tr>
<tr><td>Transition risk management</td><td>• Enhance employees' awareness of climate-related risks on an annual basis.
• Continuously optimize existing product and service processes.
• Monitor suppliers' ESG practices.</td><td>• Plan and implement climate-related training programs to strengthen employees' awareness.
• Continuously refine products and services while assessing the feasibility of low-carbon technologies.
• Review suppliers' ESG performance and establish a supplier evaluation mechanism.</td></tr>
<tr><td>Physical risk management</td><td>• Reduce the likelihood of employee injuries during emergency deployments.
• Minimize potential damage to operating sites caused by extreme weather events.</td><td>• Develop emergency response plans and establish SOPs, and conduct regular drills and updates.
• Conduct regular inspections of site environments and strengthen the maintenance of facilities and equipment.
• Promote safety guidelines for on-duty operations on a regular basis, and ensure employees comply.</td></tr>
</table>
(5) Potential Risks and Opportunities of Climate Change: The Company examines and evaluates the risks and opportunities of climate change based on the TCFD framework, ensuring a thorough understanding of their impact and minimizing the impact on the Company's operations and finances.
A. Risk: Includes the risk of increased operating costs due to policy and regulatory changes, as well as the physical risk of being unable to attend or damage to assets due to extreme weather events.
B. Opportunity: Subsidiaries now use solar panels for green energy generation, which not only meets the government's requirement for carbon reduction but also brings additional revenue to the Group.</td><td></td></tr>
<tr><td>(IV) Has the company collected statistics of its GHS emission,</td><td>✓</td><td></td><td>The primary business of this Company is to provide security services, with the main sources of energy including electricity used in various operational sites and fuel for vehicles.</td><td>No significant deviation</td></tr>
</table>

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<tr><td>water consumption, and total weight of waste over the past two years, and formulated policies of GHG reduction, water consumption reduction, or other plans related to waste management?</td><td></td><td></td><td>
1. Internal energy consumption for 2023–2025 (unit: billion joules, GJ)
<table>
<tr><th colspan="2">Energy type</th><th>2023</th><th>2024</th><th>2025</th></tr>
<tr><td rowspan="7">Non-renewable energy</td><td>Purchased electricity</td><td>37,466.0997</td><td>37,120.6819</td><td>40,089.1339</td></tr>
<tr><td>Diesel</td><td>0.6585</td><td>1.4789</td><td>1.1075</td></tr>
<tr><td>Gasoline (for vehicles)</td><td>43,846.4042</td><td>41,398.8438</td><td>37,745.8452</td></tr>
<tr><td>Diesel (for vehicles)</td><td>2,108.0956</td><td>2,045.3740</td><td>2,185.2463</td></tr>
<tr><td>LPG</td><td>43.3069</td><td>45.4592</td><td>44.7712</td></tr>
<tr><td>Natural gas</td><td>118.8897</td><td>65.3226</td><td>64.7674</td></tr>
<tr><td>Total</td><td>83,583.4546</td><td>80,677.1603</td><td>80,130.8715</td></tr>
<tr><td>Renewable energy</td><td>Solar photovoltaic power</td><td>Not yet enabled</td><td>4.1336</td><td>261.3844</td></tr>
<tr><td colspan="2">Energy consumption (GJ)</td><td>83,583.4546</td><td>80,681.2938</td><td>80,392.2560</td></tr>
<tr><td colspan="2">Number of employees</td><td>2,496</td><td>2,502</td><td>2,537</td></tr>
<tr><td colspan="2">Energy consumption per capita</td><td>33.4870</td><td>32.2467</td><td>31.6879</td></tr>
<tr><td colspan="2">Net revenue (NT$ thousand)</td><td>7,645,284</td><td>7,846,366</td><td>8,202,396</td></tr>
<tr><td colspan="2">Energy intensity</td><td>0.01093</td><td>0.01028</td><td>0.0098</td></tr>
<tr><td colspan="2">Year-on-year change in energy intensity</td><td>–</td><td>▼ 0.0007</td><td>▼ 0.0005</td></tr>
</table>
Note 1: The scope of statistics includes Taiwan Secom (parent company), the headquarters building, training center, off-site offices (branches, offices, and relay stations), and dormitories. The data collection period is from January 1 to December 31, 2025.
Note 2: Data for 2023 and 2024 have been verified by a third-party assurance provider. Data for 2025 have not yet undergone third-party assurance.
2. Water Management:
The primary business of the Company is to provide services, which does not entail a significant demand for water in large-scale processing. Therefore, our water usage primarily focuses on air conditioning, drinking water, and cleaning. Users include group employees, vendors, and visitors. The Company, with a focus on prevention and the prudent use of water resources, has begun planning water conservation policies and water resource education initiatives. Water-saving slogans and notices are posted in pantries, restrooms, and public areas. The Company also procures products and equipment bearing the Water Efficiency Label and conducts regular reviews of water resource management. Any abnormal water consumption is identified and verified to ensure that no water resources are wasted. The
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<tr><td>Yes</td><td>No</td><td>Summary</td></tr>
<tr><td></td><td></td><td></td><td>table below presents Taiwan Secom’s total water withdrawal and per capita water consumption from 2023 to 2025.
As shown in the table below, total water consumption in 2025 decreased compared with the previous two years, and per capita water consumption also declined. This indicates that the Company’s water conservation initiatives have begun to take effect, with employees increasingly adopting water-saving practices in their daily activities.
<u>Water consumption in the last two years:</u>
Total water withdrawal across all locations, 2023–2025 (unit: million liters)
<table>
<tr><td>Year</td><td>2023</td><td>2024</td><td>2025</td></tr>
<tr><td>Tap water withdrawal</td><td>50.2790</td><td>56.8732</td><td>46.6532</td></tr>
<tr><td>Total No. of employees</td><td>2,496</td><td>2,502</td><td>2,537</td></tr>
<tr><td>Per capita water consumption</td><td>0.0201</td><td>0.0227</td><td>0.0184</td></tr>
</table>
Note: Source: Taiwan Secom Energy Management Platform.
Note: The scope of the statistics includes the headquarters, training center, off-site offices (branches, offices, and relay stations), and dormitories. Data extraction date: February 26, 2026.
3. Waste management
(1) Source of waste
The sources of waste for the Company primarily include research and development materials, discarded finished products, plastic packaging, and other household waste. Through strict classification and management mechanisms, we aim to reduce our environmental impact. In accordance with the standards set by the Environmental</td><td></td></tr>
</table>

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			Protection Administration, waste is categorized into the following types: A. General industrial waste: waste that is sufficient to impact human health or pollute the environment, such as discarded plastic products and used batteries. B. Recyclable waste: waste that can be recycled and reused, such as cardboard boxes, plastic packaging materials. C. Other business waste, such as domestic waste. (2) Waste management and control procedures To ensure that waste can be disposed of effectively and legally, the waste management measures are as follows: A. In accordance with the Environmental Protection Administration's announcement on May 30, 2016, the "Waste Disposal Regulations" have been established to effectively supervise the internal waste management of the company. B. According to the regulations of the Environmental Management System, the process control for disposal can be divided into: • Early phase: Waste classification and reduction measures. • Intermediate phase: Scrap process control. • Later phase: Tracking and monitoring to ensure proper disposal. C. Utilizing the Company's internal quality control operations and backend technical maintenance processes, we strictly manage the review of electronic products prior to their disposal, thereby increasing the reuse rate of discarded electronic products.	

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D. Additionally, discussions ares held with relevant suppliers regarding equipment refurbishment and technical matters to enhance the recyclability of waste materials.

(3) Waste treatment methods

A. The Company established the Resources Recycling and Reuse Measures in accordance with the announcement on July 3, 2013 made by the Environmental Protection Administration to manage the recycling and reuse of waste. The parts that cannot be reused are disposed of and not put in landfills.

B. Under long-term collaboration with the company, recycling operators legally dispose of the waste by incineration to reduce environmental pollution.

<u>Waste production in the last two years:</u>

Amount of recovery of general hazardous business waste 2023–2025

Year/Type	Battery (cells)	Hardware and miscellaneous
2023	4.6163	27.9623
2024	5.2997	24.9542
2025	4.8946	17.8519

Note 1. Hardware and miscellaneous items, including security mainframes, equipment components, and plastics.
Note 2. Monthly collection/replacement of My Vita equipment.
Note 3. The depreciation period for the old security mainframe has expired, and it is no longer in use.
Note 4: Security-related equipment is not repairable.
Note 5: Replacement of electronics/computer equipment.

4. Scope 1 and scope 2 greenhouse gas emissions, 2023–2025 (unit: metric tons CO2e)

Category	Item/Year	2023	2024	2025
Category 1 Direct emissions	Diesel (stationary sources)	0.0490	0.1100	0.0823
	LPG	4.9755	5.2238	5.1741
	Natural gas	5.9384	2.8885	3.3708
			0.5702	
	Gasoline (mobile	3,166.0301	2,939.5741	2718.1339

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	

	sources)			
	Diesel (mobile sources)	158.7825	175.8748	187.7802
	HFC-23	0.0000	0.4348	0.4906
	HFC-32	2.2902	4.6504	6.4853
	HFC-134a	45.1412	41.3995	45.1237
	HFC-143a	0.0459	0.0000	0.0000
	R-401A	0.0377	0.0358	2.4761
	R-404A	0.6572	1.4629	2.4609
	R-407C	29.2053	29.2056	22.8769
	R-408A	0.0484	0.0484	0.0771
	R-410A	151.5937	149.9634	184.9125
	Septic tank CH_4 emissions	128.9147	60.2438	56.8097
Category 1 Total		3,693.7098	3,411.6860	3,236.2542
Category 2 Indirect emissions	Purchased electricity	5,141.1815	4,887.5565	5,278.4026
	Category 2 Total	5,141.1815	4,887.5565	5,278.4026
Category 3 Other indirect emissions:	Category 3 Total	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory
	Category 4 Total	1,867.4219	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory
	Category 5 Total	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory
	Category 6 Total	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory	Non-material emissions; not included in the inventory
Direct and indirect greenhouse gas emissions		8,834.8913	8,299.2425	8,514.6569
Net revenue (NT$ thousand)		7,645,284	7,846,366	8,202,396
Greenhouse gas emissions intensity		0.0012	0.0011	0.0010

Note 1: The scope of the statistics includes the headquarters, training center, off-site offices (branches, offices, and relay stations), and dormitories.

Note 2: Data for 2023 and 2024 have been verified by a third-party assurance provider. Data for 2025 have not yet undergone third-party assurance.

5. In alignment with the national net-zero emissions policy and in compliance with the Sustainable Development Roadmap for TWSE and TPEx Listed Companies announced by the Financial Supervisory Commission, the Company completed greenhouse gas (GHG)

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
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			inventories for all sites of the parent company and its branches in 2024. These inventories underwent a limited assurance process conducted by an independent third-party assurance provider, and an external assurance report was issued. In 2025, the Company further completed GHG inventory and assurance procedures covering all operating sites of both the parent company and its subsidiaries. The overall timeline was achieved ahead of the schedule set out in the FSC's Sustainable Development Roadmap. **6. Greenhouse Gas Reduction Management Policy** Since 2023, the Company has initiated greenhouse gas (GHG) inventory activities for the parent company, and in 2025 expanded the inventory to cover the Taiwan Secom Group. Beginning in 2026, the Company plans to engage a professional consulting firm to support the parent company in implementing GHG reduction management, including the formulation of relevant policies and the establishment of carbon reduction targets. Through the expertise of external consultants, the Company aims to reduce GHG emissions at the parent company level. Although the Company has not yet formally established comprehensive carbon reduction strategies and targets, it continues to implement a range of improvement measures based on the current emission levels of the parent company: (1) Regularly assess and replace outdated, high energy-consuming equipment across operating sites. (2) Encourage employees to conserve electricity through incentive-based initiatives and conduct periodic reviews of electricity usage.	

<table>
<tr><th rowspan="2">Assessment item</th><th colspan="3">Implementation Status</th><th rowspan="2">Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>(3) Prioritize the procurement of high-efficiency, energy-saving green products.
(4) Expand the procurement of electric vehicles for official and business use.
(5) Introduce a GHG inventory management system and engage professional advisory teams.
(6) Promote paperless administrative processes and electronic approval systems.</td><td></td></tr>
<tr><td>I. Social issues
(I) Does the Company set policies and procedures in compliance with regulations and internationally recognized human rights principles?</td><td>✓</td><td></td><td>The Company is committed to safeguarding the fundamental human rights of our employees and stakeholders, and to fostering a workplace environment that is friendly, safe, and respectful. In alignment with international standards, including the United Nations’ Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), and the core labor standards of the International Labour Organization (ILO), the Company has established and implemented a human rights policy applicable to all employees. This policy serves as a key foundation for the Company’s operations and management.
Through internal management systems, training programs, and communication mechanisms, the Company ensures the effective implementation of its human rights policy. We also conducts regular reviews of implementation outcomes to continuously enhance its human rights management practices.
In 2025, through ongoing advocacy activities, we commit to supporting the following international human rights standards and norms:</td><td>No significant deviation</td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			(1) The Universal Declaration of Human Rights (UDHR) (2) United Nations Global Compact (UNGC) (3) The UN Guiding Principles on Business and Human Rights (UNGPs) (4) International Covenant on Civil and Political Rights (ICCPR) and International Covenant on Economic, Social and Cultural Rights (ICESCR). (5) International Convention on the Elimination of All Forms of Racial Discrimination (ICERD). (6) The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). (7) Convention on the Rights of the Child (CRC) (8) Convention on the Rights of Persons with Disabilities (CRPD) (9) The ILO Fundamental Conventions, including the principles of the prohibition of forced labor, the elimination of child labor, freedom of association and the right to collective bargaining, and the elimination of discrimination in employment and occupation. (10) ILO Convention No. 155 on Occupational Safety and Health and the Working Environment. (11) Base on the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, the Human Rights Policy and Management Indicators are disclosed in Chapter 3 of the 2025 Sustainability Report, and human rights risk mitigation measures are implemented.	

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			The Company's human rights policy implementation results are as follows:	

Category	Description	Target	2024 Results	2025 Results
Non-discrimination	Uphold the principles of equality and non-discrimination in recruitment, employment, promotion, compensation, and training processes. Establish grievance and investigation mechanisms to prevent any form of unlawful discrimination.	No incidents of discrimination	No incidents of discrimination	No incidents of discrimination
Child labor	Verify identity and age during recruitment and hiring processes, identify potential risks of child labor, ensure compliance with relevant labor laws and regulations, and eliminate the employment of child labor.	No employment of child labor	No employment of child labor	No employment of child labor
Forced labor	Conduct regular reviews of working hours arrangements, employment contracts, and HR management processes to identify risks of forced or compulsory labor. Ensure employment is voluntary, employees are free to resign, and prohibit all forms of forced labor.	No forced labor	No forced labor	No forced labor
Working hours, rest, and leave	Identify operations that may violate regulations on working hours and rest periods, and establish improvement and follow-up mechanisms.	No violations of labor laws and regulations on working hours and rest periods	A total of 3 labor penalty cases in 2024; 2 were successfully appealed, and 1 was properly resolved and closed after improving operational procedures in accordance with regulations.	A total of 2 labor penalty cases in 2025; all were properly resolved and closed after improving operational procedures in accordance with regulations.

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td><table><tr><td>Workplace safety and environment</td><td>Identify operational risks that may lead to occupational injuries, diseases, or psychological and physical harm. Promote occupational health and safety management, and workplace illegal infringement prevention measures. Ensure employees perform their duties in a safe and respectful environment through training, grievance, and investigation mechanisms.</td><td>Zero major occupational injuries/Reduction in occupational diseases/Zero tolerance</td><td>Improvement tracked based on incident records</td><td>3.3.1 Occupational injury statistics</td></tr></table>In 2025, the Company also provided human rights-related training to employees, with a total of 66,093 training hours and 2,688 participant completions. The Company will continue to focus on human rights issues and promote relevant training programs to enhance awareness and reduce the likelihood of related risks.</td><td></td></tr>
<tr><td>(II) Does the company have reasonable employee benefit measures (including salaries, leave, and other benefits), and do business performance or results reflect on employee salaries?</td><td>✓</td><td></td><td>1. Overall remuneration policy
If the Company generates a profit for the year, 2% shall be allocated as employee remuneration. If the Company has accumulated deficits, earnings shall be used to offset such deficits first. If the Company generates a profit for the year, 1% shall be allocated for salary adjustments or remuneration distribution to rank-and-file employees. However, the company's accumulated losses shall have been covered. The Company’s year-end bonus system is based on one-third of its after-tax operating profits, which is distributed to all employees after taking into account their seniority and annual performance evaluations, with the aim of motivating all employees to work together toward the Company’s goals. Employee remuneration is calculated in accordance with the Company’s Articles of Incorporation at no less than 2% of the Company’s annual profit. In 2026, the Board of Directors resolved to allocate 2% of the Company’s 2025 profit for employee remuneration.</td><td>No significant deviation</td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			Performance bonuses: issued based on the Company's operating performance and the evaluation of employees' individual performance in order to reward employees' contributions and motivate them to continue their efforts. Rank-and-file employees: The Company's remuneration system for rank-and-file employees is based on 5% of its pre-tax net profit. Salary adjustments are made for such employees after taking into account their seniority and annual performance evaluations, with the aim of motivating all employees to work together toward the Company's goals. In addition, employee remuneration is distributed to rank-and-file employees in accordance with the Company's Articles of Incorporation at no less than 1% of the Company's annual profit. In 2026, the Board of Directors resolved to allocate 1% of the Company's 2025 profit for remuneration to rank-and-file employees. 2. **Employee welfare measures** The Company is committed to creating a safe and harmonious workplace, and has established an employee welfare committee in accordance with the Employee Welfare Fund Act to provide various subsidies, and invite employees from various functions to discuss related employee welfare issues. With the continuous improvement of various measures, the Company has maintained a long-term harmonious employer-employee relationship. The Company allocates 0.15% of the monthly revenue to fund activities organized by the employee welfare committee, such as employee birthdays, maternity gifts, wedding and funeral subsidies, retirement mutual aid, scholarships for employees and their children, and annual festival funds, etc., which are welfare programs to reward employees for	

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			their hard work. Employee trips are held from time to time, so that employees can take the opportunities to relieve their work pressure, improve physical health and network with others, further improving their cohesion. **3. Workplace diversity and equality** Provide relevant information on laws and regulations in pre-employment training for new hires, including prohibition of forced labor and child labor, anti-discrimination, anti-harassment, working hour management, and protection of humane rights. Provide a grievance channel for sexual harassment prevention and understanding of the concept of sexual harassment and the Company's approach handling sexual harassment incidents. Set up campaigns to prevent workplace bullying to help employees understand the meaning of workplace bullying and how to prevent bullying, aiming to jointly create a friendly work environment that is open to communication and open management. The Company values employee diversity and has exceeded the required number of employees with disabilities at 1.2 times the number mandated by the "Persons with Disabilities Rights Protection Act" (the legal requirement is to employ 15 individuals, while the Company currently employs 30, with the regulation counting each person with severe disabilities as two). In addition, regarding the indigenous employees in service in 2025 (accounting for 1.52% of the total workforce) and international employees, we also respect their cultures and have never encountered any incidents that violate their work rights or human rights. Employee ethnicity indicators:	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td><table><tr><th>Type</th><th>% of all employees</th></tr><tr><td>ROC nationality</td><td>99.68%</td></tr><tr><td>Other nationalities</td><td>0.32%</td></tr></table>Workplace equality ensures equal pay and equal promotion opportunities for men and women for equal work. In 2025 female employees accounted for 18.27% and female supervisors accounted for 13.86% of the work force.
4. Operating performance is reflected in employee remuneration
The Company participates in salary market surveys every year, and adjusts salaries according to economic trends, market levels and personal performance to maintain overall salary competitiveness. For 2025, the ratio of remuneration for male and female and supervisors and non-supervisors has no significant difference.</td><td></td></tr>
<tr><td>(III) Does the Company provide employees with a safe and healthy working environment, with regular safety and health training?</td><td>✓</td><td></td><td>The Company provides employees with a safe and healthy working environment and conducts regular safety and health education and training programs, which are summarized below:
1. The Company is committed to promoting workplace gender equality and diversity and inclusion. We integrate the principles of diversity and equal opportunity into our corporate culture and human resource management practices, embedding them across all aspects of recruitment, development, deployment, and retention. Through these efforts, we aim to foster a fair, inclusive, and respectful workplace, thereby reducing the risk of potential employment discrimination.
2. The Company has established an “Occupational Safety and Health Committee” which holds regular meetings every quarter to consolidate the “Occupational Safety and Health Management Report” and implement relevant improvement measures based on the</td><td>No significant deviation</td></tr>
</table>

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>resolutions of the meetings in order to implement occupational safety and health management.
3. Based on important indicators such as employee work patterns, operational environments, and the distribution of age and gender, we have identified health risks with a higher incidence among employees. According to the health risk matrix, cardiovascular diseases, metabolic syndrome, obesity, and digestive system diseases are classified as medium to high-risk factors for employee health, while all other health risk factors fall into the medium to low-risk category. Based on the level of risk, the Company has formulated various mitigation measures to implement self-management and proactive tracking mechanisms, assisting employees in avoiding health hazards in the workplace. The four major workplace health protection programs have been fully implemented. During on-site medical services, priority is given to high-risk groups for consultation, followed by individuals based on health examination reports or recent health-related issues.
<table><tr><th>Approach to Care</th><th>Total Service Sessions</th><th>Total Number of Personnel Served</th></tr><tr><td>Frequency</td><td>220</td><td>694</td></tr></table>4. Safety and health education training and advocacy in the past two years
<table><tr><th>Year</th><th>Number of education and training participants</th><th>Hours of education and training</th></tr><tr><td>2023</td><td>1,449</td><td>4,347</td></tr><tr><td>2024</td><td>1,597</td><td>4,791</td></tr><tr><td>2025</td><td>1,769</td><td>5,307</td></tr></table>5. The highest number of occupational accidents were 30 traffic accidents, accounting for 58%</td><td></td></tr>
</table>

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			of the total. The main causes of these accidents were attributed to employees' lack of awareness, unclear understanding, or negligence of safety factors. To prevent occupational accidents, Taiwan Secom will propose preventive measures for their causes, such as strengthening employee safety and health education and training, implementing safety and health promotion, implementing hazard anticipation before work, implementing maintenance of work environment, major equipment and tools, and implementing autonomous management of safety and health, in order to reduce the occurrence rate of occupational accidents.	
(IV) Has the Company established effective career development training plans?	✓		1. The Company has established a comprehensive job classification system and employee career development pathways in line with its operational development and organizational needs. We incorporate career planning into our training and development framework to ensure structured employee growth. Through a seven-program framework, we regularly review, upgrade, and refresh course content, and implement course evaluation mechanisms to ensure training outcomes align with expected objectives. At the same time, we have built a training knowledge base to provide employees with online reference resources. By integrating both in-person and digital learning environments, and by introducing external online learning resources (such as Dada Videos) and engaging external professional instructors, we enhance the depth and diversity of learning opportunities. 2. To further enhance the professional competencies of sales and service personnel, the Company has revised the Skills Assessment Regulations, strengthening	No significant deviation

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			expertise through a structured evaluation system and thereby improving service efficiency and client satisfaction. All Company products, based on their respective categories, comply with applicable Taiwan regulations and have obtained required certifications, including safety standards, BSMI, and NCC certifications, ensuring product quality and professional service standards. 3. In 2025, total training hours reached 83,520, with a total of 2,874 participant completions; Three advanced management training sessions were completed, with a total of 257 participants. Relevant training resources and implementation details have been disclosed in Chapter 3 of the Company's Sustainability Report. 4. In addition, in 2025, the Company continued to conduct various competency and skills assessments for sales and service personnel. A total of 138 sales personnel and 490 service personnel successfully passed the assessments. For employees who obtain professional certifications and meet the required criteria, incentive bonuses are awarded based on certification levels, with a maximum amount of NT$6,000. This is intended to encourage employees to continuously enhance their professional capabilities and support their long-term career development.	
(V) Does the Company comply with relevant regulations and international standards regarding customer health and safety, customer privacy,	✓		1. The Company values every call from customers. When handling customer complaints, we try to adhere to the principle of customer first. Convert customers' attitudes toward the Company's products and services into quantitative data, perform PDCA for improvement, and monitor and control service quality issues to ensure that all departments meet customer expectations. 2. Customer service continues to evolve and	No significant deviation

Assessment item	Implementation Status			Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
marketing, and labeling of products and services, and has it established policies and grievance procedures to protect consumer and client rights?			improve, with “Transforming future lifestyles and becoming a leader in smart living” established as the Company’s mid-term objective. 3. Implementation results in 2025 • Customer service satisfaction for new clients should exceed 95%, with an actual achievement of 95.8%. • Residential customer satisfaction from telephone surveys should exceed 90%, with an actual achievement of 95.0%. • Customer satisfaction with service task completion should exceed 90%, with an actual achievement of 96.7%. 4. Establishment of customer service center, promptly responding to customer needs. Customer Service Hotline: 0800-21195 5. Privacy policy is disclosed on Company website: (1) Service Email: service@secom.com.tw (2) Protecting Customer Personal Information: A. The Information Security Department implements protective measures when collecting information from clients, considering information security as a critical issue in our operations. We ensure the confidentiality, integrity, and availability of the information assets we protect, while also complying with relevant regulations to support the sustainable development of the Company. Also, we continue to enhance employees’ cybersecurity literacy by periodically sending out cybersecurity awareness campaigns to remind them to comply with cybersecurity regulations. B. Develop personal data protection regulations and a personal data protection management organization, and conduct annual simulation exercises	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>to ensure the security of customer personal data. We improve our management processes through the Plan-Do-Check-Act (PDCA) cycle.
6. Customer service quality, implementation performance, customer complaint channels, and grievance procedures are disclosed in Chapter 2 of the Company’s 2025 Sustainability Report.</td><td></td></tr>
<tr><td>(VI) Has the Company established a supplier management policy requiring suppliers to comply with relevant standards on environmental protection, occupational health and safety, and labor and human rights, and what is the status of its implementation?</td><td>✓</td><td></td><td>1. The Company has established “Supplier Management Policies and Guidelines” and incorporated them into its procurement and supply chain management processes. Suppliers are required to comply with applicable laws and the Company’s standards on occupational health and safety, labor and human rights, environmental protection, and ethical business conduct.
2. Through supplier selection, audits and guidance, performance evaluations, training, and supplier forums, the Company adopts a collaborative approach to embed sustainability requirements into the day-to-day management of its supply chain.
3. In 2025, partner suppliers were required to meet the following criteria<table>
<tr><td rowspan="4">Supplier evaluation</td><td>All suppliers must pass supplier evaluations and comply with the Supplier Code of Conduct, supplier social responsibility commitment, and supplier integrity commitment.</td></tr>
<tr><td>Suppliers of raw materials related to manufacturing processes must pass certification for ISO9001 quality management system.</td></tr>
<tr><td>Contractors in factory and related operations must obtain certification for ISO45001 occupational safety and health management system.</td></tr>
<tr><td>Suppliers must obtain valid</td></tr>
</table></td><td>No significant deviation</td></tr>
</table>

Assessment item	Implementation Status				Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary		
				government issued factory registrations based on their industry category and obtain certification for ISO14001 environmental management.	
			Supplier audits	The Company's audit group and counseling team focus on tracking the faults of suppliers and their progress of improvement, collaborating to improve quality and technology, strengthening the performance of environmental protections, safety, and health, and implement automation to improve production capacity.	
			Supplier training	The Company conducts training sessions and small-scale forums for suppliers on an ad hoc basis. Through various forms of engagement and communication, these initiatives effectively enhance environmental and occupational health and safety performance while ensuring alignment with international standards. Training topics include workplace health and safety, employee well-being, fire safety maintenance, carbon inventory, climate change, regulatory risks, and professional ethics.	
			Supplier evaluation and guidance	For suppliers whose evaluation results indicate room for improvement, the Company provides support through communication and guidance to assist them in progressively strengthening their management practices. For those demonstrating strong overall performance, the	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>Company prioritizes the establishment of stable, long-term partnerships to further enhance the compliance, stability, and resilience of the supply chain.
4. Information on suppliers’ performance in areas such as occupational health and safety, labor and human rights, information and communication security, and privacy protection, as well as the implementation of supplier due diligence, supplier self-assessments, guidance or training, and performance evaluations, is disclosed in Chapter 2 of the Company’s 2025 Sustainability Report.</td><td></td></tr>
<tr><td>V. Does the Company prepare sustainability reports or other non-financial disclosures with reference to internationally recognized reporting standards or guidelines? Have such reports been assured, verified, or certified by a third party?</td><td>✓</td><td></td><td>The Company compiles an annual sustainability report to disclose the progress of our sustainable development initiatives. The report is prepared in accordance with the “Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies” and the latest GRI Standards published by the Global Reporting Initiative (GRI). We have commissioned Ernst & Young, Taiwan, to conduct a limited assurance engagement on the sustainability report, in accordance with the Statement of Assurance No. 3000 issued by the Accounting Research and Development Foundation, which pertains to non-historical financial information assurance or review engagements. The sustainability report can be viewed on Taiwan SECOM’s official website (https://www.secom.com.tw).</td><td>No significant deviation</td></tr>
<tr><td colspan="5">VI. If the Company has established its sustainable development best practice principles according to “Sustainable Development Best Practice Principles for TWSE/GTSM Listed Companies,” please describe any discrepancy between the Principles and their implementation:
The Company adopted the “Corporate Social Responsibility Best Practice Principles” upon approval by the Board of Directors in March 2015. In response to revisions to the Corporate Social Responsibility Best-Practice Principles for TWSE/TPEx Listed Companies, the</td></tr>
</table>

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td colspan="5">Company subsequently amended the Principles in March 2022 and May 2023, renaming them as the “Sustainable Development Best Practice Principles.” The Company manages risks and impacts related to economic, environmental, and social aspects in accordance with these Principles and continuously improves its practices accordingly. Latest revision in November 2025. No deviations have been identified in implementation to date.</td></tr>
<tr><td colspan="5">VII. Other important information to facilitate better understanding of the company’s sustainable development practices:
1. Ranked No. 12 on “Taiwan FINI 100,” Taiwan Secom (9917) gains further international recognition for advancing innovation alongside sustainability.
2. Taiwan Secom Group has advanced its ESG initiatives by promoting the “E for Emergency Response for All” program. Over a decade of AED deployment, the Company has successfully saved more than 200 lives.
3. In 2025, under the theme “Proceed with Prudence, Confront with Optimism,” Taiwan Secom is accelerating its dual-engine strategy focused on AI and ESG development.
4. Team Taiwan Secom showcased G.Talk (an innovative low-carbon emission smart communication system) at the 2025 CES, marking its debut on the international stage.</td></tr>
</table>

Note 1: If the execution status is marked “Yes,” please provide a detailed explanation of the important policies, strategies, measures, and the execution status adopted; if the execution status is marked “No,” please explain the differences and reasons in the section titled “Deviation, and causes of deviation from Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and outline the plans for adopting relevant policies, strategies, and measures in the future. However, regarding the promotion of Items 1 and 2, publicly listed companies should clarify their governance and oversight framework for sustainable development, including but not limited to management policies, strategy and goal formulation, and review measures. Specify the Company’s risk management policies or strategies for environmental, social, and corporate governance (ESG) issues related to operations, along with their assessment results.

Note 2: The principle of materiality refers to the fact that environmental, social, and corporate governance issues significantly influence the Company’s investors and other interested parties.

Note 3: For disclosure methods, please refer to the best practice reference examples on the website of the Corporate Governance Center of the Taiwan Stock Exchange.

2-3-6 Climate-related information

1. Implementation status of climate-related information

<table>
<tr><th>Description</th><th>Status of implementation</th></tr>
<tr><td>1. Description of the monitoring and governance of climate-related risks and opportunities by the Board of Directors and management.</td><td>The Company has incorporated climate-related issues into our core governance framework and business strategy, with the Board of Directors serving as the highest authority responsible for climate governance. To effectively implement climate change management, the Chairman acts as the chief convener, overseeing the planning and coordination of the Company's action plans in response to climate risks, including the transition to green energy and the enhancement of climate resilience. In addition, ESG performance has been integrated into the performance-linked compensation framework for senior executives. Through clearly defined environmental and social performance indicators, this approach ensures that sustainability objectives are deeply embedded in business decision-making.</td></tr>
<tr><td>2. Description of how the identified climate risks and opportunities affect the operations, strategies, and finances of companies (short term, medium term, and long term).</td><td>Taiwan Secom identifies climate-related transition risks, including regulatory, technological, market, and reputational risks, as well as physical risks, both acute and chronic, and opportunities such as improved energy and resource efficiency and the development of innovative services, based on the nature of our business and operating conditions. We assess the potential impacts and implications of these risks over the short, medium, and long term, formulate preventive measures in response, and incorporate the estimated costs into our annual budgeting process. Business areas that may be affected are integrated into our sustainable business strategy to mitigate financial and operational impacts. This approach ensures that the Company maintains resilience in the face of climate risks while safeguarding service quality.
Strategic directions for climate risk management across the short, medium, and long term
Mitigation: Moving towards the net-zero emissions goal by reducing greenhouse gas emissions, implementing carbon reduction policies, improving energy efficiency, and providing low-carbon services.
Adjustment: Strengthening the Company's security system and equipment to cope with extreme weather conditions, ensuring that the equipment can continue to operate normally when affected by the climate.
<table>
<tr><th>Timeframe</th><th>Strategic Direction</th><th>Action Plans</th></tr>
<tr><td>Short Term (1–5 years)</td><td>• Establish and implement carbon reduction targets and strategies
• Improve energy use efficiency</td><td>• Conduct group-wide GHG inventory
• Strengthen employee education and training
• Phase out high-energy-consuming equipment</td></tr>
<tr><td>Medium Term (5–10 years)</td><td>• Enhance infrastructure resilience
• Strengthen low-carbon management across the supply chain</td><td>• Upgrade facilities to improve disaster response capabilities
• Regularly inspect equipment conditions to ensure operational stability
• Provide technical support to suppliers and establish collaboration platforms</td></tr>
</table>
</td></tr>
</table>

Description	Status of implementation

Long Term (10+ years)	• Introduce low-carbon R&D technologies • Plan for renewable energy adoption • Progressively achieve group-wide carbon reduction pathways	• Deploy low-carbon equipment • Assess and plan the installation of renewable energy systems

Category	Climate-related Risk	Specific Risk	Annual Response Measures	Time Horizon	Potential Financial Impact
Transition risk	Policy and regulatory risk	Regulatory requirements for the disclosure of GHG inventories and the implementation of carbon reduction measures.	1. Conduct GHG inventory activities. 2. Engage consultants and third-party verification bodies. 3. Implement education and training programs or regulatory awareness initiatives. 4. Plan for the introduction of a GHG inventory system. 5. Develop corporate carbon reduction measures to reduce emissions.	Short term	• Increased expenditures for consultant support and third-party assurance. • Increased costs for GHG inventory and carbon reduction training. • Establishment of a dedicated unit to oversee and implement carbon reduction initiatives. • Additional expenses associated with the implementation of a GHG inventory system.
		Required carbon fee payments or carbon credit procurement.		Short to medium term	• Potential increases in operating costs due to carbon fees and carbon credits. • Increased capital expenditures for carbon reduction equipment.
	Technology	Impacts of emerging products and technologies on existing offerings.	1. Review existing inventory levels and adjust production capacity to reduce inventory. 2. Optimize current product and service processes.	Short to medium term	• Reworking or disposing of products that do not meet market demand may result in increased costs. • Optimizing R&D and reengineering production processes may have an impact on operating costs. • Adjustments to existing services

Description	Status of implementation					
						may lead to higher training costs.
		Market	Impacts of international developments on energy supply and prices.	1. Replace with energy-efficient equipment. 2. Establish energy-saving policies and promote employee awareness.	Short to medium term	• Gradual replacement of aging and high energy-consuming equipment increases expenditures. • Costs associated with email system setup for awareness and communication initiatives.
			Climate risk-driven repricing of corporate assets.	Conduct thorough evaluations prior to asset acquisition to reduce repricing risk.	Medium to long term	• If assets require relocation or enhanced maintenance, related relocation or maintenance expenditures may increase. • There may be potential impacts on share price and asset value.
		Goodwill	Improper conduct by companies or suppliers affecting corporate reputation.	1. Conduct ESG assessments prior to collaboration, and require supporting documentation. 2. Review the ESG-related practices of the Company and its suppliers.	Medium to long term	• Enhancing evaluation criteria or conducting on-site inspections may lead to increased business expenses.

Description	Status of implementation					
	Physical risks	Short-term risks	Extreme weather events (typhoons, floods) leading to emergency incidents.	1. Develop emergency response plans and establish SOPs, and conduct regular drills. 2. Allow unit supervisors to adjust response measures based on circumstances. 3. Require non-essential employees to suspend on-site work during emergencies. 4. Conduct regular reviews of the working environment and strengthen maintenance. 5. Allocate contingency funds to address potential needs.	Short term	• Formulating policies on emergency attendance and compensation may increase operating costs. • Deploying additional manpower for emergency support may result in higher operating costs. • Inspection and repair of the working environment may lead to increased maintenance expenses. • Early retirement or replacement of existing equipment may increase capital expenditure on equipment procurement and repair costs. • Leasing new premises may result in higher rental and electricity expenses.
		Long-term risks	Rising electricity costs due to increasing average temperatures.	1. Conduct regular awareness initiatives on energy conservation and electricity saving. 2. Turn off air conditioning and lighting in unoccupied areas.	Long term	• Increases in electricity tariffs and higher electricity consumption.

Description	Status of implementation					
			Increased strain on power supply due to high temperatures.	1. Conduct regular inspections and maintenance of emergency power supply equipment across all operating sites. 2. Perform regular backups of company data. 3. Develop and design equipment that meets standards and is resistant to high temperatures.	Long term	• Regular equipment maintenance may lead to higher maintenance expenses. • Periodic data backups may require the procurement of additional equipment and servers, and increase data center electricity costs.
			Heatstroke or heat exhaustion during work under high temperatures.	Conduct regular awareness initiatives on precautions for performing duties in high-temperature conditions.	Medium to long term	• Difficulties in personnel deployment may limit the availability of supporting staff.

Category	Climate-related Opportunities	Annual Response Measures	Time Horizon	Potential Financial Impact
Opportunity	Maintain solar photovoltaic power generation equipment and apply for green electricity certificates.	As of December 31, 2025, the Group's solar photovoltaic (PV) system generated 72,642.3 kWh of electricity, with total operating hours of 1,174.40. A total of 52 green electricity certificates were issued.	Short to medium term	• Routine maintenance of solar photovoltaic (PV) systems and equipment increases operating costs. • Electricity generated by the solar PV system is currently used for the building's common areas, resulting in electricity cost savings of approximately NT$20,000.
	Develop innovative products or services and optimize existing offerings to provide clients with more diverse options.	Develop fire blankets compatible with electric motorcycles and electric vehicles as emergency response measures in the event of accidents.	Medium to long term	• Innovative products may attract clients to initiate collaboration, creating additional business opportunities. • Collaboration with other industry players may generate cross-industry synergies and open up new business areas.

<table>
<tr><th>Description</th><th colspan="4">Status of implementation</th></tr>
<tr><td rowspan="11">3. Description of the financial impacts of extreme climate events and transitional actions.</td><td>Risk Category</td><td>Risk Item</td><td>Financial Impact</td><td>Mitigation Measures</td></tr>
<tr><td rowspan="4">Physical Risks (Extreme weather risks)</td><td>Typhoons and heavy rainfall causing equipment damage</td><td>Increased costs for monitoring equipment and outdoor facility maintenance and replacement, affecting operating expenses</td><td>• Strengthen protective design of equipment
• Enhance equipment weather-resistance specifications
• Establish spare parts inventory mechanisms</td></tr>
<tr><td>Business disruption during disasters</td><td>Disruptions to client-side operations or service networks may affect service delivery and revenue stability</td><td>Establish backup systems and redundancy mechanisms to enhance system stability</td></tr>
<tr><td>Increased manpower demand during disaster periods</td><td>Increased overtime, temporary dispatch, and emergency response personnel costs</td><td>Establish emergency response mechanisms and workforce deployment plans</td></tr>
<tr><td>High temperatures affecting equipment and electricity consumption</td><td>Higher equipment failure rates and increased air-conditioning electricity usage, leading to higher maintenance and energy costs</td><td>Introduce energy-efficient equipment and strengthen energy management</td></tr>
<tr><td rowspan="5">Transition risk</td><td>Implementation of carbon pricing or carbon fee mechanisms</td><td>Increased carbon-related costs, affecting operating expenses</td><td>Promote GHG inventory
Develop energy-saving and carbon reduction measures to lower emissions</td></tr>
<tr><td>Regulatory requirements</td><td>Increased costs for inventory, and verification</td><td>Strengthen ESG governance framework</td></tr>
<tr><td>Demand for low-carbon technology investments</td><td>Increased capital expenditures for energy-efficient equipment and smart systems</td><td>Plan and introduce energy-efficient equipment and smart monitoring systems to improve efficiency</td></tr>
<tr><td>Rising demand for low-carbon and smart services from clients</td><td>Growth in revenue from services such as energy management and smart building solutions</td><td>Plan and evaluate low-carbon and smart service solutions to expand market opportunities</td></tr>
<tr><td>Energy price volatility</td><td>Increased operating expenses due to rising electricity costs</td><td>Promote energy-saving measures and optimize electricity usage management</td></tr>
</table>

<table>
<tr><th>Description</th><th>Status of implementation</th></tr>
<tr><td>4. Description of how the identification, evaluation, and management of climate risks are integrated in the overall risk management system.</td><td>Taiwan Secom's climate change risk management process comprises several key steps. It begins with the identification and assessment of existing risks and opportunities, followed by the regular measurement and monitoring of the effectiveness of implemented measures. Based on the outcomes, rolling adjustments are made to the execution. Finally, the Company evaluates the potential financial impacts of climate-related risks and opportunities, as well as the costs of implementing relevant policies, in order to mitigate any significant impact on overall operations.
To enhance management's awareness and responsiveness to climate-related issues, the Company reports the assessment results to the ESG Committee. The Committee then undertakes strategic adjustments and resource allocation, thereby strengthening the Company's resilience in addressing climate change.
Climate Risk and Opportunity Identification and Assessment → Climate Risk and Opportunity Response Strategies → Climate Risk and Opportunity Monitoring and Adjustment</td></tr>
<tr><td>5. If scenario analysis is used to assess resilience against climate change risks, the scenario, parameters, assumptions, analysis factors, and major financial impacts should be described.</td><td>The Company references the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) and adopts the Shared Socioeconomic Pathways (SSP) framework. SSP1-2.6 and SSP5-8.5 scenarios are selected for climate change scenario analysis and to model future climate projections.
<table>
<tr><th>Scenario Setting</th><th>SSP1-2.6</th><th>SSP5-8.5</th></tr>
<tr><td>Scenario Description</td><td>A low-emissions/low radiative forcing pathway, commonly used as a representative case for assessing a "2°C or lower" scenario.</td><td>An extremely high-emissions/very high radiative forcing pathway, representing a stress-test scenario for climate risks under a high-emissions development trajectory.</td></tr>
<tr><td>Scenario Assumptions</td><td>• Average temperature increases by 0.7°C
• Summer duration remains at approximately 150 days
• Precipitation increases by 2.8%
• Extreme rainfall intensity increases by 8%</td><td>• Average temperature increases by 0.8°C
• Summer may extend up to 7 months, with no distinct winter
• Precipitation increases by 0.9%
• Extreme rainfall intensity increases by 28.6%</td></tr>
<tr><td>Scenario Analysis</td><td>1. Global consensus on reducing GHG emissions, with heightened emphasis on climate change and environmental issues</td><td>1. No effective global response measures to climate change, with increasingly frequent extreme weather events</td></tr>
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<table>
<tr><th>Description</th><th>Status of implementation</th></tr>
<tr><td></td><td>
<table>
<tr><td></td><td>2. Gradual increase in average temperature, with a corresponding rise in sea levels
3. Slight increase in the frequency of extreme heavy rainfall events</td><td>2. Continued reliance on fossil fuels, with accelerated depletion of natural resources
3. Reduced seasonal variability, shifting toward a warmer year-round climate
4. Higher likelihood of extreme one-day heavy rainfall events</td></tr>
<tr><td>Mitigation Measures</td><td colspan="2">1. Assess risks associated with rising average temperatures and optimize the use of air-conditioning and related equipment to mitigate increases in electricity consumption and equipment costs
2. Strengthen emergency response measures for heavy rainfall to reduce risks of operational disruptions, personnel injury, and property damage caused by flooding
3. In response to increasingly stringent climate regulations, allocate additional resources for training and the development of low-carbon products and service models
4. Have the ESG Committee monitor and review the effectiveness of climate-related policies, and strengthen emergency response procedures for climate risks</td></tr>
</table>
Note: The climate projection data used in the Company’s scenario analysis are sourced from the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP). Based on the CMIP6 scenario framework adopted in the IPCC Sixth Assessment Report (AR6), TCCIP applies the Shared Socioeconomic Pathways (SSPs), using SSP1-2.6 (low-emissions/low radiative forcing pathway) and SSP5-8.5 (high-emissions/very high radiative forcing pathway) as comparative scenarios for analysis. These scenarios are used to assess potential risks, opportunities, and response measures under different climate futures and do not represent forecasts of future conditions.
</td></tr>
<tr><td>6. If there is a transitional plan for responding to climate-related risks, the content of the plan and the indicators and targets for identifying and</td><td>The Company has not yet established a comprehensive climate-related risk management transition plan. At this stage, taking into account the nature of our industry and the fact that quantitative assessments of climate-related risks are still under development, the relevant management mechanisms continue to be refined, and a defined transition pathway and detailed plan have not yet been formulated.
Currently, the Company is progressively building foundational capabilities in climate management, including GHG inventory, energy use management policies, and the preliminary identification of climate-related risks and opportunities, which are intended to serve as the basis for future transition planning. In addition, the Company currently uses energy consumption as an initial management indicator and continues to promote energy conservation, carbon reduction, and improved energy efficiency. Through these efforts, the Company is establishing the necessary</td></tr>
</table>

<table>
<tr><th>Description</th><th>Status of implementation</th></tr>
<tr><td>managing physical risks and transition risks should be described.</td><td>groundwork to support future evaluation and target-setting, with the aim of enhancing climate resilience and long-term sustainable competitiveness.</td></tr>
<tr><td>7. If the internal carbon pricing is used as a planning tool, the basis of the pricing should be stated.</td><td>At this stage, taking into account the nature of our industry and the early stage of development of the domestic carbon market, the Company has not yet adopted an internal carbon pricing mechanism as a planning tool. The Company will continue to monitor global and domestic carbon pricing trends and related policy developments. We will prudently assess the feasibility of introducing an internal carbon pricing mechanism based on operational needs and regulatory developments. Drawing on international initiatives and local corporate practices, the Company will establish an appropriate pricing benchmark to strengthen relevant capabilities in climate risk management and low-carbon transition decision-making, and progressively integrate climate-related risks and opportunities into our business decisions.</td></tr>
<tr><td>8. If climate-related goals are set, information on the covered activities, scope of greenhouse gas emissions, planning timeline, and progress achieved annually should be stated. If carbon offsets or Renewable Energy Certificates (RECs) are used to achieve the goals, the source and quantity of carbon offsets or the number of RECs used for</td><td>
<table>
<tr><th>Description</th><th>Target</th><th>Measures</th></tr>
<tr><td>GHG emissions</td><td>• Progressive reduction in energy intensity</td><td rowspan="4">• Implement greenhouse gas emissions operations to identify emission hotspots, track and review energy usage, and progressively reduce greenhouse gas emissions.
• Plan to introduce inventory systems and energy management systems to institutionalize energy management through systematic approaches.
• Conduct regular inspections, maintenance, and fuel consumption testing for official vehicles, and promote proper vehicle usage practices.
• Encourage carpooling or the use of public transportation for commuting and business travel.
• Regularly assess the condition of equipment at the Group’s operating sites and replace outdated, energy-intensive equipment.
• Regularly conduct inspections to identify any equipment water leakage.
• Regularly conduct employee awareness initiatives to improve electricity and water usage practices.</td></tr>
<tr><td>Purchased electricity</td><td>Achieve electricity consumption below 90% of the baseline year (2020) by 2030 (below 8,593,540 kWh).</td></tr>
<tr><td>Fuel</td><td>• Achieve fuel-related carbon emissions of 200 tons CO2e per million kilometers by 2030.</td></tr>
<tr><td>Water resources</td><td>• Year-on-year reduction in water consumption</td></tr>
<tr><td>Waste</td><td>• Year-on-year reduction in total</td><td>• Promote office waste reduction policies, including paperless</td></tr>
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<table>
<tr><th>Description</th><th colspan="3">Status of implementation</th></tr>
<tr><td rowspan="4">carbon reduction should be stated.</td><td></td><td>office waste.
• Year-on-year reduction in outsourced disposal of general hazardous industrial waste.</td><td>operations and electronic approvals.
• Strengthen waste sorting and resource recycling practices.
• Evaluate whether recycled equipment has reuse or recovery value</td></tr>
<tr><td>Green procurement:</td><td>Achieve annual green procurement amount of NT$35,000,000.
• Maintain the target of 100% local procurement for green products.</td><td>• Prioritize products with energy efficiency labels and green product certifications.
• Give priority to locally sourced green products in procurement decisions.</td></tr>
<tr><td>Transition risk management</td><td>• Enhance employees' awareness of climate-related risks on an annual basis.
• Continuously optimize existing product and service processes.
• Monitor suppliers' ESG practices.</td><td>• Plan and implement climate-related training programs to strengthen employees' awareness.
• Continuously refine products and services while assessing the feasibility of low-carbon technologies.
• Review suppliers' ESG performance and establish a supplier evaluation mechanism.</td></tr>
<tr><td>Physical risk management</td><td>• Reduce the likelihood of employee injuries during emergency deployments.
• Minimize potential damage to operating sites caused by extreme weather events.</td><td>• Develop emergency response plans and establish SOPs, and conduct regular drills and updates.
• Conduct regular inspections of site environments and strengthen the maintenance of facilities and equipment.
• Promote safety guidelines for on-duty operations on a regular basis, and ensure employees comply.</td></tr>
<tr><td>9. GHG inventory and assurance status, along with reduction targets, strategies, and specific action plans (see Tables 1-1 and 1-2).</td><td colspan="3">Since 2023, the Company has initiated greenhouse gas (GHG) inventory activities for the parent company, and in 2025 expanded the inventory to cover the Taiwan Secom Group. Beginning in 2026, the Company plans to engage a professional consulting firm to support the parent company in implementing GHG reduction management, including the formulation of relevant policies and the establishment of carbon reduction targets. Through the expertise of external consultants, the Company aims to reduce GHG emissions at the parent company level.</td></tr>
</table>

(I) GHG inventory and assurance status in the past two years

1. GHG inventory information

Description of the emission volume (tons CO_2e), intensity (tons CO_2e/million NTD), and scope of information of greenhouse gases in the past two years.

In accordance with the Sustainable Development Roadmap for TWSE and TPEx Listed Companies, the parent company is required to disclose its 2025 greenhouse gas (GHG) inventory information in 2026. The Company has established its GHG inventory mechanism in line with the ISO 14064-1 standard issued by the International Organization for Standardization (ISO). Since 2024, the Company has conducted annual GHG inventories based on the operational control approach to comprehensively track its GHG emissions and usage, and to plan and develop corresponding reduction actions. A summary of the Company's GHG inventory data for the past two years is presented below:

Scope 1 and Scope 2 GHG emissions of Taiwan Secom for the past two years (Unit: ton-CO2e)

Type	Item/Year	2024	2025
Category 1 Direct emissions	Diesel (stationary sources)	0.1100	0.0823
	LPG	5.2238	5.1741
	Natural gas	2.8885	3.3708
		0.5702	
	Gasoline (mobile sources)	2,939.5741	2,718.1339
	Diesel (mobile sources)	175.8748	187.7802
	HFC-23	0.4348	0.4906
	HFC-32	4.6504	6.4853
	HFC-134a	41.3995	45.1237
	HFC-143a	0.0000	0.0000
	R-401A	0.0358	2.4761
	R-404A	1.4629	2.4609
	R-407C	29.2056	22.8769
	R-408A	0.0484	0.0771
	R-410A	149.9634	184.9125
	Septic tank CH_4 emissions	60.2438	56.8097
Total Scope 1 emissions		3,411.6860	3,236.2542

Category 2	Purchased electricity	4,887.5565	5,278.4026
Total Scope 2 indirect emissions		4,887.5565	5,278.4026
Direct and indirect greenhouse gas emissions		8,299.243	8,514.6569
Net revenue (NT$ million)		7,846.366	8,202.396
Greenhouse gas emissions intensity		1.0578	1.0381

Note:

1. The GHG inventory is compiled using the operational control approach.
2. The inventory boundary includes the head office (the headquarters building, Neihu Technology Building, Cloud Building, Fleet Management Department, Procurement Department, Tamsui Training Center, and Yuanshan Training Center), as well as the Taipei Management Division, Northern Region Management Division, Taoyuan–Hsinchu Management Division, Central Region Management Division, Chiayi–Tainan Management Division, and Southern Region Management Division, along with their respective branches, employee dormitories, and relay stations, and all official and operational vehicles used at these locations. The data collection period is from January 1 to December 31, 2025.
3. The global warming potential (GWP) values for each type of greenhouse gas are based on the IPCC Sixth Assessment Report (AR6).
4. The emission factors used for 2024 and 2025 are sourced from the greenhouse gas emission factors published by the Ministry of Environment (February 5, 2024).
5. The electricity emission factor for 2024 is 0.474 kg CO2e per kWh. As the electricity emission factor for 2025 has not yet been announced, the 2024 factor of 0.474 kg CO2e per kWh is used for calculation.
6. GHG emissions intensity formula: Direct and indirect GHG emissions/net revenue (NT$ million).
7. Scope 3 emissions are considered non-material and have not been included in the inventory.
8. The 2024 GHG inventory data has been assured by Ernst & Young, Taiwan. The 2025 GHG inventory data has not yet undergone third-party assurance.

2. Greenhouse gas inventory assurance information

Description of the assurance status in the last two years as of the publication date of the Annual Report, including the scope of the assurance, the assurance agency, the criteria for the assurance, and the assurance comments.
In accordance with the Sustainable Development Roadmap for TWSE and TPEx Listed Companies, the parent company is required to disclose its 2027 greenhouse gas (GHG) inventory information and assurance status in 2028. All operating sites under the parent company of Taiwan Secom have undergone limited assurance by Ernst & Young, Taiwan, in 2024, in accordance with TWSAE 3410, Assurance Engagements on Greenhouse Gas Statements. Based on the procedures performed and the evidence obtained, a limited assurance conclusion was issued. The parent company's 2025 GHG inventory has not yet been assured. Accordingly, the complete assurance information will be disclosed on the Market Observation Post System (MOPS) and will also be fully presented in the annual report of the following year.

(II) Greenhouse gas reduction objectives, strategies, and specific action plans

Description of the greenhouse gas reduction base year and its data, reduction objectives, strategies, specific action plans, and achievement of reduction objectives.
Since 2023, the Company has initiated greenhouse gas (GHG) inventory activities for the parent company, and in 2025 expanded the inventory to cover the Taiwan Secom Group. Beginning in 2026, the Company plans to engage a professional consulting firm to support the parent company in implementing GHG reduction management, including the formulation of relevant policies and the establishment of carbon reduction targets. Through the expertise of external consultants, the Company aims to reduce GHG emissions at the parent company level. Although the Company has not yet formally established comprehensive carbon reduction strategies and targets, it continues to implement a range of improvement measures based on the current emission levels of the parent company: 1. Regularly assess and replace outdated, high energy-consuming equipment across operating sites. 2. Encourage employees to conserve electricity through incentive-based initiatives and conduct periodic reviews of electricity usage. 3. Prioritize the procurement of high-efficiency, energy-saving green products. 4. Expand the procurement of electric vehicles for official and business use. 5. Introduce a GHG inventory management system and engage professional advisory teams. 6. Promote paperless administrative processes and electronic approval systems.

2-3-7 The state of the Company’s performance in the area of ethical corporate management, any discrepancies from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies, and the reason for any such discrepancies

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
I. Establishment of ethical corporate management policy and approaches (I) Did the company establish an ethical corporate management policy that was approved by the Board of Directors, and declare its ethical corporate management policy and methods in its regulations and external documents, as well as the commitment of its Board and management to implementing the management policies?	✓		On November 12, 2014, the approved the Ethical Corporate Management Best Practice Principles. The latest amendment was conducted on November 13, 2019, which was approved by the Board. The Board of Directors and the management team actively implements the regulations related to integrity management in the Company’s Articles of Incorporation, and validates the implementation of these regulations in internal management and external business activities.	No significant deviation
(II) Does the company establish mechanisms for assessing the risk of unethical conduct, periodically analyze and assess operating activities within the scope of business with relatively high risk of unethical conduct, and formulate an unethical conduct prevention plan on this basis, which at least includes preventive measures for conduct specified in Article 7, Paragraph 2 of the Ethical Corporate Management	✓		The Company’s Articles of Incorporation provides for the prevention of dishonest or unethical conduct, including operating procedures, conduct guidelines, and education and training. To ensure that all employees are aware of them, employees can learn more about various compliance matters through the Company’s employee database and reporting website.	No significant deviation

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
Best-Practice Principles for TWSE/TPEx Listed Companies?				
(III) Has the Company defined operating procedures, conduct guidelines, disciplinary penalties and grievance process in the program preventing unethical conduct and put them in practice, and regularly reviewed and amended the program?	✓		The Company's regulations include measures to prevent unethical behavior, encompassing operational procedures, conduct guidelines, disciplinary actions for violations, and grievance mechanisms. These measures are effectively implemented and are regularly reviewed and revised to ensure their continued relevance and effectiveness.	No significant deviation
II. Ethical corporate management implementation (I) Does the Company assess the ethics records of whom it has business relationship with and include business conduct and ethics related clauses in the business contracts?	✓		The Company has established the "Procedures and Conduct Guidelines for Ethical Corporate Management", last revised on March 20, 2020, and approved by the Board of Directors. The Company and its subsidiaries face customers, suppliers, distributors, competitors and employees in a fair and impartial manner, and do not allow for competitive advantages arising from dishonest or unethical practices.	No significant deviation
(II) Has the Company established a specialized unit under the Board responsible for the promotion of ethical corporate management, which regularly (at least once a year) reports policies on ethical operations, programs on prevention of unethical conducts and the status of	✓		1. The Company assigned the Corporate Planning Office of the General Management Division as the dedicated unit responsible for promoting ethical corporate management measures. It helps the Board and the management formulate and supervise the policies and code of conduct based on the duties and scope of each unit to ensure the implementation of the Principles.	No significant deviation

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
supervision to the Board?			The status of implementation was reported together with the sustainable development report to the Board on August 13, 2025. 2. The Company fully implements its integrity management policy and the related implementation status in 2025 is as follows: **A. Education and Training:** In each training class, we plan a series of courses on laws and regulations, auditing, risk management, disaster prevention and security topics, etc., to study the legal knowledge, service rules and behavioral regulations for conduct education and promotion. In the course, case studies are used to reinforce the concept and implementation of the three lines of defense mechanism to jointly manage and prevent unethical behavior. A total of 5,611 course hours was conducted. **B. Legal Compliance:** The Company implements the policy of ethical management, and the related implementation and dissemination of laws and regulations and cases, including the announcement of legal knowledge, code of conduct, code of ethical management and operating	

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
			procedures for employees through the Company's employee database and reporting website. C. **Annual Self-Assessment:** Annual online self-assessment tests are conducted for all employees, covering the Code of Conduct, the Ethical Corporate Management Best Practice Principles and the Conduct Guidelines. The test focuses on the integrity of business activities, the prohibition of dishonest and unethical acts, and harm to the interests of stakeholders, and the obligation of confidentiality of the Company's intellectual property rights. D. **Periodic Audits:** In order to prevent employees from engaging in dishonest or unethical behaviors and to consider factors such as fraud risks, the Company's Legal Office of the General Management Division has been set up as the dedicated unit charged with formulating and implementing procedures for managing, preserving, and maintaining the confidentiality of the Company's trade secrets, trademarks, patents, works	

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
			and other intellectual properties. It shall also conduct periodical reviews on the results of implementation to ensure the sustained effectiveness of the confidentiality procedures. **E. Whistleblower System and Whistleblower Protection:** The “Corporate Governance Best Practice Principles”, the “Ethical Corporate Management Best Practice Principles” and the “Procedures for Ethical Management and Guidelines for Conduct” provide for a specific reporting system to actively prevent unethical or dishonest conduct and encourage internal and external personnel to report dishonest conduct or misconduct, with the Legal Office of the General Management Division designated as the dedicated unit for receiving reports. We provide an effective communication channel for employees, shareholders, stakeholders and outsiders in the Stakeholders Area of our website. If the report involves a director or senior executive, the report shall be forwarded to independent directors and establish a whistleblower protection	

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
			system to protect the identity and content of whistleblowers. We are also committed to protecting whistleblowers from improper treatment as a result of their reports. In addition, the Company's Human Resource Department will impose appropriate penalties, including termination of employment or dismissal, on personnel who are found to have acted against integrity in accordance with the relevant laws and regulations or the provisions of the Company's Regulations Governing Reward and Punishment. Internal Audit Office: Audit of reported cases of violations of the Company's ethical corporate management policies and relevant laws and regulations.	
(III) Does the Company establish policies to prevent conflict of interest, provide appropriate communication and complaint channels and implement such policies properly?	✓		The Company's Article 13 of the Rules of Procedure of the Board of Directors' Meeting stipulates that if any director present at a Board meeting has a stake in a proposal at the meeting, that director shall state the important aspects of the stake in the meeting and, where there is a likelihood that the interests of this Company would be prejudiced, may not participate in the discussion or vote on that proposal,	No significant deviation

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
			shall recuse himself or herself from any discussion and voting, and may not exercise voting rights as a proxy on behalf of another director.	
(IV) Has the Company established an effective accounting and internal control system to put ethical corporate management into practice and arranged for the internal audit unit to formulate audit plans based on the risk assessment of unethical conduct and audit the compliance to prevent unethical conduct, or commissioned independent auditors to conduct the audit?	✓		Our accounting system and internal control system have been submitted to the Audit Committee and the Board for approval. The internal audit unit inspects the actual operations, and prepares working papers and audit reports on the audit results and submits them to members of the Audit Committee, which effectively prevent malpractices, and regularly reports to the Board on the implementation of audit operations.	No significant deviation
(V) Does the Company provide internal and external ethical management training programs on a regular basis?	✓		We have formulated the “Ethical Operations Management Best Practice Principles” and “Procedures for Ethical Operations Management and Guidelines for Conduct”, and published them on the Company website and the internal electronic bulletin Board. In order to promote ethical management and conducts, employees are reminded of the rules of ethical management in the training of new employees every year, and relevant information sources are provided so that employees can grasp information related to ethics at all times. In 2025, approximately 5,611	No significant deviation

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
			participants attended the training, totaling 701 learning days. In order to prevent insider trading, we conduct education and training courses on the regulation and constituent elements of insider trading for managerial officers above the departmental director levels, the general manager and the chairman and general manager of subsidiaries. In 2025, the participation in the education and training had 60 person-time, totaling 3 hours.	
III. Operation of the whistleblowing system (I) Does the Company establish specific complaint and reward procedures, set up conveniently accessible complaint channels, and designate responsible personnel to handle the complaint received?	✓		The Company has established the following complaint or grievance filing channels for employees or external parties: 1. Address: 11F, No. 135, Jingmao 2nd Rd., Nangang Dist., Taipei City 115018 2. Complaint filing hotline: (02)25575050#869 3. Complaint filing fax number: (02)2557-0665 4. Email: floatbird@secom.com.tw The division of powers and responsibilities for handling the reported violations are clearly defined.	No significant deviation
(II) Does the Company establish standard operating procedures for investigating the complaints received, follow-up measures to be adopted and the related confidentiality measures after investigation?	✓		The Company has established a whistleblowing procedure and a confidential mechanism for receiving complaints.	No significant deviation

Assessment Item	Implementation Status			Deviations from the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and reasons
	Yes	No	Summary	
(III) Does the Company adopt proper measures to shield a whistleblower from retaliation for filing grievances?	✓		Unless otherwise required by law, the Company will take appropriate measures to protect the privacy of the whistleblowers and the information provided by the them and maintain confidentiality.	No significant deviation
IV. Strengthened information disclosure (I) Does the Company disclose the content of its Ethical Corporate Management Best Practice Principles as well as information about implementation thereof on its website and Market Observation Post System (“MOPS”)?	✓		Please refer to the Company’s website for ethical management related information: https://www.secom.com.tw/	No significant deviation
V. Describe the deviations, if any, between actual practice and the ethical corporate management principles, if the company has formulated such principles based on the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies: The Company has established the Ethical Corporate Management Best Practice Principles, and all relevant operations are conducted in accordance with these principles.				
VI. Other important information to facilitate better understanding of the implementation of Company’s ethical corporate management: (e.g., review and amend the Company’s ethical corporate management principles) None.				

2-3-8 Other important information that will provide a better understanding of the status of the company’s implementation of corporate governance may also be disclosed: The Company’s corporate governance practices are disclosed in electronic format on the MOPS. The disclosed items are as follows:

1. Complete financial statements.
2. Key internal regulations, such as the Corporate Governance Best Practice Principles, Rules of Procedure for Shareholders’ Meetings, Rules of Procedure for Board of Directors’ Meetings, Regulations Governing the Scope of Responsibilities of Independent Directors, and Operational Regulations Regarding Financial and Business Transactions Among Related Parties, are publicly disclosed.

3. Material information such as announcements of revenue and dividend, company press releases, etc.

2-3-9 Implementation of internal control system

1. Statement on Internal Control System

TAIWAN SECOM CO., LTD.

Statement on Internal Control System

Date: March 10, 2026

We hereby declare the following regarding the internal control system of the Company for the fiscal year of 2025, based on the results of self-assessment:

I. The Company recognizes that the establishment, implementation, and maintenance of an internal control system are the responsibilities of the Board of Directors and management. This system has been established to provide reasonable assurance of achieving the following objectives: operational effectiveness and efficiency (including profitability, performance, and safeguarding of assets), reliability, timeliness, transparency of reporting, and compliance with relevant regulations and laws.

II. It is acknowledged that an internal control system has inherent limitations. No matter how well-designed, an effective internal control system can only provide reasonable assurance of achieving the above objectives. Furthermore, changes in the environment or circumstances may affect its effectiveness. However, the Company's internal control system includes a self-monitoring mechanism, and corrective actions are taken promptly when deficiencies are identified.

III. The Company determines the effectiveness of the design and implementation of its internal control system based on the evaluation criteria specified in the "Regulations Governing Establishment of Internal Control Systems by Public Companies" (hereafter referred to as the "Regulations"). These criteria divide the internal control system into five components: 1. Control Environment, 2. Risk Assessment, 3. Control Activities, 4. Information and Communication, and 5. Monitoring Activities. Each component includes several items. For details regarding these items, please refer to the provisions of the Regulations.

IV The Company has adopted the aforementioned evaluation criteria to assess the effectiveness of the design and implementation of its internal control system.

V Based on the assessment results, the Company believes that as of December 31, 2025, its internal control system (including the supervision and management of subsidiaries), covering operational effectiveness and efficiency, reliability, meliness, transparency of reporting, and compliance with relevant regulations and laws, was effectively designed and implemented to reasonably ensure the achievement of the aforementioned objectives.

VI This statement will form a key part of the Company's annual report and public disclosure. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Act.

VII This statement was approved by the Board of Directors on March 10, 2026, with 12 directors present and no dissenting opinions. All agreed to the content of this statement.

TAIWAN SECOM CO., LTD. 

Chairman: Lin Chien-Han  (Signature)

General Chief Executive Officer: Lin Chien-Han  (Signature)

2. Those who entrust a CPA to review the internal control system must disclose the accountant's review report: None.

2-3-10 Important resolutions of shareholders' meetings and Board of Directors held in the most recent year and up to the date of this annual report:

I. Shareholders' Meeting

In the fiscal year 2025, the Company convened one annual shareholders' meeting. The 2025 Annual Shareholders' Meeting was held on May 28, 2025, at No. 151, Section 5, Danjin Road, Tamsui District, New Taipei City (Tamsui Training Center). A summary of the important resolutions is as follows:

Important resolutions of the 2024 Annual Shareholders' Meeting:

- Matters for Ratification:

(1) Adoption of 2024 Business Report and Financial Statements

Resolution: The motion was ratified by the voting results shown as follows:

Description	Voting rights of shareholders in attendance	In favor	Against	Invalid	Abstained/ Did not vote
Weight	369,817,170	354,791,394	56,155	0	14,969,621
Proportion	100%	95.93%	0.01%	0	4.04%

The status of Implementation:

Ratification of the 2024 business report and financial statements: Relevant statements have been submitted to the competent authority for reference and application for public announcement in accordance with the Company Act and other relevant laws and regulations.

(2) Ratification of 2024 profit distribution: Resolution:

The motion was ratified by the voting results shown as follows:

Description	Voting rights of shareholders in attendance	In favor	Against	Invalid	Abstained/ Did not vote
Weight	369,817,170	354,815,349	57,338	0	14,944,483
Proportion	100%	95.94%	0.01%	0	4.04%

The status of Implementation:

The 2025 Annual Shareholders' Meeting approved the distributable profits for the 2024, amounting to NT$2,346,220,000, and the proposed cash dividend of NT$5.2 per share. June 30, 2025 was set as the record date of dividends, and the cash dividends were issued on July 16, 2025.

- Matters for Discussion:
  Amendments to the provisions of the Company's Articles of Incorporation
  Resolution: The motion was ratified by the voting results shown as follows:

Description	Voting rights of shareholders in attendance	In favor	Against	Invalid	Abstained/ Did not vote
Weight	369,817,170	354,558,390	67,845	0	15,190,935
Proportion	100%	95.87%	0.01%	0	4.10%

  The status of Implementation:
  The motion was approved at the Annual Shareholders' Meeting on May 28, 2025, and the amendment was approved for registration by the Ministry of Economic Affairs on July 8, 2025.

II. Board of Directors

Implementation of important resolutions Board meetings held in 2025:

A total of five Board meetings were held in 2025 and up to the publication (From January 1, 2025 to March 31, 2026) date of this annual report. An abstract of the resolutions of the meetings is as follows:

- Meeting date: March 11, 2025 (The 9th meeting of the 17th term)
  1. Approval of the Company's acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more
  2. Approval of the 2024 business report and financial statements
  3. Approval of the proposal to the Company's 2024 earnings distribution
  4. Approval of the 2024 distribution of employees' and directors' remunerations.
  5. Approval of the proposal to issue the 2024 Statement on Internal Control
  6. Approval of the proposal to formulate the Company's 2025 business plan
  7. Approval of list of non-assurance services expected to be provided by Ernst & Young, Taiwan, and its affiliates for 2025
  8. Approval of the proposal to amend the provisions of the Company's Articles of Incorporation
  9. Approval of application for credit lines from the financial institutions
  10. Approval of appointment and hiring of managerial officers
  11. Approval of the proposal of matters regarding the Company's 2025 Annual Shareholders' Meeting
  12. Approval of the proposal of the Company's donation to Taiwan Secom Cultural Foundation
- Meeting date: May 14, 2025 (The 10th meeting of the 17th term)
  1. Approval of the Company's Q1 2025 consolidated financial report.
  2. Approval of the proposal of the Company's 2025 director training program

3. Approval of application for credit lines from the financial institutions
4. Approval of the relocation of the Company's registered office and principal place of business

- Meeting date: August 13, 2025 (The 11th meeting of the 17th term)
  1. Approval of the Company's acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more
  2. Approval of the changes in the Company's deputy spokesperson
  3. Approval of the change of the Company's CPAs in response to the internal restructuring of Ernst & Young, Taiwan
  4. Approval of the Company's Q2 2025 consolidated financial report
  5. Approval of the proposal of the amendment to the Company's provisions of the Compensation Committee's Organizational Procedure.
  6. Approval of the proposal to amend certain provisions of the Company's "Internal Control System" and "Implementation Rules for Internal Audits"
  7. Approval of the proposal of the amendment to the Company's provisions of the ESG Committee Charter.
  8. Approval of the Company's Draft Sustainability Report for 2024.
  9. Approval of application for credit lines from the financial institutions
  10. Approval of the relocation of the Taipei Branch
- Meeting date: November 13, 2025 (The 12th meeting of the 17th term)
  1. Approval of the Company's Q3 2025 consolidated financial report
  2. Approval of the regular assessment of the CPAs' independence
  3. Approval of the proposal to establish the Company's "Corporate Value Enhancement Plan"
  4. Approval of the proposal to define the scope of the Company's rank and file employees
  5. Approval of the proposal to amend certain provisions of the "Sustainable Development Best Practice Principles"
  6. Approval of the 2026 audit plan
  7. Approval of the proposal to amend certain provisions of the Company's "Internal Control System" and "Implementation Rules for Internal Audits"
  8. Approval of application for credit lines from the financial institutions
  9. Approval of the proposal to lend funds to subsidiaries
- Meeting date: March 10, 2026 (The 13th meeting of the 17th term)
  1. Approval of the Company's acquisition of operating assets from its subsidiary, Titan-Star International Co., Ltd., with an amount of NT$300 million or more
  2. Approval of the 2025 distribution of employees' and directors' remunerations.
  3. Approval of the 2025 business report and financial statements
  4. Approval of the proposal for the Company's 2025 earnings distribution
  5. Approval of the proposal for the Issuance of New Shares through the Capitalization of 2025 Earnings

6. Approval of list of non-assurance services expected to be provided by Ernst & Young, Taiwan, and its affiliates for 2026
7. Approval of the proposal to issue the 2025 Statement on Internal Control
8. Approval of the proposal to formulate the Company's 2026 business plan
9. Approval of the proposal of the Company's 2026 director training program
10. Approval of the proposal for the full re-election of the Company's directors (including independent directors) and the review of nominated director candidates
11. Approval of the proposal regarding matters related to the Company's acceptance of shareholder nominations for director (including independent director) candidates.
12. Approval of the proposal of matters regarding the Company's 2026 Annual Shareholders' Meeting
13. Approval of the proposal for the merger of TransAsia Catering Service Co., Ltd. and Golden Harvest Food Enterprise Ltd.
14. Approval of the appointment of managerial officers
15. Approval of the proposal of the Company's donation to Taiwan Secom Cultural Foundation

2-3-11 Where, during the most recent fiscal year and up to the date of this annual report, a director or supervisor has expressed a dissenting opinion with respect to a material resolution passed by the Board of Directors, and said dissenting opinion has been recorded or prepared as a written declaration, disclose the principal content thereof: None.

2-4 Audit fee of independent auditors:

2-4-1 Audit fee of independent auditors:

Unit: NT$ thousand

<table>
<tr><th>Accounting Firm</th><th>CPAs</th><th>Period covered by CPA's audit</th><th>Professional audit fee</th><th>Non-professional audit fee</th><th>Remark</th></tr>
<tr><td rowspan="4">Ernst & Young, Taiwan</td><td>Liu Hui-Yuan</td><td rowspan="2">2025.01.01-2025.03.31</td><td rowspan="4">7,985</td><td rowspan="4">5,500</td><td rowspan="4"></td></tr>
<tr><td>Wang Hsuan-Hsuan</td></tr>
<tr><td>Yu, Chien-Ju</td><td rowspan="2">2025.04.01-2025.12.31</td></tr>
<tr><td>Wang Hsuan-Hsuan</td></tr>
</table>

2-4-2 When the Company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year: None.

2-4-3 When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10% or more: None.

2-5 Information on change of CPAs: In line with internal personnel adjustments at Ernst & Young, Taiwan, the Company changed its CPAs for the financial statements beginning in the second quarter of 2025. The CPAs were changed from Liu Hui-Yuan and Wang Hsuan-Hsuan to Yu, Chien-Ju and Wang Hsuan-Hsuan.

2-6 Where the Company's chairman, general managers, and managerial officers in charge of financial or accounting affairs have served with the CPA firm or its affiliates over the past year: None.

2-7 Change of shares transferred and pledged for directors, managerial officers, and any shareholder holding more than 10% of the Company's shares during the most recent year or as of the date of printing of the annual report:

2-7-1 Directors, managerial officers, and major shareholders' equity transfer and change in share pledge status:

1. For information on share transfers by directors, managerial officers, and major shareholders, please visit the Market Observation Post System (MOPS) and navigate to: Individual Company → Shareholding Changes/Securities Issuance → Share Transfer Information → Insider Shareholding Change Post-Event Disclosure. Website: https://mops.twse.com.tw/mops/#/web/query6_1.
2. For information on share pledges by directors, managerial officers, and major shareholders, please visit the Market Observation Post System (MOPS) and navigate to: Individual Company → Shareholding Changes/Securities Issuance → Insider Pledge/Release of Pledge → Insider Pledge/Release of Pledge Announcements (by individual company).
   Website: https://mopsov.twse.com.tw/mops/web/STAMAK03_1.

2-7-2 Information on related parties involved in the directors, managerial officers, and major shareholders' equity transfer: None.

2-7-3 Information on related parties involved in the directors, managerial officers, and major shareholders' change in share pledge: None.

2-8 Information on the relationship between any of the top ten shareholders (related party, spouse, or kinship within the second degree):

Name	Shareholdings of the undersigned		Shareholdings of spouse/minor children		Shareholdings held through nominees		Information on the relationship between any of the top ten shareholders (related party, spouse, or kinship within the second degree):		Remark
	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Name	Relationship	
SECOM Co., LTD.	126,720,368	28.09%	-	-	-	-	-	-	
Representative: Yoshida Yasuyuki	-	-	-	-	-	-	-	-	
Cheng Hsin Investment Co., Ltd. Representative: Lin Hsiao-Hsin	21,621,337	4.79%	-	-	-	-	Shin Lan Enterprise Inc.	Cheng Hsin Investment adopts the equity method to account for its investment in this company.	
	3,300,918	0.73%	-	-	-	-	Yuan Hsin Investment Co., Ltd.	A relative within the first degree of kinship of one of the Company's representatives	
Chunghwa Post Co., Ltd.	17,983,740	3.99%	-	-	-	-	-	-	
Representative: Wang Kwo-Tsai	-	-	-	-	-	-	-	-	

Name	Shareholdings of the undersigned		Shareholdings of spouse/minor children		Shareholdings held through nominees		Information on the relationship between any of the top ten shareholders (related party, spouse, or kinship within the second degree):		Remark
	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Name	Relationship	
Shin Lan Enterprise Inc.	14,175,063	3.14%	-	-	-	-	Cheng Hsin Investment Co., Ltd.	The company accounts for its investment in the Company using the equity method.	
Representative: Li Mei-Hui	-	-	-	-	-	-	-	-	
Shin Kong Life Insurance Co., Ltd.	10,668,205	2.36%	-	-	-	-	-	-	
Representative: Wei Pao-Sheng	-	-	-	-	-	-	-	-	
Wan-Quan Du Charity Foundation	8,568,216	1.90%	-	-	-	-	-	-	
Representative: Tu Heng-Yi	50,750	0.01%	-	-	-	-	-	-	
Bank of Taiwan, as custodian of the Yuanta Taiwan High Dividend Low Volatility ETF securities investment trust fund account	8,548,000	1.89%	-	-	-	-	-	-	
JPMorgan Chase Bank, N.A., Taipei Branch, as custodian of the First Eagle Funds sub-	8,545,694	1.89%	-	-	-	-	-	-	

Name	Shareholdings of the undersigned		Shareholdings of spouse/minor children		Shareholdings held through nominees		Information on the relationship between any of the top ten shareholders (related party, spouse, or kinship within the second degree):		Remark
	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Number of shares	Ownership (%)	Name	Relationship	
fund FE Overseas Fund investment account									
Yuan Hsin Investment Co., Ltd.	8,166,190	1.81%	-	-	-	-	-	-	
Representative: Lin Ming-Sheng	3,496,439	0.77%	74,135	0.02%	-	-	Cheng Hsin Investment Co., Ltd.	A relative within the first degree of kinship of one of the Company's representatives	
Goldsun Building Materials Co., Ltd.	6,300,000	1.40%	-	-	-	-	-	-	
Representative: Hsu Lan-Ying	-	-	-	-	-	-	-	-	

2-9 Shares of Invested Businesses Jointly Held by the Company, Its Directors, Managerial Officers, and Enterprises Directly or Indirectly Controlled by the Company and Shareholding Ratio in Aggregate of the Above Parties:

Unit: 1,000 shares; %

Investee companies	Investments by the Company		Investments from directors, managerial officers and their directly or indirectly controlled enterprises		Portfolio investments	
	Number of shares	Ownership held by the Company	Number of shares	Ownership held by the Company	Number of shares	Ownership held by the Company
Speed Investment Co., Ltd.	341,590	100.00%	-	-	341,590	100.00%
Leebao Security Co., Ltd.	161,283	100.00%	-	-	161,283	100.00%
Goyun Security Co., Ltd.	27,706	100.00%	-	-	27,706	100.00%
Chung Hsing E-Guard Co., Ltd.	2,000	100.00%	-	-	2,000	100.00%
Goldsun Express & Logistics Co., Ltd.	59,465	100.00%	-	-	59,465	100.00%
Kuohsing Security Co., Ltd.	29,365	83.89%	1,231	3.52%	30,595	87.41%
Gowin Building Management & Maintenance Co., Ltd.	28,463	80.96%	6,694	19.04%	35,158	100.00%
Aion Technologies Inc.	15,577	90.17%	-	-	15,577	90.17%
TransAsia Catering Service Co., Ltd.	24,563	67.02%	9,091	24.80%	33,654	91.82%
Zhong Bao Insurance Service Inc	913	90.00%	101	10.00%	1,014	100.00%
Tech Elite Holdings Ltd.	2,000	39.22%	-	-	2,000	39.22%
Lee Way Electronics Co., Ltd	6,859	34.29%	11,968	59.84%	18,827	94.13%
Anfeng Enterprise Co., Ltd.	900	30.00%	1,950	65.00%	2,850	95.00%
Brightron Technology & Engineering Corporation	2,085	4.32%	44,637	92.44%	46,723	96.76%
GOLDEN HARVEST FOOD ENTERPRISE Ltd.	12,010	97.84%	-	-	12,010	97.84%
Geniron Technology Co., Ltd.	1,114	10.42%	3,730	34.91%	4,844	45.33%
Lots Home Entertainment Co., Ltd.	684	1.93%	31,106	87.59%	31,790	89.52%
Huaya Development Co., Ltd.	17,009	37.80%	-	-	17,009	37.80%
GALC Inc.	900	30.00%	-	-	900	30.00%
TransAsia Airways Corp.	76,246	10.05%	46,414	6.12%	122,660	16.17%
Goldsun Building Materials Co., Ltd.	77,706	6.59%	291,188	24.68%	368,894	31.27%

Note: The above represent the Company's equity method investments as of December 31, 2025.

III. Financing Activities

3-1 Capital and shares

3-1-1 Source of capital

1. Formation of shares

Unit: shares/NT$ thousand

Year/ Month	Issue price (NT$)	Authorized capital		Paid-in capital		Remark			
		Number of shares	Amount	Number of shares	Amount	Source of capital		Non-cash capital contributions	Others (Approval date and document number)
1996/6	10	169,000,000	1,690,000	169,000,000	1,690,000	Retained earnings and capital surplus	260,000 130,000	None	Tai-Cai-Zheng (1) No. 27393 dated May 3, 1996
1997/6	10	219,700,000	2,197,000	219,700,000	2,197,000	Retained earnings	507,000	None	Tai-Cai-Zheng (1) No. 45236 dated June 5, 1997
1998/8	10	285,610,000	2,856,100	285,610,000	2,856,100	Retained earnings Capital surplus	439,400 219,700	None	Tai-Cai-Zheng (1) No. 45976 dated May 25, 1998
1998/9	65	300,610,000	3,006,100	300,610,000	3,006,100	Cash	150,000	None	Tai-Cai-Zheng (1) No. 52767 dated June 24, 1998
1999/6	10	336,683,200	3,366,832	336,683,200	3,366,832	Retained earnings	360,732	None	Tai-Cai-Zheng (1) No. 46432 dated May 18, 1999
2000/7	10	393,919,344	3,939,193	393,919,344	3,939,193	Retained earnings	572,361	None	Tai-Cai-Zheng (1) No. 50067 dated June 9, 2000
2001/3	10	393,919,344	3,939,193	378,919,344	3,789,193	Treasury share reduction	150,000	None	Tai-Cai-Zheng (3) No. 106220 dated February 5, 2001
2001/7	10	416,811,280	4,168,113	416,811,280	4,168,113	Retained earnings and capital surplus	189,460 189,460	None	Tai-Cai-Zheng (1) No. 134129 dated May 31, 2001
2001/12	10	416,811,280	4,168,113	401,811,280	4,018,113	Treasury share reduction	150,000	None	Tai-Cai-Zheng (3) No. 155986 dated September 7, 2001
2002/9	10	421,901,844	4,219,018	421,901,844	4,219,018	Retained earnings	200,905	None	Tai-Cai-Zheng (1) No. 0910139236 dated July 15, 2002
2003/3	10	421,901,844	4,219,018	414,901,844	4,149,018	Treasury share reduction	70,000	None	Tai-Cai-Zheng (3) No. 0910165917 dated December 11, 2002
2003/8	10	431,497,918	4,314,979	431,497,918	4,314,979	Capital surplus	165,961	None	Tai-Cai-Zheng (1) No. 0920129483 dated July 2, 2003
2005/9	10	440,127,877	4,401,279	440,127,877	4,401,279	Retained earnings	86,300	None	Jin-Guan-Zheng-Yi-Zi No. 0940133015 dated August 11, 2005
2006/8	10	444,529,156	4,445,291	444,529,156	4,445,291	Capital surplus	44,012	None	Jin-Guan-Zheng-Yi-Zi No. 0950131177 dated July 18, 2006
2014/10	10	500,000,000	5,000,000	451,197,093	4,511,971	Retained earnings	66,679	None	Jin-Guan-Zheng-Fa-Zi No. 1030029353 dated August 1, 2014

2. Type of shares

Unit: shares

Type of shares	Authorized capital			Remark
	Outstanding shares	Unissued shares	Total	
Registered common shares	451,197,093	48,802,907	500,000,000	1. Shares of listed companies 2. Information for 2025 and as of March 31, 2026

3. Shelf Registration: None.

3-1-2 List of Major Shareholders

March 31, 2026

Share Capital / Name of major shareholders	Number of shares held	Ownership held by the Company
SECOM Co., LTD.	126,720,368	28.09%
Cheng Hsin Investment Co., Ltd.	21,621,337	4.79%
Chunghwa Post Co., Ltd.	17,983,740	3.99%
Shin Lan Enterprise Inc.	14,175,063	3.14%
Shin Kong Life Insurance Co., Ltd.	10,668,205	2.36%
Wan-Quan Du Charity Foundation	8,568,216	1.90%
Bank of Taiwan, as custodian of the Yuanta Taiwan High Dividend Low Volatility ETF securities investment trust fund account	8,548,000	1.89%
JPMorgan Chase Bank, N.A., Taipei Branch, as custodian of the First Eagle Funds sub-fund FE Overseas Fund investment account	8,545,694	1.89%
Yuan Hsin Investment Co., Ltd.	8,166,190	1.81%
Goldsun Building Materials Co., Ltd.	6,300,000	1.40%

3-1-3 The Company's dividend policy and implementation status

1. Dividend policy as stipulated in the Articles of Incorporation:

   The current year's earnings after year-end accounting, if any, shall first be used to offset prior years' operating losses, and then 10% of the remaining amount shall be set aside as legal reserve. This does not apply if the legal reserve has reached the Company's paid-in capital. Special reserve is then allocated or reversed in accordance with the law or regulations of the authority. Regarding the remaining retained earning along with the opening undistributed earnings, the Board of Directors shall propose the distribution of earnings and submit to the shareholders' meeting for resolution.

   The Company is operating in a growing environment and will utilize the economic environment for its sustainable operation and long term development. The Board of Directors lays emphasis on the stability and growth of dividends when proposing an earnings distribution plan. The dividend policy will be a combination of cash or stock; cash should not be less than 10% and the payment amount should be more than 50% of the cumulative distributable earnings.

2. Proposal to distribute cash dividend at the Shareholders' Meeting:

   The 2025 earnings distribution was approved at the 13th meeting of the 17th Board of Directors on March 10, 2026. It was proposed to the shareholders' meeting to distribute a stock dividend of NT$0.5 per share and a cash dividend of NT$5.7 per share.

3. Material change expected in the dividend policy: None.

3-1-4 The impact of bonus shares proposed by the shareholders' meeting on the Company's operating performance and earnings per share: As the Company does not publish financial forecasts, this is not applicable.

3-1-5 Remuneration for employees and directors

1. Percentages or ranges with respect to employees' and directors' remuneration specified in the Articles of Incorporation:

   If the Company is profitable in the fiscal year, no less than 2% of the profit shall be offered as bonuses for employees (the percentage of such bonuses to be distributed to rank and file employees shall not be less than 50%), and no more than 4% of the profit shall be allocated as remuneration for directors. If the Company has accumulated deficits, earnings shall be used to offset such deficits first.

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

   The assessment basis for the remuneration of employees and directors for the year is determined by the Board in accordance with the Articles of Incorporation, laws and regulation, and remuneration is recognized as the operating costs or expenses. However, if the shareholders meeting resolves that there is a difference between the actual allotment amount and the estimate, it will be recognized as the gain or loss of the following year.

3. Distribution of compensation as approved by the Board:
   (1) Amount of profit sharing from earnings for employees, directors, and supervisors payable in cash or stock and the explanation for the difference: On March 10, 2026, the Board of Directors approved the distribution of NT$70,264 thousand in cash for employee remuneration and NT$140,529 thousand for directors in cash, which is consistent with the recorded amount of NT$210,793 thousand.
   (2) The percentage of profit sharing from earnings for employees distributed in stock to the total amount of net profit after tax and profit sharing from earnings for employees: N/A
4. Distribution of remuneration for employees and directors in the previous year (2024), and explanation of differences:
   The total accrued cash remuneration for employees and directors in the previous year amounted to NT$165,971 thousand, which was consistent with the actual amount distributed.

3-1-6 Share repurchase by the Company: No shares of the Company have been repurchased in the most recent year or or as of the date of printing of the annual report.

3-2 Issuance of Corporate Bonds: None.

3-3 Preferred Shares: None.

3-4 Issuance of global depositary receipts (GDR): None.

3-5 Employee Stock Options: None.

3-6 Restricted Stock Awards: None.

3-7 New Share Issue for Merger or Acquisition of other Companies: None.

3-8 Implementation of Capital Allocation Plan: None.

IV. Operational Highlights

4-1 Business activities

4-1-1 Business scope

1. Main areas of business operations

A. The practitioner of IoT-the security system integrated with information and communication technology

＊ Commercial Systems

(1) Multi Area Security System (MA)

Specifically designed for the safety of schools, larger business premises and independent buildings, the system can be set up with 30 individual security management areas for small commercial buildings, factories and research units, which can be connected to the Company's control center 24 hours every day. In the event of emergencies, the control center will dispatch service engineers to the scene to handle the situation.

(2) My Vita Smart Commerce System (CA)

It is an integrated commercial management platform developed with a focus on enterprise operational management needs. By incorporating a range of intelligent applications, the system assists enterprises in enhancing site management efficiency, reducing operational risks, and strengthening decision-making capabilities. In addition to providing fundamental security functions, the system integrates smart video monitoring, energy management, intelligent disaster prevention, centralized equipment control, and multi-area security management. Through a unified platform, enterprises can achieve cross-site and cross-device integration, thereby reducing management costs associated with fragmented systems while improving operational transparency and consistency.

The system also integrates electronic locks and related smart devices, with management interfaces centralized within a mobile application. This enables enterprises to monitor the operational status of multiple sites in real time, enhancing responsiveness and operational flexibility. It also supports multi-tier management structures, meeting the needs of chain businesses and enterprises with multiple locations.

To address enterprise requirements for system stability, cybersecurity, and risk management, the My Vita Smart Commerce System is built on a cloud-based architecture. This includes off-site video backup and cloud-enabled management mechanisms, reducing reliance on on-premises equipment and mitigating operational disruptions caused by theft, damage, or equipment failure, while further enhancing system availability and maintenance efficiency.

(3) My Vita AI Security Camera System (DR)

Based on market observations, small and medium-sized retail stores typically have simpler interior equipment and lower merchandise values, resulting in weaker demand for theft prevention. However, there is a significant demand for surveillance. These types of customers often prioritize cost considerations. Therefore, the introduction of an AI Security Camera System has been launched. This system offers price advantages compared to other commercial systems and can detect anomalies through video surveillance, combined with 24-hour monitoring services, thus tapping into potential markets.

＊ Home Systems

(4) My Vita Smart Home System (HA)

In response to the growing trend of AIoT, the new generation of the My Vita Smart Home System redefines the standard of home security. Integrating multiple functions such as disaster prevention and control, energy management, earthquake early warning, security and theft prevention, as well as protection for friends and family, while utilizing wireless transmission technology, demonstrates a high degree of customization and expansion flexibility. Through integration with home devices such as electronic locks, intercom systems, and rolling doors via a mobile app, the system also supports remote arming and disarming functions through smartwatches (Apple Watch), allowing users to easily achieve seamless control at their fingertips and enabling every household to enjoy a safe and smart lifestyle empowered by technology.

(5) My Vita Family Care System (HZ)

As social structures evolve, it has become increasingly common for individuals to live separately from their parents. This growing norm highlights concerns over the health and home safety of elderly family members, making remote care an increasingly essential need. My Vita Family Care System employs advanced sensor technology to monitor the daily activities of family members while safeguarding their privacy. Whenever any abnormal conditions are detected, the system will promptly notify family members through My Vita, ensuring that they are promptly informed about the well-being of their loved ones.

To further improve the level of care provided, this service is equipped with a care button. This button enables family members to easily contact the care center, make inquiries about long-term care or social service welfare issues, and receive immediate assistance and guidance upon pressing it. In addition, the care center conducts monthly telephone check-ins with the family, ensuring that they receive adequate care and support in their daily lives.

* Financial Institutions

(6) Dedicated Line System for ATMs (CS)

The Company provides professional services such as anti-theft and damage detection for ATMs installed in banks and automatic service areas to achieve 24-hour perfect and safe protection for unmanned banks.

* Computer Lottery Betting Station

(7) Security System for Lottery Betting Stations (EL)

A well-planned, tailor-made security system based on the security needs of the computer lottery betting station. In addition to the Company's professional and 24-hour security, we also provide monitoring systems and vaults for a special price with an interest-free installment plan to pay attention and protection for hardworking lottery dealers.

(8) Value-added Service for Access Control Systems

The Company provides system customers with more convenient and safe protection, combined with access control equipment to prevent trespassing. We also provide a card reader that can set the "Password + Card Swipe" function, so that customers won't need to worry about the loss and misuse of the card. In addition, our access control card controls the access and timing management and controls the internal and external access status of each unit. In case of being forced to open the door by offenders, our customer is able to use the card reader to secretly transmit signals to the control center to trigger an anti-coercion mechanism.

(9) Video Security Value-added Service (SVA)

Customers are able to view images through the Internet, combining the Internet, video, and anti-theft technologies into a single service platform. This system is an integrated system host that combine anti-theft and video technologies, allowing our customers to query the image remotely through the app on their mobile devices or the webpage on their computers. Moreover, when the abnormal condition is triggered, the system automatically generates video photos to help the controller to judge the abnormal signal, and decide whether to dispatch personnel to the site in real time. This further highlights the uniqueness and practicability of the service design.

B. MiniBond Satellite Positioning and Search Service

(1) Personal Mobile Satellite Positioning and Search Service

The portable locator utilizes GPS satellite positioning and WiFi-assisted positioning, offering energy efficiency, rapid location tracking, high accuracy, broad applicability, and the ability to function in certain indoor environments. This technology achieves a high level of usability, convenience, and safety. One may access the carrier’s location at any time through online and telephone queries. In the event of an emergency, assistance can be sought through the SOS “emergency button,” providing a sense of security and immediate access to high-tech personal services.

(2) MiniBond Fleet Vehicle Positioning and Management System

The Vehicle Fleet Management provides system service for those who require real-time monitoring of commercial vehicles, dispatch of vehicles, and oil and mileage control requirements. Through the real-time monitoring feature on the webpage, the location of each vehicle can be reported immediately, and the user can have real-time updates on the movement of the vehicle. In addition, the system also provides oil, idling, speeding, mileage, and daily travel reports, as well as Dr. Car Maintenance System Management. Our customers can also select to add thermometers, anti-theft devices, and other services to carry out all-around team advanced action management, which can effectively improve efficiency and reduce administrative and sales costs.

In order to provide more convenient services for existing vehicle customers, we have successively developed the MiniBond Vehicle Positioning and Management System App and the Refuse Collection All Access App for the refuse collection team of all district offices in the country, etc. The Company aims to fully provide customers with more convenient and cost-effective e-services for different needs.

MiniBond Vehicle Positioning and Management System App:

Through GPS satellite positioning, the administrator can conduct vehicle monitoring and positioning for its fleet, and instantly track the location of the group and the distribution of vehicles in Taiwan. In the event of any abnormal incident, the administrator will be acknowledged at any time. The app’s intuitive menu operations can help the administrator manage the fleet with ease through features such as current status query, vehicle status list, track query, and daily abnormal incident.

Refuse Collection All Access App:

By installing satellite positioning devices on garbage trucks, it is now possible to instantly track their locations using tablets and mobile phones, eliminating the need to anxiously wait for the trucks. The features include real-time collection points, the ability to add new collection points, reminder lists, route inquiries, city changes, and the latest updates. This allows the public to easily stay informed about garbage truck movements and effortlessly address the crucial issue of waste disposal in their daily lives.

(3) MiniBond Video Vehicle Positioning and Management System

An upgrade of the Vehicle Fleet Management, in addition to the positioning and fleet management features, the system is now officially enhanced with additional video monitoring management features to support 8-channel video footages. It automatically records after start-up and delivers real-time images. It is also equipped with GPS/G-Sensor/4G modules enabling it to automatically detect the side impact, trigger mandatory image, and completely record the location and driving speed to make driving more secure. The video supports 1080P, 720P, and D1 formats to meet customer needs. In the event of accidents, the device's built-in gold capacitors can save real-time video records without loss in case that is impossible to clarify responsibilities of the accident, or the vehicle shuts down due to an abnormal collision to help clarify responsibilities of the accident.

(4) MiniBond Waste Collecting Vehicle Positioning and Management System

For fleets transporting regulated waste and toxic substances, we provide the latest Waste Collecting Vehicle device with 4G module and GPS fleet management functions that are qualified for regulatory inspections and certified by the NCC. The positioning transmission quality of the vehicle tracker, its maintenance efficiency and the yield of its peripheral equipment all meet the standards of the A+ vehicle tracker manufacturers announced by the Environmental Protection Administration. They are also equipped with a dual position reporting function, and thus real-time position and tracking of the vehicles can be shown on the Environmental Protection Administration website. When installed with MiniBond, the positions can be managed on two platforms.

(5) MiniBond Cold Chain Fleet Management System

For operators who need cold chain services, we provide vehicle GPS and digital thermometer management. The thermometer monitors-35 to 65 ºC, which meets the temperature control requirements of logistics operators who transport frozen and refrigerated goods and clinics that need vaccine refrigerators so that items are kept at a low temperature throughout the transportation process and prevented from rotting away or deteriorating. The online platform and mobile App track abnormal temperature changes in real-time, and show warning colors in three tiers, yellow, orange, and red. The abnormal event notification, the temperature curves, and report management in the App enable comprehensive temperature control and protection.

(6) MiniBond Digital Drive Recorder

MiniBond Digital Drive Recorder complies with the vehicle regular inspection standards of Article 39-1 of the Road Traffic Safety Regulations of the Directorate General of Highways, and has passed the VSCC vehicle safety inspection and ARTC certification, and it is capable of replacing the traditional drive recorders. GPS driving records and events are automatically uploaded and stored in the cloud for 1 year. Reports of regulations can also be accessed in real-time through USB and printed online, saving customers labor and time in maintaining them. When vehicles are involved in incidents, the installation can clarify liabilities.

(7) MiniBond Cloud Fleet Management System

To meet the advanced management needs of large fleet customers in the market, we launched the brand-new MiniBond Cloud Fleet Management System in 2023. Integrated with the latest comprehensive map data, this system offers a cloud-based fleet management platform accessible through both web and app interfaces, aiming to fulfill the fleet management requirements of large-scale customers.

The MiniBond Cloud Vehicle Fleet Management Platform enables customers to efficiently manage their fleet, reduce fuel costs, and access real-time vehicle location and status through GPS satellite positioning. Additionally, the platform offers a range of comprehensive reports for effective fleet management and scheduling.

Function Description:

1) Real-time trajectory monitoring allows for vehicle location inquiries based on county and city regions.
2) Subscribe to various types of reports for proactive delivery, reducing administrative and sales costs.
3) Active notifications from the abnormal alarm app ensure precise vehicle management.
4) The speed curve chart provides a comprehensive display of vehicle performance and driving dynamics.
5) Real-time video surveillance carousel, with historical footage available for download from the cloud at any time.
6) Driver safety dashBoards and dangerous driving analysis facilitate effortless driver assessments regularly.
7) External devices such as anti-theft alarms and temperature gauges can be connected, catering to diverse customization needs.
8) 24-hour power failure alerts ensure safety by promptly notifying personnel of any abnormalities.

(8) MiniBond GPS Vehicle Unit with Alcohol Detection System Service

In response to current regulatory requirements for driving safety and drunk driving prevention, the MiniBond GPS Vehicle Unit with Alcohol Detection System Service utilizes technological solutions to assist transportation and logistics operators in fulfilling vehicle management responsibilities and effectively reducing the risk of drunk driving. Through real-time connection between a Bluetooth breathalyzer and the GPS vehicle unit, drivers are required to conduct an alcohol concentration test before driving. The test results are fully recorded and uploaded to the cloud for storage. This complies with the Road Traffic Management and Penalty Act as well as occupational safety and company vehicle management regulations. It also helps strengthen internal risk control and accident prevention. At the same time, through the MiniBond vehicle management platform, vehicle status and driver conditions can be monitored at any time, improving management transparency and operational effectiveness.

Combined with real-time positioning, driving trajectory records, and various report management functions, companies can monitor vehicle status and driver behavior in real time, enhancing fleet management efficiency and ensuring driving safety. This solution is suitable for corporate fleets, logistics and transportation services, official vehicles, and high-risk driver management needs, helping enterprises establish a safe, compliant, and intelligent vehicle management environment.

(9) MiniBond Vehicle Unit Integrated with Driver Identification Service

To prevent traffic accidents caused by driver fatigue due to excessive working hours, the Ministry of Transportation and Communications has revised Article 19-4 of the Regulations for Automobile Transportation Operators. Starting from January 1, 2026, tour buses are required to install driver identification devices. Through the GPS vehicle unit, driver information can be obtained in real time and working hours can be monitored, reducing fatigue driving and enhancing public safety.

The MiniBond vehicle group positioning integrated with driver identification service adopts mobile scanning login and does not require card reader hardware. Drivers can complete check-in operations through their mobile phones. The main users are tour bus and freight operators, and the system provides a flexible driver scheduling function, allowing driver allocation based on trip requirements.

Drivers check in through mobile phones, and the system automatically records driving hours and rest periods, ensuring compliance with regulatory requirements for working hours and rest conditions. In addition, drivers can complete and generate forms required by the highway authorities directly on their mobile phones, including vehicle pre-departure inspection records and safety self-inspection forms for tour bus operators. Real-time driving data can also be uploaded to the designated information platform specified by the highway authorities in accordance with regulations, ensuring full compliance and reducing the risk of inspections and violations.

(10) MiniBond Excavated Soil and Construction Vehicle Positioning and Management System

To comply with regulations issued by the Ministry of the Interior requiring GPS real-time tracking systems for construction vehicles used in the removal of surplus soil and gravel, including dump trucks and dump semi-trailers transporting sand, gravel, and excavated soil, all designated vehicles must be equipped with GPS vehicle systems to enable full-process real-time tracking and control, ensuring transparent and compliant material flow.

MiniBond Excavated Soil and Construction Vehicle Positioning and Management System supports GPS positioning and fleet management features, and is designed to work with vehicle devices that have passed regulatory inspection and certification by the National Land Management Agency (NLMA). The positioning transmission quality, transmission rate, and maintenance performance of the vehicle system all meet manufacturer standards. Positioning data and driving trajectories can be transmitted in real time to the NLMA website, ensuring compliance with regulatory requirements.

C. Digital Surveillance and Video Intercom System

(1) Closed-Circuit Television (CCTV) System

The system consists of five categories: IP camera, digital video recorder (DVR), network video recorder (NVR), monitor, lens, and other peripheral equipment. It can be used not only with anti-theft systems, but also for on-site monitoring according to different scales and needs, or using software for remote operation of IE/Chrome browsing, mobile app monitoring, multi-point group, and EMS comprehensive monitoring management. In addition to the guarantee of the Company's reputation, the product itself is combined with a service network throughout Taiwan to provide perfect after-sales service.

(2) Internet Protocol Camera (IP Camera)

In response to the trend of Internet technology and the decreasing cost of connecting to the Internet, the Company has introduced the Internet protocol camera (IP camera) for individuals, families, stores, SMEs, and chain companies to meet the increasing demand for remote monitoring. The product features the simple interface of the IE standard browser and allows the user to view high-quality footages sent from the IP cameras anytime, anywhere, and also start the side-record feature and playback video on a PC, if necessary. The built-in microphone allows the IP camera user to listen to the live sound while watching the footage, or connect the speaker through the IP camera to enable the viewer to make a two-way conversation with a remote site.

In 2022, we started to incorporate the application of AI into our services. The recognition chip on the AI IP camera can display the results on the recording server to reduce the use of expensive servers of the past and costs. The management platform developed in-house by Taiwan Secom and the recognition results of the AI IP camera together offer more service applications.

(3) Equipment Failure Detection Service

In September 2018, the Company launched the equipment failure detection service, including video loss, hard disk failure, network disconnection (blackout), stop recording, and other signals, to provide failure detection for specific models. The signal is transmitted to the Company's control desk through the network and is monitored by a dedicated person 24 hours. In the event of any abnormal activity, the customer will be notified immediately, increasing the added value of the surveillance equipment.

(4) Web-based Video Intercom System

The high-tech anti-theft video intercom system is suitable for new community buildings, industrial factory offices, and large medical institutions. as well as the replacement of existing video intercom systems in public housing communities to increase the efficiency of safe environment management. In addition, to deal with the replacement of old video intercom systems in existing residential communities, the Company provides a solution for unmanned management. The new community gate machine only needs power and network cable, and with the app, the residents can do a network video intercom and open the gate remotely without the need to install the indoor machine. It further enhances the management efficiency for the whole environment. It can also add another point to the effectiveness of managing the security environment.

(5) Field Security System

G.Care features two modes: "Intrusion Detection" and "Specific Item Monitoring." In the scenario of intrusion detection, if any individual enters the target area during unmanned periods, G.Care will automatically detect and initiate the necessary notification and expulsion process. Specific item monitoring is implemented in areas with frequent personnel access. Users can designate specific objects (such as computers, cars, etc.) within the area as monitoring targets. If someone lingers near the target for an extended period of time or comes into contact with the monitored object, G.Care will promptly initiate the notification and ejection process.

The entire service process is divided into three main steps: detection, notification, and ejection. In terms of detection, object detection, and tracking are performed through Machine Learning to reduce false positives. Additionally, stationary filtering is utilized to eliminate extreme signals.

In terms of notifications, G.Care integrates with the community service provided by the Taiwan Secom Good Life App, offering a localized notification mechanism (R.O.C. Taiwan Patent: I808430). When an anomaly is detected in a certain area, it can trigger notifications to all users in the relevant area. By harnessing the power of community networks, it enables community members to become each other's watchful eyes. If the user does not respond to the system after receiving a notification, a voice notification will be triggered.

(6) AI Video Intercom System

The installation cost of G.Talk is low, and it is environmentally friendly, accessible, and privacy-focused. Deployment requires only the placement of printed QR codes or TAG sensors at controlled entry and exit points, enabling video intercom functionality through the Taiwan Secom Good Life app.

The G.Talk venue utilizes QR codes, eliminating the need for drilling holes in the walls, additional power sources, or internet connections. Visitors can easily communicate with the residents of the venue without the need to install any applications. It also allows visitors to leave messages, providing support for individuals with hearing impairments and ensuring that everyone can communicate easily. Secure communication without the need to disclose personal phone numbers. Patent technology prevents malicious interference.

Driven by a subtraction-based approach to sustainable technology, the next-generation smart communication system G.Talk developed by the Company has been recognized as a CES Innovation Awards® 2026 Honoree in Sustainability & Energy Transition. The award, presented by the Consumer Technology Association (CTA), acknowledges technology products with outstanding contributions in design and engineering innovation.

G.Talk is built on the core concept of "Dematerialization," redefining traditional intercom systems. Through a Smart Tag weighing only 6 grams, it replaces bulky wall-mounted intercom devices and complex wiring. This approach eliminates material waste and standby power consumption, while enabling zero-carbon communication in building environments.

According to internal estimates, a 50-unit residential building using a traditional intercom system would generate over 26 metric tons of carbon dioxide emissions over a ten-year period. G.Talk is designed to address this often overlooked environmental impact. Its innovation in the field of Sustainability & Energy Transition demonstrates technological strength in smart building and low-carbon communication, and has gained global recognition.

D. Fire Prevention System

(1) FE-13 Automatic Clean Agent Fire Extinguishing System (TOMAHAWK-III)

Installed with smoke and heat dual-sensor, the system uses New Halon's clean agent air to extinguish the fire, causing no harm to humans and organisms and no pollution to painting, calligraphy art, materials, and instruments. From the sensing of fire to spraying of fire extinguishing agent, all operations are automatically controlled by computers, with no need for manual operation.

(2) ARGON Clean Agent Fire Extinguishing System (Argotec)
With zero ozone depletion potential and global warming potential, the system uses natural, environmentally friendly, and safe fire-extinguishing air agent. From detection to distinguishing of fire, all operations are automatically controlled by computer. Users can use the selection valve to design multiple protection zones, saving the cost and space required and achieving economic efficiency.

(3) HFC-227ea Automatic Clean Agent Fire Extinguishing System
The product is introduced in a packaged system and a non-packaged pressurized system, making the product line more complete and meeting the various needs of our customer and the needs of the site. The product has been approved by the fire department of the National Fire Agency, Ministry of the Interior, and is in line with relevant laws and regulations to be applied to the design and installation in local sites.

(4) NovecTM1230 Automatic Clean Agent Fire Extinguishing System
The agent of the product is stored in a cylinder in a liquid state and pressurized with nitrogen to increase the smoothness of the spray. When being sprayed, the agent will evaporate at the radiation nozzle and fully mix with the air in the protected area to reach the fire extinguishing concentration. In addition to protecting important equipment assets, it also has a very environmentally friendly effect. It is a new generation of clean fire-extinguishing agent that the human body can withstand.

(5) Early Warning System (NS)
The system is used in the environments such as clean rooms, computer facilities, electricity and distribution facilities and adopts the front diffraction principle to form a small angle reflection by the collision of the laser beam with the smoke particles, which can detect smoke and trigger alarm in the initial stage of visible smoke generating.

(6) Fire Detection System for Cabinets
This product is installed in semiconductor manufacturing plants or laboratories to detect fire in small places and quickly sense the smoke generated in the cabinet. It also has a self-detection feature to automatically detect malfunctions.

(7) Fire-Fighting Facility Engineering (FE)
The service provides planning, design, audit, construction, supervision, and survey services for fire-fighting facilities to provide customers a completely fire-proof equipment, design, installation, and technical support, and help customers obtain fire approval qualifications.

(8) Fire Escape Series (TE)

This series of products includes Taiwan Secom fashion fire extinguishers, new style of smoke masks, and the oxidized fiber fire blankets, etc., which can be sold individually according to customer needs. All products are manufactured in Taiwan and have undergone necessary inspections.

The Taiwan Secom Fashion Fire Extinguisher, newly launched in 2024, is designed to rapidly extinguish fires without the risk of re-ignition, distinguishing it from other dry powder fire extinguishers currently on the market. The formulation of this product has been developed in Taiwan, ensuring its non-toxicity and passing heavy metal testing. It is made from environmentally friendly materials and can be easily cleaned up after use. Sleek and lightweight design available in five colors, making it aesthetically pleasing and less prone to accidental touches. Withstands heat up to 90°C after high-temperature testing. Suitable for camping, home, office, and can also be placed in vehicles.

The New Style of Smoke Masks comes in three models, made from aerospace-grade heat-resistant materials that are non-sticky. The advanced version features a filter that can filter dense smoke from fires and absorb harmful gases, reducing the damage from choking and allowing more time to escape the fire. The product is categorized into lightweight models, advanced models (equipped with filters), and professional models (featuring adjustable straps).

The Oxidized Fiber Fire Blankets have been rated as Class A for its fire-resistant characteristics, allowing it to withstand temperatures of up to 800°C. It possesses high tensile strength, good tear resistance, is non-flammable, and does not contain any harmful substances. To use, Simply unfold the fire blanket and gently press it over the source of the fire to isolate and prevent the spread of flames. Suitable for initial fire emergencies to prevent the body from being exposed to flames and burned in the fire scene. It is ideal for emergency use in the early stages of a fire, for extinguishing flames, or for escaping through fire exit. Available in three sizes: large, medium, and small, along with a fire-resistant cloak.

In disaster prevention, the newly launched 2024 emergency preparedness kit service is a value-added offering for My Vita users. It provides initial fire suppression and self-rescue tools for early-stage fires, including fire blankets and smoke masks. This is complemented by My Vita fire signal detection—when an anomaly occurs, the emergency kit's warning light activates, guiding people to fire extinguishing equipment. Simultaneously, the signal notifies the control center, enhancing response efficiency and minimizing disaster risks.

(9) Carbon Monoxide Detection Alarm Series (KD)

Produced by incomplete combustion, carbon monoxide is a colorless, odorless, extremely toxic, and lethal gas that causes numerous serious casualties every year in Taiwan. The line of products can detect carbon monoxide concentration with advanced technology and act as an early warning mechanism. In addition, the Company has also introduced compound models with flammable gas detection or smoke detection features to provide comprehensive protection for the lives and property of individuals and families.

(10) Residential Standalone Fire Alarm (FA)

The product is suitable for kitchens, living rooms, bedrooms, and stairwells, to protect the safety of the rooms. Its power-saving design allows the battery to be used for about 10 years. In the event of a fire, the alarm generates a sound of 70db or more along with a warning light. The alarm can be easily assembled on the ceiling or wall without the need for wiring or additional construction. The alarm stops when the smoke dissipates, the detector automatically stops the alarm to avoid unnecessary turmoil.

(11) Electric Vehicle Fire Blanket (FB)

The first of its kind in Taiwan, an electric car fire blanket equipped with security connections can be installed in parking spaces equipped with charging stations. In the event of a lithium battery fire in an electric vehicle, it is recommended to use a two-person operated fire blanket specifically designed for electric vehicles to quickly suppress the fire and prevent it from spreading to nearby vehicles or buildings. This fire protection device, endorsed by fire departments, effectively reduces the rate of fire damage before the arrival of firefighting personnel. The product is a flame-retardant polymer coated with glass fiber, measuring 6x9 meters, and capable of withstanding temperatures over 1000°C. It is designed for use in light vehicles and SUVs. Certified by the EU for fire resistance and R.O.C.(Taiwan)'s Class 1 flame-resistant inspection, ensuring safe and reliable use.

E. Access Control and Attendance System

(1) Basic Access Control System: Mifare (specifications same as EasyCard) Access Card Model

With this system, our customers can choose three ways (access card, password, and access card with password) to open door lock. The components can be used for a single-control electronic door lock, or with a controller and a computer management system to form a network system for access control management.

(2) Thermal Touch Password Electronic Lock (without handle)

After setting, the user can use the Mifare card or EasyCard to open the lock or unlock it with the default password. Its design is in line with ergonomics. The lock can be combined with the My Vita system and transition its operation interface to the app on smart devices, or unlock the door with the app's account password, providing a diversified service solution, which is more in line with the trend of future changes. In addition to the thoughtful feeling of convenient living, the system also guarantees the necessary property security at business premises.

(3) Full-Function Smart Electronic Lock (with handle)

Users can perform unlocking in various ways such as with cards/fingerprints/passwords/keys/Bluetooth/ physical keys. The electronic lock is ergonomically designed. The electronic lock can be combined with the My Vita to transfer the operation interface onto the app on the smart device, and can also be unlocked with the app account password to open the door. This provides users with more choices for home life and improves security.

(4) Fingerprint Recognition System

The system can register 5,000 people and 10,000 fingerprints to manage access control. It can also be combined with a PC network, attendance system, and integrated customer back-end HR system for exceptional convenience. The system fully supports digitalization and can be operated with one finger via the Internet.

(5) Finger-Vein Authentication System

This system can read serial numbers on a Mifare card, Taiwan Secom 11 area card number, Taiwan Secom EasyCard 14 area card number. Shift status supports 8 kinds of Chinese indicator light status. Number of finger-vein registration allowed: 12,000 (two for 1 person-6,000 persons in total). This may also be divided into 4 sections with a limit of 1,500 persons per section. Status indicator: blue light (standby), green light (verification passed), red light (failure or error), orange light (under verification), and various verification modes can be customized.

(6) Face-Shape Recognition System

The system can complete face-shape recognition within 0.3 seconds, and the recognition accuracy rate is higher than 99%. This system has functions such as face detection, recognition for whitelists, gate control, automatic data upload, and real-person detection. The system can also be combined with smart terminal API and use HTTPRESTful to support docking with third-party business platforms to manage the batch storage of related employees in the background, personnel management, visitor management, equipment management, passer group management, pass record view, visitor record view, stranger record view, attendance record export, etc. The system can also be combined with a thermometer to detect body temperature when personnel enter and leave. In case of abnormal body temperature, it can be reported immediately to remind the management staff for proper disposal.

(7) Cloud Access Control and Attendance System

A fully digitized access control and attendance management software that supports online instant browsing management on different operating systems such as PC, mobile phone, or tablet. Through cloud computing, the platform automatically backs up attendance reports, and can instantly push various abnormal messages and announcements by app, achieving full management through the internet. Users can log in to the platform with an account, password and unique key generator. The system can also integrate access control products such as “Access Control + Attendance + Elevator Management + DVR Image + Image Control Management and Biotechnology System” to carry out real-time monitoring and management through remote connection.

F. Safe Series

(1) Large Modular Fireproof Vault

The vault, which is made up of six alloy steel plates, can be entered through different doors and cannot be removed after being installed. It is fireproof, heatproof, and unbreakable and is installed with electronic antitheft system, as well as a password lock that can freely switch between one million numbers, making it impossible to be freely opened and moved, and is extremely safe and reliable.

(2) Large and Medium Commercial Fireproof Vault

The integrated fireproof vault cannot be dismantled, is highly safe, fireproof, heatproof and unbreakable, and has a highly secured password lock, integrated with an electronic anti-theft system that cannot be freely opened and moved, making it fully secured.

(3) Medium and Small Home/Commercial Fireproof Vault

The product is made of a high-density alloy steel plate with a high-pressure integral forming coated door frame with a piano-baked paint finish in antique bronze, which enhances both safety and aesthetics. The door panel utilizes laser flat door cutting technology to create a 360-degree flat door micro-gap. Three-sided locking bolts effectively defend against tool damage such as iron pliers and drilling machines. The product features a round anti-pressure handle and an intuitive LCD electronic panel. It can be opened with a dual authentication system of fingerprint + password and is equipped with backup keys and a backup battery box, providing comprehensive security considerations for users. The interior is lined with velvet fabric to protect valuable items from damage caused by collisions. The machine is connected to an electronic anti-theft system that prevents being freely opened and moved, ensuring its safety and reliability.

G. Health Care Services (HC)

According to the latest statistics released by the Ministry of the Interior at the end of November 2025, the population aged 65 and above reached 4,657,796, accounting for 19.99% of the total population, indicating that Taiwan is about to enter a “super-aged society” as defined by the World Health Organization. Among them, approximately 1.08 million elderly individuals (about 23%) are estimated to be living alone, while around 580,000 individuals (about 12%) fall under elderly caring for elderly households. We are currently facing challenges such as staff shortages in care facilities and the overall high cost of caretaking in society.

As the population continues to age and demand for welfare and care services increases, the Company addresses the challenges of aging and the rising costs of chronic disease healthcare by integrating Internet of Things (IoT) technologies with smart healthcare services, and introducing information and communication technologies (ICTs) to provide customized services for the aging population. Through collaboration with the healthcare system, the Company leverages digital applications and data analytics to support home-based and personal healthcare, improving service accessibility and affordability, and delivering comprehensive smart care services. The Company was awarded the 2023 Symbol of National Quality (SNQ) certificate for Taiwan Secom Smart Care Service (Guo-Pin-Zi No. P070005), demonstrating its service quality.

In response to the global trend of elderly care in the local area, the Company actively uses technology tools to improve the quality and scope of health care for senior citizens, and is committed to providing them with a healthy, safe, dignified, comfortable, and convenient quality of life. At the same time, we also focus on the health management of the daily life of elders by monitoring and recording the physiological data of the user with IoT technology on a daily basis to meet the needs of the users.

Elderly individuals do not need to wear any smart devices, as daily activity status can be recorded in real time through in-home sensors. Accumulated lifestyle data is analyzed through AI and big data technologies, enabling more accurate understanding of behavioral patterns and prediction of potential trends and risks. This helps caregivers take appropriate actions in advance, improving the overall quality and efficiency of care.

Taiwan Secom Group plans to carry out a cross-industry integration of medical equipment, assistive devices, elder tourism, health care products, physical examination centers, and a healthy diet into mobile health management, and provide different care modes to improve the health of customers anytime, anywhere.

(1) Personal Monitoring of Physiological Data

- Through the wireless transmission of physiological measurement equipment (such as sphygmomanometer, blood glucose monitor, ear thermometer, weight scale and body fat monitor, etc.), personal health status is uploaded to the health care cloud platform, to establish a complete measurement record.

- Taiwan Secom Health App or Secom+ LINE@ instant search and measure.
- Overdue measurement reminder: For abnormal records, telephone calls, and greetings are extended to provide the elderly with friendly care and emotional support.
- Provision of online health advisory
- Personalized health data analysis and recommendations provided by nurses, and health reports sent to home on a regular basis.

(2) Public Health Monitor Station

- Provision of personal digital health account
- Measurements include: health score for physical and mental indicators (HRV, stress, sleep, emotions, fatigue, vitality index), blood pressure, forehead temperature, body fat (weight), and alcohol test value.
- Taiwan Secom+2 App provides real-time queries, explanations, and recommendations for measurement values.
- Push notification reminder in LINE group for abnormal measurement results
- Online appointment for health consultations

(3) Occupational Health Management Solution for Corporate

- Assist business owners in complying with occupational safety and health regulations by providing on-site solutions from occupational physicians (occupational nurses).
- 2022 Symbol of National Quality (SNQ) certificate: Workplace health management solutions (Guo-Pin-Zi No. B01101), renewed in 2025.
- Measurements provided by the Public Health Monitor Station include: physical and mental indicators, blood pressure, forehead temperature, body fat (weight), alcohol test value.
- The Workplace Health Management System consolidates annual employee health examination records, providing a query function for abnormal records and assessing health risks.
- Occupational physicians and occupational nurses hold health promotion activities and provide tracking for employees at high health risk.

(4) Image Management Platform Services

- 2022 Symbol of National Quality (SNQ) certificate: e-Image management platform service (Guo-Pin-Zi No. B01103), renewed in 2025.

- Mobile Healthcare: Utilizing 12-lead electrocardiograms and handheld mobile ultrasound devices, along with AIOT analytical technology, to provide medical institutions with real-time data or images, thereby enabling the timely initiation of appropriate medical services.
- Defibtech-Automatic CPR machine (made in USA), obtained FDA worldwide and dual CE medical certifications, provides patients with uninterrupted, high-quality, effective CPR (Cardiopulmonary Resuscitation), significantly improving the quality of first aid.

(5) Emergency Services for Solitary Elders

- When solitary elders living alone encounter emergencies, they can press the emergency call button on the main unit or the wireless emergency button. 24-hour professional personnel will be notified immediately, and based on the situation at hand, they will inform family members or police and fire units to assist.
- Daily scheduled check-ins to ensure the safety of the elderly.
- Check-in upon leaving and returning home to monitor whereabouts and enhance safety.
- 24-hour standby service to notify emergency contacts or emergency services at any time.
- Regular phone calls to provide emotional support and care.
- Connection and referral to long-term care services to assist with resource integration.
- Home visits by professional personnel to provide in-person care and support.

(6) Smart Care Service

- In-home activity monitoring to track daily living patterns of elderly individuals.
- AI activity analysis and early warning to identify potential risks in advance.
- Abnormal event management and tracking to ensure timely handling and continuous improvement.

H. AED Life Security Integration Service

In compliance with government regulations, the Company integrates existing business research outcomes and service capabilities to actively promote the widespread installation of AEDs (Automated External Defibrillators) in ten major public venues and other public and private spaces.

To ensure that the Automated External Defibrillator (AED) is always available for normal use and to reduce the burden on AED managers, the following services are being introduced:

(1) AED Smart Network Management System

The control center provides continuous 24-hour monitoring, allowing complete real-time monitoring of the AED's status. This includes detecting signals like the opening and closing of the cabinet door, the removal of the AED, and any equipment abnormalities.

(2) Smart Roadmap Control Platform

Establish a management center for customers at large-scale project sites, enabling managers to have a comprehensive understanding of the availability, location, and real-time status of AED devices across multiple locations.

(3) Detective QR Code

Instantly check the maintenance history of AED by scanning with a mobile phone, grasp key information such as AED status, consumables expiration date, and maintenance date.

In response to the government's policy of widely installing Automated External Defibrillators (AEDs) and promoting social awareness of life preservation, Taiwan Secom Group is committed to the mission of "raising social awareness of the life safety of rural residents and instilling the concept of the golden rescue time in communities." In 2019, the Group, in collaboration with its foundation, launched the CPR+AED for Remote Resident campaign, taking concrete actions to support the installation of public AEDs in rural areas, with the goal of CPR and AED for everyone, everywhere. We also cooperate with other property management companies and security companies to promote the AEDs among Communities campaign to share the concept with more people and families, and to avoid missing the golden window for rescue. The Company collaborated with the Taipei City Fire Department and Yunlin County Fire Department in 2018 and 2021 to present the Safe Guardian App to call upon the public for awareness of emergency rescue. The People's Guardian App can be connected to the Dispatch Center of the fire Taipei City Fire Department. Upon receiving a 119 call, the App will take the initiative to notify nearby skilled CPR Guardians, so that the people who are Guardians can arrive before the ambulance to perform CPR or AED electric shock on the injured in time of the golden window of rescue and build a safe environment. Adhering to the principle of continuous innovation and progress, the Group introduced an upgraded version of the visual AED, Defibtech View in 2020, which provides 3D full-color CPR+AED interactive audiovisual instruction, real-time on-screen AED status (including AED host information, usage status, battery power, and electric shock patch expiration date), and the industry's longest 8-year original warranty. In 2023, in response to government policies and in line with the initiative of the Health, Welfare and Environment Foundation, the Enhancing Community First Aid Chain-Rural AED Donation Charity Event was launched. As part of this initiative, the Group's affiliated companies took the lead in donating 100 sets of AED to rural police stations. This catalyzes to encourage other Taiwanese enterprises to join in donating AED, aiming to strengthen the emergency life-saving network in rural communities. In 2025, the Company, together with the Taiwan Secom Social Welfare Foundation, held the “New Life 200 Public Welfare Appreciation Tea Event”, bringing together participants from industry, government, academia, and the medical sector to jointly witness the achievements of AED deployment, with more than 200 lives successfully saved to date. Through the reunion of rescuers and survivors, the event highlighted the Company’s long-term commitment to AED deployment and first aid education, demonstrating our social responsibility and ESG initiatives, while continuing to expand a resilient public safety network for protecting lives. In 2026, in addition to continuing to strengthen our core AED business, the Company will expand our smart medical device portfolio by introducing lightweight AED models and exoskeleton robots, establishing a medical AI team to recruit talent, building an AI computing center, and introducing new products from both domestic and international markets. The Company will also explore new market opportunities in integrated home care, mobile healthcare, and smart care services.

I. Community Solutions

(1) Smart Building Management Systems

Unlike any average anti-theft system in the market, the Company understands the need for package service. As a response to this demand and to the one-fixed-day-off-and-one-flexible-rest-day labor policy, we have specifically planned the —Cloud Guard one-stop service for those with specific requirements by substituting the nighttime police force with Smart Building Management Systems, we are able to help old communities to adapt to smart managing and strengthen the loyalty of our community customers.

(2) Property Management System

Developed by Taiwan Secom Group, the Taiwan Secom Good Life App is committed to connecting the good lives of business offices, communities, and residents. The app enables users to take care of all chores at their fingertips, covering aspects such as food, medicine, housing, transportation, education, entertainment, and more. The reward program enables users to add value to their wallets, become fans and earn cash through services; at the same time, it is highly integrated with various services of Taiwan Secom Group. The Taiwan Secom Good Life’s attentive services enable a convenient daily life in commercial properties/communities. The real-time announcement, package express notification, and membership point reward to offset the management fee and or fees enable commercial property users and community residents to have a convenient and efficient office environment and daily life.

(3) AI Smart License Plate Recognition System

For parking access management, many communities still rely on security personnel together with remote controllers or access cards to operate barriers or rolling doors. In practice, issues such as dead remote batteries, lost access cards, shared parking spaces, duplicated cards, or temporary absence or handover gaps of security personnel often occur, leading to traffic congestion, access difficulties, and management disputes. In addition, some sites are hesitant to adopt smart lane systems due to concerns over high initial installation costs.

Taiwan Secom's AI Smart License Plate Recognition System is centered on AI identification license plate recognition. Through lane-side cameras, license plates are identified in real time. The system also supports whitelist, blacklist, and VIP list management, as well as access record inquiries, enabling faster vehicle access and more transparent management. The system can be configured based on site requirements, allowing communities and parking facilities to gradually implement smart access control in a more precise and scalable manner. This reduces reliance on manual supervision, alleviates the workload of security personnel, and meets access control and auditing needs for parking facilities of different scales, providing clear benefits for overall operations and cost management.

(4) Field Security System

In terms of notifications, G.Care integrates with the community service provided by the Taiwan Secom Good Life App, offering a localized notification mechanism (R.O.C. Taiwan Patent: I808430). When an anomaly is detected in a certain area, it can trigger notifications to all users in the relevant area. By harnessing the power of community networks, it enables community members to become each other's watchful eyes. If the user does not respond to the system after receiving a notification, a voice notification will be triggered.

(5) AI Video Intercom System

The installation cost of G.Talk is low, and it is environmentally friendly, accessible, and privacy-focused. The environment only requires the printing of a QR code to be placed at controlled entrances and exits, allowing the environment to achieve video intercom functionality through the Taiwan Secom Good Life app.

The G.Talk venue utilizes QR codes or TAG sensors, eliminating the need for drilling holes in the walls, additional power sources, or internet connections. Visitors can easily communicate with the residents of the venue without the need to install any applications. It also allows visitors to leave messages, providing support for individuals with hearing impairments and ensuring that everyone can communicate easily. Secure communication without the need to disclose personal phone numbers. Patent technology prevents malicious interference.

J. Disaster Prevention Integrated Planning Service

(1) Earthquake Alarm Service

Using the characteristics of seismic wave transmission, when a less destructive bust faster P wave (initial wave, compression wave) is detected, a warning is issued immediately, so that the public can be able to respond before a more destructive but slower S wave (second wave, shear wave) arrives and evacuate. According to the distance of the center of the earthquake, this could help save many seconds to many minutes.

(2) Disaster Prevention Monitoring System

We Utilize BIM technology to develop Taiwan Secom's own 4D SMART BIM building management platform. The platform is integrated with construction safety characteristics research, disaster prevention service operation, customer display platform, event control platform, action disaster investigation, monitoring data query, and other technologies, the disaster prevention services can intellectualize its operation to achieve regular monitoring of building structures, real-time warning, disaster response, after disaster diagnosis and recovery and other purposes.

(3) Fire Monitoring and Notification System

On April 26, 2020, a serious fire occurred at PARTYWORLD KTV in Zhongshan District, Taipei City, due to a suspected fire safety equipment shut down during construction, causing the equipment to fail to operate effectively and resulting in serious injuries and deaths. The Taipei City Government therefore began to amend the Taipei City Autonomous Regulations for Fire Prevention to require enhanced fire safety contingency measures for venues with unspecified gatherings of people, strong entertainment sound and light effects, enclosed and dimly lit, and where consumers are generally unfamiliar with the movement and difficult to identify their location, so as to avoid a large number of casualties in the event of a disaster.

To cope with future regulations, Taiwan Secom has developed the Fire Monitoring and Notification System to monitor the fire safety equipment such as the fire detector central control, broadcasting equipment, smoke ventilator, and fire sprinkler equipment on the subject site 24 hours a day. Once the fire detector central control, broadcasting equipment, smoke ventilator, or fire sprinkler equipment is shut down or malfunctioned, the Taiwan Secom Disaster Prevention Help Desk will take control the situation through CCTV monitoring in the first instance. At the same time, the fire prevention administrator and the owner of the subject premises will be notified through push notification/SMS/mail/telephone, and the fire prevention administrator (or the on-site agent) will immediately confirm the abnormal condition of the on-site fire equipment and assist in tracking until the condition is lifted. This service also provides fire alarm transfer from the fire detector central control and can be combined with the 119 Fire Reporting Device to automatically report the fire.

K. Network Information Security Service-IoT Security Enhancement With the advent of the IoT, devices, and machines are connected to the network and becoming intelligent.

The various network devices that constitute the Internet of Things (IoT) are changing the way we interact with the surrounding environment. The IoT brings more advanced application services to real life, such as smart homes, smart meters and health monitoring, and vehicles connected to the network. The frequency of related devices and systems using the network has increased greatly, and such devices and systems exist in various fields and environments. IoT devices will collect and transmit data that uses various security requirements, so that the attack targets of hackers will change accordingly. The security threat of the IoT is increasing day by day. Like IT systems, IoT networks and devices are vulnerable to manipulation and destruction, which in turn leads to various risks. For example, the leakage of important personal information and the suspension of key business services. In addition, privacy issues also worry consumers. According to statistics, 90% of consumers lack confidence in the security of IoT devices. Taiwan Secom not only provides physical customer security, but also further provides customers with virtual security assistance. At the end of 2019, the Company launched the UTM Secom Internet Sentry Information Security Service—a unified threat management (UTM). This is a network security enhancement, evolving from traditional firewalls, and is the basic equipment for network gateway defense programs. It integrates multiple security functions on a single device product, providing functions including network firewall, intrusion prevention systems (IPS), gateway antivirus (AV), and web security filtering (Web Guard).

Security risks such as computer viruses, malware, mining software, hacker intrusions, fraudulent emails, and phishing websites continue to threaten customers' network information security. In order to solve the problems of customers who have network security needs but no dedicated information engineers (such as small and medium-sized enterprises/businesses/family customers, etc.), Taiwan Secom and Baohwa Trust have joined forces to provide cybersecurity services, offering the Taiwan Secom Information Security Double Protection Solution. This service integrates both physical and virtual security mechanisms, providing comprehensive cybersecurity solutions tailored for enterprise protection. Key features include cybersecurity software and hardware monitoring, protection reports, cybersecurity consulting services, and more.

Small and medium-sized enterprises face three major challenges in terms of cybersecurity: a lack of substantial budget to establish a cybersecurity team, the need to acquire suitable cybersecurity talent within a limited timeframe, and uncertainty about how to comply with government cybersecurity regulations. To tackle these challenges, BaoHwa Cybersecurity has introduced a new service called Cybersecurity Consulting Service. This allows small and medium-sized enterprises to quickly acquire professionally certified cybersecurity talents to assist in internal cybersecurity protection. On the other hand, it helps enterprises rigorously implement government-required cybersecurity regulations, assisting them in implementing regulatory details such as Cybersecurity Maintenance Plans. To sum up, Baohwa's Cybersecurity Consultant helps enterprises deploy cybersecurity measures from a holistic perspective.

L. AI Smart Camera System

(1) Smoke/Flames/Fire Detection

Combining thermal imaging with fire and smoke detection systems, the system incorporates fire pattern algorithms that can be flexibly applied to thermal detection areas. In addition to image recognition, the alert mode can also integrate strobe lights and speakers to achieve alarm functions.

(2) License Plate Recognition and Lane Management

The AI camera offers various functions, including real-time reporting alerts, dynamic recognition, and long-term recording. It can accurately analyze license plate data of vehicles traveling at speeds below 40km/h. The main unit has a storage capacity of up to ten thousand license plates (camera: four thousand plates). By utilizing wide-angle and telephoto lenses, it can achieve precise recognition without any blind spots and automatically open the barrier. This solution addresses the issues commonly found in traditional parking lots, such as the risk of card remote controllers being copied, manual control, and the inconvenience caused by damaged eTag stickers.

(3) Face Recognition Comparison

Our solution offers accurate face recognition and face recording, controls personnel access and blacklists, provides real-time alerts, and replaces traditional buttons or card swiping to open doors. This enables businesses to achieve enhanced security in access control management.

(4) Electronic Fence

The system provides protection for blind spots within the perimeter walls or external surveillance areas of the target object. Protection methods include perimeter radar protection, sensor cable protection, and camera fence protection. When abnormal events occur, the system can trigger video linkage and notify administrators for appropriate action.

M. Smart Construction Site Management Solution

A visualized technology dashBoard, coupled with AI technology and detection systems, manages high-risk and highly complex construction sites. The construction site management platform digitizes data, reducing the on-site security personnel costs and allowing quickly and efficiently managing information and personnel across multiple construction sites simultaneously.

(1) Personnel and Vehicle Access Management:

The gate machine at the construction site entrance allows personnel access through face recognition while simultaneously checking body temperature and recording attendance data. It also integrates the total number of workers and types of occupations on-site. Moreover, AI-enabled cameras conduct uniform inspections and alcohol tests to ensure that personnel are wearing standard safety attire (safety vests and helmets) when entering the work zone, thereby ensuring the safety of construction operations. When the system detects abnormalities, the warning light will activate, and the integrated platform will display abnormal values on the management platform. Additionally, the AI vehicle recognition system regulates the types and quantities of vehicles entering and exiting the construction site, and immediate alerts are generated for unregistered vehicles.

(2) Environmental Quality Management:

The platform includes detection systems for wind speed, CO2 levels, noise, humidity, temperature, and PM 2.5 in different construction site environments, ensuring site safety and maintaining environmental stability.

(3) Safety Protection and Monitoring Management:

Network cameras can be used to monitor multiple areas of the construction site simultaneously, enabling perimeter protection through an electronic fence system. Equipment collision and tower crane hazard detection system utilizes UWB (Ultra-Wideband) real-time positioning technology to detect the safe distance between personnel and machinery. When individuals enter the operational range of hazardous equipment, the system triggers an alarm to prevent construction accidents. Furthermore, the wall-shaped radar wave detection equipment detects when the crane arm exceeds the work area and immediately alerts the driver and pedestrians on the ground. Likewise, The environmental construction site is equipped with a comprehensive detection system to ensure safety, including flood warning sensors, cabinet temperature sensors, cabinet opening sensors, water pump motor sensors, and fire detection devices, enabling real-time monitoring of construction accidents and reducing site losses.

(4) Construction Project Progress Management:
The headquarters management center only needs to deploy one system host. This platform integrates the functions of a command center, managing information from up to 15 construction sites, facilitating management, and providing real-time alerts for project delays.

N. Taiwan Secom (Drone) Inspection Service Solution

(1) Deployment of Rescue Equipment
For areas that are difficult to access, drones will be equipped with various carriers and attachments, including [lifebuoys/AEDs/other rescue equipment], to conduct emergency medical assistance and cargo delivery in a timely manner, thereby facilitating emergency response and coordination.

(2) Drones for Disaster Relief
Drones can be deployed to disaster sites, where they can hover in the air and provide real-time images of the disaster. These images are then transmitted to personnel, allowing them to assess the situation on-site before initiating disaster relief efforts. This enables them to plan rescue routes in advance. The drones are equipped with a GPS positioning system, which ensures accurate dispatch of drones for disaster terrain reconnaissance. Additionally, a thermal imaging camera is utilized to capture images of heat source distribution, thereby ensuring the safety of rescue personnel.

(3) Aerial Survey of Engineering/Project Site Records
Drones can perform aerial photographs to record the progress of public works projects, enabling effective monitoring of construction site dynamics and changes. This enhances the integrity and completeness of the final as-built documentation.

(4) Data Collection for Testing/Surveying
To replace the traditional inspection methods that are time-consuming, costly, and expose personnel to risk, the use of drone detection and mapping has been adopted. This enhances inspection efficiency and safety, while also improving the accuracy of inspection results and reducing human error.

(5) Field Patrol
Drones can replace human labor in patrolling vast areas or hard-to-reach locations. By planning flight paths, they enhance the efficiency of inspection sites and ensure a safe inspection process. Additionally, equipped with recording and broadcasting devices, they monitor whether individuals enter restricted areas and utilize the broadcasting system to remind personnel to leave.

O. Smart Charging Station System

(1) Charging Station and EMS

The electric vehicle charging services provided by Taiwan Secom are mainly divided into five major customer groups: individuals, communities, parking lots, commercial premises, and office buildings. We assist property owners in providing customized one-stop electric vehicle charging services, including charging pile installation services, on-site surveys, providing charging pile purchases, site construction, and implementing an Energy Management System (EMS). Users only need to download the app to easily operate the charging service.

(2) Electric Vehicle Fire Blanket

Taiwan Secom has introduced the TEXfire electric vehicle fire blanket from Spain. This product has been certified by SGS and has obtained Class 1 flame retardant certification (in accordance with CNS10285 L3196 A4 test). The fire blanket measures 9 meters by 6 meters and requires only 2 persons to deploy (8x10 meters for vans/4x6 meters for electric scooters), covering vehicles to prevent the spread of fire to surrounding vehicles and buildings. In addition, Taiwan Secom provides a 24-hour monitoring service. When a fire blanket is removed from the “storage box,” the door opening signal will be immediately reported to the control center, facilitating communication with emergency services on-site.

P. “Security Eye” Anti-Hidden Camera Detection Service

The Anti-Hidden Camera Detection Service is designed to help businesses and institutions establish a more comprehensive privacy protection environment. Through a 24-hour automated monitoring mechanism, the system detects wireless signal devices that may be used for hidden recording within a given space, including Wi-Fi 2.4G, 5G, and Bluetooth devices. The system adopts continuous abnormal detection logic, analyzing signal strength, occurrence timing, and behavioral patterns to filter out environmental noise and focus on identifying potentially risky and suspicious devices, reducing false alarms and improving overall protection effectiveness.

Security Eye performs daily automatic device connection checks to ensure normal operation of detection functions. When abnormal signals exceeding predefined thresholds are detected, the control center will notify customers in real time and provide on-site technical support if necessary to assist with further inspection and handling.

In addition, the service provides monthly detection records and abnormal analysis reports, helping customers monitor site security status.

With the rise of potential threats brought by rapid technological advancements, the service is built on the core principles of continuous monitoring, real-time alerts, and professional support, enabling customers to enjoy the freedom of privacy and security even in public spaces, and effectively deter the intent and motivation of hidden recording activities.

2. Percentage of Operation

Unit: NT$ thousand;%

Department	Net operating income	Percentage (%)
Income from electronic system	8,073,075	42.53%
Income from static guard service	2,531,053	13.33%
Income from cash-in-transit service	1,670,452	8.80%
Income from logistics service	1,049,415	5.53%
Income from F&B service	1,963,335	10.34%
Other operating income	3,695,159	19.47%
Total	18,982,489	100.00%

3. Current Products (Services) and New Products (Services) Development

A. Current Products (Services)

(1) IoT Smart Security and Control System Service
(2) MiniBond Satellite Positioning and Search Service for Human Use
(3) MiniBondGPS Vehicle Positioning and Management System
(4) MiniBond Video Vehicle Positioning and Management System
(5) MiniBond Waste Collecting Vehicle Positioning and Management System
(6) MiniBond Cold Chain Fleet Management System
(7) MiniBond Digital Drive Recorder Management System
(8) MiniBond Cloud Fleet Management System
(9) MiniBond Excavated Soil and Construction Vehicle Positioning and Management System
(10) MiniBond GPS Vehicle Unit with Alcohol Detection System Service
(11) MiniBond Vehicle Unit Integrated with Driver Identification Service
(12) Digital Surveillance and Video Intercom System
(13) Professional Fire Safety Planning and Construction
(14) Fire Safety Equipment Monitoring and Management Service
(15) Access Control and Attendance System Construction Service
(16) Building Environment Integration and Planning Service
(17) Surveillance Equipment Integration and Planning Service
(18) Cash (and bills) Delivery Service
(19) Resident Security Guard Service
(20) Smart Buildings Management Service
(21) Smart Care Service
(22) Public Health Station Service
(23) Contracted OM Nurse Clinical Health Care Service for Corporate
(24) AED Life Security Integration Service

(25) Public Elderly Care Service
(26) Emergency Services for Solitary Elders
(27) Public Housing Security Solutions
(28) Disaster Prevention Integrated Planning Service
(29) UTM Network Sentinel Information Security Service
(30) AI Smart Camera System
(31) Smart Construction Site Management Platform
(32) Smart Aerial Unmanned Vehicles (Drones)
(33) Smart Charging Station System
(34) Field Security System
(35) Electric Vehicle Fire Blanket
(36) AI Video Intercom System
(37) "Security Eye" Anti-Hidden Camera Detection Service

B. New Products (Services) Development
(1) Development of AI Smart Camera Cloud-Based Recognition System
(2) My Vita Sensors Development
(3) Development of Vehicle Driver Assistance Systems (DMS/ADAS/TPMS/Breathalyzer)
(4) Development of Smart Building Management System
(5) Service Robots and Integrated Platform

4-1-2 Overview of Production and Sales

1. IoT Security Control System

Industry status and development

Since the establishment of Taiwan Secom in 1977, we have aimed to become a benchmark in Taiwan's security industry. Starting from providing passive anti-theft alarm services, we have gradually developed into a comprehensive social safety service system integrating multiple technologies. Today, the security industry has evolved from a traditional hardware-oriented model to a new generation of IoT and AIoT applications. We continue to play the role of a market innovator and serve as a model for industry peers.

In Taiwan's overall security market, small and medium-sized operators account for the majority. Due to limitations in R&D, manpower, and capital, only a few are able to fully adopt IoT and AI technologies for transformation. However, with rapid global technological advancements, international technology companies and startups are entering the market with products such as self-monitoring security systems, smart home solutions, and AI security devices, gradually reshaping the competitive landscape. Amid intense competition, market feedback indicates that 24-hour real-time monitoring and service capability, a comprehensive nationwide service network and maintenance capacity, as well as standardized and professional manpower support remain the key factors most valued by clients, and are also our core competitive advantages.

Relations between the upstream, midstream, and downstream of the industry

SECOM Japan is one of the major shareholders of Taiwan Secom. Since our establishment, we have maintained long-term and stable collaboration in technology exchange and management experience sharing. This enables us to stay aligned with global security industry trends, introduce advanced technologies in a timely manner, and continuously optimize our systems. On the supply chain side, affiliated companies within Taiwan Secom Group provide key equipment, software development, and manufacturing capabilities, ensuring product quality and supply stability, and forming a well-structured upstream support system.

We also actively collaborate with government agencies, industry partners, and academia, including the Industrial Development Administration of the Ministry of Economic Affairs, local governments, the Architecture and Building Research Institute of the Ministry of the Interior, industry consulting teams, colleges and universities. Areas of collaboration include cybersecurity and protection, networks and communications, biometric technologies, mobile applications and system integration, and AI smart video analytics. Through joint research and demand exploration, we accelerate product innovation and ensure that our services better meet user needs.

In addition, Taiwan Secom has strong system integration and customization capabilities to meet the needs of different sectors, including financial institutions, large commercial enterprises, and the public sector, providing comprehensive security solutions. Dedicated teams are also in place for both B2B and B2C markets to support channel development and client services, expanding overall market coverage.

Development trends and competition of products

With the widespread adoption of IoT, advancements in AI deep learning, and the maturity of edge computing technologies, the security industry is rapidly evolving toward intelligence, cloud-based systems, and service-oriented models. Future product trends include:

(1) AI vision and smart recognition becoming mainstream

AI video technology is gradually replacing traditional sensors. Common applications include personnel/vehicle behavior recognition, hazardous event detection, smart access control and biometric identification, AI video analytics, and cloud backup. Demand from enterprise clients for predictive capabilities rather than post-event playback is increasing rapidly, making AI security a key growth driver.

(2) Integration of edge computing and cloud platforms

Edge computing architectures enable rapid on-site event processing, while cloud platforms support big data analysis and model updates, forming a more comprehensive smart security system.

(3) Significant increase in cybersecurity and privacy requirements

As security systems become fully connected, cybersecurity threats have become a major concern for enterprises. Through strengthened cybersecurity measures, encrypted transmission, and adoption of national standards, Taiwan Secom ensures that both devices and platforms maintain a high level of protection.

(4) Emerging cross-industry competitors and increasing global challenges

Competition is no longer limited to local providers in Taiwan, but also includes international brands in IoT and smart home devices, AI video analytics startups, and platform service providers offering remote security solutions in SaaS models. However, differentiated human-based services and nationwide response capabilities remain core values that are difficult to replace.

Taiwan Secom continues to invest in smart video, AI algorithms, cybersecurity protection, and system integration, while collaborating with global technology partners to maintain our leading position in both technology and services.

2. Digital Surveillance System

Industry status and development

In Taiwan, surveillance systems have become essential equipment used in spaces ranging from households to large areas such as parks, ports, and airports. Besides their basic function of theft prevention, surveillance systems combined with AI technology help people reduce their workload and become more efficient in their tasks. AI covers various domains such as public safety, traffic management, factory operations, retail, and healthcare, including long-term care. It can also assist in interpreting situations in disaster-stricken areas.

Recently, AI technology has been widely applied in the management of large public areas. For instance, in ports, AI cameras combined with full-function cameras and thermal imaging cameras can track the trajectory of vessel navigation, thereby enhancing the efficiency of tower personnel. Surveillance systems are no longer just about simple video recording; they now utilize stable AI technology to provide a more diverse range of applications for recorded footage. This addresses the issue of fatigue associated with manual monitoring in the past.

Relations between the upstream, midstream, and downstream of the industry

Surveillance systems have evolved from early analog and AHD images to current digital images. They go through the most upstream AI software design and chip manufacturing, midstream hardware equipment manufacturers and assemblers, and finally, system integrators for integrated marketing.

End customers continuously provide actual functional requirements, and the SI industry operators summarize the requirements and provide feedback to the upstream software developers for design, and the relationship keeps going in cycles.

Development trends and competition of products

With the advent of the smart era, the recognition chip on the AI IP camera can display the results on the recording server to reduce the use of expensive servers of the past and costs. By utilizing Taiwan Secom's self-developed management platform in conjunction with AI IP cameras for recognition, various capabilities can be achieved. These include: (1) transportation-license plate recognition and technology enforcement; (2) access control and attendance-face recognition, people counting and identification, and thermal imaging detection of human bodies; (3) environmental monitoring-perimeter protection system, intrusion detection, laser detection system, fire and heat detection, and other comprehensive service applications.

Due to the rapid development of the IoT industry, intense competition exists in various sectors, including companies, retail, technology parks, and transportation. The practical applications of this industry are expanding, and there is a growing interest and demand from users. These days, companies have been focusing on developing AI image recognition capabilities. By utilizing AI backend software to convert recognized objects into searchable and quantifiable information, data storage is seamlessly integrated with cloud software. Through Deep Search computation, surveillance targets can be accurately identified, eliminating the need for time-consuming image retrieval. Therefore, products that are closely integrated with AI technology can successfully transition into the AIoT era. Lately, there has been a growing number of companies from various industries entering the competition, including communication equipment manufacturers, broadband providers, and fourth-generation television system operators. Many of these companies engage in cross-system sales, offering enhanced features and applications.

3. Video Intercom System

Industry status and development

Video intercom systems have become necessary equipment for residential buildings in Taiwan. In addition to communicating with visitors or building security, video intercom systems can adopt the Internet of Things features to achieve smart home functions, such as anti-theft, disaster prevention, automatic control of home appliances, environmental monitoring, lighting control, elderly care, etc., and they can be integrated with property management apps.

Relations between the upstream, midstream, and downstream of the industry

The early intercom systems offer only simple voice communication. From parts manufacturing to weak current engineering, the industry structure of parts, assembly, and construction involved is relatively simple. Now video intercom systems have the Internet of Things platform embedded in the indoor machine by manufacturers, and they connect access control, monitoring system, and equipment with zb wireless transmission, and adopt the characteristics of the Internet of Things to continuously expand functions. These expand the production and development of related components in the video intercom system industry, the assembly at manufacturers, software function development at firmware companies, and system integrators market demand feedback and design, making the entire industry move towards horizontal integration and expanding the overall industry output to meet the needs of consumers.

Development trends and competition of products

Image intercom systems have turned into multi-functional smart integrated intercom systems based on IP communication. In the future, they will be the center of information and signal transmission in families, connecting handheld devices to grasp any information related to Home. Due to the boom in the Internet of Things industry, many more manufacturers from other fields have joined the competition, such as communication equipment, surveillance systems, and access control system manufacturers. Many manufacturers have integrated across systems to provide updated functions and applications.

4. **Satellite Positioning Fleet Management Service**

Industry status and development

GPS satellite products have flourished since the 1980s. From early military use, they have now evolved into consumer communication products, including the use of GPS chips, receivers, or modules to form various devices for marine, land, and air positioning and navigation, becoming an indispensable part of mountaineering, outdoor recreation, etc.

Due to the rapid development of the global economy, transportation and sales of goods are now without borders. In business applications, various transportation vehicles, including small trucks or large passenger (goods) vehicles, cold chain logistics fleets or vehicles carrying toxic waste, are required to install on-board GPS for administrators to locate vehicle in real-time to manage them accurately and achieve the purpose of time-saving and high efficiency. Therefore, the GPS market has approached a mature stage.

Relations between the upstream, midstream, and downstream of the industry

Relations between upstream, midstream and downstream of the industry of vehicle satellite GPS:

The upstream industry has manufacturers providing GPS chips-related products, such as chips, quartz crystal oscillators, surface acoustic wave filters and passive components for electro-acoustic products.

The midstream industry provides GPS modules.

The downstream has manufacturers of end-user GPS products, such as GPS antenna, display panel, GIS map, navigation machine, satellite positioning vehicle on-Board machine, etc.

Development trends and competition of products

For the development of satellite GPS products, the Company incorporated the use of GPS into human safety products as early as 2006. The MiniBond satellite positioning assistance service was developed to offer precise positioning technology and location inquiry, timed reporting, SOS emergency and other functions to protect the safety of children and the elderly.

The Company started developing satellite GPS on-Board units for automobiles in 2009. For customers with fleet management needs, the units provide comprehensive vehicle and personnel management. Through real-time monitoring, driving reports, overspeeding, and idling management, they can effectively improve the efficiency and streamline manpower needed.

As communication technology evolves from 2G to the current 5G mobile data application, compared with 4G LTE, which focuses on ensuring connection quality, 5G provides a cloud-to-client networking experience. For vehicle on-Board GPS, the Company adds in DVR image monitoring management functions. In addition to transmitting real-time images, it is equipped with GPS/G-Sensor/4G module, which can automatically detect side impact, trigger forced shadowing, and completely record driving location and speed, making driving more secure.

The solution for the cold chain logistics industry incorporates the use of vehicle GPS units and digital thermometers to detect the temperature change of the cargo in real-time, and ensure the continuation of the cold chain process. For government-regulated vehicles carrying toxic substances and wastes, the MiniBond on-Board units for waste management vehicles are used to help customers achieve management goals.

The development of on-Board GPS products focuses on meeting the needs of administrators of vehicle control and protecting drivers. In addition to faster and correct positioning, they are able to detect various dangers for warnings and protect drivers and pedestrians immediately. For example, driving field of view assistance system or ADAS (advanced driver assistance system), DMS (driver monitoring system), and LDWS (lane departure warning system) use infrared detection or millimeter-wave radar or other thermal energy and pressure monitoring, combined with GPS, to send data back to the database for analysis to warn drivers in advance to avoid dangerous situations.

At present, the competition in the vehicle GPS industry is quite fierce. Various manufacturers are thinking about how to connect various devices, in addition to their existing positioning functions, to meet the diverse needs of customers.

5. Fire Prevention System

Industry status and development

With the continuous construction of commercial buildings, public housing, large-scale IDC computer rooms, etc., the demand for fire protection continues to increase. Due to the increase in domestic fire incidents and that fire protection infrastructure is not perfect, the awareness of disaster prevention in fire protection is raised, and the construction of fire safety facilities goes from a passive to an active attitude.

Relations between the upstream, midstream, and downstream of the industry

The fire protection industry consists of upstream equipment distributors and manufacturers, midstream fire construction companies, and downstream maintenance service providers.

The upstream equipment distributors and manufacturers are the main sources of supply of various fire protection components, and they provide the equipment and products to the midstream fire construction companies to complete the various Fire Prevention systems in commercial, residential, factory, and office properties.

Development trends and competition of products

There are many domestic fire protection companies, but they tend to be small, unlike other industries that may have market leaders. Therefore, these fire protection companies tend to offer regional sales and maintenance services. In this regard, we have decisive advantages in terms of company size, capital and service flexibility.

6. Access Control and Attendance System

Industry status and development

Market factors: Requires rapid development of biotechnology and related products (face recognition machine + thermometer, QR code visitor system, 2D barcode, online P2P interactive functions through Apps, etc.).

Relations between the upstream, midstream, and downstream of the industry

Software application: 120 people for small systems, 500 people for medium systems, and 500 to 50,000 people for large systems. The relevant software application needs to obtain the original development software, and the department needs to have the ability to quickly develop, modify and solve to fully meet the market demand.

Hardware application: The rapid change of workplace information requires the ability to quickly integrate with the latest workplace systems to effectively grasp market trends, such as face ID machines, thermometers, etc.

Development trends and competition of products

In recent years, cross-flatform app integration (mobile and PC) has become a rapidly developing trend in the workplace, making them indispensable products for both work and life. Regarding access control and attendance, it is necessary to combine these systems with the backend payroll system, allowing complete payroll data to be directly incorporated into calculations through the frontend attendance system. This facilitates quick and convenient calculations for businesses. To effectively enhance revenue and gross profit, access control-related products must keep pace with this trend.

7. AED Life Security Integration Service

Industry status and development

Among the top ten causes of death in Taiwan in 2020, heart disease still ranks second. Sudden cardiac arrest can happen unexpectedly, anywhere, and to anyone. On May 10, 2023, the Ministry of Health and Welfare reissued regulations mandating the widespread installation of Automated External Defibrillators (AEDs) in ten major public places, actively promoting education and training on CPR + AED.

As of the end of 2025, the number of registered AED installations in public places in Taiwan has exceeded 15,300 units, according to statistics from the Ministry of Health and Welfare's Public Places Emergency Information Network. The penetration rate is higher than in other countries.

In April 2021, the Consumer Foundation conducted surveys of sites that have AEDs installed and found that more than half of the machines had not been regularly checked and managed for more than six years, resulting in the poor performance of AEDs. The Ministry of Health and Welfare pointed out that although the installation density of AED in Taiwan ranks as high as No. 3 in the world, the utilization rate increases slowly. The phenomena all highlight the need to re-examine adding more locations and suggest a reasonable number of AED installations.

In May 2023, the Ministry of Health and Welfare revised the regulations for installing Automated External Defibrillators (AEDs) in public places. The announcement introduced two new categories: Category 9 for Public Service Facilities (Police Stations, Police Posts, and Substations), and Category 10 for Special Institutions, (Military Camps with over 1,000 personnel). Additionally, the regulations reduced the minimum person flow requirement for large shopping and leisure venues from 3,000 to 1,000. The installation of AEDs will significantly improve the community's ability to save lives.

Following the phased achievement in the deployment of emergency rescue equipment, the next focus is on "empowering the public" by expanding first aid education and enhancing emergency response capabilities. In March 2024, the Executive Yuan approved the "National Medical Resilience Preparedness Plan," aiming to strengthen the overall capacity of the healthcare system to respond to large-scale disasters, with participation from enterprises, communities, and the general public in training efforts. The Ministry of Health and Welfare has also commissioned the Health, Welfare and Environment Foundation to promote the "National First Aid Training Promotion Program," delivering training courses nationwide. In addition to CPR and AED training, the program also includes trauma bleeding control, comprehensively enhancing the public's ability to respond to complex disasters.

Relations between the upstream, midstream, and downstream of the industry

AEDs are considered a type of Class III medical equipment. The upstream vendors mostly supply electronic components, plastic materials and hardware parts; the midstream vendors are medical devices manufacturing such as Philips and Defibtech, with which the Group has active collaboration; and Lee Way Electronics Co., Ltd. under the Group is a specialized agent and distributor in the downstream of the industry chain.

Development trends and competition of products

At present, there are more than ten thousand AEDs deployed in public spaces, and the density of 60 units for every 100,000 people has placed Taiwan among the top in the world. However, people's willingness to use and the related knowledge need improvement. In the future, it is necessary to reinforce the general public's awareness of AED+CPR basic operations and emergency aid. Lee Way Electronics Co., Ltd. currently provides a free AED+CPR 90-minute complete training course for all locations it sells to, and the course is taught by professionally certified teams. Students can take online tests immediately after class to check whether they have basic first aid knowledge, which greatly enhances the significance of installing AEDs for first aid. Although a few peers in the same industry have launched the same program, they have limited resources in instructors, or the courses need to be paid for. Most of them only provide courses online or marketing pamphlets for consumers to learn themselves, and it is difficult to confirm whether the concept of first aid is conveyed properly.

Since Taiwan's initial promotion of AEDs in 2013, it has been more than 10 years since the first batch of installations. It remains to be seen whether the machines have aged and need to be replaced, whether the locations of installation are regularly maintained, or whether employees are properly trained. Lee Way Electronics Co., Ltd. launched Taiwan's first AED Smart Connection Management Service, which can detect the status of AEDs at any time and provide assistance, greatly reducing the probability of machines not working as they should, and reassuring customers. There are also 1,500 after-sales service staff and a 24-hour customer service center ready to answer customers' questions at any time. Such a large-scale team is one of the largest in the industry, giving the Company a competitive advantage.

At present, AEDs are still mainly placed in locations of government agencies and transportation hubs. The medical community calls on the Ministry of Health and Welfare to amend the law to expand the deployment to convenience stores. Moreover, the floor-to-AED machines ratio should also be revised. On average, one should be installed on every three floors so as to increase the coverage and density of public AEDs and avoid spending too much time getting the machines in emergencies.

There is also a disparity in the density of AED installations between urban and rural areas, with a general lack of emergency resources in rural areas. Due to longer ambulance transportation times, the chances of survival for sudden cardiac arrest in rural areas are significantly lower compared to urban areas. Zhong Bao Social Welfare Foundation has been calling on like-minded emergency room doctors and CPR+AED first aid training instructors from Lee Way Electronics Co., Ltd. to visit ten or so remote villages to strengthen the first aid capabilities of tribal people. It is a common goal of all AED businesses to advocate for all companies to take a perspective on social welfare and donate AEDs to remote tribal villages to help them build public spaces that can give people greater peace of mind.

To support the “National Medical Resilience Preparedness Plan,” we are advancing a first aid hybrid education and training program that integrates bleeding control modules into existing CPR + AED curricula, combining online learning with hands-on, in-person practice to align with modern learning habits. Through standardized training materials and flexible program design, we reduce participation costs for both businesses and the public, expand accessibility, and amplify outreach impact to accelerate the realization of a society where everyone is equipped with first aid skills. At the same time, Lee Way transferred the "Smart Arong" training module developed by Taipei Veterans General Hospital, which, together with the digital CPR AED platform, provides real-time feedback and flexible learning to enhance training effectiveness.

8. Property Management System

<u>Industry status and development</u>

After over a decade of development, the services of the property management system meeting the main market needs have taken shape, and there are quite a few solid practices for building security/management committees/residents/ service providers. We have incorporated the concept of smart buildings and integrated access control, monitoring, and disaster prevention into the building automation process to make daily life routines smarter and create a safe living environment. At present, the system is divided into three parts:

The first is a free platform, which enables payment of management fees and building management by management committees, and there are also cash transfer services, equipment management, shopping, IoT equipment solutions, repair and various daily life-related services. Property management systems are evolving from simple “announcements and payments” tools into integrated community and commercial building operations platforms, with a focus on resident engagement, work order and maintenance management, payment flows, and the integration of life-related services.

The second is the payment collection system, which is built by several specialized software companies. The buyers are usually property management companies. This type of system usually provides complete cash transfer and powerful accounting functions, attracting the purchase of professional property management companies. Increasing demands from management committees/property management teams: digital audit trails, standardized workflows, and role-based access control (e.g., chairperson, finance officer, front desk, and security personnel).

The third is the systemic integration of smart building applications for related services such as access control, environmental monitoring, safety and disaster prevention and control. From a broader trend perspective, SaaS-based solutions and mobile-first adoption have become the norm, with seamless integration across access control, intercom systems, security infrastructure, and vehicle access management.

<u>Relations between the upstream, midstream, and downstream of the industry</u>

Upstream: cloud platforms, push notification/SMS services, payment processing, and third-party lifestyle service providers (e.g., maintenance, cleaning, delivery). Midstream: property management companies/community operators (service onboarding, work order coordination, customer service), as well as system implementation and training. Downstream: residents/corporate users, partner businesses, and contracted service providers.

Taiwan Secom's Positioning: leveraging the property management apps as an entry point, integrating security dispatch, video intercom, and license plate recognition, enabling property management to evolve beyond software into a "platform + security service."

<u>Development trends and competition of products</u>

Development trends:

- Feature consolidation: integrating announcements, parcel management, payments, maintenance requests/work orders, and voting into a single platform, while advancing toward data-driven management (reporting, auditing, and record tracking).
- Payments and service marketplace integration: incorporating points/credits and onboarding partner businesses to increase platform stickiness and monetization opportunities.
- Integration with IoT/security systems: enabling event notifications, access control, and equipment alerts to build smart communities/smart commercial buildings.

Competitive landscape:

- Competitors: free community apps (competing on user scale), professional property management/financial systems (competing on depth), and smart building platforms (competing on integration).
- Taiwan Secom's advantage: differentiation through integrated security/guarding services combined with platform capabilities, driving higher contract renewal and upsell rates.

9. Network Information Security Service

Industry status and development

With the penetration of technology into everyone's daily life, network information security issues have become more important. Since the emergence of computer viruses in the 1970s, various viruses, worms, Trojans and ransomware, etc. present a vital issue to personal, business, government and national security. Taiwan, due to its unique geographic location, receives attacks on information security twice the global average. The Asia-Pacific region has long been a hot spot for hackers. Therefore, the information security industry is actively promoting its services.

The development of 5G makes the application of the Internet of Things (IoT) more active. During the pandemic, home and remote work also need to be connected through the cloud, so the information security industry takes an even more comprehensive approach against information security threats. In addition, the government vigorously promotes the cultivation of information security talents and encourages the industry to launch various information security solutions.

Relations between the upstream, midstream, and downstream of the industry

According to the categorization conducted by the Industrial Economics and Knowledge Center of the Industrial Technology Research Institute, there are eight main categories in the upstream, midstream, and downstream of the information security industry. In the upstream, there are terminal and mobile device protection, network security, data and cloud application security, and IoT security. In the midstream, there are information security operation management services and information security inspection and audit consulting services providing specialized information security services. In the downstream, there are system integration services and information security support services.

Development trends and competition of products

With the development of the Internet, information security has become a part that cannot be ignored in personal and corporate activities. Especially in the face of the impact of the global pandemic, the remote work model has greatly increased network security risks.

The aspect of security protection has extended from the initial password encryption prevention, anti-virus software, and firewall to automatic intrusion detection system (IDS). Whenever there is a suspicious intrusion, the IDS issues an alarm and monitors any activities triggered inside the system. Intrusion prevention systems (IPS) can identify, record, and report malicious activities, and stop and block malicious connection attempts.

A next-generation firewall (NGFW) can provide in-depth inspection to detect encrypted traffic and applications. For web information security, there are web application firewalls (WAF) specially designed for web applications.

By 2022, the initiative of “Industry Information Security Transformation” has been promoted in response to the development of 5G and the connection and integration needs of the IoT, and information security vendors have introduced a variety of information security solutions for various scales of companies, making the market even more competitive.

10. Smart Construction Site Management Solution

<u>Industry status and development</u>

The smart construction site management sector is currently in a phase of rapid growth, driven by the global digital transformation of the construction industry and rising safety requirements. Market demand continues to increase year by year. With stronger government policies, heightened ESG expectations, and ongoing labor shortages in construction, site management is steadily shifting from traditional manual approaches to data-driven and intelligent operations. Advancements in AI-powered video analytics, IoT sensors, drone inspections, and BIM technologies have lowered implementation costs while delivering more tangible results. Large contractors and public infrastructure projects are increasingly adopting smart construction solutions as standard practice, accelerating the widespread deployment of management platforms and safety monitoring systems. Looking ahead, integrated platform ecosystems, centralized data architectures, and AI-driven predictive analytics will define the next stage of development. Smart construction sites are evolving from standalone functionalities into core tools for end-to-end project management.

<u>Relations between the upstream, midstream, and downstream of the industry</u>

The smart construction site ecosystem can be broadly divided into three segments: upstream, midstream, and downstream. Upstream consists of technology providers such as sensors, imaging equipment, network communications, AI models, and cloud systems, forming the foundational technology layer of smart construction. Midstream is led by system integrators, platform developers, and construction technology firms, responsible for integrating hardware, software, and data to deliver comprehensive smart construction solutions. This stage emphasizes cross-system integration, data visualization, reporting, and customized functionalities. Downstream includes end users such as contractors, project supervisors, government agencies, and safety consultants, who rely on smart construction solutions to enhance site safety, quality, and operational efficiency. These three segments are highly interdependent: upstream supplies the core technologies, midstream transforms them into deployable applications, and downstream demand drives continuous market growth. From the above perspective, smart construction sites necessitate an integrated service and rely on service integrators like Taiwan Secom, who can autonomously gather diverse product requirements.

Development trends and competition of products

In response to the potential noise and environmental hazards associated with construction projects, government agencies recognize the necessity of enhancing the quality and safety of construction site environments. Hence, they have introduced mechanisms such as the Excellent Construction Project Selection and Smart Building Label to promote these objectives. The automation of smart construction sites generates environmental data through sensor fields, while AI image recognition autonomously identifies personnel and vehicle movements to deploy area security management systems. By consolidating information from multiple sites on a single platform, it meets the needs of construction site owners to autonomously manage their environments, facilitating the transition of enterprises towards creating a friendly work environment and sustainable businesses.

Smart construction site solutions are evolving from “point-based applications” to “platform integration” and “intelligent decision-making.” In the early stages, smart construction sites focused on single functions such as access control, environmental monitoring, or CCTV. Today, they have progressed into integrated platforms that combine AI, IoT, BIM, and data analytics. At the same time, a wide range of AI models, such as PPE detection, hazardous behavior prediction, and construction schedule delay analysis, have rapidly matured, enabling higher levels of automation and proactive risk alerts.

From a competitive standpoint, the market can be broadly categorized into three types of players: Sensor and hardware manufacturers, competing primarily on device performance and cost; System integrators, emphasizing solution completeness and customization capabilities; Platform providers and construction tech startups, focusing on platform depth, AI capabilities, and data integration. As the market continues to grow, competition between global brands and local players is intensifying. Moving forward, companies with strengths in platform capabilities, cross-system integration, proprietary AI models, and large-scale project experience will be best positioned to lead the market.

11. Taiwan SECOM (drone) Inspection Service Solution

Industry status and development

According to Drone Industry Insights (Droneii), a renowned international drone industry analysis company, the global drone market is expected to reach a value of US$54.6 billion by 2030. Drones are essential tools for commercial, governmental, and consumer applications, with uses spanning various fields such as construction, agriculture, disaster relief, logistics, and energy/industrial inspections. Apart from advancements in drone vehicle technology, there is also an expansion into swarm drone collaboration, combining sensors, AI software, and edge computing.

In terms of policy, the Executive Yuan includes the development of the drone industry as one of the Six Core Strategic Industries. Recently, the Industrial

Technology Research Institute has established the Fuel Cell and UAV Integration Alliance, which integrates investments in fuel cell materials, system integration, data communication, and UAV applications. This initiative aims to overcome the limitations of power supply for UAV. Additionally, the Chinese Academy of Sciences established the “Asia UAV AI Innovation Application R&D Center” and the “Minxiong Aerospace Park” as large-scale testing and development sites for UAV carriers. In accordance with the guidance of the Executive Yuan, the Ministry of Economic Affairs has established the UAS Industry Development Program Office. This office brings together resources from industry, government, and academia to facilitate the comprehensive development of the drone industry. It serves as a hub for innovation research and development, production manufacturing, and flight testing, fostering a thriving ecosystem for the drone industry and spearheading a novel commercial model for convenient living.

Relations between the upstream, midstream, and downstream of the industry

For the Drone Inspection Service Solution, the industry value chain can be comprehensively analyzed across the upstream, midstream, and downstream segments, covering value chain roles, core value, and interdependent operating models. This solution is applicable to inspection scenarios in electric power (solar power/wind power), petrochemicals, construction, transportation, and security.

The industry value chain can be broadly divided into upstream (technology supply), midstream (equipment and platforms), and downstream (application services and field operations). Its core drivers are advancements in sensing technology, AI image recognition, 5G transmission, and energy technology.

Development trends and competition of products

Competition in the drone market is shifting from “who builds the best aircraft” to “who controls vertical applications, AI, data, and automation systems.” The real value now lies in “inspection services + AI analytics + platform subscriptions.”

In the past, Chinese drone manufacturers dominated the global market. Many of Taiwan’s key components, such as flight control chips, were also largely sourced from China. However, due to national security considerations, regulations have increasingly restricted the procurement of Chinese-made drones. While Chinese brands maintain advantages in hardware performance and pricing, European and American brands hold strengths in security, regulatory compliance, and local manufacturing, particularly in government projects. This shift has created new opportunities for Taiwan’s drone industry. At the same time, the advancement of 5G applications and AIoT technologies is accelerating innovative drone use cases in Taiwan. Industry reports indicate that service-based revenue, such as drone operations, data analytics, and platform licensing, will account for the largest share of future growth.

12. Smart Charging Station System

Industry status and development

According to statistics from the Ministry of Finance, electric vehicles (including electric scooters/motorcycles) have been exempt from vehicle license tax since 2012. As of the end of February 2025, the total number of electric vehicles has reached 97,619 units, representing a 306-fold increase. The total tax exemption amount is approximately NT$2.5320 billion, reflecting a 1,257-fold growth. Notably, over the past three years, both the number of vehicles and the total tax exemption amount have shown a sharp upward trend. More detailed data indicates that, as of the end of February 2025, there were 97,619 fully electric vehicles nationwide, with total exemptions of approximately NT$2.5320 billion, marking a 64.8% increase compared to the same period in 2024.

With the increasing number of electric vehicles, there is a need to further expand the quantity of charging stations to meet the growing electricity demand of electric vehicle owners.

According to the International Energy Agency, the optimal ratio of charging stations to electric vehicles (EVs) in a region is 3:1. However, the installation of charging stations has not kept pace with the production speed of EVs. In recent years, due to the urgent demand for mileage, there has been an expansion of fast-charging stations in public areas. As a result, the Ministry of Transportation plans to allocate NT$1.12 billion to subsidize the construction of public EV charging stations by local governments and government agencies. Each public agency will install 4,000 slow-charging stations and 400 fast-charging stations, with subsidies of NT$80,000 per slow-charging station and NT$2 million per fast-charging station, respectively, based on the initiatives of each city and county.

Relations between the upstream, midstream, and downstream of the industry

The charging station supply chain is divided into upstream hardware manufacturers (charging modules, transformers, charging stations, charging plugs, charging cables) and software developers (energy management platform systems). The midstream to downstream includes installation service providers and operators, mainly involved in site planning, management, maintenance, and operation, with the operation being the core of the charging industry.

Development trends and competition of products

The current insufficient number of charging stations may deter people from purchasing electric vehicles due to range anxiety. Therefore, expanding denser charging infrastructure and supporting high-power fast-charging stations are ways to increase the adoption of electric vehicles. Thus, the government has gradually started subsidizing the installation of charging stations.

Due to the immature regulations in Taiwan, the amendment to the Condominium Administration Act Building Administration Division that says “owners of electric vehicles should not be prevented from installing charging piles without a justifiable reason” regarding the installation of charging stations in communities is currently being promoted by the National Land Management Agency, Ministry of the Interior. The main focus is on preventing car owners from illegally tapping into power lines, which could lead to electrical fires. Deputy Director Tsai Hsu-Liang of the Taiwan Power Company’s Distribution Department also proposed the installation of a dedicated electric meter for a single unit on each floor, which can be expanded to accommodate multiple charging stations. This ensures that the wiring remains organized and safe. Therefore, it is necessary to hire professional electrical contractors to install complete wiring systems in public areas with multiple parking spaces to ensure safety.

Currently, the valuable charging pile model combines charging stations with renewable energy and energy storage, thereby increasing the use of green electricity sources, such as solar power, to achieve carbon reduction. Charging operators enhance their corporate image through decarbonization. Additionally, the energy management platform adopts time-of-use electricity pricing to avoid peak charging periods and maximize flexible benefits opportunities.

13. Electric Vehicle Fire Blanket

<u>Industry status and development</u>

The increasing number of electric vehicles and the expansion of charging infrastructure have introduced new challenges in fire risk management for charging areas in residential communities, commercial buildings, and parking facilities. Demand is extending beyond traditional firefighting response to on-site prevention and early-stage suppression.

Thermal runaway in lithium-ion batteries is characterized by high temperatures, dense smoke, reignition risk, and prolonged handling time. As a result, facilities are seeking solutions that enable initial containment before firefighters arrive, including isolation, cooling, and limiting fire spread. Fire blankets have emerged as a practical first-line solution due to their ease of deployment.

Procurement models are also evolving from standalone equipment purchases to integrated solutions that combine equipment, SOPs, training drills, and incident reporting mechanisms. This trend is particularly evident in sites equipped with EV charging spaces.

<u>Relations between the upstream, midstream, and downstream of the industry</u>

Upstream: Supply of high-temperature-resistant and flame-retardant fibers and coating materials; thermal resistance/fireproof testing and certification; manufacturing facilities. Midstream: Brand owners/distributors; training (SOPs/drills); maintenance and replacement services. Downstream: Residential management committees/property management firms; parking operators;

commercial buildings/industrial parks; EV charging sites; security and risk management units. Taiwan Secom's Positioning: Through "external equipment solutions + security linkage (automatic notification to the control center upon deployment)," Taiwan Secom transforms equipment into a service-based offering, strengthening the incident reporting and response chain.

Development trends and competition of products

Development trends:

- Standardization and certification (heat resistance, coverage size, required manpower, storage box design, cleanability and reusability).
- Solution-based offerings (fire blanket + storage box + notification + drills) and a risk management focus (reducing fire spread losses and shortening response time).
- Integration with on-site systems (charging area management, video surveillance, and alarm workflows).

Competitive landscape:

- The market is largely composed of fire equipment suppliers and distributors, often competing on price and specifications.
- Taiwan Secom's key differentiation: Security linkage, control center, dispatch capabilities, and SOP-based training, forming a service-oriented solution rather than a standalone product offering.

14. Field Security System

Industry status and development

Security needs are evolving from "passive alarms" to "AI detection + rapid verification + process-driven response," with the aim of reducing false alarms and shortening response time. Multi-site environments (residential communities, commercial buildings, chain stores, and construction sites) often face manpower constraints, driving strong demand for remote verification, real-time notifications, and traceable records. Resident-/User-facing apps have become a key interface, integrating alert notifications, community-based collaborative security, and follow-up services into a single platform.

Relations between the upstream, midstream, and downstream of the industry

Upstream: Cameras/sensors; edge computing devices; AI models and video analytics; communication/cloud platforms. Midstream: System integration (alerts, video playback, app notifications, incident workflows); operations and maintenance, model tuning. Downstream: Property owners and managers of residential communities/commercial buildings/chain businesses/construction sites; security service providers; end users (administrators/residents/staff). Taiwan Secom's Positioning: Through a three-stage process of "detection – notification – deterrence," combined with community app-based regional notifications, Taiwan Secom creates a network effect for collaborative security.

Development trends and competition of products

Development trends:

- Increased emphasis on the usability of AI detection (false alarm rates, performance under low-light/backlight conditions, interference from animals or plants, and scenario parameterization).
- Process automation (tiered alerts, dispatch, record retention, and post-incident audit reporting).
- Platformization (cross-site management and data interoperability with property management/access control/intercom systems).

Competitive landscape:

- Competitors: AI analytics solutions from surveillance brands, cloud-based video startups, standalone software alert platforms, and upgraded solutions from traditional security systems.
- Taiwan Secom's advantage: 24/7 control center and service network, enabling a closed-loop process of "notification/dispatch/deterrence," along with cross-selling opportunities through its existing client base and platforms (e.g., community apps).

15. AI Video Intercom System

Industry status and development

Video intercom systems are evolving from traditional intercoms to IP-based, cloud-enabled, and mobile-integrated solutions. Their core value has expanded from simple communication to functions such as access authorization, visitor management, and record retention. While demand for replacement in older residential communities remains strong, adoption is often constrained by installation costs and the need for resident consensus. As a result, low-construction and rapid deployment solutions have become key to market adoption. High-frequency use cases such as deliveries, parcels, and visitor access are also driving demand for improved traceability and reduced management disputes.

Relations between the upstream, midstream, and downstream of the industry

Upstream: Entrance-end devices (intercom units/access control systems/ communication modules); apps and cloud platforms; cybersecurity and identity authentication. Midstream: System integration (access control, electronic locks, resident databases, visitor workflows); installation and maintenance (including no-construction solutions). Downstream: Developers/sales agencies; residential management committees/property management firms; residents and visitors (delivery and logistics personnel). Taiwan Secom's Positioning: Focusing on low-barrier deployment (no-construction/no-wiring scenarios) and app-free access for visitors, Taiwan Secom enhances replacement adoption rates and strengthens integration with property management platforms.

Development trends and competition of products

Development trends:

- Mobilization (smartphone-based intercom and remote door access), cloud enablement (record retrieval and access control management), and integration with property management and access control systems.
- Increasing requirements for privacy and cybersecurity (video retention, tiered access control, and data protection).
- Accessibility features and multilingual/text-based support to enhance usability and adoption.

Competitive landscape:

- Competitors: Traditional low-voltage intercom providers (engineering-driven); smart doorbell/smart home brands (app experience-focused); property management platform providers (ecosystem integration).
- Taiwan Secom's advantage: Ability to integrate intercom systems with property management/collaborative security/parking access management into a bundled solution, enhancing customer stickiness and driving renewals and upselling opportunities.

16. AI Smart License Plate Recognition System

Industry status and development

Lane and access management is shifting from "access cards/remotes" to "license plate recognition + whitelist/blacklist management," reducing reliance on manpower, improving throughput, and strengthening auditability. Typical requirements include resident/employee whitelists, visitor authorization, blacklist control, entry/exit logs, and incident traceability. Systems are evolving toward "edge AI for real-time recognition + centralized cloud management," with integration across parking/property management/access control.

Relations between the upstream, midstream, and downstream of the industry

Upstream: Cameras/lenses/illumination; edge computing devices; recognition algorithms; barrier gates and controllers. Midstream: System integration (lists, permissions, reporting, API integrations); installation and construction; operations, maintenance, and calibration. Downstream: Residential lanes; commercial and industrial parks; parking operators; public facility managers; security and property management providers. Taiwan Secom's Positioning: Packaged from a "security + property management" perspective (lists/records/anomaly alerts), with integration across intercom/collaborative security/community apps to form a comprehensive solution.

Development trends and competition of products

Development trends:

- Multi-scenario support (nighttime, rain/fog, occlusion, variable speeds) with integration into list and visitor workflows.
- Cross-site management and API integrations (parking systems, property

management platforms, access control, HR systems).

- Event-based alerts (blacklist hits, tailgating, wrong-way driving) with video retention for audit.

Competitive landscape:

- Competitors: Parking system vendors, surveillance brands, system integrators, and AI video startups.
- Taiwan Secom's advantage: Leveraging its existing client base and service network, and increasing switching costs through bundled integration (LPR + property management app + collaborative security alerts).

17. "Security Eye" Anti-Hidden Camera Detection Service

Industry status and development

In recent years, with the miniaturization of smart devices and growing awareness of privacy, hidden cameras have become easier to obtain and increasingly difficult to detect due to their high level of concealment. Incidents of illegal covert filming have occurred frequently across various environments, including hotels, commercial offices, business premises, and public spaces, driving sustained growth in demand for anti-hidden camera detection. In both domestic and international markets, most detection solutions remain focused on standalone equipment sales, relying on end users for operation. These solutions are often affected by environmental conditions, resulting in inconsistent detection performance and a lack of professional assurance and comprehensive protection mechanisms.

Amid manpower constraints in routine patrols and the potential risk of insider misconduct, market demand is shifting toward detection services that offer standardized procedures, professional analysis, and verifiable results. Leveraging its established expertise in security services, Taiwan Secom has introduced the "Security Eye" anti-hidden camera detection service. By integrating professional detection equipment, AI-driven algorithms, and standardized inspection processes, the Company delivers a comprehensive service solution that meets market expectations for reliability and professionalism.

Relations between the upstream, midstream, and downstream of the industry

In terms of hardware, radio frequency (RF) detection devices are already mature and widely available in the market. Taiwan Secom has introduced an innovative fixed-location anti-surveillance detection service, incorporating technologies such as AI-assisted analysis. By deploying high-quality detection instruments and integrating them through internal R&D resources, the Company ensures both detection accuracy and operational efficiency. The AI models are continuously refined based on accumulated detection experience to further enhance precision.

This service is integrated with Taiwan Secom's existing information platforms and dispatch management systems, establishing a comprehensive service workflow. Supported by its nationwide service network and professional technicians, anti-hidden camera detection services can be rapidly deployed and executed.

Development trends and competition of products

In recent years, the increasing frequency of covert filming incidents has prompted local governments to strengthen privacy management regulations across business premises, hospitality venues, rental spaces, and educational institutions. As a result, anti-hidden camera detection is becoming a routine component of safety management for businesses and operators. In Taiwan, most market offerings consist of one-time purchases of handheld infrared detection devices, relying on manual, on-site sweeps to identify suspicious hidden cameras. This approach differs from our fixed-location wireless signal detection model. Taiwan Secom's "Security Eye" service adopts a continuous anomaly detection logic, analyzing signal strength, occurrence timing, and behavioral patterns to effectively filter out environmental noise and focus on identifying high-risk suspicious devices. This approach reduces false alarms and enhances practical protection effectiveness. Leveraging our long-standing experience in security services, technological integration capabilities, and strong brand trust, Taiwan Secom has established a clear competitive advantage in this segment.

4-1-3 Research and Development:

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

2025	NT$110,965 thousand
As of the printing date of this annual report (2026)	NT$32,465 thousand
Projected R&D expenses in 2026	NT$133,472 thousand

2. Technologies and products successfully developed:

I. Development of smart delivery robot applications

The application of robots has always been a necessary component of technological development. With today's sharp decline in population, the demand has become increasingly urgent. This is evident in national defense, industry and commerce, education, and personal use, all of which have deeply integrated into people's lives. However, in terms of business applications, the high technical barriers and costs have hindered widespread adoption. With the advancement of technology and the rapid development of artificial intelligence (AI), in recent years, the concept of human-machine collaboration has begun to be introduced not only in industrial automation but also in business services. This approach aims to strengthen the insufficient entry-level workforce and assist in improving personnel processing efficiency.

For many years, Taiwan Secom has continuously integrated robotic technology to enhance service applications. In accordance with the direction of technological development, adjustments have been made to effectively address labor shortages and reduce the workload of personnel. By leveraging the unique characteristics of different domains, we can continuously train our proprietary AI models to increase the Company's competitive edge.

The main features of this system are as follows:

- Highway Map Construction Model:
  Unlike traditional methods that require robots to be re-established for over half a day due to venue adjustments, our unique learning mechanism allows managers to plan applications more efficiently.
- New Charging Model:
  To accommodate the characteristics of different industries and the issue of 24-hour continuous power demand, in addition to increasing the number of batteries for rotation, the development of fast charging technology allows for auxiliary random charging, which can significantly reduce the time consumed during charging standby.
- Modular Installation System:
  The system and hardware combinations can be adjusted according to the needs of different project sites, eliminating the necessity to incorporate a large number of redundant or unnecessary functions into a single device, thereby enhancing the flexibility of product application.

II Development of Fire Protection Services for Electric Vehicles

With the global emphasis on environmental sustainability and the reduction of carbon emissions, electric vehicles have become a major trend in the development of the automotive industry. According to statistics from the International Energy Agency (IEA), it is projected that by 2030, the number of electric vehicles worldwide will exceed 200 million, indicating an unstoppable growth trend.

Under the promotion of government subsidy policies and green energy advocacy in Taiwan, the adoption rate of electric vehicles has been remarkably rapid. The number of registered electric vehicles in Taiwan has been increasing year by year, and they are gradually becoming more common in parking lots, residential areas, and public spaces. However, the rapid expansion of the electric vehicle market is accompanied by an increased risk of battery fires, making the demand for safety equipment an urgent issue in the current market.

Lithium batteries used in electric vehicles provide high energy density. However, in the event of a malfunction or thermal runaway, they can lead to sustained high-temperature combustion, or even explosions. But, the existing fire extinguishing equipment, such as foam extinguishers, is ineffective in effectively suppressing the fire. Therefore, how to quickly control fires, prevent the spread of flames, and ensure personnel safety has become the focal point of concern for major managing organization and the government. The electric vehicle fire blanket, as an efficient and easy-to-use emergency tool, is gradually gaining market attention, and the demand is continuously increasing.

Compared to traditional fuel vehicle fires, electric vehicle fires exhibit distinct characteristics:

- Continuous High-temperature Burning:
  Once thermal runaway occurs in electric vehicle lithium batteries, the fire can reach between 800°C and 1,000°C, and it may last several hours, making it difficult for traditional fire extinguishers to extinguish the flames quickly.
- Difficulty in Controlling Fire:
  Traditional firefighting methods can only temporarily suppress the flames, as the thermal reactions within lithium batteries can recur, leading to a rekindling of the fire.
- Release of Toxic Gases:
  The process of battery combustion releases a significant amount of toxic smoke, such as hydrogen fluoride (HF), which poses serious risks to the health of surrounding personnel and the environment.
- High Risk of Fire Spread:
  In enclosed spaces such as underground parking lots, fire and smoke can rapidly spread, posing a threat to nearby vehicles, building structures, and personnel safety.

Given the aforementioned characteristics, there is an increasing market demand for equipment that can effectively control fires and respond swiftly. The electric vehicle fire blanket possesses high-temperature resistance, oxygen isolation, and the ability to reduce the spread of smoke and toxic gases. It effectively addresses electric vehicle fires and has become a key demand solution in the market.

Taiwan Secom integrates the “Electric Vehicle Fire Blanket” with an advanced security system to provide a comprehensive and smart fire protection solution. This solution specifically addresses the characteristics of electric vehicle fires, which are difficult to control due to high temperatures and can spread rapidly. It ensures real-time monitoring and rapid response, effectively reducing the risk of personnel and property loss.

The service details of Taiwan Secom’s connected fire blanket are as follows:

- Real-time Monitoring and Security System Integration for Fire Blankets
  Taiwan Secom’s 24-hour continuous monitoring system can promptly understand the usage status of fire blankets, assist on-site personnel in initial fire response, and simultaneously contact firefighting units to

ensure that subsequent rescue operations commence swiftly. This real-time reporting mechanism effectively shortens the time from fire detection to response, preventing the further spread of the fire.

- Product Status Management and Anomaly Notification
  The security system of Taiwan Secom not only provides real-time notification of fire blanket usage but also monitors the status of the fire blanket equipment. If an abnormality occurs with the fire blanket, such as unauthorized access to the storage area, damage to the equipment, or displacement, the system will send an alert message to the management end and simultaneously notify the control center for response actions, preventing equipment failure or human error from affecting disaster prevention efficiency.
- Integration of On-Site Video Surveillance
  When the fire blanket is deployed, Taiwan Secom can simultaneously access video footage to quickly assess the extent and condition of the fire, and assist in guiding on-site personnel on the correct operation of the fire blanket, thereby further reducing the risk of fire.

III. Development of Connected Services for Fire Emergency Response

Urbanization in Taiwan has accelerated, leading to increased building density, particularly with the gradual increase of high-rise buildings and underground spaces (such as parking lots and metro stations). This has consequently heightened the risk of fire. According to statistics from the National Fire Agency of the Ministry of the Interior, Taiwan experiences thousands of fire incidents each year, with a significant proportion of these fires caused by electrical equipment short circuits, cooking incidents, and gas leaks.

Furthermore, Taiwan experiences frequent earthquakes, and fires and dense smoke are often part of the secondary disasters. This complex disaster scenario further highlights the importance of emergency equipment.

With the continuous improvement of government regulations, such as the requirements of the “Building Technical Regulations” and the “Fire Services Act,” an increasing number of public places and enterprises are mandated to be equipped with basic fire safety equipment. Among these, fire blankets and smoke masks have become essential components. In addition, many businesses and households are proactively procuring this equipment to enhance their safety protection levels.

With the promotion of safety education, an increasing number of individuals and families are beginning to pay attention to fire emergency equipment. Particularly following the experience of a significant fire incident, the market demand for personal protective equipment has increased substantially. Many consumers recognize that fire blankets and smoke masks can effectively reduce personal injury and even save lives

during critical moments.
Fire blankets and smoke masks are not only suitable for households but are also widely used in various settings such as schools, hospitals, hotels, office buildings, factories, and public transportation facilities. The requirements for the configuration of fire protection equipment in these instances are stringent, and market demand continues to grow.
A fire blanket is a tool made from special fire-resistant materials, primarily used to extinguish early-stage fires or provide short-term protection.

- **Initial Fire Control:** Fire blankets are widely used in kitchen fires, particularly when a frying pan ignites. They can quickly cover the source of the fire, block oxygen, and suppress the flames. It is also applicable to other small fire sources, such as electrical equipment fires.
- **Fire Escape and Protection:** Fire blankets can envelop the human body, protecting the skin from burns caused by high temperatures. When escaping from a fire, especially when passing through areas of dense smoke and high temperatures, a fire blanket can provide effective protection.
- **Specialized Applications:** In factories, laboratories, and similar environments, fire blankets can also be used to prevent the spread of fire to other areas and to control the situation.

  Smoke masks are designed to filter dense smoke and toxic gases in fire situations, making them suitable for use during escape from fire scenes.
- **Fire Escape:** When a fire produces thick smoke, inhaling toxic gases poses a significant danger. Smoke masks can effectively block harmful gases such as dense smoke and carbon monoxide, providing escapees with critical breathing protection for a brief period, thereby assisting them in safely evacuating.
- **Application of High-Rise Buildings:** Fires in high-rise buildings are often accompanied by the generation of large amounts of dense smoke, which can easily obstruct escape routes. In this situation, smoke masks can significantly increase the likelihood of a successful escape.
- **Application of Underground Spaces:** In the event of a fire in underground parking lots or metro stations, the enclosed nature of these spaces can lead to rapid smoke accumulation. Smoke masks are particularly crucial in such scenarios, as they can provide individuals with valuable escape time.
- **Public Places and Home Applications:** Smoke masks are suitable for deployment in crowded locations such as hotels, hospitals, and schools. In households, it can serve as a daily essential to respond to unexpected fire situations.

  The smart disaster prevention solutions from Taiwan Secom is centered around a connected disaster prevention box equipped with built-in fire blankets and smoke masks. They offer highly integrated emergency services suitable for households, businesses, and public spaces, significantly enhancing safety and protection capabilities.

- **Immediate Activation and Alerts:** When the fire blanket is removed for use, it will promptly notify Taiwan Secom and the user, enabling a swift response to the initial stages of a fire.
- **Location and Usage Records:** The service can record the time and location of fire blanket usage, facilitating subsequent tracking and management.
- **Remote Support:** Taiwan Secom can promptly initiate the fire support process based on alerts, enhancing firefighting efficiency and reducing losses.

The connected disaster prevention box, equipped with a built-in fire blanket and smoke mask, features comprehensive intelligent management functions:

- **Equipment Status Monitoring:** Real-time monitoring of the status of emergency equipment such as fire blankets and smoke masks to ensure that each piece of emergency equipment is in good and usable condition.
- **Flashing lights and sound indicators:** In the event of a fire, the emergency response box will have flashing lights and sound indicators to indicate its location, facilitating quick access to emergency equipment for users.
- **Centralized Management:** Multiple disaster prevention boxes in enterprises or public places can be managed centrally through the system. The control center can monitor the usage status and location of each disaster prevention box at any time.

The Taiwan Secom integrated fire blanket and smoke mask connection-type disaster prevention box deeply integrates multifunctional emergency equipment with intelligent systems, providing comprehensive services for response and management. Not only can it effectively reduce the loss of life and property caused by disasters such as fires, but it also provides users with an intelligent, safe, and reliable living and working environment, making it the best choice for modern disaster prevention solutions.

4-1-4 Long and short-term business development plans:

1. IoT Security Control System

(1) Short-term business development plans

- Developing based on the existing product architecture, we move away from the mindset of a pure security system and expand the application of non-anti-theft aspects to commercial customers. For instance, we provide features like regular photo reporting for electronic patrols, multi-level authorization, and privacy design for secure solutions in rental spaces. We also offer a cloud-based map control platform for managing multiple locations and remote image backup (cloud storage) services, reducing the time and risk involved in developing new products.

- We collaborate with cross-industry enterprises through diverse channels, including wearable technology companies, real estate agencies, insurance companies, telecommunications providers, 3C retailers, life insurance companies, and mass merchandising retailers. Our collaboration involves various mutually beneficial activities such as technology exchange, loyalty rewards, gift redemption, advertising exchange, in-store promotion, premium membership programs, and special project offers. By doing so, we provide preferential offerings to customers of both parties, reach different market segments, increase product visibility, and connect with more potential household customers, thereby creating a mutually beneficial ecosystem.
- Participate in large-scale exhibitions and symposiums both domestically and internationally, such as CES, the largest international consumer electronics exhibition in the United States, as well as Smart Cities and Security Expos, etc. This allows us to enhance our interaction with industry players and consumers, gaining valuable insights into the application of new technologies, market trends, and opportunities for technological collaboration.
- In order to integrate internal corporate data and improve the effectiveness of digital transformation, we have established a dedicated unit known as the CRM Project Office. We are currently implementing the Salesforce system and the POI mapping system (multiple patents applied), which combine internal development information with relevant public data to explore potential business opportunities in the region. We are adopting data-driven decision-making to enhance the efficiency of sales development process management, thereby promoting the effectiveness of potential customer development across Taiwan and gaining a competitive edge in the market.
- In consideration of the potential risk of a shortage of business personnel each year, we are actively establishing multi-platform online exposure and content marketing. This includes revealing customer testimonials and product feature introductions related to the Internet of Things (IoT) security control systems, thereby enhancing brand visibility and awareness. We are also optimizing keywords for Search Engine Optimization (SEO) to improve our ranking in search engines, making it easier for target customers to find relevant information. By attracting the attention and engagement of potential customers through high-quality content, we aim to strengthen the professional image of our brand and increase website traffic and conversion rates.
- We actively implement cybersecurity mechanisms to address the rapidly growing IoT threat landscape, including encrypted

transmission, vulnerability scanning, automatic firmware updates, and the adoption of cybersecurity standards. Our apps have obtained mobile application basic security certifications, enhancing product reliability and meeting enterprise client requirements.

(2) Long-term business development plans

- Build an integrated corporate-level data platform and strengthen the CRM ecosystem:
  We will continue to promote cross-system integration of Salesforce with internal ERP, Power BI, and My Vita cloud platform to establish a comprehensive enterprise client database. Through behavioral data visualization and customer segmentation analysis, we will:
  - identify usage patterns and product dependency across different customer segments
  - drive value-added services and cross-selling opportunities
  - enhance customer lifetime value (LTV) and average revenue per user (ARPU)
- Expand the "wireless connectivity and cloud analytics" smart ecosystem:
  We will continue to introduce third-party smart device providers and solution partners to expand the platform ecosystem of My Vita. Through API enablement, data integration, and cloud-based management, clients will be able to establish diversified smart site management models, strengthening system stickiness.
- Develop overseas market strategies and drive regional expansion:
  Building on SECOM's global presence, we will assess opportunities in Southeast Asia's smart home and smart security markets and implement a phased approach, including white-label technology export, cross-border channel partnerships, and the establishment of regional operations and maintenance hubs, creating new long-term growth drivers.

2. Digital Surveillance System

(1) Short-term business development plans

- Smart video management
  Through high-resolution and multi-angle cameras, a large volume of urban road information is continuously collected around the clock and fed into the smart video management video platform. The platform systematically and visually presents meaningful insights based on different data types such as pedestrian and vehicular traffic, facilitating management, analysis, and decision-making. It also allows for interactive control, integrating features like warning monitoring, real-time information monitoring, and alarm monitoring. Internally, this system assists relevant personnel in operational monitoring, smart governance, and decision support within the city. Externally, it serves

as a conduit for operational and performance data disclosure, promoting data exchange and utilization to enhance urban operational efficiency.

- Management of security area protection
  The electronic fencing system is installed in designated security areas, where surveillance cameras utilize image analysis mode to accurately analyze human forms and directional patterns based on the specific attributes of the area. When the system detects behaviors indicating unauthorized entry into the area (such as individuals scaling walls, approaching bodies of water, or unlawfully accessing rooftops, equipment rooms, or staircases), it triggers an alarm. Simultaneous monitoring by surveillance cameras coupled with infrared detection helps reduce false alarm rates and resolves issues related to the inability to install infrared zones in certain areas.

(2) Long-term business development plans

- Smart pole
  The smart pole integrates multiple devices using the same power supply and pole, while utilizing 4G/5G wireless communication as the backbone, reducing the need for excavation work. The pole equipment comprises cameras, Wi-Fi boxes, air quality boxes, and various types of smart sensors. It utilizes AI cameras to recognize license plates, detect pedestrian violations, monitor the environment, and analyze real-time traffic flow and vehicle types. This solution helps alleviate traffic congestion and also enhances Wi-Fi coverage.
- Drone surveillance
  Drones offer high flexibility, providing a superior field of view and being less susceptible to the effects of the natural environment and terrain. Their monitoring range is significantly broader compared to fixed surveillance devices. Also, drones can carry a range of surveillance devices, operate without restrictions on time or location, and have automation capabilities. Taiwan Secom's drones are extensively utilized for a range of purposes, such as regional patrols, delivering disaster relief, conducting field inspections, transporting materials, monitoring airspace, and inspecting railway tracks. In the future, they will also have the capability to perform AI identification facial recognition for rescue operations.

3. Video Intercom System

(1) Short-term business development plans

- Collaborate with suppliers who are also leaders in their respective industries. Use the central surveillance and property management platform developed in-house by Taiwan Secom and focus on meeting the needs of consumers to integrate a set of monitoring systems that make community management and resident operations simple and quick. With comprehensive logistics services, the systems create

Taiwan Secom's advantages in the weak current intercom industry to improve revenue and profit.

(2) Long-term business development plans

- Develop a set of smart management platforms that meet the indicators of smart homes, which can integrate security, monitoring, access control, intercom, object control (lights, air-conditioning, heating), property management and other subsystems, and achieve community (people, events, objects, energy conservation) management, maintenance, convenience, simple operation, and low operating cost in one single platform.

4. Satellite Positioning Vehicle Management System

(1) Short-term business development plans

- Improvement of the MiniBond cloud fleet management platform
In response to the rapid growth of the telematics market and increasing demand for comprehensive fleet management, we will continue to enhance the features of the MiniBond cloud fleet management platform. Targeting large fleet operators and cold chain logistics fleets, the platform will integrate updated map data to provide real-time tracking, anomaly alert apps, driver safety dashboards, and unsafe driving analysis. We will also generate various reports, including dispatch performance and anomaly statistics, and support external temperature sensors and displays to deliver customized solutions.
- MiniBond excavated soil and construction vehicle positioning and management system
In line with regulatory requirements established by the Ministry of the Interior mandating GPS-based real-time tracking systems for construction debris removal vehicles, we will actively promote this business. The system will be deployed for dump trucks, dump semi-trailers, and other designated engineering vehicles transporting sand and soil to ensure compliance with government regulations and enable effective monitoring of material transport flows.
- MiniBond video vehicle cloud storage management
We have developed video-enabled fleet management with real-time uploading of driving footage to the cloud. In the event of incidents, footage can be retrieved at any time for verification, supporting continuous monitoring of vehicles and drivers. The cloud storage system supports quick search and playback by date, time, and license plate, facilitating incident investigation, dispute resolution, and risk management, and will continue to enhance data security and traceability.

(2) Long-term business development plans

- MiniBond vehicle positioning combined with ADAS
To meet fundamental road safety requirements, we will build on the

existing GPS-based positioning of MiniBond and further integrate **ADAS (Advanced Driver Assistance Systems)**, **DMS (Driver Monitoring System)**, and **LDWS (Lane Departure Warning System)**. Through AI identification image recognition and real-time analytics, the system will proactively detect driver fatigue, distraction, unsafe driving behaviors, and lane departure conditions.

In the future, the video-enabled fleet monitoring system will provide real-time alerts to reduce traffic accident risks. The backend platform will also assist clients in establishing driver safety management mechanisms, thereby enhancing overall driving safety and fleet management quality.

- MiniBond vehicle group positioning integrated with tire pressure monitoring service

  The tire pressure monitoring system (TPMS) service will be integrated with the vehicle telematics system to meet diverse client needs, enabling real-time monitoring of vehicle operating conditions and tire safety data, including abnormal tire pressure and temperature variations. Monitoring and real-time alert mechanisms via the MiniBond vehicle telematics platform will enable managers to identify driving risks in advance, reduce accidents and maintenance costs caused by tire abnormalities, and enhance the overall safety and reliability of fleet operations.

5. Fire Prevention System

   (1) Short-term business development plans

   - With the demand for social housing and public works construction steadily growing, the Company has actively participated in the construction of various projects.
   - In response to the need for (Metaverse) cloud network, many companies have plans to build their own IDC rooms, and cloud service providers have built IDC rooms one after another, and we are actively contacting them for collaborative development.
   - Add maintenance and repair contracts to increase revenue and improve our maintenance and repair services.
   - Deploying energy storage cabinets is a future trend. In the future, we will adopt integrated proposals (gas, monitoring, access control, security, environmental control, emergency rescue) for surrounding environmental monitoring and security solutions as one.

   (2) Long-term business development plans

   - To enhance fire prevention facilities, actively engage in the planning and design of various engineering projects (science park, logistics park, corporate office)

6. Access Control and Attendance System

   (1) Short-term business development plans

- Development of a Web access control system app is underway, with completion targeted for the second quarter of 2026, enabling faster alignment with market demand.
- License plate recognition has become a mature solution for vehicle access control. The Web access control system has integrated the eTAG system and license plate recognition, allowing flexible combined applications to meet market needs.
- The development and integration of a domestically made facial recognition system (including temperature measurement) in biotechnology products have been completed. This addresses the issue of procurement requirements in public agencies, paving the way for broader access to government workplace channels.
- The frequency of hacker attacks has increased, necessitating the integration of access control software (backup mechanism, load balancer, and firewall) to prevent unauthorized intrusion.
- For smart construction sites, access control systems will incorporate body temperature measurement, dress code compliance checks, and pre-work alcohol detection. Entry gates can be opened upon successful identification, while personnel entry and exit data can be further analyzed.

(2) Long-term business development plans

- Achieve one-stop marketing for products, incorporate a HR personnel salary system (Access control → Attendance → Salary) into the system.

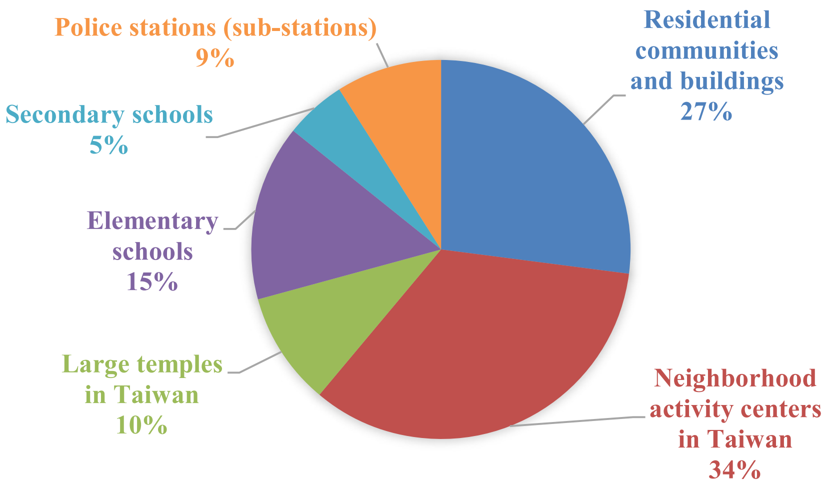
7. AED Life Security Integration Service

(1) Short-term business development plans

- Expand into new markets and customer base:

(1-1) In May 2023, The Department of Medical Affairs of the Ministry of Health and Welfare issued new regulations concerning the installation of Automated External Defibrillators (AEDs). According to the revision, there should be 10 major public places equipped with AEDs.

(1-2) Estimated new market share:



(1-3) Promotion of the CPR+AED hybrid education and training program:

In the post-pandemic era, learning models are shifting toward hybrid and modular approaches. We promote a "first aid hybrid education and training program," combining 5–10 minute online modules with in-person practice to enhance focus and flexibility, while on-site sessions emphasize hands-on training and real-time guidance. Hemorrhage control training has been incorporated into existing CPR + AED materials, together with hands-on use of AED devices and tourniquets to improve training completeness. The standardized and flexible curriculum design aims to reduce participation costs and expand outreach. At the same time, we have introduced the "Smart Arong" training module, developed by Taipei Veterans General Hospital and transferred to Lee Way, integrating it with a digital CPR + AED platform to provide real-time feedback and flexible learning, thereby accelerating the widespread adoption of first aid capabilities.

(2) Long-term business development plans

- Propose that the Ministry of Health and Welfare amends the law to expand public installation AEDs, and call on enterprises to actively donate AEDs to remote areas, hoping to jointly protect people's lives and safety through public-private collaboration and cross-domain integration.
- Besides expanding the installation of AEDs in public spaces, propose an improvement to the installation density in the vertical direction by having one machine for every three floors in government agencies, shopping malls, offices, etc., and that first aid should be set up in large sporting, exhibition or gathering events if the number of participants reaches 1,000.
- Considering the increase in locations of installation and crowd flows in

such venues, the need for complete 90-minute AED+CPR training sessions, and the frequency of training sessions for the same organization may increase. In the future, the training team of Leeway will certainly expand. Employees are encouraged to participate in professional certification tests to improve their professional quality, and at the same time lessen the load of some personnel through the digital education and training platform.

- We have introduced the “Smart Arong” training module, developed by Taipei Veterans General Hospital and transferred to Lee Way, integrating it with a digital CPR + AED platform to provide real-time feedback and flexible learning, thereby accelerating the widespread adoption of first aid capabilities. The standardized and flexible curriculum design aims to reduce participation costs and expand outreach.

8. Property Management System
   (1) Short-term business development plans
   - Expand into vendors that provide home life services.
   - Support government agencies in managing social housing lease areas.
   - Complete Taiwan Secom Good Life App reward point system.
   - Expand the area of landlord-tenant leases.
   - Interface with more IoT-oriented functions.
   - Management fee for collecting rent.
   - Expand service offerings on the platform by introducing maintenance/cleaning/upkeep service partners to establish platform-based revenue streams.

   (2) Long-term business development plans
   - Complete ecosystem.
   - Support signal monitoring of buildings and equipment.
   - Support smart business office functions.
   - Pet/Elderly/Children care services.
   - More cash flow applications.
   - Smart building integration: Integrate collaborative security, intercom, lane access, and equipment alert systems to build smart community and smart commercial building platforms.
   - Data-driven operations: Establish management dashboards (work order efficiency, equipment alerts, resident interactions, service conversion) to drive renewals and expansion through data insights.

9. Network Information Security Service
   (1) Short-term business development plans
   - Leveraging our existing enterprise client base and system integration capabilities, we will continue to promote the integrated threat management solution, UTM Network Sentinel. This solution integrates firewall, intrusion prevention, antivirus, and web security functions into

a single platform, effectively lowering the adoption barrier for small and medium-sized enterprises, increasing penetration of cybersecurity services, and driving value-added service sales to support short-term revenue growth.

(2) Long-term business development plans

- Over the medium to long term, we will extend cybersecurity services from the network layer to endpoints and the cloud, and gradually adopt a subscription-based Security-as-a-Service (SECaaS) model to provide diverse and flexible protection solutions. This model will help enhance client retention and renewal rates, establish stable recurring revenue streams, reduce operational volatility, and strengthen our long-term competitiveness in the cybersecurity market.

10. Smart Construction Site Management Solution

(1) Short-term business development plans

- In the short term, the smart construction site strategy will focus on solutions that can be rapidly deployed and deliver immediate results. Personnel management equipment, such as AI facial recognition access control, can effectively monitor site entry and exit, improving the accuracy and security of attendance records. When combined with personnel positioning systems, it enables real-time visibility of workforce distribution across the site.
- Such systems will also support rapid coordination of rescue operations in the event of incidents.
- For safety monitoring, AI cameras can automatically detect whether workers are wearing helmets and reflective vests and issue alerts for unauthorized entry into hazardous areas, reducing risks caused by human error. Tower crane operation monitoring and fall detection systems will further enhance real-time management of high-risk activities. Environmental monitoring devices will provide data on dust, noise, wind speed, and vibration, enabling real-time oversight of site conditions and helping prevent regulatory violations.
- In terms of inspection and video management, CCTV and panoramic cameras can comprehensively record construction progress, while drone inspections enable rapid capture of on-site conditions across large areas, improving audit efficiency. When integrated with a cloud-based management platform, video footage can be accessed and replayed in real time. A comprehensive smart construction platform will ultimately integrate personnel, environmental, and safety data, allowing all systems to function as a unified management tool, shortening deployment time and enhancing operational effectiveness.

(2) Long-term business development plans

- In the long term, smart construction sites will evolve toward platformization, intelligent systems, and enterprise-grade operational frameworks. A centralized data platform will integrate IoT sensors, video data, BIM models, and project schedules, consolidating fragmented information into a unified system. AI models will be applied to predict schedule delays and assess risks, supporting cross-site management for large-scale projects.

- AI-powered automated inspection and robotics will further enhance site automation. Autonomous drones will follow predefined routes to conduct regular image capture of construction site conditions, while mobile inspection robots will replace manual patrols in hazardous areas. AI identification video analytics will automatically identify defects and non-compliant behaviors from captured footage, gradually reducing reliance on manual inspection.
- For advanced safety management, digital twin technology will enable the creation of integrated physical-virtual monitoring models, providing dynamic risk mapping and real-time alerts. High-risk operation reviews will also leverage AI to assess process compliance, improving audit quality.

11. Taiwan SECOM (Drone) Inspection Service Solution

(1) Short-term business development plans

- Drones for fire fighting
  Shezi Island, with its sole transportation route and limited access to disaster relief water sources, has experienced a total of 44 fires from 2020 to April 2022. These incidents have led to property losses of NT$8.82 million, as fire trucks face challenges in reaching the island for rescue operations. Hence, Taiwan Secom has launched drone disaster relief operations, equipped with GPS systems and coordinate points to precisely dispatch drones to survey the terrain and water sources of disaster areas. They hover in the air to provide real-time disaster imagery, allowing personnel to understand the site and road conditions before disaster relief efforts and plan rescue routes in advance. Furthermore, the utilization of thermal imaging cameras enables the provision of thermal distribution images, ensuring the personal safety of firefighters during rescue operations. In the future, the integration of AI humanoid recognition cameras will be possible to aid in identifying individuals and employ image recognition to save lives during rescue operations.
- Disaster Management
  Drones can conduct pre-disaster inspections, such as slope inspections, hydrological monitoring, and disaster reporting. They can provide early warning information for disaster-prone areas and implement measures to mitigate the occurrence of disasters. For instance, prior to the arrival of a typhoon, drones can inspect flood-prone areas to promptly identify any debris or unauthorized vehicles obstructing drainage holes. They

can also survey areas susceptible to landslides and fault zones for potential rock and soil collapses, and take proactive steps to stabilize slopes and prevent soil erosion. Most importantly, drone patrols can arrive at the scene immediately after a disaster occurs, enhancing response efficiency through imagery and on-site information.

- Smart security
  Drones autonomously patrol predetermined routes, actively identifying any unusual movements of individuals and vehicles, tracking them in real-time, and issuing alerts to effectively prevent intrusions. They are seamlessly integrated with ground cameras and a central control system, forming a comprehensive security network. This technology is utilized to address the fixed inspection requirements of expansive areas, (factories, dams, bridges, power plants, hazardous zones, transportation systems, and public facilities). It greatly enhances security efficiency and reduces risk costs.

(2) Long-term business development plans

- Smart detection
  AI is used to conduct deep learning and training on data from various fields, allowing for real-time identification of abnormal locations and alerts without the need to wait for data to be analyzed. This technology can be applied to pipeline inspections, bridge inspections, and inspections of wind turbines or solar panels. Engineering personnel can swiftly and accurately detect and repair abnormal areas, thereby preventing accidents. Additionally, it can be equipped with a thermal imager to detect temperature anomalies. When combined with the fully automated inspection function, it becomes the optimal detection solution for intelligence and automation.
- Mapping and modeling
  In order to meet specific mapping requirements, the drone is equipped with either a high-resolution camera or an oblique camera. The camera is integrated with an RTK module to achieve precise positioning at the centimeter level. Users can effortlessly carry out automated flight and imaging tasks through a user-friendly interface. The drone will automatically upload geographic information data to the cloud for 3D modeling operations. The application scenarios for this drone include terrain monitoring, mapping, construction, and building information modeling (BIM).
- Engineering/Project Site Records
  Drone can perform aerial photographs to record the progress of public works projects, assisting in effectively grasping the progress and changes of the construction site, thereby enhancing the quality and completeness of the completion data.
- Statistical Analysis of Traffic Data

Drones monitor vehicle traffic from above traffic hotspots, utilizing AI to analyze and identify vehicle movement patterns, pinpointing locations and types where traffic conflicts (accidents) are likely to occur, thereby assisting in diagnosing and improving hazardous intersections.

- Deployment of Rescue Equipment
  For areas that are difficult to access, drones will be equipped with various carriers and attachments, including [lifebuoys/AEDs/other rescue equipment], to conduct emergency medical assistance and cargo delivery in a timely manner, thereby facilitating emergency response and coordination.

12. Smart Charging Station System
    (1) Short-term business development plans
    - Public place
      To meet the growing demand for electric vehicles in public areas, we propose integrating charging station equipment with an energy management platform. This solution involves installing charging stations in existing parking lots and using the platform to help property owners control electricity usage and stay within their contracted amount. The solution applies to a wide range of parking areas, including residential communities, public parking lots, office buildings, and commercial premises.
    - Private area
      The charging station is connected to the Taipower electric meter, enabling homeowners to charge their vehicles in their personal spaces. This solution is generally suitable for low-volume charging station requirements, eliminating the need for an additional energy management platform.

    (2) Long-term business development plans
    - Fast-charging station
      The establishment of fast-charging stations enables electric vehicles to fully charge within 30 minutes to 1 hour, thereby reducing charging waiting time and improving the efficiency of charging station utilization.

13. Electric Vehicle Fire Blanket
    (1) Short-term business development plans
    - Target residential communities/commercial buildings/parking facilities with installed EV charging stations by launching a "charging area safety value-added package" (fire blanket + connected storage unit + SOPs and drills).
    - Establish standardized proposals, including loss risk scenarios (multi-vehicle fire spread/property damage), pre-firefighter-arrival fire control procedures, and institutionalized annual drills.

- Leverage existing security and property management clients for cross-selling, with priority deployment in pilot sites to build references and expand market adoption.

(2) Long-term business development plans

- Upgrade to an “EV charging safety integrated solution” by combining video-based alerts, collaborative security processes, and property management platform notifications to form a closed-loop process of early warning, suppression, notification, and recovery.
- Expand into industrial parks/chain-operated parking facilities/public sector projects by positioning standardized SOPs and drills as key procurement advantages, establishing long-term contracts and recurring maintenance revenue.

14. Field Security System

(1) Short-term business development plans

- Focus on high-impact scenarios: prioritize residential applications and promote “intrusion detection + real-time notification + remote deterrence.”
- Establish false alarm reduction processes: develop scenario-based parameter templates, retraining mechanisms, and monthly reports (false alarm rate/response time) as the basis for renewals and expansion.
- Promote community cluster deployment: leverage regional notification mechanisms to drive a “one project leading to multiple projects” rollout strategy.

(2) Long-term business development plans

- Platformization: enable cross-site management, modularize event SOPs, and integrate data with property management/intercom/lane access systems to increase switching costs.
- Build a collaborative security network: create a regional network effect by integrating user-side notifications with collaborative security participation, expanding the user base and service revenue.

15. AI Video Intercom System

(1) Short-term business development plans

- Drive replacement in legacy communities: promote low-construction deployment for communities with limited budgets and reluctance toward renovation, enabling rapid usability and improved resident experience.
- Activate usage through property management platform integration: focus on high-frequency use cases such as parcel handling, announcements, and visitor messages to drive subsequent add-on services (collaborative security/lane access).
- Partner with developers/property management firms: position “digitalized entry points” as a key selling point for new projects and “low-cost replacement” for existing properties.

(2) Long-term business development plans
  - Integrate access control/elevators/visitor reservation/permission management: establish comprehensive entry governance capabilities.
  - Strengthen cybersecurity and privacy protection: target enterprise/commercial clients to increase project value and secure long-term maintenance contracts.

16. AI Smart License Plate Recognition System
  (1) Short-term business development plans
    - Address key pain points: replace remote and card-based management by implementing whitelist-based access and record retrieval to reduce security personnel workload.
    - Adopt a phased deployment approach: progress from single-lane to multi-lane and then to multi-site centralized management to lower initial investment barriers.
    - Promote bundled solutions: package with intercom/collaborative security/property management platforms to provide a unified management interface.
  (2) Long-term business development plans
    - Develop an API ecosystem: integrate with parking payment systems, visitor reservation platforms, and enterprise HR systems to expand applications and increase customer stickiness.
    - Enhance event-driven security: link anomaly detection (e.g., blacklist hits, tailgating) with video retention and collaborative security workflows to create a differentiated integrated solution.
17. "Security Eye" anti-hidden camera detection service
  (1) Short-term business development plans
    - Prioritize deployment in high-risk and high-sensitivity environments.
      (I) Public sector environments
      Align with local government policy guidelines and the increasing emphasis on anti-invasive recording measures by prioritizing deployment of the Security Eye detection service in high-privacy and sensitive public sector environments, including:
        - Confidential offices, meeting rooms, and tender opening rooms
        - Investigation and case-handling spaces within police, investigation, and judicial agencies
        - Schools, social welfare institutions, and youth activity centers serving vulnerable groups
        - Public medical institutions, examination rooms, and staff rest areas

      Given the high sensitivity of these environments and the stronger regulatory and governance focus on information security, such deployments will help rapidly establish reference cases and enhance credibility.

(II) Private sector environments

Prioritize deployment of the Security Eye detection service in high privacy-risk areas within chain-operated businesses, including:

- Changing rooms, shower rooms, and restrooms in fitness centers
- Fitting rooms in hypermarkets and apparel retail brands
- Staff rest areas, changing rooms, and back-of-house spaces in the food and beverage industry

We align with the development and marketing strategies of corporate headquarters of chain enterprises, positioning the service as a means to enhance corporate image and create safe workplace and consumer environments. This approach enables rapid replication of successful models and expansion across various chain-operated industries.

- Promote pilot deployment projects in collaboration with central and local governments

  We aim to gradually collaborate with local governments, education bureaus, police departments, and social welfare agencies to establish demonstration sites and develop policy-driven reference cases. These pilot projects will serve as a foundation for adoption by private-sector entities and act as precursors to large-scale procurement and annual inspection programs, significantly enhancing the visibility and credibility of the Security Eye service in the public sector.

(2) Long-term business development plans

- Integrate with building management and smart city policies

  We align with government initiatives such as smart city development, Gold-level Green Mark hotel certification, campus safety enhancement programs, and public space privacy protection policies. Over the long term, we aim to incorporate the Security Eye service into smart building standards, government procurement specifications, or subsidy programs, making anti-invasive recording detection a standard requirement.

4-2 Market and sales overview

4-2-1 Market analysis

1. Sales (Service) Region: The Company’s service areas are distributed in Taiwan, Penghu, Republic of China.
2. Market share:

   The traditional security service industry is in perfect competition. However, due to the rapid changes in science, technology and international competition, the demand for “safety” among citizens has been overturned. In order to maintain stable growth, we are constantly seeking opportunities for cross-industry collaborations and innovative applications to enrich the My Vita product line and exceed our customers’ expectations. At present, the number of customers in the service has exceeded 250,000, making Taiwan Secom the leading brand and model company in the industry.

3. Market supply and demand situation and growth in the future:

   With techniques of AI, image recognition, 5G, NB-IOT and voice control, the young and middle-aged generations have different ways to interact with safety, this also brings new prospects for the future. Due to the popularity of technology and the lowering of technical thresholds, the public has a deeper concept of the application of IoT. In the future, the acceptance of smart systems with voice and remote control in the consumer market will indeed increase.

   As world-renowned large enterprises continue to invest in the application of IoT, the security industry is facing many challenges. Even so, overviewing the Taiwan market, most of the demand for the security control industry in the country still relies on 24-hour remote control services. To households and enterprises, the crisis management of immediate dispatch is still a key value that cannot be replaced. This is also one of the competitive advantages of the Company.

   The company took the lead in launching the AIoT (AI+Internet of Things) concept of security services at the end of 2014, combining the Microsoft Azure cloud platform with big data analysis, and customer relationship management (CRM). With an emphasis on IoT combined with cloud analysis, we are dedicated to creating tailor-made active care and personalized smart home services for each individual and creating a win-win situation for the Company and our users.

4. Competitive niche

   The Company adheres to the principle of "customer safety, service first" and has invested billions to become the first in the industry to establish five centers, information center, control center, research and development center, the country's largest security industry education and training center, and customer service center, the direct channel for 24-hour customer grievances. In the face of the everchanging criminal tactics, in addition to the R&D center's improved, well-developed, and smart security products, we also collaborated with Japan's largest security company SECOM (SECOM Co., LTD.) to synchronize with the international market and introduce the latest smart security control system or disaster prevention products from time to time. This is our core advantage that is difficult to imitate by industry peers.

5. Favorable, unfavorable factors and countermeasures of the development outlook:

   (1) IoT Security Control System

      A. Favorable factors

         - The operating scale of dense service that spreads throughout Taiwan, the rich practical experience of entering the market at the earliest, people's trust in the brand, and the effect of word of mouth, are the advantages the Company has in the market.
         - In the value chain of the industry, the Company is capable of

providing diversified security solutions due to various cross-industry partners. In the face of downstream customers, the Company can quickly grasp market trends and competitive information because of its dependent and intensive marketing channels. It also integrates the Group’s resources and seizes opportunities to develop different market channels, so as to bring out the Group’s synergy and provide one-stop services.

- The Company has the technology capabilities of wireless transmission and integration which allow for tailor-made planning for customers, and the equipment is also highly expandable, so the Company can help customers easily connect to smart mechanisms.
- The Company, as a TWSE-listed company, has the strong financial system and sufficient resources to invest in innovative services.
- The collaboration of technology and market information with SECOM (SECOM Co., Ltd.), the largest security brand in Japan helps keep us updated with the latest market trends.
- To make market development more efficient and reliable, we have developed a POI mapping system that integrates real-time data sources including real estate transactions, business registration records, news updates, and disaster prevention events. This system enables frontline business professionals to stay updated on crucial information, thereby enhancing their development capabilities and contract efficiency.

B. Unfavorable factors and countermeasures

- The relatively stable public security environment has prompted citizens to slow down their anti-theft needs. Due to factors such as the aging of the population, the increasing number of the elderly living alone, and frequent accidents, consumer demand for in-home risk management has become more significant. The development strategies of new products focus on the monitoring of personal security status, risk alerts, and timely assistance for accidents.
- As AI and edge computing continue to advance, competitors are increasingly globalized. More and more operators of cloud-based smart image recognition service platforms are expanding into the global market, offering SaaS (Software as a Service). To convert risks into opportunities, we aim to collaborate and leverage resources and advantages, thereby establishing a win-win operating model.
- The Internet of Things (IoT) devices involve substantial data transmission, which increases the risk of data breaches or cyberattacks. To ensure the security of customer personal information, it is essential not only to pay attention to the origin of the devices but also to enhance the security design of the products.

This includes implementing high-standard encryption technologies, conducting regular cybersecurity testing, and obtaining relevant national-level cybersecurity certifications to further safeguard customer data.

(2) Digital Surveillance System

A. Favorable factors

- Smart functionality is achieved through the use of AI recognition cameras that incorporate human characteristics, actions, and smart image recognition. The key advantages of AI cameras are their ability to engage in deep learning and enhance recognition capabilities by leveraging feedback from additional analytical data, leading to more accurate monitoring outcomes.
- In recent years, the security industry in Taiwan has benefited from the ban on mainland Chinese products imposed by the U.S. National Defense Authorization Act. Security companies have enhanced the integration of software and hardware, and are now offering intelligent management services through integrated systems. By capturing video data from surveillance cameras and processing it using backend systems, they can identify the specific requirements of various application scenarios and deliver suitable alerts and notifications.

B. Unfavorable factors and countermeasures

- Data for smart monitoring is primarily collected through IoT devices and analyzed and stored using cloud technology. However, the integration of virtual and physical digital technology can be susceptible to cybersecurity threats, including hacking attacks and data breaches. To meet the demands of businesses, Taiwan Secom has introduced the Cybersecurity Consulting Service and established the Smart Technology Cybersecurity Testing Laboratory, which is certified by the Taiwan Accreditation Foundation (TAF). This one-stop service provides users with a convenient solution for AIoT device cybersecurity testing and certification. Moreover, the Company's cybersecurity services have received government certification, ensuring enhanced security for businesses in their cybersecurity management.

(3) Video Intercom System

A. Favorable factors

- Most business owners in Taiwan have developed an awareness of smart buildings and can accept new technologies and functions, which is beneficial for the video intercom industry to innovate and continuously develop new products. The brand of Taiwan Secom has a long history, and the Company has been committed to building a brand reputation to earn strong market recognition.

B. Unfavorable factors and countermeasures

- Many companies in the SI industry, making the competition fierce. Construction project owners tend to seek sub-contractors at low prices. More efforts would be needed to earn the trust of those project owners.

(4) Satellite Positioning Fleet Management Service

A. Favorable factors

- The Company highly values customer needs. In addition to the integration and continuous optimization of the existing vehicle functions, there are unique 24-hour full-time control center and emergency rescue services, as well as various driving reports, Car Doctor maintenance reports, etc., to strengthen customer management and meet customers' needs.
- Many are committed to developing and promoting various satellite GPS products to meet the needs of various types of customers, such as video on-Board unit management systems for customers who need videos, or GPS on-Board units with digital thermometer management for customers who operate in the cold chain, so they can save time and manpower to improve their overall operational efficiency.

B. Unfavorable factors and countermeasures

- There are many competitors in the satellite GPS product market. They all innovate on the existing products and spare no effort in meeting the needs of their customers. The Company will have to understand customer needs at all times, find opportunities and make the first move to roll out powerful equipment in the shortest time to keep up with the market trends.
- The competition over sales and service fees is fierce, which causes customers to make decisions purely based on price, which is not conducive to the development of the overall industry.
- In terms of countermeasures, the Company has specialized R&D teams to collect market information at all times and find the best products that can best meet customer needs. We also communicate with other industry peers to grow together so that we can achieve co-prosperity to vitalize the market.

(5) Fire Prevention System

A. Favorable factors

- With the continuous progress of old building renovation, urban renewal and construction of large-scale IDC computer rooms and companies' headquarters, etc., the demand for fire protection in high-rise buildings and gas fire protection has continued to grow. The growing awareness of disaster prevention has also made the construction of fire safety facilities more robust.

- Improve early warning of fire prevention system, and incorporate Taiwan Secom's AI early warning and response connection into the establishment of traditional fire protection systems to add the value of early warning services and formulate preventive measures.

B. Unfavorable factors and countermeasures

- There are many domestic fire protection companies, but they tend to be small. These fire protection companies tend to offer regional sales and maintenance services, and mostly compete over price.
- Taiwan Secom's team has rich experience in various types of equipment, software and hardware, and provides diverse services covering planning, design, installation and after-sales phases. The Company also continues to introduce and distribute more eco-friendly and effective fire extinguishing systems to meet the ever-changing demand of various industries.
- Due to the instability caused by the pandemic and global situations, the problems we are facing are mostly related to excessive price fluctuations, difficult cost control, and continuous rise in raw materials prices, followed by a shortage in manpower recruited and contract labor.

(6) Access Control and Attendance System

A. Favorable factors

- The related software components are all developed and maintained by the Business Division, which can adapt to the rapid changes in the market and meet the market demand.
- The advantageous services (software and hardware) covering all of Taiwan are handled by the frontline personnel of the technical customer service department. They directly visit job sites to resolve problems in a timely manner, and customer first is their motto.
- The access control system has been integrated with the HR payroll system, forming a streamlined workflow (access control → attendance → payroll).

B. Unfavorable factors and countermeasures

- As access control facial recognition devices continue to evolve, solutions must support both indoor and outdoor installation, with enhanced waterproof and vandal-resistant capabilities. We will also improve recognition accuracy and optimize identification performance to better meet client requirements.

(7) AED Life Security Integration Service

A. Favorable factors

- The industry, government, medical community, academia and research institutes all support the promotion of AEDs in public spaces.
- Besides the joint support of AEDs, government regulations have

stated that the installation of AEDs in establishments will increase, and the growth is expected for the benefit of the public.

- People's awareness of safety has grown over the years, and they have grown their expectation of service quality of first aid, which is helpful for the deployment and training of AEDs in public spaces.

B. Unfavorable factors and countermeasures

- The shortage of components and parts has caused chaos in the supply chain of the medical equipment industry, and the supply failure of the original manufacturers will affect the retail sales strategy, after-sales service, and commitment to customers. In response to the countermeasures for formulating retail sales strategies, it is essential to consider potential supply variables, appropriately increase safety stock levels, and shorten order intervals to enhance the number of controllable machines.

(8) Property Management System

A. Favorable factors

- The platform is developed in-house by Taiwan Secom Group, connecting commercial buildings, communities, and residents. Through the app, users can manage announcements, parcel notifications, lifestyle services, and point rewards, enhancing user engagement.
- Highly integrated with Taiwan Secom's service offerings, including security, smart building solutions, healthcare services, AED, and smart EV charging, forming a comprehensive ecosystem advantage.
- Provides functions such as management fee and rent collection, payment processing, and IoT device integration, supporting government social housing and the rental market, with coverage expanding from individual communities to diverse environments.
- Long-term development goals include building a comprehensive ecosystem, supporting smart commercial building functions, enabling care services for pets, the elderly, and children, and expanding financial service applications. A clear product roadmap supports external communication and long-term partnerships.

B. Unfavorable factors and countermeasures

- The property management market is highly competitive, and many communities already rely on existing systems or Excel-based workflows. Countermeasure: adopt a modular deployment approach by first addressing key pain points (e.g., parcel notifications, maintenance requests, announcements, online payments), then gradually replacing existing systems; provide data migration tools and implementation consulting services.
- The system offers diverse functions and may be complex to operate, requiring time for administrators and residents to adapt.

Countermeasure: provide tiered training programs (for property management firms, administrators, and residents), supported by user guides, tutorial videos, and online customer service; assign on-site support personnel during the initial deployment phase.

- Low app adoption and usage may limit system value realization. Countermeasure: design incentive mechanisms such as membership point rewards, online campaigns, and payment discounts, combined with community onboarding incentives and referral programs to increase downloads and active usage.
- Payment processing, rent collection, and management fee handling involve compliance and financial risks. Countermeasure: collaborate with licensed payment institutions and banks, clearly define fund flows and reconciliation processes, provide corporate-level financial reports, and outline compliance mechanisms in proposals to strengthen confidence among property management firms and management committees.
- Ongoing feature expansion and system maintenance involve high costs. Countermeasure: adopt a SaaS subscription and maintenance contract model to distribute development and operational costs over long-term service revenue, while increasing average revenue per user (ARPU) through cross-service bundling (security, EV charging, smart building solutions).

(9) Network Information Security Service

A. Favorable factors

- The Company has a professional information security team that is always aware of the latest trends in various information security threats. Whether it is malware, phishing, ransomware or IoT vulnerabilities, etc., the team provides customers with comprehensive solutions from endpoint security to cloud security, preventing invisible threats and offering solutions to create a virus-free environment for customers.
- Tailor-made solutions for small and medium-sized enterprises, families, or individuals, so they no longer have to find other information engineers, which can be time-consuming and take a lot of effort.
- 24/7 service center to solve customers' problems when they encounter information security issues.

B. Unfavorable factors and countermeasures

- From upstream to downstream, system integration and support services have grown quickly. The industry, government, and academia all have committed themselves to information security issues, and there are many companies offering different solutions, making the competition fierce.

- In the waves of fierce competition, the Company has spared no effort in the research of information security products, and exchanging information with the government and industry peers for co-prosperity, hoping to completely eliminate the threats.

(10) Smart Construction Site Management Platform

A. Favorable factors

- The development of smart construction site management presents several advantages. Government initiatives to promote digital transformation in public infrastructure and strengthen occupational safety regulations position smart construction sites as essential tools for regulatory compliance and transparency. The construction industry also faces labor shortages, high manual inspection costs, and increasing safety management pressures, which can be effectively addressed through AI, IoT, and automation to improve management efficiency and reduce risks. In addition, advancing technology maturity has lowered equipment costs and improved system integration, facilitating on-site deployment. Growing emphasis on ESG and data governance further positions smart construction sites as a key driver of competitiveness and project quality.

B. Unfavorable factors and countermeasures

- The promotion of smart construction sites still faces several challenges. Complex site environments and unstable power and network conditions make deployment and maintenance difficult, while limited acceptance of technology among on-site personnel may affect system effectiveness. High initial investment costs also remain a key concern for project owners, especially when short-term benefits are not immediately evident. To address these challenges, we will adopt standardized modular designs to shorten installation time, provide training programs and demonstration sites to enhance user adoption, and introduce leasing and flexible solutions to lower cost barriers. We will also strengthen cybersecurity and data compliance mechanisms to increase client confidence and promote broader adoption and implementation of smart construction sites.

(11) Taiwan SECOM (drone) Inspection Service Solution

A. Favorable factors

- Drones offer high mobility and rapid flight speed, enabling direct access to target areas without being constrained by traffic, terrain, or signals. They are well suited for emergency response and real-time inspection tasks. With an aerial vantage point, drones can capture on-site images immediately, improving situational awareness and response efficiency.
- Compared with traditional manpower and vehicle-based patrols,

drones can significantly reduce deployment time and fuel costs while minimizing the need for personnel to enter high-risk areas. When operated as a fleet, drones can further expand coverage and improve overall operational efficiency.

- Drones are not limited by day or night conditions and can be deployed in areas that are difficult for personnel to access, such as large parks, cemeteries, or locations inaccessible to vehicles. When equipped with thermal imaging cameras for nighttime operations, drones can detect individuals or anomalies even in low-visibility or completely dark environments, enhancing operational safety and response capabilities.

B. Unfavorable factors and countermeasures

- Drone operations primarily rely on aerial imagery, which provides a planar perspective and may have limitations in identifying targets at high elevations or those obstructed by objects. Image clarity may also decline at night. Countermeasure: equip drones with thermal imaging cameras and high-sensitivity lenses, and apply cross-analysis of thermal and visual data to improve detection accuracy.
- Flight paths are typically pre-programmed, and initial deployment in unfamiliar environments may affect flight stability. Countermeasure: preconfigure waypoints and patrol routes for each site while retaining flexibility to adjust routes in real time to respond to unexpected situations.
- Flight duration may be limited by battery capacity and payload weight. Countermeasure: select appropriate drone models and payload configurations based on mission requirements, and adopt rotation or fleet-based deployment strategies to ensure continuity of inspection operations.

(12) Smart Charging Station System

A. Favorable factors

- Government subsidies: As a result of government investment and incentives for installing public charging stations, there has been a significant increase in the number of electric charging stations. This has led to a greater acceptance and use of electric vehicles.
- Declining electric vehicle prices: Taiwanese manufacturers are planning to introduce affordable electric vehicles in 2024, which is projected to generate billions of dollars in sales during the first half of the year. Consequently, there is an anticipated increase in the demand for charging stations.
- Electric vehicle expenses: The government provides subsidies for electric vehicles, exempting them from license taxes and fuel taxes until the end of 2025. Additionally, electric vehicles do not require frequent maintenance fees, unlike gasoline vehicles, which can save

approximately NT$16 thousand for every 10,000 kilometers driven, resulting in an overall cost savings of NT$45 thousand compared to gasoline vehicles. Therefore, the low cost of electric vehicles (EVs) serves as a major incentive for people to purchase them.

B. Unfavorable factors and countermeasures

- High infrastructure setup costs: Installing EV charging stations in residential areas requires approval from the management committee. Further, installing dedicated electric meters for EV charging may require consent from residents, along with sharing the costs of public infrastructure. If a vehicle owner has a parking spot with mechanical installation, it can further complicate the process. Therefore, the high communication and setup costs may deter vehicle owners from proceeding. Taiwan Secom offers a comprehensive charging pile installation service, streamlining communication and reducing costs by coordinating through a single point of contact. With extensive installation experience, we also provide 24-hour maintenance service, ensuring that the community can easily access the vendor for operation and maintenance after installation, giving them peace of mind.
- Operational services: In light of the government no longer providing free charging services, owners of charging stations in public parking lots will require a management platform to handle financial management. However, the payment tools available on most platforms are limited, and the platforms themselves may not be sufficiently intuitive. Taiwan Secom offers a comprehensive energy management platform service that integrates various types of commonly found charging piles in the market and an app with a user-friendly interface for operating the charging piles. Moreover, it optimizes energy management and automatically adjusts the charging current to address the issue of contractual capacity in the field.

(13) Electric Vehicle Fire Blanket

A. Favorable factors

- The rapid growth of electric vehicles, together with government promotion of charging infrastructure and net-zero policies, is driving increased demand for dedicated EV fire protection equipment in parking facilities, aligning with long-term market trends.
- The product has obtained EU fire safety certification and Taiwan Class 1 flame-retardant certification, with heat resistance exceeding 1,000°C, demonstrating high safety and professional standards that help build trust with fire authorities and management committees.
- It can be quickly deployed by two operators to cover a burning vehicle and effectively prevent fire spread. As a recommended

protective measure for lithium battery fires by fire authorities, it benefits from strong institutional endorsement.

- When integrated with a 24/7 monitoring service, opening the storage unit automatically notifies the control center, combining Taiwan Secom's existing monitoring and fire safety services into a one-stop safety solution.
- It can be bundled with products such as smart EV chargers and fire monitoring and alert systems to form an integrated "EV charging + fire safety" solution, increasing average contract value and competitive barriers.

B. Unfavorable factors and countermeasures

- Limited market awareness, with customers not recognizing it as a necessary installation. Countermeasure: collaborate with fire departments, property management associations, and developers through briefings, real-world case studies, and drills to educate the market, positioning EV fire blankets as a standard feature for charging infrastructure rather than an optional add-on.
- High upfront deployment cost, with procurement willingness constrained by management committee budgets. Countermeasure: introduce leasing/installment/maintenance contract models, and bundle with EV chargers, fire detection systems, and safety kits to distribute costs into management fees or operating expenses, improving adoption.
- Require manual operation and involves large blanket size, creating training requirements. Countermeasure: provide standardized SOP posters, instructional videos, and annual training programs, combined with regular drills and assessments, and include simplified visual guides on storage units to lower operational barriers.
- Some older buildings or small parking facilities may perceive the risk as low and delay adoption. Countermeasure: prioritize high-risk, high-traffic environments such as EV-equipped parking facilities, department stores, and large underground parking structures to build reference cases, then replicate the model across smaller communities.

(14) Field Security System

A. Favorable factors

- Provide two modes, "intrusion detection" and "specific object monitoring", to address different scenarios, including unattended periods and high-traffic environments, offering high flexibility.
- Utilize machine learning for object detection and tracking, combined with steady-state filtering to reduce false positives, delivering a more intelligent solution than traditional infrared or

standalone camera systems.

- Integrate the regional notification mechanism of Taiwan Secom Good Life (patent I808430) to notify users within the same area to jointly monitor anomalies, creating a differentiated model of "community-based support + professional security services."
- Integrate with existing surveillance systems, access control, and property management apps to form a comprehensive site security solution, increasing customer stickiness and switching costs.

B. Unfavorable factors and countermeasures

- Deployment may be constrained by network quality and camera resolution, with some legacy sites lacking compatible equipment. Countermeasure: provide pre-deployment assessments and proof-of-concept (PoC) projects to evaluate existing cameras and network environments, and propose phased upgrades and standardized equipment recommendations to reduce one-time replacement pressure.
- AI systems may generate false alarms, raising concerns about increased management burden. Countermeasure: provide standardized scenario templates (e.g., campuses, factories, residential communities, parking facilities), combined with a tuning period and false alarm optimization services, with monthly reports demonstrating improvement in false alarm rates.
- Concerns regarding personal data and privacy due to continuous monitoring of people and objects. Countermeasure: emphasize in contracts and presentations that alerts are based on behaviors and zones rather than personal identification, and adopt edge computing with short-term video retention, along with access control and audit logging mechanisms.
- Intense competition from other AI security startups. Countermeasure: highlight Taiwan Secom's advantages, including a 24/7 control center, manpower dispatch capabilities, and nationwide service network, emphasizing an integrated "AI + human services" model rather than standalone system sales.

(15) AI Video Intercom System

A. Favorable factors

- Deployment requires only printed QR codes at entry points, with no drilling, wiring, indoor units, or additional power supply, resulting in a low installation threshold and minimal disruption. This is particularly suitable for retrofitting older communities and existing buildings.
- Visitors can use video intercom and leave messages without installing an app, while residents can receive calls and unlock doors via the Taiwan Secom Good Life app. The interface is intuitive and

aligned with cloud-based and mobile usage trends.

- Support messaging functions, making it accessible for the hearing impaired, while ensuring that users do not need to disclose phone numbers, balancing accessibility and privacy.
- Adopt a “dematerialized” approach, replacing traditional intercom systems and wiring with a 6-gram smart tag. This aligns with energy-saving, carbon reduction, and sustainable building trends, and has received recognition in the sustainability and energy transition category of the CES Innovation Awards®, providing strong international endorsement.

B. Unfavorable factors and countermeasures

- Elderly residents or users unfamiliar with smartphones may have lower acceptance. Countermeasure: provide hybrid solutions, such as retaining simplified entry devices or management office support for high-aging communities, along with resident briefings and one-on-one training to reduce adoption barriers.
- QR code tags are physical consumables that may become dirty, damaged, or intentionally obstructed. Countermeasure: include regular inspection and replacement of tags in maintenance contracts, use weather-resistant materials, and incorporate routine inspection into property management SOPs.
- Some clients may have concerns about phishing risks or cybersecurity issues associated with QR code links. Countermeasure: use fixed official domains and encrypted connections, provide third-party cybersecurity certification reports, and clearly explain connection flows and access controls in proposals to address concerns.
- The market is highly competitive, with numerous IP intercom and access control providers. Countermeasure: emphasize advantages such as minimal hardware and wiring requirements, lowest retrofit cost, and deep integration with Taiwan Secom Good Life app, property management, and access control systems, focusing on renovation projects in older communities and new sustainable building developments.

(16) AI Smart License Plate Recognition System

A. Favorable factors

- Replace traditional remote controls and access cards with AI smart license plate recognition, addressing issues such as battery depletion, loss, duplication, and multiple cards per vehicle, while improving access efficiency and security.
- Support whitelist, blacklist, and VIP list management, along with entry and exit record queries, enabling real-time access control and more transparent management for community and parking facility

audits.

- Offer flexible deployment based on site scale, ranging from small residential communities to large commercial buildings and parking facilities, facilitating scalability and cross-site replication.
- Integrate with AI video analytics and electronic fencing solutions to form a comprehensive “lane + perimeter + people flow” integrated security solution.

B. Unfavorable factors and countermeasures

- Extreme lighting conditions, dirt, or abnormal license plates may result in recognition errors, affecting user experience. Countermeasure: conduct on-site lighting condition assessments prior to deployment, deploy auxiliary lighting and appropriate camera configurations, and retain remote controls or access cards as backup access mechanisms, with automated escalation to manual verification in case of anomalies.
- Integration with existing barrier gates, eTag, or ticketing systems may be complex. Countermeasure: provide standardized integration interfaces (API and I/O modules) and adopt a phased integration approach with existing access control and payment systems to avoid full replacement at once; begin with monthly parking management and gradually expand to temporary parking.
- License plate data involves personal information, raising concerns regarding cybersecurity and regulatory compliance. Countermeasure: provide configurable data retention periods, anonymized reporting, access control, and audit logging, and clearly outline compliance with personal data protection regulations and internal control requirements in proposals.
- Initial deployment costs are higher than traditional manual control. Countermeasure: emphasize benefits such as reduced security personnel requirements and lower dispute and management costs, and provide ROI analysis along with leasing/subscription models to enable adoption through operating expenditure (OPEX).

(17) “Security Eye” anti-hidden camera detection service

A. Favorable factors

- Rising privacy awareness clarifies market demand:
  Growing public concern over covert recording and privacy infringement is driving demand for detection across commercial venues, hotels and accommodations, rental properties, shared spaces, government agencies, and corporate confidential environments. Increasing attention from local governments and the gradual development of related regulations further indicate strong medium- to long-term market potential.
- Established brand trust enhances adoption willingness:

Taiwan Secom's long-standing brand credibility encourages hospitality operators, enterprises, and general consumers to adopt professional detection services rather than relying on low-cost devices, thereby establishing a solid market foundation. Supported by a nationwide service network, AI-enabled control center, and trained professionals, anomalies can be promptly reported and addressed, with on-site inspection using professional infrared detection equipment when necessary, creating a differentiated advantage over typical equipment vendors and startups.

- Integrate with existing security solutions to form comprehensive offerings:
  Leverage Taiwan Secom's diversified security solutions to provide one-stop site security services, increasing customer stickiness and opportunities for long-term contracts, while accelerating the market adoption of the Security Eye service.

B. Unfavorable factors and countermeasures

- Advancing concealment technologies increase detection complexity:
  Hidden camera devices continue to become smaller and more sophisticated, with diverse forms of concealment and wireless transmission. Countermeasure: accumulate real-world case data and large-scale analytics to refine detection algorithms, improve coverage and accuracy, and continuously update detection procedures and SOPs based on the latest market intelligence.
- Price sensitivity and high market education costs:
  As a relatively new privacy protection service, pricing benchmarks are not yet well established, requiring greater effort in market education to shift customer perceptions and mindset. Countermeasure: strengthen the communication of successful case studies and before-and-after comparisons to enhance perceived value and customer acceptance.

4-2-2 Main Application and Production Procedure of Major Products:

1. Applications of Major Products:

Major Service	Uses
Electronic security system	Utilized communication network and computer equipment to complement professional electronic security equipment and personnel to maintain the safety of customers' lives and properties.

2. Production procedure: production is outsourced.

4-2-3 Supply Status of Main Raw Materials

The Company's main raw materials are equipment related to services such as security services, image monitoring and IoT applications. The supply of various products is developed by the Company's R&D department, with the technical assistance from Japan Secom. The Company mainly commissions domestic manufacturers to manufacture and imports certain equipment from abroad.

4-2-4 The names of customers whose purchases accounted for more than 10% of total sales in the past two years, along with their respective purchase amounts and proportions: None.

4-3 Employee Profile of the Most Recent Two Years up to the Publication of this Annual Report

Year		2024	2025	As of March 31, 2026
Number of employees	Salespersons	498	482	479
	Service engineers	4420	4356	4271
	Managers	344	362	355
	Technicians	868	883	864
	Research and Development Engineers	101	85	83
	Other personnel	2955	3023	3022
	Total	9186	9191	9074
Average age		43.18	43.97	44.02
Average length of service		6.92	6.82	6.65
Academic qualification degree distribution %	Ph.D.	0.01	0.02	0.02
	Master’s	6.12	4.04	4.33
	Bachelor’s	60.75	65.13	62.58
	High school	28.58	26.96	29.08
	Below high school	4.54	3.85	3.99

※ Source of information: Taiwan Secom’s internal data (including subsidiaries).

4-4 Environmental Protection Expenditure Information and Social Responsibility Information

4-4-1 The Company’s main business is to provide security services, and there is no environmental pollution, so there is no environmental protection expenditure. In order to comply with the government’s environmental protection policy on garbage sorting and reduction of plastic bags, the Company actively encourages employees to engage in environmental protection activities. In addition, the Taiwan Secom Cultural and Educational Foundation organizes various environmental protection and volunteer activities, which contribute greatly to environmental protection measures in the office and resource recycling activities.

4-4-2 Last year (2025), the Company donated a total of NT$16,278 thousand to various educational, cultural and research institutions, including music groups, New Taipei City Culture Foundation, various culture and art foundations and social welfare foundation, with an eye towards fulfilling its corporate social responsibility.

4-5 Labor Relations

4-5-1 Employee welfare measures:

1. Employee benefits:
   (1) The Company continued to provide Dragon Boat Festival, Mid-Autumn Festival, and Spring Festival bonuses based on annual operational performance, in addition to employee remuneration.
   (2) Employee protection (insurance and occupational safety): In addition to mandatory labor insurance and health insurance, the Company fully covered the cost of providing group medical insurance for employees.
   (3) Voluntary insurance: Provided low-premium Home Like a Rock insurance policy for employees and their dependents to participate in voluntarily, in order to increase the protection against financial risks for employees' families.
   (4) Healthcare: Organized employee health checks and managers in accordance with the law. The headquarters building is equipped with a fitness center to provide employees with exercise and recreational activities. Provided on-site health services and promotion activities, and, to boot, the Neihu technology building provided professional massage services.
   (5) Provide transportation allowance and free dormitories to alleviate employees' financial pressure and ensure their stability and safety.

Employee dormitory	**Number of rooms**	**Maximum number of occupants**	**Actual number of occupants**	**Occupancy rate**
2025	194	326	218	67%

2. Employee welfare committee:
   (1) Gifts/vouchers for birthday and three national festival holidays: there were 9,483 applicants, with a total amount of NT$9,094,895.
   (2) Subsidies for wedding, childbirth, hospitalization, funeral and retirement: there were 195 applicants, with a total amount of NT$4,472,592.
   (3) Group medical Insurance: 378 claims filed, with a total amount of NT$9,152,275.
   (4) Scholarship and stipends for employees and their children: there were a total of 950 applications, with a total amount of NT$1,562,000.
   (5) Subsidies for social activities: there were 2 applicants, filing a total amount of NT$30,000.

4-5-2 Employee retirement system:

The Company allocates the old pension reserve funds to the statutory pension trust fund account of the Bank of Taiwan and pays the new pension funds to the employee reserve funds according to the law every month. The total amount of retirement benefits paid to 38 retired employees under the old system this year is NT$130,221,899. In 2024 and 2025, the expenses recognized for the defined-contribution plan were NT$274,581 thousand and NT$285,279 thousand, respectively.

Employee retirement system	Retirement allocation as a percentage of salary
Labor Standards Act Old pension system	Employer: Allocate monthly an amount equal to 5.5% of employees' monthly salaries and wages to a retirement trust fund at the Bank of Taiwan.
Labor Pension Act New pension system	Employer: Allocate monthly an amount equal to 6% of employees' monthly salaries and wages to employees' personal pension account in the Bureau of Labor Insurance on a monthly basis. Labor: If employees voluntarily contribute, the amount will be deducted from the employee's monthly salary according to the contribution rate to the employees' personal pension account in the Bureau of Labor Insurance. ※ At present, the allocation is conducted according to the regulations.

1. The Company applies the following rules in accordance with the Labor Standards Act:
   [Voluntary retirement] Employees who meet any of the following conditions may apply for voluntary retirement.
   (1) If the employee has worked for at least 15 years and has reached the age of 55.
   (2) If the employee has worked for more than 25 years.
   (3) If the employee has worked for at least 10 years and has reached the age of 60.
   [Mandatory retirement] The Company shall not compel an employee to retire unless he/she meets one of the following conditions:
   (1) The employee has reached the age of sixty-five.
   (2) The employee is mentally or physically incapacitated for work.
   For positions with special characteristics such as dangerous jobs or those requiring strong physical strength, the Company may request approval from the central competent authority to adjust the age specified in the first paragraph of the preceding paragraph. But not less than fifty-five years old.
2. Criteria for retirement pension benefits:
   (1) The work experience before and after the application of the Labor Standards Act, as well as the choice to continue applying the retirement provisions of the Labor Standards Act or to retain the work experience prior to the application of the Labor Pension Act, will determine the pension benefits. The calculation of these pension benefits will be in accordance with Articles 84-2 and 55 of the Labor Standards Act.
   (2) Employees who have the work experience mentioned above and are subject to mandatory retirement in accordance with Article 54, Paragraph 1, Subparagraph 2, and whose mental or physical disabilities are caused by the performance of their duties, shall receive an additional 20% in accordance with the provisions of Article 55, Paragraph 1, Subparagraph 2 of the Labor Standards Act.

(3) For employees subject to the pension provisions of the Labor Pension Act, the Company shall make monthly contributions of 6% of their wages to their individual pension accounts.

3. Payment of Pension Benefits: The Company shall pay the employees' pensions within 30 days from the date of retirement.

4-5-3 Human resource management:

1. Employee complaint channel: Establish an internal employee complaint channel to resolve labor disputes.
2. Employee-employer communication: No labor disputes during the year. Regular labor employer meetings are held to communicate opinions, and the meetings are held from time to time as necessary.
3. The Company discloses employee turnover rates over the past two years by gender and age group, and explains the trends and underlying reasons.

Year		2024		2025	
Age group	Gender	Male	Female	Male	Female
	Under 30 years	151	38	155	20
	30-50 years old	337	77	402	56
	Over 50 years	39	15	53	15
	Total	527	130	610	91
Total headcount at year-end		2050	452	2049	458
Annual turnover rate		25.71%	28.76%	29.77%	19.87

The Company operates in the security services industry, which requires shift work, night duty, and on-site assignments. As a result, the workforce is predominantly male, leading to a significant gender imbalance. Differences in turnover rates between male and female employees primarily reflect the nature of the industry and job roles, rather than structural or policy-related factors.

＊ Employee turnover over the past two years is as follows:

A. Male employees: Due to their higher proportion in the workforce and their concentration in frontline security operations, turnover rates are influenced by factors such as site reassignments, workforce deployment, and the inherently higher mobility within the industry. As a result, turnover rates have shown slight fluctuations across the years, with a modest increase in 2025, remaining within the typical range for the security services industry.

B. Female employees: Representing a smaller proportion of the workforce and primarily engaged in administrative, internal, or specialized roles, turnover rates are more susceptible to individual factors and may vary year to year. The turnover rate increased temporarily in 2024 but returned to a more stable level in 2025.

C. By age group: employee turnover among those under 30 was primarily related to career exploration and adaptation to shift-based duties; employees aged 30 to 50 represented the Company's core workforce, with overall retention remaining relatively stable; turnover among employees over 50 was mainly attributable to retirement or personal career planning, with no unusual fluctuations observed.

D. Overall, the Company's employee turnover rate remained within a reasonable range, with no significant abnormal attrition observed. The Company will continue to enhance employee retention and service quality by optimizing shift scheduling and rotation systems, strengthening education and training, and maintaining stable personnel dispatch mechanisms.

4. The Company employed disabled (30 people) and indigenous (38 people) employees in accordance with the law, and implemented measures such as pregnancy checkup leave, maternity leave, paternity leave, family care leave, and parental leave without pay in accordance with relevant laws and regulations. The headquarters, branches and subsidiaries have nursing rooms that value privacy and security.

   The Company has signed contracts with 2 childcare institutions to provide employees with more favorable and safe childcare services.

5. Measures to maintain employee workplace safety, hygiene and health:

   (1) Access control security: Security and access control systems are installed, and a monitoring system network is set up in each area. The building management committee also employs security guards at the entrance of the building and of the driveway to assist the access to ensure the safety of employees and properties.

   (2) Indoor environmental protection measures: Regularly implement audit and testing of equipment maintenance and set up fire alarms in various areas of the office.

   (3) Occupational safety and health policy:

   [Abide by laws and regulations. Value commitments]

   Follow national occupational safety and health laws and regulations and the requirements of customers and their related groups. Respect the requirements of relevant stakeholders for occupational safety and health, strengthen health promotion, and promote a people-oriented safety and health culture.

   [Disaster prevention. Maintain environment]

   Adopt the mindset of disaster prevention and use proper management tools and available resources to establish and implement safety and health management plans. Compile relevant occupational safety and health issues to realize a culture of safety, risk management and creation of a zero-hazard environment.

[Performance appraisal. Risk control]
Establish quantitative indicators. Expand occupational safety and health activities to affiliated companies' products and related services. Improve overall occupational safety and health performance. Effectively control risks.
[Self-management. Continuous improvement]
All employees participate in occupational safety and health activities, jointly maintain a healthy workplace, and adhere to the principle of continuous improvement.

(4) Labor work environment
Monitor the actual work environment of all employees in the workplace. Currently, the operations are not exposed to harmful substances (organic solvents, specialization, dust). They do not include special health hazard activities (high temperature, noise, ionizing radiation, abnormal air pressure, lead, etc.) For special operations, such as night-shift workers, etc., health checks and health risk status assessments are continuously carried out, and doctors and nurses provide follow-up on-site health services. In order to protect all employees from the hazards in the workplace and provide them with a healthy and comfortable work environment, environmental monitoring of illuminance at the head office is carried out every year.

(5) Occupational safety and health audit
The Company has set up an Occupational Safety and Health Committee and established five major occupational safety and health plans, including human factors, abnormal workload, workplace illegal infringements, maternity protection, and safety and health prevention for middle-aged and elderly workers. The General Chief Executive Officer serves as the executive committee member. The Committee discusses improvement plans in response to the promotion progress of each plan and the incidents of occupational hazards.

Occupational safety and health audit	
Safety and health committee	Meet once a quarter and conduct audit once a year
Company's audit units	Conduct audits from time to time every year
Occupational safety and health administrator	Conduct audits from time to time every year
Management by walking around adopted by on-site administrative supervisors	Once a month
Patrol inspection of contractors at job sites	Subject to the rules of the job sites and project owners of the sites

(6) Equipment safety management

The Company's construction involves the use of dangerous machinery (fixed cranes, mobile cranes, derrick cranes, construction lifts, construction hoists, hanging cages) and equipment (boilers, pressure vessels, high-pressure gas containers, high-pressure gas special equipment). In order to ensure the safety of driving and construction work, the Company has formulated regulations on the management of hazards of working at heights (Chung-Hsing-Ren-Zi No. 109264 Notice), implemented the advocacy of hazard notification for high-altitude operations, over and above carrying out detailed inspections of ladders in accordance with Safety Inspection Key Points for Mobile Ladders and Folding Ladders. Regular maintenance checks are carried out on the safety performance of general vehicles in accordance with the Regulations for Safety Inspection of Machines and Equipment to ensure that all employees of the Company can use safe equipment for system installation operations and service status processing.

Safety and health education training and advocacy in the past three years

Year	Number of education and training participants	Total hours of sessions
2023	1,449	4,347
2024	1,597	4,791
2025	1,769	5,307

Industrial safety performance in the past three years-employee disability and injury statistics

Year	deaths	Number of work-related injuries leave days	Amount of condolence payment issued
2023	0	964	41,000
2024	0	2,564.5	82,000
2025	0	1,317.3	70,000

2023	Traffic accidents	Falls	Other injuries	Total
During performance of duties	6	7	9	22
During commute to and from work	10	0	0	10
Total	16	7	9	32
2024	Traffic accidents	Falls	Other injuries	Total
During performance of duties	17	6	16	39

2023	Traffic accidents	Falls	Other injuries	Total
During commute to and from work	13	0	0	13
Total	30	6	16	52
2025	Traffic accidents	Falls	Other injuries	Total
During performance of duties	8	1	7	16
During commute to and from work	14	0	0	14
Total	22	1	7	30

Other injuries: cuts, bumps, bites, stabs, gunshots, falls, choking, sprains, etc.

4-5-4 Occupational health and safety management system

1. The Company currently implements occupational safety and health management through an internal information management platform but has not yet obtained the occupational health and safety management system certifications (ISO45001, OHSAS, TOSHMAS).
2. The Company organized promotion for corporate governance and ethics, including insider trading prevention, procedures handling material information, and personal information protection and management measures, which also incorporated performance management system to establish a clear reward and punishment system.
3. The Company completed the relevant certification requirements for human resources management in compliance with the sustainable business report and announced the results on the official website.

4-5-5 Status of agreements between labor and management and measures for the protection of employee rights and interests

1. The Company has always upheld the belief that employees are the most important asset of the organization. To promote labor-management harmony and enhance employee welfare, we have implemented several measures, including: “special leave,” “recognition and bonuses for employees who have served a certain number of years,” “attendance rewards,” and “educational subsidies for employees’ children.”
2. All departments of the Company convene labor-management meetings regularly in accordance with the regulations set forth in the Regulations for Implementing Labor-Management Meeting. The interaction between labor and management is continuous, ensuring that labor rights are upheld without delay.
3. The Company has a Human Resource Evaluation Committee, which attends key meetings related to employee rights—such as performance evaluations and business briefings—to ensure that employees are clearly informed about all operational matters. In 2024, multiple labor-management meetings were

convened across the region in accordance with the law, resulting in the achievement of several consensus agreements.

4-5-6 Human Resource Development (HRD)

1. The Company has established a dedicated Education Training Division, which sets up two large training centers in Yilan and Tamsui, and six specialization classrooms in Taiwan. Senior and outstanding employees work full-time to develop education and training programs to cultivate various functional skills. The Company also commits tens of millions a year to education and training, and the efforts have earned a silver medal from the Talent Quality Management System.
2. The Education Training Division is an independent department directly under the CEO Office, established with the aim of promptly responding to the transformation of the Group and support manpower. The training organizations have instructors in the Educational Affairs Section, Business Section and Service Section. They are responsible for developing courses for application products and services, planning and design of educational materials, review and revision of occupational assessment, sales techniques and other basic functional development courses, training and review of management associates and other relevant training. The training courses are divided into regional and centralized courses based on their scale.
3. The training structure focuses on seven courses (sales, service, management, on-the-job reinforcement, innovation, talent grooming, managerial training, specialized fields). In response to the need for various job functions and in compliance with the Private Security Service Act and the Occupational Safety and Health Act, the training courses such as Sales Personnel and Service Engineers (SE) career training one-year development training for new employees, annual reinforcement training, annual reserve officer training, Taiwan Secom Administrative Training for new hires in the administrative positions and management assistants, management associates training, junior manager training, continuing education for senior executives (talks and forum sessions with well-known figures, reading clubs, etc.)
4. Each unit implements various on-the-job training (OJT) in branches or management offices to strengthen its staff’s skills and abilities. Morning reports, afternoon reports, honor clubs and monthly meetings are used to develop team cohesion and train employees’ various skills.
5. In response to the rapid pace of knowledge renewal and the growing trend toward professional certification, the Company has established external training subsidy guidelines and introduced diverse online learning resources, including Hahow, Dada, and MANAGER Today, to encourage employees to pursue self-directed learning (SD) and continuing education programs, broaden their perspectives, and strengthen professional competitiveness.
6. To maintain service quality, the Company conducts skills verification every year to test the technical abilities of service employees to check whether they

meet the requirements of various levels, and those who pass the verification will be rewarded with skill bonuses.

7. Establish My Vita's Planner Function verification process to check employees' professional planning capability in Unlimited+ and establish an Unlimited+ sales talent database as a reference for formal appointment and promotion.
8. In response to the promotion of the MyVita system, the Company integrates the application services in daily lives with the IoT. In addition to the basic training on security monitoring products, the Company continues to reinforce employees' basic knowledge of other professional fields such as smart disaster prevention, smart care smart home control, smart energy saving and smart security products.
9. The "Advanced AI Literacy Consensus Camp" was organized to help senior executives understand trends in AI and generative AI applications, as well as key considerations for enterprise adoption. The "AI-ChatGPT Workplace Applications" program was also launched to integrate practical AI applications into sales, proposal development, and negotiation strategies. A total of 22 departments participated, comprehensively enhancing employee efficiency and performance.
10. We launched Disaster Relief Volunteer certification courses to strengthen disaster risk awareness, familiarize employees with disaster prevention and response systems, enhance first-aid practice and community emergency response capabilities, and cultivate a professional disaster prevention service team.
11. The introduction of online video courses includes 20 digital courses on the "HaHow" platform. The topics cover business charts, operational analysis, management studies, investment and finance, and ESG. Additionally, experience-sharing sessions and learning incentive programs are organized to encourage employees to pursue cross-disciplinary learning and enhance the Company's long-term competitiveness.
12. We continue to optimize our education and training platform, the "Taiwan Secom Elite Academy" (http://school.secom.com.tw/), to establish a comprehensive digital learning environment that promotes knowledge transfer and the sustainable development of organizational talent.

4-5-7 Workplace diversity and equality

1. The Company values employee diversity and has exceeded the required number of employees with disabilities at 1.2 times the number mandated by the "Persons with Disabilities Rights Protection Act" (the legal requirement is to employ 15 individuals, while the Company currently employs 30, with the regulation counting each person with severe disabilities as two). In addition, regarding the indigenous employees in service in 2025 (accounting for 1.52% of the total workforce) and international employees, we also respect their cultures and have never encountered any incidents that violate their work rights or human rights.

2. Employee ethnicity indicators:

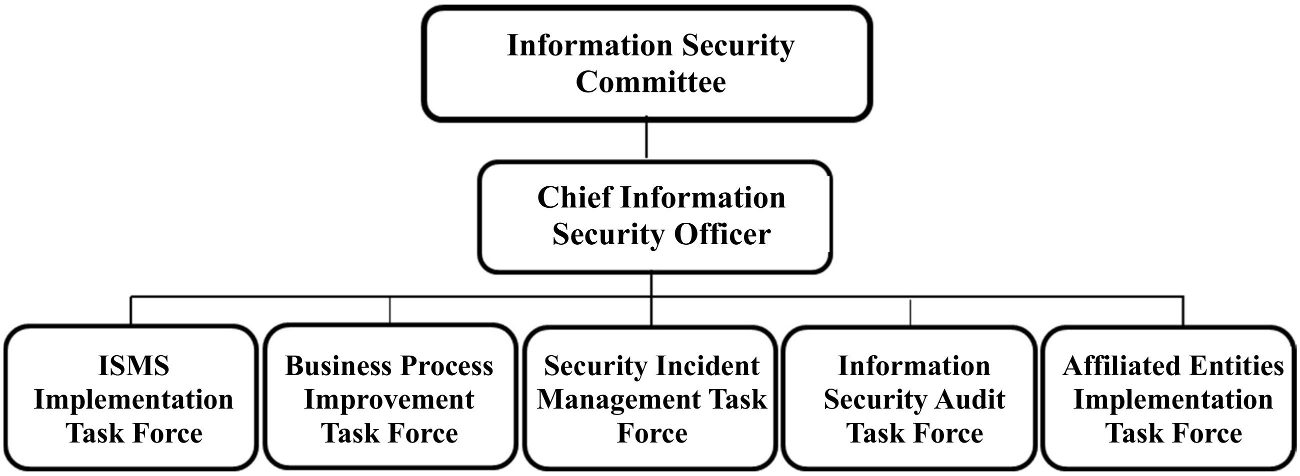
Type	% of all employees
ROC nationality	99.68%
Other nationalities	0.32%

3. Workplace equality ensures equal pay and equal promotion opportunities for men and women for equal work. In 2025 female employees accounted for 18.27% and female supervisors accounted for 13.86% of the work force.

4-6 Cybersecurity Management

4-6-1 Information security risk management

1. In 2023, the Company established the "Information Security Management Office" for executing the management and planning of the security of information operations, building and maintaining the information security management system, and coordinating the formulation, implementation, risk management, and compliance auditing of information security and protection-related policies.
2. The Information Security Management organization convenes regularly to review the implementation status and provides annual reports to the Board of Directors regarding the execution and review of activities. The roles within the organization are as follows:



4-6-2 Information security policy

1. Purpose
   (1) Ensure the confidentiality, integrity and availability of the information assets belonging to Taiwan Secom (hereinafter referred to as "the Company") and comply with the requirements of relevant laws and regulations, so as to protect them from internal and external intentional or accidental threats and take into account relevant laws and regulations and the Company's business needs to formulate information security policies.
   (2) Ensure the confidentiality (C), integrity (I) and availability (A) of the information assets held by the Company and protect the privacy of

customer data. The following goals have been achieved through the joint efforts of everyone in the Company.

A. Protect the security of the Company's business services and ensure that information can only be accessed by authorized personnel to ensure its confidentiality.

B. Protect the security of the Company's business services and prevent unauthorized modification to ensure their correctness and completeness.

C. Establish the Company's information security business continuity plan to ensure the continuous operation of the business services.

D. The information services for various businesses must comply with the requirements of relevant government laws or regulations.

2. Scope

(1) The policies are applicable to all employees of the Company, outsourced service providers and visitors.

(2) The scope of information security management includes four major areas, namely, organizational control, personnel control, physical control, and technical control, with an eye towards preventing incidents such as improper use, leakage, tampering, and destruction of data caused by human error, intentional actions, or natural disasters, which could pose various risks and hazards to the Company.

(3) The organizational strategy and management indicators for information security are established to achieve the objectives of information security management. The following information security management indicators are specified:

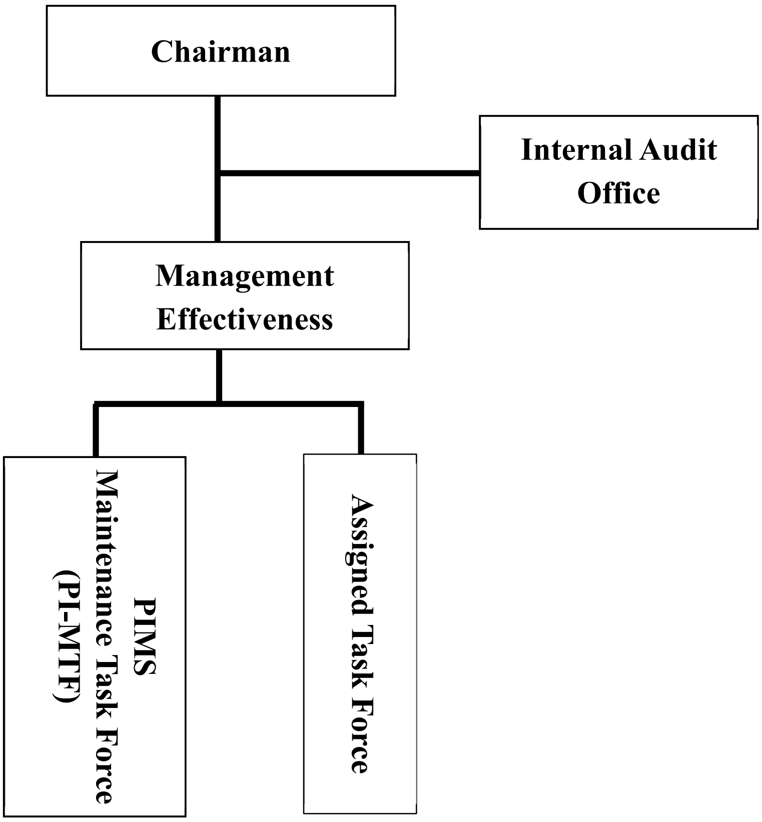
A. Enhance corporate image and ensure sustainable business operation and growth.

B. Improve customer satisfaction.

C. Promote employees' awareness of information security.

D. Compliant with laws and regulations as required by regulatory authorities.

4-6-3 Personal information management governance framework



4-6-4 Personal information management policy

1. Purpose

   Taiwan Secom Co., Ltd. (hereinafter referred to as "the Company") has established this Personal Data Management Policy in accordance with the Personal Data Protection Act and the Regulations for the Security and Maintenance of Personal Information Files in Police Administration–related Non-government Agencies issued by the Ministry of the Interior. This policy is intended to safeguard the rights of data subjects and to mitigate potential impacts arising from any personal data incidents.

2. Scope

   (1) This policy applies to all employees of the Company as well as outsourced service providers, covering both personal information security and physical environment management.

   (2) The Company's personal information management aims to ensure compliance with applicable data protection regulations, safeguard the rights of data subjects, and uphold principles of lawful and good-faith collection and use. Through the implementation of appropriate security measures, the Company fulfills its oversight and governance responsibilities, preventing data leakage, alteration, or destruction caused by human error or malicious intent, and ensuring the continuous improvement of its personal information management system.

3. Information security governance strategy and management objectives

(1) Strengthen brand reputation and reinforce organizational risk management.
(2) Enhance client trust and protect privacy and data security.
(3) Promote company-wide adherence to personal data protection practices and standards.
(4) Ensure that operational processes comply with applicable laws and regulations.

4-6-5 Specific management plan and resource allocation:

Description	Specific Management Measures
Dedicated Information Security and Personal Data Protection Personnel	We have established a dedicated information security management unit to oversee the development, management, and implementation of information security and personal data protection policies. We also engage professional consulting firms to provide compliance guidance for our information security and personal data management frameworks.
Outsourcing Management Measures	Through the signing of information security contracts, regular audits, vulnerability scanning, the establishment of access controls, and emergency mechanisms, we ensure that outsourced companies comply with information security standards. At the same time, it is required that outsourced companies provide cybersecurity certification, conduct employee background checks and training, and monitor cybersecurity performance through Service Level Agreements (SLA) and Key Performance Indicators (KPI) to mitigate risks.
Information Security Education and Training	Regular information security awareness campaigns via email and bulletin boards Regular cybersecurity education and training courses, and personal data seminars.
Incident Report	We formulate response mechanisms and reporting procedures for information security and personal data incidents, and ensure timely handling of all such incidents to effectively reduce impact and contain damage.
Email Security Management	Email protection and data loss prevention systems are deployed to automatically filter suspicious messages and ensure secure transmission through encryption. We regularly conduct social engineering drills and strengthen cybersecurity training for employees with lower awareness, comprehensively enhancing overall information protection capabilities.
User Internet Control Management	Next-generation firewalls are implemented to manage Internet usage, enabling real-time identification and blocking of high-risk connections and unsafe websites, effectively mitigating malicious threats and maintaining a secure network environment.
Risk management	We conduct regular inventories of information assets, extend management coverage across the entire organization with full implementation in all departments (100% coverage), and carry out risk management and monitoring based on information security risk assessments, enforcing all relevant security control

Description	Specific Management Measures
	measures. In addition, on December 4, 2024, we signed an MOU on National Cybersecurity Joint Defense and Intelligence Sharing with the Ministry of Justice Investigation Bureau, joining the national cybersecurity joint defense framework.
Password Management	User passwords are regularly changed and must meet minimum requirements for length and complexity.
Firewall Protection	The firewall connection rules are set; any special connection requests must be submitted for additional approval.
Endpoint Detection and Protection	We deploy endpoint detection and response (EDR) solutions across all devices to enable real-time monitoring and data collection. Leveraging advanced correlation analytics, we proactively detect and respond to any suspicious connections and activities. At the same time, we manage and restrict the use of portable media (e.g., USB devices) to further strengthen endpoint information security protection.
Data Backup Mechanism	All important information system databases are backed up daily.
Website Testing	We regularly perform website vulnerability scanning and penetration testing, and carry out patching, retesting, and tracking tasks to reduce risk to an acceptable level.
Cybersecurity Risks	In order to effectively transfer risks in the event of a cybersecurity incident, cybersecurity insurance has been purchased to enhance risk management.
Investment Tax Credit	To enhance competitiveness and sustainable development, the Company is actively investing in information and communication technology (ICT) security measures. We have applied for the government's "Investment Tax Credit for Smart Machinery or 5G Systems and ICT Security Products or Services" to optimize resource utilization, improve operational efficiency, and strengthen ICT security.
ISO27001:2022	We have implemented an Information Security Management System (ISMS) and obtained ISO 27001 certification through an international accreditation by the third-party certification body SGS. On December 20, 2024, we successfully completed the transition audit to ISO 27001:2022, with the certification valid from January 3, 2025 to January 3, 2028.
Information Security and Personal Data Audit	We extend the scope of our ISMS across the entire organization and implement it in all departments, conducting regular information security audits to ensure consistent execution of security policies and procedures. At the same time, dedicated personnel and resources are assigned in accordance with our Personal Data Management Policy to plan and implement data protection measures. Regular reports are submitted to the responsible executive, and annual personal data audits are conducted to ensure the effective implementation of the personal data management framework.

Description	Specific Management Measures
Information Security and Personal Data Operations	In 2025, a total of 23 meetings were convened. A total of 2,349 employees participated in personal data protection and information security training, achieving a 100% completion rate and a 100% post-assessment pass rate.

4-6-6 Major information security incidents

In the most recent year and as of the date of printing of the annual report, if the losses, possible impacts and countermeasures suffered due to major information security incidents cannot be reasonably estimated, the facts that cannot be reasonably estimated should be stated: none.

Taiwan Secom Co., Ltd.-ISO 27001 Information Security Certification

Certificate TW16/00020

The management system of

Taiwan SECOM Co., Ltd.

6F, NO. 139, Cheng Chou Road, Taipei 103612, Taiwan, R.O.C.

has been assessed and certified as meeting the requirements of

ISO/IEC 27001:2022

For the following activities

Provision of operation, maintenance and management activities for Data Center and its associated infrastructure, data communication networks and information processing facilities in accordance with Statement of Applicability version 1.8.

This certificate is valid from 03 January 2025 until 03 January 2028 and remains valid subject to satisfactory surveillance audits.

Issue 4. Certified since 03 January 2016

Certified activities performed by additional sites are listed on subsequent pages.

C. Moran

Authorised by

Liz Moran

Business Manager

SGS United Kingdom Ltd

Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK

t +44 (0)151 350-6666 - www.sgs.com

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Taiwan Secom Co., Ltd.-ISO 27001 Information Security Certification (continued)

Certificate TW16/00020, continued

Taiwan SECOM Co., Ltd.

ISO/IEC 27001:2022

Issue 4

Sites

Taiwan SECOM Co., Ltd.
6F, NO. 139, Cheng Chou Road, Taipei 103612, Taiwan, R.O.C.
Provision of operation, maintenance and management activities for Data Center and its associated infrastructure, data communication networks and information processing facilities in accordance with Statement of Applicability version 1.8.

Taiwan SECOM Co., Ltd. Computer room of SECOM
3F, No.111, Ln. 76, Ruiguang Rd., Neihu Dist., Taipei City 114062, Taiwan, R.O.C.
This site is the main computer room that supports activities within the certification scope of the main site.

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Subsidiary Aion Technologies Inc.-ISO27001 Information Security Certification

Certificate TW22/00000523

The management system of

Aion Technologies Inc.

12F., No.139, Zhengzhou Road, Datong Dist., Taipei 103, Taiwan, R.O.C.

has been assessed and certified as meeting the requirements of

ISO/IEC 27001:2022

For the following activities

According to the Applicability Statement of Version 2.3, it provides the Electronic Invoice Value-added Service Center System maintained and operated by the Cloud Innovation Department, and the information security management and maintenance of related computer rooms, network services and supporting information equipment.

This certificate is valid from 27 June 2025 until 27 June 2028 and remains valid subject to satisfactory surveillance audits.
Issue 2. Certified since 27 June 2022

L. Moran

Authorised by
Liz Moran
Business Manager

SGS United Kingdom Ltd
Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK
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4-7 Important contracts

Nature of contract	Parties involved	Start & end dates	Overview	Restrictive clauses
Business and technical cooperation agreements for security services and other operations.	Taiwan Secom Co., Ltd. (Party A) SECOM Co., Ltd. (Party B)	2023.4.14 ~ 2028.4.13	(1) Provide partners with various disaster, theft, fire prevention equipment and technical information on safety systems, so that the planning and installation of safety systems can be carried out quickly and effectively. (2) Signing of various rules concerning intellectual property rights. (3) Apply the knowledge of security business management and security system operations provided by technicians to make the operation management more reasonable and efficient and provide customers with high-quality security system services. (4) Provide sales promotion methods and professional knowledge on quotation of security system rental to effectively extend the sales network and increase profitability of sales. (5) Provide a variety of management manuals, and the technical personnel are dispatched to assist in guidance, advice, lectures, training, etc., to greatly enhance the professional knowledge and skills of the partners' technicians. During the cooperation period, there will be one instructor stationed in the partner's company. In addition, several technicians are dispatched to Taiwan several times a year to provide consultation.	(1) Party A may grant the re-enforcement right of the intellectual property rights to a third party within its "region". Without the prior written consent of Party B, the right to implement the contract shall not be re-authorized to any third party. (2) The intellectual property rights of various signed agreements shall not be used outside the "region".

Note: "Region" refers to the region under the jurisdiction of the ROC government

V. Review and Analysis of Financial Status and Financial Performance, along with Risk Factors

5-1 Financial Status

Unit: NT$ thousand; %

Year / Description	December 31, 2025	December 31, 2024	Difference	
			Amount	%
Current assets	10,663,664	9,975,408	688,256	6.90%
Investments accounted for using the equity method	5,238,220	4,942,328	295,892	5.99%
Property, plant and equipment	10,613,389	9,889,271	724,118	7.32%
Other non-current assets	4,347,028	3,457,880	889,148	25.71%
Total assets	30,862,301	28,264,887	2,597,414	9.19%
Current liabilities	8,833,350	7,846,521	986,829	12.58%
Non-current liabilities	7,829,772	6,931,938	897,834	12.95%
Total liabilities	16,663,122	14,778,459	1,884,663	12.75%
Share capital	4,511,971	4,511,971	-	0.00%
Capital surplus	1,201,905	1,152,973	48,932	4.24%
Retained earnings	8,346,231	7,761,031	585,200	7.54%
Other equities	(207,580)	(190,626)	(16,954)	8.89%
Treasury share	(215,966)	(221,003)	5,037	-2.28%
Non-controlling interests	562,618	472,082	90,536	19.18%
Total equity	14,199,179	13,486,428	712,751	5.28%

- Main reasons of significant changes in assets, liabilities, and equity in the most recent two fiscal years:
  1. The increase in other non-current assets was primarily attributable to an increase in right-of-use assets.
- Impact of changes in financial position in the last two years: No significant impact on financial position.
- Future countermeasures: N/A

5-2 Financial Performance

Unit: NT$ thousand; %

Description \ Year	2025	2024	Amount (increase/ decrease)	Change (%)
Net operating income	18,982,489	17,859,305	1,123,184	6.29%
Operating costs	12,803,438	12,043,548	759,890	6.31%
Gross profit	6,179,051	5,815,757	363,294	6.25%
Operating expenses	3,130,089	2,949,563	180,526	6.12%
Operating profits	3,048,962	2,866,194	182,768	6.38%
Non-operating Income and Expenses	611,224	638,244	(27,020)	-4.23%
Net income before tax	3,660,186	3,504,438	155,748	4.44%
Income tax expenses	(600,710)	(611,238)	(10,528)	-1.72%
Current period net profit	3,059,476	2,893,200	166,276	5.75%
Other comprehensive income (net after tax)	(102,303)	(168,149)	65,846	-39.16%
Total comprehensive income for the period	2,957,173	2,725,051	232,122	8.52%
Profit attributable to owners of the parent company	3,007,399	2,845,307	162,092	5.70%
Comprehensive income attributable to owners of the parent company	2,914,471	2,671,386	243,085	9.10%

- Analysis and explanation of the increase or decrease in ratio in the last two years:
  1. Other comprehensive income for the current period increased compared to the previous period, primarily due to a decrease in unrealized valuation losses on equity investments measured at fair value through other comprehensive income.
- Expected sales for the next one year and its basis: Please refer to I. Letter to Shareholders on page 1.
- Potential impacts on financial and business operations over the past two fiscal years: No significant impacts on financial and business operations.
- Future countermeasures: N/A

5-3 Cash Flow Analysis

1. Analysis of changes in cash flow in the most recent year:

Unit: NT$ thousand

Cash balance at the beginning of the year	Net cash flow from operating activities	Cash outflow for the year	Cash surplus (shortage)	Measures for cash shortage	
				Investment plans	Financing plans
5,459,747	4,319,530	3,931,973	5,847,304	-	-

Analysis of changes in cash flow for the current year:

(1) Business activities: primarily impacted by net income before tax.

(2) Investment activities: primarily due to net cash outflows during the acquisition of property, plants, and equipment.

(3) Fundraising activities: primarily due to the cash outflow from dividend distribution of retained earnings.

2. Improvement plan for liquidity shortfall: N/A

3. Analysis of cash flow changes in the coming year:

Unit: NT$ thousand

Cash balance at the beginning of the year	Estimated cash flow from operating activities over the entire year	Estimated cash outflow for the entire year	Estimated cash surplus (shortage)	Estimated measures for cash shortage	
				Investment plans	Financing plans
5,847,304	4,568,797	4,224,263	6,191,838	-	-

Analysis of changes in cash flow for the coming year:

(1) Business activities: mainly estimated sales growth resulting in estimated operating profit.

(2) Investment activities: mainly for the acquisition of devices and equipment.

(3) Fundraising activities: mainly due to the expected dividend distribution from surpluses and debt repayment.

5-4 Impact of major capital expenditures on financial operations in the most recent year: None.

5-5 Reasons for profit or loss due to reinvestment strategies in the past year, improvement plans, and investment plans for the coming year.

5-5-1 Reinvestment policy for the most recent year:

The Company's reinvestment prioritizes the auxiliary businesses related to the core business, followed by other businesses that can obtain higher profits.

5-5-2 Profitability of reinvestment:

The total amount of the Company's shares of associate companies and joint ventures recognized by the equity method in 2025 and 2024 were NT$625,605 thousand and NT$632,324 thousand, respectively.

5-5-3 Investment plan for the coming year: None.

5-6 The risk analysis and assessment in the recent years and as of the printing date of this annual report:

5-6-1 Impact of changes in interest rates and currency exchange and inflation on the Company's profit and loss and the response measures to be taken in the future:

1. The Company's exchange loss and interest income and expenditure:
   The Company's exchange gains for 2025 were NT$20 thousand, interest income was NT$33,489 thousand and the interest expenses were NT$155,590 thousand.
2. Impact of Inflation on Company's profit and loss:
   The recent annual interest rate changes have been minimal, and inflation has been moderate, which has had no significant impact on the company's losses.
3. The Company's specific measures in response to exchange rate changes, interest rate changes and inflation:
   The company adopts a natural hedging approach to reduce the exchange rate risk caused by currency fluctuations.

5-6-2 Policies on engaging in high risk, high leverage investments, loaning funds to others, endorsements and guarantees, as well as derivative transactions, main causes of profit and loss, as well as future countermeasures:

The Company takes a safe and steady approach in its financial operations and is not engaged in high-risk and highly leveraged investment activities, nor has it engaged in derivatives trading. The Company's lending or endorsing as a guarantor are subject to the Operating Procedures for Loans to Others and Endorsement and Guarantee to protect the Company's best rights and interests.

5-6-3 Future R&D plans and expected investment in R&D budget:

The Company's focus its future operations on the integration services of the My Vita IoT system and will add more My Vita AI smart products and functions. More innovative services and products such as My Vita App functions, integration of mobile phones and new technological products, smart image (facial) recognition systems, upgrading of smart patrol will be offered. Innovative services and products will also move from Smart Home to Smart City with an accelerated application of AI to smart transportation (parking lots), smart streetlights and more to create smart, safe communities. Big data analysis will also be adopted to find solutions and business opportunities.

In order to improve the Company's competitiveness and meet customer needs, it is estimated that approximately NT$133,472 thousand will be invested in research and development this year.

5-6-4 Impacts of important domestic/foreign policies and changes of laws on the financial business of the company and countermeasures:

The management of the Company actively responds to important domestic and foreign policy and legal changes at any time, abides by national laws and regulations, promotes corporate governance, regulates operations and internal control, and ensures smooth financial business operations to maintain its sustainable business development.

5-6-5 Impacts of changes in technology and industry on the financial business of the company and countermeasures:

The Company's technology R&D integration department and management actively monitors changes in technology and industry at any time, invests in R&D needed in a timely manner, adjusts operating strategies, and ensures the smooth operation of finances to maintain the Company's growth.

5-6-6 Impacts of change of the corporate image on the corporate crisis management and countermeasures:

The Company adheres to the philosophy of sustainable operations and has maintained a good corporate image, which is highly recognized by consumers and investors. The Company complies with government laws and promotes corporate governance to implement sustainable development and ethics management concepts. The Company has a website, spokesperson system, investor relations and public relations department, and establishes a transparent and trustworthy communication channel with the media, investors or other related parties to maintain the Company's excellent corporate image. Currently, there are no incidents harming the Company's image.

5-6-7 Expected benefit, possible risks, and countermeasures for merger: N/A

5-6-8 Expected benefits, possible risks, and countermeasures for expansion of the facilities: N/A

5-6-9 Risks associated with over-concentration in purchases or sales, and response measures:

The Company currently has no problem of over-concentration of purchases and sales. The Company has established a list of alternative suppliers, and the supply at this stage is normal. In case of emergency, the alternative suppliers will increase the supply to ensure the normal operation of the Company.

5-6-10 Impacts and risks of large-scale transfers of shareholdings by, or changes in, directors, supervisors, or shareholders holding 10% or more of the Company's shares, and response measures: N/A

5-6-11 Impacts, risks, and countermeasures of changes in the Company's management rights: N/A

5-6-12 Major litigation, non-litigation or administrative incidents that involve the Company and/or any director, supervisor, general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10% and/or any other company or companies controlled by the Company and of which the results may have a significant impact on the Company's shareholders' interests or the securities prices: N/A

5-6-13 Other Significant Risks and Mitigation Measures: On March 6, 2025, in coordination with the investigative unit, a third-party company conducted an investigation at the Company. This investigation did not have a significant impact on the Company's finances, operations, or business.

5-7 Other important matters: None.

VI. Special matters to be recorded

6-1 Information related to affiliated companies

6-1-1 Consolidated business reports of affiliated companies

1. For the organizational chart of affiliated companies (as of December 31, 2025), please visit MOPS at: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

2. For information on each affiliated company, please visit MOPS at: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

3. For information on common shareholders of entities presumed to be in a control and subordinate relationship, please visit MOPS at:https://mopsov.twse.com.tw/mops/web/t57sb01_q10

4. For information on the industries covered by the overall operations of affiliated companies, please visit MOPS at: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

5. For information on directors, supervisors, and general managers of each affiliated company, please visit MOPS at: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

6. Overview of the business operations of each affiliate

Unit: NT$ thousand; earnings (loss) per share in New Taiwan Dollars (NT$)

Company name	Paid-in capital	Total assets	Total liabilities	Equity	Operating revenue	Operating income (loss)	Profit (loss) for the current period	Earnings per share (EPS)
								Loss per share (NT$)
Kuohsing Security Co., Ltd.	350,025	1,394,437	156,570	1,237,867	1,460,813	147,439	230,324	6.58
Gowin Building Management & Maintenance Co., Ltd.	351,578	1,758,199	842,689	915,510	1,633,917	221,287	214,688	6.11
Goyun Security Co., Ltd.	277,055	713,276	79,659	633,617	823,541	75,369	109,540	3.95
Leebao Security Co., Ltd.	1,612,835	5,065,863	2,532,515	2,533,348	1,721,308	524,043	443,434	2.75
Aion Technologies Inc.	172,752	454,736	128,979	325,757	427,390	78,089	63,133	3.65
Speed Investment Co., Ltd.	3,415,905	4,365,435	86,107	4,279,328	323,721	294,988	303,097	0.89
Goldsun Express & Logistics Co., Ltd.	594,649	1,305,647	583,323	722,324	1,055,092	81,622	65,087	1.09
Chung Hsing E-Guard Co., Ltd.	20,000	72,262	282	71,980	68,733	(68)	2,854	1.43
Lee Way Electronics Co., Ltd.	200,000	666,194	208,640	457,554	340,508	61,721	116,338	5.82
Titan-Star International Co., Ltd.	1,711,810	2,675,724	147,586	2,528,138	562,308	91,026	225,282	1.32
Goldsun Express Ltd.	33,613	44,400	4,484	39,916	8,703	520	3,453	1.03
Zhong Bao Insurance Services Inc.	10,140	68,189	26,935	41,254	31,843	13,414	14,949	14.74
Brightron Technology & Engineering Corporation	482,859	912,716	673,599	239,117	534,573	(76,437)	(81,610)	(1.69)
Lots Home Entertainment Co., Ltd.	355,123	258,222	18,853	239,369	2,186	(11,348)	10,448	0.29
Leebao Technology Co., Ltd.	50,000	174,166	82,994	91,172	545,300	31,612	31,001	6.20
Gowin Security Co., Ltd.	40,000	142,395	54,701	87,694	442,978	21,587	16,781	4.20
Lee Shin Health Co., Ltd.	20,000	20,105	212	19,893	676	(168)	(107)	(0.05)
Goyun Technology Co., Ltd.	200,000	469,371	247,594	221,777	367,585	31,259	19,617	0.98
Comlink Fire Systems Inc.	2,063	14,606	1,391	13,215	1,765	(250)	(153)	(0.74)
Lee Yuan Biomedical Co., Ltd.	50,000	190,605	51,356	139,249	166,060	78,227	63,082	12.62
DPS Co., Ltd.	30,808	182,240	124,012	58,228	86,688	(578)	(1,649)	(0.54)
Gowin Smart Parking Co., Ltd.	100,000	378,866	272,834	106,032	383,366	5,536	1,543	0.15
TransAsia Catering Service Co., Ltd.	366,480	1,225,323	455,546	769,777	813,595	(35,937)	(11,475)	(0.31)
KuoHsing Rental Co., Ltd.	10,000	11,718	1,191	10,527	1,739	863	754	0.75
Jiansheng International Co., Ltd.	20,000	20,890	203	20,687	676	335	481	0.24
Epic Tech Taiwan Inc.	67,811	40,937	21,398	19,539	7,073	(7,105)	(7,382)	(1.09)
Golden Harvest Food Enterprise Ltd.	122,760	666,441	423,234	243,207	1,200,236	567	65,864	5.37
Tai-shun Shi Ye Co., Ltd.	29,900	138,065	38,307	99,758	219,662	71,028	58,024	19.41
Bao-Hong Technology Co., Ltd.	10,000	10,891	317	10,574	2,505	377	449	0.45
MyStory Entertainment Co., Ltd.	200,000	141,798	1,983	139,815	6,053	(11,531)	(10,942)	(0.55)
Baohwa Trust Co., Ltd	80,000	110,525	37,457	73,068	112,980	25,680	25,074	3.13
Anfeng Enterprise Co., Ltd.	30,000	30,791	94,651	(63,860)	94,622	3,009	3,138	1.05
Geniron Technology Co., Ltd.	106,869	286,562	100,955	185,607	348,151	11,646	8,908	0.83
Litenet Corporation	2,000	1,838	2	1,836	-	(56)	(43)	(0.22)

6-1-2 Affiliation report

Declaration

The Company hereby declares that the companies required to be included in the consolidated financial statements of affiliates (from January 1, 2025 to December 31, 2025) in accordance with Criteria Governing Preparation of Affiliation Reports, Consolidated Business Reports and Consolidated Financial Statements of Affiliated Enterprises are all the same as companies required to be included in the consolidated financial statements of parent and subsidiary companies as provided in IFRS 10, and relevant information that should be disclosed in the consolidated financial statements of affiliates has all been disclosed in the consolidated financial statements of parent and subsidiary companies. Therefore, the Company does not prepare separate consolidated financial statements of affiliates.

So declared,

Company Name: TAIWAN SECOM CO., LTD.

Chairman: Lin Chien-Han

March 10, 2026

6-2 Status of private placement of securities in the most recent year and up to the publication date of this annual report: None.

6-3 Other supplemental information: None.

6-4 Corporate events with material impact on shareholders' equity or stock prices set forth in Article 36, Paragraph 3, Subparagraph 2 of Securities and Exchange Act in the most recent year and up to the publication date of this Annual Report should be listed individually: None.

WE ARE THE FUTURE

Taiwan Stock Exchange Market Observation Post System:
http://mops.twse.com.tw
Printed on March 31, 2026

中保科技
SECOM

TAIWAN SECOM COMPANY LTD.
Annual Report 2025

Chairman
林建涵